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Is the current business model the most valuable approach for Scoop N Dough?

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Master in Management

Supervisor:

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Resumo

O foco no consumidor é cada vez mais hoje em dia uma das preocupações das empresas. No entanto, devido à evolução exponencial da tecnologia e à recente pandemia COVID que vivenciámos, as empresas enfrentam cada vez mais barreiras para se posicionarem no mercado. O principal objetivo deste projeto incidiu no planeamento de uma estratégia, que comporta por um conjunto de práticas que possam criar, manter ou mesmo elevar a relação que a Scoop N Dough tem com o cliente. A estrutura do projeto passa pela realização da revisão da literatura que possibilitou a determinação dos principais objetivos deste estudo para que depois possa ser possível a definição da metodologia a abordar. Nesse sentido, foram escolhidas 3 abordagens metodológicas: 1 entrevista com os fundadores da Scoop N Dough que possibilitaram o autor do projeto a perceber qual o maior desafio que a empresa está neste momento a enfrentar; 1 grupo focal com 5 compradores; e um benchmarking dos principais concorrentes da Scoop N Dough. Ao resultados do grupo focal confirmaram e refinar as implementações pensadas e delineadas pelo autor. Sendo assim foi estruturado em três propostas diferentes: investir na cultura organizacional da empresa, organizar eventos para divulgar a marca e promover o consumo sustentável e por fim construir um programa de fidelização para os clientes. As sugestões que foram apresentadas, vão de encontro às necessidades da empresa neste momento. Por fim, as conclusões e as implicações que estas sugestões no futuro terão para o sucesso e gestão da empresa terão.

Palavras chaves: veganismo, sustentabilidade, modelos de negócio, retalho alimentar, Scoop N Dough, gestão da relação com o cliente.

Sistema de classificação JEL:

M13 New Firms, Startups

M21 Business Economics

Abstract

Consumer focus is increasingly becoming a concern for companies nowadays. However, due to the exponential evolution of technology and the recent COVID pandemic we are experiencing, companies are facing more and more barriers to position themselves in the market. The main goal of this project was to plan a strategy, consisting of a set of practices that can ensure, create, maintain or even enhance the relationship that Scoop N Dough has with the customer. The project's structure includes a literature review to determine the main objectives of this study, so that it is then possible to define the methodology to be used. In this sense, 3 methodological approaches were chosen: 1 interview with Scoop N Dough's founders that allowed the project author to understand what the biggest challenge the company is currently facing; 1 focus group with 5 buyers; and a benchmarking of Scoop N Dough's main competitors. The results of the focus group confirmed and refined the implementations thought and outlined by the author. Thus it was structured into three different proposals: invest in the company's organizational culture, organize events to promote sustainable consumption and finally build a customer loyalty program. The suggestions that were presented meet the company's needs at this moment. Finally, the conclusions and the implications that these suggestions in the future will have for the success and management of the company will have.

Key Words: veganism, sustainability, business models, food retail, Scoop N Dough, customer relationship management.

JEL Classification System:

M13 New Firms, Startups

M21 Business Economics

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Introduction

Globally, all brands today face challenges in positioning themselves in the marketplace. Understanding, what the market is asking for, adapting it according to the company's resources and remaining focused on the consumer, their needs and at the same time keeping them engaged is something that should be one of any company priorities. Therefore, defining a strategy that meets and overcomes the company's biggest challenges is crucial for its success.

Customer engagement is delivering connected experiences to the consumers instead of single or fleeting transactions. It means optimizing the company's structure, operations and technology to build a relationship with the consumer. By creating these relationships, businesses will be able to stay informed about consumer's needs, maintain and build their brand integrity, and make ethical use of customer data to help them have the best experience (Afshar,n.d.).

However, due to the COVID pandemic and its ensuing crisis, companies faced even more challenges and many of them did not survive. Many companies were forced to redefine their strategy and adapt to the new reality. Concerning consumers and their behaviour, they mainly resort to solutions available online, as everyone were forced to abandon the search of physical options. There also some changes in the purchasing behaviour. Consumers now got more attentive and demanding. Which will make them more selective in their relationship with the companies and just getting closer to those to which they relate. So now, more than ever leveraging the human contact is crucial to build a relationship with the consumer (Moutinho et al., 2020).

In this new paradigm, it was also noticed a difference with regard to people's eating habits. People have had more time to rethink about their diet, choose and buy products that could impact less the environment. Hence, according to the Vegan Society (2021), it is worth mentioning that "20% of Brits had cut back on meat since the start of the lockdown, with 12% saying they had reduced the amount of dairy and/or eggs they were eating with 7% reducing both. Of those who had cut back on animal products, 35% said they were mainly motivated by health concerns while 30% said the environment was their primary motivation. 21% said it was down to animal rights issues."

However, there are many ways to embrace vegan living which can be distinguished as health vegans, environmental vegans, or ethical vegans. A healthy vegan main purpose is to eat a plant-based diet to lose weight or to improve physical health. For this group of people, animal rights issues are not the priority aspects of their lives. However, environmentalists are worried about

the impact of the meat industry. For example, they would rather buy leather products instead of polyvinyl chloride (PVC), thinking that leather is eco-friendly for the environment. Lastly, an ethical vegan is someone who follows a vegan diet for ethical reasons. Ethical vegan people structured their diet with the philosophy of animal rights in mind. To sum up, vegans differentiate between those who only eat vegan food and those who follow a vegan lifestyle considering not only the animal's impact on food but on all products (Suddath, 2008).

Scoop N Dough was the chosen company to analyse in this project, aiming to underline its consumer engagement and retention strategy, by comprehending the way the company's strategic plan and how it is acting towards customer engagement at the moment. Scoop N Dough is a Portuguese family business that started its activity in 2019 where its core activity is to produce vegan and handmade doughnuts and ice creams. They remain focused on offering an exceptional experience, for this reason, producing in small quantities to ensure quality is what they believe in. At the moment they have 2 main shops in Lisbon. However, this project only takes into account one of the main shops, the first one, and a small stand that Scoop N Dough owned in a shopping centre, which they no longer have.

The main objective of the study was to develop a strategy formed by a set of new implementations that could increase the consumer engagement and retention. To do so, three specific goals were formulated: the first aimed to understand Scoop N Dough main challenge by interviewing the owners of the company to then conduct an internal analysis; secondly, the focus was to get the validation and refinement of the most relevant characteristics and possible implementations through customer's perspective; at last, present three implementations proposals that could not just ensure the overcome of Scoop N Dough main challenge but also with low investment required. Being this said, the main proposed value of the present study is to contribute with valuable insights to Scoop N Dough in this matter, becoming a promising gap to bridge.

After understanding the contextualization of importance of customer engagement and its relevance nowadays, as well as Scoop N Dough's main challenge it is important to clarify which objectives are intended to be properly answered at the end of this investigation. As these are connected to the central research problem:

1. How the application of the new implementation focused in the customer centricity will help to increase the engagement?

2. How does the company act in the market as a promoter of sustainable consumption?

3. How the organizational culture can impact consumer engagement during the purchase moment?

Chapter 1

Literature Review

1.1 - Historic origin of Veganism

Even though the term “vegan” originated only 75 years ago, there are records of veganism in ancient times (The Vegan Society, n.d.). <https://www.vegansociety.com/go-vegan/definition-veganism>

“Veganism is an extreme form of vegetarianism, and though the term was coined in 1944, the concept of flesh avoidance can be traced back to ancient Indian and eastern Mediterranean societies. (...) Followers of Buddhism, Hinduism, and Jainism also advocated vegetarianism, believing that humans should not inflict pain on other animals” (Suddath, 2008).

According to the archaeologist Dr. Richard Leakey, our prehistoric ancestors began their lives on a plant-based diet – “You can’t tear flesh by hand, you can’t tear hide by hand, and we wouldn’t have been able to deal with the food that required those large canines” (as cited in Timmis, 2022). The scarcity of nuts, seeds, and wild cereal staples was the main reason why people started looking for meat and fish, turning into animal eaters.

In 500 BC Pythagoras of Samos, a very well-known Greek philosopher and mathematician, was who first mentioned Vegetarianism. Besides his theory about triangles, he also promoted his compassion for all living beings, including humans. Buddhism, Hinduism, and Jainism are some of the religions that advocated vegetarianism “believing that humans should not inflict pain on other animals” (Suddath, 2008).

In addition, later in the 18th century, the philosopher Jeremy Bentham defended that “animal suffering was just as serious as human suffering and likened the idea of human superiority to racism” (Timmis, 2022).

In November 1944, a British woodworker named Donald Watson arose with the idea of creating a new term called “vegan” to describe those who do not eat dairy and eggs. On the other hand, a study made in the United Kingdom showed that Tuberculosis had been found in 40% of Britain’s dairy cows. Thus, Watson used this to his advantage to prove that a vegan lifestyle would help to prevent people from suffering from Tuberculosis and protect their health in many other ways and diseases. Three months later, when he managed to formalize the term “vegan”, Watson wanted to make sure that the word has been said correctly and wrote in his new Vegan Society newsletter, counting with already 25 subscribers: “Vegan, not Veejan” (Suddath, 2008).

1.2 - Functional Food Retail management

“Food industry companies have rather high expectations in food products that meet the consumer’s demand for a healthy lifestyle. In this context, Functional Food plays a specific role. These foods are not intended only to satisfy hunger and provide humans with necessary nutrients, but also to prevent nutrition-related diseases and increase the physical and mental well-being of consumers” (Menrad et al.,2000 in Menrad, 2003).

In Europe is possible to find a variety of Functional Food, although there is still room for more as the demand has been exponentially increasing in the last couple of years. “According to the available future market estimations, it can be assumed that Functional Food will increase its market volume in the coming years considerably. Most market estimations assume that 5% of the food market represents the growth limit for Functional Food in Europe in the coming 10 years” (Menrad et al.,2000 in Menrad, 2003).

Concerning the supply structure, as in any industry suppliers play a crucial role in the continuous development of a company’s products. However, the Functional Food segment plays an even more important role as “(...) only a limited number of biotechnology companies has specialized in this field despite the expected growth perspectives” (Menrad et al.,2000 in Menrad, 2003).

“Small and medium-sized enterprises lack the know-how and resources for their own intensive R&D (research and development) activities and cannot afford to spend high sums in specific information or advertising activities necessary to open a specific segment of the Functional Food market as a pioneering company” (Menrad, 2003).

“In general, the suppliers of functional ingredients try to prove the efficacy of a specific substance and sell it to a wide range of food industry companies, thereby creating specific formulations. In this sense, innovative suppliers of food ingredients are of high relevance, in particular for product innovation of Small Medium Sized Enterprises (SME) food companies” (Menrad et al.,2000 in Menrad, 2003).

Since a limited number of people are aware of the health effects and benefits of newly developed functional food benefits, for these companies the marketing strategies should be appellative and well defined as “(...) there are strong needs for specific information and communication activities to consumers in this respect” (Menrad et al.,2000 in Menrad, 2003).

“The future market development is influenced by the degree of familiarity and acceptance of Functional Food as well” (Menrad, 2003). As a result, the acceptance of a specific functional ingredient that has been in the consumer’s mind for a long time will be easier to achieve for consumers than the ingredients that have only been used for a short time.

In this sense, the health image of a Functional Food product or specific ingredients represents a necessary prerequisite but cannot be regarded as being sufficient for possible market success. In addition, consumers are not willing to change their daily lifestyle or eating patterns for the consumption of a specific Functional Food product (Hubel et al., 2001 in Menrad, 2003).

To conclude everything that has been stated so far, functional food companies to be successful and create enough awareness must be able to face specific challenges to overcome in this segment:

-“Production and marketing of functional “me too” products in case the original product or functional ingredient is not protected by patents.

- Exploitation and development of functional ingredients which have been discovered in public research institutions.

- Development and marketing of specific functional niche products with the help of innovative suppliers since small and medium-sized companies are in general faster and more flexible than the multinationals” (Menrad et al., 2000 in Menrad, 2003).

1.3 - Consumer engagement in sustainable consumption

Customer engagement (CE) is a psychological state that occurs by interactive, co-creative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships. It occurs under a specific set of context-dependent conditions generating differing CE levels; and exists as a dynamic, interactive process within service relationships that co-create value. CE plays a central role in the nomological network governing service relationships in which other relational concepts (e.g., involvement loyalty) are antecedents and/or consequences in interactive CE processes. It is a multidimensional concept expression of relevant cognitive, emotional and/or stakeholder-specific expression of relevant cognitive, emotional and/or behavioural dimensions” (Brodie, Hollebeek, Juric, & Ilic, 2011).

In 1994 the Oslo Roundtable Conference defined by the United Commission On Sustainable Development sustainable consumption as “... the use of services and related products which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the need of further generation” (Ministry of Environment Norway 1994 in Fuchs & Lorek, 2004).

