

A STUDY INTO THE COMMUNICATION OPTIMIZATION OF
HELLOFRESH NEDERLAND

BY

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FOREWORD

This research report has been written in the summer semester of 2014 under supervision of Evgenia Starkova of the University of Applied Sciences Utrecht (HU). Most desk research has been done and chapter 1, 2 and 3 have been written during the spring semester of 2014 under the supervision of Evelyn Bekooij-Westerhoudt. I would like to thank both supervisors for the supportive guidance.

This report is based on the research I performed for HelloFresh Nederland. My company supervisor at HelloFresh Nederland was Marlies Jongman. I would like to thank her and Maartje Frederiks, CEO of HelloFresh Nederland, for their expertise, knowledge and guidance throughout my work placement at this e-commerce service. Thanks to the entire HelloFresh-team for allowing me to gain insights into the organization as a whole.

This graduation assignment has allowed me to gather a large amount of knowledge and experience. I hope you, as a reader, will be able to recognize the value of the results.

Frederieke Sauer

MANAGEMENT SUMMARY

HelloFresh Nederland is a Dutch organisation which offers an e-commerce subscription service, providing a home-delivered box full of ingredients and recipes to use these ingredients to cook a healthy meal. The Dutch online food business is on the rise and HelloFresh Nederland is striving to master the Dutch food industry by maintaining its position as market leader.

Just as any other organisation, HelloFresh Nederland is being challenged by a fast changing society and its ever-changing wants and needs. The company aims to satisfy each customer in each aspect of the provided service. It is commonly held that communication has a positive contribution to the overall experience and satisfaction of customers. They need to, amongst other factors, feel in line with the organizations' messages, vision and philosophy. Moreover, the environment in which the customer is placed has been changed tremendously over the years. Some of the most important turning points in society have been marked by technological and digital innovations that increased the ability to save, transfer and communicate knowledge and information.

This study explores the possibilities of how to improve the corporate communication with the customers of HelloFresh Nederland. The organization is currently unaware about the opinions and experiences of the customers about the communication between HelloFresh Nederland and the customer. The objective is to research the current way of communication, to gain in-depth knowledge about the customer's experience and to get insights on how to utilize the communication tools of HelloFresh Nederland in an optimal way to satisfy the customers. By researching the current communication experiences of the customers and then finding out what the customer wants, regarding media channels, frequency and content, helps to reach the aim of creating a more satisfied customer experience. Moreover, by informing customers in the best suitable way, the Customer Service team of HelloFresh Nederland will need to spend less time communicating with the current customers.

After careful elaboration on communication theories such as the Uses and Gratification theory, Elaboration Likelihood Model, the Reinforcement theory and the Model of Determinants of Relationship Commitment, field research has been carried out. These theories helped to place the findings into context and to draw certain conclusions.

Within this study, various research results -based upon both qualitative and quantitative research- are presented. Results showed how most customers experience the current communication from HelloFresh Nederland positively. Notwithstanding that this study reveals several modest points of improvement. The discussion of data has led to a thorough designed professional advice which includes the following:

- Improvement of the use of different media channels, such as the business Blog and Social Media. By this the customers of HelloFresh Nederland will be more involved and feel part of a community.
- Personalisation of the frequency in which customers receive information of the company so that customers will not experience any negative thoughts and feelings when being provided with information.
- The content of the messages should be even more focused around keywords such as relevance and convenience.
- More product information is clearly desirable. A part of the customers indicated that they were missing background information such as the origin and organic state of the products in the HelloFresh Box.
- Staying focused on the changing wants and needs of the customer and keep up the good work of reflecting the vision throughout all communication.

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1. INTRODUCTION AND BACKGROUND

This chapter provides background information about HelloFresh Nederland, its environments, frequently used terms, the problem description, its goals and objectives and the research questions.

1.1. HELLOFRESH

“The race for dominance in the dinner-kit delivery business — where companies ship out packages of fresh ingredients for specific recipes, ready for customers to turn into home-cooked meals — is intensifying.” NY TIMES, June 18 2014 (Merced, 2014).

HelloFresh was founded at the beginning of 2012 by Dominik Richter, Thomas Griesel and Jessica Nilsson. It is headquartered in Berlin with further offices in Amsterdam (NL), New York (U.S.A.), London (U.K.) and Sydney (AUS). In total, it employs around 120 people.

This e-commerce service provides an innovative and genius concept. A chilled box filled with all the ingredients you need –already measured out into exact quantities- to cook a delicious, healthy and fresh meal can be home-delivered every week. Cooking time and food waste are kept to a minimum and due to the easy-to-follow recipe booklet any customer is able to create simple, inspiring and healthy dishes. The customer can choose between an Originalbox and a Veggiebox and it is possible to order a separate Fruitbox, full of local and exotic fruits, as well.

HelloFresh aims to make cooking with a HelloFresh-Box a convenient part of the customer’s weekly routine, which complements with the fact that the organization is based on a subscription system, which might lead to exceptional customer loyalty. Each customer signs up for a flexible membership, where the customer is allowed to pause or end their subscription anytime. The customer is able to arrange these, and much more, adjustments at their online personal account.

“The vision of HelloFresh has always been grand. More than 90% of people eat weeknight dinners at home, yet the way people shop and plan these meals has been the same for the past 50 years. We have the unique opportunity to change the way people think about dinner by offering them a hassle-free way to enjoy high-quality and healthy,

self-cooked meals with their partner or family in their own home,” said Dominik Richter, Founder & CEO of HelloFresh. “We aim to establish a whole new category on the wider grocery market and to build up a truly global consumer food brand.” (PR Wire, 2014)

With the help of investors, including amongst others Rocket Internet (who also supported e.g. Zalando), Vorwerk Ventures and Phenomen VC, HelloFresh is growing tremendously by scaling operations and by continuously improving the services. Funding is used to increase the market share and/or leadership in all six markets. Altogether, HelloFresh is currently sending over one million meals per month to over 430 million customers. The majority of the HelloFresh Boxes is going to repeat customers. Their vision of building a global online consumer brand around cooking fresh curated products is just getting started. Dominik Richter explains that the willingness to go the extra mile and to think about the customer first is crucial to the success of HelloFresh.

The target audience of HelloFresh is very widespread. Clearly, this is different per country as well. Nevertheless, HelloFresh is targeting anyone from about 23 years old and up. Most customers are couples, families or singles (30+). Due to the fact that HelloFresh is delivering not only in the urbanized areas, the target audience does live in villages as well as cities. By offering a convenience service, a segment of the target audience lives an occupied fast life, where groceries do not have the highest priority. Yet, on the other hand, another segment of the target audience is especially focused on beautiful food products and fresh ingredients. For most of the target audience, the organic aspect of the HelloFresh Box is of added value.

1.2. HELLOFRESH NEDERLAND

HelloFresh Nederland is one of the branches of the global company HelloFresh. This branch is led by Maartje Frederiks and is operating by means of merchandising. It is determining its own strategy (in line with the Global Team), products, marketing tools and so on. HelloFresh Nederland has grown quickly over the past two years and is currently shipping over 10.000 boxes every week. HelloFresh Nederland is shipping all over the Netherlands, except the Frisian Islands.

Within the Netherlands, several competitors such as *de Beebox*, *de Krat* and *de Streekbox* are offering similar services. Nevertheless, the regular supermarket –e.g.

Albert Heijn- is the true competitor of HelloFresh Nederland. In 2015, HelloFresh Nederland wants to serve 1% of the Dutch households, which are about 75.000 customers. The greater part of these customers are still doing groceries at the local supermarket. As Dominik Richter said, most people shop and plan their dinners the same way as 50 years ago. The supermarket is the place where the average consumer buys its products. This is what HelloFresh Nederland wants to change.

The small teams of HelloFresh Nederland –such as Logistics, Marketing, Communication & PR and Production- are closely related and all together they are taking large steps. Each team has about one team leader, an additional team member and an intern, who is just as much part of the team as the others. Regular team meetings make sure that all teams are on the right track and updates about the company's progress, challenges and successes are given.

What is characterizing the work ethics and communication of HelloFresh Nederland? In order to get a good perspective on this research, the communication background of HelloFresh Nederland is described by means of desk research. Several answers about the current communication strategy have been collected via an interview with Marlies Jongman -head of Communications & PR at HelloFresh Nederland- and by collecting facts and figures. Please, refer to the Appendix to read the entire interview (See Appendix A).

1.2.1. VISION AND RETENTION MODEL

HelloFresh Nederland has a strong philosophy and is always following their vision in any decision made. The vision of HelloFresh could be divided into two goals; 1) customer acquisition and 2) customer retention. For this study the focus will be on the second goal of how to keep current customers satisfied and how to, in the end, increase the level of customer retention.

In order to do so, HelloFresh Nederland developed a retention house which is illustrated on the next page.

This retention model starts by 1) creating the right *expectations*. This is followed by 2) three pillars to provide the customers with the *best experience*: A) products of high

quality, B) flawless service and C) create excitement and an emotional relationship. In the end this will result in 3) *loyal behaviour* of customers.

Retentiemodel HelloFresh

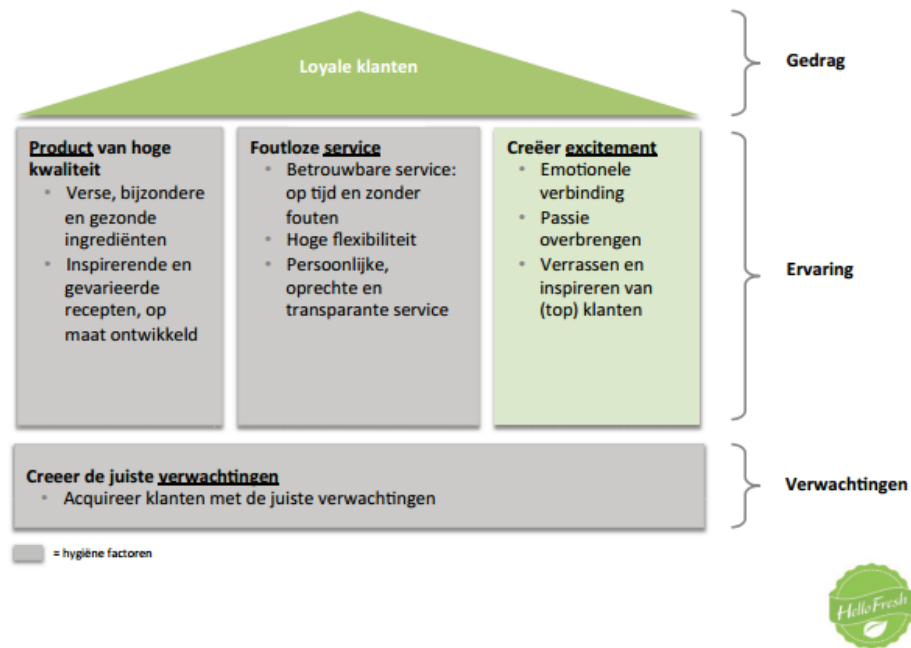


ILLUSTRATION 1: RETENTION MODEL HELLOFRESH NEDERLAND

The communication strategy is organized according to the three pillars (high quality products, service and inspiration) of the retention house. These pillars aim to keep the customers satisfied and to exceed their expectations in order to increase the level of customer retention. All teams are operating with these keywords in mind, although one team has a higher level of responsibility for one of those pillars. The Communication and PR team is mainly concerned with offering proper service, inspiration and by going beyond the expectation of the customers. The customer needs to be provided with service, not only by receiving a high-quality HelloFresh Box, yet also by receiving relevant, trustworthy and desirable information. In addition, the greater goals of the Communication and PR team are to increase the level of customer retention and to create less Customer Service issues by informing the current customers in the best suitable way.

1.2.2. COMMUNICATION ROUTE

Moreover, HelloFresh Nederland is using a clear timeline to present the predetermined moments of communication with each customer. This model is continuously being updated to its latest version and the Communication & PR team is responsible for the best suitable route each customer is following. The company also has a loyalty program. This program tries to maintain its loyal customers by offering extra gifts, such as a cutting board when the customer ordered the 21st box, organizing special loyal customer events, such as a cooking workshop, and by having personal contact, such as a phone call by Maartje Frederiks if the customer has any tips or tricks to improve their services.

Moreover, HelloFresh Nederland has developed a rewarding system, where every customer gets a discount of €12, - onto their next HelloFresh Box if they turn a friend into a member as well. In short, this is called *Refer Friend* (RAF).

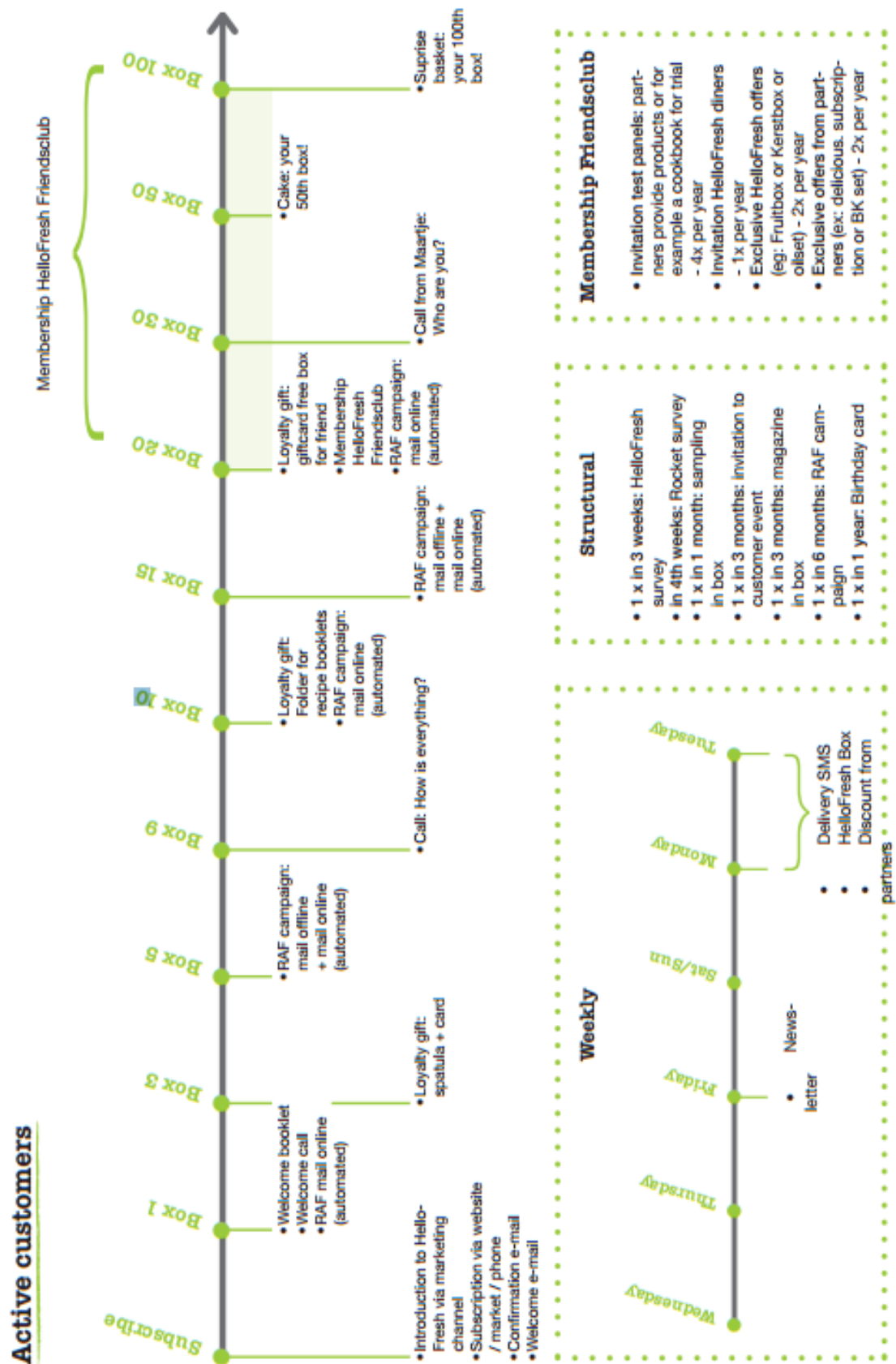


ILLUSTRATION 2: COMMUNICATION ROUTE CUSTOMERS HELLOFRESH NEDERLAND

1.2.3. CURRENT COMMUNICATION

The following table indicates how HelloFresh Nederland is currently communicating with its customers via the following tools:

Media channel	Frequency	Content
Newsletter	Once a week, on Friday before the customer receives the delivery of the box that upcoming Sunday, Monday or Tuesday.	Delivery information (what time, where and when the HelloFresh Box arrives), information about the ingredients and additional HelloFresh-news.
Recipe booklet	Once a week – delivered in the HelloFresh Box.	Recipes, little amount of news about ingredients, additional HelloFresh-news.
Social Media (mainly Facebook, Twitter and Instagram)	Every day (once or twice).	Interesting tips & tricks, HelloFresh-news, competitions, fun facts, etcetera.
Blog	Three times a week.	Ingredients, suppliers, HelloFresh-team, HelloFresh-news, etcetera.
SMS	One a week, at the delivery day.	Delivery time and place.
Website	Once updates are necessary.	All information necessary to maintain current customers and to convince potentially customers to become a member.

FIGURE 1: CURRENT COMMUNICATION HELLOFRESH NEDERLAND

Choices regarding which media channel and which frequency to use are based upon the characteristics of the channel and the characteristics of the content. Subsequently, the frequency is based on the chosen channel. Answers on questions such as ‘Does HelloFresh Nederland want to create interaction or does it want to communicate one-way?’ and ‘Does the company want to communicate the content fast and one-time-only or does it want to communicate the content permanently?’ are leading. The creation of content is based on facts & prosperities and on the vision. According to Marlies Jongman, the company stands for healthy food, convenience and inspiration. “These topics always need to come back into any message we sent out. Our vision is like a red line throughout all our choices.” HelloFresh Nederland is continuously testing what is successful and what is not, by having a weekly evaluation meeting to see which media channel, frequency and content is performing better and so on.

1.2.4. TARGET AUDIENCE

In terms of target audience knowledge, HelloFresh Nederland does not know much about the characteristics of its customers. One does only know that the greater part of the customers is female. Age, geographical information and lifestyle related characteristics are unknown. Clearly, the Marketing and Sales team does have different segments they are targeting. Yet, this does not mean that these segments are directly translated into the current customer data-base. Knowledge about the experience of customers concerning HelloFresh Nederland's communication is unknown. "Until now this is limited to guessing, based on common sense. On one hand more knowledge would be helpful, although on the other hand it would also complicate certain processes."

1.2.5. LIMITATIONS

When asking Marlies Jongman about the limitations of HelloFresh and especially of the Communication and PR team, she mentioned the following aspects:

- As an International company we need to cooperate with the Global Team of HelloFresh, which is difficult sometimes, due to - amongst others - cultural differences. The communication of HelloFresh Nederland is very much orientated to the Dutch customers. So, for example, global initiatives for common content might not be suitable to HelloFresh Nederland. Those kind of issues take extra time and have effect upon our fast and direct way of working.
- Technical restrictions (concerning e.g. the adjustments of content on the website).
- The Communication and PR team is part of a whole organisation, with all different aspects. Our team is helping to communicate what the other teams have created. In other words, even if our team wants to communicate certain information, the other teams need to make this possible first.

In the end, HelloFresh Nederland strives to communicate in a consistent way, where customers will be able to recognize at least some of the characteristics of the company. "Our tone of voice is friendly, the information we provide should be considered as relevant and inspiring and our goal is to create a positive customer experience so that customers stay loyal to HelloFresh Nederland".

1.3. DEFINITION OF TERMS

The following terms are conceptually and operationally defined for better understanding of the reader.

- *HelloFresh Nederland*

HelloFresh Nederland is the self-reliant branch of the global (umbrella) company HelloFresh.

- *Customer*

According to the Oxford Dictionary a customer is “a person who buys goods or services from a shop or business”. Unless otherwise indicated, by using the word customer this study implies a person who has agreed to the flexible membership of HelloFresh Nederland and has ordered at least one HelloFresh Box.

- *Communication*

The word “communication” itself derived from the Latin word ‘communicare’. This means to impart, participate, to share or to make common (SAGE Publications, 2009). It refers to human communication as a transmission process during which a message travels across a channel from a sender to a receiver, being presented by the frequency and content (Goebel, D., Marshall, G., Locander, W., 2004).

For this study, communication refers to corporate communication, which is defined by Cornelissen as a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent (Cornelissen, J., 2004). In particular, external corporate communication is used to indicate all messages that HelloFresh Nederland is sending (both intentionally and unintentionally) to the organization’s customers. Clearly, this includes receiving messages from the customers to the organization as well, better known as a dual listening process.

- *Communication effectiveness*

In this case, communication effectiveness is focused on a desired effect which results from the intention to convey information (Choudhar. K, 2013). Communication effectiveness is related to the degrees of confusion en route to successful communication and, at the same time, related to establishing relationships (Wu, S., Keysar, B, 2007). The less confusion, the more effective the communication is considered to be. The elements of the communication process (sender, receiver, message, medium, context, feedback) determine the quality of any communication. An issue in any of these elements can reduce the communication effectiveness (Keyton,

2010). Effective communication should generate the desired effect (conveying information and building relationships) and maintain this effective process.

- *Customer experience*

The first concept of customer experience has been defined by Joe Pine and Jim Gilmore in 1998. Simply defined, customer experience is the sum of all experiences a customer has with a supplier of goods and/or services, over the duration of their relationship with that supplier (Smith, S., Wheeler, J., 2002). Throughout this report the term customer experience will refer to the above mentioned statement, where HelloFresh Nederland is the supplier. The customer experience includes awareness, interaction, purchase and usage.

- *positive*

In this context, the word positive describes an emotional and/or cognitive response, which tends towards progress or improvement, moving in a beneficial direction of the customer. As the Oxford Dictionary states: it is characterized by or expressing certainty or affirmation.

- *negative*

On the other hand, the word negative is expressing an emotional and/or cognitive response, which is neither desirable nor optimistic. A need to change is desirable when a customer is expressing negative thoughts and/or comments.

- *Satisfaction*

For this particular research, satisfaction refers to an effective response of varying intensity, which is based on an evolution of product attributes (benefits and performance), relevant service and information, the consumption experience and especially the customer's needs, wants and expectations. This response is time-specific to before purchase, after purchase but before consumption, during consumption or after consumption (Giese, J.L., Cote, J.A., 2002).

- *Media channels*

A media channel is a specific (formal or informal) medium through which information is transmitted to a target groups in reaching an intended public (Jerman, D., Završniky, B., 2000). HelloFresh Nederland is using the subsequent channels to do so. When referring to media channels merely these channels are taken into consideration. Other media channels will not be covered, unless otherwise indicated.

- SMS (a text-message)
- Recipe booklet (home-delivered)
- Website (www.hellofresh.nl)
- Newsletter (via e-mail)

- Blog (blog.hellofresh.nl)
- Social Media
 - Facebook
 - Twitter
 - Instagram
 - less relevant pages such as Google+ and Pinterest
- *Frequency*

Frequency is related to *communication frequency* which refers to the amount of communication that occurs between an organization and its public (Schultz, D., Patti, C., 2009).

- *Content*

The term content refers to the information that the messages convey. This includes for example factual information and storytelling. This information is conveyed by words (written), signs and symbols.

1.4. PROBLEM DESCRIPTION

HelloFresh Nederland has nearly no knowledge about the way the current customers experience the communication of this dynamic start-up company. The lack of insights in the way customers of HelloFresh Nederland prefer any communicated message might be a missed chance. This results in not knowing what the customer prefers and how it experiences the messages that are currently communicated.

This study aims to improve the current external communication of HelloFresh Nederland towards its current customers. It might serve as an opportunity for optimization and improvements. The organization will be able to benefit by increasing its understanding about the experience, preferences and expectation of its applied media channels, frequency and content according to the opinion of its customers.

By gaining more insights on this matter, HelloFresh Nederland hopes to be able to communicate more suitable messages to its customers. In the end, this will help to keep customers satisfied and to increase the level of a positive customer experience.

1.5. GOALS AND OBJECTIVES

As mentioned at the problem discussion as well, the main objective of this research paper is to discover insights on the customer based communication so that it can be

improved, adjusted and implemented in the most optimal way. Hence, customers will be more satisfied and the impression and experience of the communication by HelloFresh Nederland will be more positive.

The overall purpose of this research study is to examine the experience and preferences of customers regarding the currently communicated messages by HelloFresh Nederland. More specifically, it is the aim to improve the customer-based communication so that customers will be more satisfied and eventually with the hope that the level of customer retention increases as well. Moreover, this might result in less work for the Customer Service team. On top of that, the research outcome will support and reinforce the implementation of changes within the communication messages of HelloFresh Nederland.

In short, If HelloFresh Nederland is communicating in its best way, there will be less confused and dissatisfied customers, which should result in fewer questions, more satisfied and positive customers and a higher level of customer retention in the end.

In order to reach these goals, clear objectives are necessary. Even though SMART (Specific, Measurable, Achievable, Relevant and Time-bound) objectives are famously used worldwide, an alternative to the almost universal demand to create outcomes (and objectives) that are SMART helps to create a wider framework in which you continually consider the currently unmeasured and un-attributable factors as well (Duignan, 2012). Therefore, the following primary and secondary objective have been set up:

Primary objective

The current communication landscape (use of media channels, frequency and content) of HelloFresh Nederland and the current communication experience of the current customer needs to be mapped out thoroughly (latest in September 2014).

Secondary objective

Once the primary objective is reached, an advice on how HelloFresh Nederland can optimize its communication should be composed. This needs to be based upon the customers' expectations & preferences and needs to be able to be implemented on a relatively short notice, meaning latest at the beginning of 2015.

1.6. LIMITATIONS

The following methodological limitations have impacted the findings, discussion and professional advice of this study.

- Due to the fact that the questionnaires were sent out to four different groups, the questions of the different questionnaires could not be combined. For methodological reasons, it has been important to keep these results separated (For example, question one from Questionnaire A could not be related to question two from Questionnaire B). Nevertheless, the relationship between those questionnaire might have resulted in interesting findings which could have strengthen the conclusions and improved the professional advice.
- After analysing the results, it can be concluded that some questions were less relevant, whereas other questions might have been more useful. Some questions have been asked multiple times, which, on one hand, resulted in a higher level of validity. On the other hand, it also resulted in more one-sided results. Examples of different relevant question which could have been asked are:
 - On a scale of 0 to 10, what do you think of the overall communication of HelloFresh Nederland?
 - Would you like to receive video messages of HelloFresh Nederland? (new media orientated)
 - Which factors influence you to order/pause the next HelloFresh Box? (customer retention orientated)
 - Where do you live/what are your hobbies? (target audience orientated)By asking the above mentioned questions, conclusions could have been more extensive and convincing, taking different aspects into account.
- Due to the fact that the data is self-reported, it is a limitation that this self-reported data might contain several sources of bias such as:
 - Selective memory of customers
 - Exaggeration
 - Non-complete information given.
- Due to the policy of HelloFresh Nederland it was not possible to collect data from in-depth interviews with customers. This might have delivered relevant

and useful insights. More qualitative data would have reinforced any conclusion and/or statement about the experience of the current communication by the customers.

Moreover, a technical limitation has taken place at Survey Monkey, where the very valuable last question (number three) of questionnaire D has not been asked completely. Customers could only fill in half the question, with the result of missing important data.

In the end, these limitations might have been an opportunity to suggest further research, as the findings displayed topics which needs further investigation. This will be elaborated in chapter 6.

1.7. QUESTIONS

In order to solve the problem, or rather to take an opportunity for optimization, of HelloFresh Nederland, the following questions have been created.

1.7.1. POLICY QUESTION

How can HelloFresh Nederland improve its communication towards its customers in order to create a more positive customer experience?

This policy question will be answered with the help of the research and sub questions. The professional advice will provide a reliable answer upon this question.

1.7.2. RESEARCH QUESTION

This study is motivated by the following research question: *How does the customer experience the current communication of HelloFresh Nederland?*

This research question is based on the problem description and on the need for information in order to answer the policy question and to develop the given advice. It is relevant to map out the current experience of the customer in order to analyse any possible points of improvement.

1.7.3. SUB-QUESTIONS

The following sub and sub sub questions are created to help answering the main research question.

SQ. 1 = *what is the current experience and expectation of the customer when receiving messages from HelloFresh Nederland?*

- What is the current experience of the customer when receiving messages from HelloFresh Nederland?

Regarding media channels, time-frequency and content

- What is the current expectation of the customer when receiving messages from HelloFresh Nederland?

Regarding media channels, time-frequency and content

SQ. 2 = *what happens when the customer is positive or negative about the communication of HelloFresh Nederland*

- In terms of customer experience and in terms of customer retention

SQ. 3 = *what is the preference of the customer regarding the messages that HelloFresh Nederland is communicating?*

- In terms of media channels, time-frequency and content

1.8. OUTLINE OF THIS STUDY

This study consists out of seven chapters, including the introduction, theoretical framework, the methodology, the data results and analyses and finally the discussion, recommendations and professional advice. The outline is illustrated in figure 1 below.

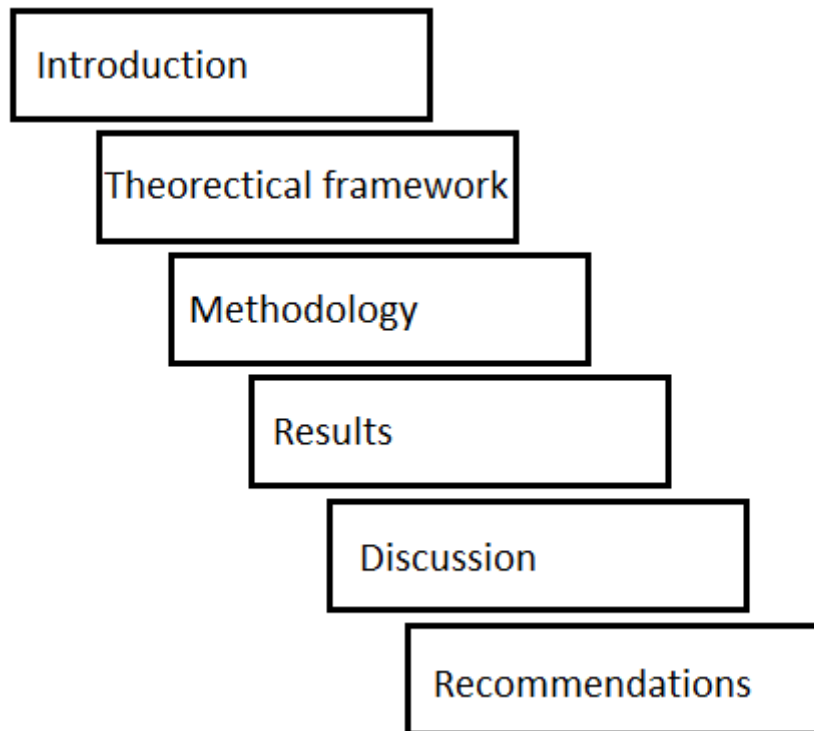


FIGURE 2: OUTLINE OF THIS STUDY

The first chapter, already being presented, started off with background information, the problem discussion and finally the goals, objectives and research question. The second chapter, the theoretical framework, presents relevant theories around the topic of effective communication, target group segmentation and more. In the third chapter, the research method used to conduct this study is described. The fourth chapter presents the data collection. In the fifth chapter, the data is being analysed. In the end, the discussion and recommendations are presented. Finally, a professional advice is written in order to present HelloFresh Nederland with an advice which can be put into practice on a short notice.

2. THEORETICAL FRAMEWORK

This chapter will present existing theories related to the research topic. First, basic communication theories are presented, followed by theories regarding the target audience and marketing communication. This will function as the base to analyse the research problem. This chapter is giving insights on the core-concepts related to the research topic. The theoretical framework gives the opportunity to frame the research which will need to be done in order to fully grasp the essence of the problem and the ways how to improve it. On top of that, this theoretical framework will explain how factors influence each other and are related to the problem description of HelloFresh Nederland.

2.1. GENERAL COMMUNICATION THEORIES

The following theories give the reader the opportunity to fully understand the basics of how the communication process, the message production and the message processing works according to some of the most well-known theories.

