

**Consumers' Trial Buying Process of Service Innovation.
Case: HOK-Elanto's Kauppakassi Online Grocery Shopping
Service.**

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<p>Title of report Trial Buying Process of Service Innovation. Case: HOK-Elanto's Kauppakassi Online Grocery Shopping Service.</p>	<p>Number of pages and appendices 65+6</p>
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<p>The aim of this thesis was to investigate and give a deeper understanding of consumers' trial buying process of a service innovation in an online environment. More specifically, this thesis tries to clarify the connection between consumers' adoption decisions, external influences and the service experience of an innovation in an online environment. A trial buying process was studied in order to increase the case company HOK-Elanto's knowledge of how their customers make adoption decisions when using their service Kauppakassi and to see if HOK-Elanto would be able to affect the decision with marketing strategies and service development.</p> <p>The case company, HOK-Elanto, is a co-operative society of a leading retail group called S-Ryhmä and it operates in the capital area of Finland. This research focuses on studying consumer behavior related to the company's online grocery shopping service Kauppakassi, which was launched in 2010. This research was conducted in order to find answers on how HOK-Elanto could fulfill the expectations of potential customers and retain the existing ones by understanding how the trial buying process affects the adoption decision of their customers.</p> <p>The theoretical framework of this thesis introduces consumer's adoption process of innovations and consumer's decision making models as discussed by several authors. The online environment in relation to consumer behavior is introduced on basis of publications by Constantinides, Lohse, Bellman and Johnson, and Krug. These supplementary models and theories are used to create one coherent model to represent online consumers' decision making in adoption process of innovations. [In the abstract, referencing is not needed, as the abstract has to stand on its own without the actual report and the list of works cited]</p> <p>The results of quantitative research revealed that the effects a trial buying process has on consumers' adoption decision of an innovation are strongly dependent on consumer expectations. The main way for the service provider to affect the adoption decision of the consumer is to develop the service based on the customer's need.</p>	
<p>Keywords Trial Buying Process, Online Grocery Shopping, Adoption process, Web Usability, Innovation</p>	

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1 Introduction

This report is research-oriented bachelor's level thesis and the subject of the study behind this report is focusing on consumers' trial buying process of groceries in online environment.

Selling groceries online is not entirely new service concept but it seems that in the past 5 years it has done a break through in Europe. In Finland different types of online grocery shopping services have been operating for a few years now but most of these have been serving niche markets with quite small variety of special products. In the large scale the concept was introduced by HOK-Elanto in 2010 in the capital area of Finland and for most consumers living in this area the service concept is new.

The growth of the market share of the purchases done online in the grocery industry in Finland has not been growing as predicted because consumers have not adopted the service innovation in expected time scale. This is why this research is very current in finding out what could be the reasons behind reluctant adoption of the modern way of purchasing groceries.

1.1 Purpose and Objectives of the Study

The purpose of this study is to gain deeper understanding of the trial buying process consumer goes through when using the online grocery shopping service for the first time. Aim is to find out if consumers' expectations and experiences of the service meet and if those lead to satisfaction and adoption of the innovation. This study is focused on consumers living in the capital area (Helsinki, Espoo, Vantaa and Kauniainen) of Finland who are between 20 and 70 years old. Results of this study will hopefully be useful in developing the service in customer oriented manner and giving direction to strategic marketing decisions concerning the online grocery shopping service.

This study is made for HOK-Elanto, a cooperative society of S-Group, which is a Finnish retail company group. HOK-Elanto launched the online grocery shopping service Kauppakassi in 2010 and they are interested of the research results in order to

develop this rather new service concept. Finding out consumers' current attitudes and awareness towards the service came up also during discussion with the company. The aim is to find answers to these two very important components of consumer behaviour. For HOK-Elanto this study provides helpful information of service components, which still needs to be developed in order to attract and satisfy new customers.

1.2 Research Problem and Investigative Questions

Following research problem was formed to represent the main purpose and objectives of this study.

How does the trial buying process of Kauppakassi service innovation affect consumers' adoption decision?

To make the study as accurate and beneficial as possible, the investigative questions were created. Following investigative questions give clarifications of the focus of the study and frame the components of consumers' adoption process and the buying process, which need to be taken into consideration. The consumer focus of this study was agreed on together with the case company representative. The consumers' viewpoint is represented throughout the list of investigative questions. These investigative questions are:

1. What are consumers' expectations of the Kauppakassi online grocery shopping service?
2. How consumers experience the trial buying process of buying groceries online?
3. How different service components of Kauppakassi service affect consumers' experience?
4. How the trial buying process experience affects consumers' adoption decision?

1.3 The Structure of this Thesis

This thesis begins with the introduction of the research questions and purpose of the study in the chapter 1. Introduction is followed by detailed case company introduction that includes quick view to the industry and more detailed explanation of the online service provided by the case company. These first chapters provide the necessary background information in order to understand the need for this research.

After introduction of the thesis and the case company, third chapter begins. Chapter 3 begins with demarcation of the theoretical literature and continues to explain the chosen theoretical models that support the research. In the end of the chapter 3 the presented models are combined into one coherent model that is the theoretical base for the entire research. In the chapter 4 the research methodology and implementation are explained in details in order for the reader to understand how the theoretical model in the chapter three is converted into research design. Chapter 4 explains how the research was designed, executed and analysed.

Chapter five opens up the research findings to the reader and the theoretical model presented in the chapter three provides the order for the results. Results are presented by starting from pre service period, followed by service period and ending up with post service period. Analysis of each period is attached to the chapter to provide immediate understanding of the results. Final chapter number six presents the conclusion of this thesis with recommendations to the case company and for further research.

Final Chapter is followed by reference list that includes all the information sources used while carrying out this thesis. Attachments are located after the reference list and they will provide additional information and understanding for the reader to back up the main text.

2 Case: HOK-Elanto

In this chapter the main focus is in introducing the case company HOK-Elanto and the business environment it operates in. Aim is to briefly look into Finnish grocery retail industry, in terms of what is the position of the case company in the industry and who are the main competitors. It is important to make clear distinction between the traditional grocery retail industry and online grocery shopping industry, as these two business environments differ a lot. After this brief industry introduction the focus will move to the study related online grocery shopping industry and finally to the introduction of Kauppakassi, the actual service to be studied in this research.

2.1 Company Introduction

S-Group is a Finnish co-operative retail company group that consists of 22 regional co-operative enterprises and 13 local co-operative enterprises. S-Group operates in different parts of retail industry and service industry offering to its customer owners grocery stores, consumer durables, hospitality and accommodation, restaurants, traffic stores, fuel services, car sales and agricultural products (S-kanava 2013). All the co-operative societies share common customer owner driven strategy and goals established in the S-Group.

HOK-Elanto is the biggest co-operative society of S-Group and it operates in the capital area (Helsinki, Vantaa, Espoo, Kauniainen) of Finland. The offered services are based on the S-Group concept but according to HOK-Elanto's annual report 2011, their main focus is on grocery retail and fuel services (HOK-Elanto Annual Report 2011, 5).

Being part of S-Groups co-operative society means in practice, that all of the organizational operations aim to support the customer owners by providing products and services for them. Main principles of HOK-Elanto are open ownership, democratic organization leadership and division of the surplus to the customer owners. Values of HOK-Elanto are listed in most of its annual publications and the first one listed is the benefits for the customer owner. Like mentioned above the values and aims of the

company are linked together with the customer focus. Competent staffs, ability to change, responsibility and profitability are logical continuum to the list of values as they are the ways in providing benefits to the customer owners (HOK-Elanto 2010). Mission, vision and strategy are all customer driven. HOK-Elanto shares the vision with the whole S-Group and it has been summarised into sentence below.

“The most desirable and comprehensive services from customer owners own store.”(S-kanava 2013.)

2.2 Industry Introduction: Finnish Grocery Retail Industry

HOK-Elanto operates in the Finnish grocery retail industry as a part of a bigger co-operative society S-Group. To be able to position the case company in the field of the grocery industry, it is necessary to introduce the industry briefly.

At the moment two grocery retail groups mainly dominate Finnish grocery industry. The Competition Regulatory Office estimated that market shares of these two grocery retail groups covered 80 per cent of the total market in 2010 (Björkroth, Frosterus, Kajova & Palo 2012, 11). S-Group was holding the place of the market leader by 44 per cent (6,41 milliard Euros) market share and Kesko was in the second place with 35 per cent (5,08 milliard Euros). The total sales of groceries in Finland increased by 2,1 milliard Euros between years 2005 and 2010. In 2010 the total sales were 14 milliard Euros (Björkroth et al. 2012, 11). In 2011 S-Group was able to increase its market share to 45,2 per cent. (S-Ryhmä 2012, 8)

Like already mentioned in the chapter 2.1 HOK-Elanto is the biggest co-operative society of S-Group and it is operating in the capital area of Finland. What makes HOK-Elanto noticeable part of the industry is the large operational area and number of customer owners. The net sales of HOK-Elanto in 2011 were 1,779.5 million Euros where from the grocery net sales were 1,392.6 million Euros. The growth of grocery net sales when compared to the previous year 2010 were 7.0 per cent (HOK-Elanto 2012, 4-8). One reason behind the growing sales and number of customer owners (560 000 customer owners) can be seen in the trend of population moving to cities. At

the moment about 20 per cent of Finland's population is located in HOK-Elanto's operating area. Population growth in this exact area in 2011 increased by 1,2 per cent (HOK-Elanto 2012, 6).

2.2.1 Online Grocery Shopping Industry in Finland

In some European countries online grocery shopping has become a regular option next to the traditional supermarket shopping. The British consumers are a good example of consumers who have adopted this modern way of buying groceries.

In Finland the development is following couple of years behind as the big players of the grocery retail industry are still in very early stage of operating their online grocery service concepts. Both S-Group and Kesko have taken part in the competition in recent years. There are several smaller companies as well and some of them have chosen to serve very niche markets with special product offerings.

According to research conducted by Tilastokeskus in 2010, 86 per cent of Finnish consumers have access to Internet and 41 per cent had made purchases online in last three months (Tilastokeskus, 2010). From this research we can draw the conclusion that Finnish consumers are using Internet actively for different purposes. In 2011 the online sales of groceries in Finland increased by 80 per cent and this has been explained by the growing supply (TNS Gallup, 2012). The numbers of online grocery sales are still rather small and this is reason why the growth percentages seem so high.

There are several companies providing online grocery shopping services. In the grocery shopping industry the market structure is a bit different when we compare it to the grocery retail industry. The market leaders of grocery retail industry have introduced the online grocery shopping services in recent years whereas the smaller companies have couple of years more experience of the industry. HOK-Elanto and Kesko have taken part to the industry in order to serve so called big audience whereas many of the smaller companies have made the strategic decision to serve niche markets with smaller product selection. According to the development manager of HOK-Elanto's online grocery shopping service the most important competitor is Kauppahalli24.fi and it is

operating in the capital area with similar product selection with HOK-Elanto's Kauppakassi.fi (Ranua, J. 16 Nov 2012a).

2.2.2 Kauppakassi.fi Service

HOK-Elanto and Digital Foodie Ltd introduced their online grocery shopping service Kauppakassi.fi to the consumers in the capital area of Finland in 2010 and it is now operating also in Kuopio and Oulu (Foodie.fm. 2013). Kauppakassi.fi is a result of combining Alepa's selection among other stores' selection of groceries with cloud-based platform Foodie.fm. It enables consumers to do their grocery shopping online by selecting the products and ordering them to chosen location in the capital area, Kuopio or Oulu. Consumers are able to do the ordering with computers, mobile phones or tablets. There is also an option for the consumer to select the products and pick them up from chosen Alepa store. The selection of the products is based on HOK-Elanto's stores and mostly available is Alepa's product selection. Alepas are small local grocery shops. The price level of the products is the same if the customer is buying products online or buying them straight from the store available in their region. The only extra cost for the consumer from using the online store is the actual product picking cost and delivery cost (Ranua, J. 16 Nov 2012).

The actual cloud based platform consists of individual profile that collects the shopping data with smart shopping basket, and this way recognizes consumer's buying behaviour. Big part of the actual page is large number of recipes provided to the user. In total the platform includes over 8000 recipes. It also includes up to date product selection and the delivery times. Use of this type of platform allows interaction between the consumers and the seller. This social aspect is part of the web based service innovation. (Ranua, J.16 Nov 2012.) Two years after service launch HOK-Elanto is not releasing the detailed sales information of Kauppakassi. Launching this type of service at this point seems to rather about developing services in order to answer to consumers' needs and keeping the services up to date than creating massive profits.

“As a consumer cooperative, the most important objective for S Group’s grocery trade is to advocate the co-op members’ interests.” (S-ryhmä 2011, 9)

It seems that the profitability in this phase is not the main purpose of HOK-Elanto, but to be part in the service development in order to gain competitive advantage, as the future predictions considering online grocery shopping seem pretty blooming. Already in 1998 Bill Gates was sure that about 30 per cent of grocery purchases would be made electronically in 2005 (Feather 2000, 181). Finnish online grocery sales are a bit behind of Gates’ prediction but it is clear that the number is growing as the services are developed and the awareness achieved.

The knowledge of the Finnish online grocery industry is still rather small and the service providers are trying to develop the services to match the consumer expectations. Aim is to create service concept that will lead from good buying experience to loyalty.

3 Literature Review: Consumer Behaviour

Since 1950's companies have tried to understand what consumers buy, why they buy it, when they buy it, how often they use it, how they evaluate it after the purchase, the impact of such evaluations on future purchases and how they dispose of it. The relation between satisfied consumer and successful business was discovered. With deeper understanding of customer behaviour, companies can compete in the market, by knowing how to satisfy their target consumers' needs and wants. (Schiffman & Kanuk 2010, 23-28.) According to Peter and Olson (2005, 5) consumer behaviour is trying to understand "the dynamic interaction of affect and cognition, behaviour and the environment by which human beings conduct the exchange aspects of their lives."

This chapter introduces consumer behaviour from a consumer experience perspective. Two theoretical models, Consumers' Adoption Process of Innovations and Consumer Decision Making Model are introduced. In the chapter 3.3 web experience and the online consumer behaviour are explained in more depth with different components of web usability. Different parts of these models and theories aim to be combined into one coherent model in chapter 3.4 describing online consumer's decision making in adoption process of innovations.

3.1 Consumers' Adoption Process of Innovations

Consumers' adoption process of innovations is an essential part of consumer behaviour. It focuses on understanding the decision making consumer goes through in a process of using new products or services (Schiffman & Kanuk 2010, 450). According to Schiffman and Kanuk (2010, 540) there are four ways to define innovation whereas Armstrong and Kotler (2011, 182) settle for using term new product or service. As the definitions indicate, these authors mean exactly the same thing with different names. The four types of definitions for innovations are firm-, product-, market- and consumer oriented from which the consumer oriented definition is most suitable when considering the consumer experience focus of the study. In this definition if the consumer has no previous experiences of the product or service it can be defined as innovation.

(Schiffman & Kanuk. 2010, 451-452.) Hoyer and MacInnis have summarized the main meaning of innovation from consumer perspective.

“Innovation is a product, service, attribute or idea that consumers within a market segment perceive as a new and that has effect on existing consumption patterns.” (Hoyer & MacInnis 2007, 423.)

Adoption process’ aim is to clarify all of the steps consumer goes through before deciding to try the innovation (product or service) and later on deciding whether to adopt or reject the innovation (Shiffman & Kanuk 2010, 463). To understand reasons why consumers reject or resist innovations are extremely important to the marketer as too strong resistance will lead to failure (Hoyer & MacInnis 2007, 428). Peter and Olson (2005, 197) assimilate the adoption process with purchase process and they have introduced four different models with following five stages; awareness, comprehension, interest, evaluation and conviction. According to them, these 5 stages shown in the Figure 1 are primarily controlling the consumer behaviour.

