

Today is greenday



We make eating healthy great!

Question 1: Consumer analysis (26 points)

Today is Green Day (called “**TiGD**” hereafter) asked you to analyze Generation Z as their core target group. However, that is a very broad description of a diverse group.

Q1a. Target audience (4 points)***Target group & argumentation:***

The target group that TiGD should focus on is young adults (aged between 22-27). Due to the current geographical focus of the company, potential customers would live in Amsterdam. More specifically, they would live around the ring or on the edge of it. On top of this, they are financially healthy. Depending on their current situation, they either possess a lot of savings, are supported by their parents, or work full-time within their profession. The typical persona for TiGD would be either study or work. She or he is interested in eating healthy and puts high importance on that, however, she or he is not able to keep up with a healthy diet due to a lack of time. To elaborate on world health, the meaning of this word for our target group would be to have a balanced diet including protein, vegetables, and carbs. In addition to these characteristics, the mentioned persona values uniqueness and group belonging very strongly. They usually seek confirmation and validation from others. That need usually arises from low self-esteem which is an incredibly common issue within Generation Z (Clay et al., 2005). In their free time, they usually like to go around Amsterdam and explore different vintage shops, and meet with their friends at unique cafes or bars.

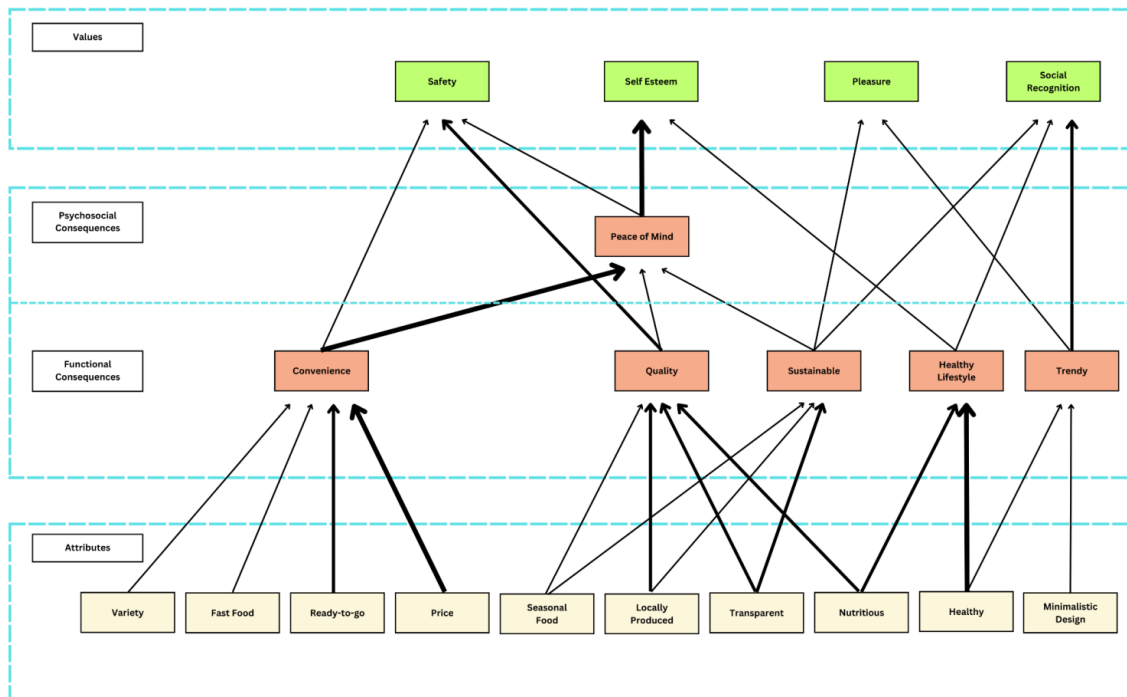
The decision to focus on that particular segment arose from the fact that firstly, any type of eating out will always be more expensive than making the meals at home. Therefore, the financially stable characteristic is crucial. In addition to that, we choose individuals who have busy lives and study or work full-time, hence they do not have that much time during the day to prepare meals. The balanced meals concept was discovered in our interviews as a definition of healthy and implemented in the description of the target group. Lastly, we wanted to describe the lifestyle of our persona as well as the specific points of difference compared to other segments that could have been created from Generation Z.

Q1b. Hierarchical Value Map (12 points)

- Interview *3 consumers* of the chosen target group per team member (i.e. *15 interviews* in total for a 5-member team and 12 for a 4-member team) with the laddering technique (e.g. Pai & Arnott 2013). The objective is to uncover attributes, needs, motivations, barriers, values etc. in the context of green/fresh and fast-food consumption.

- Based on the interview results, construct a *Hierarchical Value Map (HVM)* as a figure depicting the dominant individual MECs. Show a clear structure in the HVM presentation. Make sure your HVM can be easily read and interpreted, so distinguish between (at least) four *levels of the MEC* (see slides for examples of levels), and graphically indicate the dominance/frequency of individual *components/boxes* AND individual *paths* between those.
- Use the answer space and feel free to enlarge it up to a full-page max.

Also available in Appendix 1 in full-page size.



