

How to make Kruidvat's website more attractive to customers

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Executive Summary:

This dissertation aimed to investigate how Kruidvat can improve their website to attract more customers. There has been a clear upward trend in online shopping in the Netherlands the past years. In order to gain and/or increase their competitive advantage, companies have to stay up-to-date and meet the customers' demands in the respective market. The paper provides detailed information of the current condition of the website, an evaluation of customers of Kruidvat between the ages of 18 and 34 and an analysis of the public opinion. The dissertation also discussed three sub-questions. The first sub-question examined the current state of the website, the second explored the motivation of the customers when shopping online and the third analyzed the suggestions for further improvements of the website. The paper considered three different digital models in order to improve the website. The 6Cs of customer motivation model was chosen as a basis for the research design. The participants in the focus group were Dutch citizens and customers with an international background, with a common ground that all of them lived in the Netherlands and had previously shopped at Kruidvat. Further findings and analysis showed that there is room for improvement on the website. Some of the most important recommendations are to change the colors of the website, to add an English option and to reduce the shipping costs. The dissertation could lead future research involving improvements of retail websites, as well as provide some information on the online shopping topic.

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Chapter 1: Introduction

1.1 The current trends in online shopping in the Netherlands

The Internet is a global network that links thousands of people through computers (McMullin, 1995). Recently, there has been an upward trend in online shopping over the last decade. Every day, thousands of customers shop online for a variety of items, such as books and electronics. The retail industry is also growing faster due to the internet, because of the higher customer reach of online advertising and marketing. Customers want to save time, through websites they can gather information and purchase products even easier than ever before. The main reasons why customers shop online today are convenience, price comparison, no crowds and no need to travel (Nyxone, 2017). The average person is spending more time online and continuously gaining inspiration from other consumers. Shopping online also means that the customers can quickly know when sales and promotions are happening. Therefore, it is crucial for websites to be up-to-date on the latest and most popular trends.

The increase in commercial activities online has had an important effect on the business environment. According to statistics, the annual revenue of e-commerce in the Netherlands has doubled since 2013. In 2018, the online consumer expenditure was 23.7 billion euros (Best, 2019). The consumers are gathering information faster and easier through online resources, which is why it is vital for businesses to have a website. Some of the greatest challenges traditional companies face when adopting e-commerce are maintaining customer loyalty, customer service and the absence of online verification of customers. Maintaining customer loyalty is more difficult because there is little in-person interaction between the buyer and the seller. In traditional shopping, the customers are purchasing products in-store. When implementing an online platform, a number of risks occur. The risks are transportation and shipping, which can increase the level of customer dissatisfaction (European Business Review, 2019).

The main geographical scope focused on in this paper is The Netherlands. This paper attempts to show that one of the retail companies in the Netherlands can improve their website in order to increase customer user experience. The user experience is through the view of the customer and aims to explore the interaction between current customers and the website. In order to give a comprehensive overview of the geographical sector, the follow questions will answer some general facts and information about the country. The Netherlands has approximately 17.2 million inhabitants (Britannica, n.d). According to statistics, the Netherlands became one of the top 5 EU countries in online shopping. Furthermore, in 2017, 79 percent of the inhabitants between 16 to 74 years old shopped online (Centraal Bureau voor de statistiek, 2018). Therefore, it is crucial for websites to be effective, which means it must be easy for customers to navigate and use the platform for shopping.

The main focus of this dissertation is the company Kruidvat. Kruidvat is one of the leading drugstores in the Netherlands. Kruidvat was one of the biggest retailers of 2017. Today, the company has 956 stores in the Netherlands (AD.nl, 2019). The growing trend towards online shopping makes it crucial for Kruidvat to keep up. The reason why Kruidvat was chosen as the main company for the dissertation is that the increase in online sales has a large impact on the Dutch market. Since the company is one of the biggest retailers in the Netherlands, the increase in sales will have the biggest impact on the Dutch economy. The position of an organization is constantly changing under the influence of changing political attitudes, socio-economic conditions and social developments (Veldman & Szabo, 2015, p. 125). Furthermore, the dissertation can contribute to future research on how to improve websites focused on retail. The new ways of online shopping have changed the traditional retail sales. The offline sales are expected to drop from five percent to three percent a year over the next decade (Ranganath & Ganapathy, 2001). Furthermore, Kruidvat was chosen because the company has the possibility to overtake the competitors to a great extent, rather than simply matching them. One of the main features of the website is sales and affordable prices. This will be discussed further in chapter 2.

1.2 Research Question and Methodology:

This research wants to contribute to existing knowledge and research by examining how the biggest retailer in the Netherlands can adjust their website to improve the customer user experience. Therefore, the dissertation aims to answer the central research question:

“How can Kruidvat adjust their website to improve customer (age 18-34) user experience?”

In order to give a comprehensive answer to the central question, this research introduced three sub-questions:

1. What is the current state of Kruidvat's website?
2. What are the customer motivations and decisions when shopping online?
3. What areas of the website can be improved and how?

The dissertation includes three digital marketing models that were considered during the execution of the research. The three models introduced are *the 6C's of Customers Motivation*, *the McKinsey Consumer Decision Journey* and *the Modern Customer Journey Model*. The main model that was chosen was *the 6C's of Customers Motivation* and the model is utilized to base the research design. The models will be elaborated on further in chapter 2. Each model has been compared to determine the relevance of the research.

A large part of this dissertation is based on desk research. Since the dissertation focuses on online shopping and improvements of the Kruidvat website, the collected data and information has been found in databases. Most of the sources are academic sources, statistics and articles, which were found on Google Scholar, The Hague University of Applied Sciences's database, Academic Search Complete and Leiden University's database. Furthermore, books were also utilized, however in a moderate volume with the reason being that few has been written about online marketing and digital marketing in book format until now.

In order to answer the central research question and sub-questions about improving Kruidvat's website, additional field research was conducted. A focus group was held with a diverse group of customers of Kruidvat. The group had different backgrounds, such as different universities, genders and ages. The focus group got separated into two groups: one Dutch and one international. The participants were asked about their motivation when purchasing online, their regular steps, opinions and an evaluation regarding the website and improvements that can be done.

1.3 Scope and limitation of the study

The scope area of this study is the Netherlands. The study is conducted through a focus group and the customers will be between the ages of 18-34. The reason being that, as mentioned in chapter 1, 79% of online shoppers in the Netherlands are between 16-74. Additionally, according to Smith, the millennials aged 18 to 34 are the key age demographic for online commerce and are spending more money online in a given year than any other age group (2015). Furthermore, the data collected through the focus group has been chosen based on the most relevant methods advised by the research book. This is elaborated on further in chapter 3.

This study focuses on Kruidvat's website and how it can be improved based on the customer motivation for online shopping. Focus group was chosen as research method, because, according to Saunders, this is the most time efficient method for collecting data and information (2015). The data collection has been conducted through a focus group of five Dutch students and one with five international students. The focus groups were asked questions in Rotterdam and The Hague in the Netherlands. All of the participants were residing in the Netherlands and have previously shopped at Kruidvat. The participants are from different universities, such as Erasmus University, Leiden and The Hague University of Applied Sciences.

Due to the limited time frame conducting the necessary data for the dissertation, the researcher has chosen to limit the number of factors emphasized in the study. This study will not cover other disciplines, such as consumer behavior theory. The thesis does not engage with factors regarding problems outside of the website, for example marketing strategies covering external factors. The dissertation does not

assess the significance of social advertising, apps, radio and email marketing. However, it provides a small overview of some of the marketing strategies the company Kruidvat is currently utilizing.

Errors that may occur due to the limitation of scope could be related to the dissertations lack of industry analysis and the spurious effects of underlying factors that might have an effect on the website design. The researcher did not collect data regarding macroeconomic perspectives or consumers in other countries. The recommendations are thus limited to customer preferences in the Netherlands. More about the limitations of this dissertation can be found in chapter 5.

1.4 Significance of the study

This research could be beneficial to Kruidvat, because they will know what areas of their website should be improved upon and how. An improved website can contain more information and be more efficient and comfortable for the customers. The dissertation examines multiple areas, such as navigation, convenience, content, cost reduction and community. Furthermore, the researchers reading the paper can be more aware of the rapid trend of online shopping. The dissertation can also be beneficial for other researchers, to help understand the customer motivation of online shopping and understand the young customers demographic.

This dissertation has provided a deeper insight into how a retail website can be improved in order to attract more customers. The findings reported here shed a new light on the different views from international customers and Dutch customers. These findings contribute in several ways to our understanding of e-commerce and improving websites based on customer motivation. Furthermore, the paper has gone some way towards enhancing our understanding of improving a website and user experience.

1.5 Recommendation to the company

The recommendations for the company can be found under chapter 7. The chapter begins with the recommendations from the Dutch customers, followed by a recommendation from international customers and finally a general overall advice. The Dutch customers recommended the category bar on the website to be changed, as it cannot scroll down with the search bar when scrolling down for products. One of the advices of international customers was to make the website available in English. The language barrier has a significant impact, as the customers are not able to understand the website. Furthermore, an overall recommendation was to make videos from social media channels available on the website. Kruidvat is currently posting videos on their social media channels such as Instagram and Facebook. The same content can be posted on the website. As mentioned previously, a broader and in-depth overview of recommendations is stated in chapter 7.

Chapter 2: Theory

Chapter 2 is about the history of online shopping, definition of e-commerce, Kruidvat's company description and three digital marketing models. Firstly, the chapter will discuss the history of online shopping and how this is related to the Netherlands. Secondly, the paper will examine the current state of online customer motivation and buying behavior, in order to understand the customers of Kruidvat better. Thirdly, a company description of Kruidvat and, within this the chapter, the first sub-question *what is the current state of Kruidvat's website?* will be discussed, by giving a detailed information of everything there is to know about the website. Lastly, the dissertation explains three digital marketing models: the *6Cs of motivation*, *McKinsey's consumer decision journey* and *Modern Customer Journey*. These models are the digital marketing models used by companies to understand their consumers better. It will also be mentioned in the end which model is the most fitting in order to continue the research.

Theoretical framework

In the following section, a theoretical framework will be established. The theoretical framework helps to explain the direction of the research and to explore the current research findings that are already available (Adom, Agyem Joe, & Hussein, 2018). Furthermore, it can assist in answering the first sub-question: *What is the current state of Kruidvat's website?*

2.0 The history of online shopping

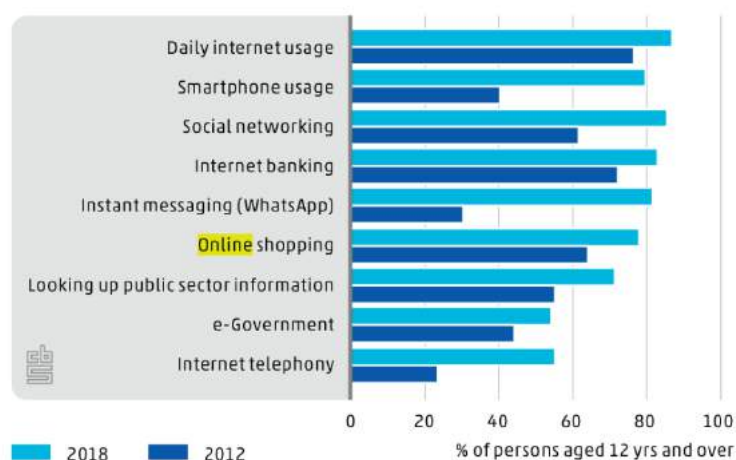
The first online stores were established in 1995. Amazon was one of the first platforms that began selling books online and they expanded rapidly into other areas. Furthermore, eBay was a platform where the customers could utilize the auction mechanism to bid on popular retail products. As the online retailers became significantly more successful in this field, there was an increase in the number of customers as well. In 1995, 16 million people had access to the internet. In 2013 the volume of internet users had increased to approximately 3 billion people (Ellis-Chadwick, 2013).

2.0.1 Trends in the Netherlands 2019

According to statistics provided by the Dutch government, almost everything and everyone is happening online. 78% of all Dutch consumers buy on the internet. The Netherlands ranks at the top in the EU with 98% having access to the internet. The internet usage is divided into the graph 1 below (Centraal Bureau voor De Statistiek, 2019, p. 5).

As seen in graph 1, online shopping is number six on the list of most common internet usage. According

Internet usage

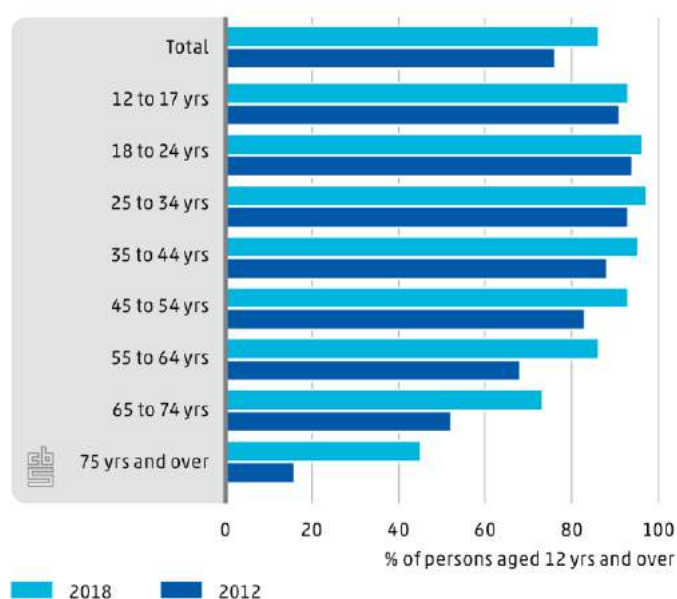


to statistics, 8 out of 10 Dutch consumers shop online. The most popular product categories for online shoppers were clothes and sports apparel. Additionally, the cosmetics and cleaning product category is ranked number eight on the most frequent product purchases (Centraal Bureau voor De Statistiek, 2019).