↓	Awareness	↓	Awareness	↓	Attention	↓	Awareness
↓	Comprehension	↓	Knowledge	↓	Interest	↓	Interest
↓	Conviction	↓	Liking	↓	Desire	↓	Evaluation
	Action		Preference		Action		Trial
			Conviction				Adoption
			Purchase				

Figure 1. Traditional Models of the Adoption / Purchase Process. This figure represents four traditional models of adoption / purchase process with the steps consumer goes through according to Peter and Olson (2005, 198).

Hoyer and MacInnis (2007, 430) have raised very important difference between the number of steps in the adoption process which is result of how consumers perceive the innovation. Sometimes consumer spends more time on gathering information of the innovation before forming attitude and trying the service. In these cases the adop-

tion process is longer and more complex as consumer thinks that the trial involves more risks. The opposite situation is when consumer perceives the innovation to have low risk. In this situation consumer tries the service without additional information search and forms the attitude based on the experience. The difference between the steps can be seen in the figure 2.

The High Effort Hierarchy of Effects

Awareness	Information Collection	Attitude Formation	Trial	Adoption
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The Low-Effort Hierarchy of Effects

Awareness	Trial	Attitude Formation	Adoption
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Figure 2. Adoption Decision Process. This figure represents the difference between the steps of high-effort hierarchy of effects and low-effort hierarchy of effects in the adoption decision process. (Hoyer & MacInnis 2007, 430.)

Armstrong and Kotler (2011, 182), Schiffman and Kanuk (2010, 463) and Hoyer and MacInnis (2007, 430) have separated adoption process from purchasing process and they introduce the adoption process with five similar steps. To avoid mixing adoption process with purchasing process, the adoption process is chosen to be introduced based on the three theories of the authors mentioned above. The five steps based on their theories are listed below.

- Awareness: consumer is being exposed to the innovation and becomes aware of it. At this stage consumer realises the options but does not have enough information to make any decisions about them.
- Interest: consumer is looking for information about the innovation he or she is interested in.

- Evaluation: consumer considers based on the found information whether to try or not to try the innovation. The decision to try relies on the evaluation of the consumer whether he or she believes the innovation will satisfy his or her need.
- Trial: consumer tries the innovation on a limited scale to find out if the need can be satisfied.
- Adoption: consumer will continue using or purchasing the innovation if the trial satisfied the need. (Armstrong & Kotler 2011, 182; Schiffman & Kanuk 2010, 464.)

This simple process shown in figure 1 has been criticised by Schiffman and Kanuk (2010, 464) and according to them it is lacking some crucial steps like problem recognition, post adoption and post purchase evaluation, which are parts of Consumer Decision Making Model (attachment 1) The following figure represents the adoption process where the lacking steps are included in more complex and comprehensive manner.

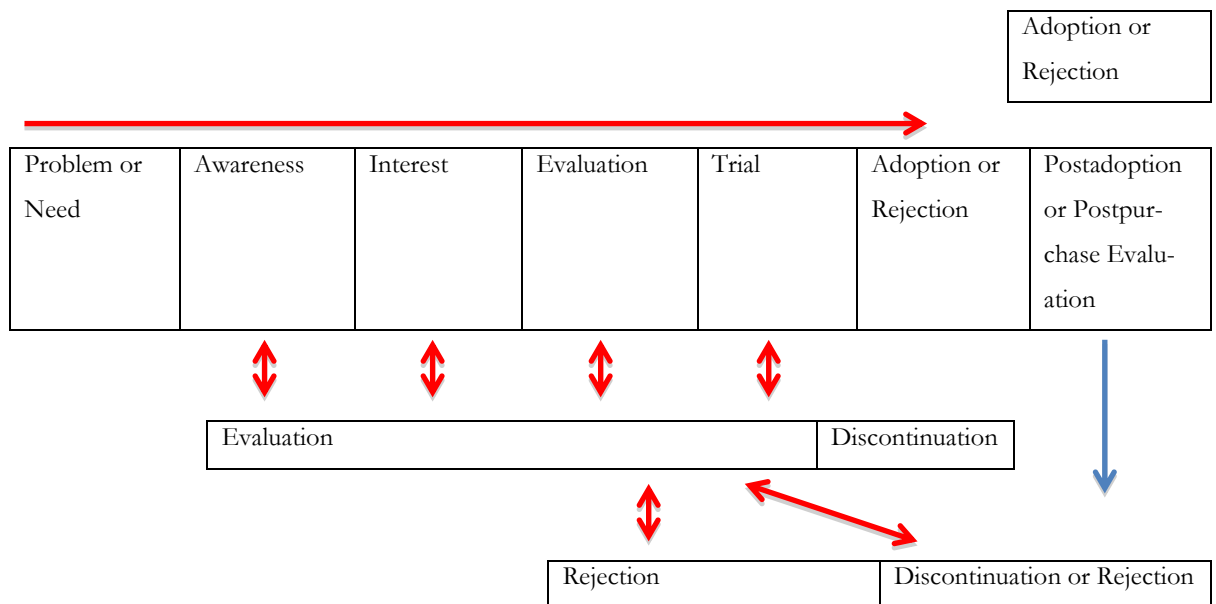


Figure 3. An Enhanced Adoption Process Model. This model represents the steps consumer goes through in the adoption process of services and products according to Shiffman and Kanuk (2010, 464).

3.2 Consumer Decision Making Process

In this chapter Shiffman and Kanuk's (2010, 483) model of consumer decision making is introduced in order to understand all the influences that affect the process consumer goes through when acquiring products or services. Picture of the model can be found from the attachments (attachment 1). What makes the model different from the consumers' adoption process of innovations is the focus, the complexity and the comprehensiveness of it. It includes factors that have a great impact on the consumers' decision making such as firms' marketing efforts and the surrounding sociocultural environment. The comprehensiveness is built on understanding both emotional and cognitive factors affecting the consumer decision making. But it has to be remembered that this model is not created exclusively to analyse adoption process of innovations but rather any decision process consumer goes through when doing purchases.

Consumer decision making have been defined usually on the cognitive thinking of consumers like in Peter and Olsen's definition. According to them consumer decision making is "the cognitive processes by which consumers interpret information and integrate that knowledge to make choices among alternatives" (Peter & Olsen 2005, 547). Shiffman and Kanuk's definition takes the emotional factors into consideration. According to them consumer decision making is "the process of making purchase decisions based on cognitive and emotional influences such as impulse, family, friends, advertisers, role models, moods, and situations that influence purchase"(Shiffman & Kanuk 2010, 36). The consumer decision model tries to clarify connections between psychological, social and cultural influencers in a framework describing consumers' decision making in relation to the actual buying process.

Even though this consumer decision model seen in the attachment 1 is not primarily created for online consumer behaviour purposes but it has been verified by numerous authors that the process consumer goes through offline or online includes similar steps. Existing major differences between the behavioural decision making are usually related to individual consumer rather than to the buying environment. On the other hand the online buying behaviour has enhanced the information search on a new level and consumers are able to do purchases 24/7 (Dasgupta 2006, 338). These differences

will be explained as we go through all the steps of consumer decision making model and in depth in chapter 3.3 where online consumer behaviour is introduced in details.

3.2.1 Input: External Influences

In the consumer decision model the external influences represents sources of information that will affect consumers' perceptions of the service and this way have an impact on the decision making. These sources of information can be for example the marketing efforts of the selling company or the sociocultural environment surrounding the consumer. (Schiffman & Kanuk 2010, 483.)

Hoyer and MacInnis (2007, 397) include marketer-dominated sources of influence, such as advertising and websites, and non-marketer dominated sources of influence, such as news, family and friends under the same group of social influences. In this research more defined separation between these two very different groups of influencers is needed and this is why Schiffman and Kanuk's definitions are more suitable.

Firm's Marketing Efforts are meant to help consumers' decision making process towards the adoption decision by creating an image that links the product or service with the target market's preferences. Marketers use market segmentation, targeting and positioning strategies to find the most suitable way to reach the target audience (Hoyer & MacInnis 2007, 35). Other marketing efforts surrounding the product or service are the promotional efforts to raise awareness and positive perceptions by choosing distribution channels to reach the potential consumers. Companies that know their target audience can have a great impact on the consumer decision making with efficient positioning. This impact can be enforced or diminished by other influencers such as sociocultural environment factors. (Schiffman & Kanuk 2010, 483-484.)

Sociocultural Environment's impact is based on non-commercial influences and sources of information. The impact of sociocultural environment can be seen in different ways of evaluating products and services and eventually it has impacts on the adoption decision. Consumer belongs to certain culture and a different social group which's opinions and values related to the product or service has an impact on the consumers'

opinions and values. News paper articles and social networks online can also be included into the sociocultural factors. (Schiffman & Kanuk 2010, 484.)

3.2.2 Process: Consumer Decision Making

In the model of consumer decision making the middle part represents the steps of the actual decision making. Starting with consumer's realisation of a need, proceeding to information search and finally evaluating the solution options consumers have found to fulfil their needs. In the model next to these steps are internal influences, which represent consumer's needs, awareness, how consumer searches information and evaluate the alternatives. These internal factors have a direct influence on the consumer decision making. (Schiffman & Kanuk 2010, 484.)

In this stage of the consumer decision making consumer needs to acknowledge the problem in order to proceed to the decision making. Information search is the tool consumer uses to form an attitude and make the decision. (Hoyer & MacInnis 2007, 193.)

Psychological Field

- Motivation is the driving force within individuals that impels them to action” (Schiffman & Kanuk 2010, 106). Motivation arises from realisation of a need that has not been fulfilled or a desire for something consumers craves for. Without a feeling of need or desire consumer will not consider or search for alternatives. This internal factor can be affected by external marketing efforts in order to arise the need or desire. This can also be the acknowledgement of a problem. (Hoyer & MacInnis 2007, 193.)
- Perception is “the process by which an individual selects, organizes, and interprets stimuli into a meaningful and coherent picture of the world” (Schiffman & Kanuk 2010, 175). Consumer's perceptions of the world are related to their needs and desires. Stronger the need or desire is, stronger the awareness related to the relevant stimuli is. Successful marketing efforts such as positioned advertisements can be considered as stimulus for consumer perception.

- Learning is “the process by which individuals acquire the purchase and consumption knowledge and experience that they apply to future related behaviour” (Schiffman & Kanuk 2010, 210). Acknowledgment of need is the base for motivations that then leads to learning. Individuals can use different sources for information and not all the sources are intentionally sought, they can be incidental (for example some advertisements). Marketers’ aim is to understand the consumers’ motivation in order to teach them about their products or services capability to fulfil the consumer need.
- “Personality can be defined as those inner psychological characteristics that both determine and reflect how a person responds to his or her environment” (Schiffman & Kanuk 2010, 136). Even though every individual has different personality there can be found similar traits that can be used to categorize different consumers. Appealing to the personality traits of target audience is one of the marketers’ way to influence the consumer decision making.
- “Attitude is a learned predisposition to behave in a consistently favourable or unfavourable way with respect to a given object” (Schiffman & Kanuk 2010, 246). In marketing sense the object can be identified for example as product, service or brand, and consumers attitude towards these can be based on their own experience, advertising or other peoples shared opinions.

Need Recognition is the first step of the consumer buying process by Armstrong and Kotler (2011, 484) as it is in the consumer decision making model by Schiffman and Kanuk (2010, 484). Armstrong and Kotler have not introduced the external influences that are explained in the chapter 3.2.1 or the psychological internal influences explained in the beginning of this chapter as part of their buyer decision process but they also acknowledge their role in the need recognition. Need recognition can be described as consumer acknowledging a problem and this acknowledgement is triggered by external and/or internal influences. (Armstrong & Kotler 2011, 484.)

Prepurchase Search begins after the need recognition when consumer realises that there might be a product or service that could fulfil the need. Product or service related information search is strongly dependant on the product or service and the buyers’ relation to it. If consumer has no previous experience or information about a product or

service or if the perceived risk of the purchase is high the prepurchase search is ought to be more extensive than of a product or service that he or she is familiar with. Consumers' want to do better decisions is the main motivation behind the prepurchase search (Hoyer & MacInnis 2007, 206). Search process can consist of internal or external sources or both. (Schiffman & Kanuk 2010, 485.) According to Armstrong and Kotler (2011, 180) commercial sources are the biggest sources of information whereas the most effective sources are personal sources, such as information received from family, friends and neighbours. Internal search is based on the information consumer has already and this could be for example past experience. External sources of information are marketing and non-commercial information. Prepurchase search can be either success or failure from marketing point of view. Prepurchase search is failure if consumer fails to find necessary information related to the need and he or she will not proceed in the consumer decision making process. This is called search regret. With good service, available need related information and availability of the product or service the sellers can prevent search regret situations. (Shiffman& Kanuk 2010, 486)

Evaluation of Alternatives begins if the prepurchase search is successful. Already during the information search consumer compares his or her findings of different products or services. According to Sciffman and Kanuk (2010, 488-489) consumer evaluates alternatives based on the brand and a criteria created to evaluate the brand.

The set of brands consumer have chosen to the evaluation is excluding brands that the consumer thinks are not acceptable or do not have any advantage to offer. Brands that are considered as the option to fulfil the need are called evoked set and usually consumer knows these brands and believes they are able to create the needed value. The reasons why some brands will not be included in the evoked set are strongly related to positioning and advertising issues. For example lack of advertising or wrong positioning can lead to a situation where target audience is not aware of the product or service and for this reason cannot consider it as an alternative. Also product or service quality comparisons might be the reason to exclude brand from the evoked set. From this we can draw a conclusion that firms can affect to the consumers decision making by tar-

getting and positioning carefully and this way raise awareness of their brand and product or service. (Schiffman & Kanuk 2010, 488)

Consumer's criteria created to evaluate brands depends on the product or service and it is usually based on attributes that are considered important in the product or service. Based on researches when consumer evaluates brands the importance of trustworthiness is rated more valuable than expertise. Other attributes consumer takes into consideration are quality, perceived risk and information costs. (Schiffman and Kanuk 2010, 490.) It has to be taken into consideration that the criteria is more complex when there are risks related to the purchase and the product or service can be described as high involvement product or service. Some products consumer buys purely based on intuition. (Armstrong and Kotler 2011, 181.) By understanding the criteria consumer uses to evaluate the product or service firms are able to create desired products or services and they are able to market them in a way that emphasizes all the right attributes.

3.2.3 Output: Postpurchase Evaluation

After evaluating the options consumer makes the decision to purchase or not to purchase. The alternative consumer will most likely choose has ranked best in his or her personal criteria. (Armstrong and Kotler 2011, 181.) Output stage in the consumer decision model basically deals with the activities incurring after the actual decision to purchase.

Purchase Behaviour consists of three different types of purchasing behaviour which are trial purchase involved with product or service innovations, repeat purchase which is involved with already familiar product or service and long term commitment with durable goods which enables trial purchase. When consumer has never tried or purchased product or service before it can be called as trial purchase. Usually consumer will try to get so called sample product or service and avoids buying big or expensive products or services without knowing if it is able to fulfil his or her need. Positive trial purchase experience with evaluation has effects on future decisions and more possibilities to lead towards repeat purchases (Hoyer & MacInnis 2007, 254). Repeat purchase can be considered as brand loyalty. In this situation consumer perceives the product or service to

be superior by its attributes when compared to others he or she has tried. Some products and services consumer is not able to try without long term commitment and an example of this could be washing machine or telephone subscriber connection contract. (Schiffman & Kanuk 2010, 498.)

Postpurchase Evaluation is basically the result of the comparison consumer does between his or her expectations with the actual experience of the service or the performance of the product. There are three options of the results according to Schiffman and Kanuk (2010, 498-499) and they listed them in a following way;

- Neutral Feeling: the experience/performance is similar with the expectations.
- Positive disconfirmation of expectations: the experience/performance is more than consumer expected.
- Negative disconfirmation of expectations: the experience/performance is less than consumer expected. (Schiffman & Kanuk 2010, 498.)

