

THE EMERGENCE OF ECOMMERCE INTO THE GROCERY  
INDUSTRY: A CASE STUDY OF AMAZON'S ACQUISITION  
OF WHOLE FOODS MARKET AND ITS EFFECTS ON  
CONSUMER BEHAVIOR

by

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Title: The Emergence of Ecommerce into the Grocery Industry: A Case Study of Amazon's Acquisition of Whole Foods Market and Its Effects on Consumer Behavior

Approved: \_\_\_\_\_

Dr. Linda Price

The purpose of this thesis is to examine how consumer behavior has changed since the emergence of ecommerce into the grocery industry. Information used to inform the conclusions of this thesis were gathered from short, informal interviews with consumers who had time to share their experiences with grocery shopping, different grocery stores, including Whole Foods Market and Amazon, and the evolving channels that allow consumers to grocery shop. A total of nine interviews were conducted, transcribed, and analyzed to draw conclusions as to what consumer behavior trends have shifted or changed with the emergence of ecommerce into grocery shopping.

The consumer thought process of what to eat, how to attain the desired foods, and how to buy those products are the main findings of this study, and they can be used to better understand the ever-changing needs of consumers and their preferred shopping methods. Although this study is grounded in Whole Foods Market being acquired by Amazon, ecommerce's appearance in grocery shopping is something that is catching the attention of other industry players. Major corporations such as Kroger, Walmart, Albertsons, Target, and Costco are all taking note of the role that ecommerce is

beginning to play in the grocery industry. Therefore, the conclusions that are drawn about consumer behavior can be applicable to many grocery shopping models and lend itself to better understanding how grocery shopping may continue to evolve.

## **Acknowledgements**

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# Chapter 1: Introduction

## Objective of Thesis

In 2016, I noticed a change in my local Fred Meyer, a chain of stores owned by Kroger. A row of parking was no longer there, and “Click List” pick up stalls stood in its place. I was curious about this click-and-collect grocery shopping mechanism, and I wondered how it could potentially change the massive grocery shopping industry. In 2017, the food retail industry, comprised of grocery stores, convenience stores, super markets, drug stores, and foodservice facilities, saw retail sales exceeding \$5.5 trillion in the United States alone.<sup>1</sup> With a growing global population and scarce resources in terms of growing abilities, the industry is expanding as retailers are looking for the best ways to get groceries to consumers. With the changing landscape of this industry, and the prevalence it has to the lives of everyone, I was curious about the grocery industry and how these changes may be impacting consumer behavior and the competitive landscape of the grocery industry.

The purpose of this thesis is threefold:

1. Research and pinpoint changes in the grocery industry that are the results of the more prominent role that ecommerce has begun to play in the industry.
2. Identify how retailers can better use this intersection of ecommerce and grocery which seems to be gaining traction in the consumer base as more grocery retailers implement click-and-collect or delivery options.

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<sup>1</sup> Duncan, E. (n.d.). Topic: Food Retail Industry.

3. Research and uncover real changes or lack thereof in consumer behavior surrounding the choice of where and how to shop for grocery.

In order to meet the objectives of this thesis, a consumer behavior research method had been formulated for this particular project. By having individualized, conversation-style interviews with various grocery shoppers, I was able to understand how their behaviors have and have not changed to open up a discussion about how these consumers forecast their behaviors changing in the coming years, too. The following section discusses the ideology of consumer behavior, and the research methodology that was formulated for this project is discussed at length in Chapter 7.

### **Consumer Behavior and Grocery Shopping**

Consumer behavior is defined as “all the aspects that affect consumers’ search, selection and purchase of product.”<sup>2</sup> In order for a business or industry to understand its consumers’ behavior, they must understand why consumers bought a product or service and what motivated them to make this purchase.

In order to best understand the consumer behavior surrounding grocery shopping, the consumer follows a generalized process. This process consists of recognizing a problem, carrying out research as to how this problem can be solved, evaluating alternatives and choices that have become apparent through research, purchasing the best solution to the problem that is being experienced, and then evaluating the purchase and determining if the purchase was satisfying or unsatisfying.

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<sup>2</sup> Cruz, V. (2019, February 15). Consumer behavior - definition, meaning and examples.