Graph 1: (Centraal Bureau voor De Statistiek, 2019, p. 5)

Most of the people going online are between the ages of 18 and 34. This dissertation aims to utilize this target group for further research, as this is the biggest customer group purchasing online in the Netherlands. This can be seen in graph 2, provided by the Dutch government (Centraal Bureau voor De Statistiek, 2019).

People going online on a daily basis



Graph 2: People going online on a daily basis (Centraal Bureau voor De Statistiek, 2019, p. 32)

2.0.2 Definition of e-commerce

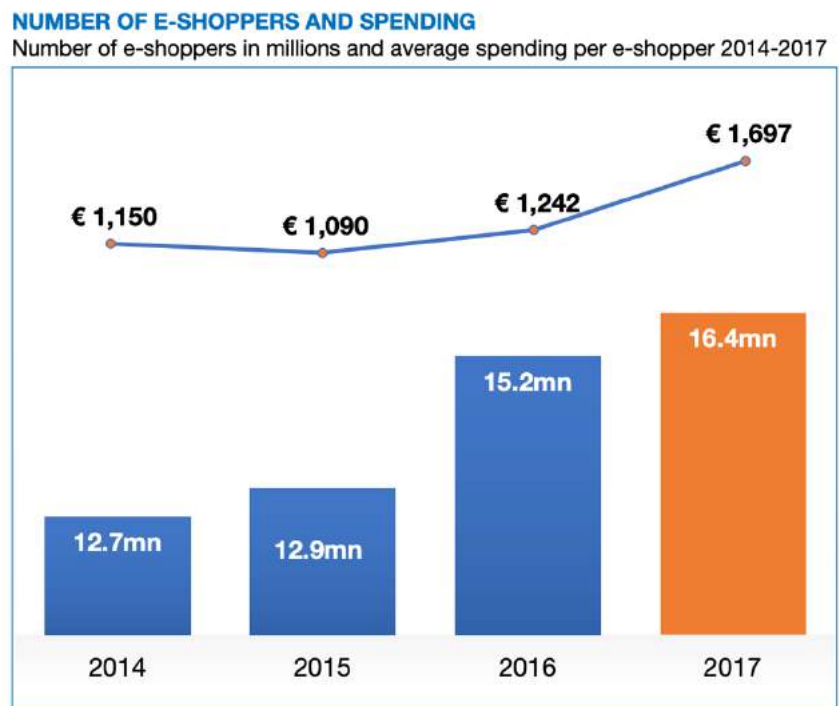
The definition of e-commerce is “any commerce conducted via the Internet” (Merriam-Webster, n.d).

E-commerce is highly relevant to this research paper because it includes the selling of goods and services using the internet. Furthermore, it also includes that information and money are transferred through online transactions. There are four main types of e-commerce models. These are *Business to Consumer* (B2C), *Business to Business* (B2B), *Consumer to Consumer* (C2C) and *Consumer to Business* (C2B) (Shopify, n.d). Kruidvat falls under the e-commerce model Business to Consumer (B2C), because the firm is a business which is selling goods online to the customers.

According to Chaffey (2010), electronic commerce (e-commerce) is all electronically mediated information exchanged between an organization and its external stakeholders. Chaffey also states that information, like non-financial transactions such as customer requests, should be considered to be part of e-commerce too (Chaffey, 2010).

2.0.2.1 The Netherlands and E-commerce

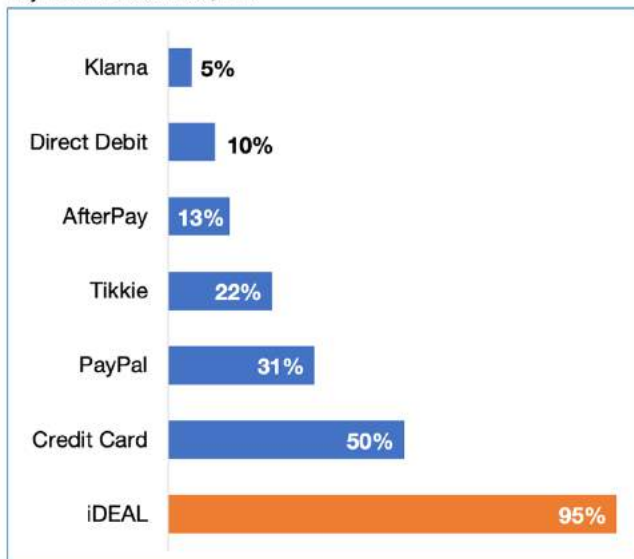
The number of e-shoppers continues to increase. As seen in graph 3, the average spending per online shopper is increasing every year. Online purchases account for a quarter of the total market. In the coming years, the *Business to consumers* e-commerce growth rate is forecasted to be 11%, which is an increase of 0,13 % from 2018. (E-commerce foundation, 2018, p. 29).



Graph 3: Number of e-shoppers and spending. Source: (Statista, 2018)

According to statistics, the most preferred and popular payment method in the Netherlands is iDEAL (E-commerce foundation, 2018, p. 52). iDEAL is an online payment method that is safe, secure and easy. The payment is usually done using mobile banking apps or the online banking environment of a partnering bank (iDEAL, n.d). iDEAL is essential for online customers in the Netherlands. According to their website, their partnering banks are ABN AMRO, BNP Paribas, Deutsche Bank, ING, Rabobank,

ONLINE PAYMENT METHODS
Payment methods used, 2017



Graph 4: Online Payment methods in the Netherlands

pay.nl, SNS, RegioBank, ASN Bank and Knab. The payment method is especially popular because of the option to pay with the QR-code and some banks have implemented the iDEAL QR scanner into their mobile banking apps (iDEAL, n.d).

As seen in graph 4, the credit card and PayPal are also used as a payment method in the Netherlands. Furthermore, the least popular payment method is Klarna.

2.1 About Kruidvat (Drugstore in the Netherlands)

As mentioned in chapter 1, Kruidvat is one of the biggest retailers in the Netherlands. Kruidvat is a Dutch company that was founded in 1975 by the *de Rijke* family and they have grown at a rapid pace ever since. It only took eight years to open the 100th store and currently there are around 900 stores in the Netherlands and approximately 200 in Belgium. Kruidvat has over 15000 employees. The retailer got acquired by the A.S. Watson Group, part of CK Hutchinson Holding Limited from Hong Kong, in 2002. Every week over 3 million customers are shopping in either the physical store or on the website. This positions Kruidvat as market leader in the health and beauty sector in the Netherlands and Belgium.

The company's motto is "steeds verrassend, altijd voordelig". This means "keep surprising, always affordable". The first part "keep surprising" refers to the non-drugstore items and temporary offers available in the stores. Examples of the former include CDs, toys and decorations, while the latter can range from train tickets to hotel vouchers. The second part of the motto "always affordable" reinforces that the products are inexpensive, despite being of high quality. Their private label has the same idea: the products are usually amongst the cheapest options in their category, while remaining competitive quality wise. The aim is to keep expanding the already long list of items with a private label option.

The website is advertised as a safe method to shop online, while enjoying a variety of sales. "Keep surprising, always affordable" is clearly not limited to the physical stores, but also applies to the website. The website features most of the items available in stores, focusing on the inexpensive drugstore items, while also stocking some diverse products and services. Examples of the latter include a photo printing service, prescription glasses, phone credit and printer cartridges. A delivery fee of 3.99 euros per order is charged, unless the total order is 50 euros or up, in which case the shipping is free. In most cases, a

next day delivery option is available. Another option is to get your order delivered to a physical store, without any shipping costs, where the customer can select a pickup time that fits their schedule.

2.1.1 Advantages

The company has a significant amount of advantages over competitors. Kruidvat is one of the biggest retailers in the Netherlands and therefore has many stores all over the country. The stores are conveniently located for the customers in many different cities. This makes the Kruidvat private label and the stores accessible to all customers and the brand is inclusive to all genders, sexes and ages. Furthermore, Kruidvat has a wide range of products and brands. The firm has thousands of brand products for men and women and 2500 Kruidvat private label products.

Another advantage Kruidvat has is that the company offers weekly sales promotions and affordable prices to the customers. Kruidvat is known for this in the Netherlands. The benefits for the customers are often *1+1* or *2+1* deals, which means that the customers can purchase one/two product(s) and get another product for free. This compels the customers to return to the stores and this increases the customer loyalty. Furthermore, the sales and promotions are often advertised through social media such as Instagram. The company also engages with the customers through giveaways and competitions on social media.

2.1.2 Disadvantages of the company

A weakness that the firm currently has on their website, is that the shipping price is high compared to the competitors. Etos is one of the main competitors of Kruidvat and this company offers free shipping on orders over 20 euros. However, the customers need to purchase products for 50 euros at the Kruidvat online website in order to receive this benefit.

Kassabon

Je bestelling (excl. verzendkosten) **€ 4,99**

Kies bezorgmethode

☐ Bezorgen **€ 3,99**
Gratis bij een bestelling vanaf €20

☐ Afhalen in Etos winkel **Gratis**
Gratis bij een bestelling vanaf €20

Totaal (incl. BTW) **€ 4,99**

Voeg nog enkele producten toe om aan het **minimale bestelbedrag van €20** te komen

Naar bestellen

BEZORGEN & RETOURNEREN

 **Op werkdagen voor 22:00 besteld, volgende dag in huis**

 **Gratis thuisbezorgd bij een bestelling vanaf 50 euro**

 **Gratis retourneren in alle Kruidvat winkels, altijd een winkel in de buurt**

 **Gratis je bestelling afhalen in meer dan 850 winkels, altijd een winkel in de buurt**

Picture 1: Shipping info Source: (Etos, n.d)

(Kruidvat, n.d)

Another weakness the company has is that many of their products can be found in other stores, such as Etos and Trektopleister. The drugstore products from other brands are not exclusive to Kruidvat. The brands that can be found in all three stores are brands such as L'Oréal, Essence, Always, Nivea and Olay.

Advantages	Disadvantages
<ul style="list-style-type: none"> - 1: The store locations are close to the customers, conveniently located - 2: Multiple stores all over the Netherlands - 3: Selling multiple brands such as Dove, Axe, Essence, L'oreal and Rexona - 4: Has weekly sales, price reduction on products - 5: Has a large range of products - 6: A significant amount of information on the website - 7: Inclusive to a wide range of customers and a large customer base - 8: Affordable prices 	<ul style="list-style-type: none"> - 1: Shipping fee threshold too high for the website (50 euros to receive free shipping) - 2: Private label, most of their products can be found in different stores - 3: The website is cluttered - 4: The stores are often chaotic

- 9: Strong social media performance (101 000 followers on Instagram)	
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Table 1: Advantages and disadvantages of Kruidvat

2.1.3 Current marketing strategy of Kruidvat

The company uses multiple marketing strategies in order to attract more customers. According to an interview with the marketing director of Kruidvat, Brenda Smith, the reason why Kruidvat has been successful compared to others is because of their strong marketing device. She also expresses that the company wants what is the best of the customers. A way that the marketers have listened to the consumers is through the 1+1 formula. This is a promotional formula in which the customers pay for one product and get one for free. Moreover, Brenda Smith explains that the company has been doing well because of the conjunction between the physical store and the online presence, and that retail media is a core pillar of the company's success. The customers find promotions and the widest range of products and this was demonstrated via the ROPO effect. The ROPO effect stands for *research online, purchase offline*. This is when consumers first do research online, before making a final purchase in person. In the interview the marketing director also clarified that the company sells more in the physical stores and online when customers search for the items online and/or see the advertisements (Timmer, 2019).

2.3 Current online marketing platforms and activities.

There is a number of different online practices Kruidvat utilizes in order to research their customers. Kruidvat.nl is the main domain of the website and this is the online website where consumers can purchase their products. However, the website does not allow the customers to check in which store the products are available. Therefore, the product might be sold out or out of stock in the local Kruidvat store. The company is currently focused on three main social media channels: Facebook, Twitter and Instagram.

1. **Facebook:** Kruidvat is active on Facebook and has 500 000 followers on the platform. The company updates the customers on new deals and the PR team posts jokes and funny commercials to attract more customers (Facebook, n.d).
2. **Instagram:** The second most used social media platform is Instagram. The account is verified, which means that the account is the official profile of the company. Furthermore, the Instagram account has over 106 000 followers (Instagram, n.d). Kruidvat is more active on Facebook compared to Instagram and the consumers are receiving more information on sales and other activities via Facebook.

3. **Twitter:** On Twitter we find Kruidvat's name on several different accounts. One of the accounts is called @kruidvatfolder and the other is called @kruidvat-service. The Kruidvat service account is utilized as one of the customer service channels and has 7 000 followers.

