

Strategy of Improved Customer Engagement For Simply Gourmand

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Abstract

We studied customer engagement practices and French online grocery store Simply Gourmand (SG)'s customer base to create recommendations for how the business can enhance its customer engagement. The means of investigating this information were conducting surveys, interviews, analyzing Google Analytics data, and observational research on competitors. We discovered that females and customers aged 55+ were the demographics that engaged the most. Through surveys, we found that customers were satisfied with SG's current operation. Other findings included SG having a diverse array of engagement features, lacking feature visibility, and current customers have an interest in recipe-related features. We suggested implementing a recipe-related YouTube channel, product-specific recipes, prioritizing feature visibility, and improving existing features. In addition, SG has the informed option to not change anything.

Executive Summary

For many businesses, actively engaging with their customer base is an important goal as it aids with understanding customer wants and can increase customer loyalty. Our project focused on studying both business practices and SG's customer base in order to improve upon the website's customer engagement practices. Our project not only benefits business owners but also general customers, as it shows what practices to look out for and can help business to customer communication.

Background research showed that the Covid-19 pandemic caused a surge in online retail including groceries. This is due to several advantages provided by online shopping in comparison to shopping in person. In addition, the main shoppers online are those in the age range of 50+ and typically women. Because of the prevalence of those aged 50+ and women, we observed the preferences of these demographics and how they engaged with online businesses more than other demographics. As **customer engagement** is a vital part of this project our team looked into defining the term and defining how to examine it. We learned that **customer engagement** can be split into 5 **fulfillment drives** corresponding to customer wants: **supplying information, the opportunity to work alongside the business, giving and receiving feedback, talking with other customers, and related fun activities.**

Through various means of research and data collection, our team planned to perform an analysis that would lead to creating a list of recommendations to improve SG's customer engagement practices with a focus on senior customers. Our methods to reach our recommendations included the following: observational research, Google Analytics analysis, conducting surveys, and conducting interviews. Observational research involved us looking at competitors to see the engagement practices they employed so that they could be compared to SG, this helped to generate ideas and to understand the business standard of customer engagement practices. Our team was given access to SG's Google analytics data, which was used to organize demographics data and their corresponding website behavior. In order to understand the opinions of SG's customer base, a survey was sent out through the email newsletter which asked about SG's performance pertaining to engagement, feature visibility/use, and open response questions for improvement. In addition, a second survey was sent out to potential customers with more generalized questions about preferred engagement practices. Finally, two of SG's customers were selected by the owner so that the team could interview them about website engagement performance.

Using information learned through literature we conducted **observational research** in order to evaluate SG's current engagement practices in accordance with common drives. There it was found that SG has a good array of features, especially when compared to competitors. In addition, the goal of this project focused on business-to-customer communication, which is strongly fulfilled under the feedback and communication drives. The detailed evaluation of SG's engagement fulfillment can be seen below in Figure 1. This observation became a key part of our research when creating surveys and recommendations.

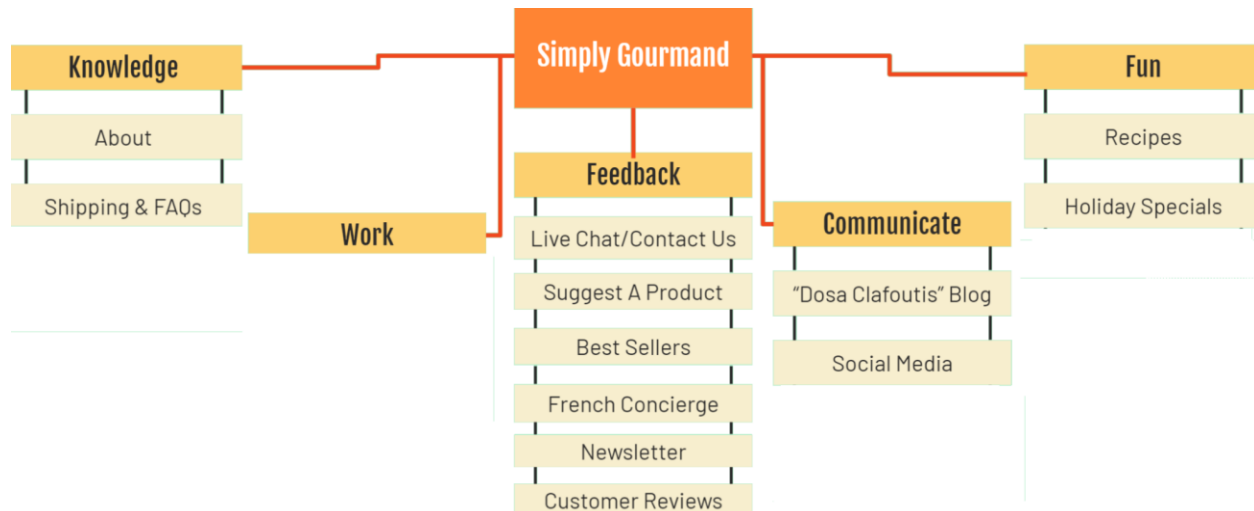


Figure 1) SG and Its Engagement Practices that Fulfill the Common Drives

From an analysis of SG’s Google analytics data of 42,500 people from 2020-2021, we found that seniors (55+) make a majority of the customer base and engagement at SG. Seniors not only were the largest demographic but contributed the most to revenue data. Similarly, it was found that out of 43,780 people, females were the largest demographic and contributor to revenue. To further solidify the claim that seniors and females have the highest engagement rates in SG’s customer base, the percentages of survey respondents also reflected this: out of 254 people, 186 were female and 163 were seniors.

Another finding of our research was that SG’s customer base was satisfied with its current operation. In a survey sent to 3,360 people that received 254 responses, we included an open response question on how SG can improve its customer engagement. As shown in figures 2 and 3 below, a majority of the responses indicated that nothing should be done. Notably, a majority of the other responses are features SG already has, indicating that customers would rather SG improve upon existing features than implement new ones.

In the same survey, we noticed that there were features respondents were unaware of, indicating a visibility issue for SG’s features. For example, the French Concierge feature went unnoticed by 187 out of 239 respondents. Similarly, the live chat went unnoticed by 117 out of 230 respondents.

We also found that customers want more recipe-related content, such as recipe videos or recipes related to how specific products can be used. On a scale of 1-5, with 1 being “not at all interested” and 5 being “very interested”, 130 of 230 respondents indicated an interest in recipe videos. Using the same scale, 175 out of 239 respondents indicated an interest in product-specific recipes. To solidify customer interest in recipe-related content, Figure 9 shows that recipes were one of the sentiments repeated by many customers.



Figure 2) Word Cloud from Senior Customers of Suggestions to Improve Simply Gourmand's Customer Engagement



Figure 3) Word Cloud from Female Customers of Customer Suggestions to Improve SG's customer engagement

One of the recommendations we made to SG was to put priority on feature visibility by moving unnoticed features to the top of the page, possibly by using the rotating banner in order to reduce clutter. Customers were found to enjoy ideas relating to recipes such as a recipe Youtube channel or a list of recipes specific products can be used for. Because of this, another recommendation we made is to implement these ideas, with product-related recipes being underneath each product. Another recommendation made was to focus on improving existing features rather than adding new ones, as a lot of customer response indicates being satisfied with both the website and current level of engagement. In addition, because of this level of satisfaction, SG has the option to change nothing.

Our project will have a positive impact on SG and its owner, as it not only provides an outsider perspective but also gives further insight into the customer base of SG and their customer wants. In terms of personal impact, each member of our team feels as though they have gained a new perspective on business models and the complexity that comes with a decision. Our team also directly experienced important team dynamics that will become important in the future.

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Glossary of Abbreviations and Acronyms

SG: Simply Gourmand

Introduction

Within the past decade, a very noticeable shift happened around the world in consumer behavior and how the general public prefers to purchase goods. Rather than traveling to stores in person, online purchasing has gained increasing popularity. The simplicity of product searching and purchasing contributes to the attractiveness of online shopping. Large e-retailers such as Amazon provide the availability of a large array of products. Online shopping has become the primary form of consumerism for a large portion of the general public (Statistica, 2021). As a result, online stores can include a wide array of product types- even groceries.