If consumer decision making would always proceed logically the neutral feeling would lead to buying again, the positive disconfirmation would lead to satisfaction and customer retention, as consumer believes to receive value. Negative disconfirmation would lead back to evaluating alternatives. Sometimes customer retention is not result of consumer satisfaction but it is more related to the brand image perceived by the consumer. In some cases when consumer is evaluating service alternatives by going through the purchase decision making process he or she decides not to change the service provider. This type of not making changes decision is related to the consumer's culture and to the high contact service type. (Schiffman and Kanuk 2010, 499-500.)

Consumer satisfaction or dissatisfaction is not only a result of product or service meeting/not meeting the needs of consumer but it is also about the entire experience and level of service. Consumer satisfaction or dissatisfaction is not continuum and satisfying consumer experience not necessarily mean that consumer will experience the service the same way next time. It should be anyhow stated that if trial buying process is

positive experience it more likely leads to repeat purchases. (Hoyer & MacInnis 2007, 279-280.)

3.3 Web Experience

As explained in the chapter 3.2.1 consumer decision making can be influenced by the marketers in multiple ways. One of these ways is providing the access to the product or service and creating consumer friendly buying environment. In online buying environment companies influence the decision making by using traditional marketing tools, offering web page with excellent online functionalities, information and products or services (Constantinides 2004, 112). Constantinides has defined web experience as follows;

“Web experience can be defined as the consumer’s total impression about the online company resulting from his or her exposure to a combination of virtual marketing tools under the marketer’s direct control, likely to influence the buying behaviour of the online consumer.” (Constantinides 2004, 113.)

This chapter focuses on opening up the concept of the most important part of web experience; web usability and clarifying the connection between online consumer decision making and web usability.

3.3.1 Online Consumer Behaviour and Decision Making

Online consumer behaviour and online decision process have a lot of similar components with the traditional consumer behaviour. On the other hand there are differences in new buying environment and information search process that have to be taken into consideration when marketers operate with online consumers. If companies are able to take the advantage of understanding the online consumer decision making when developing their online strategies they can affect the decision making process by web page designs, online marketing, market segmentation and product variety. (Lohse, Bellman & Johnson 2000, 19.)

According to article written by Gerald Lohse, Steven Bellman and Eric Johnson (2000, 21) online buying behaviour is affected by the time consumer spends online. In the research analysed in the article they found out that the amount of time consumer spends online is in relation to the likeliness of doing purchases online. This leads to the assumption that online services targeted for consumers that are already accustomed to do online purchases are more likely to reach customers with less effort. In the same research it was found out that income levels do not have a similar affect to the likeliness to purchase online. Consumers with different income levels are as likely to do online purchases but the amount on money spent varies according to the income (Lohse et al. 2000, 24). This needs to be taken into consideration when targeting certain consumer segment and setting the suitable price level according to the segment.

The online buying environment has also had a huge impact on the consumer decision making process' prepurchase search (introduced in the chapter 3.2). The way the new environment has changed the prepurchase search has been researched by Sylvain Senecal, Pawel Kalczynski and Jacques Nantel. They conducted research on how consumers' decision processes differ according to the decision to or not to use product or service recommendations sites. The results indicated that consumers who use recommendation sites to help make the decision have more complex and time consuming online buying behaviour than the ones who decide based on their own experience and preferences. (Senecal et al. 2003, 14-15.)

Web page and its usability are considered as members of the online environmental factors of consumer buying behaviour. Both of these factors are something that can be controlled by the marketers and should be taken into consideration in order to create consumer friendly buying environment. (Constantinides 2004, 112.) If marketers tend to have an impact on their customers decision making in online environment they need to understand how the environment they create for the consumer can benefit them and lead to the purchase decision.

3.3.2 Web Usability

Web usability can be stated as one of the main parts of the web experience. Constantinides has listed seven factors that form the concept of web usability. These seven factors are “convenience, site navigation, information architecture, ordering/payment process, site speed and find ability/accessibility” (Constantinides 2004, 114). Steve Krug (2006, 50-51) shares the same understanding of web usability factors with Constantinides but he has also added web page design and usability testing to the list. This sub chapter will briefly open up those factors in order to gain understanding of how marketers can have a positive impact on consumer purchase decision by creating web page.

According to Krug (2006, 5) usability can be defined as “making sure that something works well: that a person of average (or even below average) ability and experience can use the thing – whether it’s a Web site or a fighter jet.” In marketing sense web page and its offerings with excellent usability will create value for the customer and lead to the purchase decision. The key to excellent usability is creating a platform for purchasing items or services that is so easy to use that it requires no additional brainwork that would distract the consumer from the main task of fulfilling the need. In practise this can mean how the web designer has named the buttons on the web page. If it is obvious for the user it will not distract him or her from the main task and it will make the usage effortless. (Krug 2006, 11-19.)

When consumers are looking for something online their decisions are not always logical. Most of the time consumers make decisions in a hurry and clicking through site is an illogical set of clicks. As a safe place to get lost, online environment enables finding the way back to the place you started from and this is why consumer will not spend a lot of time thinking before clicking. What is to be stated in online consumer behaviour is that consumers will not spend time on understanding the components built on the page. Even though every consumer has a little bit different way of using web pages there can still be common preferences and ensuring usability is a way for the marketer to lead the consumer towards the wanted direction. (Krug 2006, 22-25.)

When designing web page there are several key issues to be taken into consideration. First of them is clear information architecture, in other words visual hierarchy, that can be created with font size, colour or positioning. A good framework for information architecture can be imitated from for example newspapers, where from people have used to pick up the most important things quickly. Logic relations inside the page should be enhanced with visual relations and also the location of hierarchical items. Wording should be kept minimal, as online consumers tend to glance through the page and click the first interesting tab or button. (Krug 2006, 35-43.)

There has been established some written rules for site navigation and most of the web pages are built based on these rules. Home page is the first information online consumer will face when entering the page and according to Krug it needs to tell the visitor straight away what the page is about, what is available on the page, what can the consumer do on the page and why the consumer should be on the page. Tagline, welcome text should be on every home page and the site ID should follow as consumer proceed on the page. What makes good navigation is including clear and simple search, page name, you are here map and visibly clickable buttons and tabs on the page. (Krug 2006, 54-62.)

Things that consumers find difficult or frustrating to use should be avoided in web designing. Krug has included unnecessary introductions, hiding necessary information, asking unnecessary information and just plainly having poor visual design on a list that web designers should avoid. Understanding what people want to do on your site and providing all the necessary information effortlessly for them is the key to success in web usability design. (Krug 2006, 162-167.)

3.4 Theory Overview: Online Consumer's Decision Making in Adoption Process of Innovations.

The aim of this chapter is to combine and briefly revise all the important parts of the theoretical models presented in the chapters 3.1 to 3.3 and present one coherent model (attachment 2) created exclusively to explain consumers' trial buying process of service innovation in online environment.

Theory behind Consumer's Adoption Process of Innovations aims to help marketers to understand the decision making consumer's go through when using new products or services. Figure 1 and figure 2 represent the adoption process of innovations but still they are lacking crucial points that are included in the Consumer Decision Making Process (attachment 1). So far there has not been a model that would include all the factors affecting consumers' adoption process of services in online environment. By combining all these models with theoretical facts about online buying environment and consumers' behaviour in the online environment the aim is to have a theoretical base for this research.

What makes this combined model different from the previous models is acknowledgement of the new and different buying environment that empowers the consumer with limitless information search and has no time limitations. All the factors that are different for the consumer in this new environment are also different for the marketer. Consumers behave online in a certain new way and marketer needs to understand how to persuade consumers and fulfil their needs. Marketer needs to remember that in online environment the amount of external influencers is much higher than in offline environment as all the forums and social networks are available for the consumer. It has been stated that the limitless amount of information can be harmful when considering the purchase process. When marketers learn to understand how customers behave in online environment and how do they make their decisions, they will be able to target their services more efficiently and increase their sales.

In traditional offline environment marketers use several different ways to influence the consumer. They use pricing, advertising, promotion and channels of distribution to sell more of their services and products. These same tools are used in the online environment but in totally new way. The sociocultural environment is remarkably more extensive in online environment than in offline environment. Online environment has enabled the growth of social networks and forums, which can reach millions of consumers but are not controlled by the marketers.

4 Research Methodology and Implementation

This thesis combines consumer oriented data that has been collected through primary and secondary research in order to find answers to the research question and investigative questions presented in the chapter 1.2. Secondary data is mostly based on publications of different authors on consumer behaviour, online consumer behaviour and web-usability. Qualitative research was decided to be used for qualitative research. Interviewing and observing offered the most accurate results when considering the objectives of this study.

The decision between using qualitative and/or quantitative research was not easy. If there would have been enough resources to conduct both research methods, both would have been done but time as well as the bachelor level thesis requirements has restrictions and this is why there needed to be choice between the methods. Qualitative research ended up to be the best choice, as the case company had not conducted research with similar objectives before. Because of the nature of the objectives and investigative questions the qualitative research had the most potential of giving useful informative and accurate answers. In order to develop the Kauppakassi service, qualitative research offered more detailed answers with helpful opinions and experiences of users.

Qualitative research method pursues to understand consumers on a deeper level. This understanding might try to solve for example how certain service component affects the consumer and if it has any effects on how they behave. Qualitative research can be described as exploratory. Exploratory research is aiming to give insight into certain situation by using small not too well defined sample. The answers it provides are usually seen as tentative and they provide base for further research and development. (Silverman 2005, 9)

“Exploratory research tends to tackle new problems on which little or no previous research has been done” (Brown & Saunders 2006, 43.)

4.1 Research Design

This research design was created to give clear structure for collecting and analysing data in order to find answers to the research problem and investigative questions. According to Schiffman and Kanuk (2010, 46) qualitative research is more suitable primary research form when the goal is to find new ideas for marketing purposes. Because of the nature of the research problem and investigative questions the research design needed to focus more on finding qualitative data with deeper and more informative answers. This is why the importance of well formulated questions and thorough observation became significant when aiming for reliable research results. Needed data was collected with interviews and observing the respondents.

After thorough comparison of the research methods this research was limited only to the qualitative research. Reason for this was to get the maximum benefit for the case company and matching the research scope with the bachelor level thesis qualifications. Data collection of this research is combining interviews and observations. I chose to build my research tool around Customer Journey Mapping which is a tool used to map out the customer experience. More detailed introduction of this tool can be found from the chapter 4.3.4.

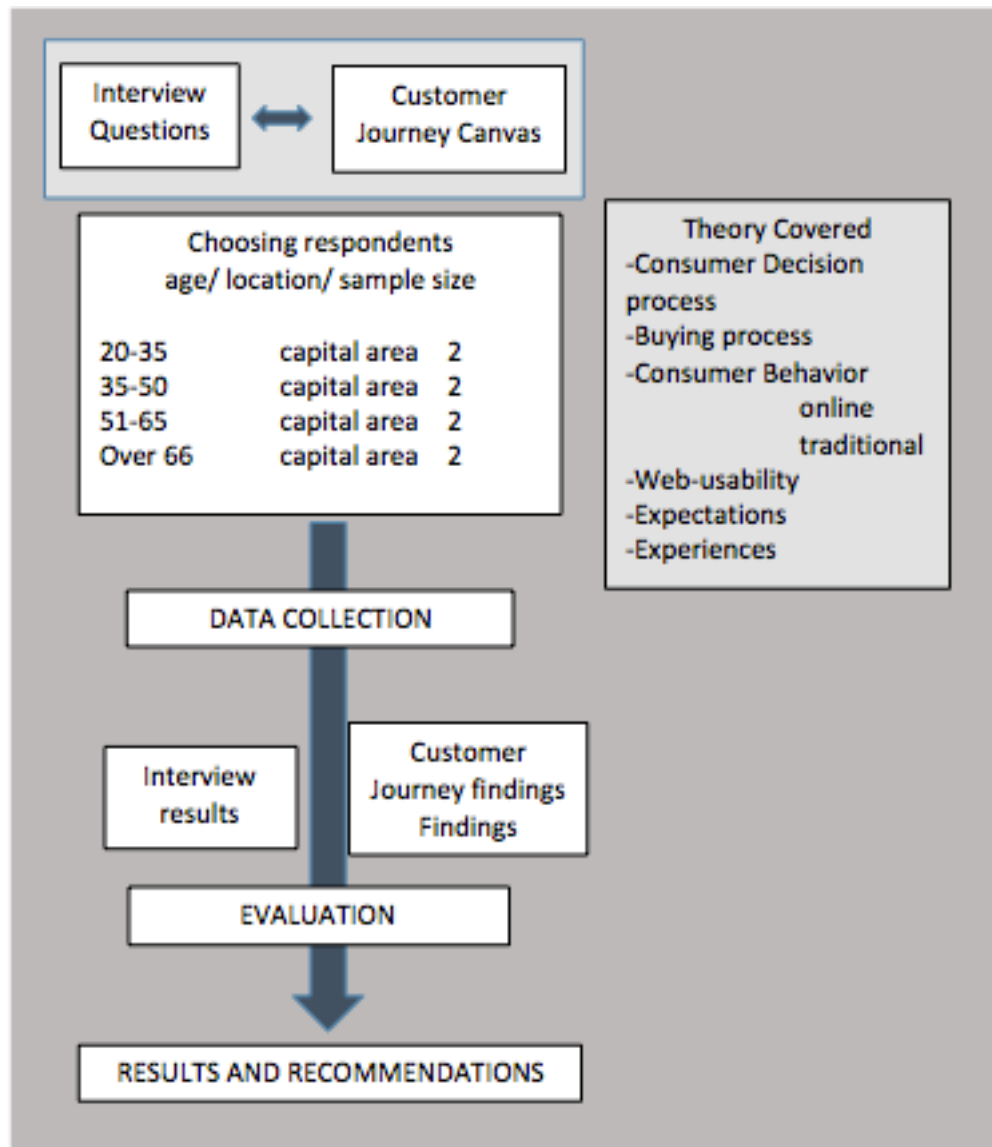


Figure 4. Qualitative research design of consumer’s trial buying process of service innovation. Figure starts from forming the questions all the way down to results and recommendations covering the theory framework.

Like shown in the figure 4 data collection began with interviewing. During the interviews goal was to receive all the needed information of consumers’ current grocery shopping habits, internet usage and preconceptions towards the modern way of shopping. All the interviewing questions were formulated with this thought in mind. Interviews were followed by observations of the consumers using the online grocery shopping service Kauppakassi for the first time in her/his life. Observation of the process of buying is useful way to understand relationship and possible problems between consumers and the products or services (Shiffman and Kanuk 2010, 54). In this observa-

tion phase the consumer was placed in the post decision phase of the Online Consumers' Decision making in Adoption Process of Innovations model (attachment 2).

Trough observation I aimed to find out how consumer behaves when shopping groceries online for the first time, how well the buying environment supports the trial buying process and how does the environment affect the adoption decision.

Observation begun when respondent registered to the new service and ended when consumer decided to buy products online or decided to leave the page without buying. After the observation the session was followed by couple of questions concerning the trial buying process the consumer recently experienced. With the questions after the observation I tried to find out how customer experienced the trial process and if the trial buying process leads to adoption.

4.2 Research Sample

This research was conducted to a clearly defined population in sense of location and the sample could be described as stratified random sample (Castillo 2009). Chosen population was divided into age groups and then random respondents were drawn from each group (Shiffman & Kanuk 2010, 64). Case company wished to receive information from different genders and ages as they considered all the inhabitants of certain area to be their target audience (Ranua, J.16 Nov 2012). Kauppakassi service is currently operating only in the capital area of Finland and all the respondents needed to fulfil certain qualities listed below:

- Respondent needs to live in the capital area of Finland as Kauppakassi service is available in this certain area. Definition of capital area of Finland covers Helsinki, Kauniainen, Vantaa and Espoo.
- Gender of the respondents does not matter as far as approximately 50 per cent of the respondents are female and the other 50 per cent males.
- Age of the respondent should be between 20 and 70 years. Goal was to find respondents of different ages.
- Respondent have never used any online grocery shopping service before in Finland or in another country. This does not rule out other online stores selling other goods.

- Respondent should have the possibility to use internet in his/her personal life.