2.1.1. THE AGENDA SETTING THEORY BY MAXWELL MCCOMBS AND DONALD SHAW

This theory elaborates on the effect of mass media on the receiver which states that the media tells us (1) *what to think about* and (2) *how to think about it*. The first process (*agenda setting*) transfers the salience of items on their news agenda (HelloFresh Nederland) to our agenda (customers). The second process (*framing*) transfers the salience of selected attributes to prominence among the pictures of our heads (Griffin, E. et al, 2014). The association between mass media and society's opinion and its cause-and-effect relationship could be transferred into a smaller scale as well. The media, which in this case is HelloFresh Nederland and its used media channels, is able to shape the beliefs of what the customers would like to hear. By the concentration on selecting key objects the public is lead to perceive certain issues as being more important than other issues. This theory dates from the 1970's which triggers the question whether or not this theory can stand the test of time. According to Adams et al, "the issue is that the media may not have as much power to transfer the salience of issues or attributes now as a result of users' expanded content choices and control over exposure. With un-massed media, the agenda setting theory may lose its relevance completely overtime."

(Adams, E. et al, 2013). According to Ball-Rokeach (1985) the individual's desire for information from the media is seen as one of the primary variables in explaining why media messages have cognitive and/or affective effects and the media dependency is high when an individual's goal satisfaction relies on information from the media (Ruggiero, T.E., 2000).

Although the media is constantly evolving, this theory is supported by many other theories that prove that the public still uses the media in order to shape and frame any issue or story. The communication of the press or any organisation will continue to have some sort of power over the public and individuals.

This theory proves to be an accessible way to conceptualize this matter. It will support certain implementations of elements on how to influence how to think about HelloFresh Nederland. This theory is focusing on the receiver, which is in this case the customer of HelloFresh Nederland. By adapting this theory, one could partly base the advice on how to act upon and influence the preferences of the customers of HelloFresh Nederland on this method.

2.1.2. MEDIUM IS THE MESSAGE THEORY BY MARSHALL MC LUHAN USES VERSUS THE USES AND GRATIFICATION THEORY (UGT) BY BLUMER & KATZ

When analysing the messages of HelloFresh Nederland, one important aspect of communication is the chosen media channel. According to the *Medium is the message Theory* by Marshall Mc Luhan media is of utmost importance and is in itself already communicating. The tools which society is using to get its message across, is shaping the perception, experience, attitude and behaviour of the receivers (Griffin, E. et al, 2014). Nowadays, there have been many rapid changes in the communication technology, which is also altering the symbolic environment – the sensory world of meaning- and one cannot ignore the influence of the medium. “The idiomatic resonance of McLuhan’s famous statement, “the medium is the message,” has entered language and contemporary consciousness, influencing the way we think and feel about media, the way we perceive their effects, and our awareness of their potential repercussions (Gibson, 2008).”

On the other hand, the *Uses and Gratification theory* (UGT) by Blumer & Katz (1974) is expressing an opposing approach to understand why and how people actively seek out specific media to satisfy specific needs. UGT focuses on the question “what do people do with media”, instead of the question of “what does media do to people”. According to Thomas E. Ruggiero (2000) the significance of the Uses and Gratifications has revived due to the emergence of digital communication. This cutting-edge theoretical approach includes necessary concepts such as hypertextuality¹, demassification² and interactivity. Qualitative and interpersonal aspects play a crucial role nowadays. Drawing on Zizi Papacharissi (2010) this study believes that the strength of the Uses and Gratification theory lays in its ability to describe, explain, and expect media uses and consequences (Papacharissi, 2010). The conclusion of the UGT is that individuals seek the media to satisfy their needs and thus play an active role in the choice of media. (Dainton & Zelly, 2005)

The relation between the media channel, the message and its goals are clearly acknowledged by both theories. In order to develop the most beneficial communication messages of HelloFresh Nederland it is important to keep both theories in mind. These theories will be used as a reference to analyse the current communication of HelloFresh Nederland and its relation between these factors. A critical point for both theories is that the approaches are originally developed to analyse the impact of mass media. Even so, these theories in mass media can be applied to individuals as well.

2.1.3. ELABORATION LIKELIHOOD MODEL BY PETTY & CAPIPIO

The *Elaboration Likelihood Model (ELM)* by Richard Petty & John Capioppo posits two possible routes or methods of influence: (1) centrally routed messages, and (2) peripherally routed messages. Each route targets a different audience. ELM focuses on the importance of understanding audience members before creating a persuasive message. ELM illustrates persuasion as a process in which the success of influence depends on the way the receivers make sense of the message. Petty and Capioppo believe this theory provides a fairly general framework for organizing, categorizing, and understanding the basic processes underlying the effectiveness of persuasive communication (Richard E. Petty, 1986).

¹ The networking functions of new media that allows a large quantity of information to freely move around.

² To cause (society or a social system) to become less uniform or centralized.

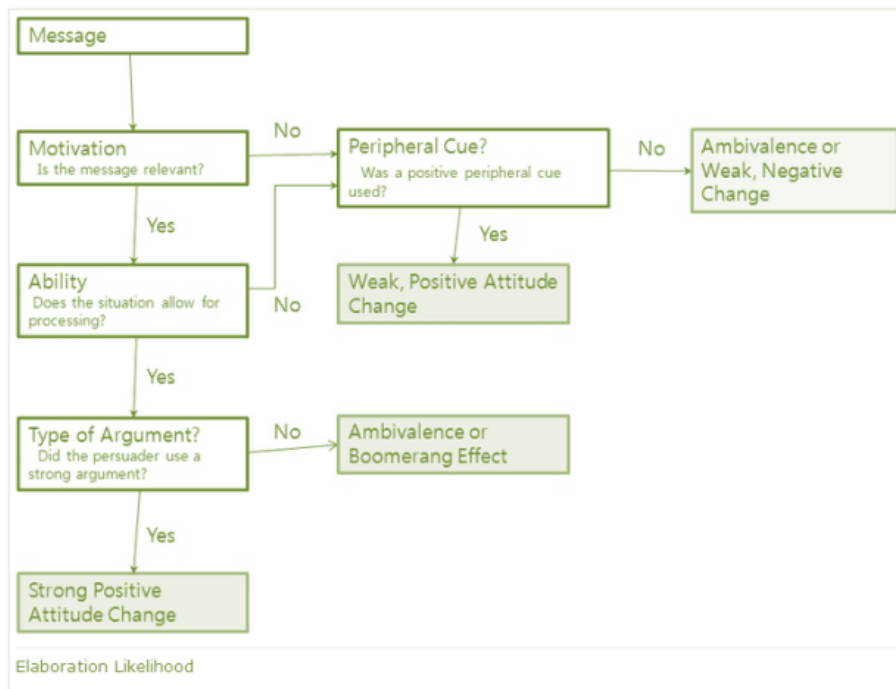


FIGURE 3: ELABORATION LIKELIHOOD MODEL

This will serve as background information to the analysis of the current communication of HelloFresh Nederland. Moreover, the advisory part regarding the points of improvement will be supported by this theory, where one should apply this information to create the best influential messages in favour of HelloFresh Nederland.

2.1.4. AUDIENCE RECEPTION THEORY BY HALL AND THE REINFORCEMENT THEORY BY KLAPPER

By the *Audience Reception Theory* Stuart Hall proposed a new model of mass communication. This model highlights the importance of active interpretation within relevant codes. Hall's theory moved away from the view that the media had the power to directly cause certain behaviour of an individual. At the same time, the role of media as an agenda-setting function is preserved. This is in line with the Uses and Gratification theory.

Hall's model provides the following central premises: 1) the same event can be encoded in more than one way; 2) the message contains more than one possible reading; and 3) understanding the message can be a problematic process, disregarding how natural it may seem (Hall, 1980).

Moreover, as Klapper (1960) noted within his *reinforcement theory*: "Whatever it is to be called, it is in essence a shift away from the tendency to regard mass communication

as a necessary and sufficient cause of audience effects, towards a view of the media as influences, working amid other influences, in a total situation. Regardless of whether the effect in question be social or individual, the media are more likely to reinforce than to change.”

These theories are contradicting the theories of the Medium is the message, Agenda Setting theory and other theories which state that media has the power to directly cause a certain behaviour of an individual. Taking these theories into account, one should carefully draw conclusions on the basis of above mentioned theories. As stated earlier, context is highly important and many variables could influence the way that messages are perceived. By including these opposing theories, one is able to put above mentioned theories in perspective and to draw conclusion, taking both school of thoughts into account.

2.1.5. SOCIAL INFORMATION PROCESSING THEORY BY WALTHER

The *Social Information Processing theory* (SIP) could be described as an interpersonal communication theory, which explains how people get to know one another online and how they develop and manage relationships in the computer-mediated environment (Walther, J.B., & Burgoon, J.K., 1992). The study, developed by Joseph Walter in 1992, involved an experiment of the effect of time and media channel –digital meeting vs. real-life meetings- on relational communication in groups. Results showed that computer-mediated groups increased in several relational dimensions to more positive levels, although online interpersonal relationship development may require more time to develop than traditional face-to-face relationships. Once established, online personal relationships may demonstrate the same relational dimensions and qualities as face-to-face relationships. Online relationships could facilitate relationships that would not have formed in the face-to-face world due to intergroup differences, geographic challenges, and etcetera. Since community building is one of the communication goals of HelloFresh Nederland, this theory will be relevant when creating the professional advice of how the company might be able to optimize its current communication experience, including digital community building.

2.1.6. INOCULATION THEORY BY MCGUIRE AND THE PRINCIPLE OF SELECTIVE EXPOSURE

Last, the *Inoculation theory* of McGuire (1961) explains how attitudes and beliefs change, and how to keep original attitudes and beliefs consistent in the face of persuasion attempts. This theory is of importance due to the facts that one has to take into account that customers might not be sensitive to persuasion. When analysing the preferences of the customers, one should be aware of this theory and this might help to explain certain results. Klapper (1960) noted that “The tendency of people to expose themselves to mass communications in accord with their existing opinions and interests and to avoid unsympathetic material has been widely demonstrated.” (Klapper, J. T., 1960). This might reinforce the answer to the following question. *How can HelloFresh Nederland optimize its communication so that thoughts are turned into action?* The thoughts of the customer needs to go from “I might be interested in another HelloFresh Box” to the action of “I will order a HelloFresh Box for next week!”

Moreover, the principle of *selective exposure* is a concept referring to the individuals’ tendency to favour information that reinforces pre-existing views, while at the same time avoiding contradictory information. People tend to select specific aspects of exposed information based on their beliefs, perspective, attitudes and decisions. Individuals are able to determine the information exposed to them and select favourable evidence, while at the same time ignoring the unfavourable. According to Bryant and Davies (2006) understanding the selective exposure theory is essential for constructing a useful psychology of entertainment (Bryant J., & Davies, J. , 2006). Questions such as ‘How can HelloFresh Nederland influence the amount of exposed information of its customers?’ might be answered with the help of this concept.

In addition, expectations are also part of persuasion and preferences. Researching and estimating expectations is a complex matter. For this research report the theoretical framework will be limited to Miller’s (1997) description of consumer expectation. He stated that there are multiple types of consumer expectations: 1) ideal, 2) expected, 3) minimum tolerable and 4) deserved (Raymond P. Fisk, 1985). Research will show to which extent HelloFresh Nederland is meeting these expectations.

2.2. TARGET AUDIENCE SEGMENTATION - PUBLIC

As the target audience, the customers of HelloFresh Nederland, is the object of this study, basic theories on target audience segmentation are presented below, which provide relevant background knowledge. This subchapter relates to the fact that HelloFresh Nederland might have (many) different segments within its target audience, which needs to be researched in order to fully understand the problem and to develop an advice.

2.2.1. MODEL OF SEGMENTATION BY GRUNIG

The *model of segmentation* by Grunig might support the way how to categorize the target audience of HelloFresh Nederland so that one creates a more elaborated context of which the customers of HelloFresh Nederland belong to. This model contains a series of *inner* and *outer nests*. The inner nests consist of (1) individuals (individual communication behaviours and effects) and (2) publics (groups of people sharing common interests and issues). The outer nests contain (3) communities, (4) psychographics, lifestyles and subcultures, and social relationships, (5) geo-demographics, (6) demographics and (7) mass audience (Grunig, J.E., 1989).

The nests display increasing specificity instead of generality. Communication campaigns are allowed to create more precise messages for their target audience. By having the nest move towards the inner centre, more audience details and insights are provided. Once HelloFresh Nederland is gaining knowledge on the differences within and between the inner and outer nest, this will result in better targeted communication.

2.2.2. SYMBOLIC CONVERGENCE THEORY BY BORMANN

This is a broad communication theory that provides an explanation for the appearance of a group's cohesiveness, consisting of shared meanings, emotions and motives. The *Symbolic Convergence theory* (SCT) describes dynamic tendencies within systems of social interaction that cause communicative processes and forms to evolve (Gudykunst, 2001). This theory claims that members of a group create consciousness through stories, rituals and themes.

The SCT originated in small-group communication, although -according to Bormann itself- shared themes and moments can also chain within a large group through (digital)

technology, which in turn shapes these large groups back into small 'face-to-face' group context (Borman, 1982). People will continue to make sense out of their environments and events around them, which will result in getting in contact with people who share experiences, whether that is online or offline. Even though some might argue that it is rather impossible to make predictions about group outcomes based on fantasy themes, it is a misconception that this theory assumes that all group members have the same attitude. Bormann states that "the SCT's research program has always indicated that consciousness-creating, -raising, and -sustaining is a conscious, open, interactive process, directly observable in the rhetoric which, in turn, is wholly explainable and produces reliable predictions of human behaviour." (Bormann, E.G., Cragan, J.F., Shields, D.C., 2003)

This theory might shine light on how to create a certain HelloFresh Nederland community. When linking this theory to the model of Segmentation by Grunig, one could say that it would be valuable if HelloFresh Nederland is able to create certain segmented group (according to the inner/outer nest) which subsequently share themes in order to create common consciousness. In order to do so, the customers do need to have some sort of interaction with each other, as consciousness cannot be created by being passive receivers.

2.3. MARKETING COMMUNICATION

"Marketing communication is the planned and integrated communication activity that communicates with an organisation's stakeholders" (Fill, C., 2012). There are many theories on marketing communication and therefore a selection has been made for the two most relevant marketing communication theories to provide a clear framework on the theories around marketing communication. These theories will be able to contribute to the communication optimization towards existing customers of HelloFresh Nederland.

2.3.1. HEIGHTENED APPRECIATION MODEL BY YESHIN

This model, created by Yeshin (1993), suggests that, by using consumer research to identify a key attribute of a product and linking that to the brand, the consumer is able to associate with brand attributes. This is a particular tool that helps to determine marketing communication strategies (Elsevier, 2006). Research results might or might

not indicate such a key attribute, which could be applied to strengthen the customer relationship with HelloFresh Nederland. When determining key attributes, this will directly result in the creation of a more positive awareness of the HelloFresh Box, and HelloFresh Nederland in general, which theoretically should result in more frequent orders and the development of a more positive image and customer experience.

2.3.2. INTEGRATED MARKETING COMMUNICATION BY DUNCAN AND MORIARTY

In short, this is a simple concept –created in 1997- which ensures that all forms of communications and messages are carefully linked together. This is aimed at the support of a single positioning and to meet a common set of communication objectives. By integrating all the promotional tools, it will all reinforce each other and work together in harmony. According to Zahay et al. (2004) IMC is seen as a planning process that evaluates the strategic and synergistic role of a variety of communication disciplines and considers how best to integrate them across the firm. In theory, if all communication of HelloFresh is integrated into one communication strategy, customers should be stimulated to transform into brand loyalists³.

2.4. CUSTOMER RETENTION THEORY

The following theory is presented at this last sub chapter, since the increase of the customer retention is one of the side-effects of increasing the level of positive customer experiences. Clearly, many other factors can lean to customer retention, yet these will be excluded as being irrelevant to this research.

2.4.1. MODEL OF DETERMINANTS OF RELATIONSHIP COMMITMENT BY SHARMA AND PATTERSON

This model by Sharma and Patterson (1999) is showing the determinants of relationship commitment. The model consists of three factors such as communication effectiveness, technical quality and functional quality, all affected by trusts in the relationship which in turn affects relationship commitment. Trust could be described as a belief that the service provider (in this case that would be HelloFresh Nederland) can be relied on to

³ According to Rossiter and Bellman's Brand Loyalty Measuring Tool brand loyalists are customers that are loyal to one, two or three brands.

behave in such a manner that the long-term interest of the customer will be served (Crosby et al, 1990)

Morgan and Hunt (1994) suggested that an easy flow of communication is an important characteristic of a strong relationship. According to Gabarro, J. (1978) commitment is as an essential ingredient for successful long-term relationships. Relationship marketing literature suggests customer satisfaction and trust as major determinants of commitment (Gabarro, John J., 1978). This theory supports the fact that communication effectiveness directly impacts the creation of a high level of relationship commitment.

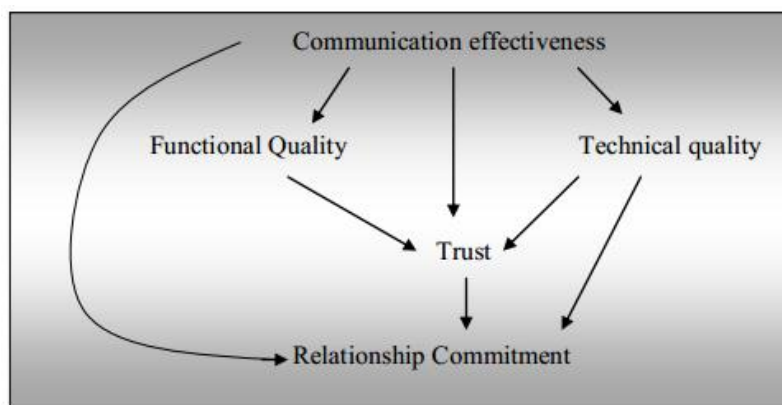


FIGURE 4: CONCEPTUAL MODEL OF THE DETERMINANTS OF RELATIONSHIP COMMITMENTS

In turn, relationship commitment of customers at HelloFresh Nederland might influence the duration of a customers' membership. Moreover, this theory shows how communication is only a single part of the formation of relationship commitment and customer retention. This emphasizes on the fact that customer retention is dependent on so much more than only communication.

2.5. CONCLUSION

Previous conducted research and developed theories in the field of communication are of utmost importance to this report. The explanation and arguments at each theory justify the conclusions. Most significant are the following theories:

- The Elaboration Likelihood model indicates that persuasion via the central route will most probably be best suitable for the target audience.
- The Uses and Gratifications theory can help in understanding what the "customers will do with media".

- The Symbolic Convergence theory supports the idea that fantasy themes and stories create common consciousness among certain groups. The question of 'How can people ensure they share the same context so that understanding is possible?' will be answered by linking this theory to the Segmentation Model by Grunig.
- The Audience Reception Theory is stressing the importance of how the same event can be encoded in more than one way and how messages contain more than one possible reading. This should be taken in careful consideration when providing advice to HelloFresh Nederland.
- The Model of Determinants of Relationship Commitment helps to understand the role of communication effectiveness within the complex world of customer retention.

3. METHODOLOGY

The term methodology refers to the overall perspectives and approaches to the research process (Collis, J., Hussey, R., 2003). In simple terms, this chapter will address the following main issues: 1) why certain data is collected, 2) what data is collected, 3) where this data is collected from, 4) by which means this is collected and 5) how this data is analysed. In order, this chapter will present the methodological framework applied to solve the research problem and to answer the research question. The chosen research approach and strategy will be presented firstly. In addition, the sample selection and the data collection methods will be shown. In the end, a discussion around the validity and the reliability of the study will be presented.

3.1. RESEARCH APPROACH AND STRATEGY

In order to obtain the best results to reach the objectives and to solve the research problem of this study the mixed method approach is applied. There are many definitions of mixed methods. For this study the definition of mixed method research is defined by Isadore Newman as:

Mixed method research is a set of procedures that should be used when integrating qualitative and quantitative procedures, reflecting the research question better than each can independently. The combination of quantitative and qualitative methods should better inform the researcher and the effectiveness of mixed methods should be evaluated based upon how the approach enables the investigator to answer the research question embedded in the purpose(s) of the study (Burke Johnson et al., 2007).

This research paper is designed to apply its findings to a particular situation, which in this case concerns HelloFresh Nederland and its policy question of how to improve its current communication. It could be described as a diagnostic research project.

Within this study both quantitative and qualitative research methods are applied. Firstly, the emphasis of quantitative research is on collecting and analysing numeric data; it concentrates on measuring the range, scale, frequency etcetera (Collis, J., Hussey, R., 2003). In general, this type of research could be described as highly detailed, structured and results will be easily presented statistically. On the other hand, qualitative research involves examining and reflecting upon the less tangible aspects of a subject, e.g. values,

attitudes and perceptions. Qualitative and quantitative research is combined to ensure and strengthen more accurate results and conclusions, based on the research question and theoretical orientation.

By collecting statistical data (from the questionnaires) one will be able to draw conclusions upon statistical 'proven' information regarding the communication experience of the customer. On the other hand, when one is seeking for in-depth information regarding e.g. the experience of customers, qualitative research will be necessary as well. This study has the intention to collect quantitative as well as qualitative data and both merge and connect these results. This is for instance done by an analysis where quantitative statistical results are followed by qualitative questions or themes that support quantitative results.

Within this research paper the following method is used:

- Questionnaire
 - o Quantitative
 - Asking closed questions
 - o Qualitative
 - Asking open questions
 - Interview with Marlies Jongman, head of Communication & PR at HelloFresh Nederland)

3.1.1. QUESTIONNAIRES

The questionnaire is used in order to conduct field research and to gather factual information to measure the experience, general opinion and level of satisfaction of the current customers of HelloFresh Nederland about its communication. Closed and open question are combined to collect both quantitative as qualitative research results. The purpose of the questionnaire is to relate the research results to the objectives of this research.

There are two main types of questionnaires: a descriptive questionnaire: concerned with identifying & counting the frequency of a particular response among the questionnaire group, or an analytical questionnaire: to analyse the relationship between different elements (variables) in a sample group (Creswell, 2014). Within this research paper both type of questionnaires will be applied. First, one is looking for the frequency of which customers have the same or different answers. However, one does also need to analyse

the relationship between different elements in the sample group, e.g. preferences and expectations of media channels.

The questionnaire has been offered to the entire customer database of HelloFresh Nederland. Each customer first receives multiple questions about the HelloFresh Box and its meals of the previous week, followed by the communication part, which is used for this research. The communication part of this questionnaire is made out of a list of three questions. These included a short introduction, two closed questions and one open question. The introduction allowed the respondents to be aware of the purpose of the research. The questionnaires are designed to allow any future repetition of the study, by asking relevant, clear and timeless questions.

Due to technical reasons, Survey Monkey cannot reach the entire customer database of HelloFresh Nederland in once. Therefore, this database is reached in different parts. In four weeks, hence four questionnaires, the entire group of customers is reached.

Therefore, four different questionnaires (part A, B, C and D) have been presented to four different parts of the customer database of HelloFresh Nederland. Each questionnaire has a different theme:

- A. Media channels + frequency + further opinion and/or recommendations.
- B. Media channels + content + further opinion and/or recommendations.
- C. Content + frequency + further opinion and/or recommendations.
- D. Frequency + vision + improvements. Only questionnaire D did not include an open question.

The used language is Dutch, since most (nearly 99%) of the customers are Dutch. (See Appendix B for the English translation.)

The research results will be analysed by drawing meaningful connections between certain results, by grouping information and by presenting relevant relations. It is important to be aware of the fact that results of the different questionnaires parts cannot be combined, since the questions of one questionnaire are not filled in by the same respondents as the other questionnaires.

3.2. SAMPLING

With the help of HelloFresh Nederland the opportunity to target the whole population was given. Therefore the questionnaires designed for this study, will be sent out to the entire customer database collection of HelloFresh Nederland. At the time of research (May 2014) HelloFresh Nederland had between 9.500 and 10.000 members. These numbers are fluctuating due to the fact that customers are able to (un)subscribe at any moment. The only shared definition that these respondents have is that they are customers of HelloFresh Nederland at the time of receiving the questionnaire. The age, gender, customer lifetime etc. might widely vary.

Each customer receiving the questionnaire is able to freely choose whether or not to contribute to the questionnaire and is selected according to a customer database listed from A to Z. This could be described as systematic sampling, which belongs to probability sampling. This type of sampling is applied to the homogenous population, meaning *all* customers of HelloFresh Nederland were targeted.

3.3. DATA COLLECTION

Now the methods of research and the belonging justifications have been described, the collection of data will be elaborated.

First of all, one could divide the sources of information into primary and secondary data. According to Lekvall & Wahlbin (1993) primary data can be defined as data collected directly from assets, in this case customers, who possess the information needed for the research. Contrary, secondary data is previously collected information that the researcher is using for its own particular purpose (Säfsten, 2008). In this case, mapping out the current communication landscape of HelloFresh Nederland by own desk research and an interview with Marlies Jongman is considered to be secondary information. The data collection via the questionnaires is considered as primary information.

Due to the fact that HelloFresh Nederland is already sending out weekly questionnaires (concerning the quality of the HelloFresh-meals), it was easily decided that the questions for this study will be included in the weekly questionnaire. This is a digital (sent via e-mail) questionnaire send out with the help of the online program called Survey Monkey.

This allows HelloFresh, and hence also this study, to design each question as desired. Every participant got the chance to fill out the questionnaire on any device and it would have the possibility to leave any desired question open. This option has been chosen to not irritate and/or upset any customer by forcing him or her to answer any question that they did not feel like.

This way of collecting data is crucial to the quality of this research. Vaus (2002) stated that the questionnaire provides an efficient way of collecting responses from a large sample prior to qualitative analysis. One needs to be aware that the way questionnaires are developed and the way how questions are worded affects the respondents' answer (Bird, B.K., 2009).

These questionnaires are by default sent every Sunday at 11.00 AM. One is able to analyse the results at any given moment. For this study the research results were collected exactly one week (seven days) after each questionnaire was send out.

In addition, the box count (how many boxes did the respondent order so far), age and date since when the respondent is a member of HelloFresh has been collected manually by the researcher. Also, the amount of friends who became member via that certain respondent (Refer A Friend – RAF) has been reported. This has been done by the following procedure.

1. Each respondent had a unique Identity Code.
2. These Identity Codes were displayed by Survey Monkey.
3. These Identity Codes have been imported one by one manually in the private database of HelloFresh Nederland.
4. Within the database it has been possible to select the above mentioned information (age, box count, membership duration and RAF) and to link this to the data results of Survey Monkey.

Open coding

The open answers to the open questions have been coded according to the grounded theory, where codes are related to each other via several categories and concepts. First, the entire answer is displayed at the section titled *open coding*.

Subsequently, these open codes are divided amongst *axial codes* which are divided into the following topics:

1. Media usage.
2. Frequency.
3. Content.
4. Reflection the vision.

This system of axial coding is divided into *selective codes* such as *positive*, *negative*, *neutral*, *recommendations* and *recommendations that are already present*. This way, each answer is categorized in a clarifying scheme, which provides relevant information to the research question. The scheme is explicitly defined, easy to record, non-context dependent and focused. This way, conclusion may be draw upon this qualitative information. This method is described as a highly structured approach to organize open answers (Charmaz, K., 2006).

3.4. RESPONSE

The response rate of the questionnaires is based on the response rate of previous questionnaires. Due to technical reasons, Survey Monkey cannot reach the entire customer database of HelloFresh Nederland in once. Therefore, this database is reached in different parts. In four weeks, hence four questionnaires, the entire group of customers is reached.

Each questionnaire is targeted to be sent out to approximately 2000 customers. Beforehand, the feasible goal of collecting about 500 respondents has been set. In practice, this response rate of about 25% has been met. No reminder was necessary and all answers have been collected exactly seven days after the digital questionnaire was sent out. In total, 2020 respondents filled in the closed questions of the four questionnaires. One could choose to fill out one question and leave the other open, so therefore the response rate of the open question have been lower. In total, 676 respondents have left their opinion at the open questions.

It is significant to analyse each questionnaire separately, since every questionnaire has its own sample group. Each group of respondents has been different. Nevertheless, in

the end the results of each questionnaire will be compared. None of the respondents have filled in the questionnaire anonymously.

3.5. DISCUSSION

Reliability and validity are considered as significant concepts within any research. The reliability – the extent to which this data collection method will deliver consistent findings when it would be replicated by others- of this specific data collection could be described as sufficient. Due to the fact that four questionnaires have been sent out, partly with the same questions (in different settings) results show that the values upon repeated questions (measurements) were almost the same. Moreover, the extent to which the data accurately measures what they were intended to measure, called the validity of this data collection is acceptable. The respondents were likely to give honest answers, due to the fact that the questionnaire was conducted digitally and together with the weekly questions, which they were already used to. The relevance of the questions have been made clear at the questionnaire itself and customers are likely to understand how honest answers could benefit their own interest (better meals as results of their answers on the *general* part of the questionnaire and better communication of their answers on the *communication* part). Moreover, the questions were carefully phrased, intending to be as objective and unbiased as possible.

4. RESULTS

Last chapter covered the method of this research by describing how the research was planned out and how the responses have been gathered. This chapter will provide a thorough overview of all data gathered from the questionnaires. Relevant results of each questionnaire will be presented separately and in the end conclusions will be drawn upon these results (See Appendix C and D for the entire set of data).

Each questionnaire will start off by displaying certain background information which helps to place the research in context. One factor has been nearly identical at all four questionnaires, namely the relationship between the duration of the membership and the amount of ordered boxes (titled *box count*). Although this information seems logical, data show that customers gradually receive less HelloFresh boxes on a larger timespan. This means customers are using the option to pause their membership more and more as time passes by. This said, let us consider the significant factors of each questionnaire.

4.1 QUESTIONNAIRE A

General

The following information serves as background information, helping to place all results in context.

Most respondents (29.03%) of *questionnaire A* are between 36 and 45 years old. With 26.44% this group is followed by the respondents' age group between 26 and 35 years old. Moreover, the age group between 46 and 55 is also well presented by 22.86%.

Within the age group of 26 – 35 and 36 – 45 years old one could say that the majority got between 6 or 10 boxes home-delivered (26 - 25 = 8.35% and 26 – 35 = 9.15%). The box count between 26 and 30 boxes is least presented within each age group (0.00%, 0.40%, 0.99%, 0.60% and 0.00%). In the latest age group of 66+ customers it is remarkable that the different groups of the box count are well-distributed and there are no large differences as is the case at the younger age groups.