Consumer behaviour and engagement with a brand are essential to any business’s success. However, it represents an even more important role when supporting sustainable consumption. The buying and consumption decisions will guide the brand’s decision about

how to act in the market, and what strategies to apply concerning “(...) the content, intensity, direction, costs of the flows of goods within the supply chains for consumer goods. Orientation toward sustainable consumption is not possible in the absence of rational and emotional support from the consumer side. The expected change towards sustainable consumption patterns will become a reality only if the behaviours of consumers, not only their attitudes and stated intentions, consistently indicate such an orientation” (Fuchs & Lorek, 2004).

Thus, retailers must accompany their consumers in every consumption stage to understand how they think, and react and finally what makes them decide if they will purchase it or not. These stages are: “becoming aware of the need to engage in sustainable consumption; development of favorable opinions relative to this approach; expressing preferences for sustainable products and sustainable consumption; sustainable purchase behaviour; (Brodie, Hollebeek, Juric, & Ilic, 2011) sustainable consumption and was reduction; becoming influencers who are able to encourage other persons to change their consumption patterns. To play such a role, retailers have a large range of tools at their disposal to engage consumers, such as products assortment, merchandising techniques, the assistance provided by the store personnel, information available at the point of sale, educational programs focused on such topics” (Balan, 2020)

“Staging shopping experiences that enable consumers to make sustainable choices in store” (Balan, 2020), is one of the most successful interventions to engage consumers in sustainable consumption in the food retail market. “This marketing intervention relies on various types of marketing mechanisms, such as a strategy to create a memorable shopping experience, techniques that create a store atmosphere and layouts that entice consumers to make sustainable product choices; merchandising techniques; the strategy of assigning sustainability shop assistants who are knowledgeable about sustainability topics; that strategy of answering the questions about sustainability raised by shoppers in-store; the technique of providing positive feedback to the shoppers who have made product choices in store” (Balan, 2020).

“Informing consumers about sustainability-related aspects” is another intervention that could be crucial in developing consumers’ awareness and desire to consume. The following strategies must be applied when implementing this strategy: “informing consumers about product sustainability; developing and using own responsible-choice label; using eco-labels on products with brands owned by the retailer; using environmental labeling schemes; using third-party certification labels; voluntary disclosure of sustainability information by retailers; providing sustainability information on the packages of products with organic logos” (Balan, 2020).

Communication through social media channels plays a crucial role in customer engagement as it not only helps promote the product or service but at the same time obtains feedback from consumers, which will help the companies to understand which path to take.

To sum up, everything that has been stated so far, the three interventions above mentioned are the most adequate for a food retailer's success. Nevertheless, many more interventions could help the company to create the necessary awareness and desire to consume.

1.4 - Benefits of veganism

1.4.1 Health benefits

The impact, curiosity, and the interest in health benefits of a vegan diet have been increasing in the past years. However, there is a difference between vegetarian and vegan diets as the latter contains less saturated fat and cholesterol and more fiber. In addition, “vegans tend to be thinner, have lower serum cholesterol, and lower blood pressure, reducing their risk of heart disease. However, eliminating all animal products from the diet increases the risk of certain nutritional deficiencies. Unless vegans regularly consume food that is fortified with these nutrients, appropriate supplements should be consumed” (Craig, 2009)

Obesity represents a big risk for Cardiovascular Disease (CVD) so the lower values of Body Mass Index (BMI) in vegans can represent a crucial protection to lower the blood lipids and consequently reduces the risk of heart disease.

“In addition, vegans, compared with omnivores, consume substantially greater quantities of fruit and vegetables. Higher consumption of fruit and vegetables, which are rich in fibre, folic acid, anti-oxidants, and phytochemicals, is associated with lower blood cholesterol concentrations, a lower incidence of stroke, and a lower risk for mortality from stroke and ischemic heart disease. Vegans also have a higher consumption of whole grains, soy, and nuts, all of which provide significant cardioprotective effects” (Craig, 2009)

The level of BMI also represents an important factor for lowering cancer risk, as (...) “obesity is a significant factor, increasing the risk of cancer at a number of sites. Because the mean BMI of vegans is considerably lower than that of nonvegetarians, it may be an important protective factor” (Craig, 2009). Once vegans and vegetarians consume more vegetables and fruits than omnivores their probability of having any type of cancer is lower. Fruit and vegetable nutrients provide protection against lung, mouth, oesophagus, and stomach cancer.

Nevertheless, to understand and explore the relationship between consuming plant-based food and the risk of cancer, further research is needed in order to be able to answer the questions about how diet and cancer are related. “To date, epidemiologic studies have not provided convincing evidence that vegan diets provide significant protection against cancer” (Craig, 2009).

According to Craig (2009) bone health depends on more than just protein and calcium intake. Research has shown that bone health is also influenced by nutrients such as vitamin D, vitamin K, potassium, and magnesium and by foods such as soy and fruit and vegetables.” Once vegan diets include high consumption of tofu and other soy-based products, and the levels of calcium and vitamin D are adequate, their bone health should not be a concern as these foods contain a vast amount of nutrients for bone health.

On the other hand, the lack of Vitamin D has been an issue experienced by vegans, as this Vitamin depends on sun exposure and the consumption of Vitamin D fortified foods. However, in some areas of the world where there is a shortage of fortified food or sun exposure, Vitamin D supplements should be taken (Craig, 2009).

To conclude everything that has been stated so far about the relation between veganism and health diseases, it should be said that the current data shows that vegans have less possibility to develop CVD, cancer, and bone issues.

Nevertheless, “more studies are also needed within a long-term period on vegans because the health advantages are more frequently observed when a person has been following a plant-based diet for a long time. At which age a vegan diet should be adopted to have a positive impact on health outcomes is also another subject needed to be investigated” (Craig, 2009).

1.4.2 Environmental benefits

“Climate change is recognized as a significant public health issue that will impact food security” (Joyce, Dixon, Comfort, & Hallett, 2012).

“The livestock industry and plant-based agriculture and meat production represent one of the major contributors to global warming. However, the latter represents a much bigger impact in relation to the other two concerning the use of freshwater, the amount of land used, and waste products that are generated” (Joyce, Dixon, Comfort, & Hallett, 2012).

“One of the major contributors to global warming is the livestock industry, and, relative to plant-based agriculture, meat production has a much higher environmental impact in relation to freshwater use, the amount of land required, and waste products generated. Promoting increased consumption of plant-based food is recommended strategy to reduce human impact on the environment and is also now recognized as a potential strategy to reduce the high rates

of some chronic diseases such as cardiovascular and certain cancer” (Joyce, Dixon, Comfort, & Hallett, 2012).

1.5 - The importance of organizational culture

Organizational culture is an intangible yet strong force among a community of people who work together that affects the behavior of the members of that group. Appropriate behavioral modes become essentially self-evident to their members when an organization takes on structural permanence (Citeman,2008 in Rasak,2022).

Organizational culture aims to promote unity and cohesion and to stimulate the enthusiasm and innovation of employees to improve the economic efficiency of the company. In addition, employee behaviour is profoundly influenced by corporate culture (Tianya, 2015 in Rasak, 2022).

Organizational culture reflects the organizational member’s common values, beliefs, and ideals and is a product of factors such as history, product, market, technology, strategy, employee type, management style, and strategy. The culture involves the vision, principles, standards, structures, symbols, vocabulary, assumptions, beliefs, and behaviors of the organization” (Needle, 2004 in Rasak, 2022).

Organizational culture is crucial to shaping the way employees connect, with consumers, and as well as with their stakeholders. This said, organizational culture is impactful and strongly influences not only employees with an organization but as well as their customers (Rasak, 2022).

However, according to Rasak (2022) organizational cultures depends on each organization’s objectives and style of leadership. On one hand in some organizations, there is no support for innovative decisions that incur substantial change or risk. Managers tend not to introduce proposals that deviate far from the status quo, so managers of unsuccessful projects are publicly blamed and penalized. On the other hand, there are several companies where leadership facilitates and encourages risk-taking and transformation. Intuition-based judgments are respected as much as those that are well-rationalized. Managers or workers who have a good idea are encouraged to “run with it”. And mistakes are viewed as “experiences of learning”. The company is proud of being market-driven and sensitive to its customer’s evolving needs quickly.

This said the culture of organizations can be weak or solid. Thus, “one clear consequence of a good culture should be a lower turnover of workers” (Martins and Martins,2003 in Rasak, 2022). On the contrary, a weak culture means the opposite of a good and strong culture, i.e. organizational participants do not adhere to common ideals, values, and norms (O’Reilly et al,1991 in Rasak, 2022). In a poor organizational culture is

difficult to align the team with the core principles and priorities of the organization (Wilson, 1992 in Rasak, 2022).

1.6 - The importance of a Business Model

Business Models have recently shown in the company's managers' minds and their vocabulary. However, there is no clear idea of what business models are, how these might be employed, and what advantages companies can take from their use.

According to Shafer, Smith, and Linder (2004) a business model is a representation of a firm's underlying core logic and strategic choices for creating and capturing value within a value network. The four key terms of this definition are core logic, strategic choices, creating and capturing value, and finally value network.

Concerning core logic, a well-designed business model aids in articulating and stating key assumptions while helping in the coherence of internal strategic choices (Shafer, Smith, & Linder, 2004).

Creating and capturing value refers to the two main responsibilities that all businesses must have in attention to remain successful throughout time. Well succeeded will create significant value and awareness by performing differently and in a unique way from their competitors to stand out in the market. (Shafer, Smith, & Linder, 2004)

A value network is referring to how the firm can create a unique relationship with its suppliers, partner, clients, and distribution channels. The way a firm chooses to act and be with its value network represents a crucial element of its business model. (Shafer, Smith, & Linder, 2004)

Business models are essential tools for a strategic plan of a company. Nevertheless, there are four problems to overcome related to their creation and use. These problems are: "flawed assumptions underlying the core logic, limitation in the strategic choices considered, misunderstanding about value creation and value capture, and flawed assumptions about the value network" (Shafer, Smith, & Linder, 2004).

Chapter 2

Research Context

2.1 - The rise of Veganism in Portugal

Focusing on Portugal, it is possible to state that vegetarianism and veganism had exponential growth in the last couple of years. According to data collected and analysed by The Vegetarian Portuguese Association (2020) and supplied by the company HappyCow (an online vegan and vegetarian community) concluded that the vegan and vegetarian market in Portugal has increased by 524% between 2008 and 2018, representing a continuous demand for these alternatives and at the same successful adaptiveness and curiosity for this lifestyle.

The Vegetarian Portuguese Association (Abreu, 2021) concluded from various studies made recently that Portugal counts already 764.000 Portuguese adults, representing 9% of the population, trying to adopt a vegetarian lifestyle.

Another study, shared by the Vegetarian Portuguese Association (Abreu, 2021), conducted by Lantern in 2019, a leading consultant in the food sector, called “The Green Revolution” which has shown over “7.4% or 628 million flexitarians (...) 0.9% or 76 million vegetarians, while vegans represent 0.7% or 60 million Portuguese, that is 1,6% vegetarian or vegans.”

To distinguish each other it is important to mention that flexitarians are considered those who choose at least one vegetarian meal per day and occasionally eat meat or fish. “In other words, are the people that have reduced their meat or fish consumption considerably but have not eliminated it from their meals.” On the other hand, “vegans are those people who decided not to consume any products of animal origin, whether in terms of food or other essential consumer goods such as clothing, footwear or cleaning and hygiene products” (Abreu, 2021). Finally, the vegetarian's only restriction is meat and fish consumption.

Additionally, the results from the same study revealed that young people, between 18 and 24 years old, represent the majority of vegetarians and vegans in Portugal. Moreover, it is interesting to mention that women are more likely to adopt this new lifestyle, representing around 63% of the vegetarian and vegan population.

The household income of this new group of vegetarians and vegans there are divided into 2 distinct situations. The ones who adopt a more plant-based diet as their budget does not allow them to buy fish or meat often. In contrast, the group of people with a higher income are more likely to adopt a plant-based diet possibly due to health and sustainability concerns.

To meet this new trend, companies rapidly started to react to consumer demand to extend the range of products to this market. Unilever is a great example of a company aware of market trends and concerned with offering plant-based, sustainable and healthier alternatives. Besides counting with already “700 vegan and vegetarian products across its various brands, which include Ben&Jerry's, Knorr, Hellman's, Magnum and Cornetto” (The Portuguese Vegetarian Association, n.d) in 2019 Unilever bought the Dutch brand of vegan and vegetarian meat called “O Talho Vegetariano” (Smith, n.d.)