Determining of the sample size was at the same time challenging and very important in order to get repetition in respondents' behaviour and this way have the possibility to make conclusions based on the analysis (Burns & Bush 2006, 380). When deciding to limit research only to find qualitative answers the amount of respondents needed to be diminished. It was decided that the research would be conducted as many time as the responds would start to repeat themselves. When the reactions and answers of the respondents started to repeat them selves all the needed data had been collected. In this research eight respondents were interviewed, observed and analyzed.

4.3 Data Collection

All the data was collected through interviewing and observing the respondents during March and April in 2013. With interviews and observations research can provide new ideas for the product designing and positioning (Schiffman and Kanuk 2010, 47). This subchapter explains the interview circumstances and questions in details. All the interviewing questions were formulated to support the observation phase where the respondents were placed in the trial buying process. Customer Journey Mapping was mostly important tool in analysing the results of the interviews and observations but the structure of it needed to be taken into consideration when planning the interviews and observations. That is why this analysing tool is also introduced already in this chapter.

Each respondent had the interview and observation one after the other during one research session that lasted approximately 1.5 hours. Every respondent was interviewed and observed individually. Research sessions were held in couple of different locations in the capital area of Finland but the circumstances were similar for each respondent.

4.3.1 Interview and observation

Research sessions began with interview that concerned respondents' traditional grocery shopping behaviour and his/her expectations of the online grocery shopping (attachment 3). After the interview questions the testing part was explained in details to the respondent. The rules of the testing and observer's role were explained and permission to film the testing part was requested. During the testing observer did not intervene in any way but let the respondent to make his/her own decisions. After the testing part a few final questions were asked about the experience consumer went through.

Atmosphere during the interviews and observations was kept very relaxed. Relaxed atmosphere helps the respondent to give honest answers (Shiffman and Kanuk 2010, 47). The situation could be described as casual discussion about the chosen topic. It was made very clear that the objective of the entire research session was to find out how respondents would behave in a real life situation. Before the actual testing of the Kauppakassi service the interviewer gave instructions. Following instructions were given to each respondent:

- Try to find S-Group's online grocery shopping service on your own.
- Use the website primarily to find the products you would need to buy home at the moment.
- Try to behave as there was no one else in this room with you.
- If you feel like you need to ask something feel free to ask but try always first to find out the answer on your own.
- Observer might ask some questions about your decisions and feelings during the testing. Answer to these questions as honestly as you possibly can.
- Testing will be recorded with video camera. The films are only used for research purposes of this study and they will never be handed out to any outsider.
- Your identity will never be revealed.
- You are free to stop at any time and after finishing the testing there will be a couple of questions asked from you. Try to answer to these questions honestly and based on the experience you just had.

Interview was followed with the testing phase when the respondent tried out the Kauppakassi service and the interviewer conducted the observation. Respondent was able to choose between PC laptop and Mac laptop. It was important that the computer in use would be easy for the respondent to use. Observer took notes during the entire research session with a lap top and the whole session was also recorded. During the observations feelings and reactions to different situations were vitally important and this is why recording everything ensured that none of the reactions would get over seen.

4.3.2 Customer Journey Mapping

In this research Customer Journey Mapping and Customer Journey Canvas represent important tools which have been used to build up the research design in order to collect, categorize and analyse data.

“A customer journey map is a very simple idea: a diagram that illustrates the steps your customer(s) go through in engaging with your company, whether it is a product, an online experience, retail experience, or a service, or any combination.” (Richardson 2010.)

There are several ways to map out the journey customer goes through and Customer Journey Canvas (attachment 4.) is one of them (Stickdorn & Schneider, 2010). Customer Journey Canvas is divided into three different parts, which are re-service period, service period and post service period. These three parts can easily be assimilated with the Input, Process and Output of the Online Consumers’ Decision Making in Adoption Process of Innovations model (attachment 2.). In pre-service period it is important to understand marketing channels, target audience and all the influencers surrounding them. Service period is concerned with the actual experience customer goes through and this is the output of the service design and very crucial part of successful adoption process. In post service period it is important to ensure that customers’ expectations were fulfilled to reach customer satisfaction and loyalty. (Stickdorn & Schneider, 2010.)

The similarity between the steps of the Customer Journey Canvas and the Online Consumers' Adoption Process of Innovations model makes this analytical tool accurate and easy to use. All parts of the research go logically in order with the canvas and with the theoretical model. Interview, testing, observing and close up questions with the respondents can gather all the needed data of the journey customer goes through when using the online grocery shopping service.

To ensure the accuracy of the data categorization and analysing tool the Customer Journey Canvas was modified to match the research questions. Modifications can be seen when comparing the modified Customer Journey Canvas used in this research (figure 5) and the original Customer Journey Canvas from Stickdorn & Schneider (2010) (attachment 4). Main differences are the service period steps that have been changed to match steps of the Kauppakassi online buying process. Pre service period and post service period blocks in the Customer Journey Canvas were used for collecting and analysing interview questions. Service period blocks are used to collect and analyse the trial buying process of the Kauppakassi service. Each respondent's testing process was categorized on individual Customer Journey Canvases (attachment 5). All the separate canvases were combined together to do the final analyses of the research findings.

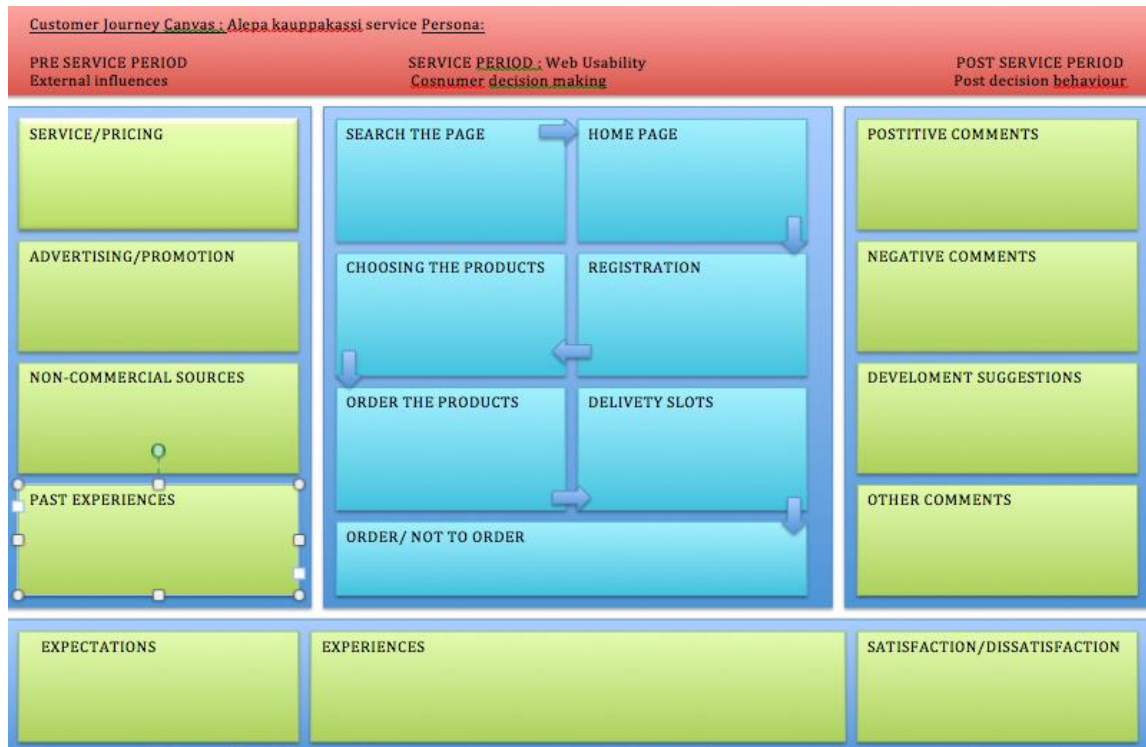


Figure 5. Modified Customer Journey Canvas. This canvas was used as the main tool for collecting and analysing the results of this research. This Canvas includes, starting from the left, pre service period, service period and post service period.

4.4 Data Analyses

Data analyses of this research consisted of several steps especially designed for analysing qualitative data. Qualitative data analyses focuses on the context of the research rather than generalization of the results and this makes the process a bit different from quantitative data analyses.

“What this means is that qualitative data analysis tends to be inductive—the analyst identifies important categories in the data, as well as patterns and relationships, through a process of discovery.”(Sagepub 2013, 325.)

Following steps were used when analysing the data of this research:

- Documentation of the data and the process of data collection.
- Organization/categorization of the data into concepts.
- Connection of the data to show how one concept may influence another.

- Corroboration/legitimization, by evaluating alternative explanations, disconfirming evidence, and searching for negative cases.
- Representing the account (reporting the findings) (Sagepub 2013, 325.)

Logical order and repetition of the steps assures that information is analysed as versatile as possible. After collecting the needed data by recording and taking notes very detailed script was prepared of every session including the interviews and behavioural factors. From these scripts all the research related issues were chosen and placed on individual Customer Journey Canvas. An individual Customer Journey Canvas was prepared of each respondent and finally compared these maps to each others. This way it was possible to map out all the factors that affected negatively or positively to the adoption process. From the issues concerning the customers one combined canvas was prepared (attachment 6) that shows the biggest problem areas and on the other hand the biggest success areas. Main focus has been placed on the issues that seemed to be repeated in each individual testing session.

Reading through the notes of each individual interview and going through the Customer Journey Canvases it was possible to find connections between certain issues which seemed to be related for example to the age of the respondent. With these types of connections it could be possible to find the most suitable target audience for the shopping environment or for the price level. If these types of connections are found they should be questioned and this way made sure that the data has not been analysed from one-sided view. Final step will be reporting the findings in the most suitable way. Combined Customer Journey Canvas will be one of the visual tools to represent the findings. It will be the best way for the reader to see the entire trial buying process and all the different success and failure points painted on the journey customer goes through on one clear picture.

4.5 Validity and Reliability

Measuring and defining the measurements of the validity and reliability of qualitative research can differ when comparing different authors. Measuring the validity and reliability of quantitative data is strongly based on the numeric results of the research and

the ability to generalize the results to the public. For qualitative research there are no such clear measurements that would have been established as the purpose of the study is usually concerned with generating understanding on certain issue. The reliability and validity of qualitative research is strongly dependant on each individual research. When ensuring the reliability or in other words dependability inquiry audit and using several data collection methods could be used as one of the methods to ensure validity and reliability. (Golafshani 2003, 601-603.)

Research design of this study was discussed already before conducting the research in terms of reliability with other students as well as teachers. Concerns of creating valid and reliable results were raised from the beginning of planning this research and all received recommendations, advice and criticism were taken into account before starting the research. Research was established based on several theories and recommendations.

One of the main ways to ensure the ability to receive dependable results was to create clear criteria for the respondents and ensure that all of them are able to take part in the research in terms of understanding the questions and being able to use the online system. The validity and reliability of this research could have been increased with framing smaller target group to be studied but in this case the wish of the case company was respected and the study was conducted to a larger target group.

The list of interview questions was created based on the theoretical concepts of consumer behaviour to give deeper look into the online consumer behaviour in the use of the chosen service. Service functionalities were also studied well before forming the interview so the questions would cover the need for pre and post information. Interview questions would have not been enough to ensure the reliability and validity of the study and because of this observation was chosen to be the second qualitative research method used in this study. Golafshani (2003, 602) uses term triangulation of the use of more than one research method in one study and states that it will strengthen the study. After designing the research it was tested with one respondent and completed on several parts to serve the purpose more accurately.

This study consists of eight individual interviews and observations. Repeating the interview and observation several was necessary in order to make assumptions and conclusions on the results. These results are not compatible for generalization but they will provide understanding on how consumers of different ages and genders experience the service and because of this they serve the purpose of this study. Different authors see the importance of generalization as the measurement for the validity differently when it comes to qualitative research. (Golafshani 2003, 603.) Golafshani has compared the views of Stenbacka and Patton, and whereas Stenbacka states that ability to generalize the results is a measure of validity in qualitative research Patton states that the measure of validity is truly dependable on the research and the generalization is not the measure of validity in each case. In this study the purpose is not to be able to generalize the results to the entire public.

5 Research Results

In this chapter the research results are presented. Firstly research variables are listed in terms of providing background information of the respondents' genders, ages, similarities and differences. Background information is followed categorized data that is presented on a one combined Customer Journey Canvas that includes the major findings of the data collection. Combined Customer Journey Canvas can be seen in the attachment 6 and it is recommended that readers follow the canvas while reading through this chapter. Both this chapter and categorization of the results are clearly divided into three parts, Pre Service Period, Service Period and Post Service Period in order to provide clear and easy to follow results.

5.1 Research variables

All the results are based on the trial buying process testing sessions that were done with eight consumers aged between 20 and 70 years. Respondents were of different ages and genders but they shared one common trait; to all of the respondents this was their first time using any online grocery shopping service. Each respondent's answer was equally valuable when considering the results. Five of the eight respondents were women and three of the eight were men. Youngest respondent was 24 years old and eldest was 64 years old. The division between genders and the ages of the respondent can be seen in the figure 6.

Respondent/name	Female	Male	Age/years
Emmi			24
Laura			28
Kata			32
Marko			33
Lauri			38
Ida			41
Leila			58
Kari			64

Figure 6. Gender and age of the research respondents. The youngest respondent was 24 years old female and the eldest was 64 years old male.

Chosen respondents had to be familiar with computers and Internet in order to make the testing possible. It was challenging to find suitable respondents closer to the age of 70 years. During research it became clear that information technology know-how differs a lot between generations and it should be noted that the trial buying process testing required approximately 30 minutes more with respondents older than 45 years. The testing with each respondent took between 1,5 and 2 hours.

Every trial buying process testing session was held between February and March in 2013. For this reason it should be noted that the changes done to the online service after this period of time have not been taken into consideration in this research.

Each respondent was familiar with S-Group's brand and their traditional grocery stores. Respondents used the online service in a slightly different way when compared to each other's and they also had differences in their traditional consumer behaviour. Nevertheless, when comparing each individual trial buying process result there were surprisingly similar reactions, comments and decision making processes between different respondents. This made it easy to combine all the separate customer journey canvases into one combined canvas (attachment 6) and visualize the most common success and failure points. These success and failure points are the base for the analysis of the research results.

5.2 Pre-Service Period

The first part of each organized trial buying process testing session consisted introductory questions to the respondents. These questions addressed respondent's traditional buying behaviour and online behaviour. The goal with these questions was to map out respondents' current consumer behaviour and expectations towards Kauppakassi service. With results of the introductory questions the aim was to understand if the Pre-Service Period has any effects to the service experience and to the adoption decision of online grocery shopping service. Pre-Service Period results are categorized into five categories; service and pricing, advertising/promotion, non-commercial sources, past experiences and expectations. These categories and main findings can be seen in the figure 7. Main findings will be explained in the following sub-chapters.



Figure 7. This figure represents combined results of the Pre-Service period on the Customer Journey Canvas. In each block the main findings have been listed based on the interviews with research respondents.

5.2.1 Service/Pricing and Non-Commercial Sources

None of the eight respondents had tried the service before and their knowledge of the service was very minimal. A few respondents were aware that Kauppakassi service enables ordering food online. They had no detailed knowledge about the service components such as the online system built by Foodie.fm to support the service nor about

the product selection or product pricing. Only one respondent knew that the product pricing is based on S-Group's Alepa store's pricing. This respondent was current employee of HOK-Elanto and had a non-commercial source for her knowledge as her superior at work has recommended the service based on his experience. Also another respondent had non-commercial influencer as her friend had used similar service in another country. Six of the eight respondents had no non-commercial sources. This means that they did not know any people who would have used the service and for this reason they had not received any positive or negative comments of the service.

5.2.2 Advertising/Promotion

Although six of eight respondents had not been exposed to non-commercial influences they were aware of the existence of online grocery shopping service. During the interviews three commercial sources came up and these sources could be described as the marketing efforts of the service provider. Three respondents had read about the service from advertisements placed on the central railway station in Helsinki and on the walls of Alepa stores. These respondents were able to connect the advertisements to HOK-Elanto's Kauppakassi service. Three other respondents had heard of the service from news longer time ago and they could not remember any brand connection to the service provider. They could not be sure if they had heard of Kauppakassi service particularly. Online grocery shopping was totally new service concept to only one of the respondents.

