

## **Case study**

# **The new concept store Albert Heijn Hoogerheide**



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## Executive Summary

Albert Heijn has opened a store in Hoogerheide with the new concept that the company developed during the last few years. In comparison to the old concept, there are many changes in the new concept. With these changes Albert Heijn aims to strengthen the current luxurious image of Albert Heijn. This is done by the following objectives: offering a wider product range, emphasizing fresh products, communicating more and more clearly with the customer and modernising the interior of the stores.

This is nicely thought of Albert Heijn, but how do the customers experience this new concept? Have they noticed all the changes? And what do they think of them? Can the changes be considered as positive, negative or maybe they do not even matter to the customer? Which concept do they prefer: the old or the new? And the most important question: what are the effects of opening the new concept store in Hoogerheide to the image of the brand Albert Heijn?

In order to answer these questions, I have researched the new concept and the opinion of the customers. The conclusions of this research are that, firstly, many customers have noticed more than half of the changes and perceived three out of four as positive. Secondly, the image of the majority of the customers has changed in a positive way. Furthermore, the changes in the new concept are mainly perceived as positive. In addition, the different training of the employees has not been noticed. And also the higher shelves are perceived as rather negative. However, customers do prefer the new concept over the old concept.

Finally, it can be recommended that the training of the employees could be brought back to the original purpose. Secondly, aids should be provided to reach the highest shelves. Thirdly, Albert Heijn should research trends and technologies. And finally, this case study of Albert Heijn Doelstraat could also be used for other new concept stores in The Netherlands.

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## Preface

Before this report continues, I would like to explain why I have chosen this subject. In addition, I will clarify the situation that the village Hoogerheide was in at the moment of this research.

I was born in Hoogerheide and for about six years I have worked during the weekends in the C1000 supermarket in Hoogerheide. The C1000 store was situated at the place of the current Albert Heijn Doelstraat. However, from upper hand the decision was made to sell 53 C1000 supermarkets to Albert Heijn. Albert Heijn could choose these stores of the chain of C1000 stores. The supermarket where I have worked was one of them. This was a complete surprise to the managers, employees and customers of the C1000 because of the fact that the store was a huge success. Fortunately, a franchiser rebuilt a new C1000 store in the city centre. I quit my job at Albert Heijn Doelstraat, who took over and employed all the employees of the C1000, and I started with 35 other ex-C1000 employees in the new franchise store. In addition to the new C1000 and new concept store of Albert Heijn, there were also an Aldi and an old concept store of Albert Heijn (Albert Heijn Huijbergseweg) in the village of Hoogerheide. This created an exceptional situation where there were four big supermarkets, including two Albert Heijn's, in one village. This made me curious to the opinion that the customers have of the new concept store and that is why I have chosen this subject.

Marjolein den Heijer

Hoogerheide, 20 April 2009

## Introduction

### Problem Statement

The supermarket Albert Heijn has recently opened a new concept store in the Dutch village of Hoogerheide. It was interesting to find out what has changed in comparison to the old concept, what the objectives and tactics of the new concept were and if the image of Albert Heijn has changed after the opening of this new concept store in Hoogerheide. Because this research only focusses on the new store in Hoogerheide, this report is not representative for the whole concept and all the new concept stores of Albert Heijn. Therefore, this research can be seen as a local case study.

### Research Questions

The central question of this research was: What is the effect of the new concept store Albert Heijn Doelstraat on the image of Albert Heijn? In order to answer this question, the following sub questions were necessary:

- What are the objectives that Albert Heijn aims to achieve with the new store?
- What are the concrete changes between the new concept store and the old store?
- Have the customers noticed the changes in the new concept store?
- How are these changes perceived by the customer?
- How do the customers perceive the new concept store in comparison to the old concept store Albert Heijn Huijbergseweg?

### Research Methods

During this research, it was measured if the objectives and tactics had the effects that Albert Heijn expected them to have. This research had a focus on three main aspects:

- Awareness of the changes in the new concept store
- The opinion of the customer (positive or negative)
- The consequences of the new concept and changes for the image of Albert Heijn

The applied research methods were qualitative (five in-depth interviews) as well as quantitative (60 questionnaires). Firstly, desk research was done in order to find out the history, the objectives and tactics of the new concept.

In addition, I have interviewed Mr André Knook (appendix 1), the manager of the new concept store in Hoogerheide. The purpose of this interview was to get to know more about the objectives and tactics of Albert Heijn Doelstraat.

Thirdly, five in-depth interviews (appendix 2) were held to find out the different opinions about the new concept, image and changes. For these interviews, spontaneous awareness was researched first and helped awareness second. This technique was used because I wanted to find out if customers have noticed any difference when visiting the new concept. Furthermore, I have mentioned the changes and tactics and asked what they thought of them.

After analyzing the results of the in-depth interviews, I have put together a questionnaire. The questionnaire had three purposes:

- Measure the awareness of the changes
- Measure if the customers perceive the changes as positive or negative
- Measure if the opinion of Albert Heijn has changed after the opening of the new concept store

The result was an extended questionnaire of four pages with single line spacing (appendix 3). During my pilot testing however, I realised that the customers were too busy, did not have time to fill out my questionnaire and the questionnaire took too long because of the difficult questions. Most people saw that it had four pages and refused to fill it out or stopped halfway. So, the number of pages was reduced from four to two with single line spacing (appendix 4). On the back of page two there was space for additional comments.

Furthermore, for the pilot testing, I was standing at the exit of the store just after the pay desks. I thought that this was the best place because customers within the store would be too busy doing their groceries. However, this place did not work because people were done with their groceries and wanted to go home because they had other things to do and were very busy. So when I tried to conduct the short questionnaire, I noticed that people were willing to fill it out, because I was walking through the store and they had time for me. It even occurred that a customer asked me to fill it out.

When I was conducting the questionnaires, a wide target group was reached by asking males and females with different ages. Another focus was on couples because most of the time, one of them could continue doing their groceries and the other could fill out my questionnaire.

After 60 conducted questionnaires, a list was made to see if I had enough males and females of every age. After analysing the ages of the questioned customers, the ages were divided into three groups: 18-30, 31-54 and 55+. This made it easier for me to see if there were enough customers of every age group and to draw conclusions later on in the research process. So, 60 questionnaires seemed enough. I have put the results in Excel to make graphs and diagrams to get an overview of the answers. The results of the questionnaire can be found in appendix 5.

After analyzing the questionnaires, an interview was held with Sophie van Neck. She is research consultant for InSites Consulting and she supervises the qualitative research that InSites Consulting does. Sophie advised me on the recommendations of this research. The interview can be found in appendix 6.

### This report

The first chapter of this report contains information about the types of research that were used for this paper. It also covers the two most important trends in the supermarket environment and a definition and explanation of perception. In the second chapter background information about Albert Heijn and the new concept store in Hoogerheide will be given. The third chapter will discuss the perception of the customers. In addition, conclusions were drawn and recommendations were made. The last chapters are References and Appendices.

## 1. Theoretical Frame

The purpose of this chapter is to provide a theoretical frame and background of the situation. It will discuss types of research that this report is about: identity research, image research and effect research (Michels, 2001). This research is a combination of these three types. The first paragraphs will explain why and how these three types of research are applicable to the case study of Albert Heijn. In addition, this chapter will give a short view of the two most important trends in the environment of Albert Heijn and how Albert Heijn has anticipated on them. To conclude, an insight in the perception of customers will be given.

### 1.1 Identity research

The identity of Albert Heijn is what the organisation really is and what it conveys; it is the personality of a brand. One of the differences between identity and image is that identity comes from the sender and image is made by the receiver. The purpose of this research is to determine if the changes in the new concept store Albert Heijn Doelstraat had any effect on the image of the brand Albert Heijn. Albert Heijn's mission is connected with its identity. (Michels, 2001). According to their mission, which will be discussed and explained in the next chapter, Albert Heijn's identity is that the brand wants to offer ordinary as well as unusual products and be affordable. Furthermore, quality is one of their main values. According to the research of Sophie van Neck, Albert Heijn is an 'in between' brand. It has the quality of A-brands and the price of cheaper private label brands.

According to Nijhof (1993), the five main values for Albert Heijn are: service, quality, product range, pleasant shopping and being affordable. The brand has five points of view concerning this:

1. Every customer should be satisfied
2. Customers should not have complaints about quality
3. The product range is meant to please every customer
4. Albert Heijn does everything possible to make shopping as pleasant as can be
5. The price should be competitive

It is important to explore if this desired identity is conveyed to the customers. Otherwise, the customers have the wrong image of Albert Heijn because the identity is reflected in the image. This type of research is important for Albert Heijn to see if the new concept is reflecting the identity of the brand.



## 1.2 Image research

The second type of research is image research. The image is the picture that the target group, in this case the customers of Albert Heijn Doelstraat, has of an organisation. The image of Albert Heijn exists of the desired image (the image that Albert Heijn aims for) and the real image (the image that Albert Heijn really has). A good image has many advantages, for example getting more and satisfied customers (Michels, 2001).

Furthermore, the decision of purchase of customers is made by name and reputation (image) of Albert Heijn. A strong image gives the customer confidence and appreciation for the brand. Because of this, customers are attracted to the store and are willing to come back. (Nijhof, 1993)

For this research, image research is important to discover the opinion of the customer concerning the new concept store and the characteristics of the brand Albert Heijn.

## 1.3 Effect research

The final type of research used for this report, is effect research. This kind of research is meant as an evaluation of the opening of the new concept store. Its purpose is to find out what the effects and results of the Albert Heijn Doelstraat were. Effects can be divided into intentional and unintentional effects and positive and negative effects. These effects and their results are shown in the table below (Hogendoorn, 2003).

	<b>Intentional</b>	<b>Unintentional</b>
<b>Positive</b>	Excellent	We have not thought of this, but it comes in handy
<b>Negative</b>	It is a pity, but we have calculated this	This is terrible!

Table 1: Effects and their results

## 1.4 Trends

According to Roothart and Van der Pol (2001), consumers are the defining aspect of maxi trends. They have certain needs that define the trend, for example the need of speed or luxury. These kind of trends have a duration of five to ten years. They are connected to mega trends and micro trends. This can be seen in the trend pyramid in figure 1 (Roothart & Van der Pol, 2001).

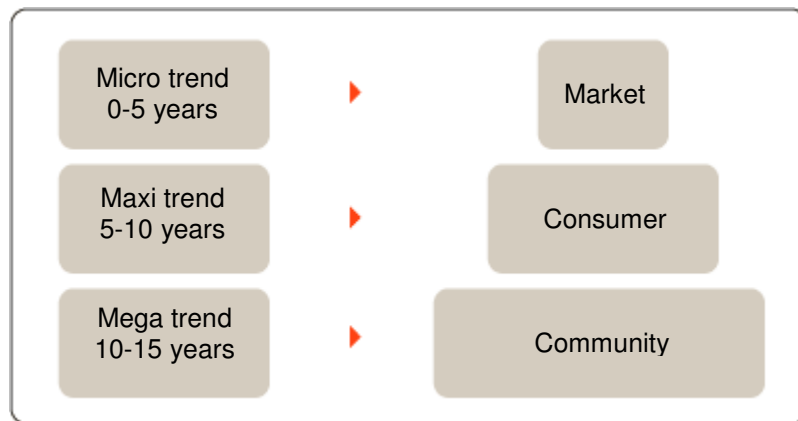


Figure 1: Trend pyramid

The following two mega trends have affected Albert Heijn: globalisation and convenience. Firstly, the maxi trend of globalisation is culture mix. Cultures are more and more influenced and affected by other cultures. Because of this, cultures are mixing with each other. (Roothart & Van der Pol, 2001) As a result of this, Albert Heijn is offering special products and delicacies from other cultures, for example from the Asian culture.