- Next to these deeper motivations we want you to add a more concrete question to identify 'best practices' of online community building that you will need for Q3. Make sure to add a short question for each respondent to name the (food/health) communities that they are part of and feel very engaged to; try to identify the potential success factors of these existing communities that you can use later on.

Tripadvisor, Google Maps, Uber Eats, Happy Cow, Joe and the Juice app, McDonald's,

Main factors:

- Convenience: Tripadvisor, Google Maps, Uber eats; Happy Cow
- Price: Joe and the Juice, McDonald's

Full explanation of each community is Appendix 2.

Q1c. Conclusion & Consumer insights (10 points)

- Select one core conclusion you draw from your (HVM) consumer analysis, which could serve as input for developing a consumer-driven brand positioning for TiGD. We would obviously be most interested in opportunities for new and differentiating ways to position the brand (with a strong foundation based on consumer perceptions and preferences).
- Briefly explain how you derived this conclusion from the laddering interviews and HVM.
- Would you say that your conclusion qualifies as a true consumer insight? Argue for your answer.

Core conclusion:

Based on consumer preferences and perceptions the brand positioning for TiGD should focus on the values of self-esteem and social recognition.

These values in combination with each other enable TiGD to differentiate itself from the competition. Self-esteem and social recognition encompass the desire of the consumers to become their best and to be seen while achieving it.

These egocentric motivations offer a good angle for the brand which they can use to position themselves in the minds of their consumer. The positioning of TiGD should be all about the benefits for the individual with emphasis on how desirable those should be for everyone. The values could also work by themselves, but together they offer a very strong approach as synergetic effects can be expected, both values offer many opportunities to be combined as they share many attributes (see HVM).

Link to HVM:

When looking at the HVM there are clear connections between the two chosen values self-esteem and social recognition. They share many attributes; this means it's possible to appeal to both values by framing the attributes accordingly. Two of the strongest attributes are "price" and "healthy" which can both be catered to when communicating the positioning of the brand. Also, all consequences lead to the two values of "sustainable" and "healthy lifestyle" being shared by both. This offers TiGD the ability to position itself so the target group feels spoken to as many of the attributes and consequences that are important to them are strong points of the brand.

To what extent is it a "true" consumer insight?

The conclusion has been based on 15 short interviews, so they can not offer true consumer insight. There has not been enough data to uncover a truly one-of-a-kind angle, but it can be argued that TiGD does not need this.

The goal for them should not be to be completely different but to effectively communicate the values of their users. To show what feeling they can offer and how much better they are at fulfilling the needs of their consumers. By directly addressing the big advantages they offer. The conclusion still offers value for the brand as this clearly shows that there is an angle that can work with the target group, as all the things that are important to the target group like price, health, sustainability, etc. are better when compared to the direct competitors. So what TiGD should focus on is not to be unique as there is no need for that in their segment, but to be better at communicating its advantages to truly connect with the target group.

Question 2: Internal and external analysis (40 points)

Q2a. Frame of reference (6 points) -

Given the different elements that are part of the TiGD concept, and the complexity of the needs that you identified in your research above; Could you think of more than one frame of reference that TiGD could become a relevant player in?

- Describe at least two 'frames of reference' that they potentially could position themselves in with their offering.
- Explain why/on what these frames are different from each other.

Current frame of reference:

Cheap healthy fast food meals

Alternative frame of reference:

Affordable fast service healthy food

Difference between the two frames:

The main difference that we see between these two frameworks is the conceptual definition of how they are perceived by individuals. When TiGD is labeled as healthy fast food there is a

particular connotation that will be associated with the brand. In our interviews, we discovered that many individuals when they hear the term (healthy) fast food have certain connotations in their head of what that constitutes. In general, they mostly picture fast food as unhealthy. It needs to scratch a particular itch, therefore healthy fast food needs to feel unhealthy but at the same time be good for you. They mentioned the Vegan junk food bar in Amsterdam as an example. This restaurant does make healthy food but it makes traditional unhealthy food healthy. Which is different from what TiGD wants to portray.

Another connotation individuals have with fast food is that because it is quick and affordable it can give the idea that the quality of the food is unsatisfactory. It is important to think if this is something they would want to have linked to their brand. In fast-food restaurants, customer satisfaction directly correlates with the price-value ratio (Namin, 2017). These associations that customers have with 'fast food' can make the prices of the dishes seem disproportionate. They might believe that the value is not worth the price. Especially with multiple fast food chains deciding to offer 'healthier' food options their message can get lost (Drowns, 2013e). These issues can arise when the company decides to frame itself as a cheap healthy fast food.

The other frame of reference focuses more on the healthy and balanced aspect of the restaurant. It focuses more on a particular lifestyle where consumers value health and wellness and they go out of their way to purchase more conscious and healthy benefits (Bublitz & Peracchio, 2015). This frame of reference would focus on what extra benefit the restaurant can bring to the consumer and label itself as the affordable healthy option that is not only good for yourself but also for the people around you. It will compete with Oliver Green and Sla. It does bring connotations because these places are usually more expensive. This could make this frame of reference more effective as it creates a premium feel while also surprising the consumers with the prices they have for the meals.