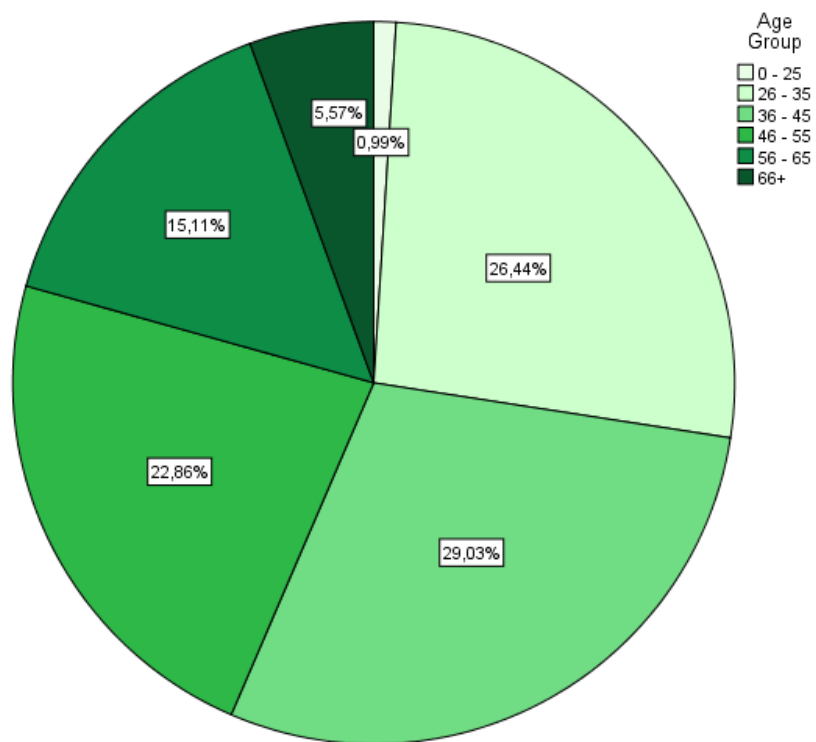


FIGURE 5: AGE GROUP QUESTIONNAIRE A

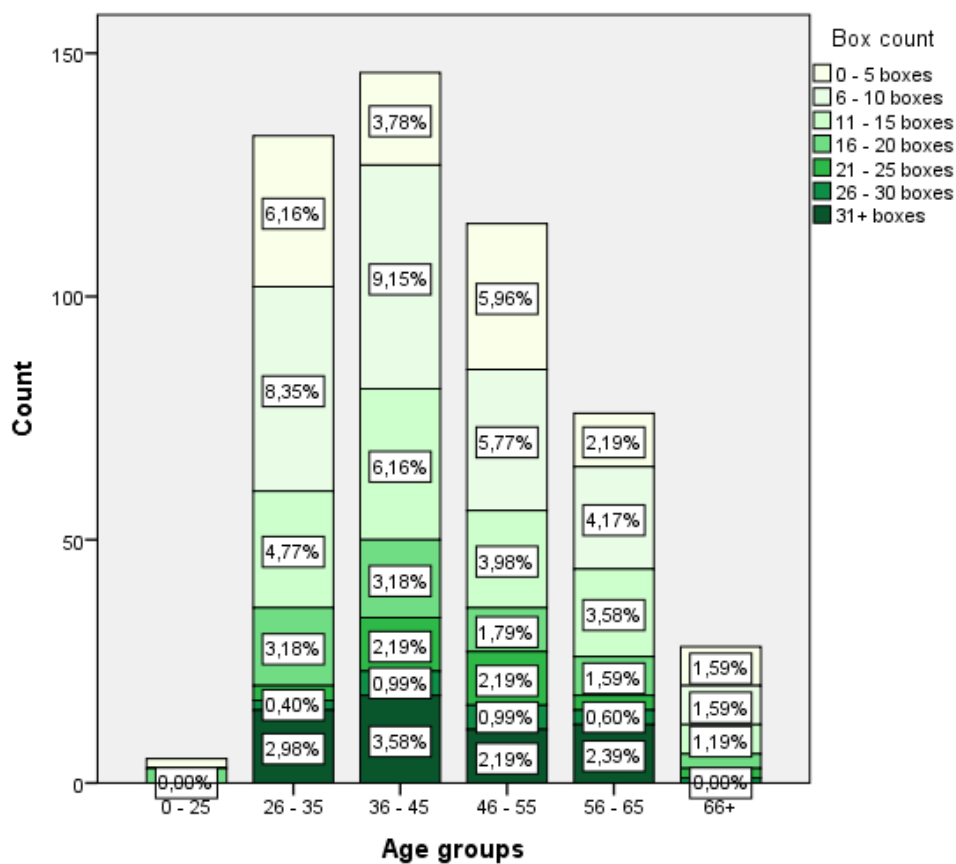


FIGURE 6: AGE GROUP – BOX COUNT – QUESTIONNAIRE A

Question one

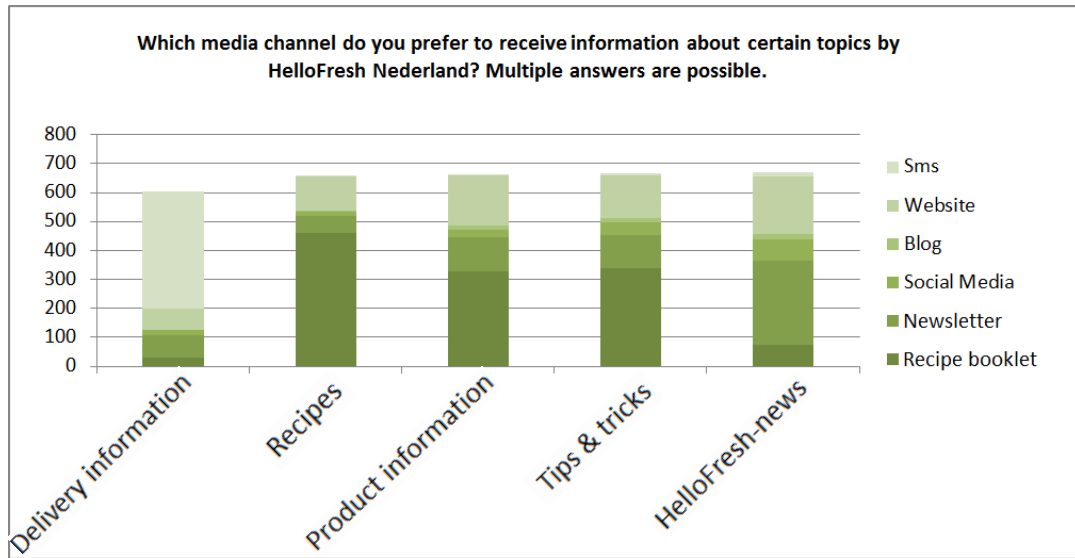


FIGURE 7: QUESTION ONE – QUESTIONNAIRE A

The answers of question one “Which media channel do you prefer to receive information about certain topics by HelloFresh Nederland?” show that some media channels are clearly preferable above others. Receiving a text message for the delivery information is significantly the most preferred media channel (80.08% of all respondents).

Most respondents (92.03%) prefer to use the recipe booklet to read the recipes. A minority would like to use the website (4.08%) or the newsletter (3.19%) to receive the recipes. The preferences of the respondents of which media channel to use to receive information about the products and tips & tricks are more widespread. Most respondents like to receive product information via the recipe booklet (66.73 %), followed by 17.04% who would like to receive information via the website and 11.76% who wants to receive this information via the newsletter. These data are nearly the same for receiving tips & tricks (recipe booklet: 69.47%, website: 13.2% and newsletter: 10.66%). In the end, 60.49% of the respondents prefer to receive any HelloFresh-news via the newsletter. Subsequently, 22.02% would like to receive this kind of information via the website. Nearly the same percentage of customers would like to receive this information via the recipe booklet (7.61%) or via Social Media (7.42%).

As nearly no respondents prefer to use the Blog or Social Media to receive certain information, it might be interesting to see that the age of the respondents does not play

a significant role, even though one might expect the target audience who prefers Social Media to be young. Nevertheless, respondents who prefer Social Media to receive HelloFresh-news are mostly between 26 and 45 years old. This may seem less relevant as the other results, although it does provide insights on the target audience and it helps to place the results in a certain context.

	Product information		Tips & tricks		HelloFresh-News	
	Blog	Social Media	Blog	Social Media	Blog	Social Media
	Count	Count	Count	Count	Count	Count
Age Group	0 - 25	0	0	0	0	1
	26 - 35	2	2	0	4	11
	36 - 45	2	7	1	8	11
	46 - 55	2	3	2	6	9
	56 - 65	1	1	3	1	3
	66+	1	0	0	0	1

TABLE 1: QUESTION ONE – WHICH MEDIA CHANNEL DO YOU PREFER TO RECEIVE INFORMATION? - QUESTIONNAIRE A

Question two

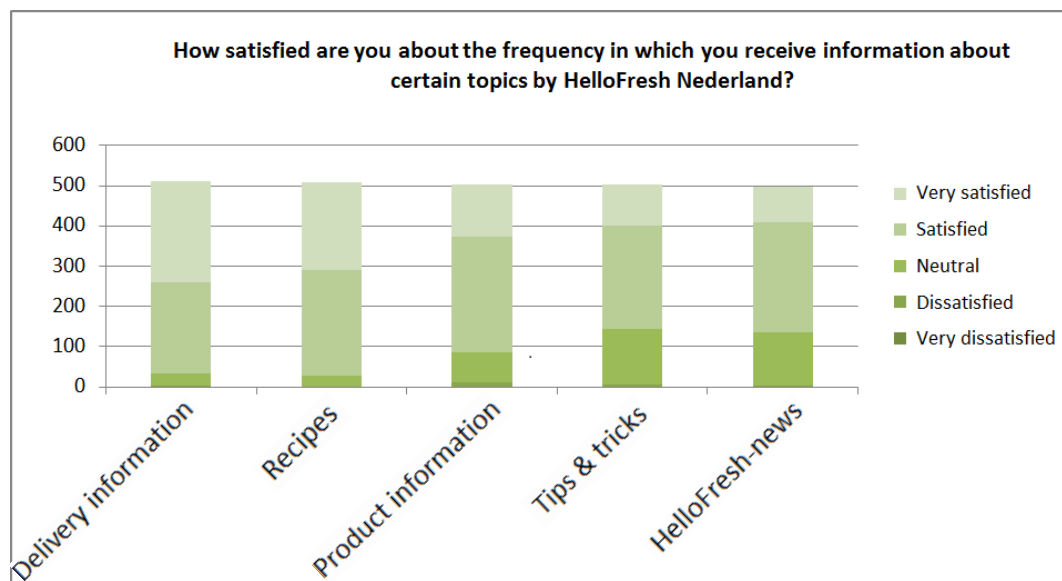


FIGURE 8: QUESTION TWO – QUESTIONNAIRE A

The answers of question two “How satisfied are you about the frequency in which you receive information about certain topics by HelloFresh Nederland” show the following.

In general, many respondents are satisfied about the frequency in which they receive information about 1) the delivery, 2) recipes, 3) products, 4) tips & tricks and 5) HelloFresh-news. The above figure displays how respondents are getting less satisfied about each topic. Nearly all respondents are very satisfied (49.22%) or satisfied (44.12%) about the frequency of the delivery information. Only 0.39% of all respondents are dissatisfied about the frequency of this topic.

These data are nearly similar to the data about the frequency in which they receive the recipes, where 43.39% is very satisfied, 50.89% is satisfied and only 0.20% is dissatisfied.

When it comes to the frequency of the product information the amount of respondents who are very satisfied are starting to increase till 25.30%. The majority is satisfied (57.57%) and 14.94% is neutral. Concerning this topic, in relation to the other topics, the number of dissatisfied customers is large (2.19%).

The amount of respondents who is very satisfied about the frequency of the tips & tricks decreased to 20.04%, whereas 51.30% is satisfied and 27.66% is neutral. Only 1.00% is dissatisfied.

These data are roughly in line when it comes to the frequency in which customers receive news about HelloFresh (very satisfied: 17.19%, satisfied: 55.13%, neutral: 26.56% and dissatisfied: 0.40%).

No single respondent is very dissatisfied about the frequency in which they receive information about these treated topics.

Comparison neutral and satisfied customers in relation to the box count

Out of the respondents who reported being neutral about the frequency of receiving certain information, the box count is significant lower than the ones who are satisfied or very satisfied.

Concerning the delivery information frequency 14.70% of all *neutral* respondents have more than 20 boxes. For the *recipe* frequency this is only 17.24%, for the *product information* frequency 23.62%, for the *tips & tricks* frequency 20.01% and for the *HelloFresh-news* frequency 19.04%. These numbers might indicate that customers value the correct frequency of the delivery information and the recipes more than the product

information frequency. The percentages of the HelloFresh-news and tips & tricks are very close at hand.

Characteristics of respondents who are dissatisfied

When taking a closer look at the respondents who are dissatisfied about the frequency of certain messages, one can say that more respondents are neutral or dissatisfied who have up to 15 boxes. Respondents with a higher amount of boxes are being more positive. The age of the respondents does not show any significant results. Most respondents are between the age of 26 and 55, which is also the majority of the customers of HelloFresh.

		How satisfied are you about the frequency of the delivery information?		How satisfied are you about the frequency of the recipes?		How satisfied are you about the frequency of the product information?		How satisfied are you about the frequency of the tips and tricks?		How satisfied are you about the frequency of the HelloFresh news?	
		Neutral	Dissatisfied	Neutral	Dissatisfied	Neutral	Dissatisfied	Neutral	Dissatisfied	Neutral	Dissatisfied
		Count	Count	Count	Count	Count	Count	Count	Count	Count	Count
Box count	0 - 5 boxes	5	1	3	0	14	1	29	1	27	1
	6 - 10 boxes	6	0	11	0	19	2	37	1	35	0
	11 - 15 boxes	10	1	8	0	16	4	28	2	29	0
	16 - 20 boxes	6	0	2	1	10	2	18	0	17	0
	21 - 25 boxes	3	0	1	0	6	0	9	0	8	0
	26 - 30 boxes	0	0	0	0	1	0	1	1	2	0
	31+ boxes	2	0	3	0	9	2	15	0	14	1
Age	0 - 25	0	0	0	0	0	0	0	0	0	0
	26 - 35	8	0	10	0	24	4	36	1	37	0
	36 - 45	11	1	9	0	22	4	43	2	35	2
	46 - 55	4	0	4	1	13	0	27	0	30	0
	56 - 65	7	0	2	0	10	3	21	1	18	0
	66+	2	1	3	0	6	0	7	1	11	0

FIGURE 9: QUESTION TWO – QUESTIONNAIRE ONE – CHARACTERISTICS DISSATISFIED RESPONDENTS

Relationship question one & two

This extensive cross table between question one and two show statistics for the most preferred media channel for each topic and the belonging satisfaction of the frequency of this topic (e.g. which media channel do you prefer to receive delivery information = SMS + what is the level of satisfaction of the frequency in which you receive delivery information?).

This cross table does not show any significant relationship between the satisfaction of the frequency about certain topics and the preference which media channel is used for these topics (See Appendix C.1 for an overview of the cross table). Only for the topics *tips & tricks* and *HelloFresh-news*, there are customers (an incredible small minority) who did not prefer the currently used media channel and who are neutral/dissatisfied about the frequency in which they receive certain information.

Open question

The open question *“What is your general opinion about the media channels HelloFresh Nederland is using and would you have any further recommendations and/or comments?”* has been answered by 33.35% of the respondents, meaning 278 respondents expressed their general opinion (and 243 respondents did not answer this open question) about the media channels HelloFresh Nederland is using. 10.79% of these 278 answers were not relevant to the question. These irrelevant questions were, amongst others, related to the content of the HelloFresh Box, the delivery times or to the Customer Service team.

185 (66.55%) out of 278 (100.00%) respondents gave a positive answer to this question, stating that they are satisfied about the media channels HelloFresh Nederland is using. 147 (52.88%) respondents were positive and did not leave any comments and/or recommendations. On the other hand, 14 respondents (5.03%) gave a negative answer, mainly about the content of the messages (4.32%), rather than about the media channels (1.80%). Suggestion(s) for improvement were given by 23 respondents (8.28%).

4.1. QUESTIONNAIRE B

General

The following information serves as background information, helping to place all results in context.

Most respondents (33.75%) of *questionnaire B* are between 36 and 45 years old. With 26.62% this group is followed by the respondents' age group between 26 and 35 years old. Moreover, the age group between 46 and 55 is also well presented by 21.38%.

Within the age group of 26 – 35 and 36 – 45 years old one could say that the majority got between 6 or 10 boxes home-delivered (26 - 25 = 7.76% and 26 – 35 = 7.76%). The box count between 0 – 5 boxes, 21 – 25 boxes and 26 - 30 boxes is least presented within each age group. 31+ boxes are well presented at the age groups between 36 – 45 years old (5.87%) and between 46 – 55 years old (3.56%).

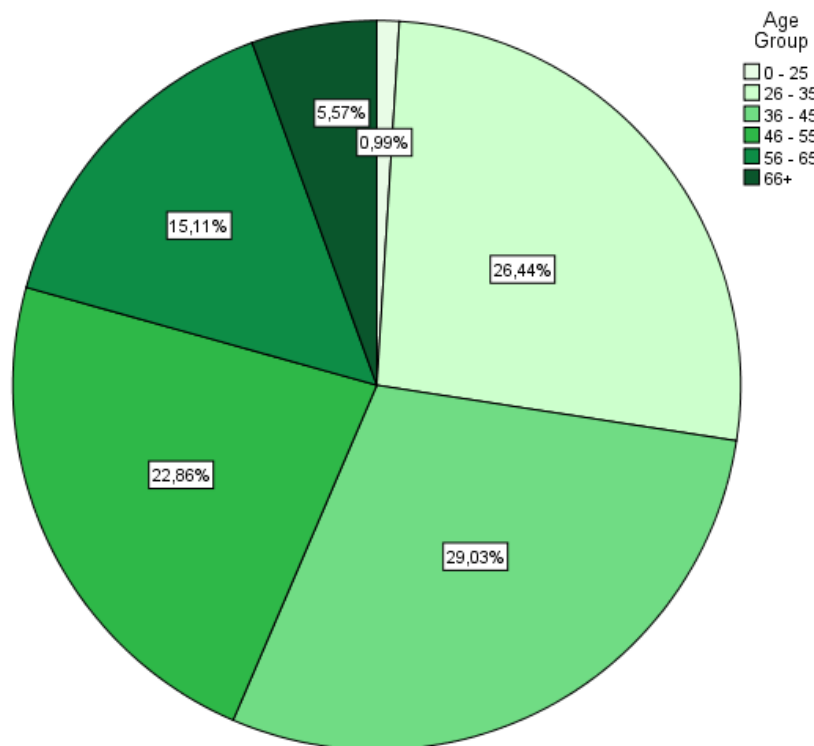


FIGURE 10: AGE GROUP QUESTIONNAIRE B

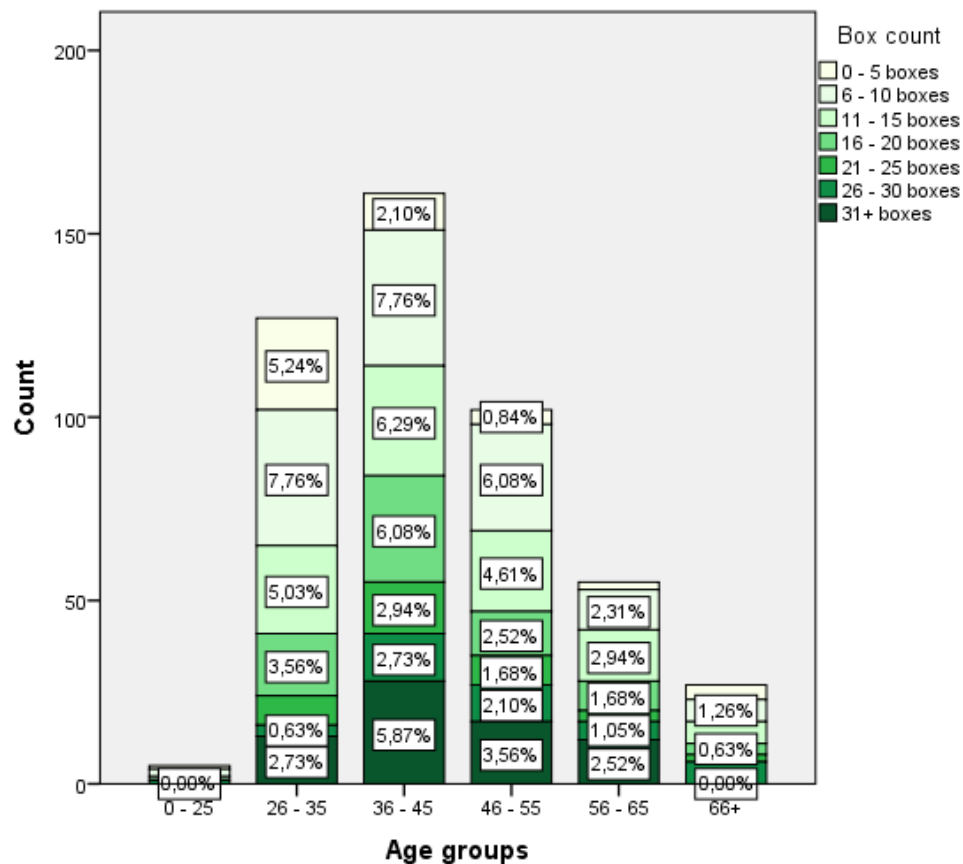


FIGURE 11: AGE GROUP – BOX COUNT – QUESTIONNAIRE A

Question one

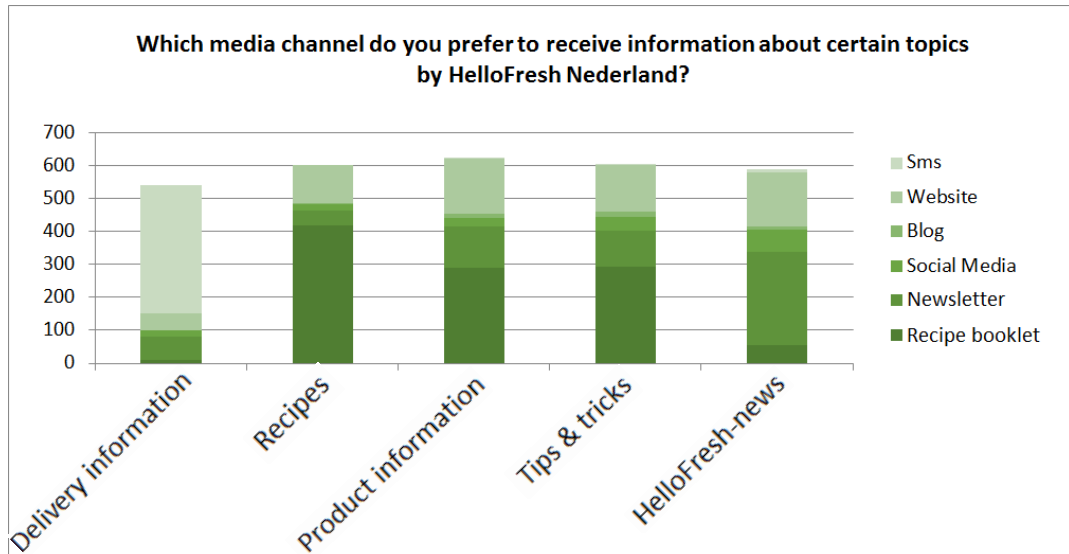


FIGURE 12: QUESTION ONE – QUESTIONNAIRE B

The answers of question one “Which media channel do you prefer to receive information about certain topics by HelloFresh Nederland?” show that some media channels are clearly preferable above others. Receiving a text message for any delivery information is significantly the most preferred media channel (84.29% of all respondents).

Most respondents (90.30%) prefer to use the recipe booklet to read the recipes. A minority would like to use the website (6.33%) to receive the recipes. The preferences of the respondents of which media channel to use to receive information about the products is a little more widespread. The majority still likes to receive this information via the recipe booklet (64.10%). Nevertheless, 17.74% of all respondents like to receive this information via the website and 13.68% via the newsletter. Most respondents like to receive tips & tricks via the recipe booklet (65.51%), followed by 14.97% who would like to receive information via the website and 12.80% who wants to receive this information via the newsletter. In the end, 62.23% of the respondents prefer to receive any HelloFresh-news via the newsletter. Subsequently, 16.96% would like to receive this kind of information via the website. Nearly the same percentages of the respondents would like to receive this information via Social Media (7.94%) or the recipe booklet (7.51%).

Question two

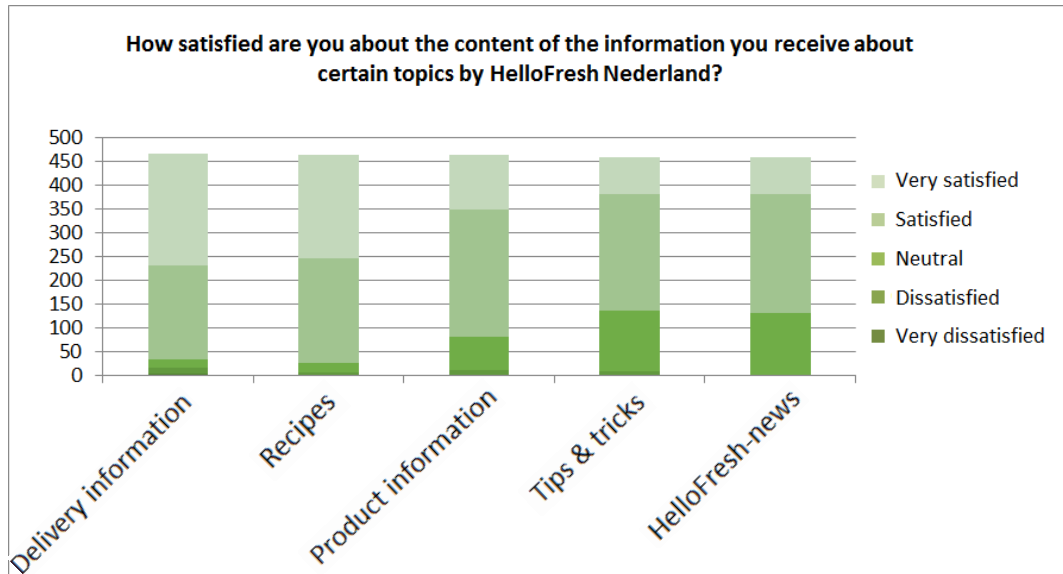


FIGURE 13: QUESTION TWO – QUESTIONNAIRE B

The answers of question two “*How satisfied are you about the content of the information you receive about certain topics by HelloFresh Nederland?*” show how the majority of the respondents is *very satisfied* about the information supply concerning the delivery and recipes (delivery: 49.90% and recipes: 46.54%). Moreover, the majority of the respondents are *satisfied* about the product information and the offered tips & tricks and HelloFresh-news (Product: 57.81%, Tips & tricks: 52.85 and HF-news 53.73%). Whereas, nearly no respondent is *neutral* about the delivery and recipes information, a larger group is *neutral* about the product information (14.77%), tips & tracks (27.91%) and HelloFresh-news (28.14%).

The percentages of dissatisfied and very dissatisfied respondents are low; the highest level of dissatisfaction is 2.73% concerning the delivery information. In addition, the delivery information also scored the highest percentage of very dissatisfied respondents: 0.84%. Tips & tricks (27.91%) and HelloFresh-news (28.14%) are the topic of which most respondents are *neutral* about the content of the information offered. Respondents are least dissatisfied (tips: 0.42% and news: 0.43%) about these topics as well.

Comparison question one and two

The relationship between the preferred media channel and the satisfaction about the content of the offered information is not very remarkable. Respondents who prefer a different media channel than the one that is currently in use, are still positive (very satisfied + satisfied) or neutral about the content of the information. One could say that the preferred media channel does not influence the level of satisfaction of the content of the messages (per topic). Especially when the information messages are distributed via various channels. For instance, HelloFresh-news is offered via various media channels (newsletter, recipe booklet, Social Media, Blog and website). Respondents prefer different media channels (top 3= 1. newsletter, 2. website and 3. recipe booklet), yet among these preferred media channels, nearly all respondents are very satisfied, satisfied or neutral about the frequency of these information messages (See Appendix C.2 for more tables).

		Level of satisfaction concerning the delivery information				
		Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
		Count	Count	Count	Count	Count
Preferred media tool to receive delivery information	SMS	206	158	17	12	4
	Website	9	14	1	0	0
	Blog	0	0	0	0	0
	Social Media	6	5	1	0	0
	Newsletter	9	20	2	1	0
	Recipe booklet	2	1	0	0	0

TABLE 2: COMPARISON QUESTION ONE AND TWO – QUESTIONNAIRE B

Open question

The open question *“What is your opinion about the information supply of HelloFresh and do you have any further comments and/or recommendations?”* has been answered by 42.97% of the respondents, meaning 214 respondents expressed (and 284 respondents did not answer this open question) their opinion about their level of satisfaction about information supply of HelloFresh Nederland. 30.37 % of these 214 answers were not

relevant to the question, due to the same reasons as explained at questionnaire A (p. 34).

88 (41.12%) out of 214 (100.00%) respondents gave a positive answer to this question, expressing positive words about the information they receive from HelloFresh Nederland. 15 respondents (7.00%) gave a negative answer. 10 (4.67%) of these answers are concerned about the content of the messages. Three respondents are complaining about the media channels that are used and one respondent expresses negative words about the frequency. Suggestion(s) for improvement were given by 31 respondents (14.48%), mostly to suggest certain adjustments of the content of the messages (25 respondents: 11.68%).

4.2. QUESTIONNAIRE C

General

The following information serves as background information, helping to place all results in context.

Most respondents (28.37%) of *questionnaire C* are between 36 and 45 years old. With 25.99% this group is followed by the respondents' age group between 26 and 35 years old. Moreover, the age group between 46 and 55 is also well presented by 25.79%.

The majority of respondents of this questionnaire have mostly ordered between 0 -5 boxes (at the time of research) and are in between 26 and 55 years old. The box count between 21 and 25 boxes is least represented in this group of respondents. The percentage of age groups who ordered 31 boxes is higher than those who have ordered 26 to 30 boxes. In general, the box count divided in groups is logically distributed, by a larger percentage that has a lower amount of boxes than respondents who have ordered a large amount of boxes already.