5.2.3 Past Experiences

All of the respondents had experience of Internet and online shopping at some level. Six of the respondents used Internet both at work and at home. Most of the respondents used Internet for information search and entertainment purposes. There were only two extensive users who had been for example studying information technology. Two eldest respondents admitted that they experience online environment still a bit challenging even though they have to use it almost daily. Online shopping was familiar to all of the respondents and ordering clothes online was the most popular form of online shopping.

5.2.4 Expectations

Respondents were asked to describe their expectations towards the Kauppakassi service based on their previous knowledge and imagination. All of the respondents expected to see higher prices either in the form of product prices or delivery prices. Expectations towards the usability of the service were clearly divided into two groups. Respondents who expected the service to be easy to use and efficient were young and used Internet more extensively. Their expectations were high on the functionality and innovativeness of the service. They expected to experience something that would change the traditional grocery shopping.

Two eldest respondents were more worried to find the service difficult and challenging to use. These two groups might have had different views of the usability of the service but they shared similar expectations of the change this new service concept could provide to their daily activities. Respondents hoped that this service could solve the problems of long distances from home to the store, crowded stores and long waiting times as well as the time efficiency in finding the products.

5.3 Service Period

The second part of each organized trial buying process testing sessions consisted of the actual testing of the service online. This testing addressed respondent's trial buying process of buying groceries online and the experienced web-usability of Kauppakassi service. The goal with the testing was to map out respondents' trial buying experience of Kauppakassi service. With results of the observation of the process the aim is to understand how respondents experienced Service Period and if different service components of Kauppakassi affect consumer experience. Service Period results are categorized based on the service functionalities into eight categories; search the page, home page, registration, choosing the products, order the products, delivery slots, order/not to order and experiences just like the middle part of the Customer Journey Canvas (figure 8).



Figure 8. This figure represents combined results of the Service period on the Customer Journey Canvas. In each block the main findings have been listed based on the observation of research respondents.

5.3.1 Search the Page

All respondents used search engine Google to find the service and seven out of eight ended up having difficulties in finding the page. Most of the respondents typed “buy food online” to Google and started opening first links in order to find Kauppakassi service. Ruoka.net service and numerous other links providing online articles of the

similar services emerged as the first options. Many respondents ignored the link to the Kauppakassi service because of the Foodie.fm. And even if they did open the right link they closed it, as they did not realise that it was the actual service they were looking for. Five out of eight respondents ended up to the Kauppakassi eventually through S-Kanava or another S-Group's page. Three respondents needed to ask observer's help as they felt that they could not find the right page. Main reasons not to find the page were the misleading Foodie.fm in the online address of the service and the unrecognizable home page.

5.3.2 Home Page

All respondents expected to recognize the home page easily as they were familiar with S-Group's brand but the visually dominating role of Foodie.fm confused them. It was challenging for the respondents to locate the brand connection from the home page and this led to a situation where respondents thought Foodie.fm is the main provider of the service. In the search phase some even left the page when they thought they ended up on a wrong page. Even though the brand connection was difficult for some to recognize, all of the respondents agreed that the page clearly looked like an online grocery shop.

Respondents were asked to view the home page and indicate if there was something they did not understand and they had the chance to guess what this something might mean. The home page was mostly clear to everyone but none of the respondents knew what Foodiet meant. One respondent guessed that it must be some kind of nutrition diet page.

Each respondent had a bit different view on what they wanted to do on the page first. Five out of eight respondents preferred to start shopping groceries straight away whereas only one of the respondents wanted to view the recipes. One respondent wanted to see if there would be any discounts and only one respondent would have wanted to get to know the terms and conditions of ordering as well as the delivery slots before choosing any products.

5.3.3 Registration

Registration process was found easy and logical to use. Even though every respondent was able to complete registration they experienced it as a long and slow. Basic registration phases were quick to fill but preference selection made the process longer. Four out of eight respondents did not complete the preference selection process but jumped straight to the product selection. Two out of four respondents who went through the preference selection process questioned the accuracy of it and wondered if the system makes too quick assumptions based on the selection.

At the registration phase the system offered option to order products straight home or pick up chosen products ready packed from a chosen store. Seven out of eight respondents did not know about the possibility of the pick up –service but they understood the value behind the service type. Anyhow at this point respondents ended up choosing the home delivery. Reason for most respondents was that this type of service would provide much more value to their daily chores, as it would not be necessary to go to the store at all. Registration phase also introduced the social media functionalities of the system. None of the respondents felt that combining their social media to grocery shopping would be necessary or even wanted. Two eldest respondents did not pay any attention to the social media functionalities when they realised that it got something to do with social media communities such as Facebook. Younger respondents admitted that they do not really understand why there needs to be such functionality on the page and they preferred to keep their shopping list only to them selves.

5.3.4 Choosing the products

After the registration all the respondents were directed to do their normal grocery shopping and they looked for familiar products they usually purchase from grocery stores. All the respondents were familiar with online shopping and Kauppakassi system had similar functions located identically with other online stores. These functions included shopping cart and product categories. Most respondents thought this familiar system made the product selection easy to use. Two respondents were slightly disap-

pointed to see the similar layout, as they would have expected some revolutionary innovation for finding the products more efficiently.

Almost every responded who thought about ordering some products with weight pricing ended up wondering what the displayed price means. Some price markings seemed to miss clear euro per kilo prices and when entering the quantity of the product respondents were not sure what would be the price of that product in the shopping cart. One respondent even thought that if the picture displays four tomatoes she is only able to order four tomatoes and the price below is for these four tomatoes.

All the respondents understood the logic on the page and found the product categories on the left side of the page. Seven out of eight respondents kept on manually searching the products from the categories and only one used the search functionality from the beginning. It should be noted that the respondent using the search functionality was finished with searching the products about 50 per cent faster than the other respondents.

Respondents did not pay any attention to the heart symbol located next to some products but they were asked if they understood the meaning of it. Most of the respondents were assured that the marking indicated health effects of the product. Also important finding was that respondents did not pay any attention to the products without picture. Two respondents even thought that products without pictures are not available at that moment.

5.3.5 Order the products

After respondents had collected the wanted products they moved to the shopping cart to order the products. One respondent had passed the registration phase and went straight for choosing the products. At this point the system required him to register before ordering. Respondent felt frustrated because he thought he was close to finishing. Three respondents had chosen inconvenient product selection that was based on certain store. At this point the system notified that some of the chosen products are not available to be delivered in her region and that her product selection needs to be

changed. This led to diminished product selection and noticeably higher prices. Respondents felt like the system did not work properly and it should not have the option to see unavailable product selections. They had to spend more time to find replacing products as the system's suggestions did not please them.

5.3.6 Delivery Slots

Five out of eight respondents felt that delivery slots are reasonable and they would be able to fix their schedule to receive the products. Two out of eight respondents felt that the delivery slots would restrain their daily schedule and this is why they might not be able to order the products. One of the respondents decided not to order anything after he realised that he could not see the delivery slots before actually going through the entire process. He felt that it takes a huge effort if he then finds out that the delivery times are not compatible with his schedule.

5.3.7 Purchase decision: Order or Not to Order

Five out of eight respondents decided to order the products with home delivery. Reasonable prices, value the service offered and the effort in the trial process were the main reasons to order. Respondents explained that they felt that they would like to order as they spent such a long time in registering and choosing the products. Also they were interested seeing if the service would provide them solution to problems that traditional grocery shopping has. Long distances, heavy shopping bags and crowded stores were the main problems respondents wanted to resolve with the innovation. Also they felt that online shopping would prevent them from buying unnecessary products and this way they could save money. Respondents felt that in order to buy from the service the price of the selected products needed to rise above fifty Euros. They justified this with the maximum percentage the delivery price should be from the total price.

Three out of eight respondents did not order from the online grocery store. One quit the trial buying process before getting to the ordering phase because he felt the system was frustrating and not something he would like to use. According to this respondent

the system had too many failure points for example he was not able to find easily the delivery slots nor the terms and conditions to use the service. This respondent had been working in IT-field and he was right above 30 years. Two respondents decided not to order and the main reason was the total price. Both respondents were in their twenties and their total price of the products was under 30 Euros. They felt that the delivery price was too high when compared to the products' total price.

5.3.8 Experiences

Seven out of eight respondents went through the entire service and only one terminated the testing. These seven respondents were able to use the service without any major problems that would have made the use impossible. Respondents' trial buying process experiences supports the idea that Kauppakassi is easy to use grocery store web platform with multiple functionalities. Major failure points in the platform are related to situations where respondent needed to make assumptions about several situations such as product prices, product selections and time management. These situations do not interrupt the use of the service if the user does not feel them as a reason not to terminate the process. The way each consumer reacts to these failure points depends on their own personality and surrounding influencers. During this testing only one respondent terminated the testing.

5.4 Post Service Period

Last part of the organized trial buying processes consisted of discussion of the respondents' experience of using Kauppakassi service. The goal with Post Service Period results was to map out the positive and negative aspects of the experience and service. Discussion was also open for respondents' development suggestions. Respondents had the chance to give feedback and analyse their experience in terms of their satisfaction or dissatisfaction. Total experience of using Kauppakassi service provoked a lot of comments about the failure points of the service and respondents wanted to suggest improvements in order for Kauppakassi to provide even better service. This discussion is divided into four categories; positive comments, negative comments, development

suggestions and measuring satisfaction. Categories and combined results can be seen in the figure 9.

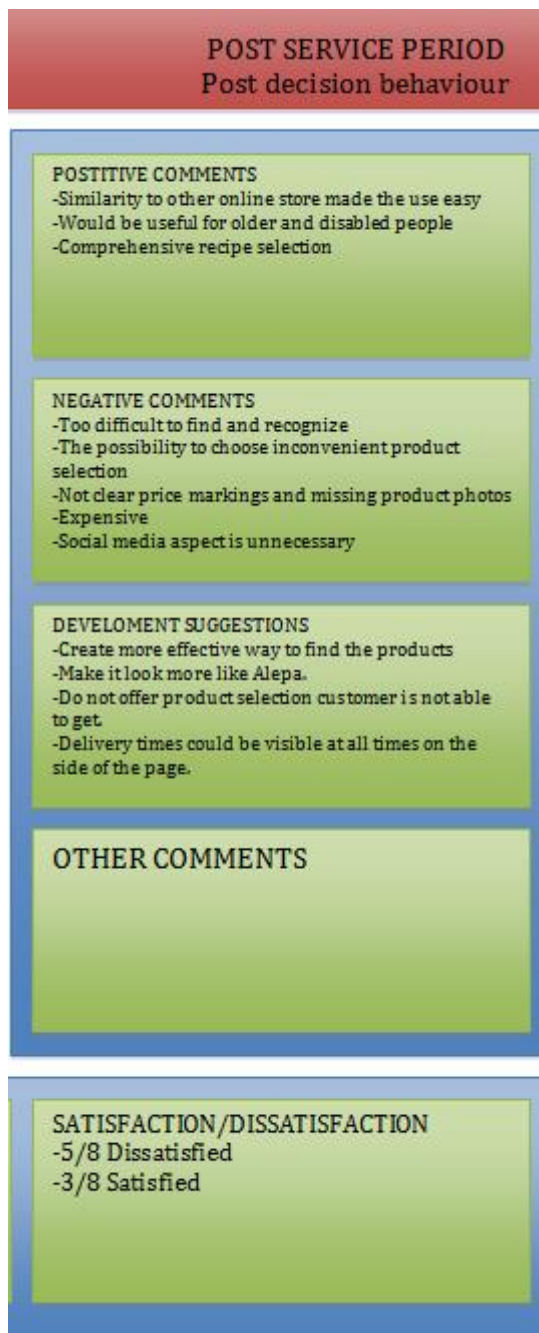


Figure 9. This figure represents combined results of the Post Service period on the Customer Journey Canvas. In each block the main findings have been listed based on the interview with research respondents.

5.4.1 Positive comments

Seven out of eight respondents felt that the system was built logically and the entity was easy to use. Similar product categories to grocery stores made locating the products easy. The trial buying process with registration and product preference selection was very slow but respondents believed that the use of the system would be a lot faster next time and online grocery shopping would save their time eventually. Respondents were sure that home delivery is great for people who live far from the store. Big families, older people and disabled people could find this type of service very helpful though it should be developed to be a lot easier to use for them. One of the respondents was very pleased with the recipe selection and even though she did not order any products she felt that she could use the system solely for recipes.

5.4.2 Negative Comments

Respondents felt that the service was too hard to find with the help of Google and it was also difficult to assimilate with S-Group. In order to use the service they should not have to spend more than two minutes to find the page.

Respondents did not appreciate the fact that they were able to choose the wrong product selection with lower prices manually even though they could not get the products delivered home at that price. Also some of the product markings and prices need to have more detailed and clearer markings. Respondents felt frustrated when they needed to spend time on wondering what the price of the product is. Respondents who were used to using their own car felt that the delivery price was too high when compared to the expenses of using own car.

One of the respondents criticized the functionality of the entire system. He would have hoped for more innovative and effective system. He felt that service did not bring anything new to grocery shopping in addition to the home delivery. All of the respondents felt that adding social media aspect to grocery shopping is totally unnecessary and none of the respondents wanted to use this possibility. For older respondents social media

seemed unfamiliar and younger respondents felt that daily grocery shopping is not something they want to share with other people.

5.4.3 Development Suggestions

Respondents suggested active advertising and easy to find service that would be easily connected to the service provider. Change the service in a way that customer is not able to choose the wrong product selection. Develop the product search more effective so you could actually market the service with the time saving and this way you could attract more customers. Delivery times should be shown at all times on the other side of the page.

5.4.4 Satisfaction/Dissatisfaction

Whether respondent was left satisfied after the trial buying process of groceries with online shopping service Kauppakassi was determined based on their experience, ordering decision, their willingness to use the service again and to recommend the service to other people. If respondent was able to use the service and order the products she/he had finished the trial buying process successfully. If the respondent wanted to use the service again after the trial buying process he/she would have adopted the service. If the respondent felt satisfied with the service he/she would be glad to recommend the service to other people.

Only three out of eight respondents were fully satisfied with the service whereas five out of eight respondents failed to fulfil all of the requirements for satisfied user.

6 Analyzing the Results

This chapter focuses on analysing the results presented in the chapter 5. Objective of this entire research was to investigate the role of online consumer's trial buying process to adoption decision of service innovation. This analysis tries to explain the reasons and results of different aspects of consumer behaviour as well as web design and service development in consumer's decision making. Analysis has been divided in similar way with chapter 5 into three parts, which are Pre Service Period, Service Period and Post Service Period. The aim of this analysis is to answer to the question to what extent is the marketer able to affect the adoption decision with effective marketing and service development. At the same time this analysis will answer how big role consumer's culture and other social influences has in the decision making of trial buying process of innovation. It should be remembered that the results of this analysis are not being generalized and the aim of this research only is to give deeper understanding to the online trial buying process and not to describe how the entire population behaves.

6.1 Analysing Pre Service Period Results

This subchapter presents the analysis of the research data presented chapter 5.2 covering service and pricing, non-commercial sources, advertising and promotion, past experiences and expectations.

The respondents had a good level of awareness of the existence of online grocery shopping services. Respondents mentioned several locations they had been under the influence of commercial sources but the brand memory was not enough to connect the advertisements to any particular service provider. Stronger brand connection could be created with more efficient and targeted advertising. The goal of advertising the service should be increasing consumer's understanding of the value service can provides and making sure he/she remembers the name of the service. Remembering the name of the service might be crucial for the consumer in order to find the service. It might also be crucial for the marketer in order to prevent consumer ending up using competitors' service.