However, not only the companies began to react and change their range of products but also the Portuguese Parliament implemented a new law – “All Portuguese schools, canteens, universities, hospitals, prisons, and all other public buildings are legally required to serve plant-based food.” (Murray-ragg, 2019). This measure was implemented to encourage people to adopt healthier and more diverse habits at the same time “(...) predicted to have a significant impact on the population's health foremost, but also on animals and the environment in the long run” (Murray-ragg, 2019)

Due to the increasing interest of the Portuguese people in vegetarian and vegan food, many initiatives such as festivals have been happening recently. One of the examples is the “Veggie Vibes” festival, created in 2018, and considered one of the most well-known vegetarian festivals in Lisbon. This festival aims to raise awareness about various other ways of eating for health benefits and at the same time for the sustainability of the planet.

2.2 - The ice cream and doughnuts market in Portugal

“The Portuguese ice-cream market is changing: the sector, worth approximately 250 million Euros per year, is lead by Unilever/Jerónimo Martins, with the Olá brand” (Fontes da Costa, 2015).

Before exploring the ice market in Portugal, it is important to have in mind that ice cream is divided into two main categories: artisanal ice cream and take-home ice cream. On one hand, the artisanal ice creams are made just using natural ingredients and are free from artificial additives and preservatives. On the other, take home ice creams are industrial and include artificial additives and preservatives. These are more easily found in supermarkets.

As with ice cream, there are two different categories of doughnuts: artisanal doughnuts and the take-home doughnuts and the differences between them are the same as the ice creams.

Nevertheless, ten years ago, Portuguese people were not able to find ice cream shops as easily as they do nowadays, as it was a very small and untapped market. Surprisingly in 2009, during the economic crisis, Portugal began to expand ice cream shops around Lisbon, and

currently, it just became usual to find handmade ice cream in every corner of the Portuguese capital (n.d.,2017).

A study made by the Market Line, a statistics database, mentioned that “Although we are not within the average consumption of ice cream in Europe, which is 7 litres per person, we are not far from that. Portuguese people consume an average of 4,5 litres of ice cream per person. And the whole ice cream market in Portugal has been growing at a rate of about 3% per year. In the case of the handmade ice cream market, at a higher rate: 6% per year” (Santos, 2018).

“According to some experts, the volume of ice cream consumed will continue to grow due to people’s enhanced living standard and consumption standard” (Fontes da Costa, 2015). The flavour of ice cream is a crucial factor in the growing preference of the Portuguese people for handmade ice creams. However, nowadays it is not just about the flavour but also about how the ice cream is made, and which ingredients are used in it. Michele Tartattini, the owner of Conchanata (one of the oldest ice cream shops in Lisbon) is aware that “people are, over time, more careful to health and wellbeing and this, of course, includes food. In the case of cream, the more natural it is and the higher its quality, the better” (n.d.,2017).

Luísa Lacierda, responsible for the Artisan ice cream shop, is convinced about the success of the new ice cream shops opening in Portugal: “The ice cream shops that are opening have a lot of quality. We are known for our gastronomy, and I think that perhaps we can become known for our ice creams. Our fruit is very fresh, better than the Italian fruits” (n.d.,2017).

2.3 - Scoop n Dough description

According to the company's website, Scoop N Dough is a family business created in 2019 by two siblings that produce and offer handmade American vegan ice creams and doughnuts, homemade and in small quantities to ensure the quality and the essence of their products. This can only be accomplished through the search for the perfect small details of each doughnut and ice cream creation considering the seasonality of the products used. Scoop n dough is known for its incredibly creamy without eggs or milk ice creams and doughnuts. In 2020, only 10 months after the opening of the first shop, it was considered the best vegan doughnuts in the world by “HappyCow” (the biggest digital platform for vegetarian and vegan people). In addition, in 2021 Scoop n Dough was distinguished with 4th place worldwide among 25 other restaurants as “Best Vegan Spots” prize by “TripAdvisor”. Other distinctions were made, for example, the company was the cover of the Magazine “Time Out Portugal” in November 2020, took the fourth place in

the category of “10 Best Coffee Shops/Clubs opened in 2019” by the Magazine NiT (New In Town), considered as “The best place to eat doughnuts in Lisbon” by the “Time Out Portugal” Magazine and finally considered as “The best ice cream shops in Lisbon” by “Lisboa Secret” blog (Attachment C). Due to the growing success of the first shop, Scoop n Dough recently opened the second small new shop in “El Corte Inglés shopping centre.

Despite all the prizes won and fast success in the very short period of time, like most family businesses there are often benefits such as commitment, motivation, loyalty and reduced costs. Additionally and according to Abellera (2011) an informal culture, structure, and lack of training and high turnover of nonfamily employees are some of the common challenges facing family businesses nowadays. Nevertheless, those can be easily overcome when acknowledged by the company and well planned.

Scoop N Dough has three main sources of income and these are two shops in the center of Lisbon and the official website. The first shop was opened in May 2019, starting with four employees and now, three years later, already counts twenty-five employees. This establishment is a relatively small place and much of it is taken by the expansive kitchen where all the necessary equipment is stored for the confection, testing, and preparation of all the products. In addition to the kitchen, the shop has an area dedicated exclusively to customer service, where the service counter is set up and the ice creams are stored to serve, as well as the doughnuts. For consumption immediately after the purchase and since the shop does not offer any space, the owners renovated the outdoor side and built a wide terrace for the customers who want and choose to consume there (Attachment E).

The second shop, which was recently opened, is in one of the most known shopping centres in Lisbon, called El Corte Inglés (Attachment F). More specifically, it is a small stand located next to the supermarket and other food and beverage outlets. However, due to the limited space in this shop, only the best sellers' doughnuts are available to consume. These are baked in the main shop and then delivered every day in El Corte Inglés.

According to the founders and their perception (without concrete data/studies yet to be proven), they shared that the type of customers that visit both shops are different from each other. Whereby, most of the people who visit the El Corte Inglés shop are already familiar and only visit this one due to easier access. However, it is also important to mention that one of the main objectives of opening a shop in El Corte Inglés was to increase the brand's visibility and consequently increase the turnover.

A strategic location is important to the launch and success of a business and both Scoop n Dough shops are located in busy areas in the centre of Lisbon. According to Chron Newspaper

(n.d., 2020) “for small businesses, the advantages to opening a retail store in a busy area can include improved revenue and increased marketing exposure”.

Hence, at the beginning of the confinement due to Covid19, since the shop was closed, Scoop n Dough felt obliged to launch a website to sustain the business and increase income in some way. Therefore, Scoop n Dough’s website acts as a showcase for the business and facilitates customer service by improving and building an ordering process, which was one of the main reasons that Scoop n Dough decided to invest in the creation of an official website. Before that, all orders were made through social networks which made the organization and logistics very difficult. Furthermore, on the Scoop n Dough website, it is also possible to find more about the history and how this business started, all the awards received so far the menu that explains in detail all the ingredients that make up the products, and some frequently asked questions and answers and contacts. In consonance with an article (n.d, 2016) shared by “Tudo sobre hospedagem de sites” all these features and functions of the website help and meet the increase in credibility and visibility of the company, the possibility of attracting new customers, more interactions with social networks which leads to the increase of conversions, ease in the standard responses (with the creation of the space dedicated to frequently asked questions and answers) and the need for little investment.

Concluding and taking into account what has been mentioned above, Scoop n Dough could still benefit and take better advantage not only on the website but as well as on other engagement strategies to gain more traction, leverage the customer experience, and build trust.

Chapter 3

Research Objectives

Scoop n Dough's purpose has been not only to serve artisanal and high-quality vegan doughnuts and ice cream but most importantly to offer a memorable and unique experience for the consumer. Combining this with the fact that the company is the pioneer in the production of vegan ice cream and doughnuts in the Portuguese market. Furthermore, the importance of leveraging the customer experience in the shop and staying continuously appealing and well-positioned in the market is hefty to the success of the company. On the other hand, Scoop N Dough as a start-up does not have enough cash flow at the moment to invest in marketing strategies that could be a high-risk investment for the company. On top of that, we are currently facing a new behaviour post-pandemic not only from the consumers but also from the employees.

At a consumer level of engagement with the company, Covid-19 pandemic changed the way of building relationships and trust with consumers, as it before has always tended to have a physical character. Creating a connection with a client is dominated by a human factor. However, now it forces people to communicate more in a remote way. This is important to communicate and engage more meaningfully than ever before with emotional intelligence, care, and honesty. It will humanize the relationship (Moreau & Rossavik, 2021).

At an employee level, nowadays the possibility of remote and flexible work is not only what employees are looking for, but also the possibility to relate to the organizational culture of the company, to feel that they can progress and grow in the company, wanting a more empathetic and humanized leadership and the feeling of the purpose. Workers have now elevated expectations of their workplace preferences, particularly if they have been meeting or exceeding goals over the last several years. At the end of the day, the ability to maintain these higher levels of trust in a post-pandemic world means continuing to inform, interact and involve employees in a meaningful way (Voza, 2022).

Overall, considering the context and the underlined opportunities, and aiming not only to understand the success of Scoop N Dough but as well as to enable it to be renewed and sustained in the long term, the present study aims to:

1. How the application of the new implementations focused on consumer centricity will help to increase engagement?

2. How does the company act in the market as a promoter of sustainable consumption?
3. How the organizational culture can impact consumer engagement during the purchase moment?

Chapter 4

Methodological Approach

4.1 - Research method

This chapter aims to describe the methods and techniques of data collection and analysis used in this project. Reminding that this project aims to analyse and improve Scoop n Dough's customer engagement and retention.

Therefore, for a better understanding of the positioning type Scoop n Dough has in the market, to identify and understand what influences the vision of the consumer, the company strategy to achieve the objective to then be possible to present some suggestions for implementation, 3 different methodologies were chosen:

4.2- Interview

In order to start the diagnosis, an initial interview to know and get real insights about the company's current positioning than to proceed with an internal analysis of the company, using the Business Canvas Model, was conducted. This interview also intended to understand the biggest challenges that Scoop n Dough is facing, the strategic thinking, and the ambitions behind the company's positioning in the market (Attachment A and B). The interview "(...) included a blend of closed-and open-ended questions, often accompanied by follow-up why or how questions. The dialogue can meander around the topics on the agenda - rather than adhering slavishly to verbatim questions as in a standardized survey" (Adams, 2015). This interview was conducted by the author of this project and the script was written following the concept of a semi-structured interview.

4.2 - Focus group

The focus group was another of the methodologies chosen and was used as a validation and refinement of the implementations to be suggested initially and thought by the author based on the interview with the owners of the company and the benchmark made. This methodology has the objective of better understanding the group dynamics that affect individuals' perceptions, information processing, and decision-making. The main logic for conducting the research in a group rather than an individual setting is to allow observations of how and why individuals accept or reject others' ideas (Stewart, Shamdasani & Rook, 2007).

To better analyse the reaction, acceptance, and even refine the implementations to be suggested, the focus group was chosen as it has several advantages that meet the current objective to be achieved:

1. Focus group provides data from a group of people much more quickly and at a less cost than would be in the case if each individual were interviewed.
2. It also allows the author to interact directly with the respondents, which helps and provides the opportunity to clarify responses, and follow-up questions and as well as to observe nonverbal responses, such as gestures and smiles. These may carry information that supplements and on occasion even contradicts the verbal response.
3. Finally, the results of a focus group are extremely user-friendly and easy to understand.

However, there are also some limitations which are simply the negative side of the advantages mentioned above. Nevertheless, are important to take into account and measure their impact of them.

-“The open-ended nature of responses obtained in focus group often makes summarization and interpretation of results difficult;

-If the group of people is more hesitant to talk, the results obtained in a focus group may be biased by the very dominant or opinionated member of the group;

-The moderator may bias intentionally the results by providing clues about the type of responses that are seeking on some particular topics (Stewart, Shamdasani & Rook, 2007).

4.2.1 - Sample definition

The composition of the focus group has strong implications for the outcomes of the discussion. “Insofar as the agenda researcher has a specific agenda and wishes the group to interact in particular ways, the moderator will structure the membership of the group to maximize the probability of the desired outcome. This way, is important that the moderator ensures a certain level of homogeneity within the group or carrying out multiple groups that differ with respect to their composition”

That being said, the sample was composed of 5 people. The choice of participants for this focus group it was taken into account the fact of mixing different types of people the gender and age. Two of them were male and the rest of the group was female. All the participants were aged between 23 and 28 years old and living in Lisbon. That, it was compulsory that all have tasted at least once the Scoop n Dough products and follow the company through Social Media (namely Instagram).

4.3 Benchmarking

Benchmarking is an opportunity to articulate strengths and address areas for improvement (Lenet, 2018). This information can then be used to identify gaps in an organization's processes in order to achieve a competitive advantage.

One of the advantages of the benchmarking process is that it helps a company's team to keep the innovation program on track with specific recommendations for continuous improvement. However, is not only useful for innovation but also for internal product development, business development with start-ups and established companies, minority investing, or internal changes in the company (Lenet, 2018)

In this project, benchmarking was not only useful to be able to analyse and describe Scoop n Dough's competitors' market segmentation as well as its value proposition and positioning in the market. Crucial also to understand what implementations could be relevant to suggest at the end of this project to stand out from their competitors. A small analysis of each of Scoop n Dough's main competitors was done below.