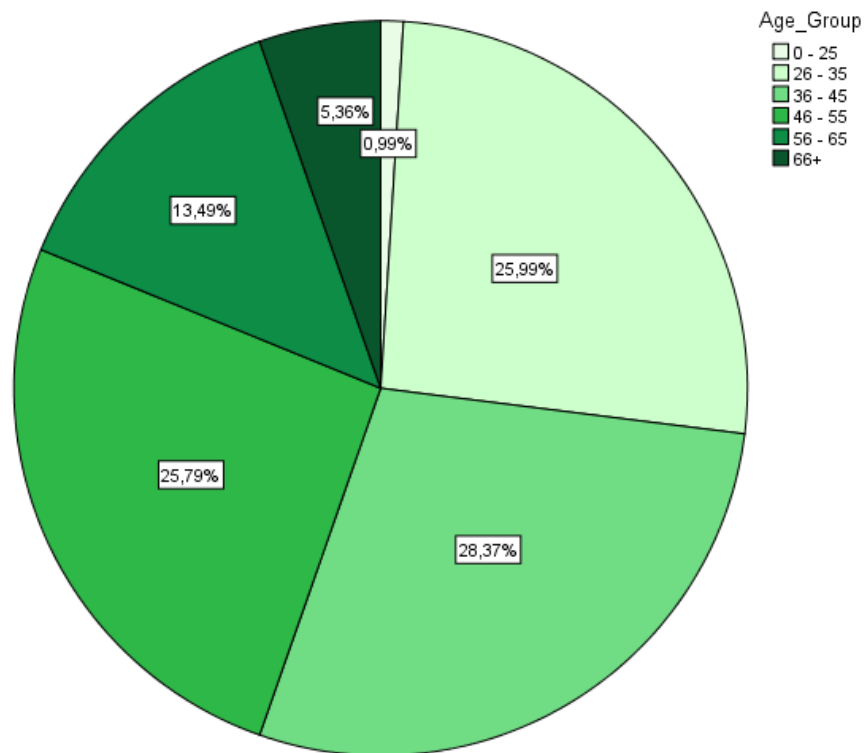


FIGURE 14: AGE GROUP QUESTIONNAIRE C

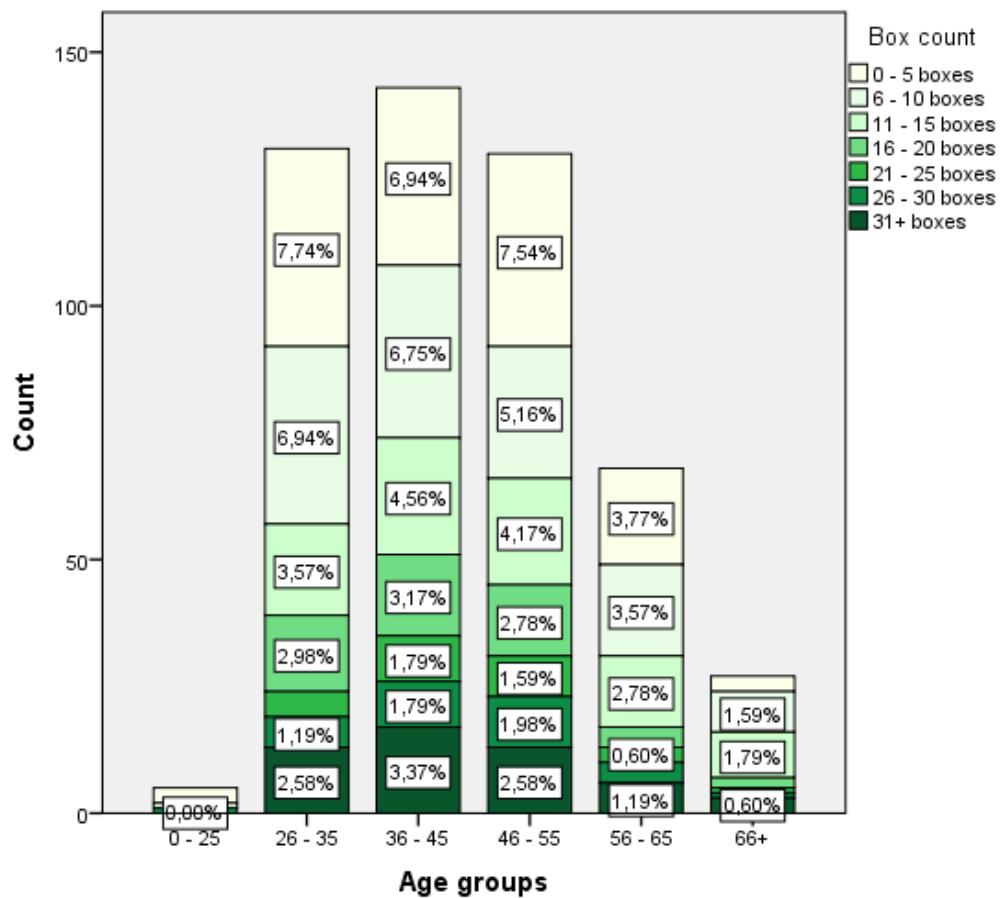


FIGURE 15: AGE GROUPS – BOX COUNT – QUESTIONNAIRE C

Question one

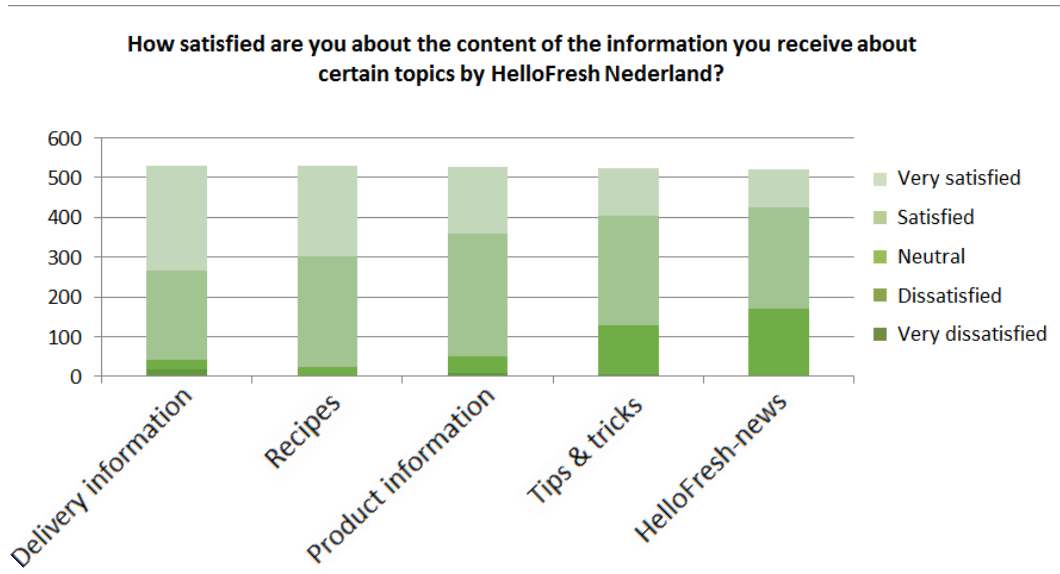


FIGURE 16: QUESTION ONE – QUESTIONNAIRE C

The answers of question one “*How satisfied are you about the content of the information you receive about certain topics by HelloFresh Nederland?*” show how the majority of respondents is very satisfied or satisfied about the content offered by HelloFresh Nederland.

In total, only 7.56% of respondents are neutral, dissatisfied or very dissatisfied about the delivery information. For the recipes this is only 4.18% and nobody is very *dissatisfied*. A little more respondents are neutral about the product information (7.77%) and 1.70% is dissatisfied. Again, nobody is very dissatisfied. Respondents are quite neutral about the content regarding tips & tricks (23.66%) and HelloFresh-news (32.43%).

Question two

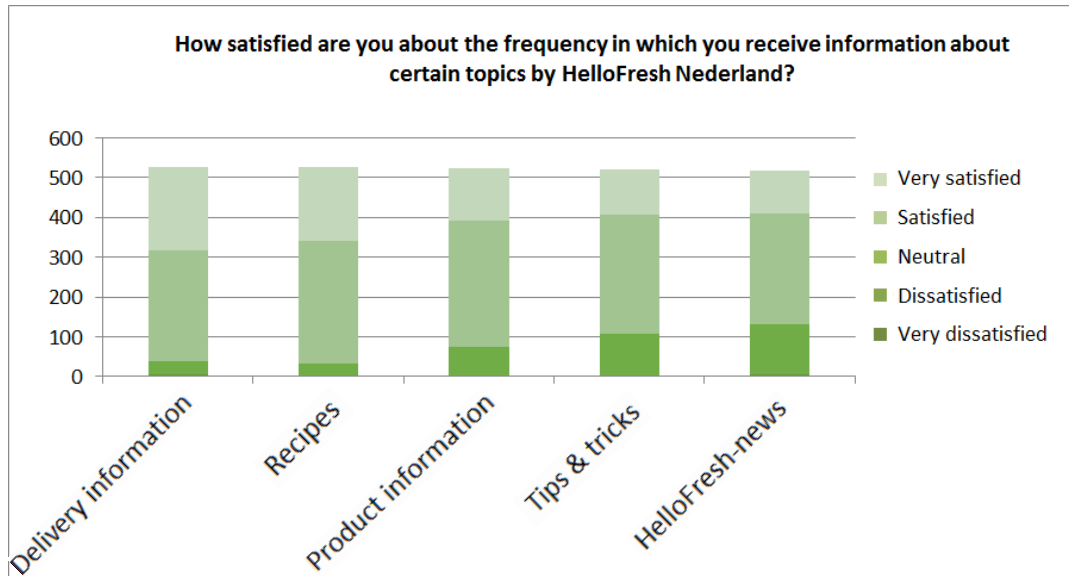


FIGURE 17: QUESTION TWO – QUESTIONNAIRE C

The answers of question two “*How satisfied are you about the frequency in which you receive information about certain topics by HelloFresh Nederland?*” show how the majority of respondents are satisfied about the frequency of the information offered by HelloFresh Nederland.

Only 6.85% is neutral, dissatisfied or very dissatisfied about the frequency of the delivery information. This percentage is even lower when it comes to the frequency of the distributed recipes; only 5.71% is neutral or dissatisfied about this topic. 13.80% of respondents are neutral or dissatisfied about the frequency of the offered product information. This percentage increases up to 20.27% of respondents who are neutral, dissatisfied or very dissatisfied about the frequency in which they receive tips & tricks. Nevertheless, 19.69% out of the total of 20.27% is neutral, meaning that the percentage of dissatisfied and very dissatisfied respondents is not very high. In the end, 23.84% of all respondents are neutral about the frequency in which they receive HelloFresh-news. Solely, 0.93% is dissatisfied about this frequency.

Comparison question one and two

The level of satisfaction about the frequency and the content of the information offered by HelloFresh Nederland seems to be coherent. For example, 184 respondents who are very satisfied about the content of the delivery information are equally very satisfied

about the frequency in which they receive this information. Moreover, 256 respondents are both satisfied about the content and the frequency of the provided product information. There are a few exceptions, such as the 31 respondents who are satisfied about the content yet these respondents are neutral about the frequency of these product related information messages.

		Level of satisfaction of the frequency of the product information				
		Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
		Count	Count	Count	Count	Count
Level of satisfaction of the content of the product information	Very satisfied	113	49	3	0	0
	Satisfied	17	256	31	0	0
	Neutral	1	9	30	0	0
	Dissatisfied	0	1	3	4	0
	Very dissatisfied	0	0	0	0	0

TABLE 3: RELATIONSHIP QUESTION ONE AND QUESTION TWO – QUESTIONNAIRE C

Open question

The open question *“Why are you satisfied or dissatisfied about the content and frequency of the offered information by HelloFresh?”* has been answered by 34.32% of the respondents, meaning 185 respondents expressed their opinion (and 354 respondents did not answer this open question) about their level of satisfaction about the content and frequency of information of HelloFresh Nederland. 27.57 % of these 185 answers were not relevant to the question, due to the same reasons as explained at questionnaire A (p. 34).

94 (50.81%) out of 185 (100.00%) respondents gave a positive answer to this question, stating that they are either satisfied about the content or frequency or that they are satisfied about both. 19 respondents (10.27%) gave a negative answer. These answers are nearly equally divided when it comes to the content (5.95%) and frequency (6.49%). Suggestion(s) for improvement were given by 17 respondents (9.19%).

4.3. QUESTIONNAIRE D

General

The following information serves as background information, helping to place all results in context.

Most respondents (33.66%) of *questionnaire D* are between 26 and 35 years old. With 30.71% this group is followed by the respondents' age group between 36 and 45 years old. Moreover, the age group between 46 and 55 is also well presented by 20.28%.

For the age groups in between 26 and 55 years old, most respondents ordered between -0 and 5 boxes, followed by 6 to 10 boxes. Also, a large part has ordered 11 to 15 boxes. Just as at questionnaire A and B, the amount of respondents who ordered between 21 and 30 boxes is the smallest. At the age group between 56 and 65 years old, more respondents have had between 11 and 15 boxes than 6 to 10 boxes.

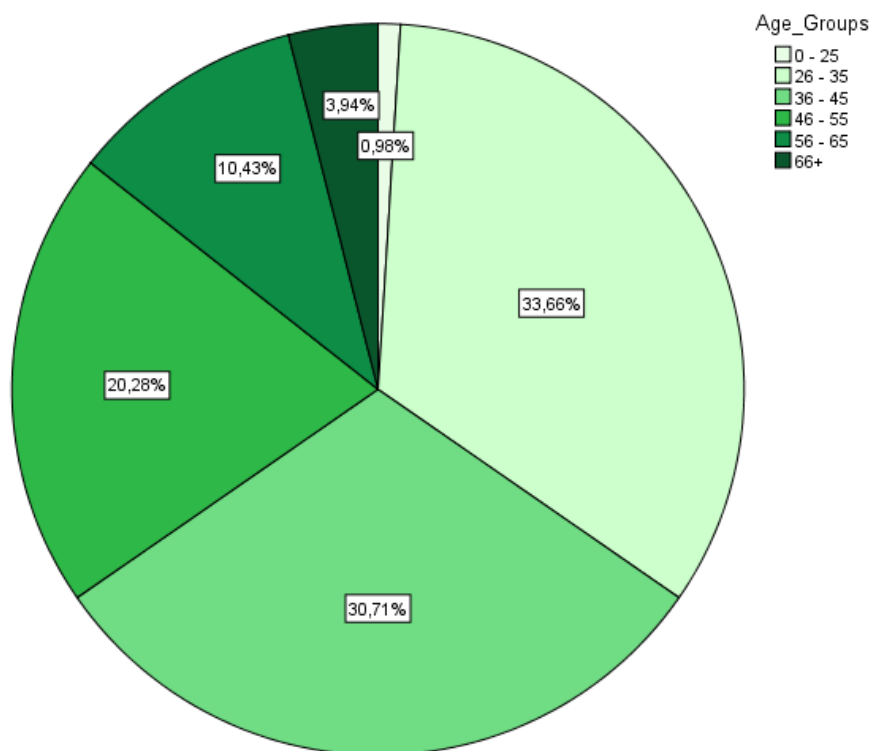


FIGURE 18: AGE – QUESTIONNAIRE D

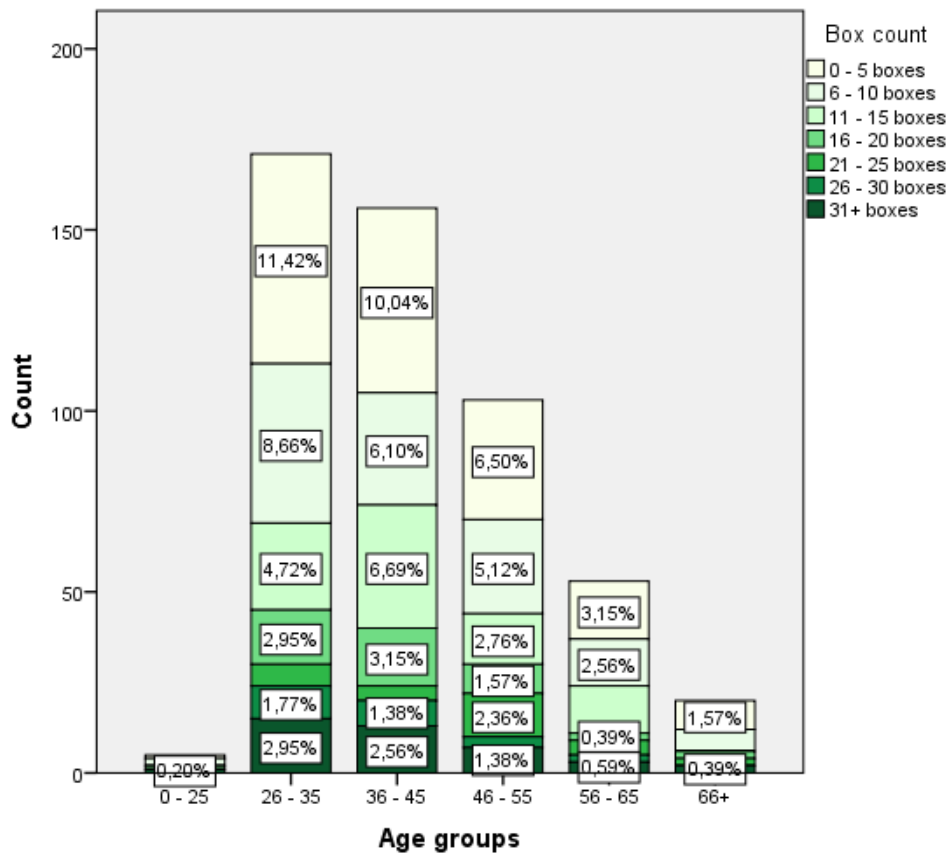


FIGURE 19: AGE GROUPS – BOX COUNT – QUESTIONNAIRE D

Question one

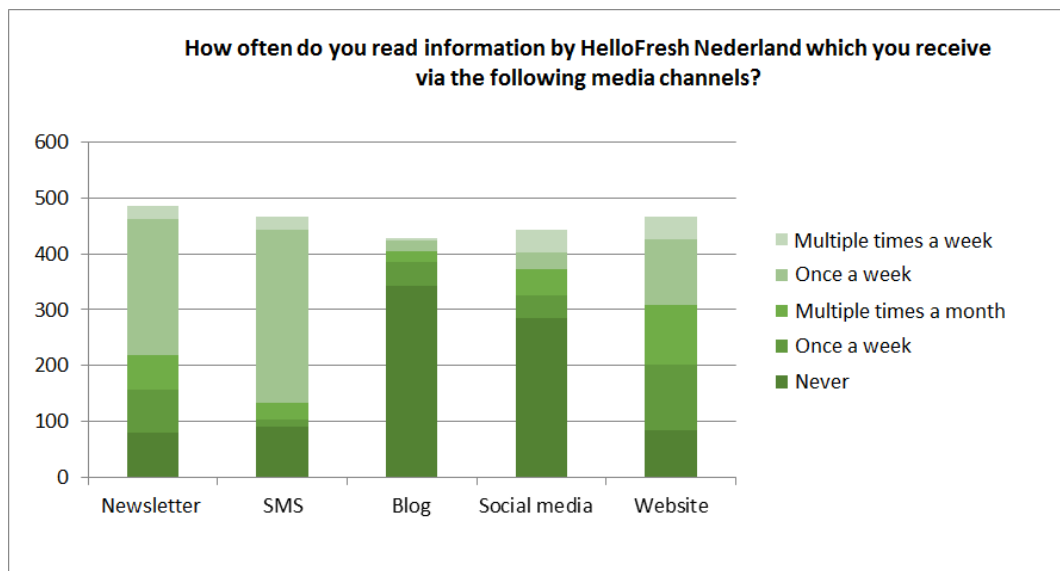


FIGURE 20: QUESTION ONE - QUESTIONNAIRE B

The answers of question one *“How often do you read information by HelloFresh Nederland which you receive via the following media channels?”* show varied results.

First, the newsletter is mostly read once a week (50.31%), which is in line with the distribution of the weekly newsletter. 15.73% of all respondents reads it only once a month and 16.77% does never read the newsletter. The SMS-service is with 66.74% of the respondents the media channel which is mostly read once a week. Still, 19.44% does never read the information of the text-message delivered by HelloFresh Nederland. Noteworthy is the fact that 80.37% of customers never read the Blog. 9.81% is reading the Blog once a month and the rest is reading it multiple times a month, once a week or multiple times a week. In addition, a large part of the customers neither reads the Social Media pages (64.55%). In contrast with the Blog, more respondents do read Social Media pages several times a month (10.45%), once a week (8.86%) or even several times a week (6.59%). The amount of times that customers are visiting (reading) the website is well distributed. The same percentage (24.51%) of respondents is visiting the website once a week or once a month. Nearly the same amount of customers (23.19%) is visiting the website multiple times a month. 17.29% of respondents never pay a visit to www.hellofresh.nl. Last, 8.10% of customers visit the website multiple times a week.

Question two

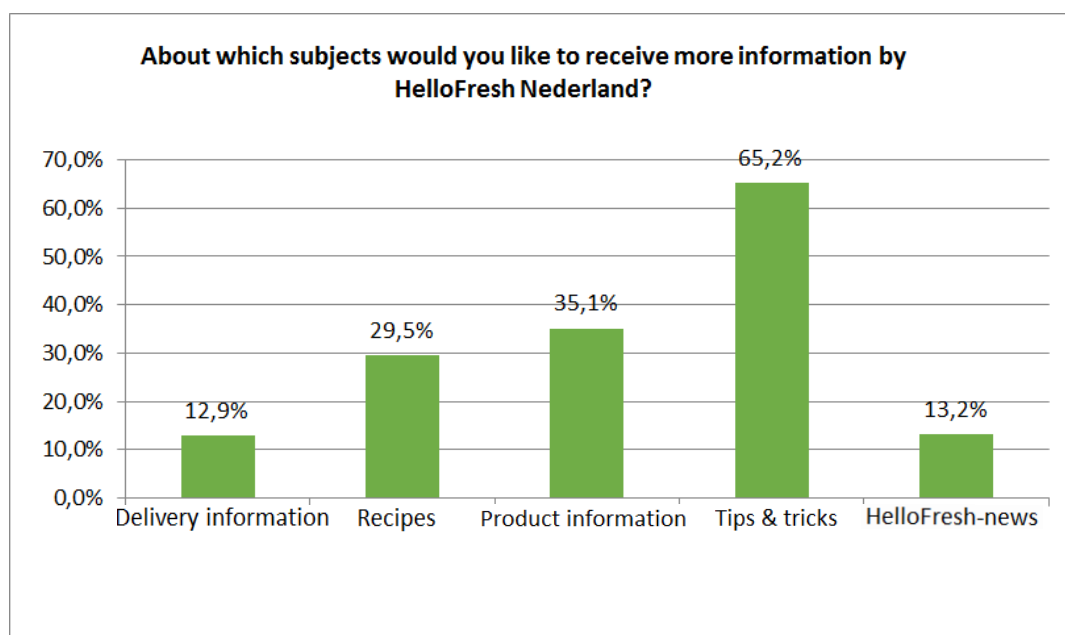


FIGURE 21: QUESTION TWO – QUESTIONNAIRE D

The answers of question two “About which subjects would you like to receive more information by HelloFresh Nederland?” show that, in total, most respondents (65.2%) would like to receive more tips & tricks regarding the preparation and how to keep ingredients etc. Moreover, 35.1% would like to receive more information about the ingredients itself (where does it come from, etcetera). Also 29.5% would like to receive more information on the recipes. Last, 13.2% would like to receive more HelloFresh-news and 12.9% would like to receive more delivery information.

In addition, 98 answers were given at ‘other, namely’. Most of these answers expressed the desire to receive information about organic products, the background and origin of the background. 5.47% of these open answers stated that the respondent did not wish to receive any more information. Contrary, 1.05% would like to receive more information about each topic.

About which subjects would you like to receive more information by HelloFresh Nederland? Multiple answers are possible.		
	Response Percent	Response Count
Delivery	12.9%	46
Recipes	29.5%	105
Ingredients	35.1%	125
Tips concerning preparation and storage	65.2%	232
HelloFresh-news	13.2%	47
Other, namely ...		98
	<i>answered question</i>	356
	<i>skipped question</i>	165

TABLE 4: QUESTION TWO – QUESTIONNAIRE B

Question three

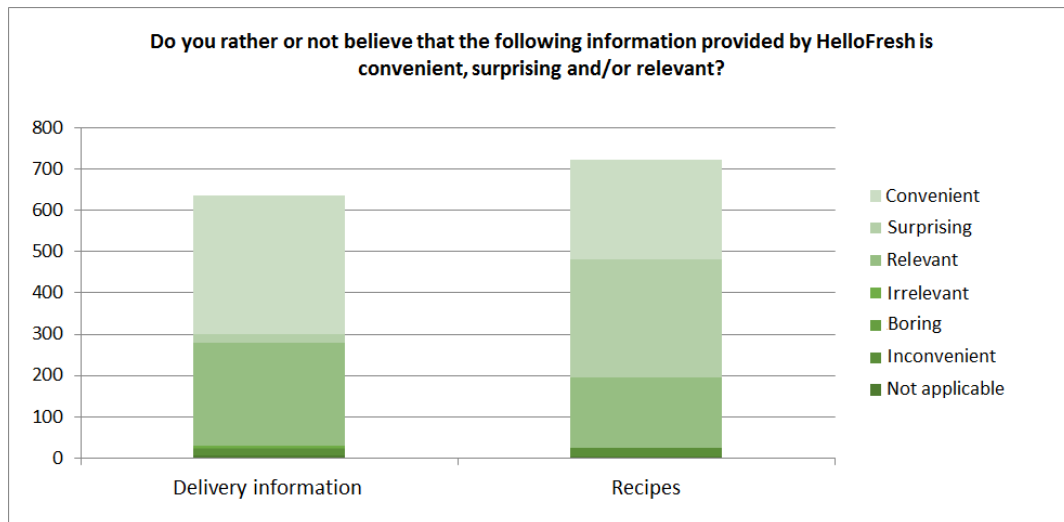


FIGURE 22: QUESTION THREE – QUESTIONNAIRE D

The answers of question three *“Do you rather or not believe that the following information provided by HelloFresh is convenient, surprising and/or relevant?”* show incomplete responses due to technical reasons explained at chapter 3. Nevertheless, results do show that 43.25% of the respondents experience the delivery information as convenient, just as 26.59% believes it is relevant and 19.84% stated that the information is both convenient and relevant. Only in the opinion of 2.58% respondents this information is inconvenient. The majority of respondents believe that the recipes (including all information in the recipe booklet) are convenient (22.33%), surprising (30.04%) or relevant (13.94%). 9.88% believed that the recipes were convenient, surprising and relevant. 1.19% believes that the recipes are not convenient.

4.4. CONCLUSION

This study resulted in a large amount of quantitative data and the four questionnaires gathered a lot of meaningful results. All questionnaires focused on getting an overview of the experience of the customers regarding the communication of HelloFresh in general and its media channels, frequency and content. Most respondents indicated particular preferences for the media channel, which is currently being used. The current frequency of the communication is generally experienced as satisfying. Some respondents are neutral, whereas only a small minority is not satisfied about the frequency of certain provided information. A large majority of respondents is positive

about the content of the communication, however data also indicate that respondents would like to receive more information about topics such as ingredients, tips & tricks and HelloFresh-news. Moreover, a small amount of respondents included comments and/or suggested improvements to provide certain information, which HelloFresh Nederland is already offering to its customers. Clearly, those respondents do not know about this (See Appendix D.2. and D.3.).

Furthermore, the open questions of questionnaire A, B and C provided an extensive view on the way how customers of HelloFresh Nederland are experiencing the communication of HelloFresh Nederland. In general, most respondents are positive about the current communication (including media channels, frequency and content), yet a large part also indicates to be the least satisfied about the content of the communication. Few customers used the open question to express further recommendations. Some respondents expressed negative thoughts about the information supply of product information (especially concerning the ingredients). Those respondents pointed out that they would expect HelloFresh to inform the customer about the product origin, organic state of the products and so on. Nevertheless, most customers indicated that they were satisfied about the frequency, stating that they experienced the frequency as 'just right'. Some customers provided recommendations for the media channels, although the majority is satisfied with the used channels. No respondents specified extremely negative experiences and/or opinions. Overall, the indepth answers of the open questions are in line with the conclusions drawn from the closed questions.

5. DISCUSSION

This chapter provides a critical examination of the findings in relation to the main research question: "How does the customer experience the current communication of HelloFresh Nederland? Three sub questions with each sub-sub questions help to answer this main research question in order to achieve the final goal: providing a professional advice for HelloFresh Nederland to improve their communication.

5.1. EXPERIENCE OF THE CUSTOMER

It has been the main focus points of this study to map out the current experience of the customers of HelloFresh Nederland. It is remarkable that most of the customers are positive about the current communication of HelloFresh Nederland. Most customers marked the overall communication as *Great, Clear and convenient, Very good, Excellent* and *Absolutely satisfying*.

5.1.1. MEDIA CHANNELS

When it comes down to the media channels that HelloFresh Nederland is using to communicate to their customers, the majority is satisfied about the used channels. Results show that most customers prefer to receive delivery information via a text message (SMS). The recipe booklet is also a very appreciate channel to communicate with customers. Clearly, this is used for the recipes itself, yet customers also like to receive additional product information and tips & tricks within the recipe booklet. Moreover, the newsletter is the most preferred channel to receive HelloFresh news. The website is often a preferred second channel to receive recipes, product information, tips & tricks and HelloFresh-news. This indicates that most customers do prefer the media channels which are currently in use.

This might be the result of customers being used to the media channels that have been chosen for them by HelloFresh Nederland. Or it could be the natural preference of the customer itself. Either way, it can be seen as positive aspects of the overall communication strategy of HelloFresh Nederland.

The *Medium is the Message theory* of Marshall Mc Luhan is applicable to these results to a certain extent. HelloFresh Nederland can be seen as the sender, who is determining

via which media channel the customer receives any message. HelloFresh Nederland decides on the level of, amongst others, convenience and relevance of the message. For example, by sending a text-message with the estimated time of arrival (of the HelloFresh Box home-delivery), HelloFresh Nederland is determining that this is a personal, quick and goal-orientated way to inform its customers. This shapes the experience and opinion of the customers, and in this case turns out positively, where customers are used to receiving a text message and consequently feeling satisfied about this media channel. So you can say that, in this case where the text-message is the medium to communicate, HelloFresh Nederland is eager to serve the customer as convenient as possible.

Nevertheless, this approach covers only one side of the analysis. Drawing on the *Uses and Gratification Theory* by Blumer & Katz, it is arguable that the philosophy of “what do people do with media” definitely cannot be excluded. This is in contrast with the above mentioned philosophy of Mc Luhan that is focused on “what does the media do to the people”. The Uses and Gratification theory is focusing on why people use particular media.

The four traditional gratifications (to entertain, inform, reinforce personal identity and to work on personal relationships/social interactions) are all partly present at the customers of HelloFresh Nederland. Most customers will use certain media to be informed (e.g. about the delivery times and/or recipes and ingredients). Moreover, the Social Media pages and the Blog might be used by the customers to be ‘entertained’. Clearly, this entertainment should be placed into context and always needs to be related to food. Moreover, the personal identity of the company is being reinforced by the reflection of the vision into the communicated messages. Results showed how respondents believed that certain aspects of HelloFresh Nederland’s communication were relevant and surprising⁴.

In the end, the last gratification –working on personal relationships- might at first not be something that customers think they will get by using the media channels of HelloFresh Nederland. This could not be further from the truth, as the Social Media pages and the Blog are used as such, where HelloFresh Nederland wants to create a dialogue. These

⁴ Convenient and surprising are keywords in the organization’s vision. See chapter 1.2. for more information.

media channels enable the customer to develop a strong personal relationship with both HelloFresh Nederland itself and other customers as well. These media channels can contribute to a feeling of consensus and togetherness.

When assuming that the customer has a clear view on the offered messages by HelloFresh Nederland, he or she has a certain power of choice concerning the use of media channels. For example, some respondents freely choose not to visit the Blog and thus excluding themselves from that information. Even so, as explained, HelloFresh Nederland does also play a determining role. For the necessary information (delivery and recipes) customers do have less power of choice. Ideally, these two approaches would be combined; HelloFresh Nederland leads its customers in a certain direction (concerning media channels), yet at the same time the organization is giving the customers a voice and listens carefully –and act upon- to their feedback.

5.1.2. EXPERIENCE FREQUENCY

Besides the used media channels, the frequency of which any channel is used is important as well. The greater part of respondents gave notice of being very satisfied about the frequency in which they receive delivery information. For example, one respondent wrote *“Clear information is provided on a regular basis. The frequency is just right.”*(See Appendix D.2). The frequency of the recipes, product information, tips & tricks and HelloFresh-news is also being satisfactory according to more than half of the respondents. At the less essential topics, such as tips & tricks and HelloFresh-news, more and more respondents are neutral about the frequency in which they receive information about these topics. A small amount of respondents expressed unsatisfied feelings about the delivery information and product information.

Data show that most respondents read the newsletter on a regular basis, which is quite positive, since HelloFresh Nederland is offering most of its product information via the newsletter. Also, the text-message is read in 66.74% of the cases. Less positive are the results about the Blog and Social Media. The majority of respondents never pay a visit to Blog.hellofresh.nl or to the Facebook, Twitter and/or Instagram page of HelloFresh Nederland. These results might have several reasons. First, the principle of selective exposure should be taken into account. Any individual, and thus also customers of HelloFresh Nederland, has the tendency to favour information that reinforces the pre-

existing views while avoiding contradictory information. The modern media atmosphere enables people to engage with or to avoid any information which is presented to them. When certain customers of HelloFresh Nederland never make use of Blogs and/or Social Media, it is less likely that these customers will start reading the HelloFresh Blog or Social Media pages.

Whether this is due to the fact that those customers are seeking selective information, and thus also particular media channels, or if this is because of the low visibility of those media channels amongst those particular customers; it does have effect upon the frequency in which they receive information of HelloFresh Nederland. Moreover, in this case, the experience of the frequency is closely related to the experience of the media channels.

Nevertheless, it seems like the frequency in which certain media channels are used do not always have a significant influence on the media channels the respondents are using. This is based on the fact that nearly all media channels are referring to each other⁵. By this, most customers must be informed about the media channels that HelloFresh Nederland is using. Apparently, when you place it in this context, the customer does have the power of choice regarding the less necessary messages and the media channels used for these messages.

5.1.3. EXPERIENCE CONTENT

Moreover, the content of the offered information might be even more relevant. First, according to the experience of the customers and their answers to the questionnaires, one can divide the provided information of HelloFresh Nederland into two groups:

1. Essential information
 - Delivery information
 - recipes

The media dependency of this information is quite high, meaning that most respondents depend on the media channels and frequency of which HelloFresh Nederland has decided to convey this information.

⁵ The website is referring to the Blog, Social Media and newsletter. The newsletter is referring to the Blog, Social Media and the website. The recipe booklet is referring to all of the other media channels.

2. Additional information

- Product information
- Tips & tricks
- HelloFresh news

This division is developed according to the research results where nearly most respondents are positive about the information supply of the delivery and the recipes. Contrary, more and more respondents have a neutral (thus less positive) opinion about the information supply of product information, tips & tricks and HelloFresh-news. This indicates that the level of interest towards the additional information is lower than towards the essential information. When linking to the *Inoculation Theory* of McGuire, it seems logical how HelloFresh Nederland is shaping its customers' beliefs that certain issues are more important than others. The organisation might be able to influence this situation to contribute to a more positive customer experience and these findings will be put into practice at chapter 6.2.