Secondly, nowadays, people are very busy and time is precious. The trend of convenience is very important. First, Albert Heijn anticipates on this with AH Online. Second, because of the location of Albert Heijn Doelstraat, customers visit the store when they are passing by. Third, when it comes to preparing meals, people want it to be simple and easy. This can be seen in the product range of Albert Heijn. The company introduced for example the Choose & Cook concept. Customers can choose the vegetables, meat, sauce and potatoes or rice. The preparation is easy and quick and the meal is healthy. Also service should be quick, easy and simple. Therefore the right location, good accessibility and long opening hours are important. Finally, the store is made to be easy, accessible (no entrance gates) and equipped with the latest technologies (AH TV and new pay desks) to save the customer time. (Lekkerland, 2008)

## 1.5 Perception

The definition of perception according to Solomon (2006) is: 'the process by which people select, organize and interpret sensations'. Albert Heijn Doelstraat anticipates on the five senses:

- With the modern interior of the store (eyes)
- Through the radio several messages are given and background music is played (ears)
- Customers can smell fresh products like baked bread (nose)
- People can taste and try products (mouth and fingers)

The process of perception consists of three stages. The first stage is exposure: the customer receives the sensations. The second stage is attention: is it noticed by the customer? The final stage is the interpretation: how is it understood? Figure 2 shows this process. (Solomon, 2006)

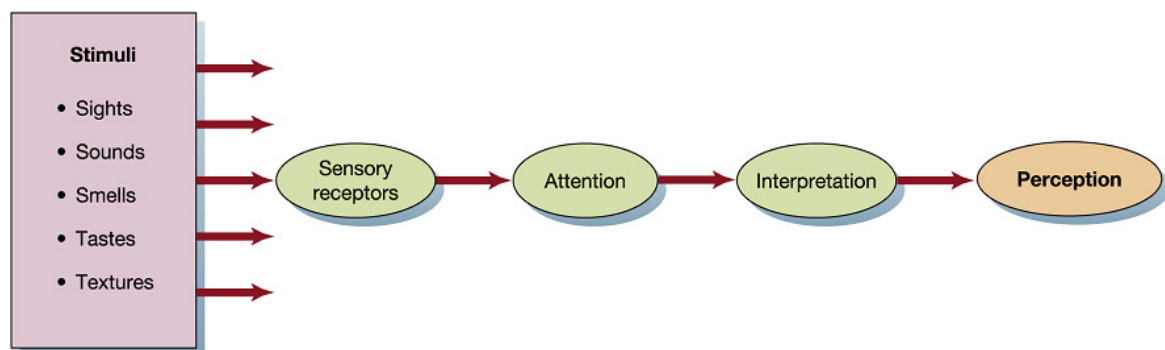


Figure 2: The perception process

Furthermore, there are several aspects that can influence perception: prior knowledge, orientation, circumstances, expectations and commitment. Concerning Albert Heijn Doelstraat, the perception is also influenced by the following aspects of the store (Antonides and Van Raaij, 1997):

- Location of the store: parking space and roads around
- Looks of the store: architecture, flags, posters and interior
- Wide product and price range
- Friendly and professional employees
- Service and quality
- Waiting time at the pay desks
- Marketing communication: leaflets, magazines, advertisements, etc.

(Antonides and Van Raaij, 1997)

## 2. Background of the new concept

The first paragraphs of this chapter will describe Albert Heijn as a company and will focus on facts and figures, the mission statement, brands and stores. This information is vital to understand the context in which the new concept was introduced. Furthermore, it is important to get an insight in the company and to understand what Albert Heijn is, in order to comprehend the company and the situation. The last paragraphs of this chapter will provide a description of the new concept and its objectives and tactics.

### 2.1 Facts and Figures

Albert Heijn was established in 1887 and is the oldest still existing supermarket in The Netherlands. The company has around 750 stores of which 200 franchise stores, 8 distribution centres and 55.000 employees (excluding the employees of the franchise stores). According to Nipo research, in 2002 Albert Heijn had a brand awareness of 99 per cent. (Albert Heijn)

### 2.2 Mission Statement

The mission of Albert Heijn is: “The ordinary affordable, the unusual attainable”. This means that the stores do not only have special products and offers, but also affordable and low priced products that people buy every day. On the one hand, it also means the ordinary products like detergent, milk and bread, with a good quality for a low price. On the other hand, Albert Heijn also offers delicacies and products that are not available in other supermarkets. (Albert Heijn)

### 2.3 Albert Heijn Brands

Albert Heijn has five different brands. First, the Albert Heijn own brand has products with a good quality for a reasonable price. Second, the Albert Heijn Excellent range contains products that are special, more luxurious and more expensive. Third, with the Albert Heijn Biological products Albert Heijn has anticipated on the trend of eco-friendliness. Fourth, the brand with the lowest prices is Euro Shopper. The last brand is Albert Heijn Express which includes products to take away. (Albert Heijn)

## 2.4 Albert Heijn Stores

There are four different concepts of Albert Heijn stores. There are 700 regular stores meant for daily groceries. This is the type of store of the new concept and will be discussed in the next chapter. The second concept is the Albert Heijn XL. This concept started in 2002 and has 24 huge stores. Albert Heijn To Go is the third concept. This store is often situated at train stations and in city centres. It is meant for direct consumption and offers a variety of fast and fresh products. The last concept is the Albert Heijn Online where consumers can buy their products on the internet with a delivery service. (Albert Heijn) With these last two concepts Albert Heijn has anticipated on the trend of convenience.

Table 2 is an overview of the differences between the four different Albert Heijn concepts (Albert Heijn).

	<b>Regular store</b>	<b>Albert Heijn XL</b>	<b>Albert Heijn To Go</b>	<b>Albert Heijn Online</b>
<i>Number of stores</i>	700	24	35	-
<i>Concept started in</i>	1955	2002	2001	1997
<i>Amount of products</i>	800-22.000	>30.000	1.000	9.000
<i>Floor space</i>	800-2.500 m <sup>2</sup>	3.500 m <sup>2</sup>	75-150m <sup>2</sup>	-

Table 2: Concepts of Albert Heijn

## 2.5 The New Concept

In December 2005, Albert Heijn opened the first new concept store in Heemskerk. Customers were invited to give their opinion so the new concept could be adjusted to the wishes and needs of the customer (Albert Heijn). Between 2005 and 2007, three other pilot stores were opened in Oegstgeest, Breukelen and Voorhout. In 2008, a total of 80 stores were designed and opened according to the new concept (Albert Heijn, 2008).

My desk research and the interview with the manager of Albert Heijn Doelstraat, have shown that Albert Heijn had four major objectives to implement in the new concept: extending the product range, emphasizing fresh products, improving the communication with customers and changing the looks of the store. According to Albert Heijn, these objectives were necessary to please the customer and to make it easier for him/her to shop.

First of all, the product range has been extended with 4000 products. To store these products, higher shelves were needed. The new cooking concept: Choose & Cook has also been introduced.

The second objective is to focus more on fresh products. The new product range includes delicacies like own baked bread and grilled meat. It is possible for customers to try and taste these delicacies and other products. The main objective is the big 'Fresh Market'. This is a great and open space in the first part of the store, where all the fresh products like vegetables, meat, cakes, cheese and bread can be found. Here the refrigerating systems are kept low to keep the space open and clear.

The third change concerns communication with customers. The new concept uses Albert Heijn TV which means that there are several television screens in the store where people can see the commercials and special offers. There is a communication board in the store where customers can write their comments and advice. An important change is the communication between employees and customers. The employees have had a training about how to communicate with customers and how to be of service to them. The emphasis lies on the interaction with the customer. Employees have a more active way of communicating because of the lower counters and by letting customers taste some products. They also have an advisory role and are trying to come up with ideas for the customer. Finally, the store has two directions. The red direction leads to products with low prices and the orange direction leads to special offers that are also published in leaflets and can be seen in television commercials.

The interior of the store is the largest change in the new concept. The interior is modern, open, friendly, clear and accessible. The tactics of these objectives are: lower refrigerators at the meat department, dark grey tiles on the floor, a different lighting system, higher shelves, covered freezers to save energy, the latest pay desks, no entrance gate and the use of warm colors. (Albert Heijn) (Albert Heijn, 2008) (Distrifood, 2008) (FranchiseFormules.nl, 2008)

The table below, table 3, shows the objectives and tactics of the new concept in an overview.

Objective	Tactics
1. More product choice	<ul style="list-style-type: none"> <li>➤ Extend product range with 4000 products</li> <li>➤ Higher shelves</li> <li>➤ New cooking concepts</li> </ul>
2. Emphasis on fresh products	<ul style="list-style-type: none"> <li>➤ Delicacies</li> <li>➤ Letting customers taste and try products</li> <li>➤ Introducing the Fresh Market</li> </ul>
3. Communicate more clear with customer	<ul style="list-style-type: none"> <li>➤ Albert Heijn TV</li> <li>➤ Communication board</li> <li>➤ Training employees</li> <li>➤ Red and orange directions for low priced products and special offers</li> </ul>
4. Change and modernise the interior	<ul style="list-style-type: none"> <li>➤ Lower refrigerators at the meat department</li> <li>➤ Grey tiles on the floor</li> <li>➤ A new lighting system</li> <li>➤ Higher shelves</li> <li>➤ Covered freezers to save energy</li> <li>➤ The latest pay desks</li> <li>➤ No entrance gates</li> <li>➤ Use of warm colors</li> <li>➤ Use of self scanners</li> </ul>

Table 3: Objectives and Tactics of the new concept

During this research, I have tried to measure if these objectives and tactics have the intended impact. I have focused on three main aspects during my research:

1. Awareness of the changes and tactics mentioned above (did the customer notice the changes?)
2. The opinion of the customer (are these changes positive or negative comparing the new concept with the old concept and which concept do the customers prefer?)
3. The consequences of the new concept and changes for the image of Albert Heijn (have the opinions of the brand Albert Heijn changed after opening the new concept store in Hoogerheide?)

### 3. The Perception of the Customer

This chapter describes the perception of the customer. It is an analysis of the results of the 60 questionnaires that were conducted during my research. The following four aspects will be discussed: general profile of the customer, characteristics of Albert Heijn, changes in the concept and comparing Albert Heijn Doelstraat with Albert Heijn Huijbergseweg. Before conclusions can be drawn, it is necessary that the results of the questionnaires are analysed.

#### 3.1 Profile of the Customer

If we look at the customer's profile, there are six important aspects. Firstly, there are more female customers, 60%, in comparison to male customers, 40%.

Secondly, almost the majority of the customers (49%) are in the age range between 31 and 54. The second largest group are customers of 55 and more years old. The last group is in the age range between 18 and 30 years old.

In addition, the main group of customers consists of people living in Hoogerheide. The second main group is coming from Woensdrecht. The rest of the customers are coming from Bergen op Zoom, Belgium and the other villages in the community Woensdrecht.