In this research there were no specifically determined target audience in terms of age or gender. This made it challenging to analyse how different marketing channels appeal to different consumers in the target audience. Anyhow it should be noted that expectations towards the service had a lot of similarities in terms of how consumers expected the service to be different from traditional grocery shopping. This should be used when creating the marketing messages in order to appeal to the entire target group. Based on this research, putting the emphasis on the problem use of this innovation is able to solve would be appealing message to all ages and genders.

Expectations of respondents had a lot of similarities but there was one major difference between different age groups. Two of the eldest respondents felt online environment generally challenging and for this reason it might be why the idea of buying food online is not the most comfortable one for them. The main reason for elder respondents to expect challenging and difficult-to-use service was their own level on IT-know how. Respondents, who used Internet extensively and enjoyed the value it provides to their life, had different kind of expectations. These younger respondents were not intimidated by the innovation and they expected to find new ideas and enhanced usability in the service logic. This division poses a challenge for the service provider, if both age groups are aimed to keep satisfied. It is extremely important for the trial buying process to end up in satisfaction to ensure trial purchases, so pleasing both age groups should be considered. Based on the expectations of the respondents, service needs to be easy to use and at the same time it has to make grocery shopping effective and enjoyable.

Product prices and service prices of Kauppakassi were surprise for most of the respondents and only one respondent had previous information of the prices from non-commercial source. This does not mean that respondents would not have established ideas of the price level before actually seeing the prices. Positively respondents were expecting higher prices than in traditional grocery stores. This means that the service provider's need to add additional service costs is found reasonable and the existing level

pricing alone should never be the only reason consumer would terminate the trial buying process.

Like already mentioned, two of the respondents had non-commercial sources of the service type. This means that they had received either negative or positive comments from a source that is not related to the marketer. In this research it is impossible to make any generalizations of the affects of the non-commercial sources to the trial buying process of Kauppakassi but we can make assumptions based on the findings and related theory. Two respondents with the non-commercial influences had the most knowledge of the service and it's pricing and they were clearly able to make brand connections. This could indicate that the message received from non-commercial source works more effectively. Marketer should do everything to provide enjoyable trial buying process that encourages user to do repeat purchases. Consumer's who have adopted the service are more likely to share their experiences as they feel the service provides a real value. The same works another way around, if consumer experiences the trial buying process as a negative experience, he or she will never use it again or recommend it to others. In worst-case scenario he or she will tell about the negative experience to other consumers.

After the first step of attracting the consumer to try the service, service should be able to charm the consumer to use it again. This is the main way of moving from trial buying process towards the adoption decision and eventually to loyal customer.

6.2 Analysing Service Period Results

Marketers' efforts to attract the consumer to try the service are the first step towards the adoption decision but the most important part is yet to come. This chapter analyses the data results of the Service Period presented in the chapter 5.3 and aims to give analyses of the usability of the service in order to develop the service in more consumer oriented manner.

Based on the eight respondents' trial buying processes this research indicates that the service is difficult to locate with the most used online search tool. Optimal situation

when consumer is looking for Kauppakassi would be that the service would appear as first on Google ranking list.

The search words respondents used in the beginning of trial buying process to find Kauppakassi service from Google did not rank Kauppakassi as the first link. Marketer should remember that most times consumer is not looking for a certain brand when searching for service and in this case ranking in the Google list might be the way to attract the customer to your site. In this case respondents did not have good enough brand memory of Kauppakassi to remember the actual name of the service and this posed them to other service providers as well. Consumers' behaviour in online stores and in traditional stores mostly aims to find the easiest and the most efficient way to do the shopping. For different consumer the meaning of easy and efficient might differ a bit but usually closest location appeals to all consumers. If Kauppakassi would know how the consumers search for their service and develop their Google marketing to match these preferences, finding of their page would become easier. Online consumer does not want to spend time looking for particular service if something similar appears immediately. This research indicates that easier the service is to find more consumers will try Kauppakassi service.

If we assume that consumers always choose the easiest option or the quickest option, the marketing efforts of the service provider would be mostly useless, but this is not the case. Consumers' have the tendency to be brand aware and in positive association this means that they want to be loyal to the chosen brand. In negative association this might mean that if brand is visible the service will be avoided. In this research respondents association with S-Group's brand was neutral or positive and they were directed to try the S-Group's online grocery shopping service. In this case consumers were looking for a service of a certain brand they all knew. They had a vision of how it might look and what would be the online address. When the reality did not match the visual expectations the service was not recognized and it was overseen. As S-Groups' operational philosophy is based on the loyal customer owners, the easiness in making the brand connection with the brand and the online service should be enhanced. Respondents thought that Foodie.fm was the provider of the service and the small S-

mark (brand mark of S-Group) was not easily noticed. Respondents questioned the role of unknown Foodie.fm and found it misleading. When ensuring the brand recognisability the role of S-Group should be enhanced because Foodie.fm does not bring any value in supporting the adoption decision.

Home page is usually consumers' first contact to the service. Kappakassi succeeds to look visually as respondents expected. Respondents hardly find the brand connection to the S-Group but they all agree that the page is clearly online grocery store. Service provider has succeeded in creating clear and informative home page in a way that consumers entering the page will immediately know the purpose of the service. Home page includes one tab that consumers cannot understand. Usually it is recommended to leave anything that is hard to understand or might be misunderstood out from the home page. On the page of the Kauppakassi the meaning of the foodiet tab is not clear for respondents. Because none of the respondents would have opened the tab if the observer did not pose the respondents with this question, it might as well be left on the page. Including this tab on the page will not increase or decrease the value of the service in the trial buying process. If this tab has effects to the service experience during the repeat purchases, cannot be answered with this research.

In trial buying process consumer needs to go through longer registration process than what they expected. This raises thoughts of slow and ineffective service that might increase negative association if consumer do not realise that after completing the registration it does not need to be repeated. Reason for the long registration is the preference selection the system recommends to the user in order the service could work even more effectively next time. This study indicates that user sees more value in the effectiveness than in the preference selection. System behind service should focus more on explaining the value the preference selection, if the consumer spends the time on answering the questions. At this point is hard to estimate if the long registration phase causes more negative or neutral association to the service. Positive association related to the registration phase is not established based on the respondents' reactions and comments. Most of the respondents skip the preference selection whereas the ones who spend the time filling the preference questionnaire are left doubting how it actual-

ly works. It can provide value during repeat purchases but in the trial purchase it does not add any value to the service and does not lead the respondents towards adoption decision.

After the registration phase users get to know the logic of the online store, which have been built in a similar way with most of the existing online stores. This is one of the main purposes why all the respondents were able to use the service and there were no such failure point that would terminate the trial buying process. Users with different level of IT-knowledge were as able to use the service and the basic functionalities. Even though younger respondents wished for more innovative web design, the user familiar logic brings more values as the entire determined target group can use the service.

Visual design and visual effects of web pages should support the purpose of the service and make the page easier to use. When it comes to online stores, pictures and colours aim to make the shopping and locating the products more effective. Kauppakassi has categorized the products in product groups and most of the products are displayed with picture. This research indicates that products without pictures get easily overseen and this is why the importance of the pictures should not be underestimated. In Kauppakassi products with no picture are mostly cheaper brands' products. Basically it poses no problem in terms of the use but if cheap product has no picture and for this reason they are not chosen the more expensive will increase the total sum of the purchase faster. This leads to a situation when respondents' shopping baskets total sum increases way higher than when shopping in traditional grocery store, even though the prices are exactly the same, for this reason online service seems more expensive to respondents. The image of expensive product prices could be avoided with providing same information and a picture of each product.

Product pictures also make the search process much faster and products are easily located. After locating the product respondent will focus on the price and if the price is not clearly marked respondent will become frustrated. Online store's customer should never be left wondering the price of the product if it is shown next to the picture. In

Kauppakassi service respondents found some of the prices confusing and spent time on wondering if they understood the price correctly. It should be remembered that in many cases at this point customer would leave the store. Unclear product markings and missing pictures are like empty shelves and they do decrease the value of the service.

The most time consuming part of the service is to locating and choosing the products. In Kauppakassi service the products can be searched either manually or with the help of in-built search. In built search is clearly the fastest way to locate the products but the challenge is how to introduce the value of the in-built search to the service users. This research indicates that the most extensive Internet users are more likely to use search whereas other users look for the products manually. If service provider wants users to find the in-built search and teach them to use it, it should be located more visibly and introduced in the beginning of registration. Respondents are looking for faster and more enjoyable way to do their grocery shopping and it is not their responsibility to find the fastest way. Service provider should indicate the fastest way and at the same time add the value of the service in the eyes of the consumer.

Use of any unrecognizable symbols should be avoided on any service web page because online consumer rather makes assumptions than uses any time to find out the meaning of the symbol. This previous statement is supported by the research findings of this study. Most of the time unrecognizable symbols make the page more confusing and less attractive for the user. In Kauppakassi web page the consumer mostly oversaw certain symbols or if they noticed these symbols they did not bother to find out what they mean. Good example of this is the heart symbol located next to some product pictures. None of the respondents paid any attention to these symbols or clicked them. When they were asked what the symbol means they either had a clear idea (that was not accurate) or they said that they do not know. The effect of these symbols to the trial buying process seemed to be neutral. Symbols did not add or decrease value of the trial buying experience.

Web system behind the Kauppakassi service gives user an opportunity to choose a certain product selection of a certain store in the registration phase of the service. If this

certain product selection is not available for the user in his/her region it will be told to the user after choosing the products. When respondents were offered the opportunity to choose the product selection they were clearly delighted, as they knew there were differences in the product prices. Then after spending time choosing the products the systems denies the selection and increases the prices. This type of service failure poses a serious reason for user to terminate the trial buying process. User should not be able to choose selection he/she cannot have. With easy change is the service many disappointments could be prevented.

Kauppakassi service provides home delivery service and pick-up service for the groceries. This research indicates that the value home delivery provides is more appreciated and needed. Service costs clearly affect respondents buying decision and the additional costs are compared to the total sum of the products. Each respondent created a price limit they needed to cross to make the purchase. This type of behaviour supports idea of family suitable service for daily use that might be too expensive or impractical for student living 200 meters from a grocery store. Respondents' reactions to the delivery times of the products indicate the negative association created by restricting time slots. Anything user experiences restricting is in relation to decreasing value in the trial buying process.

6.3 Analysing Post Service Period Results

This chapter analyses what were the main reasons respondents of this research experienced the service as they did and how the experience affected the adoption decision. This analysis is based on the data of Post Service Period presented in the chapter 5.4.

After using the service respondents were divided into two groups; satisfied and dissatisfied customers. Only three of eight respondents ended up ordering the products with home delivery, using the service again and recommending it to other consumers. They were the happy group of satisfied customers. Based on the collected data the importance of the pre service period and service period were analysed in order to give answers on how trial buying process of innovations affect consumers' adoption decision.

The reason why respondent would feel satisfied by the service is based on the original problem the service is trying to solve. For the respondents of this research the original problem was almost the same but the difference lies in how big the problem was for each respondent. Bigger the problem was smaller the value of the money to pay for to solve it feels like. The ones who ended up on ordering did not mention the price in negative association towards the service. For them the price was reasonable or even cheap when considering the size of the problem it was able to solve. This research cannot be generalized to the level of determining target audience and this is why there cannot be defined most suitable customer personas based on this service. At the same time there were clear similarities between the satisfied respondents. These similarities were the size of their household, the amount of groceries they buy, the money they spent to buy groceries weekly, the fact that they all have a job and they are used to buying online.

Dissatisfied respondents were almost the opposite. They were mostly living alone and spending small amount of money to do their grocery shopping. When comparing the price of the service to the total price of the products of their shopping cart it might have risen above 50 per cent. Received service and products had not enough value to the respondent to cover the service costs. The consumer behaviour and consumer culture of these types of consumers differ a lot. At the same time when other tries to visit grocery stores as seldom as possible and buy as much as possible, the other visits the store every other day to buy a few items.

Based on this research the service period will rarely be the only reason when making the adoption decision. It might be the main tool for buying but it is not the answer to the problem. The main answers to the main problem are the home delivered products. The online service and the web page are just the supporting tools. They have important role in supporting the service and completing the service experience. It is hard to say if merely the service development will produce more satisfied customers but if we look at the findings of this research and trust the respondents' answers the service itself was a reason to terminate the trial process only for one respondent.

This research has indicated that when the purpose is to develop a service in order to gain more customers, it is not an issue of web development or pricing, but it is the combination of the consumer culture, firm's marketing efforts, social influences and the actual service experience.

Based on this research and data analysis the service should be developed towards the most potential consumer segment. Determining the segment and finding out their preferences could help the service to increase the sales.

7 Conclusions and Recommendations

This chapter consist of conclusions and recommendations based on the data analyses presented in the chapter 6. The structure of this chapter is based on the purpose and objectives of this study presented in the chapter 1.1. Theoretical framework of this study in chapter 3 has been used as the main structure of the data analysis and it has been also used as guidance when writing this chapter.

7.1 Recommendations for HOK-Elanto

This sub chapter is structured by the investigative questions of this study. The conclusions are based on the data analyses and they are followed by the recommendations for HOK-Elanto.

What are consumers' expectations of the Kauppakassi online grocery shopping service? Expectations of Kauppakassi's customers can be divided into two extremities, which are determined mostly by the need for the innovation. The other extremity is a consumer who experiences that problems exposed by traditional grocery shopping are so frustrating that the service experience neither the price will affect the adoption decision. This is when solution of the problem offers so high value for the consumer that he/she is even ready to receive poor service with high price. The innovation is the only answer to this consumer's need.

The opposite extremity is a consumer who does not experience traditional grocery shopping as a problem and this consumer is looking more of a service experience rather than a solution to a problem. He/she wants to be ensured by the insuperability of the service innovation in order to make the adoption decision. This consumer is looking for new experience and innovation that will be worth the cost. The focus of this consumer is mainly on level of service, innovativeness, experience and additional services offered by the innovation. Innovation is mostly an answer to consumer's desire.

Expectations differ between the extremities and consumers can be anything between these two opposites. Pleasing these two extremities is a true challenge to any service

provider and the recommendation based on the theoretical framework of this research is to either target the service more specifically and focus on the most potential target group or develop such a versatile service platform that it can be modified based on the consumer's preferences. HOK-Elanto has clearly chosen to serve the large audience and it has succeeded to offer many functionalities inside the online grocery store. The problem at this point of the service development is that consumers looking for service experience rather than solution are not satisfied with the level of functionalism and versatility. At the same time the consumers looking for solution to the problem posed by traditional grocery shopping have no intention using the additional functionalities when the basic service is an answer to their need.

How consumers experience the trial buying process of buying groceries online? Based on this research Kauppakassi -service offers usable online store for groceries that answers to the need of solution seekers. This group of consumers do not focus on the failure points because of their positive association towards the service is so strong. The satisfaction of the solution to their problem exceeds the disappointment caused by even major failure points. Experience seekers craving for innovativeness and excellent functionalities is not fulfilled. They focus on even small details that affect the service experience and they always expect something more.

If HOK-Elanto wants to make sure all the consumer types between the solution seekers and experience seekers are satisfied the service needs developing. Service Period is the main part experience seekers are evaluating all the time. It has to work efficiently and offer value beyond the value consumer places on the additional service costs. The positive about service development is that it can only benefit the service provider. Solution seekers will stay satisfied if the basic service is easily accessed and experience seekers are reached more frequently the service is being updated.

How different service components of Kauppakassi service affect consumers' experience? This research indicates that solution seeker consumers are putting most value on the home delivery component of the service. The service environment is seen as the

tool for the solution but basically receiving the products straight to home without visiting the grocery store is everything solution seeker is looking for.

Experience seeker would put the most value on the size of the product availability, the effectiveness of product search, innovativeness of the page layout and functionalities and the pricing. This is where the service goes wrong with the experience seekers. Ability to choose product selection based on the store leads to disappointment and higher prices and similar page layout with other online store are the major reasons experience seeker will terminate the trial buying process.

The components of Kauppakassi service affect different consumers differently and this should be taken into consideration when designing the service. HOK-Elanto should focus on making the basic service of ordering food flawless and then move on adding social media aspects and recipes. If larger group of solution seekers could be attracted on order to increase the sales there would be a possibility to decrease the service prices and reach the experience seekers as well.