HelloFresh Nederland is always trying to reflect its vision into any message communicated. It should send out an image of being healthy, convenient and surprising. Concerning the content of the offered information, data show nearly the same statistics as of the frequency of the offered information. Respondents are most satisfied about the content of the delivery information and the recipes, even though a small amount is dissatisfied about the delivery information. When analysing the open answers, this might have to do with the accuracy of the delivery information. Nevertheless, this is out of control of the Communication and PR-team. Logistics is responsible for the home-deliveries and the estimated delivery times. Yet, this does indicate that some people are unhappy about the way this is being communicated. The majority is satisfied about the product information, yet at the same time there is also a group of respondents being dissatisfied about the content of this information. The amount of people being neutral about the content of the tips & tricks and HelloFresh-news is the highest of all categories.

Moreover, results show that customers believe that the delivery information and the recipes are convenient, relevant and somehow surprising as well. This is in line with the vision that HelloFresh Nederland wants to promote continuously. By constantly integrating certain aspects of HelloFresh Nederland's vision into its communicated

messages, the customer is (mostly unconsciously) able to identify this as key attribute(s). *"The provided information is clear, considerate and thoughtful. It is making me cheerful!"* as one respondent commented (see Appendix D.3.)

When the customer is linking these key attributes to HelloFresh Nederland in particular, this might contribute to a higher level of brand loyal customers. This is based upon the marketing communication model of Yeshin: *the heightened appreciation model*. By stressing certain aspects (in this case being healthy, convenient and surprising), the customer will become better aware of these attributes which will result in a more enhanced customer experience and image of the company. Moreover, HelloFresh Nederland might stress the value of organic ingredients to its customers. As data show that customers would like to receive more information about, amongst others, the origin of the ingredients in the HelloFresh Box (see Appendix D).

5.1.4. OVERALL

Throughout this analysis it is important to keep in mind that, even though some theories state that media (the channel, frequency and its content) has the power to directly cause certain behaviour, the customer itself has certain power of choice regarding e.g. the media channels used as well. This study acknowledges the view of the *Audience Reception Theory* by Stuart Hall that the same event –being a message of HelloFresh Nederland- can be encoded in more than one way, the message contains more than one possible reading and that the understanding of a message can be a problematic process, regardless of how natural it may seem. Even though HelloFresh Nederland is sending out easy-to-understand content, this does not mean that it will be understood, appreciated and valued in the same way by the target audience as a whole. Nevertheless, results show that most respondents are positive about the media usage, frequency and content. This might mean that even though customers experience the communication of HelloFresh Nederland in a different way, they still experience it as positive. The expression "the media are more likely to reinforce than to change" by Klapper (1960) is well suited to this situation.

The customers who are dissatisfied and/or negative about the media channel, frequency, content and/or overall communication did generally not provide this research with additional information on how this dissatisfying and/or negative

experience could be solved. Some indicated that they would like to receive more product information. This will be elaborated in chapter 6.2. When examining the relation between the box count and the negative opinions, results did not show any significance correlation between these two factors. Some cases showed a lower amount of ordered boxes, although being member for a longer time already, while at the same time expressing negative statements about the communication of HelloFresh. This small minority of individual cases cannot be generalised, therefore being less important.

Just like the concept of *Integrated Marketing Communication* by Duncan and Moriarty suggests, HelloFresh Nederland has ensured that all forms of communication are carefully linked together. Choices for what media channel to use in which frequency with what content is carefully designed by the communication and PR team. This is created in order to meet a common set of communication objectives. The desk research revealed how HelloFresh Nederland has thoroughly designed their communication according to this concept, which results in a solid framework that seems to work. If the customer experience could be influenced positively by, amongst others, optimizing their personal Integrated Marketing Communication model, more customers could eventually become loyal to HelloFresh Nederland.

5.2. EXPECTATIONS OF THE CUSTOMER

Mapping out the expectations of the customers, in this case with regard to communication, appears to be a complicated matter. The psychological complexity around customer expectations is hard to grasp. Out of the data collected for this research, no true relationship can be established between the individual expectations and the preferred media channels, frequency and content.

A single conclusion can be drawn upon the largely positive response of the media channel, frequency and content of the offered information. According to the *four types of customer expectations* by Miller (1977), one could conclude that HelloFresh Nederland is achieving to satisfy the *deserved*, *minimum tolerable* and *expected* expectations of the customers concerning the communication. The *ideal* expectations have not been met so far, amongst others because HelloFresh Nederland does not know these expectations in detail.

“By our communication we try to manage expectations as much as possible. Ideally, we do always want to exceed these expectations.” explains Marlies Jongman in the interview about HelloFresh Nederland’s communication. Further research on customer expectations could help to transform the customers’ expectation from being satisfied to being delighted, which would be the ideal situation. As research has shown, customers are willing to accept some disappointment in terms of expectation, which makes this suggestion to do further research about this topic less urgent, although not unnecessary.

5.3. CONSEQUENCES OF A POSITIVE OR NEGATIVE EXPERIENCE

Customers of HelloFresh Nederland do have certain experiences concerning the communication of the organisation that provides a service to them. Alongside these experiences and standards, they do also have expectations which the company has to facilitate in order to keep customers satisfied. These experiences and expectations are discussed above. What does happen at the customer when they are positive or negative about the communication of HelloFresh Nederland?

In terms of customer experience, one could conclude that customers who are satisfied about the overall communication do have a higher box count and a longer membership duration. This indicates that communicating according to the expectations does contribute to a more positive customer experience. Morgan and Hunt suggest that an *easy flow of communication* is an important characteristic of a strong relationship. When being satisfied, the customer has a higher box count and is thus building a stronger relationship than the customers who are less satisfied and have a lower box count.

Obviously one should remark that this research has been taken place at a particular moment. Some respondents may not have been in the position to evaluate their own experiences properly, due to the fact that they have just subscribed or are still at the early phase of their HelloFresh experience.

Customer retention is influenced by many factors. The *model of relationship commitment* by Sharma and Patterson (1999) shows that effective communication is one of the determinants, together with technical quality and functional quality, who influence the relationship commitment. In terms of customer retention, this study does not provide solid research concerning the influence of communication upon customer

retention directly. Further research upon these determinants might shine light on the true effect of effective communication upon the level of customer retention of HelloFresh Nederland.

5.4. PREFERENCES OF THE CUSTOMER

Not only is the current experience of the customers one of the focus points of this study, the preferences are important as well.

5.4.1. MEDIA CHANNELS

Results of the questionnaires show that most customers prefer to use the following media channels, divided per topic:

Delivery information	Text message (SMS)
Recipes	Recipe booklet
Product information	Recipe booklet (website)
Tips & tricks	Recipe booklet (website + newsletter)
HelloFresh-news	Newsletter

TABLE 5: PREFERENCE OF MEDIA CHANNELS BY THE CURRENT CUSTOMERS

It is remarkable how the website, Social Media and the Blog has not once been mentioned as the most preferred media channel to receive information of HelloFresh Nederland.

Respondents who expressed negative comments upon the used media channels of HelloFresh recommended that they would prefer a more convenient website, one place to seek all necessary information, or they would like to only receive a text message or a newsletter. Others stated that they would prefer a digital recipe booklet, e.g. since the current version got lost, wet or has not been home delivered. This is a perfect example of how the individual preferences vary tremendously. Here it is key to map out common preferences for the majority of the customer, so that the positive customer experience of most customers increases.

5.4.2. FREQUENCY

The HelloFresh Box is a weekly service, whereby it is logical that some messages are communicated once a week (text message, newsletter, recipes). Customers of HelloFresh need to be satisfied by these frequencies in order to keep ordering the HelloFresh Box. Nevertheless, product information, tips & tricks and HelloFresh-news are topics where the most preferred frequency may vary. Also, this can be loosely determined by the Communication and PR team.

Most respondents are satisfied about the frequency in which they receive information and HelloFresh is indirectly meeting their preferences. Despite this, some respondents gave notice of receiving too much information (considered as spam⁶), whereas others expressed their displeasure of receiving information on a low frequency (see Appendix D.2. and D.3.). In other words, some prefer and wish to see an increase of the frequency, although others prefer to see a decrease in the frequency of received messages. Again, this example shows how customers prefer certain communication, and in this case its frequency, differently. Even so, HelloFresh Nederland is currently not adjusting its frequency to different segments of the entire customer database. This matter is elaborated at chapter 6.2.

Interesting fact is that results show that a large part of the respondents does never read the Blog and Social Media pages. This indicates that respondents, who are unsatisfied about the low frequency of e.g. product information, could be stimulated to actively seek for information on the Blog and/or Social Media pages. Some customers are unaware of the available information and thus finding the frequency in which they receive certain messages to low. In line with the Uses and Gratification theory, customers who prefer a lower frequency than currently provided, should be able to choose to disconnect from e.g. Social Media and the Blog. It becomes another story when respondents prefer a different frequency about the essential information, which is luckily not applicable, according to these research results, to HelloFresh Nederland and its current customers.

⁶ Oxford dictionary: spam. Irrelevant or unsolicited messages sent over the Internet, typically to large numbers of users, for the purposes of advertising, phishing, spreading malware, etc.

5.4.3. CONTENT

As presented before, the mass of respondents is satisfied about the offered content. Notwithstanding, respondents prefer to receive more information about the following topics (1=most preferred, 5=least preferred):

1. Tips concerning preparation, storing and left-overs
2. Ingredients (its origin, organic state and so on)
3. Recipes
4. HelloFresh-news
5. Delivery

Moreover, some respondents indicated that they did not prefer to receive any different content. *“The information supply is more than enough at the moment”* wrote a respondent (see Appendix D). To them, the current communication situation is sufficient and their preferences are met. Others indicated that it is very important to them to know where the products come from and they would like to be informed about this on a more regular basis. Moreover, few customers would prefer a different style of recipe-writing.

Naturally, some respondents do have different preferences than the ones presented above. It is interesting to wonder if there could be a clear segmentation of preferences within the total target audience. *The model of segmentation* by Grunig indicates an inner and outer nest, which provides knowledge and specificities of the target audience. It seems logically to assume that the inner nests only exist out of individuals with their own communication behaviour. Nevertheless, the customers of HelloFresh Nederland are most likely to consist out of groups of people sharing common interests and issues. Unfortunately, when taking the results of this research into account, there is no noteworthy relationship found, e.g. in the preference towards the media channels according to age or membership duration. Other characteristics such as geographic knowledge, gender, hobbies etcetera, have not been taken into account. For this reason, this study cannot reveal any conclusion about a preferred segmentation of the target audience. Suggestions regarding the target audience segmentation are written in the following chapter.

5.5. CONCLUSION

“How does the customer experience the current communication of HelloFresh Nederland?” By answering the sub questions and its belonging sub sub questions the main research question can be answered.

According to the field and desk research it can be concluded that the average customer of HelloFresh is experiencing its communication in a positive way. The media channels are experienced as good, sufficient and convenient. There is still room for improvement to let the customer user more different types of media channels, such as the Blog, Social Media and the website. They are used significantly less often than the text message, recipe booklet and newsletter. The frequency of the messages could be described as just right. A small part of the respondents would like to receive fewer messages, stating that they feel ‘spammed’. Another small group would like to receive more information, although most of this information is already available on the Blog and Social Media. This is definitely an indicator that HelloFresh Nederland could improve its communication here. In addition, not only the visibility of this information could be optimized, also the content of this information could be improvement. Even though the mass of the customers is satisfied about the content, a large minority of the respondents gave notice of the wish to receive more information about the preparation, storage, left-overs, origin and organic state of the ingredients.

An outnumbered part of the respondents is dissatisfied about certain aspects of HelloFresh Nederland’s communication, while at the same time still continuing to have a membership. According to Richards (1996) conversion model (a method used as a marketing tool to identify commitment to brands, goods and services) it is likely that this group has a high level of involvement, since involvement creates a willingness to tolerate dissatisfaction.

Altogether, this study especially advances our understanding of the current customers’ experiences. This valuable information could influence the communication effectiveness of HelloFresh Nederland. It is important to realize that these findings will not be generalizable to other organizations or contexts as well, since this research has been conducted specifically and only in relation to HelloFresh Nederland.

6. RECOMMENDATIONS

This chapter offers a professional advice to HelloFresh Nederland, which will answer the policy question: “How can HelloFresh Nederland improve its communication towards its customers in order to create a more positive customer experience?”. Subsequently, multiple implications for further research are given.

6.1. PROFESSIONAL ADVICE

This study has investigated and mapped out how the customer experiences the current communication of the company. Primer to this professional advice, one aspect should be taken into account. Overall, all respondents have been mostly very positive about the three pillars (media channels, frequency, content) of communication by HelloFresh Nederland. Judging by this analysis, no ground-breaking recommendations for further improvement are necessary. However, HelloFresh Nederland is a dynamic start-up company, constantly challenging its performance, where improvements are always welcome. By having reached positive results, this does not mean that these results cannot be even more positive on a larger scale. So, what are the points of improvement? How can HelloFresh Nederland act upon the customers’ experiences and preferences? Also, how is the Communication and PR team able to follow up on the given suggestions? Analysing whether or not the implementations are successful or not is just as important.

What are the points of improvement regarding the media channels?

Although the predominantly preferred media channels are already being used in one of the most optimal ways (text-message and the recipe booklet), HelloFresh Nederland could improve the visibility of the Blog, Social Media pages and the newsletter. By doing so, customers might be more involved and satisfied. The level of interaction between HelloFresh Nederland and the customer would increase, which will have beneficial results, such as committed customers. Moreover, expectations regarding the content could be exceeded, once customers will know their way where to find the information there are looking for.

Also, the website should be improved continuously, since some respondents complained about the difficulty of using the website. In simple words, this needs to be as convenient

as possible. For the Blog and Social Media pages, HelloFresh Nederland should try to develop an online community where relationships are shaped. The Social Information Processing theory by Walther (1992) recognizes the fact that the development of online interpersonal relationships may require more time than when establishing a traditional (face-to-face) relationship. When taking the current response of the Social Media activities of HelloFresh Nederland into account, it can be concluded that HelloFresh Nederland is already on the good track by increasing its visibility of its online community⁷. HelloFresh Nederland might be able to invite more current customers to engage on their Social Media pages and the Blog by offering interesting content. What this interesting content may be will be elaborated later on.

In addition, HelloFresh Nederland could try to build its community building strategy based upon the Symbolic Convergence theory. In this case, “symbolic” refers to (non-) verbal messages, whereas “convergence” refers to shared understanding and meaning. If a certain group of customers achieve symbolic convergence, they have a sense of community, which is based on common experiences and understandings. This could be realized by stimulating customers to take part in the online community letting them share common interpretations of their experiences with the HelloFresh Box. These fantasy themes are developed when group members actively engage in dramatizing, elaborating on, and modifying a story. Consequently, the story becomes shared within the group as well as by each individual member. For example, this could be done by inviting customers to share their HelloFresh experience within the online community. Moreover, it is important to stress the relevance of this so called online community. Offering, for example, exclusive tips & tricks could be an appealing way to draw customers into the world of Social Media and the Blog. Moreover, it is important to keep referring to these media channels where appropriate. Even though the number of users is growing, this does not mean that HelloFresh Nederland can leave everything as it is right now.

Moreover, it might be interesting for HelloFresh Nederland to test the use of video into the newsletter, Blog, Social Media and website. Media is constantly on the move and this might be a tool to arouse the interest of the younger segment (up to 35 years old) of the target audience. The findings of this study do not show any significance need for

⁷ By having Facebook ads and continuously increasing numbers of followers on Twitter + Instagram.

new media channels, yet it could help to exceed the expectations of the customers. It is advisable to select a small sample to research if the use of videos would enhance the overall communication effectiveness and positive customer experience.

What are the points of improvement regarding the time-frequency?

Results show that the currently used frequency of communication is predominantly perceived as optimal. Despite these results, it would be wise to take the respondents who are dissatisfied by the frequency into account.

First, HelloFresh Nederland should gain more insights on the target audience. Once the company obtained full understanding of their customers, a strategy to segment the overall customer data base into groups with shared preferences and expectations could be designed. For example, frequency related decisions could be made when groups are segmented according to, for instance, their preference of how often they would like to receive additional information. Naturally, this information is only valuable if implemented in a relevant way. Nowadays, it is possible to implement a system into the overall communications which enables HelloFresh Nederland to adjust the frequency in which customers are contacted to the customers' personal wishes. This will not go without certain costs and therefore it is recommended to firstly set up a test group and evaluate if the personal frequency adds to the positive customer experience in practice.

What are the points of improvement regarding the content?

Just as the frequency of the communicated messages, the information supply of HelloFresh Nederland towards its customers is, generally speaking, sufficient. The respondents indicated being positive about the content offered to them. This does not mean that the content of the messages cannot be improved. Let us recall that according to the Elaboration Likelihood Model of persuasion, there are several routes to influence the customers. HelloFresh Nederland is and will be using the central route, since the current customers do have a natural sense of interest towards the messages of HelloFresh. This route is more likely to leave a long lasting persuasive effect on the receiver when the subject is perceived as friendly and sympathetic (Griffin, E. et al, 2014). This model implies that the customers of HelloFresh require trustworthy, accurate information and useful content. The content should be focused on the HelloFresh Box, ingredients or be related to the context of food and drinks.

HelloFresh Nederland is currently stressing its strength of translating its vision into the content of all created messages. Respondents recognized the fact that the information was convenient and somehow surprising. The convenience factor of the messages could be addressed even more actively. Respondents prefer to receive more information of the following topics:

3. Origin and organic state of ingredients.
4. Preparation, storage and left-overs.
5. More recipes (variety of preparing one dish in different ways).

Moreover, HelloFresh Nederland might be able to partly shape the preferences of their customers as well. According to the Agenda Setting Theory by McCombs and Shaw, the use of different channels and HelloFresh Nederland (as the media, in this case) itself could create the beliefs of what the customers would like to hear. HelloFresh Nederland could decide to firstly transfer the salience of items from their agenda to the customer's agenda. This could be done via trustworthy and repetitive messages, being subtle enough so that the customers do not feel pushed, while at the same time being convincing. For example, it might be valuable to the customer experience when the company is managing to pull the attention away from the importance of organic products and shift this attention towards surprising and extraordinary products (which are not per se organic). This option should be considered carefully by HelloFresh Nederland itself. Does this fit to the overall strategy and does the organisation want to shape the preferences of the customers or does HelloFresh Nederland want to act upon these preferences? Despite the fact that it might require a larger amount of effort (researching preferences constantly over time and finding quick ways to act upon these preferences when still relevant) to act upon the preferences, based upon this research report and the philosophy of HelloFresh Nederland, it would be advisable to meet the preferences and expectations of the customers, rather than to reshape and change them. Nevertheless, HelloFresh Nederland should continue to concentrate on selective key attributes to stimulate the customer's communication experience to become better aware of the characteristics of HelloFresh Nederland, just as the heightened appreciation model by Yeshin preaches.

6.1.1. CONCLUSION

Although these words of advice might not seem like significant game changers, perhaps these adjustments will lead to customers who are even more satisfied about the communication of HelloFresh Nederland. The media channels can be used to create more engaged customers, who feel that these channels contribute to more convenience. The personalized frequency in which customers receive information will grant satisfied customers who do not experience any annoyance or frustration of receiving undesirable communication. The content of these messages will satisfy the preferences and basic needs of the customers. These days, product information gains relevance and customers will no longer be satisfied by being provided with solely basic information.

As mentioned several times, it is important to measure the effects of above listed recommendations. This could be done by similar questionnaires as the ones used for this study and by statistical measurements of the increase of e.g. the online community and the amount of customers with an increasing number of HelloFresh Boxes. Moreover, setting goals will help to stay focused on the factors that truly matter.

The outcome of this research may have further implications, besides communication effectiveness. Internally this report can be used to reflect upon the logistic-system and the content of the HelloFresh Box. For example, the indication that customers want more organic information might lead up to the need of more organic products in the HelloFresh Box.

Last, HelloFresh Nederland should keep focused on the changing wants and needs of the customers. Within the competitive food industry, it is important to remain relevant and to keep up the good work. It is advisable to continuously evaluate their own (communication) work and to act upon the preferences of the customer.

Altogether, when following these words of advice, the amount of customers with a highly positive customer experience should be increasable by at least 5%. In turn, this may lead to a higher level of customer retention as well, which would be a very welcome fortuitous coincidence. HelloFresh Nederland might want to keep the statement of Pine and Gillmore (1999) in mind; *the creation of a positive customer*

experience can and will provide enormous economic value to any firm (Verhoef, P., et al, 2009).

6.2. IMPLICATIONS FOR FURTHER RESEARCH

As a result of the findings and discussion, further research is certainly recommended to gain more insights and knowledge of the customers and the relation of HelloFresh Nederland's communication and customer retention. For example, Richards provided a conversion model which is based on the fact that it is not enough to satisfy customers, as satisfaction alone does not predict all aspects of customer behaviour. He argues that satisfied customers will leave, whereas dissatisfied customers will remain. He has identified three factors as drivers of commitment (Richards, 1996):

6. *Level of involvement.* Involvement creates a willingness to tolerate dissatisfaction.
7. *Attraction of alternatives.* The more the alternatives attract, the more dissatisfied customers will converse to switch provider.
8. *The extent of ambivalence.* Richards argues that the advantages and disadvantages of each alternative should be compared and reviewed.

Moreover, as mentioned before, once the inner and outer nests of the segmentation model by Grunig have been indicated more specifically, HelloFresh Nederland might be able to target its messages more accurately by having more knowledge of the target audience.

Also, thorough research of the determinants of the relationship commitment model would help HelloFresh Nederland to place its effective communication into better perspective (being part of a complex context all influencing customer retention).

These drivers of commitment (Richards), the inner and outer nests (Grunig) and the determinants of relationship commitment (Sharma & Patterson) could be tested by doing further research. Moreover, an experimental attitude will do no harm either, so it is recommended to always keep an eye on new developments in the field of customer communication.

In short, the following research topics could contribute to a better understanding of how to perfectly optimize the communication of HelloFresh Nederland.

1. Relationship of HelloFresh Nederland's communication and the level of customer retention.
2. Customer expectations of the target audience.
3. Target audience segmentation.
4. Experiments concerning e.g. new media channels.

Applying all of the above will lead to a more satisfied customer experience and a higher level of communication effectiveness. This will offer HelloFresh Nederland valuable benefits for now and in the future.

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APPENDIX A: INTERVIEW MARLIES JONGMAN

MEDIA CHANNELS, FREQUENCY AND CONTENT

- Which media channels does HelloFresh Nederland uses?
 - o In which frequency is HelloFresh Nederland using these tools?
 - o What is the goal (s) of using these tools?
 - Do they have a combined goal?
 - Do these goals suit the vision of HelloFresh Nederland?
 - What is the difference in use of these various media channels?

Media channel	Frequency	Content
Newsletter	Once a week, on Friday before the customer receives the delivery of the box that upcoming Sunday, Monday or Tuesday.	Delivery information (what time, where and when the HelloFresh Box arrives), information about the ingredients and additional HelloFresh-news.
Recipe booklet	Once a week – delivered in the HelloFresh Box.	Recipes, little amount of news about ingredients, additional HelloFresh-news.
Social Media (mainly Facebook, Twitter and Instagram)	Every day (once or twice).	Interesting tips & tricks, HelloFresh-news, competitions, fun facts, etcetera.
Blog	Three times a week.	Ingredients, suppliers, HelloFresh-team, HelloFresh-news, etcetera.
SMS	One a week, at the delivery day.	Delivery time and place
Website	Once updates are necessary.	All information necessary to maintain current customers and to convince potentially customers to become a member.

These tools are used in order to achieve our vision. This vision is build out of 2 goals. On one side we want to generate as much new customers as possible (acquisition) and on the other side we want to create customers, thus keeping customers as long as possible.

The communication with current customers⁸ is focused on customer retentions. Keeping these customers is based upon three pillars (the retention house – see introduction?); 1) products need to be of good quality, 2) service and 3) excitement.

By communicating via various tools and frequencies we strive to surprise people and to bring them excitement. To exceed the customers' expectations is part of this. We try to do this by generating content which provides e.g. background information about (organic) suppliers or what you can do with leftovers for instance.

⁸ Where this interview is focused upon

The website is merely used to provide information, e.g. concerning delivery possibilities and their personal account.

The Blogs is mostly used to provide background information and interesting content. Customers are allowed to react, so we always try to start up a conversation. The Blog is closely relation to Facebook and Twitter.

By being active on Social Media we try to achieve engagement. We want to involve the customer in what we are doing. It is not, like the newsletter and the website, one-way communication and instead we want to start a dialogue with our customers in order to build some sort of relationship.

- *How do you/HelloFresh Nederland make choices to use certain media channels to reach a certain goals?*
 - o Where are these choices based upon?

These choices are based upon two factors:

- 1) The characteristics of the media channel. For example, a website is very one sided which is used to send information. Twitter instead is much fast, where you can really talk with the audience. So if you want to ask a question or you want to create a dialogue HelloFresh Nederland is using Social Media and the Blog to achieve this.
 - 2) The message you want to send out. Do you want to talk/discuss/obtain opinions or do you only want to tell people certain information?
- *How do you/HelloFresh Nederland make choices regarding the frequency of using certain media channels?*
 - o Where are these choices based upon?

Mostly, these choices develop in a natural way. HelloFresh is a company with a weekly cycle, which repeats every time since the customer is getting a HelloFresh box each week.

Therefore some frequencies are easy to determine, such as the newsletter and text message, which they receive once a week.

Moreover, HelloFresh is basing the frequency on what we think that is working best. For example, we experienced (and research confirmed) that people who receive 3 Facebook messages a day feel overwhelmed and spammed. You want to achieve people being stimulated by your posts but you do not want to irritate them. We are constantly looking for the right balance between being present without overkill.

Nevertheless, at Twitter you cannot easily create overkill, since it is well-known for its characteristic of leaving a lot of short messages.

Our Blog is mostly concerned with Search Engine Optimisation (SEO). We want to be present and available when people are using any search engine. This is the reason why we are refreshing our Blog about 3 times a week.

- *How do you make choices regarding the content of the messages that HelloFresh Nederland is communicating?*
 - Where are these choices based upon?
 - Do you get a lot of feedback from the receivers upon the content?
 - If so, does HelloFresh Nederland act upon this feedback?

We make choices based upon numbers, successes and, very important, upon our vision. We stand for healthy food, convenience and inspiration. These topics always need to come back into any content. Our vision is like a red line throughout all our choices.

We do not receive a lot of feedback upon our communication (strategy). If we receive any negative feedback we try to improve ourselves. Sometimes we receive positive feedback about our friendly tone of voice and the image we send out. Within communication one could say that you are doing a job when you do not receive a lot of feedback about your communication. When done poorly, customers will notice straight away but when done properly, people will not notice so much about it.

- *To which extent does HelloFresh Nederland has information about the different segments of customers where HelloFresh Nederland is communicating with?*
 - Does HelloFresh Nederland act upon these insights concerning its communication
 - Why yes or why not?

We do not have a lot of insights about our current customers. We do have knowledge about the general compilation of our customer base (e.g. 80% of our customers are women), but we do not have insights whether or not people really read the newsletter or e.g. which customers read our Facebook page. Until now this is limited to guessing, based on common sense.

We evaluate our communication based on numbers and successes. We measure (weekly) what they prefer and which content is performing better and based on this we create new content for the near future.

VISION & STRATEGY

- *How does the Communication & PR team translate the vision of HelloFresh Nederland into its communication strategy?*
 - Does this have a certain goal? If so, which goal(s)?
 - Is this relevant to HelloFresh Nederland and its customers? Why yes, or why not?

In the end, it is our goal to obtain customers as long as possible. We think this happens if people recognize us, by being consistent in our imagery, as well as in tone of voice and for example frequency. It is very important to show consistence. Doing things differently every time does not work. We need to stay reliable.

Our communication strategy needs to be consistent, yet within this consistent line you need to discover what works best and how you can optimize your communication in its broadest sense.

- *Are the customers of HelloFresh Nederland aware of the vision of HelloFresh Nederland?*
 - o *Why is this whether or not relevant and/or important?*

I believe some people are and some people are not aware of our vision. Customers do not need to think "Oh that is the vision of HelloFresh", this is not important. Important is that they can recognize HelloFresh and that they get a certain feeling when thinking about us. They should, more or less, think/feel about healthy food, convenience and inspiration. Being aware of these thought and/or feelings is less relevant.

At customer events they do not need to list all three pillars but most people, especially loyal customers, are able to pick at least two of these terms. This is very important to us.

Following our vision is clearly not only done by communication. This vision is like an umbrella and should be followed by each team. The products do also need to display healthy, convenience and inspiration, just as the way HelloFresh Nederland is arranging all logistic aspects and how we market new target audiences. This also counts for our internal structure.

- *On which factors is the communication strategy of HelloFresh Nederland based?*
 - o How are different choices and decisions made?
 - What goal(s) do they have?

Strategy is a doubtful word. We do have certain ideas about how we handle things, again based upon our vision, but strategy is a heavy word for how we work right now.

I have, together with our headquarters in Germany and the CEO of HelloFresh Nederland, set up the initial forms of how we communicate with our customers. However, this has developed organically. A lot of features have been created merely out of necessity and the rest out of the urge to continue improve our communication. What can be stronger visualised and how can we improve our friendly fresh tone of voice? This is very characteristic for any start-up. You always need to seek for optimization.

GOALS AND LIMITATIONS

- *What are the goals of the communication strategy and the daily messages send out to the customers of HelloFresh Nederland?*
 - How is analysed if these goals are met or not?
 - Does the achievement (or lack of it) of these goals has influence on the communication strategy and its daily messages?

Any achievements and points of improvement are discussed within the weekly team meeting of the communication team. The in- or decrease of the retention is measured according to one of the Key Performance Indications (KPI's), namely the retention rate. This way we are able to see how long a customer stays member. Nevertheless, this is never purely based upon communication.

All questions that are asked via our Customer Service (e.g. I do not know how ...) indirectly indicate that we not providing sufficient information. The better our communication/information supply, the fewer questions Customer Service will receive.

HelloFresh is trying to adapt to the customers' need where possible. If Customer Service is receiving a lot of comments regarding a certain topic, I always try to provide our customers with more information to decrease these questions.

Once every six month I run an expectation management scan. Here I analyse the most frequently asked questions (FAQ's). Based upon these results we are brainstorming how we are able to decrease these questions by using certain media channels in a suitable frequency with the right content. This way we are able to both reduce questions and to improve our external communication. For example, a lot of people did not receive any delivery text message (due to several reasons, such as an outdated phone number). For this reason we now present an informational text about this topic into the recipe booklet every six weeks.

The achievement (or lack of it) of these goals do have impact upon our way of communication. A practical approach of adjusting a message or an in- or decrease in frequency might be implemented.

- *What are obstacles of limitations within HelloFresh Nederland that influence the communication strategy and the daily messages communicated?*
 - Do you lack insights regarding e.g. the target audience?

Clearly, each company has limitations. For us the following aspects might work limited.

- 1) We are an international company and we do not to cooperate with the Global Team. Sometimes you get assigned certain things where do you possible not agree too.

- 2) The technical aspects. Sometimes we do want to make adjustments to the website to create more convenience for our customers. Nevertheless sometimes these ideas turn out to be impossible.
- 3) You are a team in total. The communication team is communicating on behalf of whole HelloFresh. All teams work aside each other but are interrelated as well. For example, if we create a communication strategy that wants to emphasis on organic products we do also need to have these organic products into our HelloFresh Box, which is the responsibility of the Product Team. Sometimes these do not implement each other and we can only serve the others teams. We help them to communication to the customers what they have created.

Last question, do you miss any insights regarding the current customers database?

Yes, on one hand it would be very helpful yet on the other hand it would also complicate certain processes. If you gain more insights subsequently you would like to segment these target audience. This results in much more work. At this moment we are expanding tremendously, which is not a limitation on its own, but we do need to be able to keep up with that grown.

More knowledge could also work more limited. There is so much information and we need to translate this all into visuals and words, which is big challenge.