Furthermore, of the questioned customers, almost 75% visit Albert Heijn Doelstraat the most. Other supermarkets that they visit are Aldi or Lidl, Albert Heijn Huijbergseweg and C1000.

Fifthly, to the question how often people do their groceries at Albert Heijn Doelstraat, one third answered twice a week. Just over 20% answered once a week. The other answers were given by 10 to 13% of the customers.



Finally, when the customers where asked why they come to Albert Heijn Doelstraat, the following two answers were mostly given: firstly because of the location (the store is situated just outside the village and near the ring road) and secondly because of the product range. This can be seen in figure 3.

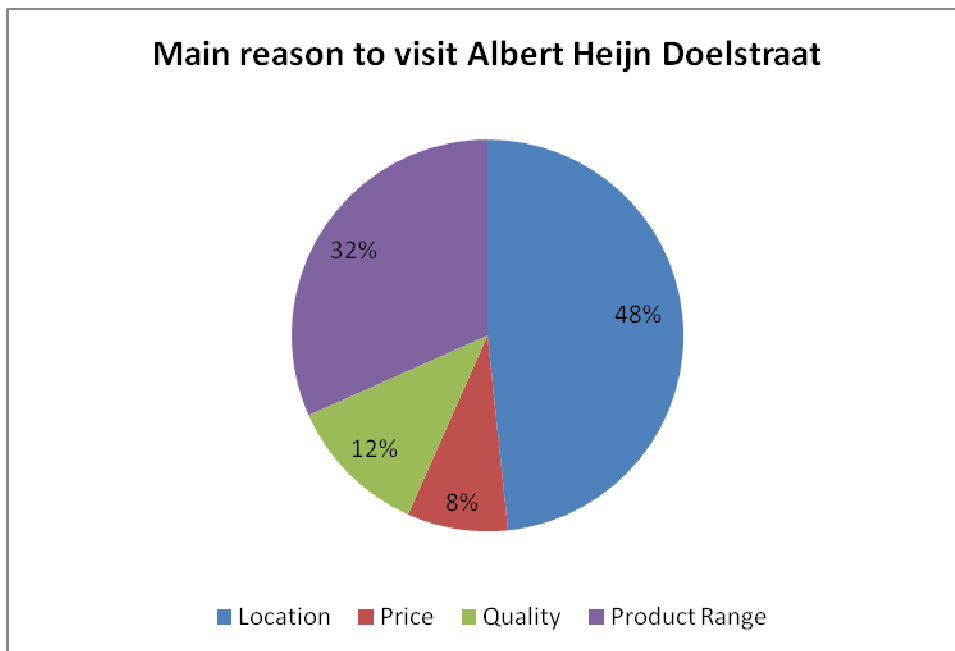


Figure 3: Main reasons to visit Albert Heijn Doelstraat

### 3.2 Characteristics of Albert Heijn

According to the customers of Albert Heijn Doelstraat, the two main characteristics of the brand Albert Heijn are the wide product range and quality. In addition, the bonus card, luxurious products and many fresh products are mentioned as other main characteristics of the brand. The results can be seen in the diagram below.

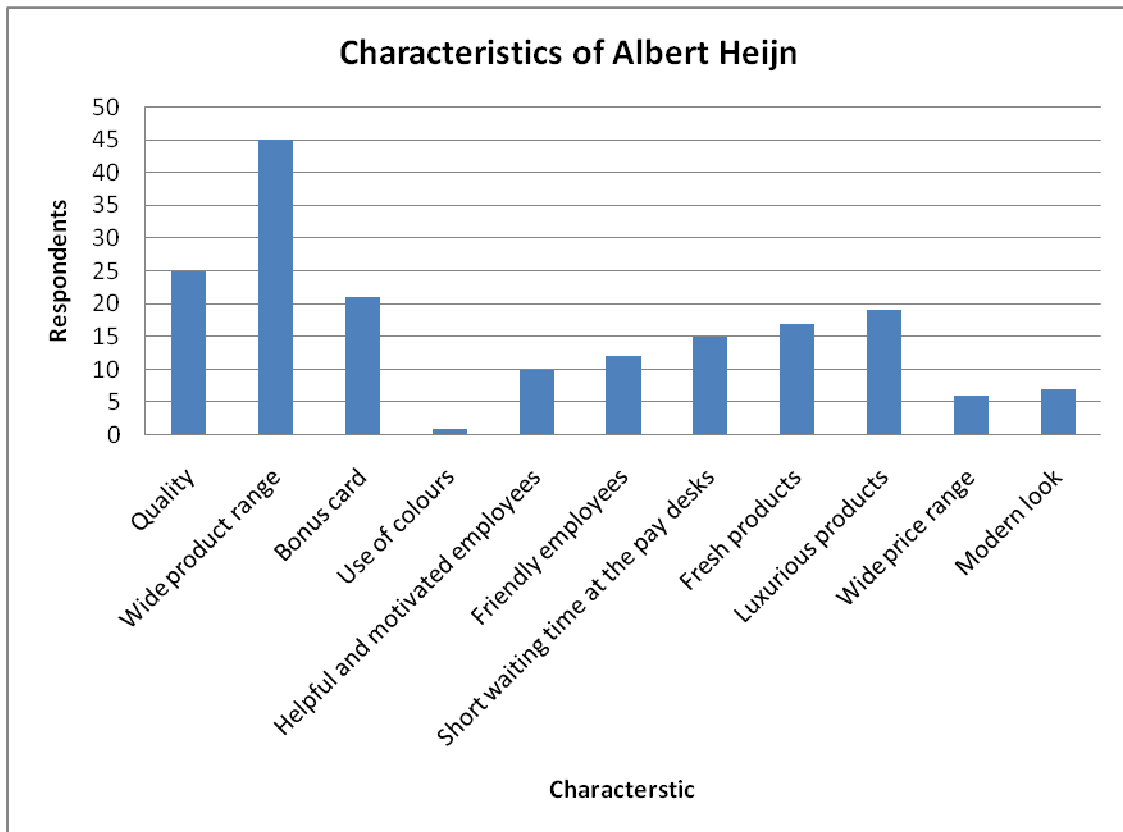


Figure 4: The main characteristics of the brand Albert Heijn

Furthermore, for almost two third of the customers their perception of the brand Albert Heijn has changed after the opening of the new concept store Albert Heijn Doelstraat. To the question how this has changed, the top three answers were more positive, more luxurious and more modern. Figure 5 shows the results of this question.

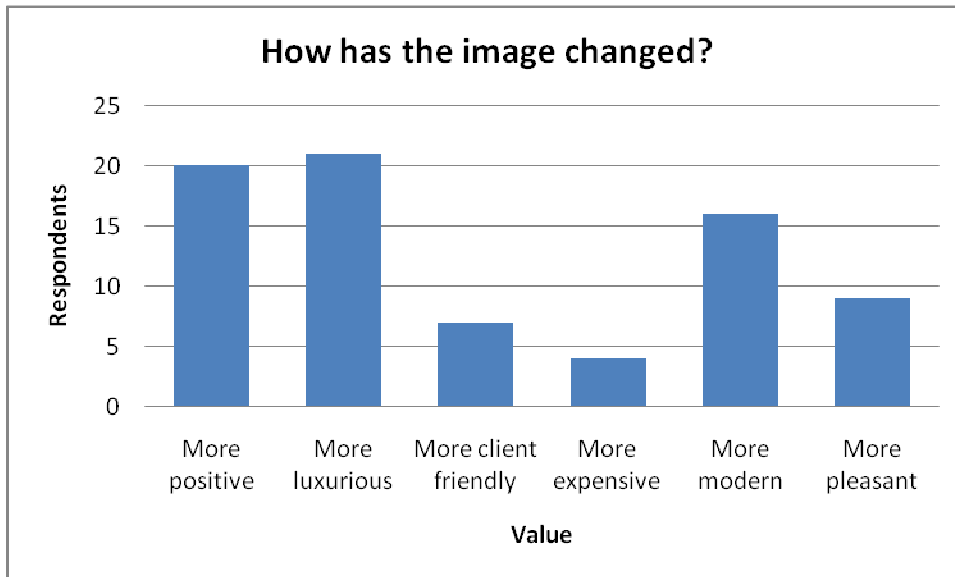


Figure 5: How has the image of Albert Heijn changed?

### 3.3 Changes in the Concept

Many customers have noticed more than half of the changes of the new concept store. In other words, more than half of the customers that were questioned, have noticed the scanner, new counters, larger product range, letting customers taste and try products, the red and orange signs, more fresh products, the covered freezers, the use of warm colours, more delicacies, the missing entrance gates, the new lighting plan and the Choose & Cook concept. Some of the changes in the new concept were not noticed by the majority customers. Only a small group of people saw the Albert Heijn TV, the communication board and the dark grey tiles on the floor. A complete list of the changes that were made, can be found in chapter 2, paragraph 2.5.

Furthermore, if we look at how these changes are perceived (positive, negative or neutral), we can say that more than half of the customers perceive three out of four changes as positive. Figure 6 shows the results of this question. Product range, covered freezers and emphasis on fresh products are considered as the top three most mentioned positive changes.

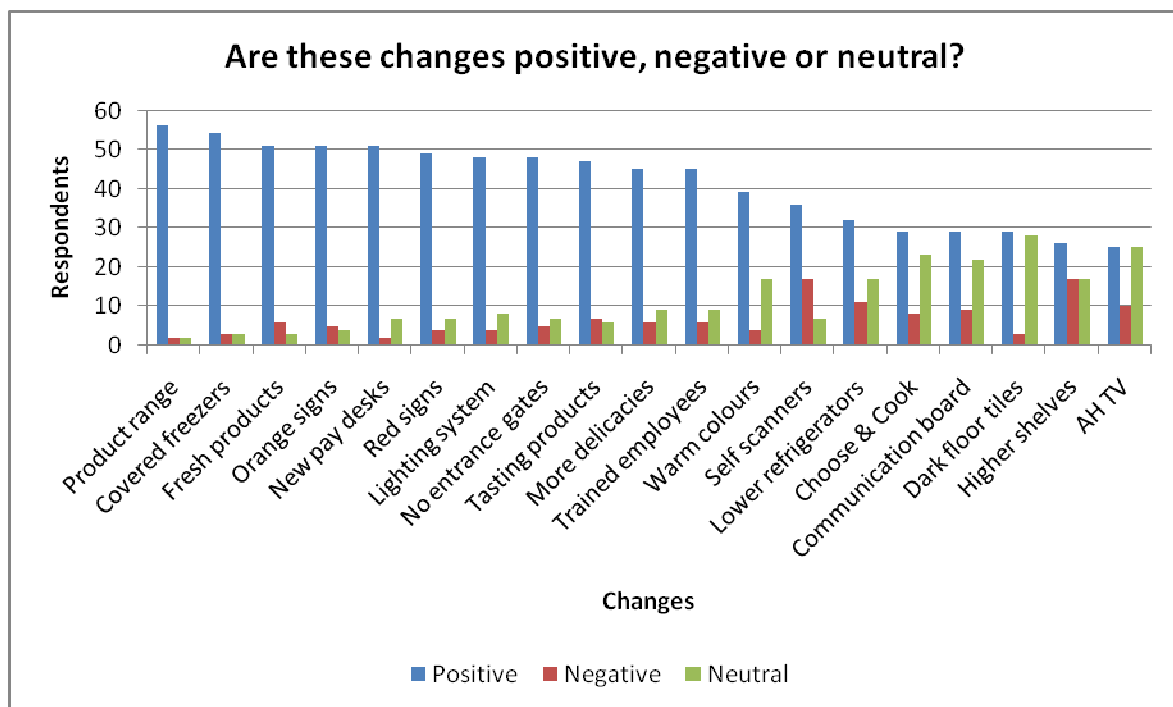


Figure 6: Are these changes positive, negative or neutral?