E-grocers are expanding drastically, specifically niche grocers that primarily sell foreign goods in the United States. For instance, Simply Gourmand (SG) is a French grocery e-business, whose intent is to appeal to Francophile “foodies” and French-Americans who cannot easily find authentic French products within the United States. The Covid-19 pandemic has resulted in an influx of many new customers for online grocers like SG. Unavailability to leave the house allowed many people to discover alternate sources online as well as probed them to explore new things. The founder of SG, Marianne Prebét, reached out to Worcester Polytechnic Institute’s Global Project Program. She proposed the following problem: with her newfound larger customer base, she wants to maintain or even improve her business’s forms of customer engagement, as what she has in place at the moment may not cater to the larger crowds of customers.

In order to generate potential solutions for Marianne Prebét and her team at SG, we conducted observational research of competitors and their forms of customer engagement. We also surveyed online shoppers of SG regarding what that website could improve on. Alongside field research, the distribution and analysis of survey feedback from current customers of SG will aid in the determination of positive attributes of SG’s customer engagement tactics.

From this data collection, we learned that a large majority of SG’s customer base consists of our target group, senior customers ages 50+. Since this demographic observation reassured us that we wouldn’t be favoring one demographic group over another, we then placed a focus on the senior customers who engaged with our survey. From the survey, we saw that there were common suggestions for improved engagement made by our target demographic. From these observed responses our own recommendations were then developed and modified to fit SG.

Background

Online grocery services are an important accommodation in the modern age. These delivery systems serve as an aid to those who struggle to carry groceries, do not have time to shop, those who do poorly with public stimulation, and more. Nowadays with the current covid-19 pandemic, online shopping is considered a necessary tool for health and safety. SG takes it a step by providing all of this and the additional service of providing goods that are not readily available yet are desired by French-Americans.

Current events heavily influenced the circumstances of this project. The most vital event is the Covid-19 pandemic starting in late 2019 and 2020 in the United States. This pandemic is an ongoing event during the whole project term. As a direct result, for the purposes of health and safety, online shopping and general online interaction increased during the duration of the pandemic. As of March 2020, a survey indicates that the average grand total of at-home online data usage by Americans increased to 16.6 gigabytes as opposed to an average of 12 gigabytes in 2019. One survey reads that as of May 2020, 24% of Americans have stated that they began deliberately purchasing grocery goods online rather than offline as a direct result of the pandemic. Another survey indicates that online grocery shopping by Americans increased by 28% as of August 2020. In relation to the previous statistic, findings present that the number of Americans who do most or all of their grocery shopping online increased by 78% as of August 2020 (Guttmann, 2021).

Multiple surveys reveal an increase in online activity and online grocery shopping activity as a result of current events. This upward increase has left the 2021 estimate of around 100 billion dollars in online grocery sales, and for grocery's e-commerce to make up 12.4% of total US e-commerce sales. Vaccine administration may show this upward trend of grocery e-commerce sales, and buying groceries online will become a habit for consumers. (Editors, 2021).

Before proposing ideas for the project, it is important to define advantages and understand why online shopping has competitive power. These advantages help firms to make correct decisions towards customer loyalty. In terms of customers, the concept of satisfaction is again applied in these cases. The advantages of online shopping on the customer's side are determined based on the customer's satisfaction level. According to Alaimo's study, customers are more informed about the products before purchase while online shopping (Alaimo, Fiore, & Galati, 2021). Instead of the traditional grab-and-go style in in-person stores, customers are available to truly understand the product information. In conventional grocery stores, product descriptions are usually located on the back of the product with a compact font and design. This characteristic suggests that fewer people will stop and read the product descriptions. In terms of online stores, product descriptions are usually written separately from the product itself. The description is composed of a readable font and background. Customers will pay more attention to product descriptions, because of the location and design of the descriptions.

It is also mentioned in Alaimo's study that online grocery stores make shopping easier and more flexible timewise (Alaimo, Fiore, & Galati, 2021). The time factor determines whether online shopping will be mainstream in the future. The ability to purchase online saves time to the grocery store and energy for searching for products. This applies especially to products that are not common in the customer's current geographical location. An example from SG would be Bonne Maman jam, which customers would not find in a regular grocery store. Customers are likely to search for a product online on a search bar, rather than iterating through physical

shelves. However, with advantages for online, there are also disadvantages, which will be explored in the next section.

While we mention the positives about online grocery stores, it is important to note the drawbacks. Purchasing from online stores causes customers to get deliveries that do not meet their expectations (Wu & Huchang, 2021). Online grocery stores suggest contactless shopping and delivery during the COVID pandemic. The only physical contact between customers and the products is during the delivery. According to Wu, reading product descriptions is the only way customers can understand and receive the desired product. (Wu & Huchang, 2021). Contactless shopping is strongly dependent on product descriptions, and customers have no knowledge about the texture, shelf life, product, and packaging quality during the delivery.

Online grocery shopping is sometimes limited in types of purchasable products (Yang, Zhao, & Wan, 2010). Some products are not suitable for online purchases due to delivery options. Depending on how far away the grocery store is from the customer's target address, deliveries might take different time periods. If grocery stores are providing fresh products, a long delivery time may shorten the shelf life. In terms of groceries, some products require special delivery instructions and conditions. These conditions include brittle product containers or products that are required to be stored under different temperature settings. Such barriers cause issues during deliveries, and customer dissatisfaction. These barriers are especially related to SG because certain goods are imported from France. Importing from abroad may enlarge the issue of shelf life and packaging quality during the COVID pandemic.

Yang and Wan pointed out another significant issue that products purchased online lack "after-sale service" (Yang, Zhao, & Wan, 2010). Some shops have a 7-day refund policy, which allows customers to refund within a week. This policy is effective and applicable only to non-consumable products, such as clothes and electronics. It is difficult for customers to refund groceries if the products delivered do not match customer's expectations. However, there are exceptions such as Trader Joe's refund policy. The policy allows customers to refund almost all groceries that are either opened or sealed. It is questionable for SG to achieve Trader Joe's policy. The challenge for SG is to process the refunded products. Re-packaging is a major issue for SG because most of its goods are imported. Taobao.com is an online shopping platform example provided by Yang and Wan which has a refund policy (Yang, Zhao, & Wan, 2010). However, as mentioned before, this policy is difficult to be applied to grocery stores. Unlike electronics or clothes, products in grocery stores cannot be resold after opening the product packaging. Next, we explore strategies to bolster the online shopping experience while overcoming the disadvantages typically experienced by customers.

Customer satisfaction provides a measure of the quality of a customer's shopping experience. Customer satisfaction can be defined as "the consumer's sense that consumption provides outcomes against a standard of pleasure or displeasure." Customer satisfaction is vital to a business as there is a correlation between how pleased a customer is and customer loyalty. An article discussing The American Customer Satisfaction Index (ACSI) lists retail, which supermarkets are listed under, as the second-largest service where customer satisfaction is affected by customer expectations (Fornell, Johnson, Anderson, Cha, & Bryant, 1996). However, there is not a direct correlation between satisfaction and loyalty. This misconception can lead analysts to not fully understand what drives the customer's behavior (Glowa, 2014). A study on the link between customer loyalty (defined by responsiveness and willingness to reuse the service) and satisfaction for a hotel service found that satisfaction does not equal loyalty (Bowen & Chen, 2001). Nobody should treat satisfaction and loyalty as a 1:1 relationship, as multiple

factors other than satisfaction play into creating customer loyalty. However, the same study found that when satisfaction was at an extremely high or low, loyalty increased dramatically (Bowen & Chen, 2001). Because of this, the study states that a business must not have the goal of simply satisfying a customer but having “extremely satisfied customers,” customers that meet this “high threshold” of satisfaction (Bowen & Chen, 2001). In other words, the goal is to have a customer be as happy with their experience as possible rather than settling with a merely good experience. Loyal customers have a high link with satisfaction making pleasing a customer a critical goal for most businesses (Bowen & Chen, 2001). Especially when there is a significant connection between online reviews and how customers perceive service products (Wang, Kim, & Kim, 2021).

The ACSI suggests that customer satisfaction is largely affected by three aspects: perceived performance, perceived value, and customer expectations (Fornell et al., 1996). Another article on measuring customer satisfaction says that satisfaction is affected by product quality and reliability, technology, and responsiveness (Ellis & Curtis, 1995). Responsiveness, which relates to satisfaction with the seller, is the customer's willingness to respond to the business (Ellis & Curtis, 1995). Technology, which relates to satisfaction with both the product and innovator, is about the quality of company tech (Ellis & Curtis, 1995). Product quality and reliability, which relate to satisfaction with the product, are about customer expectations (Ellis & Curtis, 1995). Many of the key elements ensuring proper customer satisfaction do not just come from good products but from good customer service.