Chapter 5

Diagnosis and results

5.1 Internal analysis

After the interview made to the founders of the company, the experience as a frequent customer of Scoop N Dough of the author of this project and together with the information available online it was possible to perform a current internal analysis of the company. The tool chosen for that was the Business Canvas Model approach.

5.1.1 Business Canvas Model

According to Oxford University (Nikolau,n.d.) “Business Model Canvas is a business tool used to visualize all the building blocks when you want to start a business, including customers, route to market, value proposition, and finance.”

Without an extensive business plan, a start-up may find initial success selling one or two products to a small consumer base. However, accuracy is necessary for scaling up successfully. The executive team or the founders must have a comprehensive understanding of every aspect of their company, including consumers' revenue, costs, propositions, activities, resources, channels, and partners.

The Business Canvas Model is one of the most well-known and trusted start-up tools available for assisting entrepreneurs in turning an idea into a planned strategy and workable business plan. This tool offers the business the opportunity to have on a single piece of paper, nine boxes representing different company parts. Its simplicity plays a significant role in its efficacy (n.d.,2020)

In consonance with (Bobrykov, n.d.) “The business model canvas is a powerful strategic tool. It can be used for developing a new business, regrouping and rationalizing if performance sags, or setting a business in a new direction. There are a few ways it does this:

1. It helps to crystalize connections between a business idea and how to turn it into a reality;
2. It shows a team how it thinks about and interacts with its customers, which can help expose weaknesses in its business model.
3. It allows a team to get a clear idea of what the business is or will likely be.”

Therefore, below in order to describe in more detail how Scoop n Dough is structured the Business Canvas Model tool was used for this analysis.

Customer segments

Scoop n Dough aims to target different groups of people in the market to sell and promote their products. Vegan ice creams and doughnuts serve and satisfy many people of any age, group, or gender who try to live a more sustainable and conscious lifestyle. Having said this and taking into account Scoop n Dough's needs and desire to attract as many people as possible, the company focuses on the mass market.

Scoop n Dough's customers are part of an upper-middle-class customer base. This means, that this population has an income that is considered upper-middle-income as there is disposable income to be spent on non-essential goods. In addition to local customers, the company counts on many tourists due to the privileged location of both shops. Both shops are located in the centre of Lisbon, the first, the largest, is situated in downtown Lisbon, close to several local hotels/accommodation places, as well as restaurants, a theatre, and several tourist shops. As it is located in downtown Lisbon, it also has metro and bus facilities that are very accessible, which boosts the attraction of tourists to the main shop. However, the shop which is located in the El Corte Inglés centre has customers with higher purchasing power, older people, as it is located in the supermarket area where young people do not normally shop so much, and frequent customers who do their daily shopping in the supermarket in the centre.

Customer relationships

The relationship between a company and its customers is crucial to any business's success. In order to understand Scoop n Dough's relationship with its customers 3 questions should be answered – How does the company make itself known? What is Scoop n Dough's customer retention strategy? How does Scoop n Dough get their customers to spend more?" (Reiling, 2017).

Starting by answering the first question, Scoop n Dough has very effective communication and leverages its Social Media accounts and website not only to promote but also to sell its products. The company's IG account is always updated with photos, customer reviews, and new product posts. On the other hand, the website was made with the main purpose of placing online orders for both ice cream and doughnuts, where it is also possible to find a complete description of each product.

Scoop n Dough's strategy to keep their customers is the excellent customer service offered to each consumer that goes to their shop. The selling moment is the only opportunity to interact with the consumer and the perfect time to understand the target market's needs, likes, and desires. To do so, personal assistance in the shop is how Scoop n Dough works and develops its customer relationship.

Keeping customers informed, appealing to social causes, and onboarding customers about the brand & products are some of the main key strategies that Scoop n Dough practices to spread their products and culture.

To make the consumers buy and maintain them curious about what will be created next, Scoop n Dough invests in keeping working on their creativity, remaining fearless, and being up to date about what is trendy. The constant search for creating innovative and *out of the box* products, experimenting with new raw materials, and staying focused on testing new flavours mixtures are the main factors that lead to success, creating desire and willingness to buy.

Channels

This block refers to the different methods and ways that the company uses to deliver, sell or promote its products and value proposition to its customers. The channels are considered the main roads that lead the customer into the company's life cycle.

During the customer journey in one of the distribution channels of the company, there are 5 important phases that the customer goes through. These phases are mentioned as awareness, evaluation, purchase, delivery, and post-purchase (Luenendonk, 2020).

To better plan and understand how each phase influences the customer journey until the purchase decision, an analysis should be done by answering the following questions respectively: How do we raise awareness?; How do we help our customers evaluate our organization's value proposition?; How do we allow customers to purchase specific products and services?; How do we deliver a value proposition to customers?; How do we provide post-purchase customer support? (Lestand, 2016).

To better distinguish how channels can contribute to the business, it is divided into two different types: owned (direct) and partner (indirect) channels (Luenendonk, 2020)

Owned channels represent the direct relationship between the organization and the customer without third parties' intervention. In other words, in this type of channel, the profit margin is higher since there is no third-party organization present. On the other hand, in partner channels which can be also considered indirect channels, the existence of an intermediary is mandatory to be considered a partner channel. In this case, the profit margin is respectively lower and divided between the third party and the organization itself. The advantage is being able to benefit from the partner's visibility for the own benefit of the brand (Luenendonk, 2020).

In the case of Scoop n Dough, owned channels can be considered the physical existent shop (downtown one), the website, social media accounts, and their own occasional delivery services.

As far as partner channels are concerned, Scoop n Dough counts on a partnership with one of the main shopping centres in Lisbon - El Corte Inglés. In this mall, the company not only has a shop but also is present in the main digital storefront, which displays pictures of the core products and prizes that the company has been earning so far. This digital front gives Scoop n Dough plenty of visibility to potential future customers, creating desire and willingness to visit the shops and buy. “Uber eats”, another channel that Scoop n Dough has partnered with is a food delivery platform that makes delivery within the radius set by the company. Finally, Scoop n Dough is also partnered with another digital platform, Zoomato. According to Zoomato’s official website, this channel is defined as the platform that "connects customers, restaurant partners, and delivery partners, serving their multiple needs. Customers use our platform to search and discover restaurants, read, and view and upload photos, order food delivery, book a table and make payment while dining out at restaurants”. This Zoomato also represents a useful and important tool for increasing engagement with the customer. Either before the purchase decision check reviews and photos and at the same time for the post-purchase moment to publish photos and/or reviews.

In order to understand how the available channels, meet the client's needs, below is a table that crosses the available channels and the different phases above mentioned:

Awareness	Evaluation	Purchase	Delivery	Post- purchase
Social media accounts	Social media accounts	Shops	Uber eats	Website
Website	Website	Website	Shops	Shops
	Shops	Uber eats		Social media accounts

Table 1: Cross between phases & available channels.

In the table above, one can better understand which distribution channels respond to the needs of consumers in their different stages before and after consumption.

In the awareness phase, the Instagram account is the biggest source of attention and attraction nowadays that the company can count on. Scoop n Dough is highly focused in their account not only on posting consistently but also on sharing “stories” and on the usage of the correct “hashtags”, which increases visibility, creates more engagement and credibility of the

brand leads to a willingness to look for more information and eventually purchase. The website also has some weight in the awareness phase. However, it is more likely to happen after visiting the Instagram page first, as there is mentioned in the website link for more details and orders.

During evaluation phase, Instagram and Zoomato accounts are a crucial part of this phase. That, in this phase, the potential consumers are more focused on looking for something that makes them reassured and evaluate the products. Here Instagram and Zoomato have the main source for this evaluation. In the case of Instagram, the comments on the posts can be very insightful. However, Zoomato can play a more important role here, which is the “reviews” feature where it is possible to score the experience on a scale of 0 to 5. Plus, an average of all the rates awarded is then taken and published in the Scoop n Dough main profile. Besides the rates features, Zoomato offers also the possibility to publish pictures which along with Instagram gives a more visual insight. The website and the shops are part of this evaluation phase when the potential consumer is looking for more detailed information. At this stage, there is already some interest and willingness to purchase.

During the purchase phase, Scoop n Dough provides 3 different ways for the consumers to buy their products: website, in shops, or through uber eats. The only difference between them is that the purchase in shops is made in person while the other two purchase options are virtual, and does not require any personal assistance.

However, buying in the shop is always more advantageous for Scoop n Dough as it benefits from customer service, which is one of the key strategies to develop their customer relationship and consequently more easily buy the product.

As far as delivery options are concerned, Scoop n Dough only relies on “Uber Eats” as a fixed delivery service as the company does not yet have its own delivery system. Even though, own deliveries are occasionally made to other cities like Porto or Coimbra due to the high demand in those places.

Lastly, the last one is the post-purchase phase where the consumer reacts to satisfaction and expresses their opinion about the whole experience.

In order for the customers to be able to express that opinion, Scoop n Dough provides two online tools. One of them is Zoomato (partnered channel) and the company's own website. In the Zoomato application, it is possible to share pictures eventually taken, and write reviews and it also offers the possibility to express consumers' satisfaction by rating the experience from 0 to 5. On the other hand, Scoop n Dough's own website still does not have a specific area just for consumer experience. Nevertheless, the company provides a

message box, where consumers can leave a message about their experiences and opinion if wanted.

In addition to that, the shops also play an important role, as it is possible to get more immediate and true feedback if the client is consuming in the shop.

Revenue Streams

“Revenues streams are the sources from which a company generates money by selling their product or service to the customers. And in this block, it should describe how the company will earn revenue from each value proposition” (Athuraliya, n.d.).

There are two types of revenue streams: revenues from one-time customers and revenues from ongoing payments (Pereira, Revenue Streams, 2020).

A pricing mechanism explains how prices are used to match between the buyers and the suppliers. To distinguish better, the pricing mechanisms come in two principal forms: fixed and dynamic. While dynamic pricing changes prices in response to market situations, fixed pricing has predetermined rates based on a static set of variables. The revenue stream and costs can be affected by the price mechanism chosen by a company.

The most common types of fixed pricing mechanisms are list price, product feature-dependent, customer segment-dependent, and volume-dependent. The list price corresponds to prices that are fixed and non-negotiable. However, the product feature is depending on the quality or value proposition features. Regarding the customer segment, as it is clear from the name itself, it depends on the type and characteristics of the customer segment. Lastly, the volume-dependent type refers to setting the price according to the quantity that is purchased. The more the client buys, the lower the price. (Imke, 2021).

In the case of Scoop n Dough, and given the type of business applied, the mechanism price adopted is the fixed price. As it does not make sense to do it in any other way if payment is not made only once. After market research, it is possible to conclude that none of the competitors, namely the biggest one “Crush Doughnuts”, uses another pricing mechanism. Therefore, the pricing mechanism that makes sense is the list price.

Key activities

According to Belyh (2020), “(...) key activities are the most important tasks a company must carry out in order to fulfil its business purpose. To be successful, a company must carry out key actions that are primarily dictated by its business model. As it is studied with the key resources building block, key activities are similarly pivotal in an organization fulfilling its value proposition, reaching its customer segments, sustaining its customer relationships, and ultimately creating

long-term revenue streams. Key activities are different according to the business model of the organization carrying out the activity. (...) A product-driven business will lend more significance to activities such as continuous research to understand their users better as well as constant innovation in technology”

In order to better analyse an organization by focusing on the key activities, it is important to have a comprehensive view of the company and understand what influences/contributes to the core activities of a company.

According to Reiling (2022), it is important to understand and distinguish the various key activity categories. There are five different key activity types of focus, being these:

1. “Production: everything from how a product or service is produced and delivered to customers;
2. Problem-solving: developing custom solutions for customers and clients; usually project-based;
2. Technology: leveraging technology to provide value-added for customers;
3. Platform or network: building a platform that will provide superior value and competitive advantage;
4. Sales and marketing: externally facing presence that is necessary and present in most organizations.”

For any type of key activity, there are some questions that should be answered and thought about before listing them: Based on our value propositions, what kind of activities are the key to our business?; What kind of activities are key to our distribution channels?; What kind of activities are important if we want to maintain our customer relationships?; What kind of activities are fundamental to our revenue streams?” (Belyh, Key activities block in Business Model Canvas, 2020)

Scoop n Dough's key activity is production. Additionally, are the 5 key activities related to production: “design (designing products, machinery, and production processes), purchasing (outsourcing materials and other input products), build (assembling, distributing, and handling off the products to end customers) and administer (orchestrate, control, and manage the production process)” (Reiling, 2022).