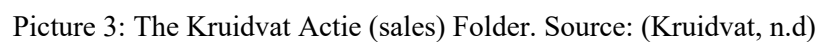
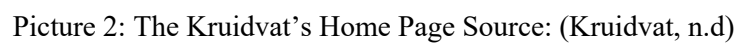
Currently, Kruidvat utilizes multiple different marketing strategies in order to attract more customers. A flyer with all the weekly sales is provided to the customers at the home page of the website and often at the entrance of the stores. This marketing strategy has a significant impact on the sales and the customer purchasing decision journey. Furthermore, the strategy is making it more likely that the customers return. The Kruidvat folder with sales can also be accessed on other platforms online, such as folderz.nl, reclamefolder.nl and the Kruidvat app. The application and the website share a number of key features. Both of the platforms allow customers to purchase items online and have a member system, where customers log in to receive more discounts, save points and receive free products.

2.4 Sub-question 1: What is the current state of Kruidvat's website?

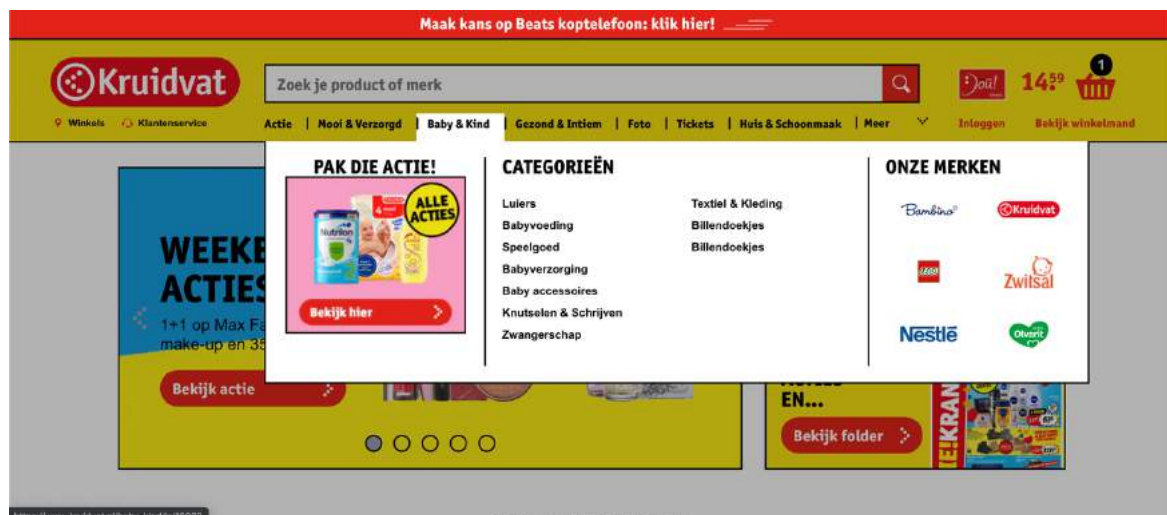
In the following section of chapter one, sub-question 1 will be discussed. The question is *what is the current state of Kruidvat's website?* This will be discussed by giving a detailed overview of the website.

2.4.1 Brief description

The following is a brief description of the external information of the website. Kruidvat has a main domain of the website which is called Kruidvat.nl. Kruidvat has their entire assortment on their website and over 2500 products of their own brand. A few examples of brands the customers can purchase on the website are L'Oreal, Max Factor, Nivea, Colgate and Axe (Kruidvat, n.d). On the home page, the customers can easily identify the sales by translating "korting" and "acties" and can receive information in each category located under the search engine. Furthermore, the customers can access the sales folder, which has a feature that assists the customers to get directed to the page of the sales products right away. This is illustrated in picture 3 below.



13



Picture 4: Category Baby and Kind Source: (Kruidvat, n.d)

Luiers = Diapers

Textiel & Kleding = Textile & clothing

Babyvoeding = baby food

Billendoekjes = Wipes

Speelgoed = toys

Babyverzorging = baby care

Baby accessoires = baby accessories

knutselen & schrijven = crafts & writing

Zwangerschap = pregnancy

The current language of the website is Dutch. The current state of the website based on observation is that there is no integrated option to translate the website to other languages.

The design of the website is extravagant. The site has a bold red color with yellow accents and this is one of the main trademarks of the brand. The colors yellow and red together create a loud statement which is meant to catch the attention of the consumers. This is highly effective on a poster for tram and train stations. Furthermore, the color red is used in the Kruidvat logo and as brand color.

Moving on to consider the shipping options for the customers. Currently, the customer can choose between a delivery at home or picking up their product at a Kruidvat store of their choice. For now, it is only possible for the customer to receive free delivery if their total order was at least 50 euros. Furthermore, the shipping cost is approximately 3.99 euros (Kruidvat, n.d). The main advantage that Kruidvat has compared to the competitors, is the number of physical stores throughout the Netherlands. This makes the pick-up in store easier for customers when they order items online.

As mentioned above, the main asset of the website is that the customers are able to search for the products, compare prices and read reviews about the products. On the other hand, the customers are not able to search for the availability of the item in different stores.

2.4.1 Definition of an effective website:

A website is considered effective when both of the users and owners of the website achieve their goals for the site. A route to effectiveness includes that the users are aware that the website exists, the people should be able to find it, the website needs to be available and attract a reasonable number of visitors. (Audience Dialogue, 2006).

2.5 Models

The next section of the chapter will discuss different digital marketing models that are relevant for this study. Three models are discussed because these were the three main models that were considered in order to continue the research process. The models are explained in detail and, at the end of this chapter, one of the models was chosen. These are *the 6Cs of Customer Motivation*, *McKinsey's Consumer Decision Journey* and *Modern Customer Journey*.

2.5.1 Digital Marketing & Models

The definition of digital marketing is “the use of internet, mobile devices, social media, search engines and other channels to reach customers”. Furthermore, it includes the interaction between the company and customers, which can also be through feedback. One digital marketing channel can be a website. According to Barone (2019), this is a powerful channel because the website includes a lot of information such as brands, products and services. Moreover, Barone states that a website needs to be effective and easy to use (Barone, 2019).

A model is a human construct to help people understand real world systems (Ford, n.d). The models give an output of important information and are generally used to understand and simplify the assumptions that are made. Moreover, it aids in identifying conditions and the range of applicability of the model (Ford, n.d). This paper utilizes models to understand how a website can be more effective. Turning now into a detailed explanation of three models that were considered during the research and why *the 6Cs of customers motivation* model was chosen to further the research process.

2.6 Model 1: The 6Cs of customer motivation

The first model considered was *the 6Cs of online customer motivation*. According to Hanlon, the customer motivation is based on 6Cs that can define the online value proposition. The 6Cs are:

1. Content
2. Customization
3. Community
4. Convenience
5. Cost Reduction
6. Choice



Model 1: (Hanlon A. , 2016)

The 6Cs of online customer motivation

2.6.1 Description of the model:

The 6Cs of online customer motivation model is a digital marketing model. Originally, the 6Cs of motivation was a recognized tool in higher education utilized to improve classroom motivation and student participation. In 2004, Dave Chaffey proposed the 6Cs of customer motivation when analyzing online services. Therefore, it is a useful marketing planning model when defining the value proposition of the website or online community, to help communicate the benefits of the digital brand. The model provides clarity when refining a website (Hanlon & Chaffey, 2019)

6Cs	Customer benefits provided by online channels
Content	<ul style="list-style-type: none"> • 'Right content' including more detailed product or service information or value-adding content • 'Right context' of content for the site visit • 'Right media' including interactive services, tools and video
Customization	<ul style="list-style-type: none"> • Personalization of content or products to individuals or groups
Community	<ul style="list-style-type: none"> • Customer forums for topics such as troubleshooting or exchanging tips
Convenience	<ul style="list-style-type: none"> • 24/7 availability

	<ul style="list-style-type: none"> • Turnaround time • After sales service • Refund guarantee
Cost Reduction	<ul style="list-style-type: none"> • Informed perception of lower cost – no middleman • Online exclusive pricing
Choice	<ul style="list-style-type: none"> - Broader range of products/ service - Additional methods of payment - Flexible delivery including 'on-demand' options for digital content - Ease of return

Table 2: The 6Cs

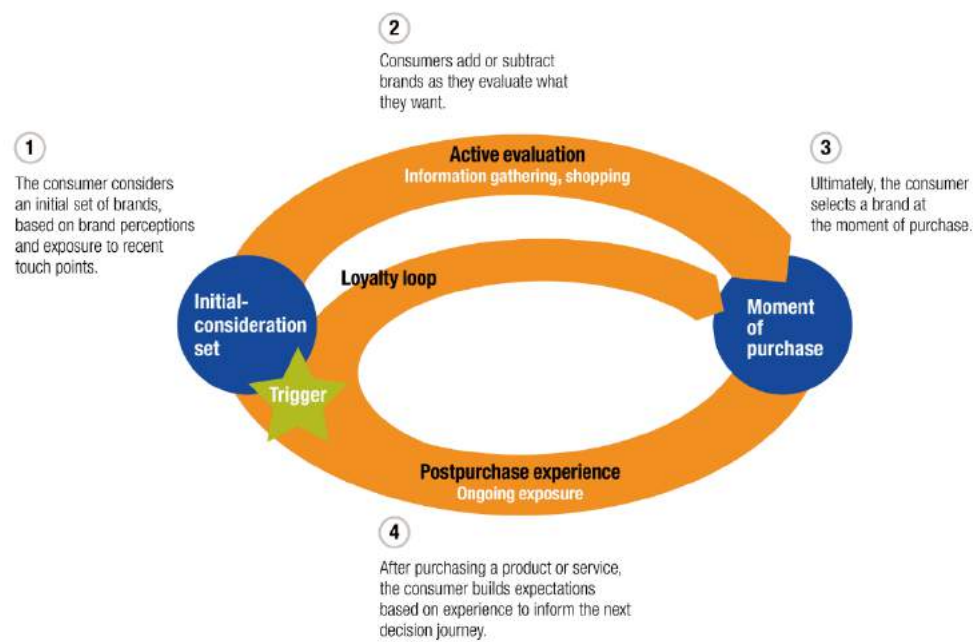
Source: (Hanlon, 2016, p.22)

2.6.2 Relevance of the model:

This model was chosen for this research paper because it gives a comprehensive overview of the online value proposition. This can be applied to website effectiveness as the website would be effective when customers and owners achieve their goals for the site (Audience Dialogue, 2006). The 6C of customer's motivation model is the most relevant one of all the models because it provides clarity when building/ refining a website (Hanlon & Chaffey, 2019, p. 21).

2.7 Model 2: McKinsey's consumer decision journey

The second model is McKinsey's consumer decision journey. This model is based on research done by McKinsey & Company in regards to consumers moving out of the traditional funnel and how the new customer journey should be dealt with (Court, Elzinga, Mulder, & Jørgen, 2009). The consumer decision journey is a loop model that examines 4 main stages.



Model 2: (Court, Elzinga, Mulder, & Jørgen, 2009) McKinsey's consumer decision journey.

2.7.2 Description of the model:

According to Court, this model focuses on the change in the business world and emphasizes that the businesses should utilize non-linear approaches. It is a model that reviews an online customer's journey from the consideration phase to purchasing phase (Court, Elzinga, Mulder, & Jørgen, 2009). Furthermore, the main focus is that the businesses should be aligned with the consumers. There are 4 elements to this process, in order to develop a larger purchasing sequence. These four elements are: align, link, lock and loop. The first one being what the businesses are doing to be in alignment with the customer. Secondly, a link that integrates the aspects of the brand. This entails the marketing, identity, brand image and promotion of the business. Furthermore, it examines other social media platforms and how the website offers promotion through the design. Thirdly, the businesses should find ways to lock the costumers. The locking section can be achieved through retaining the customers' interest and is often done through loyalty cards and other services that increase customer retention. Lastly, the loop studies the way that the customers think of the brand. It acknowledges the fact that businesses need to build advocacy. This can be achieved through different divisions of loyalty membership or by creating an app that adds value. Moreover, ensures that the improved functionalities offered are used by the customers. (Hanlon & Chaffey, 2019)

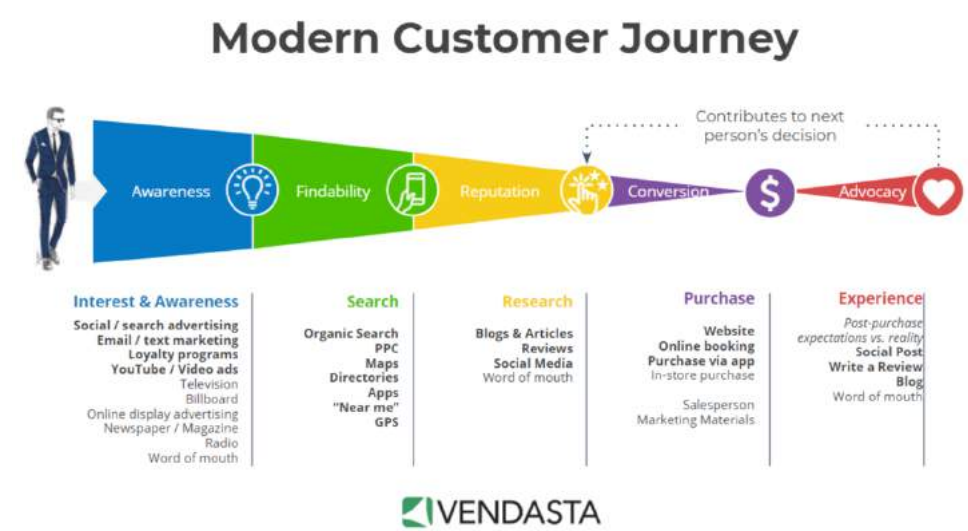
2.7.3 Relevance for the research:

The model is focused on the customers, marketing and brand image. However, the model also examines the social media platform and how the company offers promotions through the design. The focus of the

research is the topic of how the company can improve their website. This model is therefore not the most suitable for the research question because the model includes too many external factors.