One way **customer service** can be defined as is a “direct one-on-one interaction between a consumer making a purchase and a representative of the company that is selling it” (Grant, 2021). Customer service can also be defined as “an organizational perspective and process that focuses on meeting customer expectations by doing the right things right the first time” (Wagenheim, 1991). Good customer service allows a business to respond to requests more quickly in a less cost-effective manner, while poor customer service costs a business money and response time (Golognesi, Haas, & Blackwell, 2000). Furthermore, the service-profit model states that better customer service increases profit while poor customer service harms profit (Madhani, 2019). Customer service is not a 1:1 ratio with customer satisfaction, but it plays an immense role in affecting a customer’s emotions as poor customer service can anger or upset a customer (Golognesi, Haas, & Blackwell, 2000). A good way to ensure proper customer service is to set it up around what the customer does not want. By defining and avoiding what a customer does not want from a business, it becomes easier to meet customer expectations. Some more common demands from customers with regards to customer service include: up to date information, quick response time, problem resolution skills, consistent service delivery, and employee/company attitude (Golognesi, Haas, & Blackwell, 2000).

Finally, there is **customer engagement**, the key piece that ties this entire project together. Customer engagement can help form trust, goodwill, and loyalty between the consumer and seller (Vivek, Beatty, & Morgan, 2012). Increased levels of customer engagement should lead to the customer feeling that the company cares about them and has their interests at heart. Customer engagement can be defined as “the intensity of an individual's participation in and connection with an organization's offerings and/or organizational activities, which either the customer or the organization initiate” (Vivek et al., 2012). Customer engagement does not just exist as a relationship between the seller and buyer but can also exist as a relationship between any combination of the following: potential customers, new customers, society in general, and sellers (Vivek et al., 2012).

Strategies for engaging existing customers and first-time customers may require different methods. Existing and potential customers can often create an engaging environment amongst themselves, so we also may want to consider allowing an easy space for consumers to do so. One example of this is that many potential customers will often read online reviews before making a purchase (Vivek et al., 2012).

Customer engagement can be utilized through two main concepts: interactions with offerings (products or a brand with emotional connection) and interaction through activities. Active customer participation can produce higher levels of enthusiasm in the individual, and higher levels of involvement are theorized to have a positive association with the intensity of customer engagement. Some examples of customer activities that increase feelings of investment in the brand include IKEA furniture assembly, Lowe’s workshops, and writing product reviews (Vivek et al., 2012). This means the best way to engage a customer may be to use the product to ensure some form of activity happens.

Another route to ensuring greater levels of customer satisfaction and therein customer loyalty would be to provide an opportunity for customers to engage with the business or brand. Our team will be primarily focusing on the relationship between seller and buyer, as well as between both current and potential customers. There are an array of proven practices that many businesses utilize to attract customers who wish to interact more closely. From observations, when a business or brand offers an opportunity to engage not only with the business itself but other customers, it contributes to generating a sense of community thereafter (Hammedi et al., 2015). This aids in identifying a brand and associating a love or dislike with it, and later as one becomes more involved in the community that’s been built, a sense of co-creating alongside the company can be generated (Rasool et al., 2020). When a sense of amiability is paired with the ability to make meaningful contributions, this encourages customer retention (Rasool et al., 2020).

There are various forms of customer engagement a business can enact, spanning across both physical storefronts as well as digital fronts. These engagement practices can act to fulfill certain wants of consumers, such as 1. Supplying information about the business/brand 2. Allow the opportunity to work alongside the business/brand 3. Provide a chance to give and receive feedback from the business/brand 4. Talk about the business/brand with fellow customers, and 5. Participate in fun activities related to the business/brand (Eigenraam et al., 2018). When it comes to the various engagement practices, a business can carry out to meet this customer wants, the generated list is as follows:

Table 1) The Drives for Customer Engagement from (Eigenraam et al., 2018).

Customer Want	Engagement Practice
Supplying Information	<ol style="list-style-type: none"> 1. Related videos pertaining to business 2. Related pictures pertaining to business 3. Subscription to receive notifications of business updates
Opportunity to Work Alongside Business	<ol style="list-style-type: none"> 1. Making advertisements 2. Being able to offer assistance
Give and Receive Feedback	<ol style="list-style-type: none"> 1. Allow for feedback to be posted/messaged

	<ol style="list-style-type: none"> 2. Distribution of customer satisfaction surveys 3. Opportunities to suggest product/service improvements
Talking with Other Customers	<ol style="list-style-type: none"> 1. Having related or associated blogs or forums to the business 2. Comment or review section
Related Fun Activities	<ol style="list-style-type: none"> 1. Having an affiliated game 2. Hosting contests

By creating opportunities for a customer to engage with fellow customers as well as the business itself, there is a higher chance to generate a sense of customer loyalty. In order to more effectively create these opportunities, it is also critical to understand the various types of customers that are most likely to be interacting with businesses, mainly online. Based upon the primary customer segmentations, the customer wants, and needs can vary greatly, and their levels of attraction to a business can be centered around very different ideals. We discuss customer segmentation next, beginning with cultural differences, such as between French and American consumers.

Overby, Gardial, and Woodruff (2004) argue that French customers place greater importance on social consequences, while those from the United States place greater importance on the functional consequence, and both groups showed similar importance towards personal consequences.

Overby et al. (2004) state that the perceived end state of a product or service and how it affects social, personal, and functional needs is the consequence of consumption. Therefore, the public defines social, personal, and functional consequences as to what need is affected. But that begs the question as to how to define social, personal, and functional needs. Social needs are defined by how a consumer interacts with other people. Personal needs are defined by how a consumer interacts with themselves. Finally, functional needs are defined by how a consumer interacts with external problems. Therefore, a product or service that has a social consequence affects how a consumer interacts with others as a form of social status, or by encouraging interaction with others. A product or service that has a personal consequence affects how a consumer interacts with themselves as a way of satisfying intrinsic goals that are either self-oriented or symbolic. Finally, a product or service that has a functional consequence has the capacity to perform its purpose (Overby et al., 2004).

From the study, the researchers determined that consumers from France and the United differed between which consequences were prioritized (Overby et al., 2004). In addition to differences found in online shopping behavior based upon global location and cultural background, there are findings that display contrast in shopping habits between different genders. While a study shows that the largest number of internet users stems from men worldwide, when it comes to online business engagement, women participate more both through engagement and purchases (Slyke et al., 2010). Women are more prone to paying attention to details such as the level of trust and assurance that is paired with the purchase and focus more on platforms that allow them to voice their opinions. Another research suggests that men place more focus on the purchase and the resulting value gained (Awad & Ragowsky, 2008).

Additionally, women are more likely than men to have associated anxiety when making purchases than compared to men, and as a result display more investigative behavior when it comes to making online purchases. This anxiety is largely linked to monetary factors and a woman's relationship with money. If a woman has a greater comfortability with the relationship between her and the money she possesses, she is more likely to make a purchase (Yang & Lester, 2005). However, the study observed that women are more likely to shop online for reasons such as having readily available information in relation to their intended purchase, avoiding the associated anxiety of making or not making a purchase in front of a crowd, and the overall increased ease of the process. These anxiety-associated online experiences increase with age. Still, many women are more likely to make hedonic, or pleasure-related, purchases that correlate to overall feelings of happiness and satisfaction (Sututemiz & Saygili, 2018). Overall, because of associated pleasure when it comes to online purchases, more women than men make purchases online (Sututemiz & Saygili, 2018). Similarly, age can also influence the shopping behavior of customers, as described below.

Age has a great impact on the percentages of consumers turning towards E-commerce as their form of shopping. As of recent years, one of the main contributors to purchases made online is the older demographics, aged 50 years and older. This is due to a wide variety of factors: the appeal of online shopping versus physical shopping, income differences between senior customers and younger customers, and the rewarding sense of community derived from online interactions for customers in retirement. Between 2020 and 2021 alone, researchers observed that one of the greatest contributors to the rise in popularity of online grocery shopping was consumers between the ages of 50 and 80 years (Bhattarai, 2021). They further found out that in comparison to younger generations like Millennials and Generation Z, older consumers spend more time shopping online. Many of these consumers have both financial and time flexibility that allows them to be online longer and shopping in larger quantities, and additionally older generations derive a sense of social interaction and community from online shopping and other virtual activities, such as participating in online forums or interacting with blogs and online communities built from either of the two or more (Lian & Yen, 2014). Typically, the older generations that are 55+ years in age like Baby Boomers, individuals born between 1946 and 1964, will also spend more money on their purchase than Millennials or Generation Z, putting in more time and thought behind their purchase, leading to larger purchase orders in one sitting (Arensberg, 2018). Senior customers are more likely to become loyal customers after a satisfying purchase experience (Jahanshani et al., 2011). To recommend an engagement strategy, the team conducted field observation of competitors, surveyed customers of SG as well as potential customers, and analyzed the demographics of SG customers, detailed in the Methodology.