Taking into consideration the main activities related to production and after the author’s observation, in the shop and interview with the owners, is possible to conclude that the team invests a lot in product design as continuous creativity is one of the main goals for all Scoop n Dough products. And consequently, purchasing is something where the teams invest their time in finding the right partner/suppliers since all raw materials used are plant-based and organic, which is more challenging. The whole production process (in a

more operational way), happens in the main shop where they have a fully equipped kitchen to be able to produce quickly and efficiently. Regarding distribution, Scoop n Dough, as mentioned before, sells mainly directly in their shops, through the distribution channels mentioned above, and sometimes when requested they produce on a large scale for private events. For El Corte Inglés stand, distribution is done from the main shop every day. As the team is relatively small, the two owners are the ones who are responsible for controlling the whole process.

Key resources

According to Oakley (2018), “key resources in the business model canvas are the main inputs and assets the business uses to function effectively.” These resources will allow the companies to create and offer a value proposition, reach the market, maintain, and nurture relationships with customers, partners, and suppliers, and consequently earn revenues.

Resources can be physical, financial, intellectual, or human. According to Pereira (2020), the physical resources are the “tangible inputs and structures that the company needs to create its value proposition, such as a vehicle, machinery, equipment, points of sale, among others”. On the other hand, intellectual resources represent intangible assets including patents, copyrights, and databases, among others. “These are resources that require a lot of time and work to be developed”. Regarding human resources, according to Belyh (2020) “employees are often the most important and yet the most easily overlooked assets of an organization.” Additionally, in consonance with Pereira (2020), “human resources especially in businesses that require extensive knowledge, creativity, or human contacts, such as in the areas of service, science, advertising, or sales.” Lastly, the financial resources “includes cash, line of credit and the ability to have stock option plans for employees.” However, for start-ups financial resources are even more important as they are at a very early stage of the business, all financial resources are essential and crucial to develop and grow the business.

In order to understand how Scoop n Dough’s available resources are divided and organized according to the Business Canvas Model, below there is a table that specifies:

Physical	Intellectual	Human
2 shops, vehicles, and all the kitchen equipment required to produce	Website, social media accounts, 2 points of sales systems, exclusivity patent to sell	25 collaborators, 2 owners, vegan lifestyle knowledge, specialized in nutrition, medicine, and vegan lifestyle knowledge; continuously investing in self-training to create increasingly innovative products.

Table 2: Scoop N Dough's Key Resources

Key partners

Scoop N Dough does not currently have any partners. To do so, there is no dependency relationship with any entity.

Cost structure

This component represents all the expenses a company might or might not incur as a result of its choice of business model. "It gathers the most important costs involved in the whole operation from the outset. (...) This is because creating a Value Proposition, maintaining a Customer Relationship, and developing Revenue Streams generate costs, just as the Key Resources and Partners demand their own expenses." (Pereira, 2020). For an entrepreneur to easily and effectively estimate the cost structure block, is crucial to be sure and define clearly the key activities, key resources, and key partnership blocks previously.

According to Belyh (2020), when doing an analysis is imperative to keep in mind the following questions and be able to answer them:

1. "What are the fundamental costs derived from my business model?"
2. Which Key Resources represent a significant expense to the business?"
3. Is the business more values driven or cost driven?"

Businesses can be categorized into 2 different extremes based on volume produced and follow a business model that is more focused on reducing costs, named cost driven. Or on the other hand, a model that is completely focused on the value provided to their customers, hence taking the value-driven approach.

Before moving on to the actual analysis of Scoop n Dough, it is important to clarify and state what differs between the two approaches.

According to Belyh (2020), “a business which is cost-driven focuses on creating a lean cost structure through offering cheaply priced value propositions, a high degree of automation, and outsourcing of costly functions. It is important to lower your prices based on internal costs and expenses rather than in response to what the competition is doing”.

On the contrary, some companies are focused on delivering value to their customers, hence taking the value-driven approach. “This strategy is characterized by complete focus on the creation and delivery of high value, value proposition which is highly customized to the customer segment’s preferences” (Belyh, 2020).

In the case of Scoop n Dough, after the analysis of all the above blocks and additionally the interview was done with one of the founders of the company, it is possible to conclude that the company is driven by the values approach. Customer satisfaction and the continuous effort in innovation and creativity for its products is Scoop n Dough’s mantra. Additionally, employees are trained to be able to give a per personalized device to each of their customers. Creating experiences and memories is the company's mission.

However, it is important to mention that the raw materials used for the confection of the products are not so easily found on the Portuguese market. Scoop n Dough exports some of these and has its own distribution center abroad. As mentioned in the interview with one of the founders, the company usually publishes on social networks, the raw materials used, namely coconut milk, which is free of monkey exploitation, the vanilla used in most of the products, which comes from Madagascar and as well the best chocolate on the market is used. This will create the awareness desired in the customers about the quality of the products and how rigorous Scoop n Dough are regarding the quality of their products.

Value Proposition

According to Mansfield (2019), value propositions refer to the product or service the firm intends to offer to its customers to meet their needs. It is unique to an organization as it sets it apart from its competitors. “(...) in simple terms, is a unique combination of products and services that offer value to the customer. In other words, it is a satisfactory solution to a consumer problem or needs satisfaction” (Pereira, 2020). For some companies the value proposition involves an innovative offer, something that still does not exists in the market, other can be similar but with new added attributes.

However, there are different elements and characteristics that will help to develop a unique value proposition, being these: newness, performance, personalization, status, price, cost reduction, risk reduction, accessibility, and convenience or usability.

Newness is without doubt the key characteristic that describes Scoop n Dough's value proposition. As it is also reflected in the mission, values, and vision of the company.

The company's mission passes by serving vegan, artisanal, and homemade ice creams by producing in small quantities to ensure the freshness and quality of each flavour. Offering the experience of eating an American ice cream using only Portuguese ingredients, making them incredibly creamy and with the right consistency without eggs or milk involved. At the same time, working on handmade brioche-styled doughnuts made only from vegetable-based and high-quality ingredients. Each doughnut is developed and designed based on the seasonality of the ingredients so the consumers can enjoy the freshness of each one of them. The main purpose of Scoop n Dough is to offer an experience, memories, and homemade products while eating a scoop of ice cream or a small bite of a doughnut.

Additionally, Scoop n Dough's vision is not only creating an impact in the vegan community but also in society by using non-animal-based ingredients and still producing tasty and innovative food. In the future, the company expects to open more stores not only in Portugal but also out of the country and build a fabric from scratch implementing energy and water reduction systems.

Working on innovation, and seeking for delivering new gastronomic experiences and "out of the box" products are what the company stands out.

5.1.2 Competitors analysis

Analysing the competitors is essential. The biggest strategic advantage behind a competitive analysis is that it helps the company to get a broader picture of the main competitors so it becomes easier to emulate their success and avoid their failure. There are three main reasons why it is crucial to elaborate a competitors analysis, being these: it helps to identify and fill crucial gaps in the business and it could be useful to determine the "why" of the company (Tompkins, 2021).

Both the ice cream shops and the doughnuts mentioned below are focused on the mass market. Meaning that their main objective is reaching the maximum number of people without a specific target.

5.1.2.1 Doughnuts

Below are mentioned Scoop N Dough's three main competitors when it comes to doughnuts. In the table, are described the competitor's name and their respective value proposition:

Company name	Value Proposition
Crush Doughnuts	According to the company's social media accounts, namely Instagram, their goal remains to bake unforgettable and unique doughnuts to their consumers by innovating in the flavours chosen and making the experience memorable to their consumers. Is one of the biggest competitors of Scoop n Dough.
Dunkin Doughnuts	According to company's website, the brand focuses on offering the best combination of the finest arabica coffee with handcrafted doughnuts and "munchkins".
The coffee library	One of the company's main objectives is not only to be able to produce good doughnuts made with quality ingredients, but also to offer a quiet and calm place where the customer can feel at ease and in a comfortable environment to spend a few hours. The company considers that its secret is the dedication and effort that exists daily to achieve the best.

Table 3: Scoop N Dough's main doughnuts competitors

5.1.2.2 Ice creams

Below are mentioned Scoop N Dough's three main competitors when it comes to ice creams. In the table, are described the competitor's name and their respective value proposition:

Company Name	Value Proposition
Santini	In consonance with Santini Website, the brand has over 70 years of history, making it one of the oldest and best ice cream shops in Portugal, located from the north to south of the country. Its original recipe for 70 years, without additives, 100% natural fruit and flavours are the main combinations that make Santini stands out.
Davvero	Handmade ice creams combining Italian and Portuguese resources. Davvero uses national fresh fruit, water, and milk but prefers to export nuts and sugar for its recipes (Guerreiro, 2015).

Nannarela	As Davvero, Nannarela combines the Italian tradition and ingredients with the Portuguese ones. The owners of Nannarela define their shop as an “ice cream laboratory”. Their ice creams are natural, without conservatives or additives added. They also take into consideration the amount of sugar, and therefore these are not as caloric the regular ice creams (Faustino, 2013).
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Table 4: Scoop N Dough's main ice cream competitors

5.2 Data Analysis

Content analysis consists in a set of techniques for analysing communications in order to obtain, by systematic and objective procedures for describing the content of messages, indicators (quantitative or not) that allow the inference of those messages (Bardin, 1997, p.42). Therefore, the content analysis was conducted concerning the focus group and benchmarking, which enabled the author to take key findings from it.

5.2.1 Focus group results

5.2.1.1 Moderator & how it was conducted

Was led by the author of this project and followed a defined structure and organization. The questions asked were based on the internal analysis previously made through the Business Canvas Model tool, the benchmark done and the finally the customer experience of the author saw as improvements or gaps to fix.

Firstly, the moderator started by confirming the presence of all the participants, thanking them for their presence, informing them that the meeting will be recorded, and sharing the purpose and the agenda of the moment.

Secondly, the moderator also has the role of making the participants comfortable sharing and expressing their opinions openly. “(...) create a non-threatening and non-valuative environment in which group members feel free to express themselves openly and without concern for whether others in the group agree with the opinions offered” (Shamdasani & Rook, Dennis W., 2007)

To do so, an ice break dynamic was formulated so that the participants could feel more opened and predisposed to intervene.

Hereafter, in the third part, customer engagement in Scoop n Dough started to be explored. Therefore, the author has divided it into 3 different moments. Each moment corresponded to an implementation suggested to Scoop n Dough. For this, the moderator asked between three or four open questions related to the topic being discussed. This

discussion enabled the author to refine and improve the ideas already thought of and even to get validation. Always at the end of the three moments, the author would end the moment by sharing a short summary and the main takeaways told by each one of them and asking for validation.

At the end of the focus group, the author finished the moment by thanking all the participants for their presence and openness in sharing their opinions and vision (Attachment D).

5.2.1.2 Focus Group structure/content

The Focus Group discussion took place on Zoom on October 10th at 16h15 (Lisbon, GMT+1). It lasted about 1 hour, and 5 participants were involved. Those 5 people were chosen because they were all able to share their opinion and vision about the p themes to be addressed since all of them visited the Scoop N Dough shop and have tasted the ice cream and/or the doughnuts at least one time and follow the company on the most active social network "Instagram".

Although the results of focus group research can be difficult and challenging to summarize and generalize, it produces a very rich body of data expressed in the respondent's own words and context (Shamdasani & Rook, Dennis W., 2007).

The presentation of the questions was due in 1 hour, with 2 different main themes to be explored, namely:

1. How to create a memorable experience in the shop and leverage the purchase moment?;
2. How to stay attractive, pull the consumers to the store and retain them?

Within these 2 different main topics, some open questions were made to the participants. According to Shamdasani & Rook (2007) the framing of these questions followed 2 general principles explained by:

1. Questions should be ordered from the more general to the more specific ;
2. Questions should be ordered by relative importance.

Precisely, the questions presented about the first theme were:

1. For you, how important is it to promote organizational culture in a company? And why?
2. What do you think about the relationship between Scoop N Dough's organizational culture and the customer experience in the shop?
3. What do you think about the relationship between engaged employees and connected to the company's mission and values with their job performance?
4. How could it influence the customer experience?

Regarding the second theme to be explored, the questions made were:

1. What do you think if Scoop N Dough hosted events?
2. What would you like to see if you attended those events?
3. In which do you think that could influence consumer involvement?
4. Would you be interested if Scoop N Dough created a loyalty/reward program? And why?
5. What benefits would you like to see in this program?

5.2.1.3 Main findings

Since the focus group was recorded, to begin the analysis of the outcomes the author began by transcribing the whole moment. After the transcription was completed, the author proceeded with the coding process.

Some questions that helped during this coding exercise were:

1. "What were the themes;
2. What are the most important points that you have learned from this group?;
3. What was surprising or unexpected?"

According to (Kruger & Cassey, 2015) the coding process of placing similar labels on similar things. Started analysing the first response and if it is an answer to the question, then a title or code that describes the moment should be given. And the same process should happen for every other response to be analysed. This technique is called constant comparative, based on The Discovery of Grounded Theory.