On top of this, you also communicate unintentionally. For example, we have been broadcasted in KASSA⁹, where people did have a different feeling and atmosphere connected to HelloFresh than what we stand for. By our communication we try to manage these expectations as much as possible. Ideally, we do always want to exceed these expectations. It is all about expectation-management. Strategy, vision, timing, tone of voice, imagery etc. all contribute to the bigger picture.

⁹ A critical consumer program on national Dutch television. www.kassa.com

APPENDIX B: QUESTIONNAIRES HELLOFRESH NEDERLAND

B.1. PART A – MEDIA USAGE + FREQUENCY + GENERAL OPINION – WEEK 18

1. Which media channel do you prefer to receive information about certain topics by HelloFresh Nederland? Multiple answers are possible.

Type of comm. tool	SMS	Website	Blog	Social Media	Newsletter	Recipe booklet
Delivery information	☐	☐	☐	☐	☐	☐
Recipes	☐	☐	☐	☐	☐	☐
Product information	☐	☐	☐	☐	☐	☐
Tips & tricks	☐	☐	☐	☐	☐	☐
HelloFresh-news	☐	☐	☐	☐	☐	☐

2. How satisfied are you about the frequency in which you receive information about certain topics by HelloFresh Nederland?

Topics	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Delivery information	☐	☐	☐	☐	☐
Recipes	☐	☐	☐	☐	☐
Product information	☐	☐	☐	☐	☐
Tips & tricks	☐	☐	☐	☐	☐
HelloFresh-news	☐	☐	☐	☐	☐

3. What is your general opinion about the media channels HelloFresh Nederland is using and would you have any further recommendations and/or comments?

.....

B.2. PART B – MEDIA USAGE + CONTENT – WEEK 19

1. Which media channel do you prefer to receive information about certain topics by HelloFresh Nederland? Multiple answers are possible.

Type of comm. tool	SMS	Website	Blog	Social Media	Newsletter	Recipe booklet
Delivery information	☐	☐	☐	☐	☐	☐
Recipes	☐	☐	☐	☐	☐	☐
Product information	☐	☐	☐	☐	☐	☐
Tips & tricks	☐	☐	☐	☐	☐	☐
HelloFresh-news	☐	☐	☐	☐	☐	☐

2. How satisfied are you about the content of the information you receive from HelloFresh Nederland?

Topics	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Delivery information	☐	☐	☐	☐	☐
Recipes	☐	☐	☐	☐	☐
Product information	☐	☐	☐	☐	☐
Tips & tricks	☐	☐	☐	☐	☐
HelloFresh-news	☐	☐	☐	☐	☐

3. What is your opinion about the information supply of HelloFresh and do you have further comments and/or recommendations?

.....

B.3. PART C –CONTENT + FREQUENCY - WEEK 20

1. How satisfied are you about the content of the information you receive from HelloFresh Nederland?

Topics	Very satisfied		Satisfied		Neutral		Dissatisfied		Very dissatisfied	
Delivery information	☐		☐		☐		☐		☐	
Recipes	☐		☐		☐		☐		☐	
Product information	☐		☐		☐		☐		☐	
Tips & tricks	☐		☐		☐		☐		☐	
HelloFresh-news	☐		☐		☐		☐		☐	

2. How satisfied are you about the frequency in which you receive information about certain topics by HelloFresh Nederland?

Topics	Very satisfied		Satisfied		Neutral		Dissatisfied		Very dissatisfied	
Delivery information	☐		☐		☐		☐		☐	
Recipes	☐		☐		☐		☐		☐	
Product information	☐		☐		☐		☐		☐	
Tips & tricks	☐		☐		☐		☐		☐	
HelloFresh-news	☐		☐		☐		☐		☐	

3. Why are you or are you not satisfied about the offered information and the frequency of it?

.....

B.4. PART D – FREQUENCY + VISION – WEEK 21

1. How often do you read information by HelloFresh Nederland which you receive via the following media channels?

Type of comm. tool	Multiple times a week		Once a week		Multiple times a month		Once a month		Never	
Newsletter	☐		☐		☐		☐		☐	
SMS	☐		☐		☐		☐		☐	
Blog	☐		☐		☐		☐		☐	
Social Media	☐		☐		☐		☐		☐	
Website	☐		☐		☐		☐		☐	

2. About which subjects would you like to receive more information by HelloFresh Nederland? Multiple answers are possible.

Multiple answers are possible

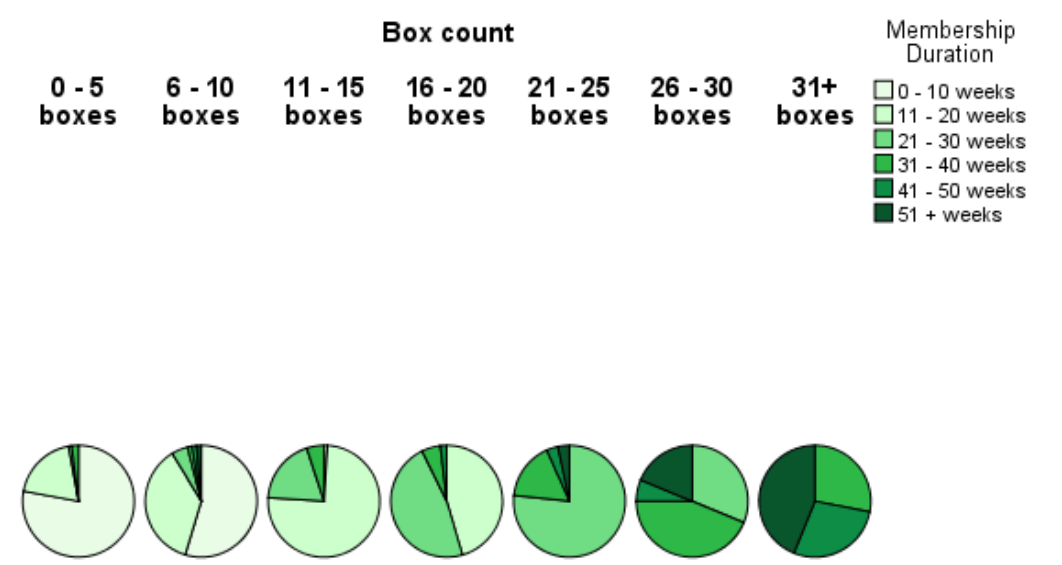
Delivery	☐
Recipes	☐
Ingredients	☐
Tips regarding preparation & storage	☐
HelloFresh-news	☐
Other, namely	

3. Do you rather or not believe that the following information provided by HelloFresh is convenient, surprising and/or relevant? Multiple answers are possible.

Topic	Convenient		Surprising		Relevant		Non-relevant		Boring		Inconvenient	
Delivery information	☐		☐		☐		☐		☐		☐	
Recipes	☐		☐		☐		☐		☐		☐	
Product information	☐		☐		☐		☐		☐		☐	
Tips & tricks	☐		☐		☐		☐		☐		☐	
HelloFresh-news	☐		☐		☐		☐		☐		☐	

APPENDIX C: RESULTS QUESTIONNAIRES

C.1 QUESTIONNAIRE A



RELATIONSHIP BOX COUNT AND MEMBERSHIP DURATION

Which media channel do you prefer to receive certain information and how satisfied are you about the frequency?

Count		Level of satisfaction of frequency of delivery information				Total
		Very satisfied	Satisfied	Neutral	Unsatisfied	
Preference media channel to receive product information	SMS	212	170	17	2	401
	Wesbite	17	27	4	0	48
	Social Media	3	7	1	0	11
	Newsletter	15	16	5	0	36
	Recipe booklet	2	2	1	0	5
Total		249	222	28	2	501

Which media channel do you prefer to receive certain information and how satisfied are you about the frequency?

Count		Level of satisfaction of frequency of recipes				Total
		Very satisfied	Satisfied	Neutral	Dissatisfied	
Preference media channel to receive recipes	Website	6	14	1	0	21
	Social Media	1	1	0	0	2
	Newsletter	3	8	4	0	15
	Recipe booklet	208	230	22	1	461
	Total	218	253	27	1	499

Which media channel do you prefer to receive certain information and how satisfied are you about the frequency?

Count		Level of satisfaction of frequency of product information				Total
		Very satisfied	Satisfied	Neutral	Dissatisfied	
Preference media channel to receive product information	SMS	0	1	0	0	1
	Website	19	49	11	3	82
	Blog	4	4	0	0	8
	Social Media	6	5	2	0	13
	Nieuwsbrief	17	29	11	1	58
	Recipe booklet	79	193	47	7	326
	Total	125	281	71	11	488

Which media channel do you prefer to receive certain information and how satisfied are you about the frequency?

Count		Level of satisfaction of frequency of tips & tricks				Total
		Very satisfied	Satisfied	Neutral	Dissatisfied	
Preference media channel to receive tips & tricks	SMS	0	4	1	0	5
	Website	13	32	20	0	65
	Blog	0	5	0	1	6
	Social Media	4	8	8	0	20
	Newsletter	7	22	20	2	51
	Recipe booklet	72	177	85	2	336
Total		96	248	134	5	483

Which media channel do you prefer to receive certain information and how satisfied are you about the frequency?

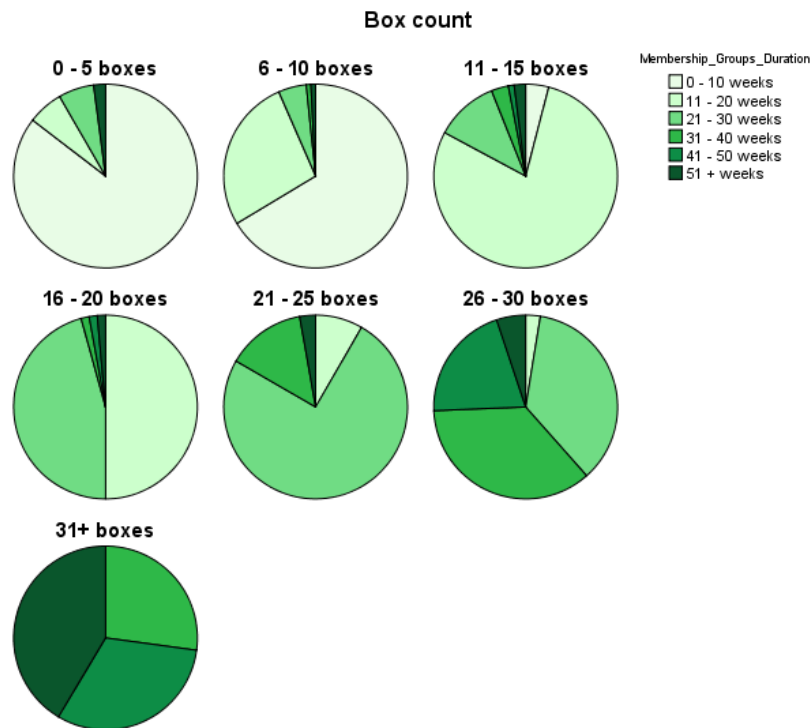
Count		Level of satisfaction of frequency of HelloFresh- news				Total
		Very satisfied	Satisfied	Neutral	Dissatisfied	
Preference media channel to receive HelloFresh- news	SMS	1	4	3	0	8
	Website	24	57	24	1	106
	Blog	0	3	0	0	3
	Social Media	6	20	10	0	36
	Newsletter	48	169	72	1	290
	Recipe booklet	7	15	14	0	36
Total		86	268	123	2	479

	How satisfied are you about the frequency of the delivery information?					How satisfied are you about the frequency of the recipes?					How satisfied are you about the frequency of the product information?					How satisfied are you about the frequency of the tips and tricks?					How satisfied are you about the frequency of the HelloFresh news?										
	Very satisfied		Satisfied		Neutral	Dissatisfied		Count	Very satisfied		Satisfied		Neutral	Dissatisfied		Count	Very satisfied		Satisfied		Neutral	Dissatisfied		Count	Very satisfied		Satisfied		Neutral	Dissatisfied	
	Count		Count			Count			Count		Count			Count			Count		Count			Count			Count		Count			Count	
Which media channel do you prefer to receive information about the delivery?	Sms	212	170	17	2	178	207	14	1	101	229	58	8	81	200	111	3	70	213	108	1										
	Website	17	27	4	0	21	22	4	0	12	30	4	1	9	29	7	2	9	32	5	1										
	Blog	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Social Media	3	7	1	0	5	5	1	0	4	6	1	0	1	6	4	0	1	6	4	0										
	Newsletter	15	16	5	0	11	19	6	0	7	19	9	1	7	17	12	0	7	19	10	0										
Which media channel do you prefer to receive information about the recipes?	Recipe booklet	2	2	1	0	2	2	1	0	2	2	1	0	2	1	2	0	2	1	2	0										
	Sms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Website	9	11	2	0	6	14	1	0	3	18	1	0	4	15	2	0	3	13	5	0										
	Blog	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0										
	Social Media	1	1	0	0	1	1	0	0	1	1	0	0	1	0	1	0	1	0	0	2	0									
Which media channel do you prefer to receive information about the products?	Newsletter	5	7	3	0	3	8	4	0	3	9	4	0	2	6	7	0	3	7	5	0										
	Recipe booklet	235	186	26	2	208	230	22	1	119	257	69	11	92	232	126	5	82	252	117	2										
	Sms	1	0	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0										
	Website	42	36	4	1	37	42	4	0	19	49	11	3	20	41	22	1	18	47	17	0										
	Blog	3	5	0	0	5	3	0	0	4	4	0	0	3	4	1	0	3	4	1	0										
Which media channel do you prefer to receive information about tips and tricks?	Social Media	8	4	1	0	7	4	2	0	6	5	2	0	3	6	4	0	3	6	4	0										
	Newsbrief	30	23	5	0	25	28	5	0	17	29	11	1	14	24	19	0	14	28	14	0										
	Recipe booklet	161	147	20	1	141	170	16	1	79	193	47	7	58	173	88	4	49	181	92	2										
	Sms	2	2	2	0	1	3	1	0	0	4	1	0	0	0	4	1	0	0	4	1	0									
	Website	32	29	2	1	28	35	2	0	14	42	7	1	13	32	20	0	11	39	14	0										
Which media channel do you prefer to receive information about the HelloFresh news?	Blog	1	5	0	0	1	3	1	0	0	5	1	0	0	5	0	1	0	6	0	0										
	Social Media	11	8	1	0	9	9	2	0	8	9	3	0	4	8	8	0	4	9	7	0										
	Newsletter	24	25	3	0	18	30	4	0	10	28	12	2	7	22	20	2	7	30	12	1										
	Recipe booklet	172	143	23	1	154	166	17	1	90	191	48	7	72	177	85	2	63	178	93	1										
	Sms	4	2	2	0	3	4	1	0	1	4	3	0	1	3	4	0	1	4	3	0	0									
Which media channel do you prefer to receive information about the HelloFresh news?	Website	54	45	6	1	53	47	7	0	30	56	16	3	26	50	30	0	24	57	24	1										
	Blog	3	1	0	0	1	1	0	1	1	2	0	0	0	3	0	0	0	3	0	0										
	Social Media	15	18	3	0	13	23	0	0	13	19	4	0	7	18	11	0	6	20	10	0										
	Newsletter	148	132	13	1	124	153	17	0	67	177	42	7	55	152	80	5	48	169	72	1										
	Recipe booklet	18	16	2	0	17	18	1	0	9	22	4	1	7	23	6	0	7	15	14	0										

COMPARISON QUESTION ONE AND TWO

C.2 QUESTIONNAIRE B

RELATIONSHIP BOX COUNT AND MEMBERSHIP DURATION



Which media channel do you prefer to receive certain information and how satisfied are you about the content?

Count		Level of satisfaction of content of recipes					Total
		Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	
Preference media channel to receive recipes	Website	14	14	1	1	0	30
	Social Media	5	2	0	0	0	7
	Newsletter	3	6	0	0	0	9
	Recipe booklet	199	204	19	3	3	428
Total		221	226	20	4	3	474

Which media channel do you prefer to receive certain information and how satisfied are you about the content?

Count		Level of satisfaction of content of product information				Total
		Very satisfied	Satisfied	Neutral	Very dissatisfied	
Preference media channel to receive product information	SMS	1	2	0	0	3
	Website	25	43	13	0	81
	Blog	0	1	0	0	1
	Social Media	7	9	1	0	17
	Newsletter	14	40	8	2	64
	Recipe booklet	78	174	46	1	299
Total		125	269	68	3	465

Which media channel do you prefer to receive certain information and how satisfied are you about the content?

Count		Level of satisfaction of content of tips and tricks					Total
		Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	
Preference media channel to receive tips and tricks	SMS	0	2	1	0	0	3
	Website	14	34	20	0	0	68
	Blog	0	2	1	0	0	3
	Social Media	3	11	10	0	0	24
	Newsletter	12	29	17	1	0	59
	Recipe booklet	48	166	77	8	2	301
Total		77	244	126	9	2	458

Which media channel do you prefer to receive certain information and how satisfied are you about the content?

Count		Level of satisfaction of content of HelloFresh-news					Total
		Very	Satisfied	Neutral	Dissatisfied	Very	
		satisfied				dissatisfied	
Preference media channel to receive HelloFresh-news	SMS	2	5	1	0	1	9
	Website	15	54	22	0	0	91
	Blog	1	0	1	0	0	2
	Social Media	5	18	14	0	0	37
	Newsletter	47	158	78	1	1	285
	Recipe booklet	9	14	10	1	0	34
Total		79	249	126	2	2	458

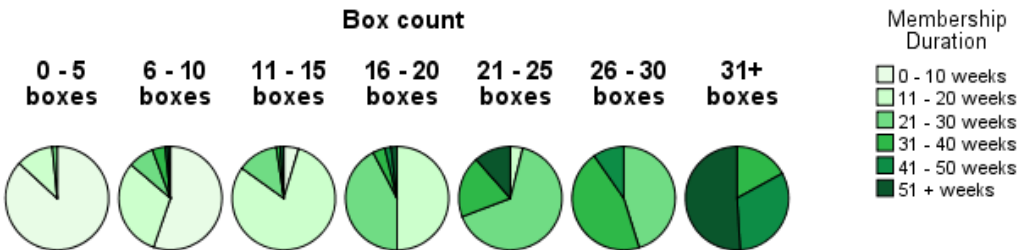
RELATIONSHIP BOX COUNT AND LEVEL OF SATISFACTION

		Box count						
		0 - 5	6 - 10	11 - 15	16 - 20	21 - 25	26 - 30	31+
		boxes	boxes	boxes	boxes	boxes	boxes	boxes
		Count	Count	Count	Count	Count	Count	Count
Content delivery information	Very satisfied	28	59	47	34	17	17	33
	Satisfied	17	48	38	29	15	19	28
	Neutral	1	7	4	2	1	0	3
	Dissatisfied	0	3	6	2	0	0	2
	Very dissatisfied	0	1	1	1	0	0	1
Content recipes	Very satisfied	28	59	45	30	12	14	28
	Satisfied	17	52	45	33	20	18	36
	Neutral	1	7	4	2	1	4	1
	Dissatisfied	0	0	1	2	0	0	1
	Very dissatisfied	0	0	1	1	0	0	1

Content product information	Very satisfied	18	34	27	15	6	11	13
	Satisfied	23	64	54	45	21	20	39
	Neutral	4	20	13	7	5	4	15
	Dissatisfied	0	0	0	0	0	0	0
Content tips & tricks	Very dissatisfied	0	0	2	1	0	0	0
	Very satisfied	12	23	20	9	4	3	7
	Satisfied	23	57	56	35	18	20	36
	Neutral	9	32	19	23	11	12	21
Content HelloFresh-news	Dissatisfied	0	4	0	0	0	1	3
	Very dissatisfied	0	0	1	1	0	0	0
	Very satisfied	12	20	20	10	4	4	9
	Satisfied	25	60	55	36	19	21	32
	Neutral	9	36	18	20	10	10	23
	Dissatisfied	0	0	0	0	0	0	1
	Very dissatisfied	0	0	1	1	0	0	0
	Total	46	116	94	67	33	35	65

C.3 QUESTIONNAIRE C

RELATIONSHIP BOX COUNT AND MEMBERSHIP DURATION



Level of satisfaction of frequency and content of certain information

Count		Level of satisfaction of content of delivery information							
		No response	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	2	Total
								3	
Level of satisfaction of frequency of delivery information	No response	1	1	1	0	0	0	0	3
	Very satisfied	0	184	23	1	0	0	0	208
	Satisfied	0	71	185	11	8	0	1	276
	Neutral	0	6	11	6	6	0	0	29
	Dissatisfied	0	0	1	2	2	0	0	5
	Very dissatisfied	0	0	0	0	0	2	0	2
	12	0	1	0	0	0	0	0	1
	23	0	0	1	0	0	0	0	1
	Total	1	263	222	20	16	2	1	525

Level of satisfaction of frequency and content of certain information

Count		Level of satisfaction of content of recipes						Total
		No response	Very satisfied	Satisfied	Neutral	Dissatisfied	23	
Level of satisfaction of frequency of recipes	No response	0	0	4	0	0	0	4
	Very satisfied	2	149	71	4	0	0	226
	Satisfied	0	34	219	17	0	2	272
	Neutral	0	0	11	7	1	0	19
	Dissatisfied	0	0	1	0	1	0	2
Total		2	183	306	28	2	2	523

Level of satisfaction of frequency and content of certain information

Count		Level of satisfaction of content of product information						Total
		No response	Very satisfied	Satisfied	Neutral	Dissatisfied	23	
Level of satisfaction of frequency of product information	No response	0	0	1	1	0	0	2
	Very satisfied	1	113	49	3	0	0	166
	Satisfied	1	17	256	31	0	1	306
	Neutral	0	1	9	30	0	0	40
	Dissatisfied	0	0	1	3	4	0	8
Total		2	131	316	68	4	1	522

Level of satisfaction of frequency and content of certain information

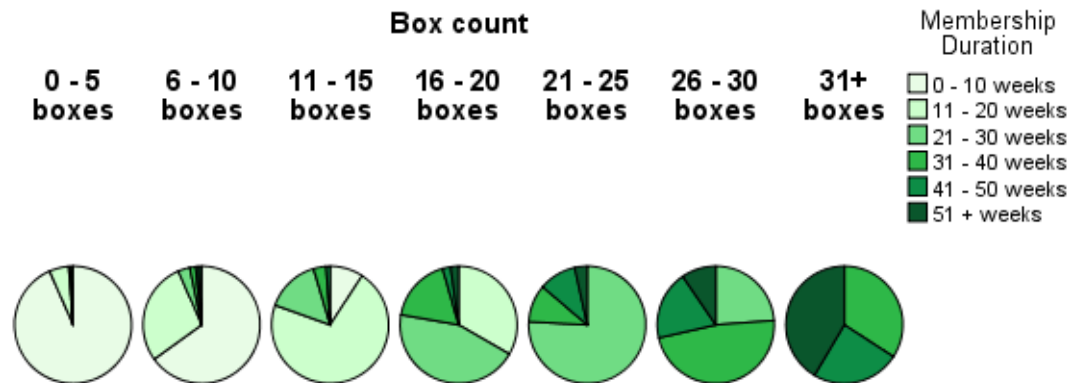
Count		Level of satisfaction of content of tips and tricks							Total
		No response	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	23	
Level of satisfaction of frequency of tips and tricks	No response	0	1	0	0	0	0	0	1
	Very satisfied	0	89	29	1	0	0	0	119
	Satisfied	2	20	231	17	0	0	1	271
	Neutral	2	1	36	82	1	0	0	122
	Dissatisfied	0	0	1	2	1	1	0	5
Total		4	111	297	102	2	1	1	518

Level of satisfaction of frequency and content of certain information

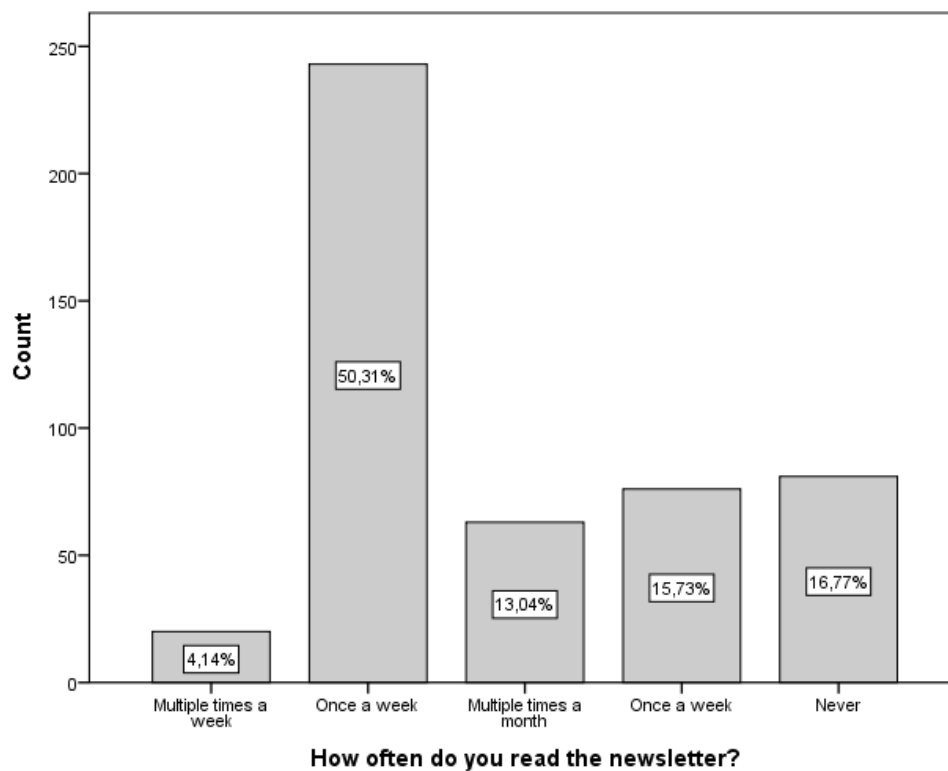
Count		Level of satisfaction of content of HelloFresh-news							Total
		No response	Very satisfied	Satisfied	Neutral	Dissatisfied	23	34	
Level of satisfaction of frequency of HelloFresh-news	No response	0	0	0	1	0	0	0	1
	Very satisfied	0	72	17	1	0	0	0	90
	Satisfied	0	29	200	17	1	1	0	248
	Neutral	1	4	56	102	3	0	1	167
	Dissatisfied	0	0	0	1	1	0	0	2
	12	0	0	1	0	0	0	0	1
	23	0	0	1	0	0	0	0	1
Total		1	105	275	122	5	1	1	510

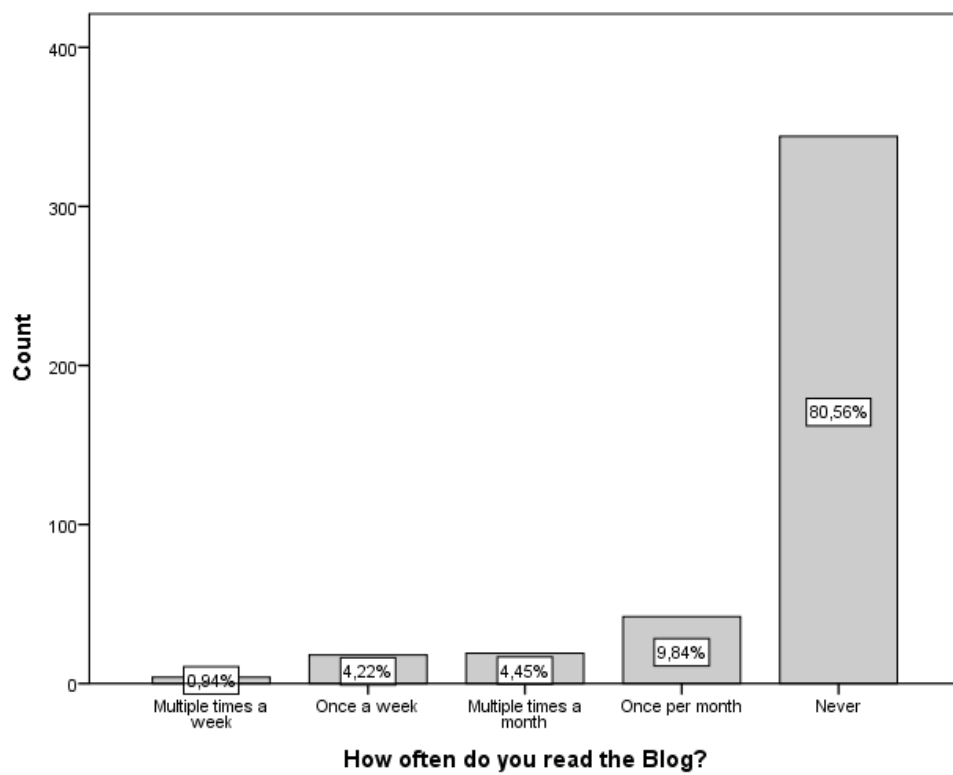
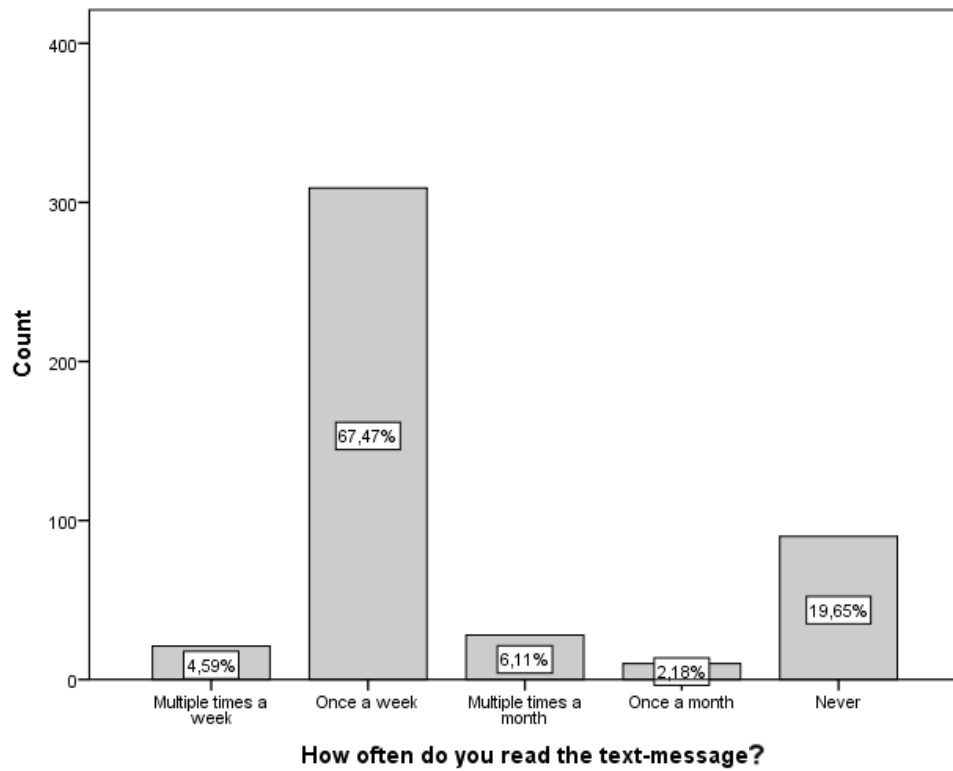
C.4. QUESTIONNAIRE D

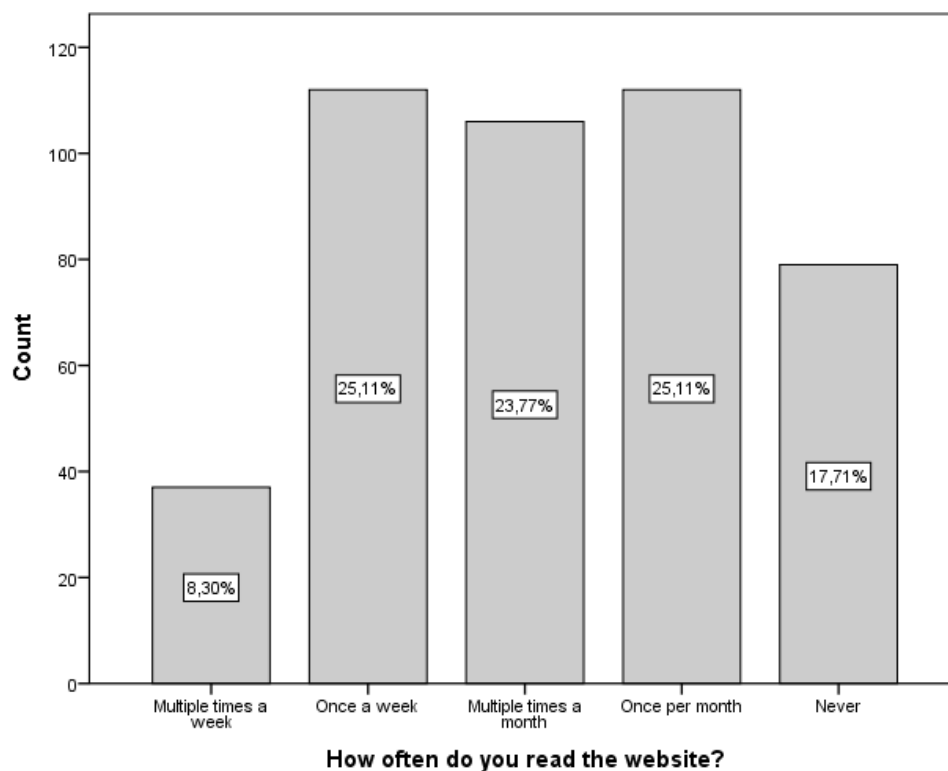
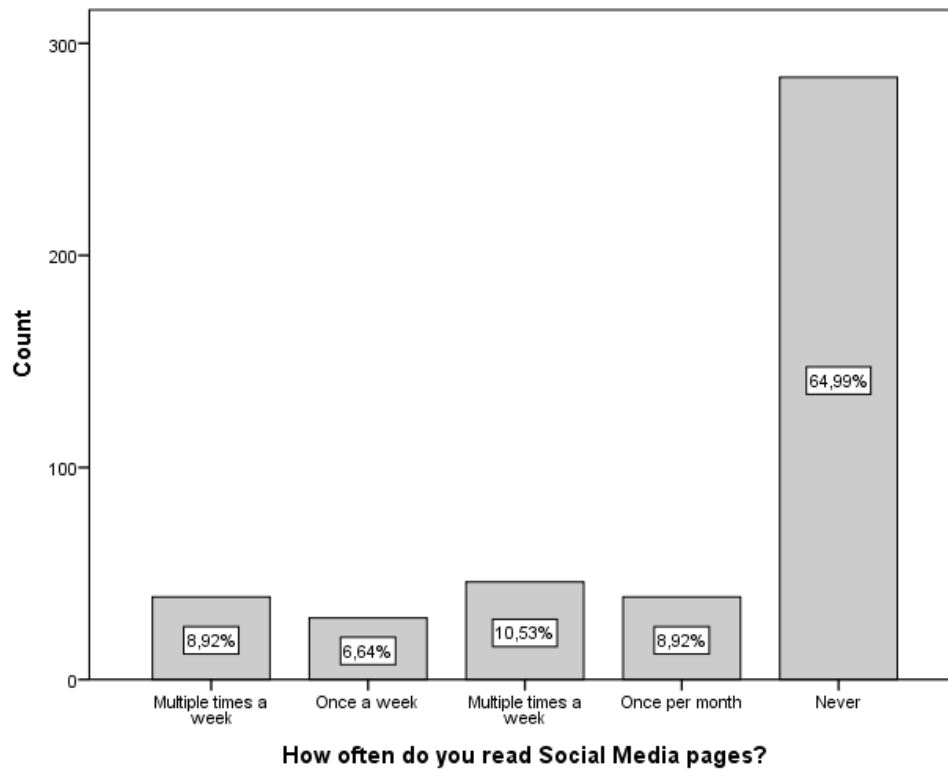
RELATIONSHIP BOX COUNT AND MEMBERSHIP DURATION



HOW OFTEN DO YOU READ CERTAIN INFORMATION?