Methodology

We asked the following research questions to improve customer service and engagement at SG:

1. What are practices for e-businesses and physical businesses to engage with customers?
What alternative platforms can be used to engage with customers on a personal level?
2. What is the behavior associated with different demographics, and what may need to be adapted based upon these demographics?

To answer these questions, we developed a research design that utilizes observational research of competitors and their forms of customer engagement and surveys to collect feedback from current customers after identifying our primary customer segmentation from Google Analytics.

Evaluating Customer Engagement Methods of Competitors and SG

There are a number of businesses, web-based, and store-front similar to SG. To identify similar businesses, search engines and online databases were used. Co-analyzed online businesses like Le Panier Francais and Euro Food Depot are examples of online businesses. In terms of storefronts, we visited Eataly in Boston, MA. Once the team selected these businesses, we compared their available forms of customer contact and engagement through customer ratings and feedback. From the data collected, we considered and generated an array of effective customer engagement tactics by competitors.

Competitor Analysis

Field observation is the analysis of existing targeted persons or groups in a specific environment to obtain insight into specific behaviors, processes, or actions. For this project, the team applied these elements to online businesses and their forms of customer engagement in comparison to SG. We obtained this data from sources such as the national database of e-businesses and international trade businesses. After accumulating an array of e-businesses, we observed how each business goes about customer engagement and in which ways they expand upon it beyond just emails and phone calls, using the customer engagement research in our Background.

Example Competitors

When researching competitors to make critical observations of and how they compare to SG, the team took various factors into account and certain requirements were to be met. Primarily, businesses that have successful online platforms and modes of shopping would be the first requirement. This then led to more extensive factors, such as:

- Sells food-related products
 - Sell French food products
- Sells French-related products
- Sells a form of a foreign good or product
- Advertise the use of their customer services
- Have received large quantities of customer traffic and customer feedback
 - Contain both positive and negative customer reviews on customer services

- Are known to have successful forms of customer engagement
 - Determined through customer feedback and ratings that bring attention to customer concerns, as well as findings from literature review and research conducted on customer services
 - Can include businesses with secondary blogs, YouTube channels, online forums, etc.

From these criteria, competitors identified were physical competitors such as Eataly in Boston, MA, and digital competitors such as Le Panier Francais, EuroFood Depot, and Yummy Bazaar. These businesses will be analyzed for their most prominent forms of customer engagement, and how they satisfy the common drives for customer engagement, described earlier in our research.

Understanding Simply Gourmand’s Customer Base

Alongside competitor analysis, the observation of customer demographics and analytics guided further investigation into what attracts customers to SG, and what types of customers make the most of the provided services. Through customer demographics, the team analyzed trends in customers who purchase from SG, and as well as allow the team to identify the average customer numbers of Baby Boomers. Additionally, customer demographics reflect the specific needs of customers if they needed more extensive forms of customer service, such as if most of the focus group falls within a demographic that are non-native English speakers. From customer demographics and competitor analysis, the team verified if the focus group of the project is the primary segmentation seen amongst customers. From there, we then placed importance on the focus group and the responses they provided during our surveys.

The evaluation of existing data consisted of the collection and study of previously gathered data regarding SG and its customers, such as customer demographics and more, which were collected from SG themselves or through Google Analytics. Through the collection of customer feedback, as well as knowledge of customer demographics, the team determined what additional data we should take into consideration when constructing surveys or when forming the method of action to improve customer engagement. Existing data that would impact our survey questions and method of execution was data such as:

- Age demographics
- Purchasing trends associated with particular demographics
- Trends in customer service inquiries associated with particular demographics
- Cultural/regional demographics that would influence the type of services provided by SG.

Utilizing the data obtained from the evaluation of existing data, our surveys were informed and further refined. This aided in determining the best method of execution towards improving customer engagement and services.

Learning about Existing Customers Preferences

Following data collection from both competitor analysis and customer demographic observations, the team generated a specified survey relating to online grocers and more

specifically to SG. We implemented this to collect data on existing and potential customer sentiments regarding services offered by not only SG but other grocers as well. The group can obtain limited amounts of data from just observing the business and how it engages with customers; if surveys are conducted, it can provide insight to customer opinions on the forms of engagement made available to them and how they can improve. To obtain data relevant to the project, we conducted surveys involving customers of SG and outside parties that encompass inquiries regarding overall generated satisfaction for forms of customer engagement. The team received the IRB approval to conduct surveys, as presented in Figure 1 in the Appendix of Images. In addition, there was an opportunity within the surveys for customers to respond with how they think SG's customer engagement can improve. From this data acquired, the team evaluated customer engagement tactics and reevaluated them to benefit customers' needs.

Customer surveys relate to customer satisfaction levels and customer opinion regarding a particular aspect of a business or service. For this project, we applied this concept to the customers who purchase from SG and utilize their customer services, as well as non-customers found on different platforms such as Facebook and Twitter. For each target group, customer, and potential customer, the team distributed one separate survey to each. Our crew distributed the customer survey via email by the customer newsletter, and also in its own separate email to registered customers. The SG customer survey included questions such as those found in the Current Customer Survey in the Appendix of Questions.

Additionally, in order to generate a more open-ended response from SG regarding their thoughts on effective customer service, we conducted personal interviews with current members. The conduction of personal interviews allowed the team to better understand customer needs, and the open-ended aspect of these interviews can lead to more in-depth responses that can aid in understanding customer opinions. The interviews included questions located in the Customer Interview Questions in the Appendix of Questions.

From the responses generated from the surveys and the personal interview, the team obtained data regarding SG's forms of engagement and determined the areas in which customers felt the services are lacking or are thriving. We mapped a theoretical method of improvement from these data.

Potential Obstacles

Potential obstacles that could hinder the team from obtaining the data described above would vary based upon each objective and method of action. With regards to customer reviews and surveys that could aid us, this also could prove to be ineffective data, therein proving to be an obstacle. When filling out a survey, there are many factors that could null the value of the survey. Customers participating in the survey may experience a language barrier or feel compelled to not answer with the highest level of genuineness. There also may be too few survey responses to be able to generate a trendline of data, meaning customers asked to participate in the survey had no incentive to partake and therein opted not to. An addition to the obstacle that could be encountered would be privacy concerns. Since a portion of our methodology involves the utilization of customer demographics, SG could feel compelled to not divulge this data if competitors can potentially detect it. Confidentiality of specific demographic collectives is an obstacle that the team would have to work alongside SG in order to determine what data is least sensitive for non-employees of SG to view.

Results

In order to formulate recommendations for SG to improve their customer engagement with their larger customer base, we first analyzed their customer demographics to make sure that the team did not overlook customer segmentation groups when making recommendations. Once we agreed on customer segmentations, the team then collected survey results and placed importance on responses given by our focus group. The team made recommendations from these survey results and fulfilled the common drives for engagement. We also built our analysis upon practices perceived by competitors. In the following sections, we are representing the results more in-depth. Following results and recommendations, we then explore avenues of future research that other research groups or individuals can take.

Customer Segmentation

For demographics and customer segmentations, we looked at the years 2019-2020 and 2020-2021. Supporting Marianne’s experience, customer numbers increased within 2020-2021, increasing from 61,889 recorded users to 160,499 users. These numbers were based upon users who have initiated an interactive session with SG. These users include both those who made purchases and those who did not. From these users, the team noticed that in 2019-2020, there were 15,000 users of SG with publicly available information on their Google Accounts, and this number increased to 43,804 in 2020-2021. We observed the registered ages associated with these users in Figures 1 and 2 below. With the increase in customers over the course of a year, we noticed that our target group of senior customers ages 50+ make up over 28% of the customer demographic each year. Additionally, senior customers make up most of SG’s annual revenue. In 2019-2020, senior customers made up 43.2% of the annual revenue and in 2020-2021 it decreased to 38%.