2.8 Model 3: Modern Customer Journey

The modern customer journey model was created by Vendasta. This model recognizes that the customers go through a series of steps when purchasing online. The model was originally designed for local businesses, but it can also be utilized for this research, because it mainly focuses on the consumers' decision making before purchasing.



Model 3: (Yuzdepski, 2018) Modern Customer Journey Model

2.8.2 Description:

The model is built on five steps. These five steps are: awareness, findability, reputation, conversion and advocacy. The model explains that the customer journey also includes the moments before the customer decides to purchase anything on the online platform.

Firstly, the model explains the awareness step. The literature on this model has highlighted that this includes social advertising, email marketing, loyalty programs, television and other channels that can be utilized to create interest in and awareness of the website. Therefore it is important that this step discusses how the consumers first hear about the business.

Secondly, the model describes the findability of the company. According to Vendasta, this means functions such as the search on apps, GPS and maps and others.

Thirdly, the model includes a reputation step. This is about the accessibility of the company. The model explains that reviews, social media, blogs, articles and word of mouth are crucial for the customer journey.

Lastly, Vendasta explains the conversion and advocacy step. This is the actual step for the website, considers what type of purchasing methods are available to the customers and whether or not the customer will recommend the products to other consumers by word of mouth (Yuzdepski, 2018).

2.8.3 Relevance of the model:

This model is relevant for the research to a certain extent. The model emphasizes the overall customer journey. The model includes articles, word of mouth and other types of marketing strategies. The researcher determined that not all the steps are necessary and that the challenging part of the research, if this model was used, would be the email/text marketing, television, billboard and other online display advertising, as this is outside of the scope of the research.

2.9 Discussion on the three models

The aim of the dissertation is to improve Kruidvat's website and attract more customers. Therefore, it is important to consider the model to be limited to the website and not focus on other external factors. This is the reason why the *6Cs of customer motivation* model was chosen. Furthermore, it includes all the necessary factors to improve a website with the customers, but is limited to the website. Moreover, the *McKinsey Customer Decision Journey* model focuses more on the customers and not enough on the website and the *Modern Customer Journey* model is mainly about how customers can find their way to the website and the final purchasing steps. The *Modern Customer Journey* also focuses a significant amount on external factors such as email marketing, television, billboards and other online displays. As mentioned, both of these two models have components that go outside of the scope of this research paper and the last two models mentioned are therefore not as fitting for further research.

Chapter 3: Methodology

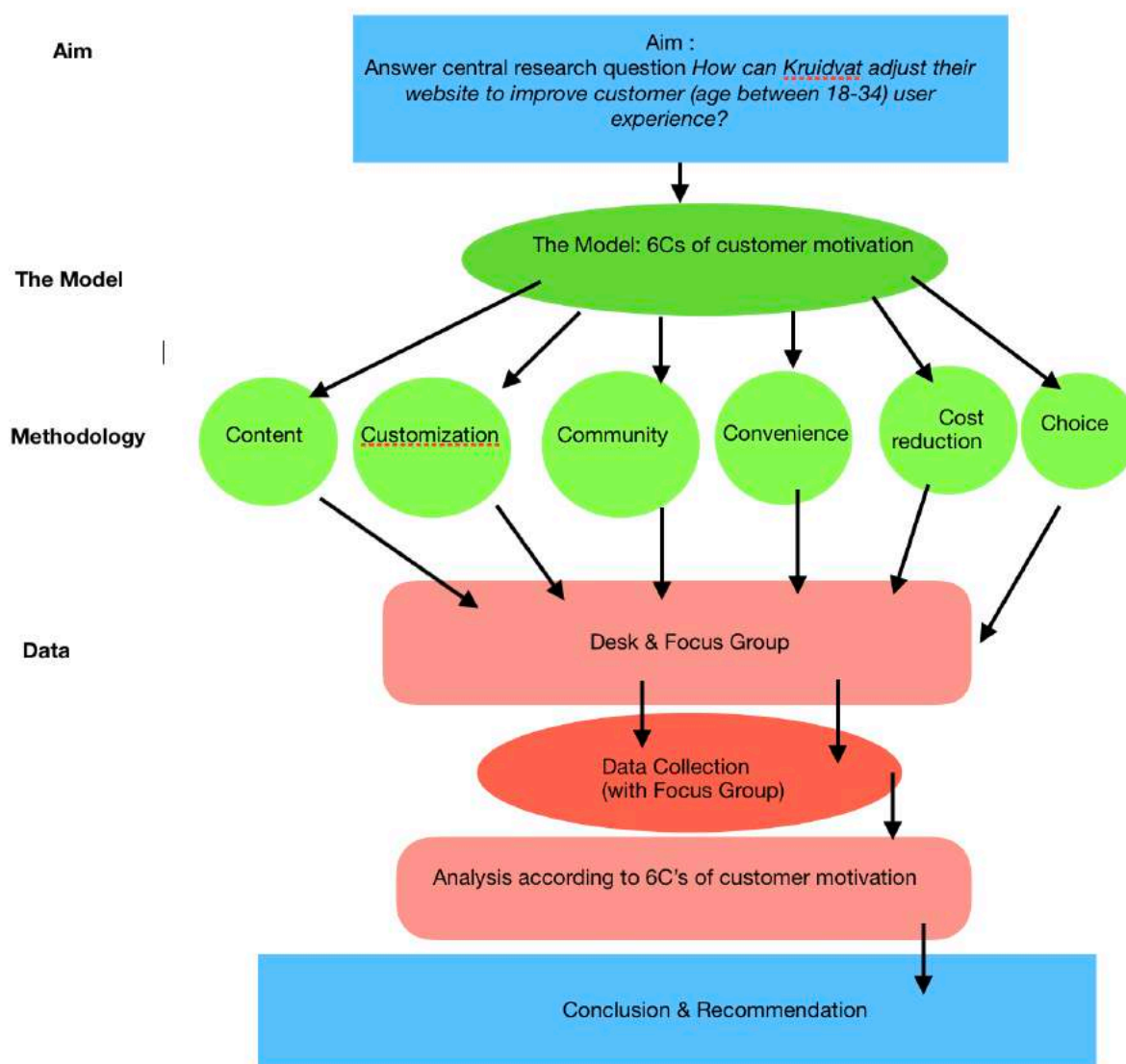


Figure 2: Structure of this paper

This chapter aims to present the research methods used to collect information. Furthermore, how research methods were able to answer the central research question and sub-questions. Firstly, the researcher will provide a detailed breakdown of the desk research which collected the necessary preliminary data. Secondly, the paper states the importance of the models that were discussed earlier in chapter two. Moreover, in order to proceed to the experimental method chosen, the 6Cs of customer motivation model must be separated. This means that each of the 6Cs is differentiated in order to find the most fitting research method. The chapter also discuss why it was necessary to execute the research method: focus group.

3.1 Purpose and research question:

The purpose of this dissertation is to investigate how a website can be improved to increase the understanding of the customers. In the Netherlands, there is a rapidly growing retail industry and therefore an optimization of the website is necessary. The research wants to contribute to the existing knowledge and give an insight into what previous research has shown. Furthermore, how the biggest retailer in the Netherlands can adjust their website to improve the customer user experience. Therefore, the dissertation aims to answer the central research question:

“How can Kruidvat adjust their website to improve customer (age 18-34) user experience?”

In order to give a comprehensive answer to the central question, this research introduced three sub-questions:

1. What is the current state of Kruidvat's website?
2. What are the customer motivations and decisions when online shopping?
3. What areas of the website can be improved upon and how?

3.1.1 Preliminary Desk research

This research paper began with desk research, in order to establish a solid theoretical framework. Theoretical framework is the structure that explains the direction of research and bases it on previous findings (Adom, Agyem Joe, & Hussein, 2018). Online desk research is important because it allows for a systematic examination of the materials and research that are already available. Furthermore, it also helps speeding up the research process for a specific topic (Marvist, 2010). There are three forms of desk research. These are primary, secondary and tertiary desk research. Primary desk research is information from the government, statistics, research reports and articles. Primary sources are original documents that have not previously been published or interpreted by anyone else. Moreover, secondary sources are reports, newspapers and material that have been interpreted and are based on the primary source. Lastly, tertiary sources are the collection of both. Examples are databases, catalogs and search engines (University of Texas Arlington, n.d). With respect to desk research, the researcher can also choose between qualitative and quantitative research methods. In order to do a website effectiveness research, it was important to utilize both qualitative and quantitative research.

The researcher began the process by collecting data and information on the topic "growing trend of e-commerce", to get a comprehensive overview of the current trends of e-commerce in the Netherlands. Furthermore, the introduction of this paper includes a small overview of the key challenges traditional stores faces with this growing trend in mind. The literature was backed up by statistics from the government of the Netherlands. Statistics is a part of the quantitative research method with primary sources because it contains the statistics of online shoppers.

The secondary sources used are about Kruidvat as a company. This was part of the qualitative research method. The main information was found on the company's website, Kruidvat.nl. This information was necessary to collect, because the readers should understand what the company is about and how they operate. Information like how many stores the company has in the Netherlands, what products the customers can find on the website and shipping costs information can be found on the website. Furthermore, the researcher collected information about Kruidvat's current marketing strategy and later answered the first sub-question *what is the current state of Kruidvat's website?*. As previously stated, there is a detailed description of how the website works in chapter two.

In order to explain how customers can effectively use the website, it was necessary to examine digital marketing models. These models explained the customer decision journey and the customer motivation. Initially there were three digital marketing models and the researcher selected one to continue the process of the research. The 6Cs customer motivation will be separated into each C in the research design, which can be found in 3.2 of this paper.

3.2 Research Design

The research design refers to the overall strategy, to ensure that the information obtained enables the researcher to find an effective and logical way to address the research problem (Kirshenblatt-Gimblett, 2006). When the research design is chosen, it is important to determine which questions should be asked (Yin, 2014). To collect information, focus groups were conducted to gather data on the public opinion. The method chosen falls under qualitative research design and the data conducted was in the form of a semi-structured interview.

The choice of focus group was mainly because of the central research question. When researching effective methods, a focus group has shown to be the most effective way to collect large amount of data in a limited amount of time. Saunders (2005) recommended a group size of four to twelve people for the typical focus group. The number of participants depends on the difficulty of the study. In fact, the more complex the topic is considered to be, the smaller the number of interviewees included in the research process should be (Saunders, 2015, p. 417). The focus group consisted of ten participants in total.

The focus group was requested to go on Kruidvat's website and complete multiple tasks. One advantage of focus group is that they are simple to deliver. Furthermore, the collaborative nature of the focus groups offers another advantage: the participants were able to get familiar with the website in order to decide what they liked or did not like about the website and voice their opinion on it. It was more useful

for the participants, as they were able to identify and characterize the areas of the website that they suggest should be improved.

Survey and interview were discarded as methods for this research. One of the challenges with the survey method is that it often makes it difficult to know what genuine impression the participants have of the website. Another main disadvantage is that collecting information from the public opinion on value added material and product information can create certain problems. The answers from each participant would have been too broad and therefore it would have been difficult for the researcher to further give advice on how the website could improve. Furthermore, it would not have been possible to ask for a further elaboration on their opinion, as the survey would have been completely anonymous.

The reason why the individual interview method was not used, is because it would not have a large impact on the study if the research was only based on one interview. As mentioned previously, focus groups can gather a great amount of information in a short period of time. Because of this, this paper conducted a focus group with international customers and one with Dutch customers. The information collected being through a semi-structured interview. The semi-structured approach was chosen because it allowed the Dutch participants and the international participants to discuss their opinions and whether they agreed with or had a different opinion than the others. Furthermore, this structure gave the researcher room to ask follow up questions during the discussion of the website.

3.2.1 Theoretical assumptions

Previous research shows that millennials are price-sensitive and that businesses needs to take this into consideration (Alton, 2019). Most of the people between 18 and 34 have student loans and in general a smaller income than the rest of the 18-74 age group. Price is thus more important to them. The customers that shop online want to be more relaxed and are able to research different products at home. The focus group will be highly price-sensitive.

Another assumption is that a cluttered website will not make the participants want to use the website. In order to navigate properly, the website should make it easy to find the right information at a fast pace. Degeratu, Rangaswamy and Wu (2000) support the idea that the promotions and website should be clear. Thus, we can assume that the focus group would like a good balance between promotions on the website.

The last assumption is that shipping costs have a significant effect on the customers. If the shipping costs are too high, the customers are less likely to shop online, no matter how good the deal is. It is an advantage and a disadvantage that Kruidvat has multiple stores in the Netherlands. This makes it convenient for the customers, but at the same time it has an effect on their online shopping results.