How the trial buying process experience affects consumers' adoption decision? For the service provider it is crucial to lead the consumer through the trial buying process towards the adoption decision firstly by pointing out the need for the service and then providing excellent service experience with solution to the need. Pointing out the need should be done with effective and targeted advertising. Good example for this would be Kauppakassi advertisement of ordering food straight home online to save time and effort. Which one does this advertisement appeal more likely, twenty years old student living alone in the centre of the capital or thirty years old working mother of two living in the suburbia of the capital? The answer would be the working mother who needs to save time and effort. She has the need for the service so she is the potential customer who should see the advertisement. Next step is the trial buying process and if it proceeds with satisfying level the consumer is very close to the adoption decision.

If HOK-Elanto wants to reach the twenty-year-old student as well there has to be more value offered against the price. Service needs to be developed, innovativeness needs to be added and all the failure points need to be polished away. Basic things the

service needs to fulfil in consumers mind to be satisfying are easy, efficient and reasonably priced. Like this research has indicated these three words have different standards on different consumers and this is why HOK-Elanto needs to get closer to their customer and understand the basic needs.

7.2 Recommendations for Further Research

Recommendations for further research would be to conduct a quantitative survey that would aim for framing the most active consumer type of Kauppakassi service. This would give HOK-Elanto more specific idea of the type of the main user of the online grocery store. With this information the service could be developed towards serving them better. In the same quantitative research the most potential consumer group could be determined in order to grow the amount of active customers. After conducting the quantitative research, this research could be repeated but only to the most potential consumer group. This way the service could be developed in a way that it would attract the new target group and lead them straight from trial buying process to adoption decision.

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Attachments

Attachment 1. A Model of Consumer Decision Making. (Schiffman and Kanuk 2010, 483.)

INPUT

External Influences	
Firm's marketing Efforts	Sociocultural Environment
1. Service / Product	1. Family
2. Promotion	2. Informal Sources
3. Price	3. Non commercial sources
4. Channels of Distribution	4. Social class
5. Price	5. Sub-culture and culture

PROCESS

Consumer Decision Making	
Need Recognition / Interest	Psychological Field
Prepurchase Search	
	1. Motivation 2. Perception 3. Learning 4. Personality 5. Attitudes
Evaluation of Alternatives	Experience

OUTPUT

Post Decision Behavior
1. Trial 2. Repeat Purchase
Postpurchase Evaluation

Attachment 2. Online Consumers' Decision Making in Adoption Process of Innovations.

INPUT

External Influences / Diffusion Process	
Firm's marketing Efforts	Sociocultural Environment
1. Service / Web Usability	1. Family
2. Promotion	2. Informal Sources
3. Price / Delivery	3. Non commercial sources
4. Channels of Distribution	4. Social class (income level)
	5. Sub-culture and culture (time spent online)

PROCESS

Consumer Decision Making	
Need Recognition / Interest	Psychological Field
Online prepurchase Search	1. Motivation 2. Perception 3. Learning 4. Personality 5. Attitudes
Evaluation	Experience / Trial

OUTPUT

Post Decision Behavior
Purchase / Trial
Postpurchase Evaluation = Adopt or Reject

Attachment 3. Interview questions.

Testing the Kauppakassi service online with consumer

1. Introduction of the research session.
 - a. I want to understand consumers' grocery shopping behaviour and expectations towards online grocery shopping.
 - b. We are testing the usability of one certain web page to understand how it works in actual use.
 - c. It is important to understand that we do not test your abilities in anyway while we observe you using the online grocery store. It is not possible to make mistakes during this session.
 - d. Tell your honest opinions and don't be afraid to hurt someone's feelings. The goal is to develop the web page and we want to know your honest opinions.
 - e. As we go forward I will ask all kinds of questions to understand what is going through your mind. This will make the process easier.
 - f. If you have any questions, do not hesitate to ask. It might be that I cannot answer immediately as I'd like to see how you act in that situation alone.
 - g. I would like to ask your permission to record this session. Video will be only used by me and to the purpose of developing the web page.

2. Before I'll let you do the testing of the web page I have a couple of questions for you.
 - a. Age? Occupancy?
 - b. In what kind of household do you live in? Do you have children?
 - c. Are you responsible for grocery shopping in your household?
 - d. How often do you do grocery shopping? What time?
 - e. How much money do you use to groceries daily/weekly?
 - f. Do you go grocery shopping with someone?
 - g. How do you experience grocery shopping? Is it nice or something you do not enjoy of?
 - h. How many hours of internet do you use weekly?
 - i. How do you spend your time online? At home/at work?
 - j. Do you have a favourite web page?
 - k. Have you ever bought anything online? What did you buy and what do you think about online shopping?
 - l. Are you aware that in the capital area you are able to order food online and get them delivered to your home?
 - m. Where you did here about this service and what do you think about it?
 - n. Is there anything questionable in online grocery shopping

3. Let's begin with the testing.
 - a. First task is to find S-Group's online grocery shopping service.
 - b. Now after finding the right page, do not press anything. Look at the page and tell me what you think about the page. What looks interesting

and what would you click first? If anything comes to your mind remember to let me know.

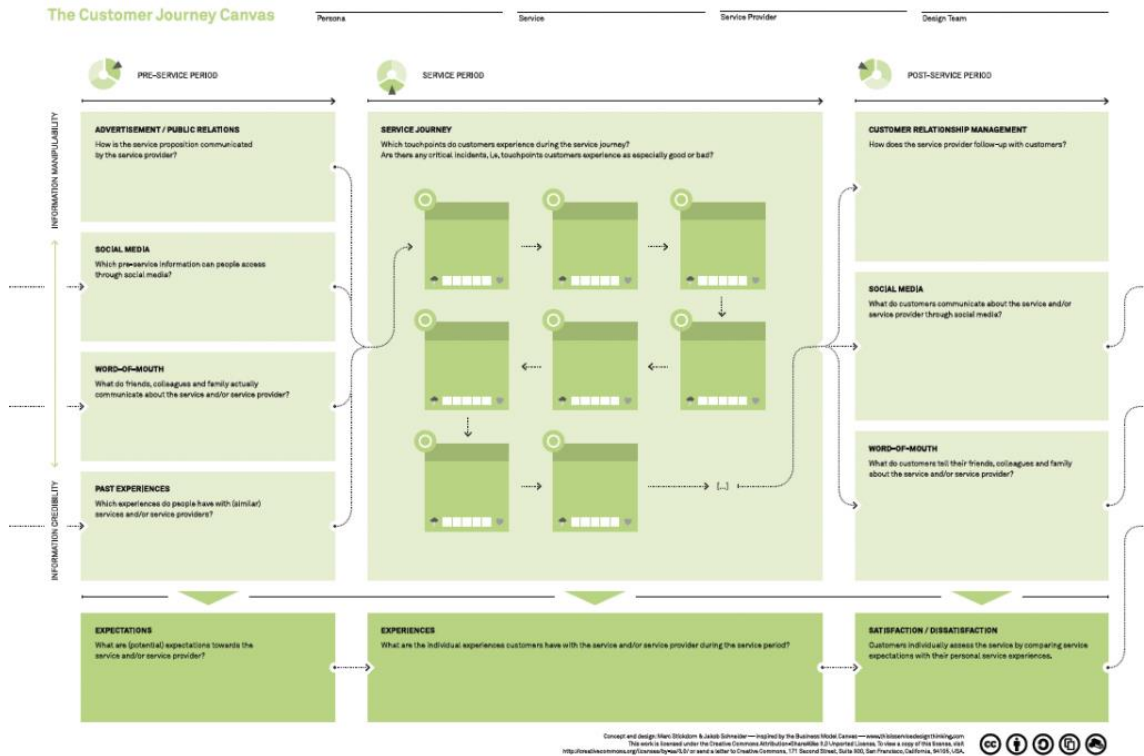
c. If something is not clear, tell me what you think it is.

4. Closing questions

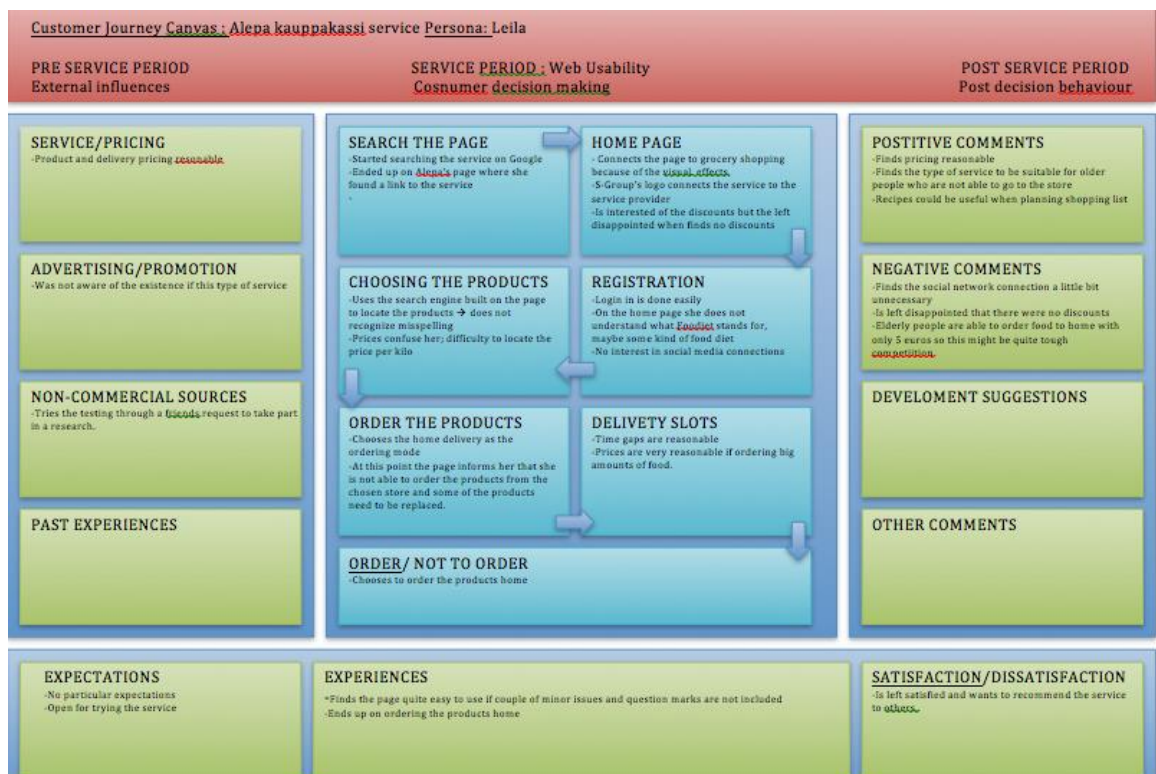
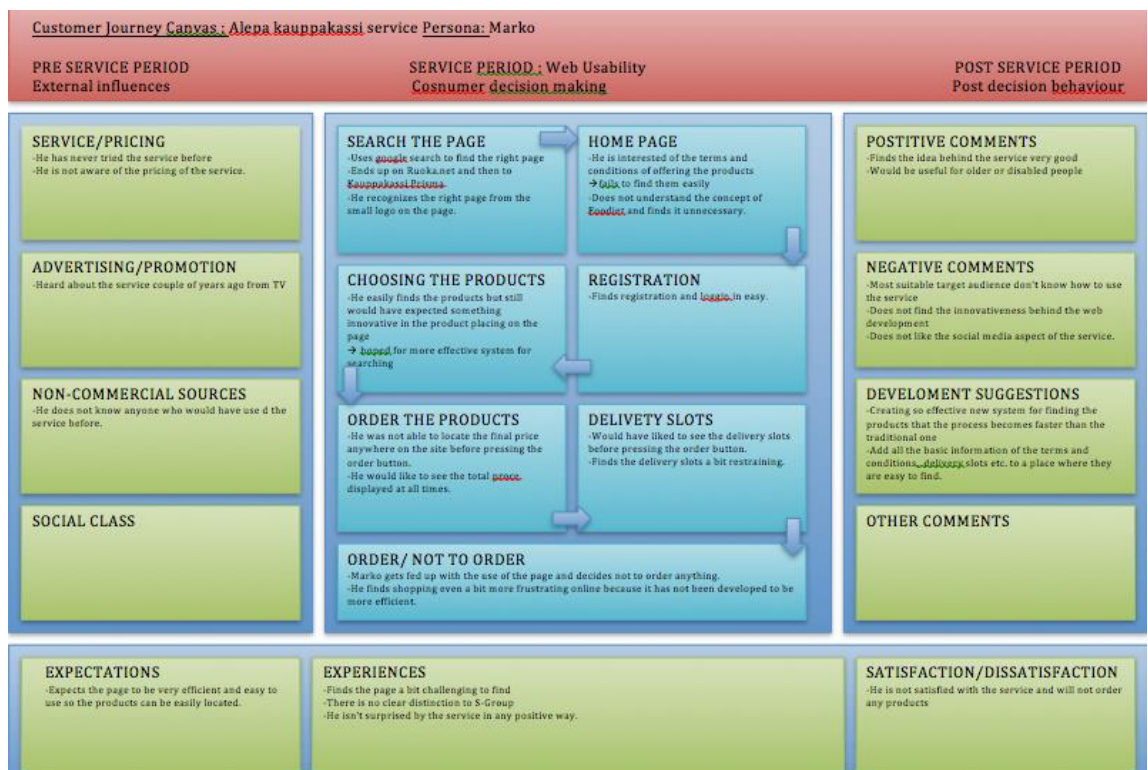
a. Now when you have tested the online grocery store, how do you feel? Would you use this service and if yes, in what kind of situation?