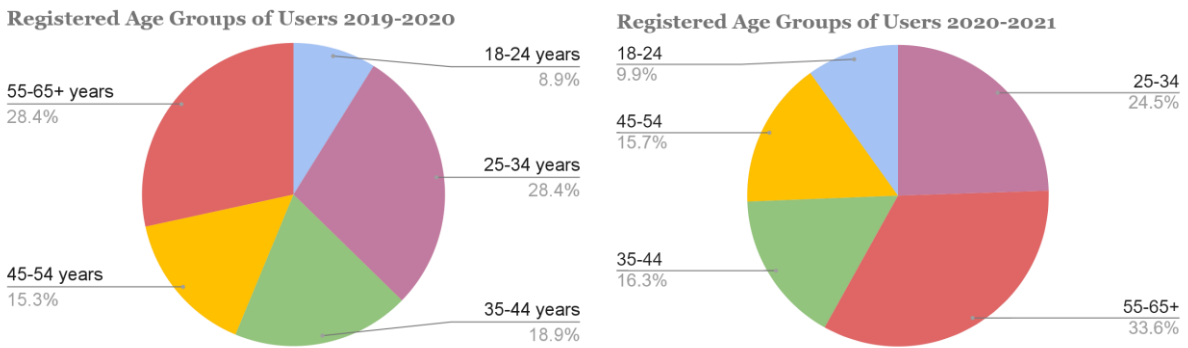


Figure 1) Registered Customers Age Percentages 2019-2020 and 2020-2021

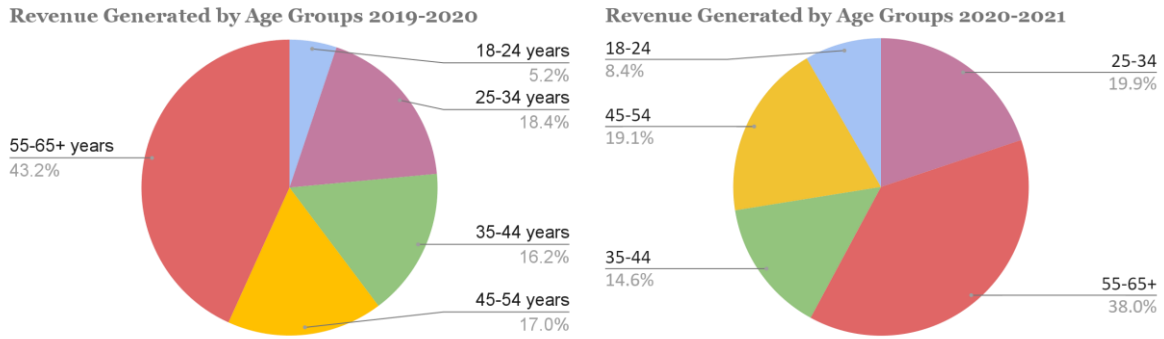


Figure 2) Generated Revenue by Age Group 2019-2020 and 2020-2021

In addition to age, out of the publicly registered customers, in 2019-2020 and 2020-2021, the data suggest a large percentage of female customers, making up 62% of registered users each year. The female customers generated 56.3% of SG’s revenue recorded from customers who have made their Google data publicly available. For both age and gender, Google Analytics could not record users who set this information to private. Due to this mechanism, the team could not collect the full range of demographic data. This data, while not covering all of SG’s customers, will act to represent the full range.

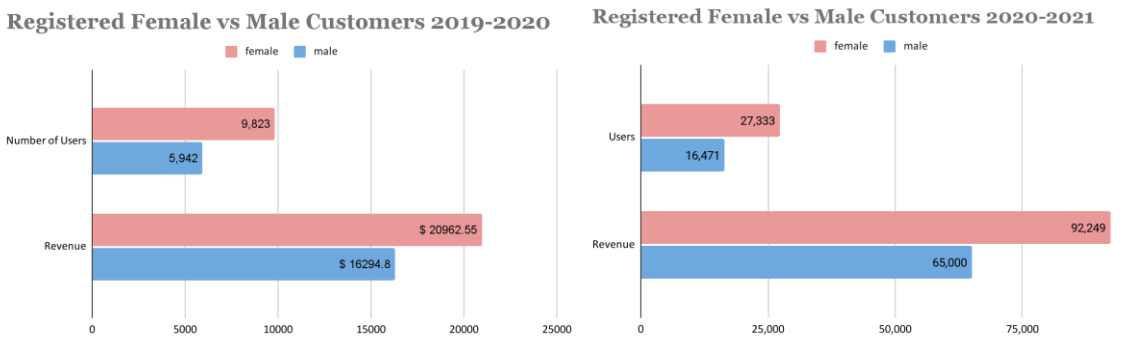


Figure 3) Comparison by Gender 2019-2020 and 2020-2021

We gathered the primary languages for SG users. This information is recorded by Google Analytics whenever a customer changes the primary website language to one that best suits their needs, such as a French speaker using the website translation tool to change written English on the website to French. From the total recorded 62,000 customers that engaged with the website, we observed that during 2019-2020 about 74.62% of SG’s customers spoke American & British English. During 2020-2021, this increased to 89.9%. This group made up the largest percentage of the languages spoken. The second largest is French, at 7.0% in 2019-2020 and 3.4% in 2020-2021.

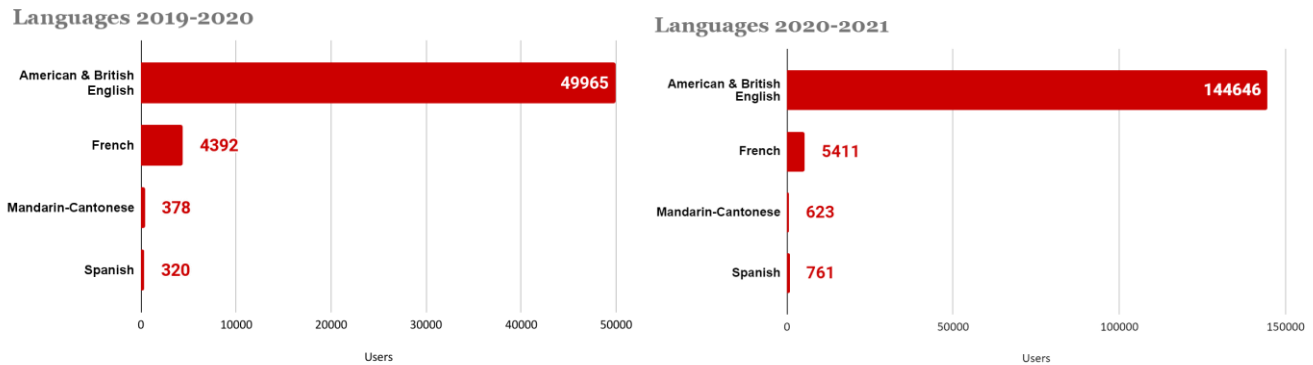


Figure 4) Language Preferences by Customers 2019-2020 and 2020-2021

We analyzed the collected data with regard to how they could affect our recommendations. Since a large number of our results consist of senior and female users, generating most of SG’s revenue when we progress into survey results these customers’ opinions will have more weight since they’ll be more likely to engage with SG on a regular basis. Hence, these users will influence a great portion of our recommendations.

Customer segmentation is important to our research as it informs us on customer purchasing behavior and who our target audience is. However, in order to create our recommendations a more in-depth look at customer engagement practices and how they are being used is vital. To do this, we will analyze common drives for customer engagement and how they can be fulfilled by businesses, seen by tools used by both competitors and SG.

Competitors and Simply Gourmand Customer Engagement Practices

Eigenraam et al.(2018) show that the following are the primary drives for customers to engage with a business or brand:



Figure 5) The Common Drives of Engagement and Example Practices

To fulfill these drives and promote customer engagement, effective practices such as publishing informational and engaging videos, distributing surveys, hosting contests, etc. are commonly observed amongst both physical and digital businesses (Eigenraam et al., 2018). The team compared the practices of competitors with the common drives and practices discussed prior, found in Figure B in Appendix A.

Following these observations, we constructed a list of SG’s own engagement practices, as shown in the diagram below.