3.2.2 Criteria for the participants

As previously mentioned, there was a total of ten participants in the focus group, from different universities in the Netherlands. In order to make a realistic representation and collect information in an effective matter, there were criteria for all the participants. These were:

1. Age between 18 and 34
2. All participants should be living in the Netherlands
3. The participants must have bought drugstore products before
4. All the participants must have shopped online before

Many researchers have utilized focus groups to measure the public opinion. It is one of the most well-known tools for assessing the consumers' perception of a particular topic. Furthermore, it allows the customers to navigate and use the website in an efficient and timely matter. A major advantage of the focus group is that the research process was more convenient considering time spent and the amount of information and data that needed to be collected.

3.2.3 The focus group participants

Based on the criteria above, a total of ten participants was found. The whole focus group of ten people was divided into two groups of five. One group with five Dutch citizens and the other group featured five international participants. All of the participants were in between the ages of 18 and 34, which is the target group of this paper. The focus group consisted of students from different universities in the Netherlands, mainly The Hague University of Applied Sciences, Leiden University and Erasmus University. The two groups were separated because both of the groups could have different experiences regarding Kruidvat's website. The international group consisted of people from Germany, Italy, Brazil and the United States of America. The Dutch participants were also from different academic backgrounds such as medical studies, master of finance and accounting, master of economics, pharmaceuticals and a master of Global Business and Sustainability.

The table below explains the main information of the participants. The focus group participants will remain anonymous.

Gender	Age	From	Study place	Study
Female 1	20	Germany	The Hague University of Applied Sciences	European studies

Female 2	22	Italy	The Hague University of Applied Sciences	European Studies
Male 1	25	The Netherlands	Leiden University	Pharmaceutical sciences
Female 3	27	Brazil	The Hague University of Applied Sciences	European Studies
Female 4	23	Germany	The Hague University of Applied Sciences	European Studies
Male 2	23	The Netherlands	Erasmus University	Master Global business and Sustainability
Female 5	22	USA	Erasmus University	Master Finance and Accounting
Male 3	22	The Netherlands	Leiden University	Security Management
Female 6	21	The Netherlands	Erasmus University	Master Medicine
Female 7	24	The Netherlands	The Hague University of Applied Sciences	European Studies

Table 3: Focus group participants

3.4 Focus group question design



Table 4 below explains the most effective method to utilize and which question is related to the topic of the model 6Cs of customer motivation.

The 6Cs of customer motivation model is used to create the questions for the focus group. Furthermore, the model is utilized as a tool to recommend how Kruidvat can improve their website.

Factors of the 6Cs of customer motivation	Methods
<p>- Content</p> <p>The content aspect involves the website having the right consumer material, such as comprehensive product information, service data or value-added material. In fact, the content is appropriate for the context and media (Hanlon, 2016, p.22).</p>	<p>Focus group</p> <p>Which question for the focus group (can be found in appendix 8.2:</p> <p>Question 4</p> <p>Question 5</p> <p>Question 6</p> <p>Question 7</p> <p>Question 8</p>
<p>- Customization</p> <p>Customization explains the personalization of the products to the customers as individuals (Hanlon, 2016).</p>	<p>Focus group</p> <p>Question 9</p>
<p>- Community</p> <p>Community is focused on customer forums and the ability to share information on a dedicated page to exchange tips (Hanlon, 2016, p.25).</p>	<p>Focus group</p> <p>Question 10</p>
<p>- Convenience</p> <p>The convenience factor considers the availability of 24/7 service and if the website provides after</p>	<p>Focus group</p> <p>Question 11</p>

sales services and a refund guarantee. (Hanlon, 2016, p.25)	
- Cost Reduction This factor handles the perception of lower-cost and online exclusive pricing. It makes a difference when customers may seek the goods based on price (Hanlon, 2016).	Focus group Question 12
- Choice The website providing choices that can help customers decide between products is referred to as 'the choice factor'. The website should include a wide range of products, methods of payments, delivery options and an effortless method of returning the purchased goods for the customers (Hanlon, 2016, p.24).	Focus group Question 13

Table 4: 6Cs model with methods and questions

The customer 6Cs of motivation model contributed to making the questions for the focus group. In the table below, the researcher details which of the 6Cs were related to which question of the focus group. The questions that were asked to the focus groups can be found in appendix 8.2.

Which of the 6C's is related to the question;	Questions to participants in focus group
Content	Q 4 + Q5
Content	Q 6
Content	Q7
Content	Q8
Customization	Q9
Community	Q10
Convenient	Q11
Cost reduction	Q12
Choice	Q13

Table 5: Question design

These questions will aid in discussing the central research question, as the main focus is to look at every aspect of the website. The participants looked into product description, navigation through the website, shipping, sales, value added content, personalization, convenience and got the chance to comment on how they would change the Kruidvat website.

The focus group were conducted on 9th of October and the 16th of October 2019. After handing the questions to the participants, they wrote down their own answers first and were then told to explain their answers. This allowed each person to voice their opinion without being affected by what the other members in the focus group are saying. Once the information was collected, the focus group was free to elaborate on how they would improve the website and the researcher invited all the participants to voice their opinion. The purpose of the research was clearly explained prior to the discussion. The participants were then asked for any additional comments.

The focus group was asked a total of 15 questions. All of the questions can be found in appendix 8.1.

3.4 Quality Assessment

There are multiple factors to consider when conducting a focus group. Since this method is a semi-structured interview, the follow up questions are not the same for both of the groups. It is to be expected that, since the participants' experiences are different, the outcome of the answers will be diverse.

All of the participants were an acquaintance of the researcher. A disadvantage to this is that the participants can avoid giving honest answers, for instance by the way they are used to online shopping and spending money. Moreover, this can also have a positive effect because the participants will be more comfortable. In order to make up for these considerations, the participants were informed that the focus group was anonymous. Furthermore, the researcher of this paper ensured that the participants had different backgrounds and education to create a diverse group.

A disadvantage of interviews is that the interviewer must interpret what the respondents are answering. This carries the risk of misunderstandings occurring or the interviewer emphasizing the wrong arguments. Therefore, it might be that the information collected is more focused on how to improve the website, as this is the central research question for the dissertation.

3.4.1 Validity

Validity is about how well the study conducted is able to measure what should be researched. It also means the appropriateness of the tools, processes and data which are used to conduct the research (US

National Library of Medicine National Institutes of Health, 2015) . This dissertation is mainly based on online sources because there are not a significant number of books about the online shopping topic.

It is not certain that the data from previous studies immediately translates into Kruidvat's website's situation. Furthermore, there are differences in the customer patterns and behavior from different countries. Researchers in the Netherlands can still find this study useful, as the paper is more relevant for the Dutch market.

One advantage this research paper has is that the focus group was conducted with Dutch participants and international participants. Moreover, most of the previous research has different views on the Dutch customers, but does not compare both of these groups in their study.

3.4.2 Reliability

Reliability is about the measurability of the research. If the results are showing the same as the previous and/or expected result, the research is indicating a high reliability (US National Library of Medicine National Institutes of Health, 2015, p. 2). This dissertation did not have the opportunity to redo the focus group with different participants, thus decreasing its reliability. Furthermore, it is therefore important that the reliability is secured by other reliable sources such as previous studies and research. Moreover, it is also important that all of the participants in the focus group only used Kruidvat when collecting the data. If the research was managed differently, such as utilizing other platforms and competitors, the results would have been different. Moreover, the results would also have been different if the focus group participants were able to choose another platform to compare to Kruidvat's website. It was not possible for the other participants to use websites other than Kruidvat's.

Chapter 4: Results/Findings

In the following chapter, the results and findings of the focus groups are presented in detail. The chapter discusses the findings of the focus groups in relation to the 6Cs of customer motivation model. Each C is discussed and shows the respective response of the participants with regards to that C. Furthermore, the set of questions aimed to analyze what can be improved on the website, this will be elaborated on later in chapter 5. A comprehensive table of the answers from all of the participants can be found in appendix 8.2.

4.1 General information

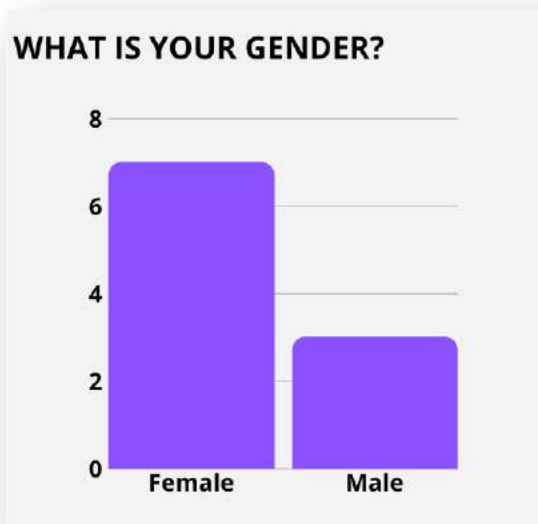


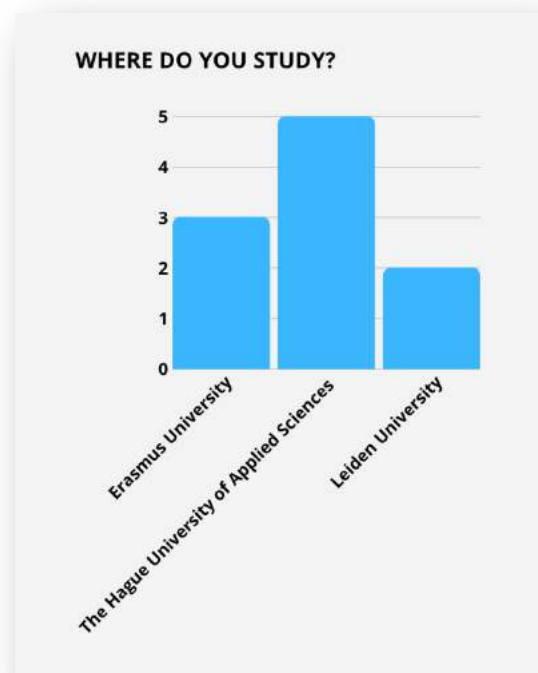
Figure 4: Studies of Focus Group

Figure 3: Genders in Focus Group

4.2 Sub-question 2: What are the customer motivations and decisions when online shopping?

In the following paragraphs, the paper will try to discuss the second sub-question *What are the customer motivations and decisions when online shopping?* This is done by discussing the findings and results of the focus groups, as they are representing Kruidvat's customers.

The majority of the participants was female. The age group of the participants was between 18 and 34, as this is the target group for the research. Furthermore, over half of the respondents studied outside of The Hague University of Applied Sciences. These participants studied at universities such as Leiden University and Erasmus University.



4.2.1 Content

The first question asked was about the first impression of the website. The majority of the participants was unhappy with the color selection Kruidvat has chosen to use on their website. As seen in appendix 8.2, the participants agreed that the colors yellow and red together made it difficult to read, not appealing to customers and overwhelming. The popular opinion was that the yellow and red together on the website took too much attention. All ten of the participants would recommend the company to consider changing the colors.

When asked if the participants had shopped on the website before, only three out of the ten participants had. The main reason being that the company has multiple store locations all over the Netherlands, which makes it more convenient for the customers to purchase the products at the retail store. Furthermore, the participants responded that they preferred purchasing products with smell, such as soap, cream and deodorant, in store. The customers could smell and test the products in store and they said that was difficult to know what odor the product has from the product information

When asked to look up two products on the website, the participants found both of the products very easy to find. The two products were “Essence Volume Hero Waterproof Mascara” and “Axe Ice Breaker Deodorant & Bodyspray”. All of the participants, both in the international group and the Dutch group, decided to utilize the search engine at the top of the website. The participants searched for the products and in almost all cases it was the first product on the website.

The participants were asked to comment on each product's description. The international group responded that there were no English options on the website which made it difficult to understand the product description. However, one of the participants answered that the information was detailed and another participant could not find the information. Furthermore, the Dutch group explained that everything was very clear and elaborative. The “Axe Ice Breaker Deodorant & Bodyspray” product was more descriptive than the “Essence Volume Hero Waterproof Mascara”. One Dutch participant responded that the Axe product description was a disguised advertisement.



Picture 5: Axe Ice Breaker Deodorant & Bodyspray Source: (Kruidvat, n.d)



Picture 6: Essence Volume Hero Waterproof Mascara Source: (Kruidvat, n.d)

The participants were asked how easy they found it to navigate on the website. The response was mostly positive from the Dutch group. The search engine option gave accurate results and almost every product had a picture of the product. On the other hand, the international group explained that it was confusing and that the design made it overwhelming. Furthermore, that the website has a significant number of categories.



Picture 7: Focus Group

At question seven, asking whether the website has any value adding content, the responses were mixed between the participants. Four out of five Dutch citizens found some things of value on the website, such as having products shipped, able to order online, sales, reviews and information being available. Moreover, in the international group three of the participants agreed with reviews, promotions and information being of value for the customers. However, some of them responded that there was a lack of structure and too much focus on sales and promotions.

4.2.2 Customization

All of the participants responded negatively to the question if the website showed any specific product that they liked based on personalization. In one case, the participants explained that it might be because of the lack of shopping on the website on the customers' ends.