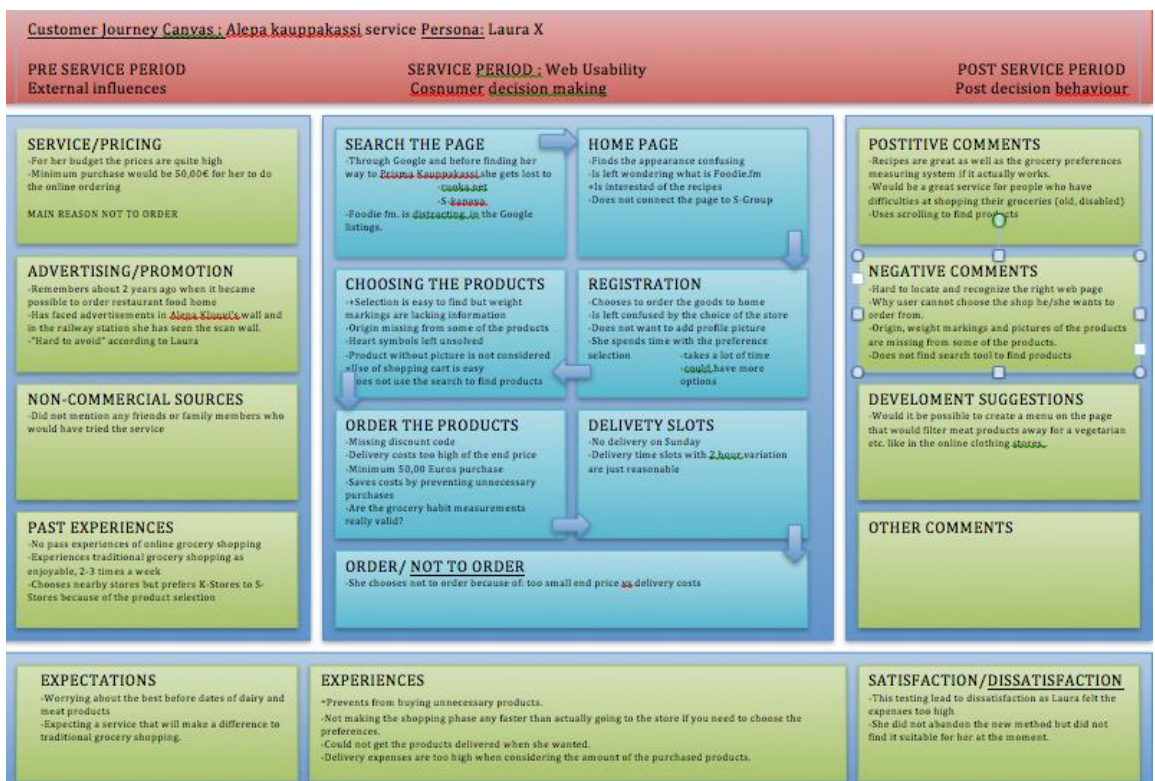
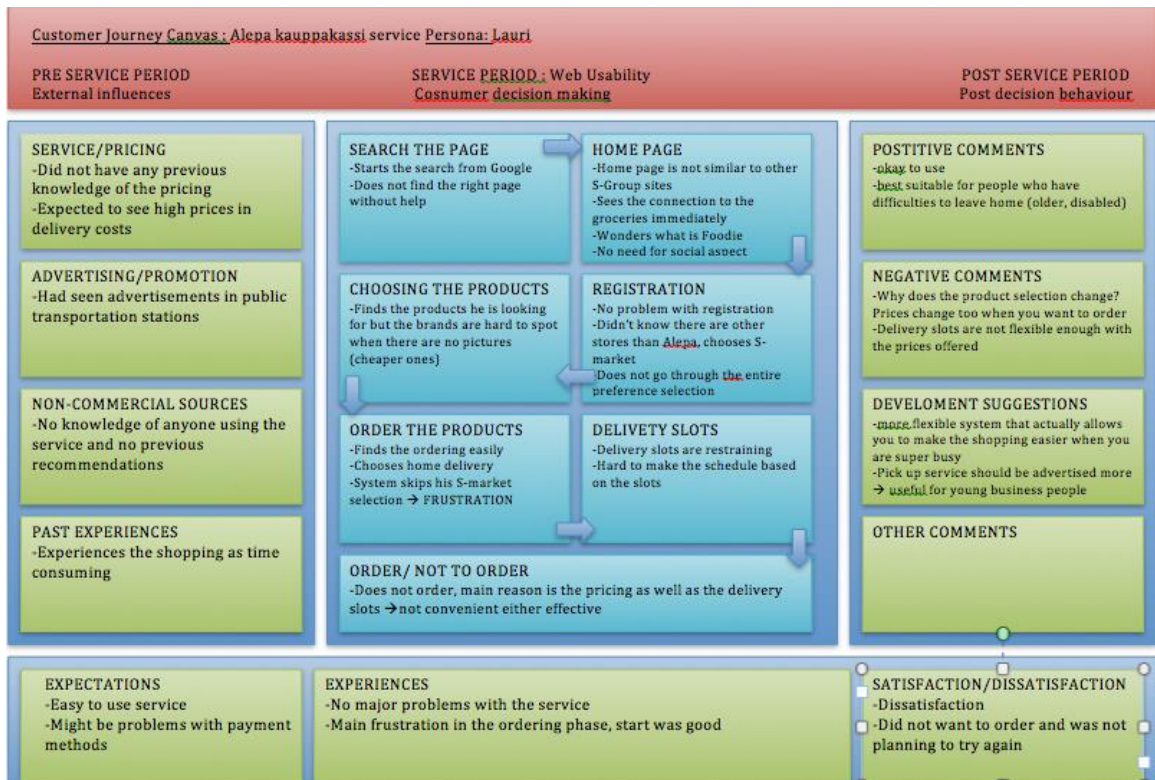
b. If traditional grocery shopping and online grocery shopping would cost exactly the same amount which one would you choose?

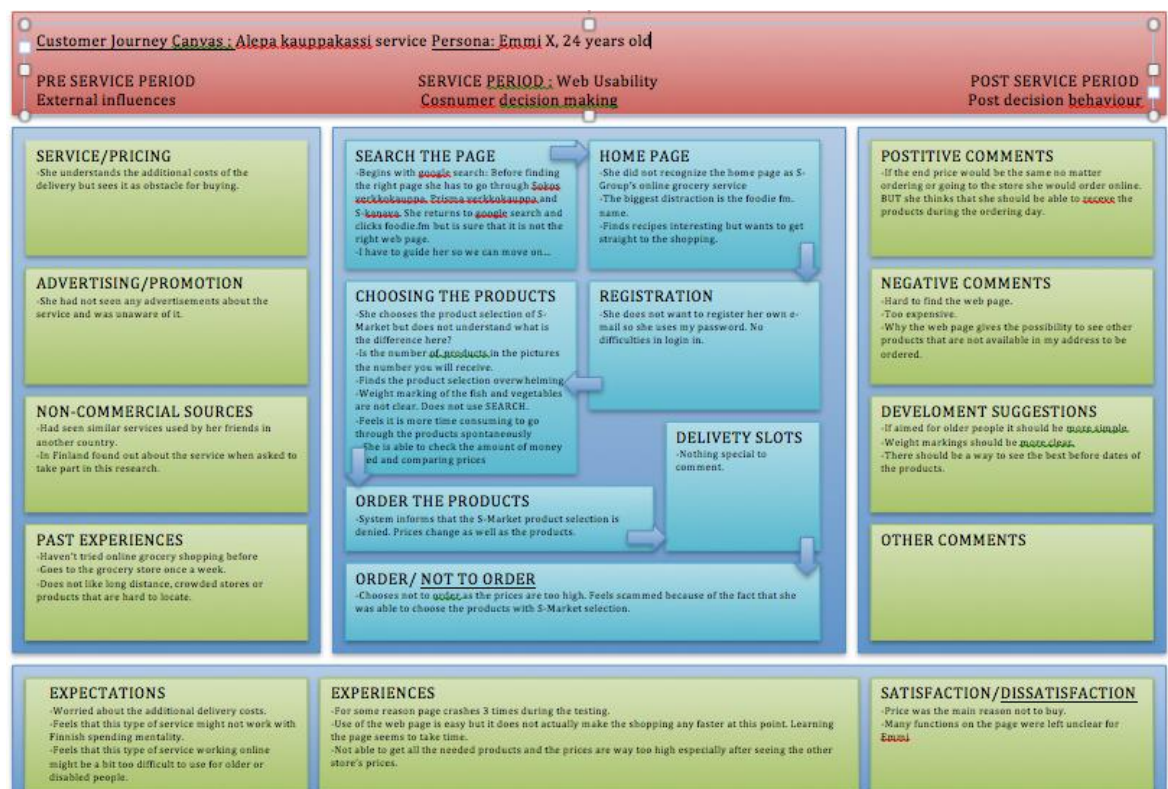
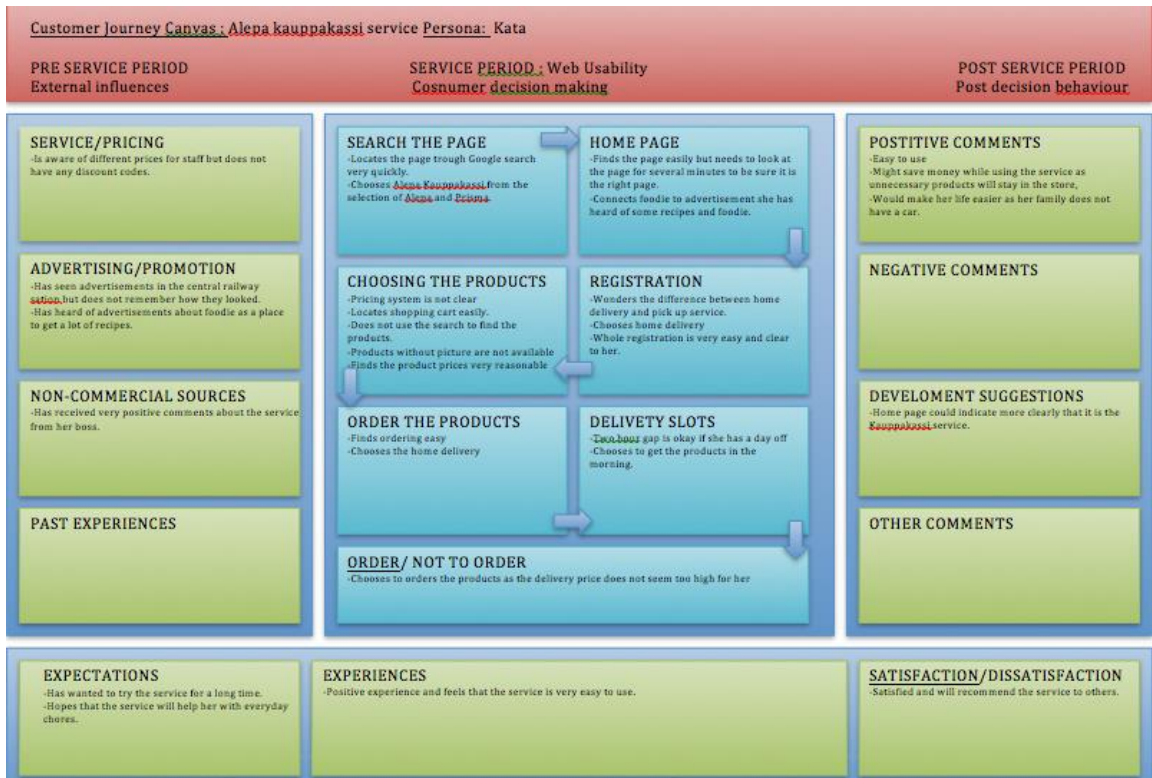
Attachment 4. Customer Journey Canvas. (Stickdorn & Schneider, 2010.)

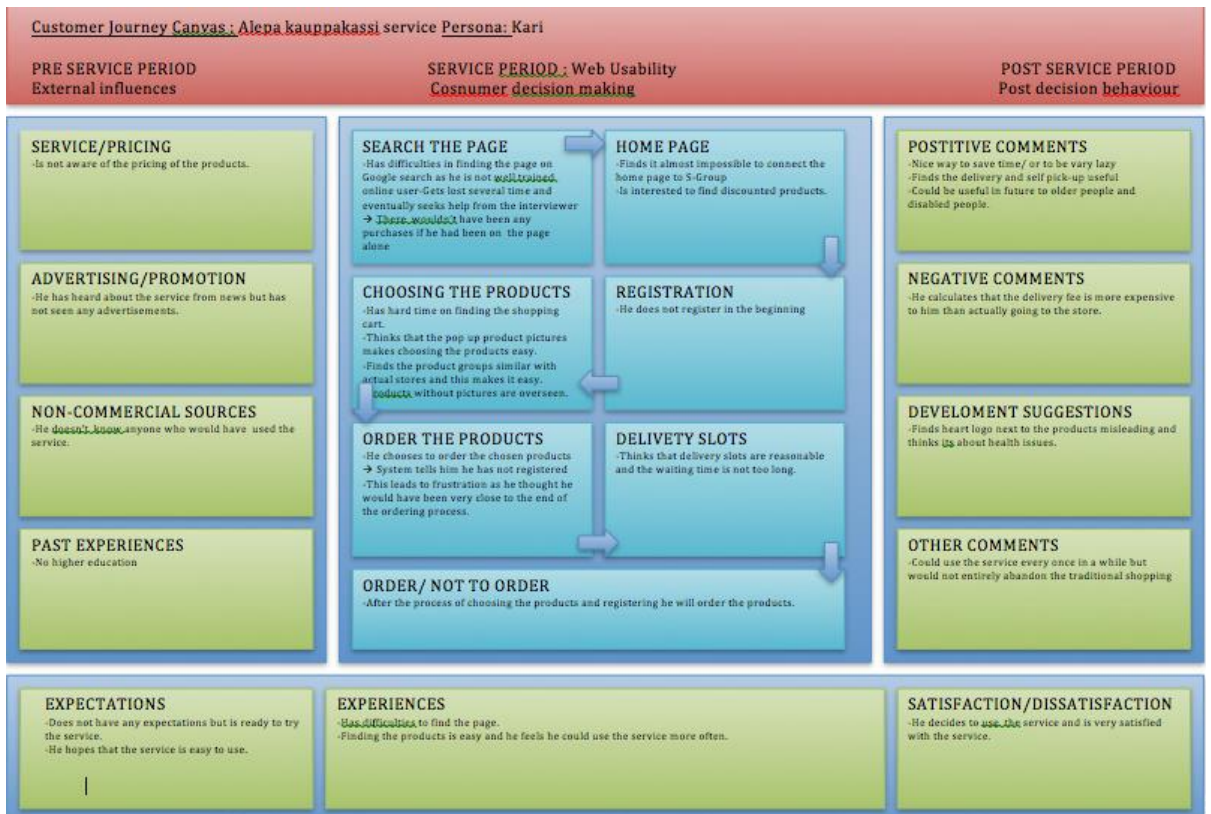
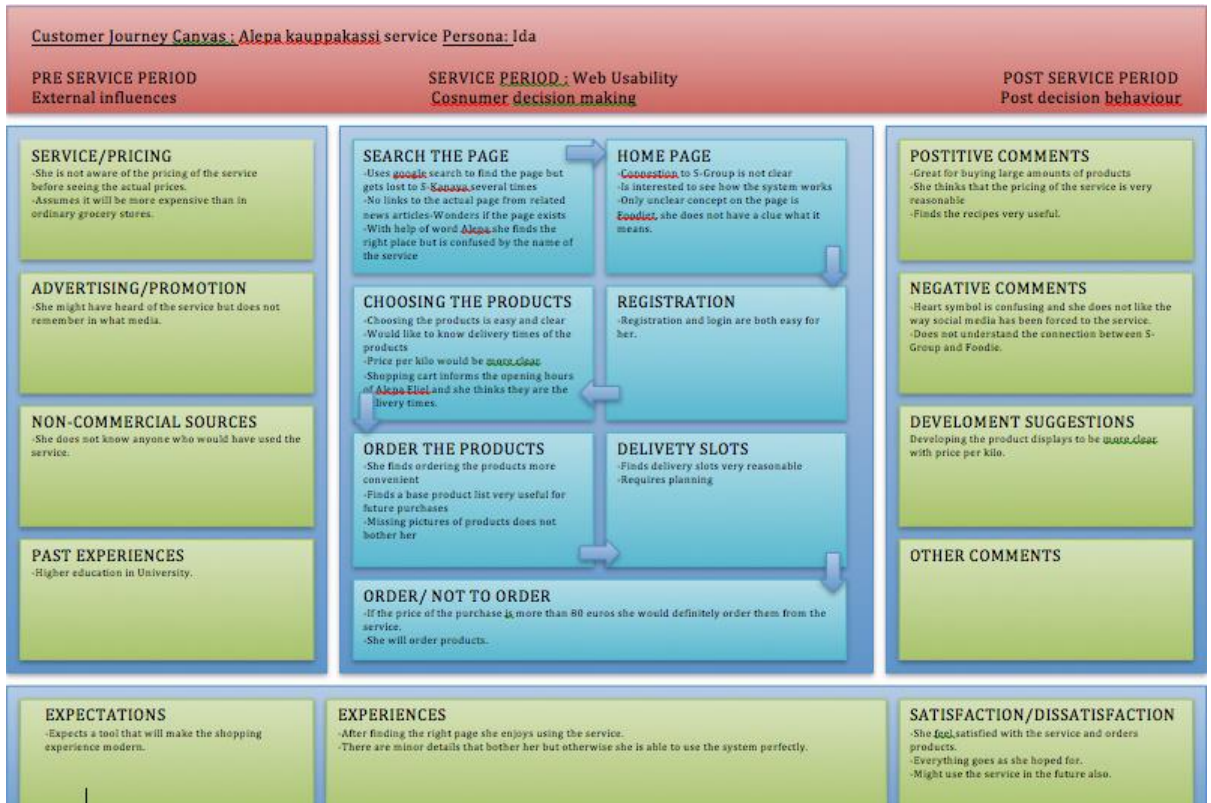


Attachment 5. Eight Individual Customer Journey Canvases.









Attachment 6. Combined Customer Journey Canvas.