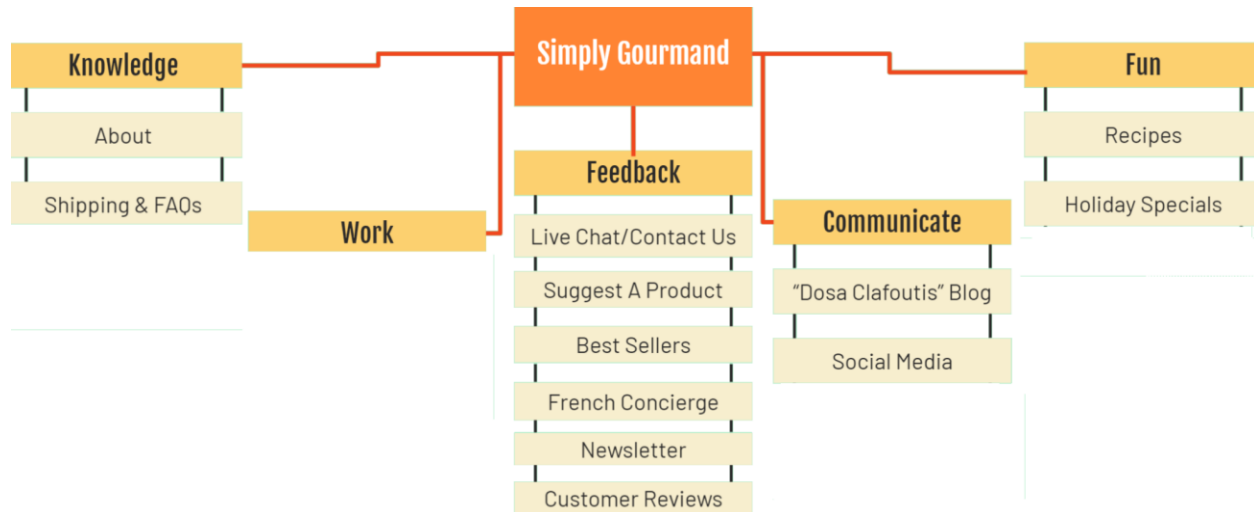


Figure 6) Simply Gourmand and Its Engagement Practices that Fulfill the Common Drives

We observe that SG is more active than its competitors in terms of fulfilling four of the five common drives for customer engagement. We spotted that SG has a great number of practices that fulfill the Feedback drive for engagement, but this didn’t mean that they could improve upon some of the tools within these categories or satisfy a select category that was neglected in comparison to another.

Customer Preferences

In addition to observing demographics and engagement practices, we surveyed and interviewed online customers of SG to gain insight into which practices would work best with the customers that purchased either from SG or similar websites.

The two SG customers we interviewed told us that there were great levels of satisfaction with the service provided by SG. The two interviewees mentioned that SG had great shipping and delivery time, and that customer service had been very accommodating. Some mentioned negatives were that the interviewees would like to see more activity from SG on social media platforms, as well as some additional engagement practices such as Q&A Sessions and highlighted customer stories. Additionally, while the product suggestions were satisfactory, they were also limiting. These sentiments were expanded upon in the results of surveys of potential and existing customers of SG.

We found that most current and potential customers discover new sites to shop for foreign food via search engines and prefer to communicate with SG or online businesses via Email. Additionally, when it comes to the forms of engagement that SG offers, we saw that the French Concierge feature and the Live Chat were not well-known features amongst customers. Results and demographics data are located in Table A in Appendix C. We also found that certain attachments, such as blogs or YouTube channels, were mixed in favorability, and others such as chat services were greatly liked by potential customers.

Finally, when asked about what target customers would like to see from SG in terms of customer engagement, we found the most common responses were related to including associated recipes with products or added product explanations, presented in the word cloud generated in the following figures.



Figure 7) Word Cloud from Senior Customers of Suggestions to Improve Simply Gourmand’s Customer Engagement



Figure 8) Word Cloud from Female Customers of Customer Suggestions to Improve Simply Gourmand's customer engagement.

From the word cloud, the team noticed that the primary suggestions given by customers involved changing nothing, increasing social media use, having more frequent product updates, increased offers for discounts or subscriptions, and the inclusion of video recipes. Taking these suggestions into account, using them to satisfy any of the five common drives would lead us to make recommendations for how SG can expand on its customer engagement.

Discussion

Based upon the results collected throughout the project, the team determined that the customers of SG are primarily senior female customers. We had been requested to have a focus group centering around senior customers at the beginning of the project. In order to determine no other customer segment groups would be overshadowed by the focus on senior customers, we had observed both Google Analytics as well as the segmentation of the survey respondents. Seeing the large percentage of female senior customers, this segment of customers influenced our recommendations as these customers make up the largest percentages of customers that interact and purchase with SG. Additionally, based upon the survey, this group of customers is more engaged with SG compared to others. From the surveys, senior customers in the age group of 55+ expressed that they'd like to see more engagement from SG in relation to the Communication, Feedback, and Fun drives. Some engagement styles that this age group proposed included increased usage of affiliated social media, visual recipes, amplified product updates, as well as the inclusion of discount or subscription options, such as a monthly box. Since well over half of our target respondents replied that they'd like to see no significant changes with SG's engagement practices, it will be important to factor this into our recommendation and devise a way in which the strategy given does not greatly alter the current format of the website.

Interviews and survey results suggested that customers were already very satisfied with the levels of engagement and service that SG provided. However, because of the increase in customers over the past year, it is important to address the issue at hand: how can SG maintain or improve their forms of customer engagement now that they have more customers? Despite high levels of customer satisfaction, we saw there are still areas in which SG could expand or improve upon that could satisfy any of the common drives for customer engagement.

Recommendations

From the survey results we saw, three of the five drives of engagement were seen in the suggestions made: Feedback, Communication, and Fun. There were broad suggestions made, such as increasing the number of discounts available and implementing subscription or loyalty programs that provide benefits to customers. **Implementations of subscriptions to discounts or loyalty programs** are methods meant to engage long-lasting customer relationships (Henderson et al., 2011). Subscriptions and loyalty programs would promote engagement between customers and SG if designed so that there is frequent and sufficient benefit experienced by subscribed members that encourage them to continue using the subscription program (Bruneau et al., 2018).

Some more focused recommendations that can be generated from this would be the offering of a monthly subscription box for members of SG, or the implementation of more frequent discounts or events that reward customers with discounts. This would fulfill both the Feedback and the Fun portion of the common drives.

To fulfill drives like Communication, the team observed that some of the target customers **increased use of the affiliated social media accounts**. This would allow for there to be communication between customers and SG on a platform separate from the main website and would also allow for customers to more easily share and recommend SG to other people. This act would not only satisfy Communication but also Work since it serves as a form of customer-driven advertisement. Currently, SG primarily posts for holidays as well as to inform of important discounts or updates. We saw in research that the most commonly found recommendation when it comes to using affiliated social media is to create a platform that encourages two-way communication. An example of this would be to create boards or posts with open comment sections; these posts can be product or event-related, but social media shouldn't function to act as an alternative advertisement banner. Creating spaces in social media for customers to voice their opinions and be heard will allow for the greater generation of engagement more effectively for a larger customer base (Karnegari et al., 2013)

Additionally, we found that using associated social media beyond just posting advertisements, using humor and relatable language in social media posts can generate greater levels of customer engagement (Lee et al., 2018). Since Marianne had asked for a recommendation that would allow her and her employees to continue interacting on a personal level with their increased customer base, taking actions such as both increasing social media use and using it beyond just making advertisements would satisfy this. Some examples of this include asking for customer stories/opinions, hosting contests, encouraging customers to post pictures of products, and more. The monetary cost of performing this action would be low while resulting in greater levels of benefits since SG already has social media accounts in place and has attracted customers there from their main site. The downside to a social media approach is that the time cost can be high, however, the burden can be shared amongst a team of employees or through a dedicated social media manager. Facebook is the best social media platform to focus on, as SG's largest age demographic primarily uses it. Along with that Facebook is the most used social media platform by both young and old generations (Cesaroni & Consoli, 2015).

In our survey, we mentioned the idea of a "storytime showcase" which around 40% of users took interest in and would satisfy both Communication and Fun. The storytime showcase in question is the concept for customers to submit personal stories regarding their experience with French culture. Then, Marianne or another employee of SG would pick their favorite story to spotlight on SG's website. This spotlighted story can then be changed by timely intervals depending on the amount of engagement, for example, a monthly showcase. Stories can be submitted through social media platforms that way a sense of community engagement can form. As with social media, while this a low monetary cost recommendation it can become a high time cost.

Alternatively, another action that satisfies Communication is **the creation of video recipes related to French cuisine and delicacies**. The team also saw this in the customer survey among the common responses. For many, engagement can be stemmed from audible or visual deliverables (Richardson et al., 2020). SG could continue offering recipes on their website as they are in an informative narrative way. However, in the research, we learned that when it comes to narrative versus visual engagements, users while remaining passive are usually more

stimulated and engaged (Richardson et al., 2020). Cooking instructions paired with visuals are more detailed and deliver greater stimulation resulting in increased engagement from users. Additionally, video media is more likely to generate large quantities of engagement, especially with seniors (Perrin, 2015) It is recommended that SG implement visual recipes alongside their currently existing recipes, or create a separate blog or video channel for customers to engage with. Strategically, these videos could be linked to the websites, an affiliated blog, or on a separate Youtube channel under SG's name.