Another important aspect is that focussing on the use of seasonal ingredients can create an opportunity to be unique in this market. In conclusion, It depends on what fits best with what kind of lifestyle they want to promote. We believe that it makes more sense to focus more on framing the product as a seasonal healthy food that is affordable for everyone. It illustrates what their main value proposition is and it works with the Generation Z want to target. It is still possible to choose which framework they believe works best but they must understand what connotations these frameworks will bring.

Q2b. Competitive analysis (12 points)

Select one frame of reference from above, and identify at least two ways that TiGD could position itself within that frame of reference for the target group, based on your Hierarchical Value Map in the first question.

- Look at the different attributes of the TiGD brand and its products and identify at least 2 ways that they can use these attributes for differentiation purposes (on consequence level in the MEC, as discussed in class). Translate these two positioning statements into the value elements identified by Almquist e.a. (2016).

Choice of frame of reference:

According to us, the alternative frame of reference that states that TiGD should place itself as the company that offers affordable fast service health food would be the best option.

Two potential positioning options based on attributes and consumer research:

Option 1: Among the potential customers of TiGD is the desire to get healthy and high-quality food, without leaving a big ecological footprint. To accommodate customers in this regard, TiGD can position itself as the most eco-friendly meal producer which, compared to competitors who mainly focus on being pure (like unsprayed ingredients), will give consumers the feeling their consumption will have the lowest effect on the environment as possible. To strengthen this feeling, TiGD will mainly focus on using seasonal ingredients in their meals. These products can be easily produced locally, so they do not have to be flown over, which again contributes to the vision of keeping the ecological footprint as low as possible.

Option 2: Many Generation Z people often face the problem where they don't want, can, or know what to cook. To help this target group with this problem, TiGD can position itself as the company that offers a wide variety of affordable meals that can serve as an alternative to cooking. Students for example often don't have the time to prepare a healthy meal every evening because of a lack of time. TiGD can accommodate these groups by presenting itself as an accessible place, in terms of price, where you can quickly pick up a healthy and affordable meal so that you still get the nutrients you need.

Translation of these options into value elements of Almquist (2016)

Option 1: The most important value elements regarding the use of seasonal products and local production are providing hope for a better world for people who care about sustainability, it

ensures the quality of the meals and it can develop social attractiveness among customers who like to be seen as environmentally conscious.

Option 2: Developing affordable, but healthy meals for younger generations results in saving time, because they don't need to do grocery shopping and prepare a meal themselves, variety because the varied menu gives Gen Zers the possibility to eat different types of vegetables they would normally not eat, and it stimulates their wellness because they are assured that they get enough vitamins and other nutrients with TiGD's dishes.

- Select and analyse one competitor (or if non-existing, the current 'next best alternative' to TiGD) within the frame chosen above. Make a value comparison (i.e. attributes and consequences) between TiGD and this competitor/alternative. How is TiGD differentiated from this player for each of the two positioning options that you developed above?

Competitors or alternatives in frame:

The biggest competitor within Amsterdam for TiGD is SLA, which also offers healthy meals with plant-based ingredients in the leading role.

Comparison between chosen competitor/alternative(s) and TiGD for:

Positioning 1: The biggest difference between TiGD and SLA, is that SLA mainly focuses on the healthiness of their meals. For example, by not using sprayed vegetables and not adding sugars and colorings, they try to make their dishes as healthy as possible. By shifting the focus to where the ingredients come from, TiGD can differentiate itself from SLA.

Positioning 2: SLA gives a different interpretation of the concept of 'accessibility' than TiGD could give it. They want to ensure that everyone has access to healthy food by emphasizing that they open stores throughout the Netherlands so that everyone has a store nearby. Whether their food is also affordable but high in quality is not reflected in their vision. It is important to mention that this is a long-term vision. TiGD may also be able to pursue this goal in the future, but currently their interpretation of 'accessibility' seems to be based on a short-term goal. More in detail, for TiGD, accessibility means that it is affordable for everyone. Whether you have a lot or little money to spend, everyone can go to TiGD to get a nutritious but affordable meal. By communicating this to the outside world, TiGD will quickly come to mind for many young people when they think of healthy but affordable meals.

Difference between the two options:

The biggest difference is that option 1 focuses on the phase from production to consumption and how TiGD can play a sustainable role in this process. However, option 1 has a less direct effect on the consumer than option 2. For option 2, there is a more direct response to the benefits that consumers will experience at TiGD, by emphasizing the low prices, yet healthy meals.

Q2c. Blue Ocean (11 points) -

Could any of the two positioning ideas above turn the TiGD innovation into a blue ocean innovation? Look at the two options that you identified above and do a full analysis whether one of them fits all the characteristics of a Blue Ocean strategy as defined by Kim & Mauborgne (2005).

Two main criteria Blue Ocean:

1. Trade off/ value benefit
2. Creating new demand

Comparison of the positioning options for BM on each criterion:

The first positioning idea regarding using seasonal food in their recipes, local produce, and focus on the ecological footprint does lack some of the criteria for a blue ocean but some elements can put the company on the brink of a blue ocean. First of all, when we analyze the criteria of trade-off/value benefit, which is the idea of compromising in particular aspects but overachieving in others, the first position does make this feasible. When individuals want to start eating healthier, they are looking for organic, weight management, and functional products (Downs, 2013) and the variety and diverse options of vegetables that a restaurant offers. With TiGD They have a trade-off because they focus less on providing 'everything' that would be classed as healthy and more on the idea of having high-quality local and seasonal foods. This aspect of local and seasonal products provides a fresh perspective to an established market in Amsterdam. It is not a completely new idea but to centralize their restaurant on using seasonal food and reducing your ecological footprint does give a different trade-off/value benefit.