4.2.3 Community

The following question was asking if the participants liked the reviews of products on the website. All ten of the participants responded positively. The reviews were useful, helpful and informational. The participants liked that it can help another customer to make a decision, and that the user experience can be different from what the producers make the customers believe.

4.2.4 Convenience

When asked if the participants found the website convenient to use, the majority of the responses were positive from the Dutch focus group and negative from the international focus group. All five participants in the Dutch group clarified that the product categories are easy, search engine works well and the ordering process is simple. Furthermore, that the website made it simple to find the products

with these functions. Interestingly, the international group was observed to respond negatively to the convenience question. Most of the international respondents explained that no English translation increased the difficulty, there were too many product categories and it was difficult to browse.

4.2.5 Cost reduction

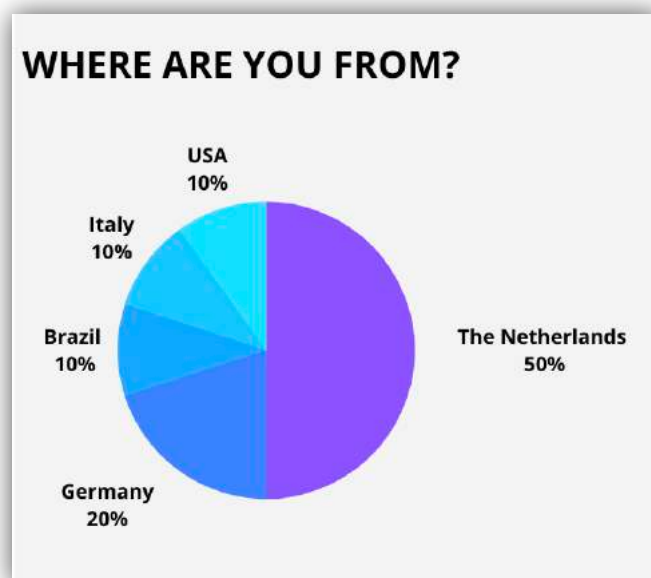
When asked if the participants were informed about the sales and exclusive pricing, eight out of ten participants responded yes. The sales were offered on the home page and special offers are displayed on the product individually if the sale was applicable.

The following question was what steps the participants usually take, in order to decide between products. The majority of the answers from the Dutch group regarded comparing prices with other websites and reading reviews. An important aspect was the free delivery and shipping methods, as this would be a significant factor for the decision of purchasing the product online. Most of the answers from the international group were that they do not purchase drugstore products online, consider delivery time, consider accepting the card from a foreign bank, and preferred home country's drugstores because they were cheaper. An example given of the latter was drugstores in Germany.

The last question was if the participants had any recommendations for Kruidvat's website. All ten of the participants in the focus group agreed that the colors of the website should be changed, as this will improve the design. In one case, the participant thought that it should be easier to find customer reviews. Furthermore, that the website should allow the customers to scroll down with the categories. Currently, the category bar disappears when scrolling down for products while the search bar stays accessible. Another participant commented on the shipping costs and that the website should allow members to get shipping for free, similar to other big stores like H&M. The international group highly recommended availability of an English translation.

Chapter 5: Analysis

5.1 Introduction of the analysis chapter:



The analysis explains the connection between the findings of the focus groups and those from previous research and theory that was mentioned in chapter 2, while giving a preliminary answer to sub-question three *How can Kruidvat's website improve?*. Furthermore, the analysis includes answers to the research question, which are presented in this chapter. In the following section of the paper, the overall findings will be discussed, individual results will be stated, and the paper will comment on the data found by use of the focus group.

Figure 5: Focus group participants' country of origin.

5.3 Sub-question 3: How can Kruidvat's website be improved upon?

The final sub-question will be discussed throughout the analysis. The third sub-question to this research was *How can Kruidvat's website be improved upon?*. The answer to sub-question three will be divided into separate parts of the C.

5.3.1 General information

As seen in figure 3, the participants of the focus group were originating from multiple countries. Moreover, they study at different universities and follow different studies. The purple color represents focus group one, which only consists of Dutch participants, while the blue color of the sector diagram represents the international group.

More in depth information about the focus group's participants is listed in the previous chapter, chapter 4.

5.3.2 Content

5.3.2.1 *Dissatisfaction with the Kruidvat website*

Data was collected through desk research and focus group. The first question posed in the focus group in this study sought to determine what the participants initial thoughts on the website were. It is interesting to note that all of the participants were immediately dissatisfied with the color scheme of the website. All ten participants, from both groups, expressed a disinterest in the website because of the colors. This finding did not support the idea of Watson (2015), who describes the color combination of yellow and red as being associated with speed and efficiency. Mr. Watson only discusses the color combination as an efficient logo color, but does not comment on the colors on a website. Furthermore, on a website it has had a different effect on the customers. The response was mainly that the colors made it difficult to read, gave a headache and were too aggressive. Furthermore, all of the respondents suggested that the company should change the colors to make the website calmer and more pleasing to the eyes. A misconception many have mentioned is that the combination of yellow and red is part of the Kruidvat logo, however when looking at the logo this is not the case. It is not determined why Kruidvat use yellow and red as their main color of their website, when their logo is white and red. An assumption can be that the company wants to be eye catching and stand out, but on the website itself it has a negative effective on the customers. It does not make the consumers want to stay and browse.

There was a significant gap between the international group and the Dutch group. From the beginning of conducting the focus group onwards, the international focus group was immediately dissatisfied with almost all aspects of Kruidvat's website, such as the category section and the colors. The international participants explained that the entire website should be improved upon, because it had too many categories, the colors of the website were too bold and having the website only be available in Dutch was a significant disadvantage for them. This finding was unexpected and implied that people with different experiences have different preferences when using a website. One of the participants even said that the website was "screaming sales and promotions at you" when commenting on the website. She said that this made it complicated to navigate as well.

One interesting finding is that most of the Dutch participants were quite satisfied with the current state of Kruidvat website. All five of the Dutch participants explained that they did not mind the website having many categories and did not perceive the website as too cluttered. It could be argued that the positive results were due to the advantage the Dutch group had. The Dutch participants had the advantage of knowing the language, hence the participants were able to understand everything on the website, while the international group had to utilize translating tools, such as Google Translate, in order to understand the content of the website and to navigate the website.

Another interesting finding was that all of the participants were satisfied with the search engine. The focus group was asked to find two products on the Kruidvat website and all ten decided to use the search engine on both of the products. The task was designed to determine how easy it was to find specific products on Kruidvat website.

5.3.2.3 Layout of the website

As mentioned in section 2.5.1, Barone stated that a website needs to be effective and easy to use (Barone, 2019). An interesting finding was that Kruidvat's website was more satisfying for the Dutch people, because the participants were used to the layout. One Dutch participant stated: "I am fine with the way it looks. It is not too confusing."

The Dutch group expressed that they usually utilize the website for information collection and then purchase the products in physical stores. The participants prefer to examine the fragrance of products such as deodorant, soap and perfumes in-store. This was to be expected, because the marketing director of Kruidvat, Brenda Smith, explained in an interview with magazine Frank News that the ROPO effect is one of their main strategies (Timmer, 2019). Both of these findings show that the company has an overview of the strengths, that correlates with that of the Dutch customers. As Kruidvat is a Dutch company, they seem to reach their main target market.

It is noticeable that the website does not include any 'right media' which can be found in table 2: the 6Cs. 'Right media' includes interactive services, videos and tools. Kruidvat often posts videos on their social media channels. However, the videos should also be available on their website. For example, the drugstore offers make-up and it could be interesting to include a makeup tutorial video under the product description for each product. The video could include information about the product, how the product is applied and show someone using the product. This strategy can increase the customer engagement on the website.

5.4.2 Customization

A majority of the participants from the Dutch and International groups expressed that they did not find a significant amount of personal customization services on the website. To be more specific, 90% of the participants responded that they did not find any products that were customized to their liking. One of the participants stated that they would enjoy discounts being sent to their email, as a reward for being a frequent shopper at Kruidvat. This is something Kruidvat's website can improve upon.

A big improvement would be that customers could get products recommended based on their previous purchases. If the customers would log-in to their account, Kruidvat could offer deals on new products

the customers may or may not have tested before. With this strategy, the customers receive a personalization of products and the website based on their history.

5.4.3 Cost reduction

Within the cost reduction, this paper looks at price sensitivity that was mentioned in theoretical assumption 3.2.1.

5.4.3.1 Price sensitivity

Regarding price sensitivity, all the participants expressed dissatisfaction with the shipping price. As previously mentioned, millennials are highly price sensitive. Therefore, it is correct to assume that the shipping price does have a significant effect on the consumers' buying behavior. Moreover, the competitors of Kruidvat, such as Etos, have 20 euros as their threshold for receiving free shipping, rather than the 50 euros limit Kruidvat has. One of the participants suggested that Kruidvat should allow free shipping for members, like the clothing-retail company H&M. This is a strategy used to increase customer loyalty, which is something that retailers struggle with when having an online website. Furthermore, the focus group usually did not purchase large quantities of drugstores items online, which made it difficult to exceed the 50 euros threshold for free shipping. The participants expressed that they usually purchase only one or two items which add up to approximately 10 euros in total.

Two out of ten participants were females from Germany. Both of them responded "Germany has better drugstores and cheaper products and therefore, I do not purchase these things in the Netherlands"-German, (22) and (23). Furthermore, the Dutch participants responded that they would purchase the same products at a competitor, if the price was lower.

The current study found that there is no online exclusive pricing on the website. According to the 6Cs of customer motivation model, an effective website should have online exclusive pricing options available to attract more customers. Online exclusive pricing can also increase customer engagement on the website.

5.2.4 Community

All of the participants were satisfied with the review function on the website. One of the female participants from Brazil said "Reviews are always good to have on websites. It helps the customers make a decision". On the other hand, one of the Dutch male participants responded "Yes, it helps, but it seems a bit odd that a lot of reviews mentioned they got a free sample. This makes the reviews seem less trustworthy". Both of these quotes can be found in appendix 8.2. The latter comment, Kruidvat should address because it can hurt the brand image. Customers receiving free samples could result in biased reviews and there would not necessarily be an honest review, if the customer did not receive the

item for free. It is therefore important that the website includes unbiased, objective reviews, so that the customers can actually receive help with making a decision.

In order for Kruidvat's website to be optimized, the 6Cs of customer motivation suggested that the website should include a customer forum for exchanging tips. It should be possible for customers to review products anonymously without having to log in. This will create a forum and the consumers do not have to go through the extra effort of logging in and making an account, in order to give their opinion on the products. The possibility of not logging in can increase the customer engagement as the customers only have to comment on the product.

5.4.5 Convenience

Surprisingly, all Dutch participants found the website convenient to use. It is interesting to note that understanding the language has a significant impact. The main response from the Dutch participants was that the search engine is easy to use, it is easy to find products if the customer knows what they are looking for and the ordering process is straight forward. Furthermore, all of the Dutch participants agreed that the category tabs were clear and easy to use. Moreover, the main improvement comment in this section came from a Dutch female (24), who said that the category bar did not follow the page when scrolling down. The category bar not scrolling down with page makes it inconvenient to use. There are often more than 100 products per page shown on the website at a given time. The customers need to scroll all the way up to the page again to change the category.

Another interesting finding was that the majority of the international group did not find the website convenient to use. "I would not shop on the website, it is too overwhelming, and I do not understand Dutch, therefore I cannot understand anything on the website" - Female, (23) from Germany. Multiple participants from the international group answered that the website was cluttered, confusing and difficult to navigate. Furthermore, it was not just the language barrier that was holding them back. As indicated, the German market is cheaper than in the Netherlands. DM and Rossmann are the biggest drugstores in Germany and both stores have the same products as Kruidvat. Furthermore, Germany is the neighboring country to the Netherlands which makes it easy to purchase the products during holidays and other occasions.

Kruidvat has an own domain regarding customer service. Furthermore, their domain is called service.kruidvat.nl. Currently, Kruidvat does not offer a 24/7 availability. (Kruidvat.nl, n.d). The website is available and open for 24/7 hours, but the items will have a next day delivery option for the customers, if they order an item before 22 o'clock in the evening. The customers do not necessarily get a response from the customer service.

The turnaround times during office hours are rapid. There are two ways available regarding the turnaround time of the customer service. The first one is calling 0318 798 001 from Monday to Friday between nine o'clock in the morning and eight o'clock in the evening and on Saturdays from nine o'clock in the morning to six o'clock in the evening. Furthermore, the other option is to send them a message on their social media channels such as Twitter and Facebook during office hours. According to their website, the customer service will respond within two hours (Kruidvat Klantenservice, n.d).

Kruidvat has a policy to guarantee a refund when returning the bought product. The customers are allowed to return the item within 14 days either in-store or by mail. If the customers choose to do it by mail, they have to pay the shipping fee. Moreover, the shipping fee is approximately 3.99 euros. The customers being able to return an item is considered to be a part of the after sales services.