### 3.4 Comparing Concepts

In order to get a clear view of how customers perceived the new concept store in comparison to the old concept store, some aspects of Albert Heijn Doelstraat were compared with Albert Heijn Huijbergseweg. The following aspects were compared: pleasantness, luxuriousness, easier, how organised the store is, parking space, customer friendliness, product range and classification. According to figure 7, for all these aspects, almost all the customers preferred the new over the old concept store.

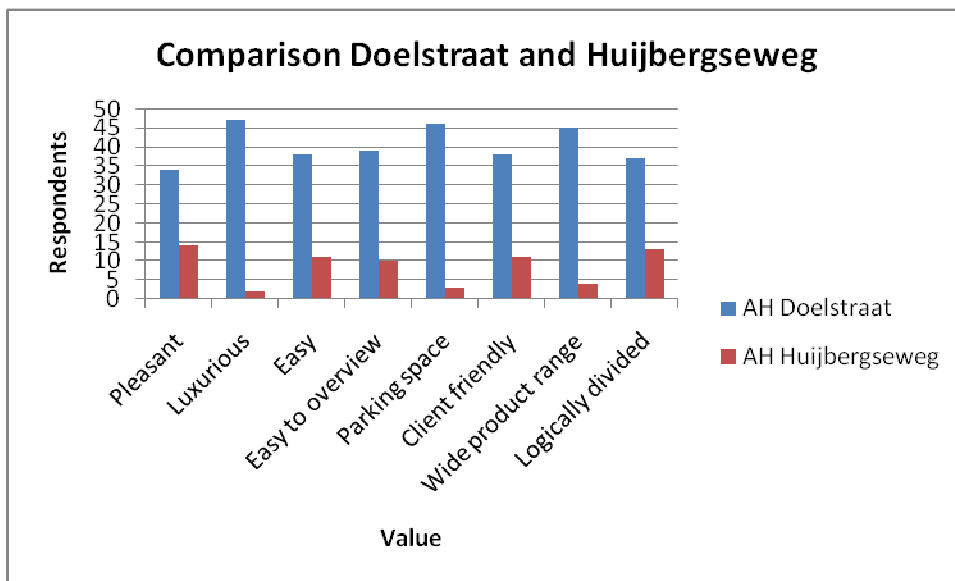


Figure 7: Comparing Albert Heijn Doelstraat with Albert Heijn Huijbergseweg

#### 4. Conclusion

In the introduction of this report, the research questions for this research were stated. This chapter contains the conclusion of this research by summing up the main results.

First, Albert Heijn is already anticipating on trends in today's society. This is very good. However, it is important to keep researching these trends and anticipating on them because they have a huge influence on our lives.

Second, the main strengths of the brand Albert Heijn are its quality and wide product range. In addition, the new concept store in Hoogerheide is mainly visited because of the location. That is the strength of that specific store. Also quality and product range are important reasons to visit Albert Heijn Doelstraat.

In addition, with the new concept store in Hoogerheide, Albert Heijn aims to achieve the following goals: pleasing the customers, making it easier to do their groceries, providing more (fresh) products and encouraging them to buy more products. Concerning the interior of the store, Albert Heijn wants to strengthen its luxurious image and looks, modernise the store and make it more open, accessible and friendlier for the customers. This was done by the many tactics mentioned and explained in previous chapters.

To conclude, after the opening of the new concept store in Hoogerheide, the image of Albert Heijn has changed for almost two thirds of the customers. Currently, customers have a more luxurious, modern, client friendly, expensive and pleasant impression of Albert Heijn than before. They also think that Albert Heijn has expressed itself in a more positive way than before the new concept store. This is based on the following four facts. Firstly, two out of three of the questioned customers agreed with the statement that their image of Albert Heijn has changed after the opening of Albert Heijn Doelstraat. Secondly, customers of Albert Heijn think that the brand is a positive, luxurious, modern, client friendly, expensive and pleasant brand. In addition, on the whole, all the changes in the concept were considered positive by the customers. However, not even half of the customers has noticed or thought that the employees were more active and differently trained. Also 30% of the customers perceive the higher shelves as negative. Finally, the customers prefer the new concept over the old concept.

## 5. Recommendations

Although the results of the questionnaire show many positive outcomes for Albert Heijn Doelstraat, there are four recommendations that can be given.

First, the manager of Albert Heijn Doelstraat has mentioned that the employees were trained to be more client friendly, helpful and active. However, not even half of the questioned customers have noticed this or thought that this was positive. The result of this is probably disappointing. The employees of Albert Heijn Doelstraat should do their jobs, keep the store filled with products and be open, friendly and up to date. They should be approachable for customers with questions. Then only when a customer asks something, the employees could help him/her by asking: 'Shall I'll walk with you and show you?'. Also employees should only offer their help when this is needed and asked for by customers. Therefore, they should also be well informed and up to date on for example promotions. The advisable role that employees have, is positive. However as long as this role is passive and not active. It is good to bear in mind that supermarkets are self service stores and employees are basically only necessary to do their jobs and keep the store filled up. Albert Heijn should organise a meeting and/or training to inform their employees about the new way of working and dealing with customers.

Second, in order to store the 4000 extra products that Albert Heijn Doelstraat has in comparison to Albert Heijn Huijbergseweg, the selves where higher. Only 43% of the customers thought that this was positive; this in comparison to almost 30% of the customers who answered that the higher shelves were considered as negative. The higher shelves make it for smaller customers hard to reach for the higher products. Therefore, Albert Heijn should think very carefully about what they store on the highest shelves. This should not be the popular products. Another solution can be that Albert Heijn provides aids to help customers reach the products on the highest shelves, for example more staff or ladders.

The third recommendation is to 'keep up the good work'. Albert Heijn has the image of selling high quality products, having a wide product range and modern stores and looks and always being up to date, for example with its products. Now, it is important to keep it this way to keep the luxurious, modern and positive image. Albert Heijn should stay up to date with trends and technologies. This can be done by continuing to introduce new products, researching trends in the environment and anticipating on these trends.

Finally, this case study and new concept store in Hoogerheide, can also be used as an example for other stores, because this research has shown that the majority of the customers has responded in a positive way to the new store and its concept. Although people do not like change, the new store is a succes and customers prefer the new store over the old concept.



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## Appendices

1. Interview with André Knook
2. In-depth interview questions
3. Long questionnaire
4. Short questionnaire
5. Results questionnaire
6. Interview with Sophie van Eck

## Appendix 1: Interview with André Knook

Questions:

1. How do you experience the new concept?
  - a. Are you satisfied with the store?
  - b. What are the weaknesses and strengths of the concept?
2. What does Albert Heijn wants to achieve with this new concept?
  - a. How is this strategy executed concretely?
3. What are the differences comparing the old with the new concept?
4. What are the reactions that you have got?
  - a. What is the opinion of your customers?
  - b. Are there only positive reactions or also negative ones?
5. Has the image of Albert Heijn changed because of this concept?
  - a. If yes, in what way?
6. How was the area informed about this new concept store?
7. Do you communicate with your customers differently than in an old concept store?
  - a. If yes, what are the differences?
8. Is the way of working differently for your employees?
  - a. If yes, in what way?
  - b. Have the employees been trained especially for this concept?

### Summary:

Mr. Knook is very satisfied and pleased with the store as it is now. It looks completely different than the old concept. At the entrance you will immediately find the 'fresh market' with vegetables, meat, bread and cheese. So all the fresh products are combined and can be found together. It is very easy to overview and presented because of the lower shelves. This makes the store visually larger. This is the main difference with the old concept. Furthermore, the dark tiles on the floor are making the store warmer. The only thing that might be a weaker aspect, is the higher shelves. This is a weakness for smaller people because it is harder to reach for products on the highest shelves. However, it was necessary to store the 4000 extra products that we have.

The concept has been developed to please and seduce our customers, to offer our products in a more attractive way, to make it easier for them to do their groceries and to keep the overview in the store. Concrete changes in the store are the 'fresh market' and the use of space of the store. The store is more open and accessible for example because of the fact that there are no entrance gates.

Actually, we had only positive reactions. Our customers enjoy the store and think that it is good looking. We have had some conversations with customers during the first weeks after the opening of this store.

Albert Heijn has the image of being a luxurious brand and store with a product range that fits this image. This is also the image that we want to differentiate ourselves from our competitors. Concerning the old concept, this was also the case, but the new concept is a modernised version of the old store. Mr. Knook thinks that this concept has only strengthened this image.

We have not informed our customers differently than in other cases of opening a new store. Albert Heijn has a communication plan for this, which we have followed. It includes for example, spreading more leaflets and flyers in the area especially during the first weeks.

The new ways of communicating with our customers are Albert Heijn TV (the screens with commercials and promotions) and the communication board where customers can post their comments, reactions and questions.

Concerning our employees, they all have been trained in another new concept store because the contact that they have with our customers is more intense and active. Next to their ordinary tasks, the employees have the extra task of advising our clients.

## Appendix 2: In-depth interview questions

1. How often do you do your groceries at Albert Heijn Doelstraat?
  - a. Why do you go to Albert Heijn Doelstraat?
  - b. What kind of customer are you? (regular, sometimes, often)
2. What is your overall opinion about Albert Heijn Doelstraat?
  - a. How do you like the sphere?
  - b. Is the sphere different than in Albert Heijn Huijbergseweg?
3. What have you noticed when you compare Albert Heijn Doelstraat with Albert Heijn Huijbergseweg?
  - a. Is this positive or negative?
  - b. Is Albert Heijn Doelstraat better or worse when you compare it to Albert Heijn Huijbergseweg?
  - c. Why do you think that? What makes it better/worse?
  - d. Which store do you think is more luxurious? Why?
4. Has your view of Albert Heijn changed after the opening of Albert Heijn Doelstraat?
  - a. What do you think of Albert Heijn? What are typical characteristics of Albert Heijn?
  - b. Do you think Albert Heijn Doelstraat fits with these characteristics of Albert Heijn?
5. What do you think of the product range of Albert Heijn Doelstraat?
  - a. What do you think of the fresh products?
  - b. What do you think of the rest of the store?
  - c. What do you think of the new cooking concept Choose & Cook?
6. What do you think of the use of space?
  - a. How do you experience the 'fresh market'?
  - b. What do you think of the higher shelves?



7. What do you think of the communication within the store?
  - a. What do you think of Albert Heijn TV?
  - b. Have you posted a something on the communication board?
  - c. What do you think of the employees?
    - Do they give you advice?
    - Are they more active?
  - d. What do you think of the red and orange signs in the store?
8. What do you think of the interior of the store? What do you think of:
  - a. The lower refrigerating systems?
  - b. The dark tiles on the floor?
  - c. The lighting system?
  - d. The covered freezers?
  - e. The new pay desks?
  - f. The use of colours?
  - g. No entrance gates?
9. What do you think of the looks of the store?
  - a. Open?
  - b. Client friendly?
  - c. Easy?
  - d. Easy to overview?
  - e. Pleasant to shop?
  - f. Luxurious?
  - g. Accessible?
10. Do you have any additional comments / questions?