The second position could also be constituted as creating a trade-off/value benefit. The extra benefit would be the cheap price they provide for their bowls. Most of the competitors in the market have similar recipes but we do see that they are more exclusive with their prices. These

cheap prices can help individuals who do not have enough time to cook at home eat more healthy, which they were not able to do before. Both positions that TiGD can be seen as having a trade-off/value benefit but they are both not completely convincing.

Secondly, We analyze that the first position does not create new demand. There are no new individuals or consumers that are attracted to this market. The customers that they are trying to target are most likely already interested in eating healthy or striving to do so. Their target audience can also choose any of the alternative restaurants that are available like SLA and Oliver Green. The seasonal ingredients and ecological footprint do give extra value to the restaurant but it will not create new demand as there are no new customers which are brought to the market. The second position does give the possibility of being a blue ocean. The second position focuses on a cheap and healthy alternative to cooking. This could create new demand. Students or young adults who have just started a job could be interested in this restaurant because it does not cost as much and when they have the urge to eat healthy TiGD would be the perfect alternative. Although they want to eat healthy they do not have the funds to go to the competitors. They can even choose TiGD over competitors because of the possibility of having a subscription that gives a few meals during the week. Their parents could buy these subscriptions for their children to encourage them to eat healthily.

The main difference would still be the price compared to alternative restaurants. The difference in price could bring new customers to the restaurant but it should be said that these customers are still closely related to the demand which is already present in the market.

Conclusion:

In conclusion, there are some elements of the positioning ideas that could link it to being a blue ocean. The first position on the idea of using seasonal and local food, and a significant focus on reducing your ecological footprint does show there are trade-offs and other values added to the restaurant that are not highlighted by direct competitors. You do have to take into account that

this idea already exists in foreign countries which does not make it a completely new idea but it does stand out in the Dutch market. It could give consumers in Amsterdam who are looking for a balanced, cheap, and seasonal diet the perfect combination for what they are looking for. The Second position also has particular elements that could make it a blue ocean. They trade the feeling of exclusivity, and they reduce the price. It is not as strong but can make TiGD on the brink of a blue ocean.

If it creates new demand is debatable. We believe that the first position does not create new demand because the individuals who will be interested in this are already interested in eating healthy and nutritious. Although we do think it is on the cheap side it brings an extra dimension to the product and it may make others try it where they do not go for more expensive alternatives. Although it does not completely diverge from the original customers of the other competitors in the red ocean. There is a new focus on using seasonal products but we do not think it will attract new consumers, we believe it only elevates and builds upon the products that the other restaurants are selling.

The second position could be seen as creating new customers, Students and young adults that have started working could be interested in going to this restaurant. It is a good alternative to cooking if they are not able to cook for themselves. It is affordable, healthy and also helps them become part of a community and still be unique. We do believe that a combination of these two positions would work. It would require focusing on affordable healthy meals that young adults could eat as an alternative to cooking at home but still highlight the use of seasonal ingredients and try to educate their customers on sustainable living. It will still not be a blue ocean but that is not what the company should focus on. It relates to how their target audience wants to position themselves in their lives and their lifestyle. They want to be unique and stand out (Khan, 2015) in society but they also seek social recognition from their own generations (Merriman, 2015). It gives TiGD the ability to create a community for the Gen Z generation who see themselves as unique but still long for a need to belong which is confirmed by social recognition from others.

Q2d. Capabilities (11 points)

Two distinctive capabilities of TiGD:

1. Seasonal meals → TiGD will offer meals that are made of seasonal ingredients. This will ensure that the meals are made of sustainable products which grow according to the season.
2. Reasonable price and transparency at the same time → TiGD puts high importance on pricing their food reasonably and providing the customers with specific information about the origin of the food.

VRIO analysis of one capability:

The reasonable price and transparency at the same time is a capability that will be analyzed using VRIO analysis. What is meant by transparency in this particular example is providing the consumers with various information regarding the origin of the product.

V (Valuable) → Our target group is environmentally conscious; they value products that are local and have known origins. In addition to this, the price that they are offering is reasonable and people appreciate it.

R (Rare) → Many of the other companies do not inform their customers of the origin of the products and they are not transparent about it. The competitors are usually pricing their products much higher and it can be difficult for the consumers to find similar options.

I (Inimitable) → It is fairly difficult to imitate that as you need a lot of resources to clearly communicate the origins of the product and actually possess sustainable sources that can be proudly announced to your audience. The price aspect of the capabilities is difficult to imitate as you need to create specific agreements between the suppliers and the company to be able to offer reasonable prices for your end customers.

O (Organised) → Based on the company presentation it is assumed that TiGD has the communication well organized and can clearly communicate with the consumers the origins of the products. TiGD presented the proposed pricing, therefore the belief has been established that the company has the capability to be well-organized.