APPENDIX D: CODING OPEN QUESTIONS

D.1. QUESTIONNAIRE A

This summary provides an overview of answers given to the open question *“What is your general opinion about the media channels HelloFresh Nederland is using and would you have any further recommendations and/or comments?”*

This question has been answered by 33.35% of the respondents, meaning 278 respondents expressed their opinion (and 243 respondents did not answer this open question) about their general opinion about the media channels HelloFresh Nederland is using. 10.79% of these 278 answers were not relevant to the question.

What is your general opinion about the media channels HelloFresh Nederland is using and would you have any further recommendations and/or comments?”	
Answer Options	Response Count
	278
<i>answered question</i>	278
<i>skipped question</i>	243

185 (66.55%) out of 278 (100.00%) respondents gave a positive answer to this question, stating that they are satisfied about the media channels HelloFresh Nederland is using. 147 (52.88%) respondents were positive and did not leave any comments and/or recommendation. On the other hand, 14 respondents (5.03%) gave a negative answer, mainly about the content of the messages (4.32%), rather than about the media channels (1.80%). Suggestion(s) for improvement were given by 23 respondents (8.28%).

Open coding	Axial coding	Selective coding	Core category
Communicatiemiddelen zijn goed. Ga zo door met jullie concept!	Media usage		
communicatiemiddelen zijn prima.			
Bezorg info 1 SMS is goed	Media usage + content + frequency		
Goed, ook de tekst en aanspreekvorm spreken me aan. Ik denk dat dit goed is afgestemd op jullie klanten	Content	Positive	
Geen op of aanmerkingen. Prima! Voelt heel persoonlijk.	Reflecting the vision		
wordt goed naar je geluisterd en de communicatie loopt goed			
communicatie is altijd goed en duidelijk			
Goed. Niet te veel, niet te weinig. En over het algemeen duidelijke informatie.			
Op een heerlijk luchtige manier word ik aangesproken. Lekker gewoon. Fijne manier.			
Het is erg goed verzorgd, je wordt goed geïnformeerd over het algemeen, ook als er iets afwijkt.			
Prima is duidelijk			
heel erg tevreden, als er al iets is dan worden we snel en goed geholpen.			
Ik vind dat jullie helder communiceren. Erg tevreden ben ik over het feit dat jullie nabellen als er bijzonderheden zijn met de bezorging.			
Ik vind het SMS'je met de tijd heel prettig evenals de verdere communicatie van HelloFresh. Jullie komen heel vriendelijk over.			
Over het algemeen erg tevreden, complete informatie, duidelijk verwoord, niet overvloedig.			
Heel leuk proactief en informatief			
Alles is duidelijk helder en effectief in de communicatie			
Vriendelijk en persoonlijk.			
Snelle en duidelijke communicatie			
Heel fijn, informatie is volledig en tijdig.			

SMS voor bezorging hoeft niet, mailtje is voldoende.	Media usage	Negative	
Bij de start vond ik de site in eerste instantie heel onduidelijk, als een vriendin deze niet had uitgelegd was ik denk ik niet gaan uitproberen Ik vind op de site onder het inlog eigenlijk niets terug over opzeggen. Dat stond alleen in het boekje Site van HelloFresh is de laatste tijd vaak aangepast waardoor het voor mij onduidelijk was waar ik de inhoud van de doos van de volgende week terug kon vinden. Ook nu vind ik dat de inhoud van de doos voor de opvolgende week pas laat bekend gemaakt wordt. De tijd om te beslissen of je die doos al dan niet wilt, gebaseerd op de inhoud, wordt daardoor erg kort.	Media usage + content		
Verder mis ik informatie over de verhouding tussen enkelvoudig en meervoudig onverzadigde vetzuren in de producten die jullie gebruiken. Ik mis soms informatie over waar spullen te bewaren: gewoon in een kast koele donkere plek etc. Twee punten: 1) Recepten zijn soms wat warrig geschreven, waardoor het lastig is om uit te vogelen welke stappen je nu precies moet doen en wat waar in moet. 2) Ik zou graag meer van de herkomst en rationale achter de keuze van de ingrediënten weten. Ik vind dat er te veel evaluaties plaatsvinden, ik heb geen zin om iedere week een enquête te ontvangen. Bij HelloFresh nieuws ontevreden ingevuld omdat het te vaak is, ik zit niet te wachten op al die non-informatie en flikker de helft van de mails ongezien weg. Wat ik wil weten is: 1. Bezorgtijden of wijzigingen daarin, 2. Het recept 3. Product informatie (is het biologisch/Fairtrade dier vriendelijk etc. en zitten er noten in, i.v.m. allergie) Prima foto's alleen heel lelijk in receptenboekje	Content		
Een beetje overdone, teveel informatie.	Frequency + content		
pas op dat het niet teveel communicatie wordt.	Frequency	Negative + suggestion(s) for improvement	
De algemene mail (nieuwsbrief?) mag van mij meer toegespitst zijn op mijn box. De eerste keer dat ik deze mail ontvang, vond ik het ietwat verwarrend.	Content		
Afspraak/ contract niet alleen op papiertje maar online op site/ account vermelden en mailen. alles gewoon per email App. i.p.v. SMS zou beter zijn. SMS met bezorgtijd hoeft voor mij überhaupt niet. Recepten uit receptenboekje zou ik ook graag digitaal, via mail ontvangen	Media usage	Suggestion(s) for improvement	
Ik zou graag informatie op de website willen zien over het bewaren van de verschillende groenten	Media usage +		

	content		
De frequentie niet opvoeren, dan zou het gaan irriteren. Prima, zou wel handig zijn om een email te krijgen op woensdag ter herinnering voor de bestelling van de komende week Mag nog wel wat meer op Facebook enz., altijd erg leuk om te lezen	Frequency		
Nog steeds oppassen voor over communicatie. Verder vind ik het heel vreemd dat omdat ik mijn 20ste doos heb ontvangen, ik een kaart krijg voor bezorging van de doos bij iemand anders! Komt eerder over als mogelijke uitbreiding van klantenkring dan HelloFresh zo blij is met mij als klant. Ik zou graag meer productinformatie hebben. Hoe houd je producten het beste vers bijvoorbeeld en tot hoe lang zijn ze houdbaar. Ik bestel vaak de 5 maaltijden box maar denk er over om over te stappen op de 3 omdat ik vind dat je vaak niet 1 dag speling hebt met de gerechten. Denk aan impulsieve etentjes.	Frequency + content		
Ik zou in het receptenboekje wel iets meer informatie willen hebben over de houdbaarheid van de producten. De recepten zijn vaak wat lang geformuleerd, en niet logisch opgedeeld in stappen. Dat kan denk ik beter en duidelijker. Ingrediënten die niet dagelijks in de keuken gebruikt worden moeten duidelijker beschreven worden. Hoe te gebruiken/bereiden. Het zou beter gecommuniceerd kunnen worden hoe en waar men eventuele op- en aanmerkingen over de bezorging en de ingrediënten kan doorgeven. Letters in recepten boekje erg klein, mag wel iets groter. Als het niet mogelijk is, om de productinformatie, zoals ingrediënten, in het receptenboekje te vermelden, dan heb ik die het liefst op een website, waarop die gemakkelijk is op te zoeken. Ik vind de HelloFresh recepten kaarten van de Britse versie er net wat gelijker uitzien :) Misschien de zelf aan te schaffen ingrediënten voor de week erop in mail of SMS, zodat je het weekend ervoor als je in de winkel bent bij de hand hebt wat je evt. nog aan moet schaffen. Ik zou graag willen weten welke ingrediënten, groenten, vlees/vis, fruit etc. zijn biologisch Ook recepten voor kinderen of waar je bepaalde ingrediënten voor hen uit kunt laten. het lettertype dat gebruikt wordt in het receptenboekje is erg klein....of moet ik gewoon aan de bril? ;-) De beschrijving van de recepten, zou iets duidelijker mogen. Het steeds: "doe de helft v.d. hoeveelheid olie" etc. werkt verwarrend. Een beetje olie in de pan lijkt mij prettiger te lezen. Of dat nou 1 of 2 eetlepels zijn. Wijzigingen m.b.t. bezorging feestdagen duidelijker melden in mail. Tweede paasdag heb ik afgezegd omdat ik informatie dat bezorging op dinsdag zou plaatsvinden had gemist. Kan het recepten boekje type soorten groter zijn? Het is erg klein als jij boven de 40 bent ☺	Content		

Ik zou van sommige andere producten wel willen weten waar jullie het kopen. Ik vind dat de nieuwsbrief algemener moet. Hij is nu in de eerste zinnen altijd gericht op de Original box zou wel meer willen weten over de oorsprong van de producten De recepten zou ik graag handiger ingedeeld zien. Meer aparte stappen per handeling waardoor je niet elke keer dezelfde alinea hoeft te lezen om tot de volgende stap te komen.			
geen opmerkingen of tips geen opmerkingen Oké. Mijn abonnement is pas sinds kort, ik heb nog te weinig ervaring om al goede mening te hebben Ik ben nogal "old school " en informatie via de mail is voor mij prima. Voor een dringend probleem spreek ik graag een warm levend mens via de telefoon Nee geen opmerkingen geen. Goed Na 1 week nog weinig over te zeggen. oké Geen opmerkingen ok Nog weinig over te zeggen pas een week ontvangen	Nothing	Neutral	
Naast een receptenboekje zou het erg handig zijn op de website - bijv. in een gesloten gedeelte - de recepten digitaal in te kunnen zien. En wellicht favoriete recepten op te kunnen slaan. bezorgtijd per SMS/app. database met recepten na inloggen op site, zodat ik het makkelijker terug kan vinden Email ontvangen met de gerechten van aankomende week zodat je deze kan doorsturen (naar bijv. je partner). Nu moet je eerst inloggen voordat je het menu kan lezen	Media usage + content	Suggestions that are already there	
We have some expat friends living in NL who are interested in the service, but will not be learning Dutch. HelloFresh could gain customers like these by offering the recipe book in different languages (selected by the customer). ik ben nog op zoek waar ik de gebruikte recepten nog eens kan nalezen of dat ik bv mijn eigen receptenboek kan maken van HF recepten die goed bevallen zijn.. zou leuk zijn als dat via jullie site kan..	Content		

Merely positive

Prima (48 times)	Positive – 147 answers in total
Goed (13 times)	
Voldoende (3 times)	
alles is prima	
Ben erg blij met de communicatie via mail. Komt naar me toe en ik kan het lezen wanneer ik wil.	
Ben erg tevreden erover	
Ben hier tevreden over.	
Ben super blij met jullie!!	
Communicatie is goed.	
Communicatie is goed.	
Communicatie is prima!	
Communicatie is top, vooral de SMS is erg goed (en nog belangrijker, betrouwbaar).	
De communicatiemiddelen zijn zeer goed	
Die zijn Prima	
duidelijk dus verder geen aanvullingen.	
Eigenlijk prima!	
erg Geen Ik ben er erg tevreden over.	
Erg goed, het SMS'je over de bezorgtijden is ideaal. Vooral zo doorgaan!	
Fantastische service. Een tastbaar receptenboek werkt gewoon het meest praktisch. Jullie zijn heel goed bezig! :-)	
Ga zo door!	
Gaat goed. Behalve als je het boekje per ongeluk weggooit. Dan kun je de recepten nergens vinden?	
Geen, bevalt goed	

Gewoon erg goed	
Gewoon goede communicatie	
Goed geregeld!	
Goed, tot nu toe 2x bestelling geplaatst maar alles wordt keurig gecommuniceerd en aan de hand daarvan uitgevoerd	
Goede beschrijving	
Goede communicatie	
Goede communicatie!	
Hartstikke goed.	
Heb zelf wel goed beeld.	
Heel goed.	
Heel goed. Duidelijke combinatie over bezorginformatie	
heel tevreden, bezorgtijd via SMS, berichtgeving over recepten komende week	
Ik ben erg tevreden over HelloFresh. Ik krijg snel reactie op mijn vragen en de bezorging is altijd correct. Het leuke is dat je dingen eet die je zelf niet zo gauw zou kopen.	
Ik ben erg tevreden.	
ik ben heel tevreden	
Ik ben nog niet zo lang (een zeer tevreden) klant, ik zal er eens opletten.	
ik heb nog weinig ervaring - (alleen 2 leveringen al ontvangen) - en ik ben echt erg tevreden :-)	
Ik vind het fantastisch en ben er blij mee.	
Ik vind het perfect zoals het nu gaat!	
In een woord PRIMA. A.u.b. zo houden. Ik leer op deze manier een beetje apart en gezond koken en ik ben erg trots op mezelf. Merk zelfs dat ik zin heb om te koken. Dat mag wel in de krant..	
is prima, geen verdere opmerkingen	
Jullie timmeren hard aan de weg	
Meer dan voldoende!	
Mijn man en ik vinden het heel goed. Vooral dat je er nog een keertje aan herinnerd wordt dat de doos bezorgd wordt zowel via de mail als een SMS'je op de dag zelf. Het receptenboekje is ideaal omdat je er toch bij wilt houden tijdens het koken en dat doe je niet zo makkelijk met een tablet of iets dergelijks.	

nee, prima zo	
nog maar 2 weken bezig maar heel tevreden, prachtig initiatief.	
Ok	
oké	
Ook telefonisch goed bereikbaar, in een wereld van digitaal is persoonlijk contact toch ook gewoon fijn	
Op dit moment ben ik zeer tevreden, gebruik nu ingrediënten die ik anders niet snel koop. Absoluut gezond en lekker.	
prima - maar het gaat over maar 3 weken	
Prima duidelijk allemaal	
Prima geen klachten	
prima geregeld!	
Prima hoor. Als ik een vraag heb stel ik deze via de mail en dit wordt altijd erg snel en goed beantwoord. Ook volg ik HelloFresh via twitter	
Prima up to date	
Prima voor een oudere vrouw van 73	
Prima zoals het in deze tijd hoort	
Prima! Ga zo door!	
Prima, ga zo door!	
Prima, geen op- of aanmerkingen	
prima, geen opmerkingen...	
prima, geen 'spam', duidelijke informatie. Complimenten voor het telefoonteam, erg behulpzaam, vrolijk en vriendelijk.	
Prima, informatie aantrekkelijk verpakt. Alleen een duidelijk overzicht van kosten / abonnementsduur ontbreekt.	
Prima, niet te veel en dat is precies goed	
Prima, zoals het nu gaat.	
Prima. Alles naar wens.	
Prima. Geen opmerkingen.	
Prima. Wel wat veel reclame in de boxen.	

Prima. Zeer tevreden.	
Super! Vooral info via SMS is ideaal	
tevreden	
Tevreden. Geen opmerkingen	
Top	
tot nu zeer tevreden.	
Voorbeeldig	
We doen nu een paar weken mee en zijn goed op de hoogte!	
We zijn erg onder de indruk van HelloFresh!	
Wel alert en oké	
Wij wassen heel erg tevreden.	
Zijn erg tevreden	
Zoals er nu gecommuniceerd wordt is top.	
8	
9	

Not relevant

De vraag over communicatiemiddelen is wat raar, want email staat er niet bij. Ik heb aangenomen dat nieuwsbrief betekent dat het via de email komt.	Not relevant – 30 answers in total
Ik mis e-mail als communicatiemiddel.	
De bezorgtijd wijkt af van de verwachte tijd. Meer dan een uur.	
De aangegeven bezorgtijd wijkt meestal anderhalf uur af (bezorging 1,5 uur eerder dan aangegeven in SMS)	
Zou fantastisch zijn als het mogelijk zou zijn om goed (lees: ecologisch, zwaar rogge/volkoren) brood te bestellen.	
ja, ik vind de kortingsbonnen van bijv. een bedrijf als Zalando niet bij jullie uitstraling passen. Zelf ben ik de eigenaar van een bedrijf wat biologische cosmetica verkoopt. Ik vind dergelijke producten meer in de lijn liggen dan de kortingsbonnen die nu in het pakket zitten. Zalando is erg in opspraak vanwege de arbeidsomstandigheden, willen jullie je daarmee associëren?	
Wanneer de box op dinsdag wordt bezorgd rond 19.00 u en dan toch om 17.30 komt, hier graag tijdig een SMS over. Dan kan er dinsdag direct HelloFresh genuttigd worden, na 19.30 wordt het namelijk te laat en moet er al een ander gerecht in huis gehaald worden en bereid worden. Tussen 17.00 en 18.00 is perfect!	
Reactie op een door mij gestuurde mail over het niet verrekenen van korting is in eerste instantie snel beantwoord. Toen ik nogmaals mailde omdat het probleem niet is opgelost hoorde ik vervolgens niets. Komt niet zo prettig over.	
Soms komt de bezorger meer dan 1 uur voor de doorgegeven tijd. Dan staat het pakket vaak bij de bureu. Hierover ontvang ik alleen geen SMS ofzo, er zit meestal wel een kaartje in de bus, maar zou fijn zijn als ik daar een SMS van kan krijgen met het huisnummer om te voorkomen dat het briefje kwijt raakt onder een kast ofzo.	
Alleen de bezorgtijden wijken zo enorm af dat wij ons afvragen wat voor zin het heeft om een SMS te sturen???	
Er wordt aangegeven dat de een maaltijd 4,45 kost maar niet voor hoeveel personen dat geldt. Beetje verwarrend...	
beetje ruime marge, wanneer box gebracht word kan 1 uur afwijken.	
Tijdstip van bezorgen wijkt vaak erg veel af van werkelijke tijd	
Door pas dinsdagavond laat te bezorgen, moet ik vanwege de houdbaarheid wel 3dagen achterelkaar de recepten eten, terwijl dit niet altijd uitkomt.	
meer zorg aan het pakket besteden vaak producten die wel nodig zijn voor het gerecht zitten er niet in. Ingrediënten over de datum (vlees) verse onverpakte groente	
Liever geen Israëlisch producten, want we zijn tegen de Israëlische bezetting van Palestijnse gebieden.	
Mogelijkheden om allergie door te geven zou erg fijn zijn	
Ik vond dat ik te laat ben geïnformeerd over het later leveren van box m.b.t. Pasen	
bij de ravioli met spinazie zou ik voor twee personen 400 gram spinazie doen en in plaats van cherrytomaten een rode paprika en wat meer smaak aan de kipfilet doen.	
is het mogelijk op de dag van bezorging het bezorgadres eenmalig te wijzigen?	
De box wordt erg laat op de avond bezorgd.	

Ik zou het handig vinden als de bedragen die we betalen terug te zien zijn bij het inloggen. Nu alleen te zien of iets betaald is maar niet hoeveel (alleen op afschrijving te zien).	
Misschien een idee om ook te kunnen kiezen uit verschillende recepten?	
Jammer dat de klantenservice niet altijd bereikbaar is	
bezorgtijdstop wijkt hier meestal ruim 2 uur af van de gecommuniceerde momenten. Dan voegt bezorginformatie niet zo heel veel toe. Doe het goed, of niet.	
Bezorgtijden wijken erg vaak af	
komende week besteld en daarna even pauze gezet alleen kan dat niet	
De enorme spreiding in bezorgtijden is lastig i.v.m. het inplannen van andere activiteiten	
Ik zou liever zien dat de bezorgdagen op rood staan en als je een box wilt bestellen je die zelf op groen moet zetten. Ik wil niet standaard elke week een doos ontvangen en ik merk dat ik het nog wel eens vergeet om de weken op rood te zetten en dan krijg ik weer een doos in een week die ik helemaal niet wil. Ik begrijp dat voor mensen die elke week een doos bestellen dat handig is, maar niet voor mensen zoals mij. Misschien kan de optie in je account worden aangegeven (dat je standaard alles op rood wil hebben staan of standaard alles op groen).	
Ik heb nog een kortingscoupon van de voor de eerste keer van €20.00 dit is toen van mijn kant niet goed gegaan. Nu kan ik deze niet meer inleveren of gebruiken? Graag informatie hierover of ik deze de volgende keer kan gebruiken.	

D.2. QUESTIONNAIRE B

This summary provides an overview of answers given to the open question “*What is your opinion about the information supply of HelloFresh and do you have any further comments and/or recommendations?*”

This question has been answered by 42.97% of the respondents, meaning 214 respondents expressed (and 284 respondents did not answer this open question) their opinion about their level of satisfaction about information supply of HelloFresh Nederland. 30.37 % of these 214 answers were not relevant to the question.

What is your opinion about the information supply of HelloFresh and do you have any further comments and/or recommendations?	
Answer Options	Response Count
	214
<i>answered question</i>	214
<i>skipped question</i>	284

88 (41.12%) out of 214 (100.00%) respondents gave a positive answer to this question, expressing positive words about the information they receive from HelloFresh Nederland. 15 respondents (7.00%) gave a negative answer. 10 (4.67%) of these answers are concerned about the content of the messages. 3 respondents are complaining about the media channels that are used and only respondent expresses negative words about the frequency. Suggestion(s) for improvement were given by 31 respondents (14.48%), mostly to suggest adjusting the content of the messages (25 respondents: 11.68%)

Open coding	Axial coding	Selective coding	Core category
De nieuwsbrief met alle informatie bevat mij prima goed op orde, ook de berichtjes over de levering via SMS zijn perfect Ik vind het erg handig dat we van te voren een mail krijgen met informatie en welke ingrediënten we voor de komende week zelf moeten bijhalen. Dit zou ik graag zo willen houden.	Media usage + content	Positive	

Duidelijk en op juiste tijdstip	Frequency + content		
De informatievoorziening is prima. de informatievoorziening is prima. Verder geen opmerkingen Altijd super goed. Prettig om te lezen, en altijd leuke en interessante weetjes over bepaalde producten. Goede informatie voorziening. Ik vind de informatievoorziening heel goed! Heb momenteel eigenlijk niks toe te voegen daaraan. Informatie voldoende. Informatie voorziening is goed. Informatievoorziening vind ik goed. Top. Fijn om een tijdsindicatie te krijgen over de bezorging.	Content		
Duidelijk en vriendelijk!	Reflecting the vision	Negative	
De informatie is helder gecommuniceerd en tijden waarop jullie te bereiken zijn zeer ruim. Dat is prettig!			
Ik vind jullie site nogal omslachtig. De website interface blijft dramatisch (tenzij dat de laatste twee weken is aangepast). Wisselen van maandag naar zondag verandert alle toekomstige dagen als ik er om 1 afwijkende dag vraag en ik snap niet waarom de twee boxen niet in een overzicht kunnen (fruit krijg ik niet op dinsdag, al is dat wel de website info) De website mag iets beter, je navigeert niet lekker zo door de site	Media usage + content		
i.v.m. spam zijn wij voorzichtig met links aanklikken. dit liever niet. ik mis nog wel eens informatie over hoe een product bewaard moet worden. Soms zijn recepten niet helemaal goed qua volgorde. Dan staat er bijv. als eerste kook de rijst 12 minuten, maar dan heb je die pas 25 minuten later nodig. Vormgeving emailrecepten loopt nog niet helemaal vlot De recepten zijn nog steeds gehaast geschreven krijgen wij het idee. Onze tactiek is al om eerst alles te lezen en dan pas te beginnen, er zitten nog wel een verrassing in. Bijvoorbeeld: "voeg de helft van x toe", en daarna nooit meer een opmerking wanneer de andere helft dan :-s Onduidelijkheid over werkwijze bestellen en betalen! Kan echt duidelijker vermeld worden.	Content		
Te veel enquêtes, elke week is wat veel.	Frequency + content		

Ik heb het liefst alle informatie bij elkaar, en dan graag in het receptenboekje. Dus daar niet alleen de recepten en de tips & trucs, maar ook de achtergrond van de ingrediënten van de recepten van die week. Wil niet alles overal vandaan moeten halen.	Media usage	Negative + suggestion(s) for improvement	
De bereiding van de recepten is vaak onduidelijk of niet logisch. B.v. rare volgorde, of qua timing dat het niet klopt, onduidelijk of onvolledig wat er bedoeld wordt. Ik denk dat dit ondervangen kan worden door het recept te beginnen met "Voorbereiding" daarin uitgelegd wat je klaar kan zetten als een soort mise-en-place...dit staat nu vaak door elkaar.	Content		
misschien Whatsapp in plaats van SMS, stuk goedkoper De site is verbeterd, en dat is zeker een plus punt. Minpunt is dat de website via een smartphone niet mee om te gaan is. Wellicht een verbeterpunt voor de toekomst!! Soms is het fijn als je een kort filmpje kan bekijken over de bereiding van gerechten	Media usage	Suggestion(s) for improvement	
Recepten op website, dan ook makkelijker in andere taal	Media usage + content		
informatievoorziening is bescheiden, mag best een beetje meer in de vorm van nieuwsbrieven bv. of meer opvallend in de doos.	Frequency		
niet elke keer een enquête nodig Liever niet te vaak dezelfde evaluatievragen voorleggen aan dezelfde klanten.. :)	Frequency + content		
Ik zou per ingrediënt willen weten of het biologisch is of scharrel. Betere informatie geven over wat je met producten kan doen als je die over hebt. Bezorginformatie kan beter. Moeilijkheidsgraad bij de recepten zou goed zijn. Zou meer informatie willen over waar product vandaan komt en of het bv biologisch of streekproduct is. De foto's in de receptboekjes kloppen niet altijd met de recepten, het zou leuk zijn als het helemaal overeen komt. Het zijn inspirerende recepten. Hou het licht en met wat meer vlees. Veel meer tips zijn welkom Infovoorziening: zou meer willen weten over herkomst producten. De recepten in een groter lettertype (dat zou het leesbaarder maken voor mij.) Graag hoor ik waar de verse groenten vandaan komen. Liefst ook of ze wel of niet bio zijn. Dus van wie eet ik wat!? Iets meer informatie over herkomst v.d. producten, graag wat meer variatie op de vis (veel witte vis filets zoals heek en kabeljauw), graag meer recepten zonder aardappelen/rijst/pasta, maar bijv. met bonen, linzen, quinoa, spelt, etc. Recepten mogen van mij bondiger beschreven. De volgorde kan slimmer denk ik vaak en dat hoor ik ook van vrienden. Ik zou eerder willen weten wat de precieze recepten zijn met de hoeveelheden op zodat we weten wat er overblijft en daar de overige eigen maaltijden op kunnen afstemmen.	Content		

Betere tips & tricks i.v.m. vaak een overschot van producten die dan op een andere manier alsnog gebruikt kunnen worden Vooraf informatie over de herkomst van vleesproducten/ dierenwelzijn vind ik erg belangrijk Sommige tips zijn belangrijk voor het recept, die kunnen misschien beter in het recept tekst Op de verpakking van de ingrediënten met een nummer aangeven voor welk receptnummer uit het receptenboekje ze van toepassing zijn.			
Geen Heb nog maar een keer gebruik gemaakt van uw service. Te kort om opmerkingen of tips geven geen Oké Zelf kunnen kiezen welke recepten je wilt Geen Nu nog niet. Geen opmerkingen geen verdere opmerkingen Goed. Geen verder opmerkingen Nee	Nothing	Neutral	
Verder vind ik het fijn om op 1 plek alle informatie te kunnen vinden, waarbij sommige informatie ook nog op een andere manier (bijv. SMS of receptenboekje) wordt verstrekt. Tot slot, zou ik het fijn vinden als ik de recepten kan 'naslaan' op de website, zodat ik de boekjes niet fysiek hoeft te bewaren, dat vind ik namelijk niet meer van deze tijd. Recepten teruglezen op de website met een zoekfunctie voor ingrediënten.	Media usage + content	Suggestions that are already there	
Nu weet ik het en kijk ik bij binnenkomst van producten of ik volgorde moet wijzigen. Ik maak ook gebruik van jullie dienst voor het gemak. Zou luxe zijn als de volgorde klopt met houdbaarheidsdata. ;-) Graag zou ik het handig/ leuk vinden om een database met alle recepten die geweest zijn te hebben bijv. in "mijn menu" zodat je oude recepten weer opnieuw kan bereiden. En verder zou ik aan elk recept een score willen geven.	Content		