5.4.6 Choice

5.4.6.1 *Brand loyalty*

Another interesting finding made while conducting the focus group, was that most of the participants would rather purchase a brand they knew. They expressed that private label brands often come off as cheap and low quality. Furthermore, if the participants were familiar with the brand beforehand, they would be willing to spend more, because of the guaranteed quality and familiarity. The website offers a wide range of products. Out of this wide range, the participants would prefer a brand they know such as L'Oreal and Nivea. The participants would rather have these brands over Kruidvat's home brand. This finding agrees with the conclusion of Mr. Lodorfos, Mr. Maheshwari and Ms. Jacobsen study. According to their study, loyal consumers are emotional creatures which are driven by their desire to maintain a relationship with a brand they have an emotional connection with (Maheshwari, Lodorfos, & Jacobsen, 2014).

The participants were asked to describe how they make choices when purchasing items online. This was especially interesting because it can help to understand the consumer buying behavior online. Most of the participants from each focus group explained that they compare prices online and check whether shipping is free, before making a decision. If they only needed a couple of things, they preferred to go to the shop. As was pointed out earlier in the price sensitivity section, this is highly relevant. The choice of buying is affected by the price level of the items.

Two of the participants from the international focus group commented on the payment options. Kruidvat's website does not accept foreign bank accounts and it is required for the customer to have a Dutch bank account, a Mastercard or Visa. If Kruidvat desires to act on the opportunity that is the international market in the Netherlands, having PayPal as a payment method would be highly recommended as it could reach more customers.

There are two delivery options available for customers. The first one is standard shipping with PostNL. If the customers decide to purchase online before 22 o'clock, the item will be shipped the next day (Kruidvat.nl, n.d). Another option is to pick up the item in-store, this option is free. However, the website does not include a 'on-demand' option for digital content. According to the 6Cs of customer motivation model, this option should be included for a more effective website.

All products can be returned in-store and via mail. The customers need to fill out a form that is provided online and bring it when returning in-store or include it in the packaging when mailing. If the customers send the item back with mailing, they have to pay for the return shipping. This costs approximately 3.99 euros, depending on the package. An item can be returned within 14 days of purchase.

5.5 Limitations and suggestions for future research

A limitation of this study is that the participants of the focus group are not representative of all the customers between the ages of 18 and 34. In the Netherlands, there are a lot of different customers within this age group as well. Furthermore, there might be bigger differences in other areas of the Netherlands than Leiden, Rotterdam and The Hague. The small sample size did not allow the study to search for customers all over the Netherlands.

The major limitation of this study is no comparison of other websites. This study does not compare different websites and is only focused on Kruidvat's website. Considerably more work needs to be done in order to compare what other websites are doing to make them more successful. Furthermore, a broader analysis involving other websites and their successes could give a greater insight in how to improve a retail website.

This study acknowledges that websites are rapidly and constantly changing. If possible, for future research should collect data before and after a change on the website. This strategy can be executed by visiting the website on different times of the year. In order to keep track, the researchers can do a study in January and repeat the same study in February. The research being done multiple times a year can have a significant impact on the results. This can only be done if the future study has an extensive amount of time for the research.

This study was limited by the absence of an evaluation or comment from the Kruidvat company. Furthermore, even though assessing what Kruidvat employees think about their own website is not a main part of the dissertation, it would still be interesting to have their point of view to increase the understanding of why the website is in its current state.

Chapter 6: Conclusion

This study set out to answer the central research question *How can Kruidvat adjust their website in order to improve customers (age 18 to 34) user experience?* As discussed, the aim was improving the website and the 6Cs of motivation model was an aiding tool to guide and help design the questions for the focus group.

The answer to the central question is complex and depends on different factors, such as the target group of the research, Kruidvat's website and existing research information.

This dissertation has identified that one of the main reasons why the consumer does not want to use the website is the colors. As mentioned previously, the colors, yellow and red, are too extravagant, bold and not pleasing to the eyes. All of the participants of the focus group expressed that this should be changed immediately to create a calmer atmosphere.

Another point is that the company can improve their website by making it more convenient to use. This can be achieved by having less categories and making a more structured layout. Moreover, the website could be improved upon by letting the category bar scroll down with the page, so the customers do not have to scroll all the way up to the top to access the categories again. Currently, only the search bar is scrolling down the page when browsing products. Furthermore, this will also improve the customer user experience, as more customers would shop more often on their website.

When improving the website, it is also important to think about the shipping costs. As mentioned earlier, Kruidvat has a threshold of 50 euros for the customers in order to receive free shipping. This is something that can be improved upon, as it is a lot higher than the competitors. A method used by other companies, such as H&M, is to allow their members to get free shipping. This is something that Kruidvat can consider to add on their website.

The website can be improved by adding a forum page. The 6Cs of customer motivation model recommended this under community, the website should have a customer forum for exchanging tips. On the forum the customers can exchange tips, by giving reviews on products, chatting and talking about products. Furthermore, the company will receive an instant answer of what the customers do and do not like about different aspects of the website and the products. As mentioned before, the review section on each product is currently very useful and a bigger interaction between customers can be highly valuable.

Significance of the study:

This thesis has provided a deeper insight into how a retail website can be improved upon, in order to attract more customers. The findings reported here shed a new light on the difference in views between

international customers and Dutch customers. These findings contribute in several ways to our understanding of e-commerce and improving websites based on customer's motivation. Furthermore, the paper has gone some way towards enhancing our understanding of improving a website and user experience.

Chapter 7: Recommendation

7.1 Dutch customers recommendation

Another recommendation is regarding the category bar scrolling down with the website. The website could improve by letting the category bar scroll down the page, in order for the customers to not have to scroll all the way up to the top to access the categories again. Currently, it is only the search bar that is scrolling down the page when browsing products. Furthermore, this will improve the customer user experience, which in turns means more customers would shop more on their website. The navigation throughout the website will be more efficient and smoother. The customer will be able to scroll down the website and change the categories more effortlessly, which makes it easier to browse for a longer period of time.

7.2 International customers recommendations

It is also recommended to pay attention to the responses of the international group, if Kruidvat would like to expand even further. This could be a market opportunity for the company, as the Netherlands has seen an increase of non-Dutch speaking students and inhabitants. A recommendation is to offer an English translated version on the website. The international customers do not necessarily speak and understand Dutch. An English option would have a significant impact on the availability for the international customer base.

Another recommendation is that Kruidvat should have an option for other payments options. As mentioned previously, the customer needs to have a Dutch bank account, a Mastercard or visa to purchase on the website. An option could be PayPal, as the service is often linked to other types of banks.

7.3 Overall recommendation

It is recommended for Kruidvat to change the colors of the website to white and red. These are the colors in Kruidvat's logo and they can still have the same promotional effect on the customers when advertising. The promotional effect can be the same by using bold letters, different sizes and fonts. Furthermore, this recommendation should help increase the customer engagement because the customers will be more willing to browse for a longer time on the website.

As mentioned previously, the shipping costs should be reduced. Etos has a lower threshold for the customers to receive free shipping. A reasonable approach to tackle this issue is to switch to free shipping. Another solution could be a free shipping option for all of their members. The customers in the focus group did clearly state that free shipping would influence their decision and that they would be more likely to purchase items on Kruidvat's website.

The final recommendation is to make social media channel videos available on the website. There are currently no videos available on the website. This study suggests that the videos can be embedded into the products used in the video. This is interesting as the customers can get a deeper understanding on the applicability of the product and the utilization of additional complementary products.

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8. Appendices

8.1 Questions for the focus groups:

Task of the focus group: STEP 1: Open the Kruidvat website

Q1: What are your initial thoughts on the website? What are your first impressions? What do you think about it? Open question.

Q2: Have you ever shopped at the Kruidvat website before?

YES OR NO

Q3: If yes, how often do you shop at the website?

Once a month, 1 time per week or 1 time per day. I do not shop on this website

1. Try to find the product Volume Hero Waterproof Mascara

Q4: How easy was it to find this? 1-5

Very easy, Easy, not so easy, Difficult, does not apply

2. Try to find the product Axe Deodorant

Q5: How easy was it to find this product?

Q6: What do you think about the product description on these two products?

Q7: How easy did you find it to navigate on the website?

Q8: Does the website have any value-adding content on the website? If yes, what?

Q9: Does the website show any specific product based on personalization that you like?

Q10: Do you like that there are reviews of the products on the website?

Q11: Do you find it convenient to use the website? How?

Q12: Did you get informed about the sales and exclusive pricings?

Q13: What are your usual steps when you decide between products? Please mention a step by step method from product selection to purchase. Does it matter if you have a delivery option, return policy and methods of payments etc..?

Q14: How would you recommend to change the Kruidvat's website?

Q15: Do you have any other comments?

8.2 Table 6: Answers from the focus group

Questions	Dutch Group 1	International Group 2
1. What are your initial thoughts on the website?	<ul style="list-style-type: none"> - It's cluttered, and the bright yellow is not very easy to read. It's good to have the major product categories at the top of the page, as most websites do. - Scrolling down, it's even more chaotic and there are a lot of things I'd call unnecessary for a website, like articles and a blog. Personally, I just need the storefront. bright colors, maybe a bit too 'extra', but the search-bar is clear to find and use - It seems a bit flashy with the red/yellow color scheme, but the layout is easy to understand. Sales on the front page and links to different categories are both good features, also a link to their weekly flyer is appreciated. - Nice and simple, not too complicated, easy interface - It is very yellow. The website is clear as it shows the tabs in the categories the products are sorted. Moreover, there is a 	<ul style="list-style-type: none"> - Overwhelming, colors are too strong, a little messy - The colors of the Website are not appealing to the customer, It does not seem inviting to buy products - The website seems very chaotic and overwhelming at the first glance. The colors are too aggressive and don't go well with each other, too bright - Old fashioned, overwhelming, unorganized, weird, off putting color combination (gives of a cheap vibe) and no English translation

	clear search engine when you want to find a specific product.	
3. Have you ever shopped at the Kruidvat website before? YES OR NO	3 out of 5 Dutch participants had shopped at Kruidvat before.	None of the participants of the group had shopped at Kruidvat's website before.
4. If yes, how often do you shop at the website?	All three answered one time per year.	Not applicable for any of the participants
Why do you not shop at the website?	<ul style="list-style-type: none"> - If I need something from Kruidvat, I'll go to one of their physical stores. - Because I usually just go to the shop for a certain product when I see it's on sale in the flyer - I do, but sparsely, because I don't need many products from the store in general. I don't visit the real life stores much at all either. - I don't need a lot of products that they sell 	
5. Try to find the product Essence Volume Hero Waterproof Mascara Q4: How easy was it to find this?	All participants responded very easy, by using the search engine	All participants said very easy because of the search engine
6. Try to find the product Axe Icebreaker	4 out of 5 replied with very easy. One out of 5 said easy but the deodorant did	All of the participants replied very easy.

<p>Deodorant & Bodyspray</p> <p>Q5: How easy was it to find this product?</p>	<p>not show up right away and they needed to scroll down to get the product.</p>	
<p>7. What do you think about the product description on these two products?</p>	<ul style="list-style-type: none"> - the Axe description was just some marketing, not very informative. Then again, there's not that much to say about bodyspray. The mascara had a little more to say. It's good that they both featured customer reviews prominently, as those are usually quite helpful. - clear: first the name of the brand and then the rest of the description - There is a lot of information available, hidden behind the "see more" button. It is nice that it doesn't clutter the screen at first. The description of the mascara is exactly what I expected, the description of the deodorant seems more like a disguised advertisement rather than an actual product description, but I suppose Kruidvat just post what Axe sends them. - Elaborate, clearly explains the product - Essence Volume Mascara (hero waterproof): it is not that elaborated as the Axe one. It is a simple description and 	<ul style="list-style-type: none"> - it seems thorough but I cannot understand it because there is no English translation. - While there is description, I don't understand because it's in Dutch and there is not English option - Only in English, no product description available, only reviews and nothing written about the products smell, size and volume etc. - Extensive and detailed but everything in Dutch

	<p>sounds very positive about the product.</p> <p>Axe Deodorant: it is quite elaborated for just a deodorant. It explains the smell of the product and also the motto of the brand, which is that it attracts women.</p>	
<p>8. How easy did you find it to navigate on the website?</p>	<ul style="list-style-type: none"> - The search bar at the least works well, as it found the exact products I was meant to find. Using the categories at the top of the main page was equally easy, although it did of course take a few more clicks. - very easy - Fairly easy and straight forward. I mostly used the search option, which gives accurate results. When searching for the deodorant, some shower gels showed up near the top, which was confusing, but it was mostly alright. - Pretty easy - Very easy. As I mentioned before there is a nice search engine for finding the specific product you are looking for. The website also always provides a picture of the product which makes it easier to find exactly what you are looking for. 	<ul style="list-style-type: none"> - I think you need to be really precise in what you are looking for. Key words provide you with the brand line and not the product you are looking for. - Easy if you know the name of the product already and you can look in the search bar, but confusing if you don't - Some information is not visible or cut off from the screen. The font is not readable, there is a lack of calm and too much information and not a clear design. The colors and everything are very distracting from information and text. There are too many categories. - Its okay, the design in general is a little weird and cheap. They have

		too many categories→ its very overwhelming.
9. Does the website have any value-adding content on the website? If yes, what?	<ul style="list-style-type: none"> - The convenience of ordering online and having products shipped to you, with the same discounts you'd find in a regular store. Some people might find the blogs and articles value-adding, but personally I wouldn't really look at those. The convenience, as with all online stores, is the main added value. - Yes, like when stuff is on sale it is clearly described + other people's reviews are present + how you can return your articles - There is a lot of information available, in pretty much every topic you could want. I personally appreciate the information about the different shipping methods, all the discounts clearly on one page and their reward system. - No - I love sale, it is the first thing you see on the website when you open it. It shows all their discount offers on the front page. There is also a link to the folder of the store, where you can also see all the discounts. 	<p>Nothing I have not seen before.</p> <ul style="list-style-type: none"> - It occasionally shows what promotions are currently in place; but it is not structured appealingly - Blog inspiration part is a good idea and the reviews of the products. The possibility to log in with your customer card - they have a gift-card option, a lot of information but maybe a bit too much and many offers
10. Does the website show any specific	All of the participants responded No.	<ul style="list-style-type: none"> - I never used the website before, so I believe that is why