Conclusion

As the capability of TiGD which is reasonable price and transparency at the same time fulfills all of the requirements of the VRIO analysis, the conclusion is that this is their Sustainable Competitive Advantage (SCA). By using this capability they can differentiate themselves from other players on the market. What should be highlighted is the fact that the company does not possess this capability yet as they have not started their business. Nevertheless, if TiGD proceeds with the plans shared during the presentation, they will most likely achieve that SCA.

Question 3: Value proposition and Communication idea (34 points)**Q3a. Value proposition & community idea (10 points)**

- Based on the consumer analysis, competitor analysis and internal analysis, which would be the value proposition (as identified in Q2b) that you would advise TiGD to pursue?
- Based on this Value Proposition choice and the community examples you found in Q1, can you develop specific (community) services or features on the TiGD App that would support this positioning for the chosen target group (apart from the functional options to select, order and buy the food)?

The value proposition of TiGD on all relevant VP dimensions (see slides Topic 3):

It is important for a value proposition to be relevant to the chosen target group, and it should differentiate itself from its competitors.

The value proposition is a product of positioning and targeting. In question 2b. two possible choices for positioning based on consumer insights have been presented. In the context of the value proposition, the second option of Q2b has been chosen.

Positioning

- The first part of the positioning of a company is the frame of reference and the product category it is competing in. The chosen frame of reference for TiGD is “affordable fast service health food” with competitors such as SLA and Oliver Green.
- The second part of the positioning is the point of difference, this makes it clear to the consumer how the company and its products are different from the competitors. For TiGD it should be the many different diets they cater to (vegan, vegetarian, meat/fish), affordability, transparency, and the local/seasonal products (sustainable). So it is the healthier choice in multiple aspects.

- The third part is the reason why customers should believe those claims. This is easily achievable as all those claims can be presented to the customers in various forms. The price, origin of the ingredients, and menu can be communicated physically in the store as well as digitally.

Targeting

- In Q1a the target group has been defined in detail. It consists of 22 to 27-year-olds who reside in central Amsterdam. They are financially healthy and are able to eat outside. The target group sees themselves as trendy. Due to a busy schedule eating outside is often an option, the food must be healthy and balanced.

Value proposition

TiGD: We make eating healthy great!

Main argumentation for this choice:

The reason for this choice is that TiGD can differentiate itself from its competitors by highlighting those factors in its value proposition. By saying “We make eating healthy great”, it is implied that the barriers that usually keep people from choosing a healthy fast food choice are non-existent. The price, variety, and ecological footprint are attractive to the chosen target group.

With its focus on local/seasonal ingredients, its price, and the range of dishes it has its niche in the chosen frame of reference. By using this value proposition it is possible to communicate that TiGD is the perfect choice for them.

Translation of this VP choice into community/app idea(s) that are relevant for the target group:

The value proposition “TiGD: We make eating healthy great!” can be further communicated for the community/app ideas, by focusing on the making it great part. They should include the following six features to connect with the intended target group and help make their consumers achieve living healthily in a great and easy way.

1. Creating a loyalty program inside the app that rewards customers when they return to TiGD should be implemented, as this offers great opportunities to bind customers to the brand, by implementing a point system that is tied to purchases and actions. This makes it possible to strengthen the bond with the customers even more by offering discounts, merch, gift cards et cetera as rewards. The option to gift meals to other users of the app is a feature that could strengthen the community aspect even more.

2. Another valuable addition to the app to strengthen the community aspect of the app could be to show the customers how many emissions their purchase saved. Tracking this in the app and having leaderboards between friends and country could motivate people as there would be a social reward to it. This is a form of Motivation for relative status as users can directly compare their impact to their friends (Banaji et al., 2015).

3. A feature that TiGD already has prepared is stories and information about their suppliers. This is a must for transparency.

4. An educational section about nutritional needs could help communicate the benefits of buying meals from TiGD. Showing what the daily intake of certain nutrients should be and how much a meal gets you towards those daily goals could be a great addition to communicating the health aspect

5. There should be a feature in the app that shows what produce is in season. This could be presented by highlighting the benefits of seasonal diets. There should also be recipes, different from the ones at TiGD that customers can prepare at home.

6. The app should also offer an option like “too good to go” where unsold meals as well as produce can be purchased at the end of the day for a fraction of the price. This could help mitigate spoilage and encourage active participation from customers. The recipes in the app should also include examples of how to use the saved produce.

Argumentation for the idea(s):

All the proposed functionalities for the app/community are in line with the value proposition, as they encompass health, variety, sustainability, and transparency so they truly make TiGD the healthier choice in multiple aspects.

The overarching idea for one and two is to create a sense of community. Saving money is very attractive to the target group, and so is being sustainable. It does not make sense to create a social media feature, as TiGD can't compete against the established ones. Having a community feature that is useful and encourages competition makes the most sense for the target group, as they only use the app when there is a benefit for them.

Features three to four are all about educating the end users about the nutritional values and origins of their food. This is meant as a way to be transparent while also advising the community on how to be more conscious of their nutritional intake. This can also give them ways to reduce their impact by consuming seasonal produce.

Number six makes it possible to stop wasting food, it also supports lower-income consumers.