### Appendix 3: Long questionnaire

**Questionnaire for customers of Albert Heijn Doelstraat Hoogerheide**

Dear customer,

I am studying at the Haagse Hogeschool and I am researching this Albert Heijn store. I would like to ask you fill out the questions below by marking the for you appropriate answer. This will take about 10 minutes and your answers will be used anonymously.

Thank you!

Kind regards,

Marjolein den Heijer

1. *What is your sex?*                      ☐ male                      ☐ female
2. *What is your age?* ... years
3. *Where do you live?* .....
4. *Which supermarket do you visit most? (there is only 1 answer possible)*  

<input type="radio"/> Albert Heijn Doelstraat	<input type="radio"/> Aldi en/of Lidl
<input type="radio"/> Albert Heijn Huijbergseweg	<input type="radio"/> Spar
<input type="radio"/> C1000	<input type="radio"/> Jumbo
<input type="radio"/> Other, .....	
5. *How often do you do your groceries at Albert Heijn Doelstraat? (there is only 1 answer possible)*  

<input type="radio"/> Less than once a fortnight	<input type="radio"/> twice a week
<input type="radio"/> Once a fortnight	<input type="radio"/> three times a week
<input type="radio"/> Once a week	<input type="radio"/> more than three times a week
<input type="radio"/> Other, .....	

6. *What is the most important reason for you to do your groceries at Albert Heijn Doelstraat?*

(there is only 1 answer possible)

- ☐ Location
 ☐ Quality  
☐ Price
 ☐ Product range  
☐ Other,.....

## 7. Please answer the following question about the employees of Albert Heijn Doelstraat

Do the employees give you advice ☐ yes ☐ noDo the employees have a lot of contact with you? ☐ yes ☐ noDo you think that a lot of contact with employees is pleasant? ☐ yes ☐ no8. *Please circle what you think of Albert Heijn Doelstraat***Example**

If you think that the store is reasonable pleasant, than you can circle answer 2.

Pleasant	1	2	3	4	5	unpleasant
Pleasant	1	2	3	4	5	unpleasant
Tidy	1	2	3	4	5	untidy
Clear	1	2	3	4	5	unclear
Client friendly	1	2	3	4	5	not client friendly
Easy	1	2	3	4	5	uneasy
Spacious	1	2	3	4	5	not spacious
Warm looks	1	2	3	4	5	cold looks
Modern	1	2	3	4	5	old fashion
Practical	1	2	3	4	5	unpractical
Pleasant parking	1	2	3	4	5	unpleasant parking
Accessible	1	2	3	4	5	inaccessible

9. Please mark **3** typical characteristics of Albert Heijn:

- ☐ Quality
- ☐ Wide product range
- ☐ Bonus card
- ☐ Use of colours
- ☐ Helpful and motivated employees
- ☐ Friendly employees
- ☐ Short waiting time at the pay desks
- ☐ Many fresh products
- ☐ Luxurious products
- ☐ Wide price range
- ☐ Modern looks
- ☐ Other, .....

10. Has the image that you have of Albert Heijn changed after the opening of Albert Heijn Doelstraat?

- ☐ No (please continue with question 11)
- ☐ Yes, the image is (*mark maximum 3 answers*)
  - ☐ More positive                      ☐ more negative
  - ☐ More luxurious                      ☐ less luxurious
  - ☐ More client friendly                      ☐ less client friendly
  - ☐ More expensive                      ☐ cheaper
  - ☐ More modern                      ☐ less modern
  - ☐ More pleasant                      ☐ more unpleasant
  - ☐ Other, .....

11. Could you please mark if you have noticed the following aspect in Albert Heijn Doelstraat and if you experience it as positive, negative or it does not make a difference (neutral)?

Change	Have you noticed?		Is it positive, negative or neutral?		
	Yes	No	Positive	Negative	Neutral
Larger product range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher shelves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New cooking concept: Choose & Cook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More delicacies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tasting and trying products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emphasis on fresh products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Albert Heijn TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More active and better trained employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red signs: always low priced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orange signs: bonus promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lower refrigerators at fresh department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dark tiles on the floor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New lighting system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Covered freezers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New pay desks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No entrance gates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of warm colours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of self scanners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*12. Albert Heijn Doelstraat:*

	<b>Totally agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Totally disagree</b>
Is <b>more pleasant</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>less luxurious</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>bigger</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>easier</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>harder to overview</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>more modern</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>inaccessible</b> than Albert Heijn Huijbergseweg	O	O	O	O
Is <b>more client friendly</b> than Albert Heijn Huijbergseweg	O	O	O	O
Has a <b>wider product range</b> than Albert Heijn Huijbergseweg	O	O	O	O
<b>Matches the image</b> of Albert Heijn	O	O	O	O
Is <b>logically divided</b>	O	O	O	O
Has <b>everything that I need</b>	O	O	O	O

*If you have any comments, questions and/or notes, please write them on the back of this paper.*

*This is the end of the questionnaire. Thank you very much!*

## Appendix 4: Short questionnaire



**Questionnaire for customers of Albert Heijn Doelstraat Hoogerheide**

Dear customer,

I am studying at the Haagse Hogeschool and I am researching this Albert Heijn store. I would like to ask you fill out the questions below by marking the for you appropriate answer. This will take about 10 minutes and your answers will be used anonymously.

Thank you!

Kind regards,

Marjolein den Heijer

1. *What is your sex?*                      ☐ male                      ☐ female
2. *What is your age?* ... years
3. *Where do you live?* .....
4. *Which supermarket do you visit most? (there is only 1 answer possible)*  

<input type="radio"/> Albert Heijn Doelstraat	<input type="radio"/> Aldi en/of Lidl
<input type="radio"/> Albert Heijn Huijbergseweg	<input type="radio"/> Spar
<input type="radio"/> C1000	<input type="radio"/> Jumbo
<input type="radio"/> Other, .....	
5. *How often do you do your groceries at Albert Heijn Doelstraat? (there is only 1 answer possible)*  

<input type="radio"/> Less than once a fortnight	<input type="radio"/> twice a week
<input type="radio"/> Once a fortnight	<input type="radio"/> three times a week
<input type="radio"/> Once a week	<input type="radio"/> more than three times a week
<input type="radio"/> Other, .....	

6. What is the most important reason for you to do your groceries at Albert Heijn Doelstraat?

(there is only 1 answer possible)

- |                                   |                                     |
|-----------------------------------|-------------------------------------|
| <input type="radio"/> Location    | <input type="radio"/> Quality       |
| <input type="radio"/> Price       | <input type="radio"/> Product range |
| <input type="radio"/> Other,..... |                                     |

7. Please circle **3** typical characteristics of Albert Heijn:

- |   |   |
|---|---|
| <input type="radio"/> Quality                         | <input type="radio"/> Friendly employees                  |
| <input type="radio"/> Wide product range              | <input type="radio"/> Short waiting time at the pay desks |
| <input type="radio"/> Bonus card                      | <input type="radio"/> Many fresh products                 |
| <input type="radio"/> Use of colours                  | <input type="radio"/> Luxurious products                  |
| <input type="radio"/> Helpful and motivated employees | <input type="radio"/> Wide price range                    |
| <input type="radio"/> Friendly employees              | <input type="radio"/> Modern looks                        |
| <input type="radio"/> Other, .....                    |   |

8. Has the image that you have of Albert Heijn changed after the opening of Albert Heijn Doelstraat?

- |   |  |
|---|--|
| <input type="radio"/> No (please continue with question 11)               |  |
| <input type="radio"/> Yes, the image is ( <i>mark maximum 3 answers</i> ) |  |
| <input type="radio"/> More positive                                       | <input type="radio"/> More negative        |
| <input type="radio"/> More luxurious                                      | <input type="radio"/> Less luxurious       |
| <input type="radio"/> More client friendly                                | <input type="radio"/> Less client friendly |
| <input type="radio"/> More expensive                                      | <input type="radio"/> Cheaper              |
| <input type="radio"/> More modern   | <input type="radio"/> Less modern          |
| <input type="radio"/> More pleasant                                       | <input type="radio"/> More unpleasant      |
| <input type="radio"/> Other,.....   |  |

9. Could you please mark if you have noticed the following aspect in Albert Heijn Doelstraat and if you experience it as positive, negative or it does not make a difference (neutral)?

Change	Have you noticed?		Is it positive, negative or neutral?		
	Yes	No	Positive	Negative	Neutral
Larger product range	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Higher shelves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New cooking concept: Choose & Cook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More delicacies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tasting and trying products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emphasis on fresh products	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Albert Heijn TV	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More active and better trained employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red signs: always low priced	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Orange signs: bonus promotions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lower refrigerators at fresh department	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dark tiles on the Floor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New lighting system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Covered freezers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New pay desks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No entrance gates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of warm colours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of self scanners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Do you visit Albert Heijn Huijbergseweg?

- ☐ No, this is the end of the questionnaire. Thank you very much!
- ☐ Yes, please continue with question 11

*11. Please mark: Which Albert Heijn do you think:*

	Doelstraat	Huijbergseweg
Is more pleasant	<input type="radio"/>	<input type="radio"/>
Is more luxurious	<input type="radio"/>	<input type="radio"/>
Is easier	<input type="radio"/>	<input type="radio"/>
Is easier to overview	<input type="radio"/>	<input type="radio"/>
Has a better parking space	<input type="radio"/>	<input type="radio"/>
Is more client friendly	<input type="radio"/>	<input type="radio"/>
Has a wider product range	<input type="radio"/>	<input type="radio"/>
Is more logically divided	<input type="radio"/>	<input type="radio"/>

*If you have any comments, questions and/or notes, please write them on the back of this paper.*

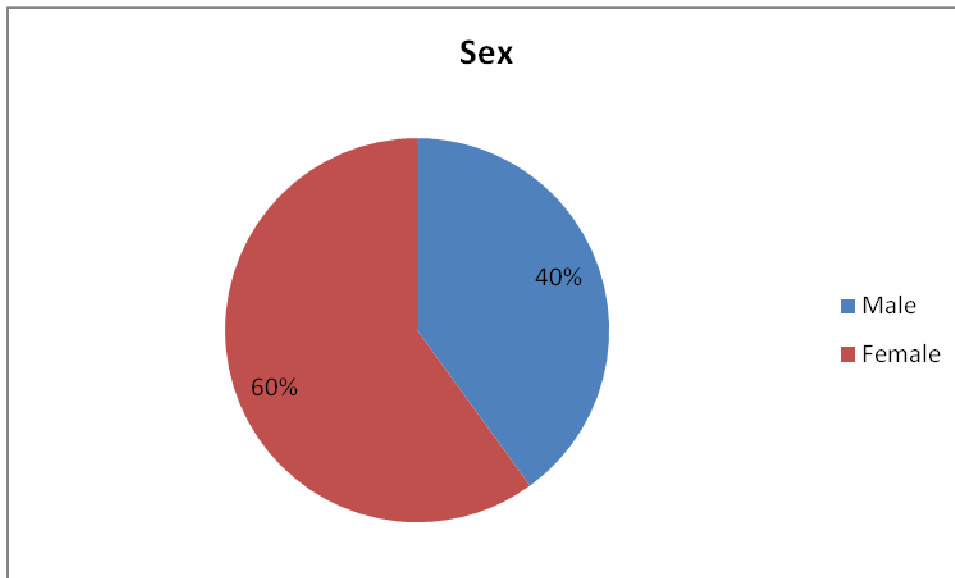
***This is the end of the questionnaire. Thank you very much!***