Once all the data is categorized, there are some aspects that should be taken into accounts, such as the "frequency, extensiveness, intensity, specificity, internal consistency and participant perception of importance."

Taking into account all the concepts and aspects mentioned above below are listed the main findings from the focus group.

Concerning the first theme (how to create a memorable experience in the shop and leverage the purchase moment?) that was addressed during the focus group, the main outcomes were divided into 2 different subthemes, namely what is transmitted to the consumers and the importance engaged employees in the consumer experience.

Regarding the first subtheme, below are listed the main findings:

1. Scoop N Dough passes an image of an organizational culture of constant adaptability to the current trends which makes them closer to their consumers.
2. The trust created in the consumers results from the company's organizational culture transmitted to their consumers.

3. The decision to purchase is dependent on the match of the organizational culture of the company and the consumers themselves.
4. The WOW moment created in the Social Media accounts is expected to be continued/real during the purchase moment in the shop.

The second subtheme that was raised remained about the impact and importance of engaged employees in a company:

1. Employees have to believe in the vision, and mission of the company and should trust the products they sell to be able to transmit it to the consumers.
2. A good relationship between the owners/managers and employees of a company is extremely important. As the feeling of belonging will foster and contribute to the success of the company.

As regards the second theme and taking into consideration the questions that have been raised about “how the shop can stay attractive, pull the consumers to the store and retain them?”, the outcomes can be divided into 2 different subthemes as well: how the company can gain more traction in the market and on the other hand, how to retain the consumer after the purchasing moment.

Having said that, as for the traction that Scoop N Dough could have in the market, the outcomes of the discussion were:

1. Veganism is becoming a trend, and hosting events would be beneficial to gain more traction in the market.
2. With events like these, consumers get engaged on a more personal level.
3. The decision to go or not go might depend on the agenda planned for the event.
4. Interesting topics that could be explored in these events are: how were the whole process of creating the start-up, doughnuts and ice cream process creation, the type of ingredients used in the products, and the suppliers or partners of the company.

In relation to how Scoop N Dough can retain their after the first purchase, the outcomes were:

1. Loyalty programs that include sending emails or text messages are not well seen, as it does not improve the customer experience, but they can be unpleasant for the consumers sometimes.
2. Loyalty cards that include accumulating points, discounts, and any other special offer could be an interesting incentive from Scoop N Dough. Besides the advantages offered to the consumers. The cards also work as reminders, as those are in the wallet and when seen can possibly generate

5.3 Results analysis and discussion

This discussion of results aims to confront the focus group outcomes with the literature review.

The major findings of the first theme emphasized and clearly highlighted the importance that organizational culture has in today's companies. Not only because it is considered a source of trust for the consumers, which therefore will impact and lead to the purchasing moment, but also because it directly impacts the healthy environment at the workplace, which plays a crucial role in the company's success.

An unexpected finding that arose was the fact that consumers expect the "WOW" moment, which is shown in purchasing moments through social networks, to happen in real life. Another one was the importance of a good relationship between the managers and owners of the company and employees, which directly impacts their motivation and performance.

These "WOW" moments expected and importance of good relationship at the workplace, clearly reinforces how critical is to build and maintain a strong organizational culture in a company. According to Lemick (2022) it allows employees to perform to their fullest potential. When people feel their work has an impact and can see results in real-time, they often look forward to their job. The bar is raised when people collaborate and learn from one another and focus on the mission and goals at hand. A strong company culture creates a cohesive team that can weather any storm and impact customers.

The outcomes obtained in the relation to the second theme (how to stay attractive and pull the consumers to the shop?) supports what Menrad (2003) mentions about the importance of well-defined marketing strategies from functional food retailers to gain traction. During the focus group was brought up the fact that veganism nowadays is becoming more and more common, trendy and the lifestyle being adopted by many people. So, hosting events and creating a loyalty card are good ways to not only create and capture value, share about the health and environmental benefits of adopting a vegan lifestyle, and as well as reinforce the value network with their consumers, partners, and suppliers. It is crucial to follow and stay up to date about the consumer's needs, desires, and trends. This said, nowadays companies should reinforce and make it a primary need to foster and leverage customer engagement strategies. According Bansal (2016) engagement occurs through satisfaction, loyalty, and excitement about the brand. Therefore, the company must not only aim to make the brand more desirable, more attractive, and preferable to the consumer but also do whatever it takes for the consumer to remain associated, interested, and involved with the brand.

Chapter 6

Implementations

The following chapter elaborated on the outcomes of data analysis and results from the focus group. So, three main proposals were formulated. These proposals have the intention to meet Scoop N Dough's current objective: increase customer retention by applying low-cost strategies.

6.1 Invest on the organizational culture of the company

Culture is the backbone of every organization and when it is well articulated and executed, employee engagement soars. This consequently will lead to a healthy environment for employees to remain engaged, inspiring performance, attracting organically the best talent, and therefore driving high profitability (Baumgartner, 2019)

Through the Focus group, it was notorious that the participants agreed about the importance and how impactful it is the organizational culture of Scoop N Dough not only for employees but as well as a consumer.

This said, Employee Value Proposition (EVP) is something crucial for the company to continuously invest on. EVP is a set of associations and offerings provided by an organization. The EVP is an employee-centred approach. It is based on assumption that personal job satisfaction is driven by far more than financial factors such as salaries and benefits. An organization's EVP has thus been described as critical to attracting, retaining, and engaging quality people. An EVP must be unique, relevant, and compelling if he is to act as a key driver of talent attraction, engagement, and retention (Minchington, 2055 in Azalshrat & M.Wali, 2017)

Therefore, leveraging and focusing on the employee value proposition (EVP) would impact strongly two different scenarios: reducing the employee churn in the company and increasing customer retention. Highly engaged employees will lead to an inspiring performance, which consequently will contribute to the success of the company.

According to webinar conducted by Quinine Design Agency (n.d.), the combination of highly engaged employees and the success of the company reflects in three important aspects:

1. to the business itself: highly engaged teams show 23% of greater profitability, 81% reduction in absenteeism and up to 43% reduction in staff turnover, and 66% improvement in well-being. Happy and healthy staff are more productive. The physical and mental well-being of the staff is a prime consideration
2. to the brand: through personality, tone of voice, and human interaction, the staff will communicate your brand values more clearly than any other channel. The staff is the

company's biggest advocate more than any other advertising channel. Highly engaged and motivated staff will create long-lasting brand loyalty and trust.

3. to the customer: the pandemic has created a different level of appreciation of retail staff. The ability of a customer to connect on a human level is possibly the greatest strength of a company's success. The online channel can not do this, and ironically the digital era age we now live in has created a huge demand face to face interactions. 71% of customers say that staff has a significant impact on their shopping experience and they are 2.6 times more likely to recommend a brand when having interacted with a highly engaged retail employee. Nowadays even more customers want real human interactions.

The main suggestion for Scoop N Dough is to leverage the EVP of the company. Nowadays people are looking to join organizations that have a greater purpose beyond profitability. Therefore, is important that Scoop N Dough should emphasize the influence of employees' role on the company's success and culture as well as on the consumer experience, which will help to stay on top of mind the mission, vision, and values of the company. For this, Scoop n Dough could create an online company booklet where all the team members are mentioned, their roles, and how they are crucial and contribute to the company's success. An organigram that connects all the different departments, the functions of each team member, and how the good coordination between the various departments will contribute to the main purpose of the company. This way, the booklet will support the link and clearly articulate the purpose and the connections to achieve the greater good of the company.

According to research by Coqual (n.d) , a non-profit think tank, the sense of belonging at work-related is mainly reflected in four main elements, such as, "being seen for unique contributions, connected to your co-workers, supported in your daily work and career development and proud of the organization's values and purpose" (Sweeney, 2022). Being seen means when the employee is seen at work, recognized, rewarded, and respected by the colleagues. Additionally, feeling connected at work means that an employee has positive, authentic social interactions with peers, managers, and even with senior leaders. On the other hand, feeling supported happens when an employee is given what they need to get the work done and live a full life. The people responsible for this may be the peers and the senior managers. Finally, the pride that is felt in the company is when an employee feels aligned with its purpose, vision, and values. This said, to foster a sense of belonging, connection with the company, and growth in the company, Scoop n Dough could implement the following:

1. Team buildings frequently - enjoy a team moment outside of working hours and get to know each other better.
2. Monthly team meetings - where the founders of the company can share more about the next steps at a strategic level in the company and make room for questions from employees.
3. Regular 1/1 meetings - individual meetings with each of the employees and their respective managers to discuss ambitions, goals, and difficulties being experienced at the moment
4. Celebrations moments - a celebration ritual can be implemented always after being mentioned by an important source of good feedback.

All of these initiatives will lead to an optimal culture, which in consonance with Fotohabadi (2021) is based on recognizing, researching, resolving, restoring, and realizing.

6.2 Host events

“Relationship marketing as organization efforts directed to establishing, maintaining, and developing relationships with customers and other partners, a relationship that can be divided into two parts: to attract the customer and to build retention with the customer, so that the business objectives are accomplished” (Gronroos, 1994 in Cruceru & Moise, 2014)

According to Sheth & Parvatiyar (1994) Relationship marketing is “the ongoing processes of engaging in cooperative and collaborative activities and programs with immediate and end-user customers to create or enhance mutual economic value at reduced.

Therefore, by hosting events is possible to achieve a number of specific objectives, such as: attracting new categories of consumers to the promoted products/services, interacting with the actual clients of the organization, knowing the profile of these clients, informing and updating customers about the characteristics of the promoted products, etc (Cruceru & Moise, 2014).

Being this said, another suggestion for Scoop N Dough is to organize and host events for their consumers. These events will help the company to create more exposure, and expand influence, brand loyalty, and trust. Taking into account the outcomes of the focus group, the adherence to these events would be dependent on its agenda of it. Meaning, the topics, themes, and activities should be planned to have in mind what would be interesting not only for the company to share but to consumers as well.

Therefore, the preparation for this event should create value for the consumer. It should not only meet their needs, curiosity and at the same time exceed their expectations by creating WOW moments. Scoop N Dough could take advantage of these events to share, raise and

reinforce the company's vision, mission, and values. Information about the main suppliers, possible partners, and why they were chosen would be interesting as it would give more credibility and value to what the company is selling. Explaining the origin, the quality of the ingredients, and the reason why those are used in Scoop N Dough products will consequently lead to a better understanding for the consumers of the stipulated price, being this also a concern and a blocker for the consumer's retention. These events can also be used to promote new launches, get to know consumers better, collect feedback on any subject that the company is unsure about, and take the moment to give consumers the opportunity to share ideas and questions they may have.

As the company does not have enough budget at the moment, starting by hosting and organizing these events inside the shops could be a way to test the engagement level of these events to then analyze the return on investment.

Concluding, focusing on building a relationship with the consumer would be the key objective for these events.

6.3 Customer loyalty program

"Customer loyalty programs are coordinated, membership-based marketing activities designed to enhance the building of continued marketing exchanges among pre-identified customers toward a sponsoring brand or firm. Often based on cumulative brand purchases, loyalty programs enhance value proposition offerings to preserve active customer status. Loyalty programs are set apart from other forms of promotions by long-term nature and deliberate emphasis on preserving customer retention and intensifying purchase frequency" (Sharp and Sharp, 1997 in Sneath & Lacey, 2006). As an expansion of the marketer's value proposition, loyalty programs can be designed to accommodate individual consumers in the form of added products or enhanced customer service options not generally presented to all of the firm's customers. (Morgan et al., 2000 in Sneath & Lacey, 2006).

This being said, creating a loyalty program is another of the improvements suggested for Scoop N Dough to implement for its customers, in the form of a card. Customer loyalty programs are proven methods for growing and sustaining market share. Customers who are already enthusiastic about a brand are more likely to continue buying and are a prime market for that brand's new products" (Black, 2017).

The costs of implementing a well-defined loyalty program can be costly for the company. According to KMPG survey(n.d.), investments in loyalty programs can reach as much as 5 percent of sales. That means that for a program to be worth the money, it has to reach the right consumers, reach them effectively, be disciplined about spending, and have

the right financial model. This study also mentions that 2 out of 3 customers admitted to making a special trip in the last six months to shop at a store in order to earn an award in a loyalty program and 60% said they would shop at a store with slightly higher prices to earn a loyalty program award.

However, since Scoop N Dough currently has a small budget to invest an interesting start could be to start by creating a small card where the consumers

This type of program when implemented in the format of mobile application format can be very expensive, even though the return on investment in the long term could compensate. However, since Scoop N Dough currently has a small budget to invest, a good start could be to start by creating a small card where the consumers could collect points or stamps for each purchase made, or set a minimum value of purchases to collect the points and offer discounts when a determined number of points were collected. Beyond these basic features, it is important to maintain the surprise factor. A membership card is not a novelty.