Q3b. Means-End Chain development (16 points)

- Based on your interview results and chosen value proposition above, select/develop *one Means-End Chain* (4 components) you would recommend TiGD to communicate to this target group. How can they become more attractive/relevant for this group?
- Clearly describe the components (i.e. short explanation rather than a single word), and add the "theoretical MEC labels" for the components, so we can properly interpret your chain.

Component:	à	Component:	à	Component:	à	Component:
Seasonal food and price. From the concrete attribute of using seasonal ingredients, we arrive at the abstract attribute of being cheap.		Convenience means that people are able to afford nutritious meals for a reasonable price.		Peace of mind is defined as a mental state of tranquillity and untroubled by worry.		Self-esteem is confidence in one's own worth since being untroubled and not having the need to worry ultimately leads to having your necessities covered.

Label: Attributes <i>We identified both concrete and abstract attributes and it is believed that our model will serve better by including these two attributes instead of one.</i>		Label: Functional consequences		Label: Psychosocial consequences		Label: Values

- Briefly explain how you derived this MEC from your previous analyses, and why you think this is the “best” MEC to communicate for TiGD, AND for the target audience.

Connection to previous analyses:

We derive this MEC from our Hierarchial Value Map, which we designed by using the laddering technique in our interviews. Multiple of our respondents argued that if the price is too low, at first they would have more doubts about the quality of the ingredients. Due to this fact, we believe it is important to explain and educate the consumer about the benefits of consuming seasonal food, especially the economic benefits. We also believe that there should be a strong focus on showing the consumers how convenient the product is since the majority of our interviewees argued they were more prone to go to TiGD in situations where they don't have time to cook.

Argumentation chosen MEC:

Based on our conducted interviews and competitor analyses we suggest that the mentioned above MEC should be used. Most of our respondents mentioned that they associate healthy fast food with expensive food. To change that mindset, TiGD should communicate its attributes of low-price and seasonal foods. The price is defined by the fact that seasonal food can be provided by suppliers with lower prices than during the season. Therefore, TiGD should highlight that the lower price, compared to the competitors, for instance, arises from the fact that the ingredients are fresh and harvested locally without any additional chemicals.

Q3c. MECCAS implementation (8 points) -

- Please describe how you would translate this chosen MEC into a concrete marketing (communication) initiative. Feel free to choose any communication platform that would be most suitable for your message and the TiGD brand.
- Explicitly explain what your *executional framework* and *leverage point* would be and explain how the leverage point connects the *product information* to *consumer motivations*.

Be creative (so feel free to deviate from the existing ideas that TiGD talked about), but do keep in mind the “vibe” and tone of voice that they seem to have in mind. If you want to change that as well, please explain why that would be more successful according to your analyses.

Executional framework:

To reach the highest amount of awareness among Generation Z, we would advise TiGD to communicate its value proposition in a cross-media strategy. In this strategy, TiGD will make use of both digital and outdoor marketing. Research shows that cross-media strategies can create synergistic effects among the public, which means that the cumulative impact of various marketing communication activities can surpass the total of their separate effects (Neijens & Voorveld, 2015). In this way, Generation Z will be confronted with TiGD both on the street and on social media regularly, which will increase brand awareness. Because the ad will be seen on social media and the streets (think of billboards, bus shelters, etc.), the ad will be in a single-picture form. Research shows that the attention span of younger generations on social media is really low, which results in a lack of attention to longer videos (Fillmore, 2015). However, short videos up to 8,5 seconds seems to be less affected by the low attention span. For that reason, we advise to share, next to the single-picture ads, short videos up to 8,5 seconds on social media platforms such as Instagram and TikTok.

The message that TiGD is currently willing to communicate is that you should eat what you are. However, for many customers it seems unclear what TiGD is meaning with this message. Slogans such as 'Eat what you are Curious' stay very vague, people don't know what to expect from TiGD and because they are a new player on the market, many new customers won't even recognise TiGD as a food place. Besides this, the stated core values of locally produced, seasonal food and cheap food are not represented in their current communication plan. We believe it is important that it is immediately clear what they offer and what the benefits are for the consumer. That is why we think that TiGD should move away from its current tone and opt for a more direct, clearer and more accessible communication strategy. The main idea of the advertisement, in which the means-end-chain model is applied, will be that Gen Zers are visibly enjoying a healthy meal from TiGD together with local farmers in a green environment. Based on the season, the ad will show a seasonal setting where the two people are eating a meal which contains seasonal ingredients. The attribute component of seasonal ingredients is mentioned by the seasonal settings displayed in the ad. Because the meals are eaten outside, it is emphasized that the product brings a lot of convenience with it because you can eat it even everywhere you want. The whole setting of the ad will be calm. Not much is happening besides the farmer and Generation Z person enjoying their meal, which states the psychosocial consequences, namely peace of mind. To end it all, both people are enjoying the meal, and the time they spend together and are looking healthy and fit, which emphasises that they both have a high level of self-esteem.

Leverage point:

The meaning of a leverage point is that it transfers the understanding of the benefits of a product to connecting those advantages with personal values. The most prominent leverage point in the new ad is the connection between the Generation Z person and the local farmer. Their close bond in the ad and the fact they enjoy the meal together, symbolizes the short chain from food production to consumption, which keeps the ecological footprint low. The benefits of the product, that are in this case the local production, use of seasonal ingredients, healthiness and affordability, are linked in this way to the advantages with personal value, like leading a healthy lifestyle and behaving in an environmentally conscious manner.