## Appendix 5: Results questionnaire

**Sex:**

Male: 24 respondents

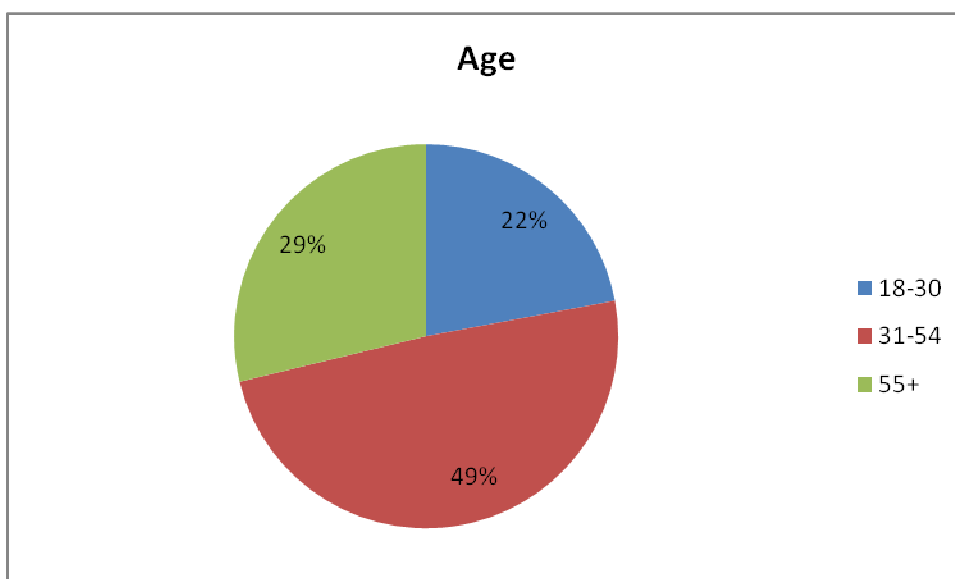
Female: 36 respondents

**Age:**

18-30: 13 respondents

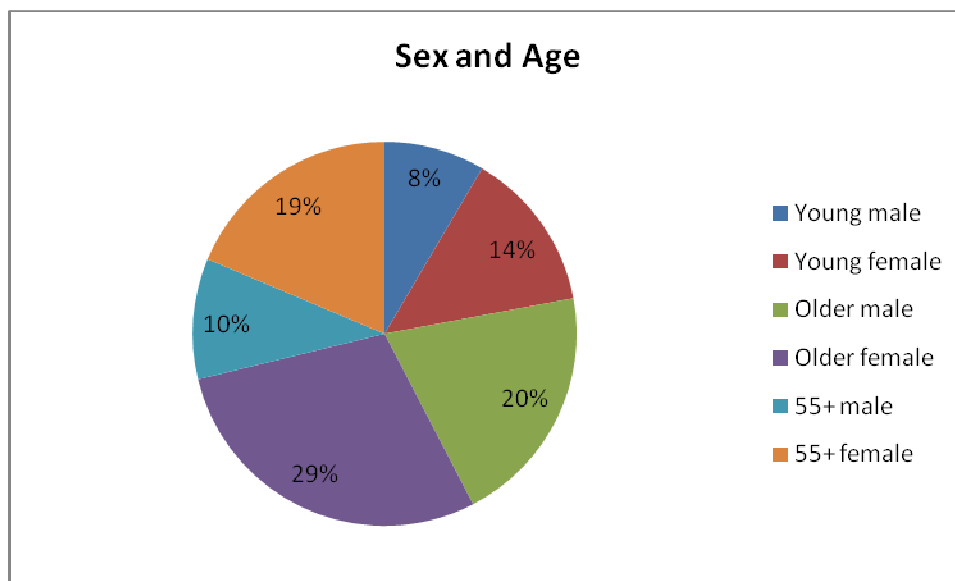
31-54: 29 respondents

55+: 17 respondents



**Sex and age**

Young male:	5 respondents
Young female:	8 respondents
Older male:	12 respondents
Older female:	17 respondents
55+ male:	6 respondents
55+ female:	11 respondents

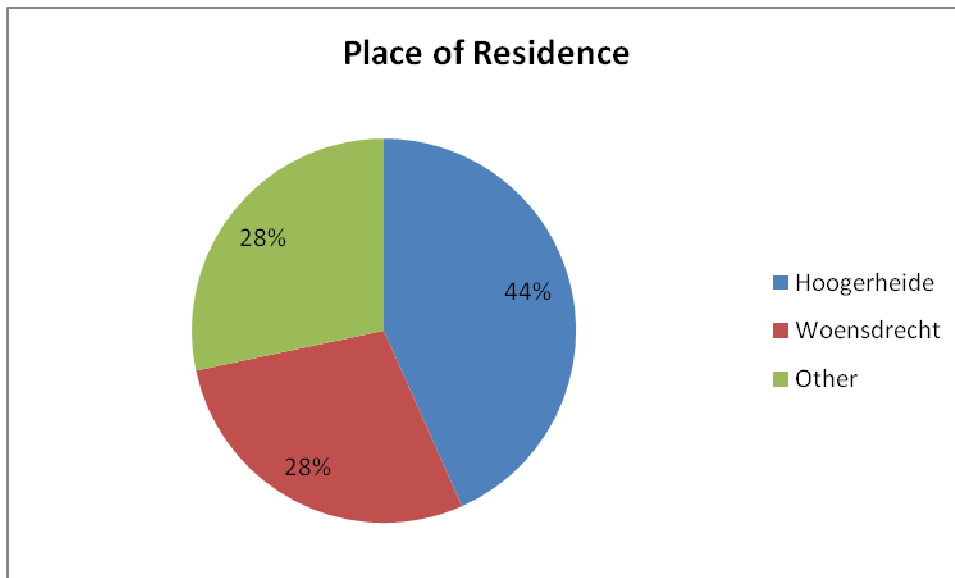


**Place of residence**

Hoogerheide: 26 respondents

Woensdrecht: 17 respondents

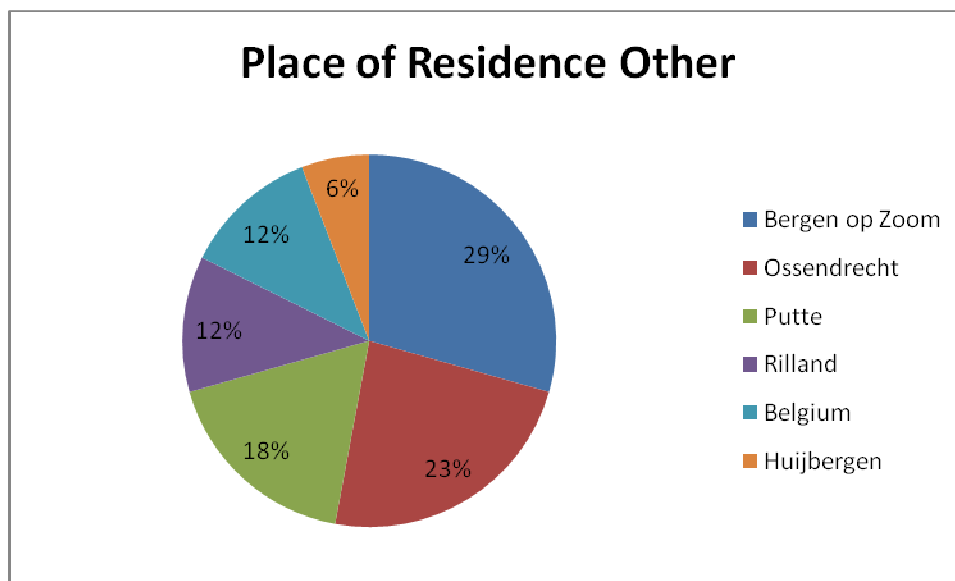
Other: 17 respondents





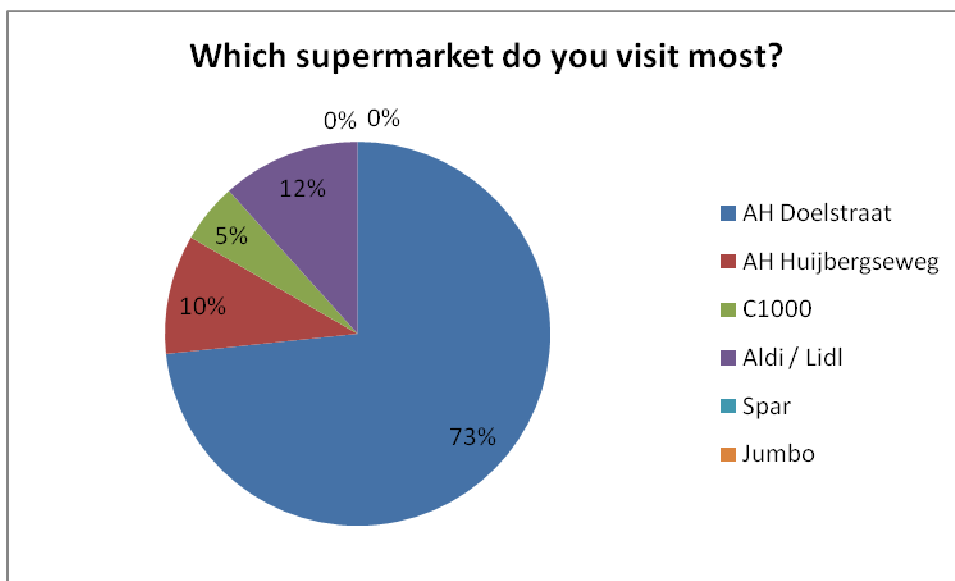
**Place of residence Other**

Bergen op Zoom:	5 respondents
Ossendrecht:	4 respondents
Putte:	3 respondents
Rilland:	2 respondents
Belgium:	2 respondents
Huijbergen:	1 respondent



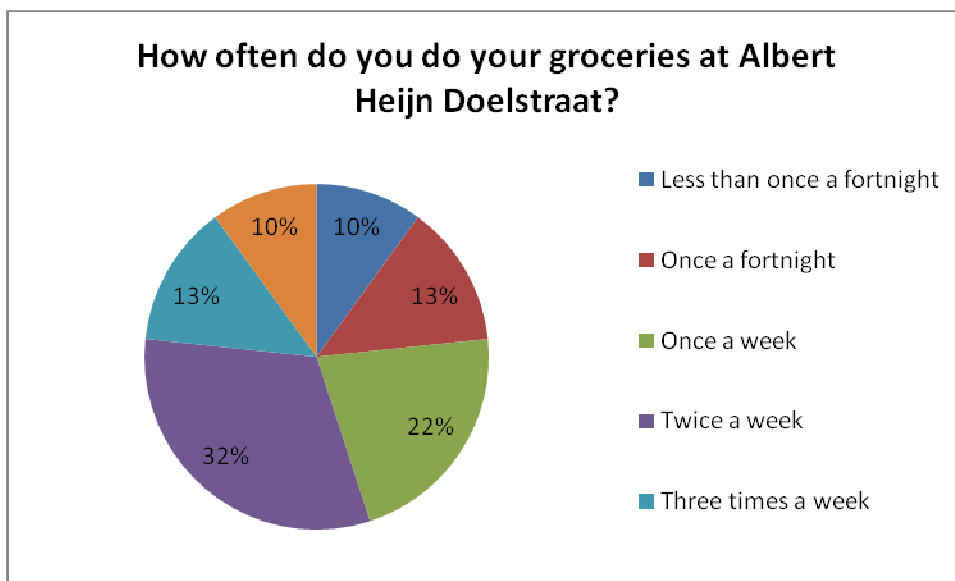
**Which supermarket do you visit the most?**