With an increasing number of customer service features, SG must **visually and content-wise organize its official website in a way favoring the users.** Regarding the issue of navigation difficulties, the team recommends adjusting the website layouts and content to meet the customer's simplicity of navigation. According to Dianat et al., having organized and categorized information on the website is the most effective way to improve customer satisfaction (Dianat, Adeli, Asgari Jafarabadi, & Karimi, 2019). Customers are more likely to enjoy SG's service features if these features are simple to localize on the website. A basic and important feature of SG's website is the searching mechanism (search bar). According to the competitor's website analysis, the team noticed that all their websites contain a graphical search bar. These search bars have one characteristic in common, and that is the visibility to the customers. Having a graphical representation of the searching mechanism is likely to improve customers' experience. Furthermore, some SG's customers have a list of products in mind before they visit SG. Dianat et al. mentioned in their research that graphical representation directly relates to the level of customer satisfaction (Dianat et al., 2019). With a robust searching mechanism, customers can easily navigate through the SG's website and reduce the time to search through a list of products.

Continuing with website design, the team's survey results reveal that most customers and users are unaware of SG's website features. Apart from the search bar, features such as the French Concierge, live chat, and the recipe function are all transparent to customers. According to Dianat et.al, SG should categorize these features in a more logical manner for the purpose of visibility. The listed features are currently located at the bottom of SG's web page and categorized with the about page, and the contact page. Since these features can potentially contribute to customer engagement, **SG should increase its visibility by altering location and groupings.**

Some more minor recommendations regarding SG's website were to **add availability hours to the live chat** so that people are aware of its usability. Prior mentioned visibility advice can apply to the live chat feature as well. Websites observed by the team had a red or green dot over the live chat icon to indicate availability instantly.

As mentioned, many of our target survey respondents, senior female customers, expressed that they would rather not see SG change anything about itself in relation to their customer engagement. These respondents expressed that the current tools in place are good and that they themselves are satisfied. The team considered this issue, and we centered the previous recommendations around the concept of amplifying SG's customer engagement in a manner that accommodates the increased customer numbers we observed within the past year while also not affecting the current tools already in place.

Areas of Future Research

Other teams or individuals can extend our research in areas such as methodologies or finding new directions for investigations. The team proposed another research direction, which is to closely examine SG's "Francophile" customer base and how it appeals to the culture surrounding this group through SG's engagement practices. SG repetitively informed the team that many of the phone orders that are processed by SG are from customers who speak French. The team affirmed this finding in our interviews, where one customer said it was easier for her to communicate and purchase her order in verbal French rather than navigate the website. In the future, other research groups can investigate website translation. Questions to drive this research would be "What is the cost of translating the website?" If there are alternatives to Google Translate, what is the cost of implementing those tools? Additionally, since Google Translate is already an option, is there a factor to this tool that is intimidating customers and turning them away from this feature? Another related research area is the visibility of a feature, and how to make it friendly and easy to understand, generating more use.

In addition to researching recommendations that cater to those who speak other languages, another avenue of research is to investigate French vs. American consumers and how this affects forms of engagement as well as website design. If there is a difference in website design based upon the cultural background of a group of targeted consumers, this is invaluable to understand when making recommendations in the future for SG. Since SG caters to both American and French audiences, the availability to appeal to both audiences bolsters their engagement.

Other groups can direct our project more in the areas of web design. They can research SG's current forms of engagement, and give suggestions based on how each service feature is presented on the website. A specific Google Analytics feature that future groups could implement is the heat map. This feature allows data scientists to gather data about where users physically interact on a website. This feature helps to decide a better place to locate specific features.

While considering website design choices, future groups can investigate the primary focus and reason for customer visits. Determining customers' reason for using Simply Gourmand's services is important while deciding improvement directions. Additionally, it is beneficial to research other forms of data collection outside of Google Analytics. Our team encountered some obstacles when utilizing Google Analytics, where either we did not encompass the full range of customers, or the risk of repetitive information that invalidated our results. Researching tools that are more clear-cut and accurate would help when it comes to customer segmentation and building future recommendations that cater to these segmentations, such as language or culture mentioned before.

Conclusions

Through the analysis of data collected from field observation, customer surveys, and customer demographics, the team found data related to customer engagement. From this data, our group constructed recommendations that would satisfy the five common drives for customer engagement.

Within the results observations, many customers find current services highly satisfactory, but we noted that customers within our target range also voiced their opinions on engagement

tools they would like to see from Simply Gourmand. To better engage with customers and cater to the larger customer base that Simply Gourmand developed over the past year, the team recommends that SG expands on tools that fall within the drives of Feedback, Communication, or Fun. This could include engagement tools such as increased usage of affiliated social media, implementation of more frequent discounts or subscriptions that result in associated benefits, or the addition of interactive media such as visual recipes. With this recommendation, this paper reveals that Simply Gourmand can interact and engage more effectively with a larger customer base alongside their currently available tools.

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Appendix A: Figures

WORCESTER POLYTECHNIC INSTITUTE
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Institutional Review Board
FWA #00015024 - HHS #00007374

*if blank, the IRB has not reviewed any funding proposal for this protocol

Notification of IRB Approval

Date: 09-Jun-2021

PI: Miller, Fabienne

Protocol Number: IRB-21-0659

Protocol Title: Simply Gourmand

Approved Study Personnel: Stanlick, Sarah~Sullivan, MacKenzie~Jorgensen, Jacob~Diaz, Desiree~Miller, Fabienne~Krueger, Robert~

Effective Date: 09-Jun-2021

Exemption Category: 2

Sponsor*:

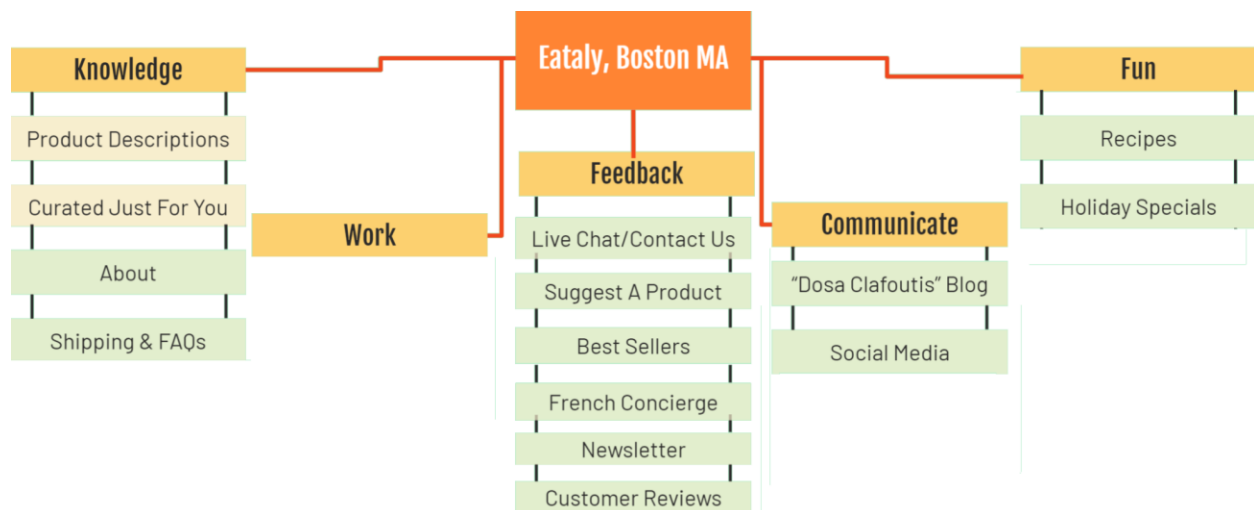
The WPI Institutional Review Board (IRB) has reviewed the materials submitted with regard to the above-mentioned protocol. We have determined that this research is exempt from further IRB review under 45 CFR § 46.104 (d). For a detailed description of the categories of exempt research, please refer to the [IRB website](#).

The study is approved indefinitely unless terminated sooner (in writing) by yourself or the WPI IRB. Amendments or changes to the research that might alter this specific approval must be submitted to the WPI IRB for review and may require a full IRB application in order for the research to continue. You are also required to report any adverse events with regard to your study subjects or their data.

Changes to the research which might affect its exempt status must be submitted to the WPI IRB for review and approval before such changes are put into practice. A full IRB application may be required in order for the research to continue.