Role of leverage point:

The main role of the leverage point is first of all to symbolise the short chain from food production to consumption, which keeps the ecological footprint low. Besides that, seeing happy, healthy-

looking people in the ad who are enjoying their time will bring a positive association with TiGD. Eating their meals will be easily linked with a healthy lifestyle and higher self-esteem.

Figure 1

Two AI-generated images of an impression for the Today Is GreenDay advertisements



Note: Images generated using Pixlr from the prompt of a student and a farmer eating healthy meals.

References

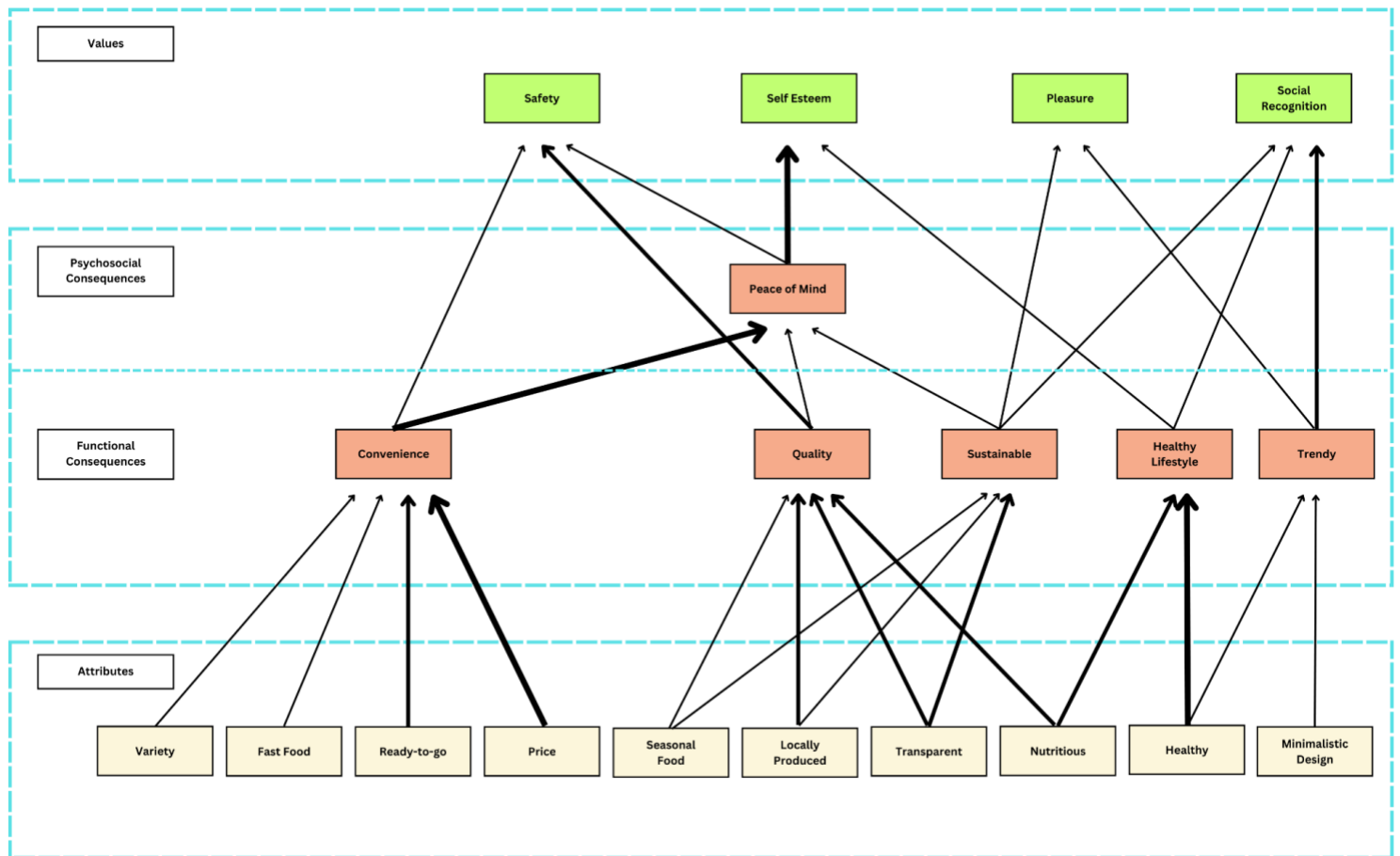
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Appendix