<p>product based on personalization that you like?</p>		<p>they don't show any product customized to my personal preference</p> <ul style="list-style-type: none"> - Not really - No - I rarely shop online and definitely not for drugstore products because I buy my drugstore products in Germany. if I would shop online I would look right away for the product(s) I need. products are easy to find on the website through the search bar -
<p>11. Do you like that there are reviews of the products on the website?</p>	<ul style="list-style-type: none"> - Yes, I think they're generally quite useful to get an indication of people's experiences with the product. It's only good when there are many of them and they are more specific than "product good/bad" though. - Yes, because user's experiences are always different from what the producers tend to make you believe - Yes it helps, but it seems a bit odd that a lot of reviews mention they got a free sample. Makes the reviews seem less trustworthy - yes 	<ul style="list-style-type: none"> - Yes I like it, that is always helpful - Yes that is very helpful - Reviews are always good to have on websites. It helps the customer make a choice. - Yes I do, it helps on deciding what to buy

	<ul style="list-style-type: none"> - Yes, it gives more insights on the product based on personal experiences. 	
12. Do you find it convenient to use the website? How?	<ul style="list-style-type: none"> - The product categories are clear and the search function works well. If you are looking for something, I think you will find it quite quickly. - Yes, the sale-products are easy to find and when you add something to your shopping chart that's also described very neatly - Yes, mainly because of the search function working well. From what I remember, the ordering process is simple to use too. - Yes, it's easy to find what you are looking for - Yes, it easily shows how where to find the product with either the categorial tabs or the search engine. 	<ul style="list-style-type: none"> - The website is convenient if you know the name of the product already. In every other cases, I would not use the website. - Not really. Because it is all in Dutch and I have to translate every word before knowing where exactly I have to press. - I would not shop on the website, it is too overwhelming and I do not understand Dutch so I can not understand anything on the website - Yes if you are looking for a specific product and no if you want to shop and browse.
13. Did you get informed about the sales and exclusive pricings?	<p>4 out of 5 responded yes.</p> <ul style="list-style-type: none"> - I like this a lot because it is a part of the Dutch mentality to purchase things for cheaper and for sale. 	<ul style="list-style-type: none"> - They do showcase promotions in their home page - No - Yes a lot of sales, special offers and promotions are displayed. - Yes too much. - Yes

<p>14. What are your usual steps when you decide between products? Please mention a step by step method from product selection to purchase. Does it matter if you have a delivery option, return policy and methods of payments etc...</p>	<p>1. Compare key characteristics 2. Compare pricing 3. Read and compare customer (and preferably professional) reviews. 3. Decide whether the difference in prices is worth the additional features. Consult a friend who knows more about it if it's a major purchase. Unlikely to happen with a Kruidvat purchase. 4. Decide on a product and proceed to purchase. Unless I urgently need a product, I won't care about delivery options. Return policies are only relevant for larger purchases and even then I hardly ever use them, so they're not particularly important to me. I have several methods of payment I can use, so I care little about that as well.</p> <p>- Look up both products at the website, compare the prices/reviews and then check if I want to order enough to get free delivery, if not: check if there is any other product I'd like to buy. I guess I wouldn't care so much about the returning policy, because I would just return the 'bad' products in the shop itself.</p>	<ul style="list-style-type: none"> - Browse the website for products I am interested in - Consider price - Consider shipping price - Consider delivery time - Consider if they accept my card - Purchase <p>I don't purchase drugstore products online, because I need to touch and occasionally smell and be able to compare it in a physical ambient. For drugstore products I like being in the physical store.</p> <p>I don't find it convenient to shop drugstore products online (smell, texture etc) thus I do not buy them online. But If I were to buy something I would definitely look at shipping prices.</p> <p>1. I usually just buy brands that I already know work for me. And check the shipping price if it is for free I might buy it online.</p>
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	<ul style="list-style-type: none"> - If the products are very similar, price is the main factor that determines what product I will buy. Shipping methods and speed are also highly important to me. Delivery options are nice, return policies are not that important to me unless I'm trying out something for the first time. Payment methods are nice, but as long as they support iDeal I don't care about others. - I look at the price, and if available, the reviews. I do not look at delivery, return policy, etc except if it is an expensive product or if I need it fast. - Firstly, I look for the product I want. Secondly, I click on the product I am interested in. Thirdly, I read the description and reviews on the product. Fourthly, I compare the products with each other. Lastly, I choose the product that I like. Since I'm Dutch they always take the Dutch banks. I don't need a credit card. 	<p>2. I would prefer brand names over kruidvat store brand. I have some problems with buying online in the Netherlands because I do not have a Dutch bank account. Therefore I also have to check if my card is accepted and I do not wanna go through all that trouble when I can go to a store.</p> <p>3. I prefer the German drugstore because they are way more affordable. The shipping is also very high, so I would just go to the store if I really need something.</p>
15. How would you recommend to change the	<ul style="list-style-type: none"> - I'm not a fan of the color scheme, but since these are the colors of the brand it makes sense that this is what they 	<ul style="list-style-type: none"> - Change the colors and make the layout more pleasant to the eye

Kruidvat's website?	<p>went for. I find the website to be a bit cluttered, it could use clearer distinctions between sections both in the product descriptions and on the main store page.</p> <ul style="list-style-type: none"> - Little less yellow/colors that are easier on the eyes, everything else is clearly depicted. - The flashy colors can be a bit annoying, a dark mode would be nice. Also not having the 'similar products' buried underneath all of the reviews could be convenient. - Easier to find customer reviews - I am not a big fan of the yellow color on the website but I know that is their trademark so it is more a personal thing. The tabs with the categories close when you scroll down, which I do not like, because you have to scroll all the way up again to go to the categories. The colors should be more subtle. Change the minimum for shipping because I did not know that. Members should be for free. The H&M has the thing for free. 	<ul style="list-style-type: none"> - Yes, definitely! Change colors, make it more pleasing to customer perception - Different colors, calmer design, English option, elaborate product descriptions - Change design→ definitely color combination and layout. Less categories and offers -
16. Do you have any other comments?	<ul style="list-style-type: none"> - They should have a reward system. It can be a good way to keep customers coming. - It is not international friendly. The category tabs close when 	<ul style="list-style-type: none"> - Please, consider having an English translation available.

	you scroll down but the search engine goes along with it.	- The store and website are too unorganized and overwhelming.
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8.3 Informed Consent Form

THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

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1) Research Project Title: Adjusting Kruidvat's website to improve customer user experience

2) Project Description (1 paragraph)

This dissertation aims to answer the central research question "How can Kruidvat adjust their website to improve customer user experience". Kruidvat is the website assessed in this paper by a focus group in order to identify the factors that have an impact on their purchase and user experience of the website. The study will collect data from customers of Kruidvat between the age 18-39. The information of the participants will be remained anonymous.

If you agree to take part in this study please read the following statement and sign this form.

I am 16 years of age or older.

I can confirm that I have read and understood the description and aims of this research. The researcher has answered all the questions that I had to my satisfaction.

I agree to the audio recording of my interview with the researcher.

I understand that the researcher offers me the following guarantees:

All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Name: Elise Opdam

Signature: *Elise Opdam* **Date:** 16/10/2019



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Name: *Emil Bremer*

Signature: *Emil Bremer*

Date: *16/10/2019*



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Name: *Elisa Schnebelie*

Signature: *Elisa Schnebelie*

Date: *9 / 10 / 2019*



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Name: Regency Untong

Signature: [Handwritten Signature]

Date: 16/10/19



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Name: Martina Dossena

Signature: *M. Dossena*

Date: 9/10/2019



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I consent to take part in the research on the basis of the guarantees outlined above.

Name: *Julieana Herweck*

Signature: *[Handwritten signature]*

Date: *09/10/2019*

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I consent to take part in the research on the basis of the guarantees outlined above.

Name: Frank van Tienen

Signature:



Date:

16-
~~10~~ 10-2019

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Name: *Telicia Haak*

Signature: *T. Haak*

Date: *9.10.2019*

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I consent to take part in the research on the basis of the guarantees outlined above.

Name: *Sophie Witz*

Signature: *S. Witz*

Date: *09.10.2019*

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All information will be treated in the strictest confidence. My name will not be used in the study unless I give permission for it.

Recordings will be accessible only by the researcher. Unless otherwise agreed, anonymity will be ensured at all times. Pseudonyms will be used in the transcriptions.

I can ask for the recording to be stopped at any time and anything to be deleted from it.

I consent to take part in the research on the basis of the guarantees outlined above.

Name: Paula van Tienen

Signature: Paula van Tienen

Date: 16 / 10 / 2019

8.4 European Studies Student Ethics Form

THE HAGUE
UNIVERSITY OF
APPLIED SCIENCES

European Studies Student Ethics Form

Your name: Alissa Cao

Supervisor: Titus Van Der Spek

Instructions:
Before completing this form you should read the APA Ethics Code (<http://www.apa.org/ethics/code/index.aspx>). If you are planning research with human subjects, you should also look at the sample consent form available in the Final Project and Dissertation Guide.

a. Read section 2 that your supervisor will have to sign. Make sure that you cover all these issues in section 1.
b. Complete section 1 and, if you are using human subjects, section 2, of this form, and sign it.
c. Ask your project supervisor to read these sections (and the draft consent form if you have one) and ask him/her to sign the form.
d. Always append this signed form as an appendix to your dissertation. This is a knock-out criterium; if not included the Final Project/Dissertation is awarded an NVD.

Section 1. Project Outline (to be completed by student)

(i) **Title of Project:** How to make Kruidvat's website more attractive to customers

(ii) **Aims of project:**
The aim of the dissertation is to improve Kruidvat's website and their customer user experience. The dissertation includes a focus group conduction with ten participants. Furthermore, five participants were Dutch while the other five are international. The target group of the paper is between 18 to 34.

(iii) **Will you involve other people in your project – e.g. via formal or informal interviews, group discussions, questionnaires, internet surveys etc. (Note: if you are using data that has already been collected by another researcher – e.g. recordings or transcripts of conversations given to you by your supervisor, you should answer 'NO' to this question.)**
Yes ☒

If yes: you should complete the section 2 of this form.

If no: you should now sign the statement below and return the form to your supervisor. You have completed this form.

This project is not designed to include research with human subjects. I understand that I do not have ethical clearance to interview people (formally or informally) about the topic of my research, to carry out internet research (e.g. on chat rooms or discussion boards) or in any other way to use people as subjects in my research.

Student's signature Alissa Cao Date 4.12.2019

Section 2 Complete this section only if you answered YES to question (iii) above.

(i) What will the participants have to do? (v. brief outline of procedure):

The participant will be asked to look at the Kruidvat's website and give a first impression. Furthermore, they will be asked on different aspects of the websites such as review section, product description and if they think there are any valuable information on Kruidvat's website. The questions are created based on the 6Cs of customer motivation. Moreover, the participants will be asked to find two products and determine if they thought it was easy to navigate and find the products.

(ii) What sort of people will the participants be and how will they be recruited?

The participants have to be five Dutch and five international students. There are a number of criteria such as the participants needs to meet in order to be recruited. The participants needs to be between 18 and 34, all participants should be living in the Netherlands, the participants must have bought drugstore products before, all the participants must have shopped online before.

(iii) What sort of stimuli or materials will your participants be exposed to? Tick the appropriate boxes and then state what they are in the space below

- | | | |
|-------------------------------------|----------------|---------------------------------|
| <input type="checkbox"/> | Questionnaires | |
| <input checked="" type="checkbox"/> | Pictures | |
| <input type="checkbox"/> | Sounds | |
| <input checked="" type="checkbox"/> | Words | |
| <input checked="" type="checkbox"/> | Other | Website on an electronic device |

(iv) Consent: Informed consent must be obtained for all participants before they take part in your project. By means of an informed consent form you should state what participants will be doing, drawing attention to anything they could conceivably object to subsequently. You should also state how they can withdraw from the study at any time and the measures you are taking to ensure the confidentiality of data. A standard informed consent form is available in the Dissertation Manual. Appendix the Informed Consent Form to your Final Project/Dissertation as well.

(vi) What procedures will you follow in order to guarantee the confidentiality of participants' data?

The participants will be signing a consent form. Moreover, in order to guarantee the confidentiality of participants' data, I will not mentioned the name of the participants in the paper (with the exception of the consent form in the appendices). Furthermore, only necessary information such as nationality, age and gender will be mentioned. The answer can not be traced to a specific person.

Student's signature: 

Date 4.12.2019

Supervisor's signature: 

Date 4/12/2019

(if satisfied with the proposed procedures)