According to a KMPG survey (2017), more than 80 percent said they prefer surprise deals or gifts to information on sales, special privileges, time-saving opportunities, or other traditional program benefits.

Being this said and taking into account all the benefits that the investment in a loyalty program could give as a return, Scoop N Dough should design a business model first which allows more creativity in coming up with the ideas and investment necessary.

Chapter 7

Conclusion

Considering the current paradigm caused by the pandemic, as well as the complexity nowadays for any business to position the market makes the theme explored in this project is crucial for any business to prepare a strategic plan in terms of customer centricity. Now more than ever, companies must be customer centric. It is the customer who determines what a business is, what it produces, and whether it will prosper" (Drucker, 1954 in Shah et al, 2006). Levitt (1960) proposed that firms should not focus on selling products but rather on fulfilling customer needs. To do so, it is important to be constantly aware of consumer behaviour to quickly adapt according to their needs and trends.

The initial approach with the company was crucial to understanding what is the biggest challenge that the company is facing at the moment, to then be analysed and studied during this project. The interview with the founders of Scoop N Dough enabled the comprehension of customer engagement current and desired strategy, from the brand's mission and aimed to position in the market of ice cream and doughnuts.

The present project proposed a reflection and an internal analysis of the company along with a small benchmark of their main competitors. Nevertheless, the aim and the purpose of this study are to develop and suggest a strategic plan with concrete implementations that meet the biggest challenge and concern that the company is facing at the moment - customer engagement and retention.

Through the internal analysis of Scoop N Dough, the analysis of its main competitors, and lastly by the experience as a consumer the author's three implementations were thought. These three implementations are focused on two crucial scopes, being: how to create a memorable experience in the shop and leverage the purchase moment? and how to stay attractive, pull the consumers to the store, and retain them. To obtain validation and refine the suggested implementations, a focus group was held. During the focus group, the suggested implementations were validated by the participants of the session.

The planning and organization of three main proposals were presented. These implementations suggested aimed for, respectively, investing in the organizational culture of the company which will consequently impact both internally and externally. On an internal level, it will help to reduce the company's retention rate and keep employees more engaged in the workplace, which will automatically affect their performance, increase the engagement with the consumer, and consequently the company's success. Happy

employees are the key to driving high profitability; secondly organizing events will help to build and increase the relationship with the consumer on a more personal level. These events will also help the company spread and promote sustainable consumption; thirdly the proposed loyalty program will not only encourage consumers to buy more but will also contribute to the increase of the customer engagement that Scoop N Dough seeks. For further steps, the company should continuously execute market research, be aware of the return on the investment made in these implementations if applied and ensure that the implementation phase is strategically chosen and applied to take into account customer-centricity. Having this said, building trust internally within the teams and externally with the consumer is the key success factor for high-performance and customer-centred companies.

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Attachments

Attachment A - Semi structured Founders interview guidelines

1. Considering that your products, despite being vegan, are caloric how do you plan to continue to attract the attention to this new health obsessed market segment?
2. What is your plan to attract the non-vegan market?
3. Are your employees vegan? If not, how do you pass this philosophy on to your customers?
4. Do you think that explaining the origin of the raw materials used in your products increases their awareness?
5. Apart from using only raw materials of vegetable origin, do you practise recycling or use any solution aimed at reducing energy or water consumption?
6. Do you think that the prices charged for your products are an obstacle? Do people understand the reason for these prices?
7. Where do you invest more? In ice creams or doughnuts? And is there a desire to create any other innovative product to complement it?
8. Was the creation of your website a good investment?
9. Is there any desire to create any complementary products to doughnuts and ice cream?
10. The cost of raw materials and the ease of finding them on the market are a constant challenge for you?
11. What is your strategy during the winter?
12. Has Instagram helped you?
13. What is your biggest challenge now?

Attachment B - Founders interview transcription

Interview (I): Considering that your products, despite being vegan, are caloric how do you plan to continue to attract the attention to this new health obsessed market segment?

Founder (F): The main objective is to create a unique experience. To make people look at vegan food in a different way, not only for its taste and texture but also in terms of creativity. Different ice creams and doughnuts (out of the box) are our main goal. When the customer comes into our shop they are already looking for something different and creative, looking for the wow factor - this is our main goal and the way we want to stand out. We already have options of ice cream without refined sugar, paying 1€ more per scoop since we use coconut sugar which is 16 times more expensive than cane sugar. Regarding doughnuts, regardless of the client's restriction, we only launch doughnuts that are in accordance with our standard and that will compromise our image. The same happens with gluten-free doughnuts, we have been testing

for several months and until we reach an ideal recipe that does not compromise our image we will not launch.

I: What is your plan to attract the non-vegan market?

F: We don't focus much on the word vegan. We inform people that our products are vegan, because people are more receptive now but since the opening until now we rarely mention the word vegan. And that is quite visible in our shop, when someone enters there is no indication that our products are exclusively vegan.

I: Are your employees vegan? If not, how do you pass this philosophy on to your customers?

F: We don't care if our employees are vegan or not, for us the most important thing is that they understand our philosophy. We look for people with good customer service skills, quick service, fluency in English are our main concerns when hiring someone. However, it is interesting that most of our staff are vegans now because they are enthusiastic about the concept. We don't make a point of our staff passing on this philosophy of being vegan, just that they are competent in their work

I: Do you think that explaining the origin of the raw materials used in your products increases their awareness?

F: Whenever it is possible we try to explain, because sometimes people do not understand the prices of our products. We always try to explain that we have a distribution company on purpose for our products. For example we have to import mascarpone in large quantities from Germany, as well as coconut milk because we are very particular and demanding in the type of milk we use. And for that we had to look for the best coconut milk on the market before we opened Scoop n Dough, just like an Italian ice cream shop would look for the best cow's milk before opening its ice cream shop. And that incurs various costs, apart from the import costs, we also factor in waste because we can't use everything we order and hence the price we stipulate. We have already made some posts on Instagram saying that we have a distribution company only for Scoop n Dough, we have also mentioned that our products are free of monkey exploitation because coconut milk may not be vegan in that sense, we make a point to say that the vanilla we use is from Madagascar, and we also use the best chocolate on the market and it is also the most expensive. So we end up broadcasting that so people understand the quality and how strict we are with our products. We could spread the word more, but I think that when the customer tries our products they can see the difference. The reason our customers keep

coming back is because of the quality of our products and the constant innovation in both doughnuts and ice cream.

I: Apart from using only raw materials of vegetable origin, do you practise recycling or use any solution aimed at reducing energy or water consumption?

F: At the moment we don't have anything in terms of infrastructure, but our biggest contribution is not using animal products. Our plates and spoons are all made of cardboard and we had already implemented this even before the use of plastic was forbidden. And it is important to mention that the use of these cardboard products is sometimes 5 or 10 times more expensive than the use of plastic, which is a solution that we implement as a principle of our philosophy and not just to look good in the image. Sustainability is a very strong aspect of our business, being vegan, and so it doesn't make sense not to make that effort, despite cutting a lot of our margins because we have to give the example. In the future, if we implement a factory and we have to set it up from the beginning, it will clearly be something that we will have to implement for the benefit of the company as well. But it makes all the sense to implement these energy and water reduction systems if it is implemented from scratch.

I: Do you think that the prices charged for your products are an obstacle? Do people understand the reason for these prices?

F: The Portuguese consumer is a very price sensitive consumer. The Portuguese consumer is used to seeing supermarket ice cream and doughnuts, and doesn't understand what's behind a homemade product. The question is quality pays if, we make our products from scratch in an artisanal way because we don't buy anything pre-made. When our clients see that we have a lot of products and a lot of labour, they understand that there is a cost. And we are cheap for the level of quality we have, because we work as if we were a gourmet bakery. And those bakeries have prices starting at 8 euros. Our doughnuts take around 7 hours to produce, it's almost a whole shift of work. Our competition is more expensive, and we understand why, because we are cheap for the level of work we have. Our main competitors in doughnuts are Crush Doughnuts, which is also a stronger competitor because it has another level of financial capacity, and in ice cream we have Amorino, Santini, Davvero and Nannarela, because it's a more explored market here in Portugal. However, they're not really direct competitors because we make American ice cream and we're the only company in Portugal that makes American-style ice cream, which is quite different from Italian ice cream, which ends up being softer and more "soft". We have more competition in ice cream than in doughnuts, and we feel that in our day-to-day life, because we don't end up having so much impact on ice cream in the Portuguese market because we have a lot of competition, and in terms of doughnuts we're pioneers in what

we're doing. The supermarket doughnuts (Dunkin Donuts) are our indirect competition doughnuts because they are completely different products and when someone comes to Scoop n Dough, they come looking for the experience and fortunately we have been successful in that and we will continue to focus on raising the level of customer satisfaction. We are also in the sector of gifts and presents, because you can't compare giving a box of doughnuts from a supermarket or from Scoop n Dough, the impact is completely different.

I: Where do you invest more? In ice creams or doughnuts? And is there a desire to create any other innovative product to complement it?

F: In terms of innovation in both. For the ice creams it took us 3 years to get the ideal recipe, we have another oat base that took us about a year to develop. In terms of doughnuts, we also always try to innovate, taking into account that we don't have a recipe book to follow, we invent all the recipes ourselves because they are vegan and that messes a lot with the pastry because it works a lot on the basis of eggs, cow milk that has different properties, the creams and the gelatine. Basically, we invent everything from scratch, we don't follow any recipe book. *We get our inspiration from traditional or gourmet pastry shops, and also from what is done around the world in terms of ice cream. And inspiration comes from the little things in everyday life. And the most important thing is that we don't want to copy anyone. Most of our products are unique, and you can't find these types of flavours in other places.*

I: Was the creation of your website a good investment?

F: It was fantastic because during the confinement we were answering a large number of messages and it was impossible to answer everything. The website helped a lot to control the number of orders and speed up the ordering process. We should work more on the website, but right now our biggest focus is on operations so that we can then focus more attention and invest more in the branding and marketing of the company. The operation is important, because if there was a lot of demand and if the operation is not well stabilised and organised it is not possible to produce in that sense. The biggest complaint from our customers is the availability of the doughnuts, as we have a handmade production that takes about 7 hours to produce the doughnuts, we can't produce doughnuts in the middle of the morning when they are finishing. And the site helped us to control our stock because we give priority to orders. We notice that the Portuguese customer doesn't have that perception and it upsets me that there isn't one when they come to the shop. Frozen or non-fresh products are out of the question. We can't control how many people come to the shop or at what time, so the only way to guarantee the service is to order on the website

the day before because we plan our production during the night and this way we do it accordingly and can guarantee the products.

I: Is there any desire to create any complementary products to doughnuts and ice cream?

F: Yes, there is. I cannot reveal it now, but we are working on it. However, our focus will always be on ice cream and doughnuts.

I: The cost of raw materials and the ease of finding them on the market are a constant challenge for you?

F: Yes, every day. And that's why we prefer to run out rather than overproduce, because we can't afford too much waste and it's like shooting the company's foot. The biggest problem for all the doughnut houses is this, because if the doughnut is made it's not a cheap product and it doesn't last the next day, it's a fresh product. Regarding the leftover products, we have a partnership with ReFood. And we refuse to partner with another platform that makes money from waste and prefer to give to ReFood, which in turn gives to those most in need.

I: What is your strategy during the winter?

F: We only have 2 and a half years at home, and with the pandemic it was not possible for us to understand and have the full experience of what winter is like. The first winter nobody knew us, and we were also expecting it. Last winter was atypical, as we were in confinement. However, this winter we feel that it is going well and there is already more tourism and little rain, and we feel that it is almost summer for us at work level. This is the first winter and it's going well, and in the future, we also hope to improve the conditions of the shop so that you can come here calmly and be cosy and warm.

I: Has Instagram helped you ?

F: Yes, it is our main platform. And we have no budget for marketing, for example our competition is €1 more expensive in all products which is the difference it makes in our budget. We don't invest anything in marketing and advertising, and in the last 5 months we haven't spent 0,01€ on Instagram and therefore it doesn't increase our visibility or the number of followers.

I: What is your biggest challenge now?

F: It is to make the consumer understand that our prices are based on the quality of our ingredients and because it is all handmade. Which means, customer retention and engagement.