Merely positive or negative

Prima (times)	Positive – 75 answers in total
Goed (times)	
"vooral doorgaan ":-)	
Voor wat betreft bezorginformatie, vind ik email nu een prima communicatiemiddel	
Ben over het geheel tevreden. Lekker producten, leuke recepten en als iemand mee eet is het makkelijk aan te vullen	
bevalt allemaal prima.	
Communicatie is prima.	
Duidelijk.	
Erg goed. Zo door gaan!	
Ga zo door	
Ga zo door! En blijf scherp! Wij zijn nog steeds erg tevreden na 1 jaar.	
Gaat prima, ga zo door.	
Geen opmerkingen: zeer tevreden	
Goed en duidelijk	
Goed, jullie antwoorden heel snel op de mail, dat is erg belangrijk om het vertrouwen te winnen van de consument.	
Goed, maar nog weinig ervaring dus geen tips.	
Heel goed vooral zo doorgaan.	
Helemaal top, ga zo door.	
Het was de 1e keer dat wij een box hebben ontvangen en zijn blij verrast over de kwaliteit en informatie die we ontvangen hebben.	
ik ben superrrr blij met HelloFresh, voorheen kook ik bijna nooit en nu maak ik het prioriteit om alle producten te gebruiken :)	
Ik ben erg tevreden!	
Ik ben erg tevreden, en kan niets verzinnen waardoor jullie product of service nog zouden verbeteren	
Ik ben heel tevreden.	
Ik ben ontzettend tevreden met de wekelijkse doos en de inhoud ervan. Het lijkt wel elke week Sinterklaasavond 😊.	
Ik ben tevreden.	
Ik ben zeer tevreden en promoot het onder mijn vrienden groep.	
Ik heb het net 1 keer ontvangen. Daar ben ik heel tevreden over.	
Is gewoon erg goed en up to date.. En is er iets niet duidelijk dan is een telefoontje voldoende om goede informatie te krijgen.	
Is goed, geen directe verbeterpunten	
Meer dan tevreden. Krijg van vrienden wel de vraag of er bv vervangers zijn voor vis mogelijk zijn (geen viseters)	

nog maar kort ervaring, maar voorlopig erg positief. Perfect! Prima niks meer aan doen Prima recepten, gevarieerd en makkelijk. Prima, geen verdere opmerkingen prima, geen verdere tips Prima. Jullie doen het goed. ruim voldoende Top! We doen nu een paar weken mee, en bevalt heel goed. Geeft een Sinterklaas gevoel om de doos open te maken! Zeer goed! zoals je ziet, ben ik erg tevreden!	
Beroerd	Negative

Not relevant

De bezorging is altijd erg op tijd (soms zelfs uren eerder). Ik zou het fijner vinden als ik enigszins kan rekenen op een tijd. Wel jammer dat het betalingsverkeer niet gladjes verloopt. Meestal zijn de maaltijden groot genoeg. Soms ook wat te weinig (bij heel lichte maaltijd) en dan sneller honger waardoor ik 's avonds ga eten Voor mijn zoon is het eten, als het met rijst is niet voldoende, ik moet wat anders gaan doen. Mijn zoon moet dikker worden, verbrand alles snel. In dit onderzoek is niet duidelijk of met Social Media ook e-mail bedoeld wordt. Ik vind het prima om de nieuwsbrief via e-mail te ontvangen. De aangegeven bezorgtijden kloppen vaak maar dat ervaar ik niet als bezwaarlijk Ik kom niet aan twee ons groenten per dag, voorheen at ik veel meer groenten. Sla kan je niet zo lang bewaren. Maandagavond bezorgen houdt in dat je eigenlijk begint op dag twee Te vaak komijn, gember en rode peper. Doordat ik twee proefboxen voor anderen had besteld is de communicatie naar mij een beetje mis gelopen. Maar dat gaat weer goed komen. ik zie email er niet tussen staan, of is dat nieuwsbrief? Laatste keer zaten er zachte uien bij. Minder vers dan anders! de grote van de schalen bijv. voor de lasagne	Not relevant – 65 answers in total
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NVT	
Vorige week was er in onze vakantie toch een box geleverd. Ondanks dat ik hem via de site op pauze (rood) had gezet. Dat stond behoorlijk te stinken in de gang. En zonde van het geld en het eten. Graag een goede oplossing bieden.	
De laatste 2 weken hebben wij tekort gehad aan de producten voor de maaltijden we hebben zelf iets bij moeten kopen. En we zijn de appels in de Fruitbox en de druiven nu ook wel zat:)	
De eerste keren was de aangegeven bezorgtijd rond 20:30 of 21:00 en kwam de box rond 18:45, dan heeft zo'n indicatie dus weinig zin.	
Vlees en vis zijn aan de magere kant, ik bedoel, de hoeveelheid voor 2 personen is net niet genoeg.	
Superleuk om de box tijdens de vakantie op ons vakantieadres te ontvangen! Kooktijden kloppen niet bij de recepten. Door snijwerk duurt dit altijd langer. Dit doen wij meestal al van te voren dat het daadwerkelijke koken op t drukste moment van de dag met kinderen om je heen, heel makkelijk en snel kan. Blijf op de kwaliteit van de producten letten: in afgelopen box waren de ui (rotte plek) en basilicum (bruin) niet ok, zou ik in supermarkt hebben laten liggen. Jammer dat niet alle bezorgers de kartonnen doos terug nemen (Hij mocht geen doos in zijn wagen hebben vanwege vlees ronde die hij ging rijden???) Maar jullie box is een uitkomst voor werkende ouders met kinderen die toch leuk en lekker willen eten en de nieuwe tijdvakken zijn erg fijn!	
Waarom is email geen optie bij vraag 8?	
Bezorger moet goed lezen. Eten stond bij voordeur op de stoep, niet zoals aangegeven in de schuur.	
vind de maaltijden wel wat achteruit gaan.	
Bezorging wijkt steeds sterk af van de tijdsindicatie..	
Pas 1keer ontvangen, nog niet echt een mening over.	
Ik vond het jammer van die uitzending bij kassa, heb zelf nu meer moeite om het aan andere aan te bevelen. Mij was ook gezegd dat alles uit de regio kwam en veel biologisch. Ik was blij en ben blij met de box maar moet wel steeds aan de uitzending denken.	
Vaker een thema maaltijd, meer achtergrond ingrediënten	
het is lating de informatie aan te passen als je er al een keer iets ingevuld heb...al een aantal keer geprobeerd maar het is nog steeds niet aangepast...	
Hoop dat in toekomst iets meer vlees per maaltijd, nu soms 90 g pp.. vinden wij echt niet veel	
De 1persoonsbox is té veel voor mij. Ik gooi regelmatig eten weg. Zonde! Begrijp wel, dat kruiden en sommige groentesoorten niet in kleinere porties te krijgen zijn.	
annuleren website, niet helder, systeem kan beter	
Bezorgtijd klopt vaak niet; als het niet klopt wordt het altijd vroeger gelukkig	
ik heb deze week niet gehad maar pas volgende week.	
de Veggiebox ook aanbieden voor 3 personen is handig als je een huishouden hebt met 2 jonge kinderen	
Ik ben enorm verrast en onder de indruk van de box. Ik eet zelf vaak volgens de principes van de Paleo en heb dus deze week erg veel koolhydraten gegeten. Dit is eigenlijk niet nodig elke dag te eten en zou van mij dus minder mogen.	

Blog, Social Media ect doe ik niks mee. Email is prima. was laatst wel vergeten om mijn zending te stoppen terwijl ik op vakantie was.....	
misschien iets meer vis. Verder kijken we er weer elke week naar uit.	
Het groenten is soms echt niet vers. Dit kan echt niet. Ik verwacht dat ik altijd verse groenten krijg, anders kunnen jullie niet meer HelloFRESH genoemde kunnen worden. let hier alsjeblieft op want het versheid van het groenten is het enige ding wat zal me kunnen overwegen om een aderen maaltijd box bedrijf te overstappen.	
De houdbaarheid van het vlees en de vis is soms te kort	
Ik vind het jammer dat de spullen die geleverd worden niet 5-6 dagen houdbaar zijn. Wanneer er n dag uitvalt i.v.m. een etentje of iets dan loop ik er tegenaan dat brood al is beschimmeld of zoals afgelopen week de kalkoen zo stinkt dat ik het niet meer durf om op te eten. Vandaag de box gekregen en weer 4 dingen die voor de 14e het best gegeten kunnen worden, nu is het al de 11e, heb dus geen speling.	
Ik zou graag een keuzeoptie willen voor een box zonder vis. Nu is het vlees en vis of vega. Ik vind vis echt vies... maar hou wel van vlees....	
Biologisch vlees/ vis producten toevoegen.	
Bezorgtijden komen vrijwel nooit overeen met de voorspelling via SMS. Hinderlijk!	
n.v.t.	
Ik zou graag meer biologische ingrediënten gebruiken	
Toch het tijdstip van leveren. In de SMS stond om 17.00uur met uitloop van een uur. Kwam pas om 18.30. Dus dan twijfel om zelf al wat te gaan maken of om nog even te wachten en iets uit de freshbox te maken. Maar goed, het was de eerste keer. Ik ben zeker tevreden en raad het al aan vrienden aan. Makkelijk als je weinig tijd hebt en toch goed wilt eten. Goede variatie ook! Super.	
De bezorg tijden zijn erg wisselend daar is geen touw aan vast te knopen. Het is overigens niet erg want we horen gelukkig op vrijdag al hoe laat er op maandag wordt bezorgd en kunnen dan zelf, indien nodig nog een gerecht voor de maandag verzinnen en in huis halen.	
N.v.t.	
wat ik erg jammer vind als een box voor 1 persoon hebt dat er veel overblijft van groenten en verpakkingen....	
Graag zouden we voor een vega/vis box kiezen	
Mensen laten kiezen of ze vis of vlees willen.	
Geen opmerkingen, tijden van bezorgen kloppen vaak niet	
De bezorgtijden wijken meer dan een uur af. Het is al meerdere keren gebeurd, dat ik net thuis was en de box al werd bezorgd, terwijl hij pas 2 uur later bezorgd zou worden.	
De bezorgtijden wijken regelmatig Meer dan een uur af, ik kan er niet op vertrouwen.	
Bezorgtijd is voor ons soms veel te laat! I.v.m. een ziekte ben ik genoodzaakt vaak vroeg naar bed te gaan en 22.00 uur is dan als bezorgtijd echt veel te laat. Dit is, ondanks onze verdere tevredenheid, zelfs een overweging om met HelloFresh te stoppen. Vriendelijke groeten, Arnold de Leeuw	
Er mag wat minder pasta in de maaltijden van mij.	

Versheid 5 dagen recepten soms maar net aan. Zeker als dag overgeslagen wordt. Dus in 6 dagen consumeren.	
we zien wel vaak dezelfde ingrediënten voorbij komen zoals gember en komijnzaad. Dat vinden we jammer. We doen juist ter afwisseling	
ik vind dat de bezorg informatie echt beter moet. Het feit dat er wordt gezegd dat de bezorgtijd een uur kan verschillen vind ik ongewenst. Is dat een uur vroeger of later? Ik vind de bezorging mede het sterke van het concept maar hier wordt niet goed mee omgegaan.	
Ik vind het jammer dat ik soms maar de helft van het aangeboden product nodig heb. Wij zijn met 2 personen en bij de nasi maaltijd hadden we een 1/2 paksoi nodig en van een hele struik bleekselderij maar 3 stengels.	
Tip 1: houd de administratie eenvoudig en op orde. Ik heb al meerdere keren een hoop moeite moeten doen om het één en ander te veranderen. Ik heb afgelopen week helemaal geen box gehad (die krijg ik vandaag), dus deze mail is overbodig. Laatst kreeg ik een welkom bij HelloFresh mail omdat ik zgn. net nieuw was, maar ik krijg de box al bijna 2 jaar.	
Tip 2: lees als een klant een mail stuurt de mail goed en aandachtig door en geef antwoord op de gestelde vraag. Dit heeft te maken met tip 1. Meestal stuur ik een paar mails om dan maar te bellen. Uiteindelijk komt het wel goed, maar het is gewoon vervelend.	
Tip 3: als je dan wel direct een antwoord op de gestelde vraag geeft, zorg dan dat die informatie ook klopt. Op mijn vraag waar ik Mani Berry&nuts kan kopen, werd gezegd Jumbo. Ik heb meerdere Jumbo's de afgelopen week bezocht en niet één wist waar ik het over had. Surfen op internet leverde ergens een opmerking op dat dat pas per 14 mei zou zijn.	
Ik ben wel heel blij met de boxen en de recepten!	
Bezorgtijden kloppen nooit, laatst 3 uur verschil met aangekondigde tijd!	
De bediening van de leverdag op de website werkt niet altijd even logisch. Soms vul ik in dat het alleen voor de volgende levering geldt en dan is het toch voor alle leveringen veranderd.	
Nei	
Iedere week gemberwortel is een beetje teveel. Vind het zelf lekker, maar niet hele gezin.	
Meer groente	
Prima, maar bewaak wel de kwaliteit. Heb het idee dat de ingrediënten goedkoper worden (veel te vaak worstjes bijv.)	
Is het mogelijk om een box te ontwikkelen die wat meer koolhydraat arm is. Gezond eten a la het boek van De Zandloper. Ik zou het geweldig vinden als jullie een dergelijke box ontwikkelen.	
Bezorgen was 2,5 uur voor doorgeven tijdstip en doos werd voor de deur geplaatst..	

D.3. QUESTIONNAIRE C

This summary provides an overview of answers given to the open question “*Why are you satisfied or dissatisfied about the content and frequency of the offered information by HelloFresh?*”

This question has been answered by 34.32% of the respondents, meaning 185 respondents expressed their opinion (and 354 respondents did not answer this open question) about their level of satisfaction about the content and frequency of information of HelloFresh Nederland. 27.57 % of these 185 answers were not relevant to the question.

Why are you satisfied or dissatisfied about the content and frequency of the offered information by HelloFresh?”	
Answer Options	Response Count
	185
<i>answered question</i>	185
<i>skipped question</i>	354

94 (50.81%) out of 185 (100.00%) respondents gave a positive answer to this question, stating that they are either satisfied about the content or frequency or that they are satisfied about both. 19 respondents (10.27%) gave a negative answer. These answers are nearly equally divided when it comes to the content (5.95%) and frequency (6.49%). Suggestion(s) for improvement were given by 17 respondents (9.19%).

Open coding	Axial coding	Selective coding	Core category
Het SMSje voor levering is ideaal! Alleen stond er in het SMSje van deze week geen correct tijdstip. Je kunt altijd inloggen op je account om evt. gemiste info terug te vinden. En op je persoonlijke pagina kan je alles vinden wat je nodig hebt. Een SMS op de dag van bezorging m.b.t. de bezorgtijd vind ik erg prettig	Media usage + content	Positive	

De info via de SMS over de bezorging is ideaal!			
Via Facebook hele aantrekkelijke beelden en info.			
Wekelijks is prima frequentie.	Frequency		
Erg duidelijk en attent. Word er vrolijk van!			
Duidelijke info op vaste tijden			
Alles is duidelijk uitgelegd, voel me niet opgedrongen.			
Verzorgd en helder!			
Prima verhouden tussen kwaliteit en frequentie. Niet teveel en inhoudelijk duidelijk!			
Fijn dat je op de mail krijgt wat de week er op in de box zit. Heldere huisstijl! Fris taalgebruik!			
is zorgvuldig en klantgericht			
Is goed maar moet ook niet teveel worden, bezorginfo stel ik zeer op prijs	Frequency		
Moet er nog even inkomen maar vind de frequentie van email berichten erg hoog, zie liever zoveel mogelijk gebundeld in een bericht, dus bezorgtijd indicatie samen met recepten en nieuws in een bericht, en vervolgens nog een bericht als bezorgtijd afwijkt maar anders niet. Verder onder de indruk van kwaliteit van berichten hoor, vriendelijk geschreven en opgemaakt, maar hou het kort (essentiële info boven) met evt. meer doorklik mogelijkheden.	Frequency + reflecting the vision	Positive + suggestion(s) for improvement	
De bezorginformatie zou misschien iets nauwkeuriger kunnen. De recepten zijn duidelijk, de tips informatief. Het zou een leuke toevoeging zijn als bij de producten, m.n. de groenten wordt vermeld of ze biologisch zijn of niet en wat de herkomst is.			
Voor mij precies goed. Ik zou wel iets preciezer willen weten van het vlees hoe diervriendelijk het is geproduceerd.			
Tips/trucs heb ik niet gezien. Verder tevreden	Content		
1x per week is prima, maar de vragenlijsten hoeven niet iedere week. Bovendien verschillende vragenlijsten heel erg in lengt, zodat je niet weet waar je aan toe bent.	Frequency	Positive + negative	
Vind het jammer dat de bereidingswijze niet op de website staat.	Media usage + content	Negative	
Ik krijg de inhoud/recepten niet meer vooraf? Krijg geen mail meer. Ik hoef geen SMS met aankomsttijd als ik die al per mail heb gekregen. Heb denk ik nog nooit nieuws gekregen buiten flyers in de box?	Media usage +		

	frequency + content		
Soms krijg ik het SMSje niet of pas op de dag van bezorging. Dit geldt ook voor de email. Liefste zou ik zeker een dag van tevoren willen weten wanneer hij komt. De frequentie van berichten en surveys is erg hoog Te veel incl. enquêtes. Er worden teveel mails met vragen verzonden Ik word wel een beetje overspoeld met berichten. Te beetje overkill soms Er wordt wel veel mail gestuurd. Vooral mail over bezorgen is fijn. De andere informatie is niet zo relevant voor mij. Ik bestel wanneer het goed uitkomt, niet op basis van het recept. veel te vaak enquêtes, facebook etc.	Frequency		
Te vaak enquêtes. Ik wil geen reclameaanbod in de box! HelloFresh nieuws een beetje te vaak. Mag van mij zelfs weggelaten worden. Ben een beetje enquête moe aan het worden inzake HelloFresh	Frequency + content		
Recepten beschrijven niet altijd de kortste route Informatie over bezorgtijd komt me vaak iets te laat... ik ben nog niet heel lang geabonneerd maar het is mij niet duidelijk welke producten wel of niet biologisch zijn en de herkomst van het vlees is mij ook niet duidelijk (scharrel etc.) Letters v.d. recepten zijn erg klein Ik vind de recepten niet altijd even handig omschreven. Soms kost een volgende stap opeens best veel tijd (bv was de raapstelen en verwijder de wortels), terwijl dat dan niet goed uitkomt.	Content		
Informatie over de gebruikte producten en de voedingswaarden van de gerechten mag uitgebreider. Recepten moeten ook volledig online staan voor als iemand zijn boekje kwijtraakt.	Media usage + content	Negative + suggestion(s) for improvement	
Ik zou graag makkelijker alle recepten voor de volgende week zijn, bijvoorbeeld in de mail of het boekje, zonder naar de site te hoeven gaan	Media usage	Suggestion(s) for improvement	
niet teveel; gecombineerd in email (niet los)	Media usage +		

	content		
van mij mag er wel meer informatie zijn over waar de producten vandaan komen. de beschrijving van de recepten zou wel uitgebreider mogen. Tips en trucs erg leuk! Ik zou wel iets meer tip/trucs willen ontvangen, of wat meer variaties/opties binnen een recept. Verder zou ik wel wat meer info willen rond de -toch vrij veel bijzondere- producten die worden gebruikt. De beschrijving van de recepten kan wat mij betreft ook iets doelmatiger. Ik zou wel meer willen weten over waar de ingrediënten vandaan zijn gekomen. Niet alleen waar de zalm vandaan komt, maar ook de uien etc. Van producten zou ik soms meer willen weten, met name het vlees. wat meer productinformatie. Waar komt het vandaan, hoe biologisch enz. De enige informatie die ik relevant vind is de SMS over de actuele bezoektijd. Verder vind ik e-mails helemaal niet nodig, worden ongelezen weggegooid. De info in de receptenboekjes eigenlijk alles wat ik nodig heb. Plus een meer accurate bezorgtijd. De recepten mogen wel wat meer in delen onderverdeeld worden (i.p.v. 1 t/m 4 stappen, 1 t/m 10 stappen). Dit vergemakkelijkt het uitvoeren. Ik zou graag meer willen weten over de herkomst van de producten en of het biologisch is of niet. Grappig om te lezen waar iets vandaan komt of hoe het gegeten wordt. Heb je iets meer het idee wat je nou eigenlijk aan het eten bent.	Content		
Kan nog geen mening hebben na een week 😊☐ Heb niet eens bewust gemerkt dat ik t ontving heb er niet zo op gelet Wij hebben pas 1 box ontvangen, dus zijn niet echt op de hoogte. ik heb geen klachten	Nothing	Neutral	
Ik zou de recepten van voorbije weken makkelijker terug willen kunnen vinden op de site,.	Media usage	Suggestions that are already there	

Merely positive

feitelijk vind ik de organisatie, de communicatie en de informatie prima	Positive – 88 answers
Alles is duidelijk, de recepten zijn prima klaar te maken. Ik ben erg enthousiast!	
goed genoeg om pakket zinvol tot maaltijden te maken. geen aanvullende informatie nodig	
Prima, SMS over bezorgtijden erg fijn. Verder staat de meeste informatie in receptenboek.	
Ik vind de algehele service erg goed.	
Precies genoeg informatie op juiste moment	
Ben tevreden over het recepten boekje, wat wel en niet in de koelkast kan.	
Duidelijke informatie, overzichtelijk	
Niet te vaak, niet te weinig	
Duidelijk/overzichtelijk	
Ik ben tevreden omdat ik alle informatie krijg die ik belangrijk vind.	
Aan de geboden informatie kan wat mij betreft weinig worden verbeterd, alles is duidelijk en overzichtelijk.	
Prima en zo zijn we altijd goed op de hoogte!	
Gewoon goed.	
Het is mij heel duidelijk wanneer mijn producten bezorgd worden en welke ingrediënten ik zelf in huis moet hebben. Dit zijn voor mij de belangrijkste zaken.	
Het is wat mij betreft precies op maat.	
De recepten zijn duidelijk, wordt op tijd bezorgd en je weet van tevoren wat je nodig moet hebben voor de komende week	
Prima geregeld allemaal. Recepten kloppen goed, ook de tips en trucs. Ik lees niet altijd het HelloFresh nieuws.	
Voldoende informatie en tijdigheid	
duidelijke informatie en op tijd	
Ja, ik weet niet beter en vind alles gewoon prima en goed. ik heb er niets aan toe te voegen. Als ik klachten heb horen jullie het zeker	
perfect allemaal en heerlijke recepten	
Eigenlijk is alle informatie goed verzorgd.	

Er is genoeg informatie om de gerechten klaar te maken. Info is compleet!	
Goed, op tijd en duidelijk	
Recepten zijn verrassend en dagen je uit om andere producten te proberen.	
Is prima! Leuk om te lezen wat er volgende week in de doos zit.	
De frequentie is prima om je te attenderen op de producten en de bezorging.	
het is duidelijk	
Ik vind het fijn dat je een paar keer per week een mailtje krijgt. Dat laat zien dat er aandacht aan je besteedt word.	
Het is helemaal prima zo!	
informatie klopt; volgorde van recepten is makkelijk, alles is in juiste hoeveelheden aangegeven. Goede tips.	
Ik vind dat jullie het uitstekend voor elkaar hebben! Kortweg: prima informatie op een prima en veelzijdige manier aangeboden op het juiste moment.	
Gewoon goed!	
Precies voldoende en geen stalkmails	
Duidelijk en overzichtelijk	
Wij genieten, en eerlijk gezegd kon ik al aardig koken, maar dit is zo vernieuwend! Blij	
Precies goed, nieuws mails mogen minder en indien mogelijk mogen recepten van de volgende week eerder.	
Geeft duidelijkheid	
Super dat jullie vrijdag al laten weten wat je zelf in huis moet hebben, dan kan ik daar bij de weekboodschappen op zaterdag rekening mee houden!	
Volgens mij kan het niet beter	
Bezorginformatie wordt op vrijdag per mail gestuurd waardoor je weet wat je kunt verwachten, en prima dat dit op maandag per SMS wordt bevestigd.	
Bezorginformatie is erg belangrijk en is goed. recepten zijn duidelijk genoeg . neutraal omdat ik niet weet waar het vandaan komt, maar het ziet er vaak goed uit. Recept is duidelijk, de tips daarin ook. ik houd niet zo van nieuws.	
Ik ben heel tevreden. De informatie is goed.	
de informatie loop goed pas had ik het boekje er niet bij maar dat was zo op gelost en ze vergaten er een groente bij te doen moest ik nog kopen dat is minder verder ben ik heel tevreden met HelloFresh	
Is nu prima, niets aan veranderen	

Tevreden omdat het allemaal klopt. Bevalt prima.
Precies goed
loopt goed
Prima zo
De aangeboden informatie is duidelijk en ik vind het niet te veel.
Alles is duidelijk en op tijd!
Regelmatig de bezorgtijden doorkrijgen is erg prettig, ik kan er rekening mee houden, wel krijg ik de indruk dat het altijd een andere chauffeur is.
Ik krijg de info op tijd en is accuraat en to the point
gaat prima zo!
Informatie is goed, recepten kloppen niet altijd helemaal
voldoende om voorbereiding in gang te zetten/andere boodschappen te doen
Op tijd krijg je te zien wat in de volgende box zit op de site. De tips zijn handig en het is ook fijn om diverse recepten te ontvangen zodat je variatie hebt.
Het is genoeg maar niet te veel en te vaak.
Het is prettig om eerst per email en later op de dag zelf per SMS een indicatieve bezorgingstijd te krijgen. 1 keer per week in diezelfde email alvast de recepten zien is prima, dat is leuk om van te voren te weten. De productinformatie en de recepten zelf zijn duidelijk en goed te volgen. De tips & trucs zijn de ene keer bruikbaar dan de andere keer, maar dat is ook persoonlijk.
Op tijd en duidelijk
Het komt op tijd, en is niet onnodig veel, en het is vaak leuk om te weten (bv meiraap en raapsteeltjes
Is allemaal erg duidelijk
Wat feitjes en weetjes zijn leuk., Met name over de minder bekende producten. Hoeft van mij niet uitgebreider dan het is.
Informatie is duidelijk en ontvang je op tijd. Ook niet teveel info.
Inhoud van de info ervaar ik als nuttig. Als er veel vaker info zou komen dan lees ik het minder goed. Dit is voor mij de juiste mix van inhoud en frequentie.
Het is allemaal duidelijk, er is goed over nagedacht.
Ik word op de hoogte gehouden van de ontwikkelingen, en als ik meer wil weten vind ik het antwoord op de website. Geen klachten dus!
Voldoende en kwaliteit Is goed
Precies goed

Precies de juiste hoeveelheid

Not relevant

ik ben voornamelijk ontevreden dat jullie producten niet allemaal biologisch zijn, zelfs de eieren niet! Omdat ik nu 3x een andere indicatie tijd te horen heb gekregen dan dat de doos ook daadwerkelijk bezorgd werd. De doos was er altijd eerder, soms ook 2u! De doos heeft voor de deur gestaan terwijl ik dat helemaal niet heb aangegeven dat dat mocht en waardoor ik veel producten heb moeten wegdoen p Het pakket wordt meestal minstens een uur eerder gebracht dan gepland. Maar tot nu toe waren we iedere keer thuis. Ik ben tevreden over het feit dat er op de dag zelf een SMSje wordt gestuurd met hoe laat de maaltijd ongeveer geleverd wordt, hierin wordt ook aangegeven dat het een uur kan afwijken. Alleen heb ik nu al 2 keer gehad dat het een uur en een kwartier later was dan aangegeven werd in het SMSje. Eten is heerlijk. Verbetering zou het bezorgmoment zijn, nu op dinsdagavond. Vanaf woensdag pas eten en dat doen we niet wo-do-vrij. Voor houdbaarheid, is dit vaak wel het geval. Tevredenheid over bezorging wisselt. Bezorgtijden wijken nog wel eens meer dan een uur af, gelukkig dan wel vaak vroeger. Eenmaal pas rond 22.45 bezorgt, voor ons echt te laat. Ook wel eens, terwijl we thuis waren, bij burens afgegeven. Of gewoon voor deur gezet en niet bij alternatief adres bezorgd. beloofde bezorgtijden blijkt toch moeilijk te realiseren bezorginformatie klopt niet: als er 20:45 wordt aangegeven zou er tussen 19:45 en 21:45 geleverd moeten worden maar vorige week was hij er al om 19:00 uur De bezorgtijden zouden preciezer moeten kunnen. Er is teveel armslag voor de bezorgers. Denk eens aan de ontvangers die onnodig thuis zitten. De box is beide keren dat ik er een besteld had te laat geleverd, zelfs buiten de tijdsindicatie. wat bedoelen jullie met de frequentie v.d. recepten? en de overige punten trouwens? De bereidingstijdsindicatie v.d. recepten is veel te positief. Ik klachten heb horen julie het zeker er schijnt een mail te worden gestuurd op dinsdag met de menu's van de komende week, die ontvang ik nooit. De andere mails ontvang ik wel. Het is ook niet in mijn spamfilter Voldoende tijd van tevoren Ik krijg al 2 weken geen informatie over de bezorgtijd dit vind ik een rare vraag. Ik ontvang weinig tips trucs Op gevoel ingevuld Wat bedoelen jullie met productinformatie? Het zijn verse ingrediënten en je eet gevarieerd bezorgtijd is vaak meer dan een uur later, althans veel later dan de gevraagde en afgesproken tijd bezorger komt vaak eerder dan in SMS is aangegeven. Hierin staat 8 uur en hij komt dan om 6.15 uur Ik vind de marge van de informatie over bezorgtijden te groot, aan de andere kant: onze box komt eigenlijk de laatste tijd altijd op gunstige tijden, zodat we er ook	Not relevant – 51 answers
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gelijk gebruik van kunnen maken.	
Ik vind alleen de porties soms te weinig maar verder ben ik tevreden. Vind het leuk om dingen te proberen die ik nog niet kende ondanks ik niet alles even lekker vind.	
n.v.t.	
Ik wil bezorgd krijgen tussen 18 en 20.30 uur, dan krijg ik een mail dat het 20.30 wordt, vind ik erg laat en dan wordt het 21.45! Te laat om nog te koken. Balen.	
Vervelend als bezorging eerder is dan aangegeven en er dus niemand thuis is	
Tevreden over de recepten en niet erg tevreden omdat de volgorde niet altijd juist is en er wel eens een ingrediënt niet genoemd wordt.	
Omdat de bezorgtijd meestal behoorlijk afwijkt van de doorgestuurde bezorgtijd	
1x in de week is prima	
Tot nu is het prima soms wat weinig voor 3 personen	
Geen probleem hoor maar de bezorgtijden wijken enorm af waardoor een mailtje en SMS eigenlijk beetje raar overkomen die je van te voren ontvangt	
Bezorgtijden kloppen niet. Aangeven wordt 22.00, werkelijke bezorgtijd is 20.30. Dan liever geen geplande bezorgtijd.	
sic!	
Ik geniet ervan, elke keer is het weer een verrassing.	
Op vrijdag kan je al lezen wat er de volgende week op het menu staat.	
Fijn om te weten wanneer de box ongeveer komt.	
wel jammer dat niet steeds op dezelfde tijd bezorgd kan worden	
Ik begrijp niet wat bedoeld wordt met de frequentie. Je ontvangt toch maar eenmalig informatie over de recepten en dergelijke?	
De aangegeven bezorgtijden klopt nooit, over het algemeen altijd ruim een uur te vroeg	
De spullen werden erg laat geleverd en na mijn idee niet vers. Ik kon ze pas dinsdag gebruiken, want maandag werden ze pas om 19.45 gebracht	
Prima, soms is het vlees erg klein en ik heb weleens kruiden, vooral basilicum die vers blijven voor de 5-dagen box, vooral als deze op de avond wordt bezorgd.	
De bezorginformatie is prima, maar sluit vaak niet aan bij de werkelijkheid. De afgelopen twee weken gaat het goed, maar daarvoor week de doorgegeven bezorgtijden fors (tot 3,5 uur) af van de werkelijke bezorgtijden.	
Leuke en vernieuwede recepten! de maaltijden zijn gemakkelijk en snel te bereiden.	
Alles is perfect in orde, alleen vind ik het jammer dat wij nu vooruit moeten betalen, maar dat is ook het enige.	
gevarieerde en verrassende recepten	
Het was voor mij lastig om erin te komen, maar nu ik eenmaal op de hoogte ben hoe het werkt ben ik nog enthousiaster.	
Het is niet heel duidelijk waar en wanneer je moet aangeven als je de bezorgtijd wilt aanpassen	
Bezorginfo liet 20:30 weten. Jullie kwamen om 19:00. Was bijna niet thuis geweest... Gelukkig kwam t goed!	