Albert Heijn Doelstraat:	44 respondents
Albert Heijn Huijbergseweg:	6 respondents
C1000:	3 respondents
Aldi / Lidl:	7 respondents
Spar:	0 respondents
Jumbo:	0 respondents



**How often do you do your groceries at Albert Heijn Doelstraat?**

Less than once a fortnight:	6 respondents
Once a fortnight:	8 respondents
Once a week:	13 respondents
Twice a week:	19 respondents
Three times a week:	8 respondents
More than three times a week:	6 respondents



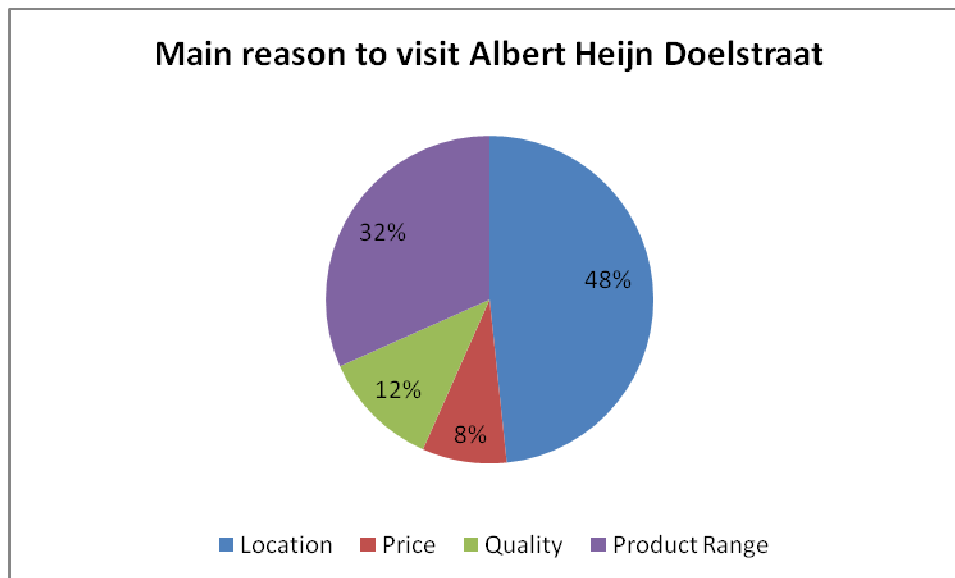
**What is the most important reason for you to visit Albert Heijn Doelstraat?**

Location: 29 respondents

Price: 5 respondents

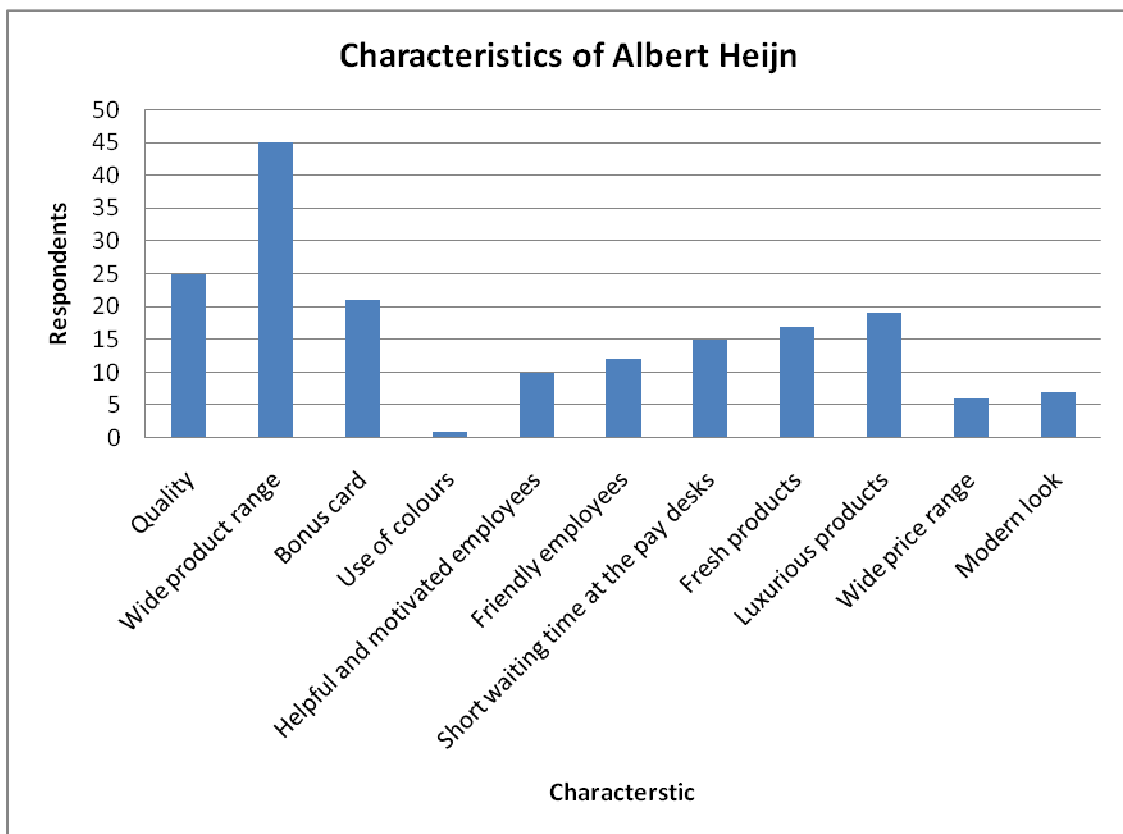
Quality: 7 respondents

Product range: 19 respondents



**Typical characteristics of Albert Heijn**

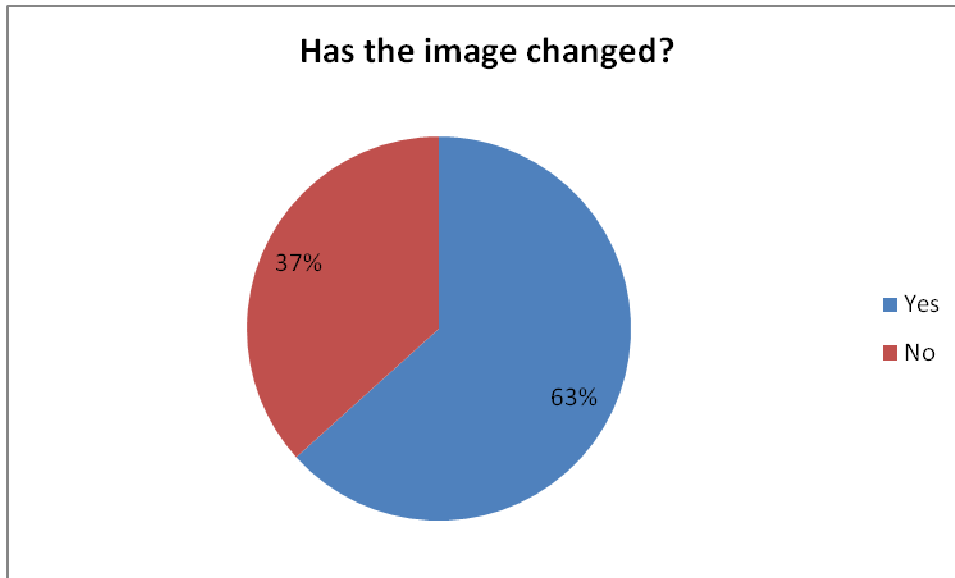
Quality:	25 respondents	=	14%
Wide product range:	45 respondents	=	24%
Bonus card:	21 respondents	=	12%
Use of colours:	1 respondents	=	1%
Helpful and motivated employees:	10 respondents	=	6%
Friendly employees:	12 respondents	=	7%
Short waiting time at the pay desks:	15 respondents	=	8%
Many fresh products:	17 respondents	=	10%
Luxurious products:	19 respondents	=	11%
Wide price range:	6 respondents	=	3%
Modern looks:	7 respondents	=	4%