Attachment C – Prizes won by Scoop N Dough

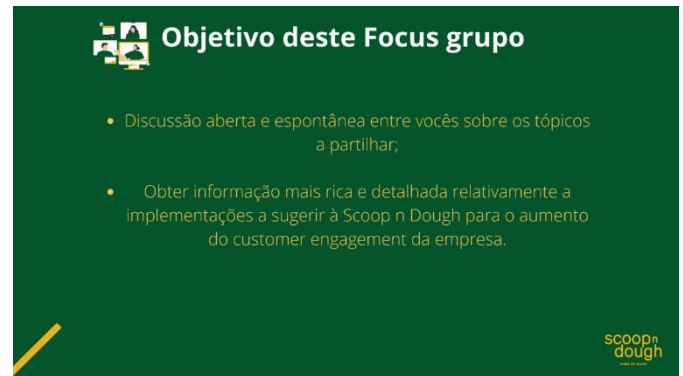


Source: Scoop N Dough website

Attachment D – Focus group presentation

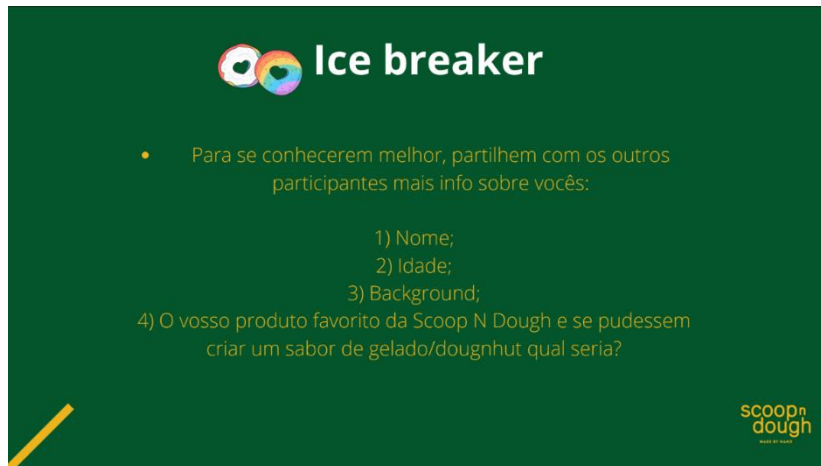
Part 1: Explanation of the dynamics

1. Thank participants' availability;
2. Objective of the focus group;
3. Rules of the discussion: microphones and cameras on and confidentiality issues and requests for dynamic recording;



Part 2: Ice Breaker

1. Each participant takes turns presenting themselves, saying the following elements: name, age, background, favourite product of Scoop N Dough and if they had to invent one how it be?



The slide features a dark green background with a white and rainbow-colored circular logo at the top left. The text is in white and yellow. A yellow pencil graphic is in the bottom left corner, and the Scoop N Dough logo is in the bottom right corner.

Ice breaker

- Para se conhecerem melhor, compartilhem com os outros participantes mais info sobre vocês:
 - 1) Nome;
 - 2) Idade;
 - 3) Background;
 - 4) O vosso produto favorito da Scoop N Dough e se pudessem criar um sabor de gelado/doughnut qual seria?

scoop
dough

Part 3: Customer experience

How to create a memorable experience in the shop and leverage the purchase moment?

1. For you, how important is it to promote organisational culture in a company? And why?
2. What do you think about the relationship between Soop N Dough's organisational culture and customer experience in the shop?
3. What do you think about the relationship between engaged employees and connected to the company's mission and values with their job performance?
4. How could it influence the customer experience?

Part 4: Customer experience

How to stay attractive, pull the consumers to the store and retain them?

1. What do you think if Scoop N Dough hosted events?
2. What would you like to see if you attended those events?
3. In which do you think that it could influence the consumer involvement?
4. Would you be interested if Scoop N Dough created a loyalty/reward program?

And why?

5. What benefits would you like to see in this program?

Thank participants for their participation!

Attachment E – Scoop N Dough Restauradores Shop

Source: Scoop N Dough website



Attachment F – Scoop N Dough El Corte Inglés Shop

Source: Scoop N Dough website



Attachment G – Focus Group Transcription

Question 1: For you, how important is promoting organisational culture in a company? And why?

Participant 1 (1): Answering with examples that I have been observing in this company: it has to do with the way they are adaptable to what currently exists, for example last year when the Squid Games series came out they managed to create doughnuts oriented in that sense and at the time it even coincided with the time of Halloween. And all of this, and the way in which they played well with the pieces that they had, has a lot to do with the culture that they have, which is to get closer to the customer, to be able to have a diversity of products. In other words, Diwali is coming up and last year they created a specific product for that. So, for me, these are very important factors that all companies should have, which is proximity to the client, and for this there has to be adaptability and a variety of products. And that makes for a very rich organisational culture.

Moderator (M): Do any of you want to share any more opinions on this subject? Maybe you can share some examples from your companies. If you have for example the opportunity to share your opinion internally with your managers and in what way is that important for you workers?

Participant 2 (2): In my previous job, the fact that adaptability is very important and that there is more proximity with the client, for example social networks. Instagram, nowadays just using that there is a greater proximity with the customer. In other words, continuing to post products, promotions or campaigns related to the theme using social networks creates greater proximity and also nowadays when it comes to social networks there are many restaurants that we only know through their social networks.

Participant 3 (3): The concept of organisational culture is what gives us more confidence when we want to consume a product. If I don't identify with the culture, I probably won't choose that product and even to choose the company where I work I have to identify with the culture. And then when I choose the company and I'm there and I see that it doesn't match and they don't deliver what they transmit. Then I will certainly change my decision and leave the company or become dissatisfied. And then that will tarnish the image of the company and so you need to have a good organisational culture and comply with what is conveyed, so to speak.

(1): André touched on an important point which is trust. And trust, just that fact that we know that the products are natural and organic. So all this commitment and quality that they put into the products is very important and is undoubtedly one of the biggest factors to see in a company. And also as I am very close when it comes to food, I think it makes a lot of sense that there is a connection here with entities like the food bank. And I know that Scoop n Dough also does it very well, so there's a time of year when they make a specific doughnut and ice cream for this purpose that I think speaks volumes about the culture that they have as a company.

(4): Yes, the fact that they demonstrate that to us also helps us to trust them more. All their social networks, and all the campaigns that they do, it leads us to show the culture that they have and what they do with their products and so it's good that they transmit that to both employees and customers

(2): I think one of the objectives that was well achieved is that the customer leaves the shop with the feeling that they are being served not by the staff but by their own family. I think their aim is not to have customers, but a community. In that sense, it was well achieved. I've read on their website that that was their goal.

Moderator: So, you feel welcome when you go to the shop?

(2): Yes, a more welcoming environment. Now, not being too formal. It creates a greater proximity between customer and employee, and I think it becomes more welcoming and we leave there more satisfied with the service because it's a different dynamic. It makes the service more positive in my view.

(1): *What Zé was saying, it's very much like we go there and feel that they made this all by hand with natural products and on the same day, how they post that on social media and we know it's true and that they work hours and hours on end to meet all these customer needs (adaptability). Basically, we can see a lot of Indian cultures there. They have continued with this root and brought that into their business. And people really value that, it's not just another ice cream parlor and not just another place where you can eat sweets. For me it's breaking down barriers in what already existed because they've overcome a lot, they've broken down the barrier of there being salty doughnuts, flavors that we never thought of trying. It's all about that. The effort that they have, the customers feel it.*

(4): *The last example from Vista Alegre, an attentive customer will notice the glasses and plates that are personalized. And they are very good at that, they used to serve in cardboard glasses. And with this, it seemed they end up improving the consumer experience more.*

Question 2: Do you believe that staff who are engaged and connected with the values/mission of the company will have a better performance in their work?

(3): Yes, in Portugal we have that expression "He who runs for pleasure never tires", so that's basically it. If you like what you are doing and fit in with the culture you will find it much easier to do your job and be more motivated to do it.

(2): A person who works in the commercial area and has to sell certain products, if they don't know the products, and if they don't trust the product itself, or even the mission of the company, I think if this doesn't happen, there won't be much motivation to sell, and there won't be much desire to sell. And if you don't have that trust and that will, then the customers will end up not buying. So I think it is very important that the staff trust and know the mission and values of the company, otherwise they will not do their job well.

(1): Besides being connected with the values and the mission that the company has. It is important to have a good relationship with the founders of the company. I think it is important to understand the purpose of the company, what is sold and how it is sold and done and to be very familiar with that and also as a working person who is there is to feel heard, is to feel that there is support, is to feel that he/she has been well integrated within that environment and this all contributes to a good working environment and to that love for the shirt. All of this contributes to a person being happy and doing what they like and being motivated.

Question 4 : in what way can this engagement influence the customer experience in the shop? You can think of an example, like if you go to the shop and you are not well attended because there is an employee who is a little "out of obligation". How would you feel?

(2): I've been to restaurants where the meals were great, but I was served badly enough that I didn't want to go back. And I've never been back. And there have been places where the food itself wasn't that good, but the staff was so nice and so empathetic that we ended up going back. It always ends up influencing the experience.

(3): In my opinion, it's a question of caring about the customer. Whether the customer is enjoying it or not. That's a very important factor in whether someone wants to come back or not.

(1): For me it's important to feel the vibe that we feel on Instagram of when they make a new post on social media and the power of the surroundings that they create and that atmosphere is important that someone in the shop and the staff can convey that. In other words, deep down it should be the continuation of that motivation and that's part of the customer experience. It's from them announcing the new product on social media to the person physically going there and realizing it. And I think they sometimes manage to do that. But there is, of course, a lot of room for improvement.

Question 5: What do you think if Scoop N Dough held Would you be interested in going?

(4): Veganism is becoming more and more 'trendy'. And there are more and more people interested in it and I think Scoop N Dough can only benefit from that. Because it's the only shop with vegan doughnuts and ice cream. From the website, one of them has been vegan for 5 years and couldn't eat ice cream anywhere. And with these events, they were gaining more customers.

(2): Veganism is something that is talked about a lot these days, and more and more people are identifying with veganism. And they would only win if they held an event. At the moment I can't think of another company that actually makes vegan ice cream. So, being something so innovative, they would win a lot if they did an event, even on Christmas or Valentine's day. And I would go.

(3): I'm sure if I would go because it would depend a lot on my situation and I often like to consume and identify with the culture but I don't know if I get that involved with the brands. And so I think I don't know if it would appeal to me that much. But I believe a lot of people would like it.

(5): I'm not sure I would go to an event like this, it would depend on what would be developed at the event - the kind of themes, what activities they would do. I wouldn't go to an event that I didn't think would interest me that much. But I would imagine the brand being present at events like company parties, book fairs, street markets.

Moderator: If Scoop N dough had a presence at summer festivals, would you go there?

(5): Yes

(2): Yes, definitely.

(2): Yes, definitely.

Question 6 : And what would you like to see at these kinds of events - what would motivate you and draw your attention?

(1): I would like to know more details of how it all comes about, i.e. to see how it started from a dream to reality, how they got here. And what it's like to live their day to day life. I am very curious to know how these things are born and the effort that is required and the commitment that is needed behind it.

Moderator: What would you most like to have info on at these events?

(4): I like cooking. It would be interesting for me to follow the whole process of what it is like to create a vegan ice cream/doughnut. And I would also like to know all the details of the products they use and why they chose them. It's important to understand, because it has an impact on the prices that are set and for us customers I think it would be important to understand this logistics.

Question 7: In what way do you think these events could influence the customer involvement in Scoop N Dough? In other words, would going to these kinds of events keep you more involved?

(2): Yes, of course. But it also depends on what the experience is. But if the experience is a memorable one, I think we would more easily engage with the brand itself.

Question 8: Would you be interested if Scoop n Dough had a "loyalty programme"? And why?

(2): I don't really like loyalty programmes. Because then they send too many emails and ads. I like to be the one to go out and search the social network and see what's going on. I don't like them to send me emails about things I don't really care about. That's not what's going to make the experience better. But I understand, that there are people who see a big advantage in that. But not me personally.

(5): Oakberry for example has a loyalty program which doesn't require you to give your email or mobile phone. It's just a small card with x products on offer. And then there is no hassle and risk for the customer to be bombarded with emails that do not matter but still has the benefit of having an offer after x purchases.

(3): Yes, I agree. And that motivates me to go out and consume. Seeing that I'm running out of cardboard makes me want to do it more.

(1): I'm not really into that. If I like it I go there, without that kind of commitment but as I'm not a regular consumer I wouldn't sign up for that programme. For people who go there regularly, it makes perfect sense. And as Marta said, you could start with the card that Marta was talking about. And then evolve, but for me it wouldn't make sense because I don't consume.

(4): For those who go regularly, the card would be a great incentive. So the companies that are closer to Scoop N dough tend to go there more and would make more use of the card. But for non-regular customers, it wouldn't make a difference.

(3): But even though I'm not a regular customer, I see the card in my wallet and I remember and it makes me want to go and buy more. There are a lot of people that when they see a simple card, it gives them motivation to go and it works as a reminder. It's a good marketing strategy.

Question 9: What are the advantages/benefits that you would like to see in this "loyalty programme"?

(3): The card would be very useful. And the events issue. It would be more interesting to have events for regular customers. And for example, every Sunday if you bring a friend, you get a free doughnut - to have loyalty campaigns.

(1): Give aways can be something they can continue to do sporadically and that has a lot of engagement. Involve more well-known faces, influencers... Give aways could be done on a bigger scale. And be part of the loyalty programme.