Please contact the IRB at irb@wpi.edu if you have any questions.

Figure A) Institutional Review Board Approval Form



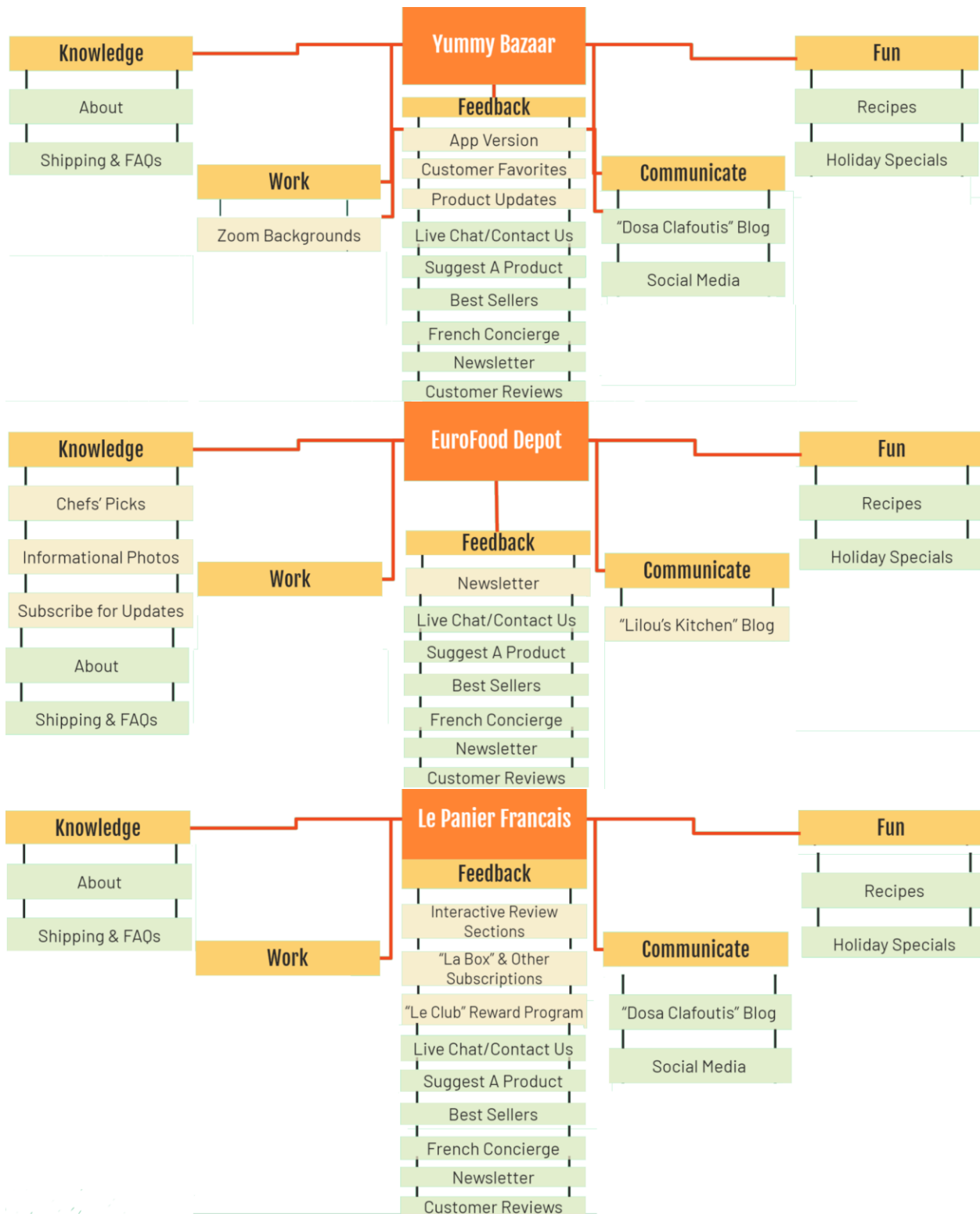


Figure B) Competitors and Which of Their Engagement Practices Fulfill the Five Common Drives Compared to Simply Gourmand



Figure C) Word Cloud from All Customers of Customer Suggestions to Improve Simply Gourmand’s customer engagement.

Appendix B: Questions

Current Customer Survey

1. How did you find out about SG?
 - a. Multiple Choice
 - i. Search Engine
 - ii. Friends and Family
 - iii. Advertisement
 - iv. Other (please specify)
2. Please rank your preferred forms of communication with SG.
 - a. Rank Order
 - i.

	1	2	3	4
E-Mail				
Phone Call				
Social Media Chat				

Suggestion Box				
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3. Of the following tools/features SG offers, which do you know about?
 - a. Matrix Table
 - i.

	Not Aware	Aware But Don't Use	Aware and Use
French Concierge			
Live Chat			
Newsletter			
Product Suggestions			
Recipe Page			

4. Which of the following features would you be interested in seeing SG enact on a scale of five stars, one being not interested at all and five being enthusiastically interested?
 - a. Customer Story Spotlight
 - b. Monthly Subscription Box
 - c. Q&A Session
 - d. Recipe Videos
 - e. Suggested Recipes for Each Product
5. What do you think SG can do to improve interaction with customers?
 - a. Open Response
6. Please indicate your gender.
 - a. Male
 - b. Female
 - c. Other
 - d. Prefer not to say
7. Please indicate your age.
 - a. 18-34
 - b. 35-54
 - c. 55-64
 - d. 65+

For the survey meant to be distributed to potential customers of SG, the questions will vary and will include prompts such as:

1. How often do you shop for foreign food and/or groceries online?
 - a. Multiple Choice
 - i. Once or Twice a Week

- ii. Every Two Weeks
 - iii. Once a Month
 - iv. A Few Times a Year
 - v. Never
2. What are some of your favorite websites to shop for food?
 - a. Open Response
 3. When you want to get in contact with an online store, what methods do you primarily use?
 - a. Multiple Choice allowing Multiple Answers
 - i. E-mail
 - ii. Online Chat
 - iii. Phone
 - iv. Suggestion Box
 - v. Other (Please Specify)
 4. Where do you usually learn about online stores?
 - a. Multiple Choice allowing Multiple Answers
 - i. Social Media
 - ii. Online Forums
 - iii. Web Search
 - iv. Word of Mouth
 - v. Other (Please Specify)
 5. Please indicate yes or no for each question.
 - a. Matrix Table
 - i.

	Yes	No
If an online store offered customer chat services, would you be likely to return?		
Do you like it when online stores have associated blogs/Youtube channels?		
Do you like it when online stores host Q&A sessions with customers?		

6. What do you think would improve your experience when shopping online?
 - a. Open Response

Customer Interview Questions

1. Have you ever had to return a product?
2. What are you most satisfied with when shopping with Simply Gourmand?
3. What are you least satisfied with when shopping with Simply Gourmand?
4. What do you wish Simply Gourmand would do differently when it comes to customer engagement?
5. If you could make one change to the Simply Gourmand website what would it be?
6. If SG hosted the stories of customers, would that improve, lessen, or not affect your experience with the website, and why?

Appendix C: Results

Table A) Current Customer Survey Results

<i>Question From Current Customer Survey</i>	<i>Answer</i>	<i>Response Percentage</i>
Preferred Forms of Communication with Simply Gourmand	Suggestion Box	13.7%
	Email	65%
	Phone	9%
	Social Media	8.7%
Tools Offered by Simply Gourmand	French Concierge	Not Aware 77.1%
	Product Suggestions	Aware and Use 63.4%

	Live Chat	Not Aware 53.2%
	Recipes	Aware and Use 46.2%
	Newsletter	Aware and Use 67.8%
Gender of Respondents	Female	76.2%
	Male	20.9%
	Prefer not to say	2.1%
Age of Respondents	18-34	5.6%
	35-54	26.5%
	55-64	27.%
	65+	40.2%

Table B) Potential Customer Survey Results

<i>Question from Potential Customer Survey</i>	<i>Answer</i>	<i>Response Percentage</i>
Do you like it when online stores have associated blogs/Youtube channels?	Yes	42.6%
	No	57.4%

If an online store offered customer chat services, would you be likely to return?	Yes	67%
	No	33%
Do you like it when online stores host Q&A sessions with customers?	Yes	51.4%
	No	48.6%
Gender of Respondents	Female	69.7%
	Male	28.4%
	Prefer not to say	1.8%
Age of Respondents	18-34	11.2%
	35-54	25.2%
	55-64	17.8%
	65+	45.8%