**Has the image that you have of Albert Heijn changed after the opening of Albert Heijn  
Doelstraat?**

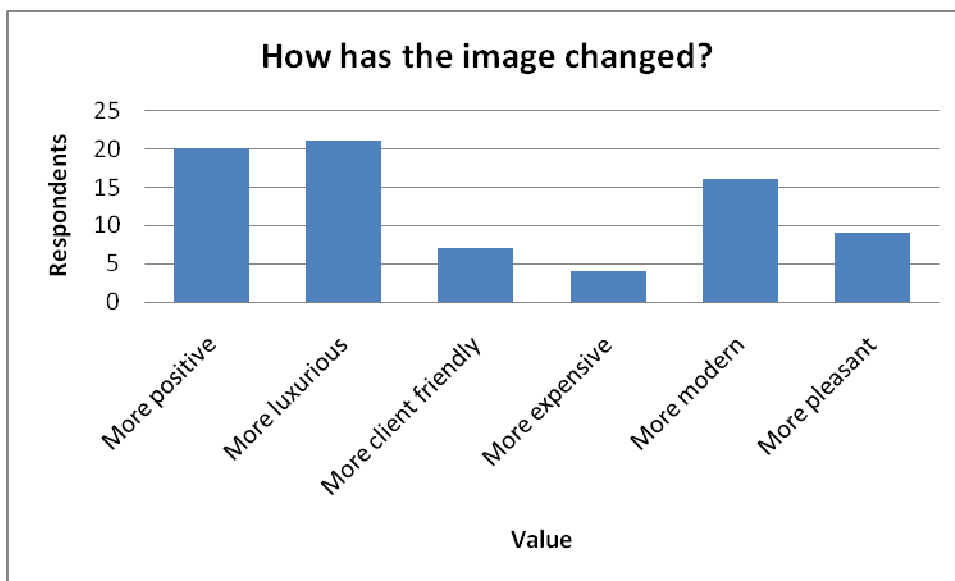
Yes: 38 respondents

No: 22 respondents



**How has the image that you have of Albert Heijn changed after the opening of Albert Heijn Doelstraat?**

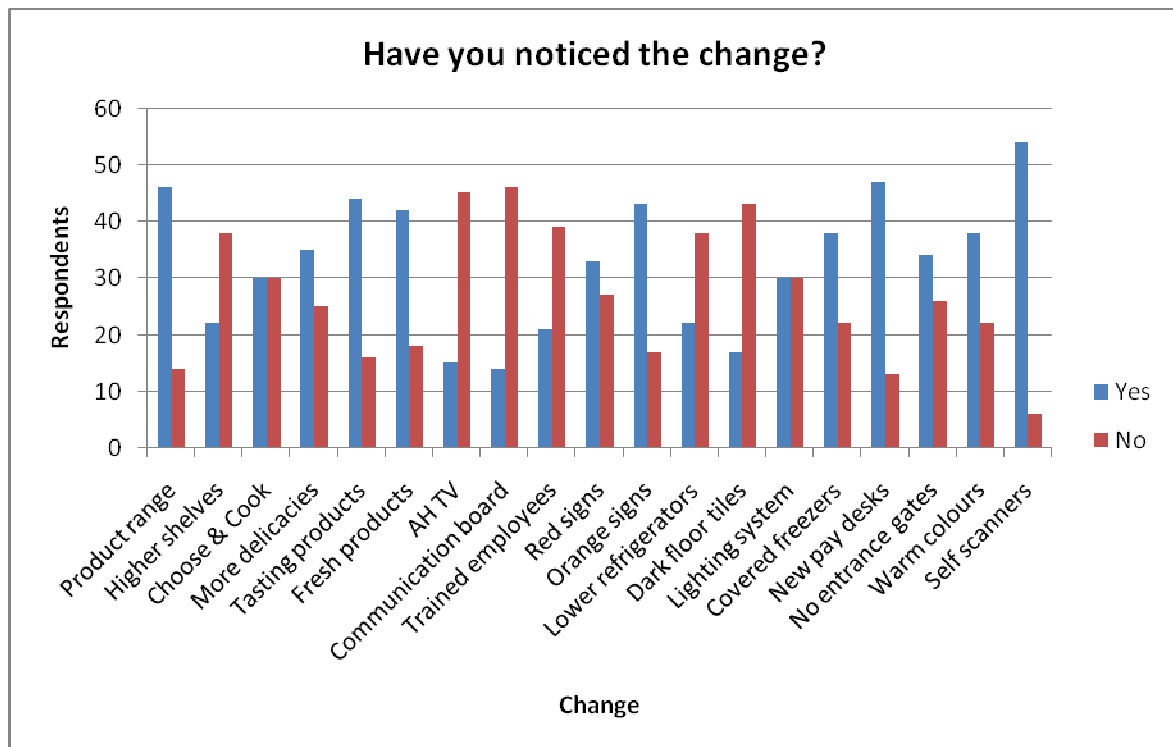
More positive:	20 respondents	=	26%
More luxurious:	21 respondents	=	27%
More client friendly:	7 respondents	=	9%
More expensive:	4 respondents	=	5%
More modern:	16 respondents	=	21%
More pleasant:	9 respondents	=	12%



**Have you noticed the following changes?**

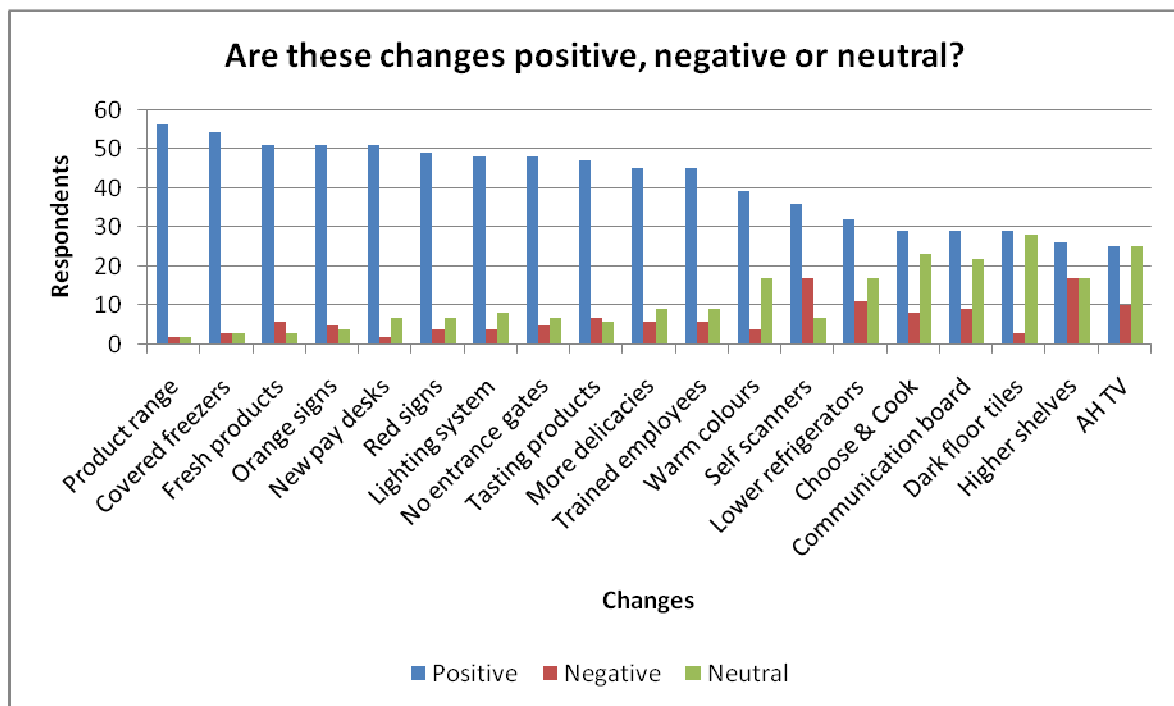
<b>Change</b>	<b>Have you noticed?</b>	
	<b>Yes</b>	<b>No</b>
Larger product range	46	14
Higher shelves	22	38
New cooking concept: Choose & Cook	30	30
More delicacies	35	25
Tasting and trying products	44	16
Emphasis on fresh products	42	18
Albert Heijn TV	15	45
Communication board	14	46
More active and better trained employees	21	39
Red signs: always low priced	33	27
Orange signs: bonus promotions	43	17
Lower refrigerators	22	38
Dark tiles on the floor	17	43
New lighting system	30	30
Covered freezers	38	22
New pay desks	47	13
No entrance gates	34	26
Use of warm colours	38	22
Use of self scanners	54	6





**Do you experience these changes as positive, negative or they do not make a difference (neutral)?**

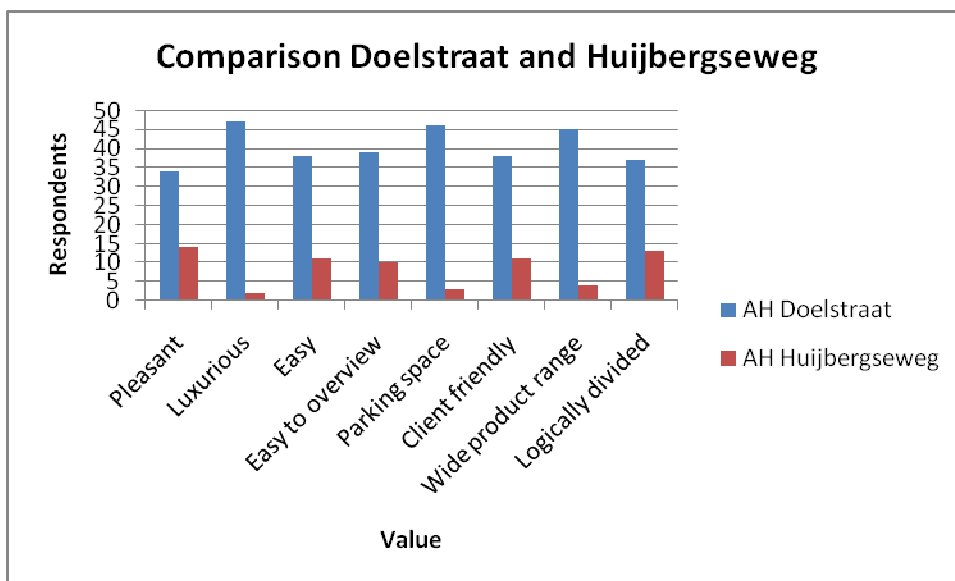
<b>Change</b>	<b>Is it positive, negative or neutral?</b>		
	<b>Positive</b>	<b>Negative</b>	<b>Neutral</b>
Larger product range	56	2	2
Higher shelves	26	17	17
New cooking concept: Choose & Cook	29	8	23
More delicacies	45	6	9
Tasting and trying products	47	7	6
Emphasis on fresh products	51	6	3
Albert Heijn TV	25	10	25
Communication board	29	9	22
More active and better trained employees	45	6	9
Red signs: always low priced	49	4	7
Orange signs: bonus promotions	51	5	4
Lower refrigerators	32	11	17
Dark tiles on the floor	29	3	28
New lighting system	48	4	8
Covered freezers	54	3	3
New pay desks	51	2	7
No entrance gates	48	5	7
Use of warm colours	39	4	17
Use of self scanners	36	17	7



### Comparison between Albert Heijn Doelstraat and Albert Heijn Huijbergseweg

(11 respondents were unable to answer this question because they have never visited Albert Heijn Huijbergseweg)

	Doelstraat	Huijbergseweg
Is more pleasant	35	14
Is more luxurious	47	2
Is easier	38	11
Is easier to overview	39	10
Has a better parking space	46	3
Is more client friendly	38	11
Has a wider product range	45	4
Is more logically divided	36	13



## Appendix 6: Interview with Sophie van Neck

1. Can you describe your function?

I work for InSites Consulting. This company is specialised in: Market Insights Research, Innovation Research, Brand & Communication Research and Customer Experience Research. For this company, I am a research consultant. This means that I do quality research for other companies and according to the results, I give them my advice. I am involved in every stage of the process, from setting up the research to writing the final report and presenting it.

2. What is your experience with Albert Heijn?

For our client Lay's, I have researched Albert Heijn. Customers of Albert Heijn have the idea that the price differences between Albert Heijn chips and Lay's chips are bigger than in reality. However, the difference in quality are reasonable small. In this research, we have found out that the brand Albert Heijn is a real 'in between brand'. On the one hand there are A-brands (like Lay's and for example Danone) and on the other hand, there are private label brands (for example store brands like Euroshopper). We have noticed that the Albert Heijn brand is in the middle of these two types of brands. On the one hand, the products have the high quality of the A-brands. On the other hand, Albert Heijns products have the price of a private label brand.

3. Where do I get my conclusions and recommendations from?

You should get that information from your qualitative research in the first place and from your quantitative research in the second place.

4. What do you think of the characteristics of Albert Heijn and the new concept store?

I think that you should emphasis that the most important reason to visit specifically Albert Heijn Doelstraat is convenience (because of the location). If you look at the characteristics of the brand Albert Heijn, you'll see that quality and wide product range the most important characteristics are. This, you can see in the second and third reason why people visit Albert Heijn Doelstraat. So you can say that this is completely according to the brand Albert Heijn.

5. What do you think of the recommendations?

I think that you are right when, according to your research, you draw the conclusion that the customers do not prefer the active and advisable role of the employees. So the best thing that Albert Heijn could do, is letting their employees have a passive role in combination with the openness and friendliness. They should also be up to date with the latest information about the store and its promotions.

Furthermore, the problem of the higher shelves is a difficult one. On the one hand, it is obvious that there are higher shelves because of the 4000 extra products. On the other hand, it is difficult for customers to reach the products on the higher shelves. Ways to reduce this are more staff that can reach the highest shelves or for example ladders so that the customers can reach the products themselves. However, the best way is to put unpopular products on the highest shelves.