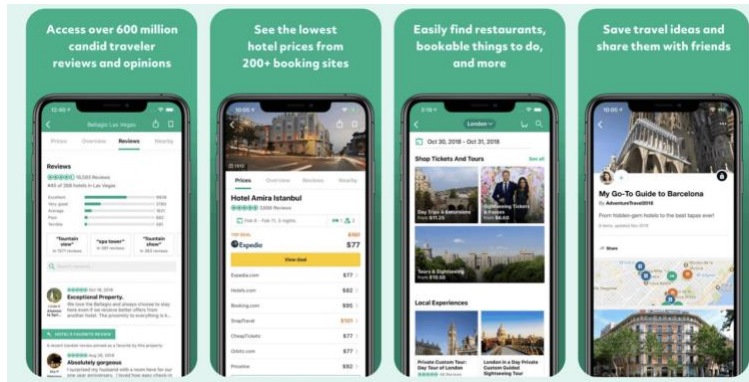
Appendix 1. Hierarchical Value map



Appendix 2

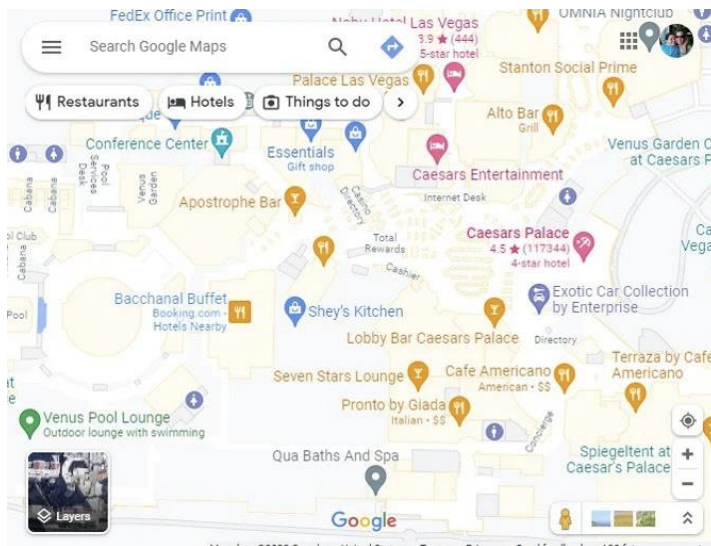
TripAdvisor (www.tripadvisor.com):

- TripAdvisor is an online travel information and booking website that has reviews, photographs, and information about restaurants, hotels, activities, and monuments.



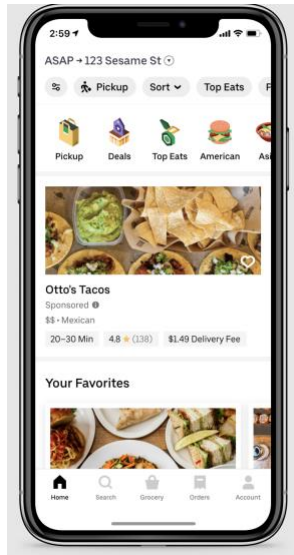
Google Maps (www.googlemaps.com):

- Google maps is a web mapping platform and consumer application, includes information about restaurants (Photos, opening hours, reviews, and price range)



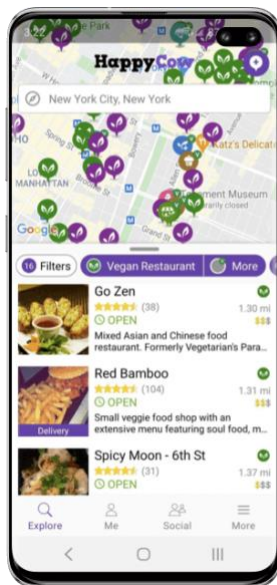
Uber Eats (www.ubereats.com):

- Uber Eats is an online food ordering and delivery platform, includes 5-stars review method.



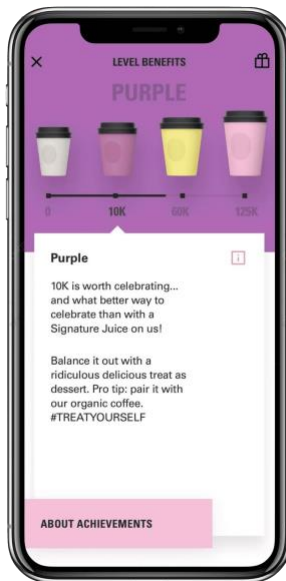
Happy Cow (www.happycow.net)

- Happy Cow is a platform that lists vegan and vegetarian friendly restaurants, with a strong focus on the vegan-focused community.



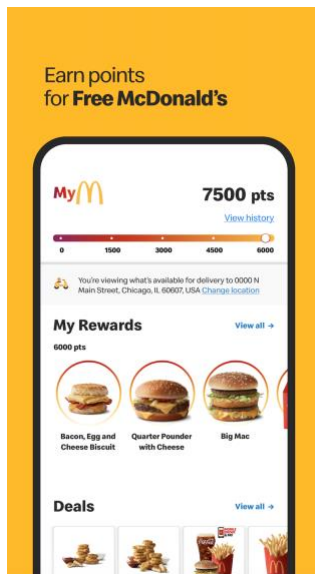
Joe & The Juice (www.joejuice.com/app):

The Joe & The Juice is a loyalty programme that gives the customer benefits & gifts as the customer gains points through product purchases, loyalty cards and achievements.



McDonald's (www.mcdonalds.com/nl/nl-nl/services/app.html)

- McDonald's offers a loyalty program that gives customers rewards such as free meals, discounts, or free merchandise. Also, it offers weekly discounts and helps customers find a McDonald's restaurant close to them.



[1] A separate team member evaluation form will be posted on canvas. If team members unanimously agree that a member contributed significantly *less*, *or more* than the rest of the team, this can result in a different division of the individual grades (with always the team grade as the mean outcome).