The process is outlined below to show a generalized consumer behavior process when it comes to grocery shopping:

1. Recognizing the problem: A consumer realizes that she needs food to make meals for the upcoming work week. She anticipates needing to solve this problem in order to save her time and money during the week. She considers what kind of foods she should purchase and how she can make meals out of these various foods.
2. Carrying out research: In order to find possible solutions that can be used to solve this problem, the consumer does research to find a grocery store or market where she can go shopping. At that point, a consumer may tailor her research criteria depending on her needs at that particular time. For example, she may look for grocery stores that are close to her home or she may look for grocery stores that offer low prices. It is important to note that because of the habitual nature of grocery shopping, the research stage may be largely informed by past experiences such as where a consumer went shopping as a child or what stores are familiar to them already.
3. Evaluating alternative solutions: After identifying potential stores that the consumer could go shopping at to solve the problem of not having enough groceries for the week, the consumer must choose where to spend her time and money. The consumer may choose a store after doing her initial research because of convenience, the hours of operation, low prices, or product offerings such as specialty items or high-quality

products. A consumer may choose to go to one or many stores in order to satisfy the various criteria that she has identified and chosen to inform her decision-making process.

4. Purchasing stage: After the consumer has identified a store that is or stores that are able to solve the problem she has identified, it is time to go shopping. At this point she goes to the store(s) she has selected and purchases items so that consumer has enough food for meals in the upcoming week.
5. Post-purchase evaluation: At this point in the consumer behavior process, the consumer ultimately decides if the choice she made satisfied her needs. At this point the consumer will also decide whether or not the store and products she sought out were satisfactory or fulfilling of the shopping criteria that informed her decisions. Sometimes during this stage, the consumer notes whether or not she would seek out this particular experience again or if she should opt for one of the other alternatives that was identified during the research period because she believes that alternative could serve her needs better.

While this process may seem extensive, it is the skeleton of what motivates consumers to make the choices and behave in the ways that they do. In some cases, such as buying a car, the consumer behavior process is much more extensive as it is a long-lasting and capital-intense decision. In contrast, decisions such as where to grocery shop may not be as drawn out for many consumers as it is a habitual behavior. However, consumers still come to their decision through some process or another.

This process, while it may seem drawn out, only provides for a basic, superficial view for what motivates consumers to grocery shop. Grocery shopping is an act that allows consumers to express their identities, not just fulfill their wants and needs. Consumers engage in both planned and unplanned, typical and atypical shopping trips in their day-to-day, normalized routines. The motivations for why people shop and make the choices they do vary widely. This means that a product or service, in this case grocery stores, must understand consumers' motivations and find ways to meet their needs and satisfy them appropriately. Many consumer behavior strategies begin with fulfilling rational needs of consumers, but hedonic benefits from grocery shopping such as engaging in a social setting with strangers and peers, discovering new products, or seeking adventure must be accounted for as they play large roles in consumers choices.

## Chapter 2: The Grocery Industry

### The First Intersection of Grocery and Ecommerce

The first well-known instance of the intersection between ecommerce and grocery shopping dates back to 1996 when Louis Borders founded Webvan with the vision of being a “milkman” of the 21st century. Borders wanted to deliver fresh grocery items at low prices to consumers who valued convenience and luxury. Webvan started in the Bay Area of California in a warehouse with over four miles of conveyor belts, temperature-controlled rooms, and automated storage cubes partnered with advanced inventory tracking systems. Despite Webvan’s extensive infrastructure and promising business model, Border’s Webvan model faced the issue of inertia. The tradition and action of grocery shopping for many consumers is habitual, and Webvan couldn’t change the way enough people chose to grocery shop even though it offered a convenient and competitive model.

Webvan ultimately failed in 2001 as a result of growing too quickly within the Dotcom Bubble, and the idea of online grocery service was written off by some as “digital lunacy.”<sup>3</sup> Borders was arguably ahead of his time and unable to succeed within the Dotcom Bubble, and despite Webvan’s failure, other grocery chains took note of the role that ecommerce and delivery could play in the grocery business. Even though the early models of online grocery shopping like Webvan in the late 1990s failed, online grocery shopping and delivery services have made a comeback. Online grocery

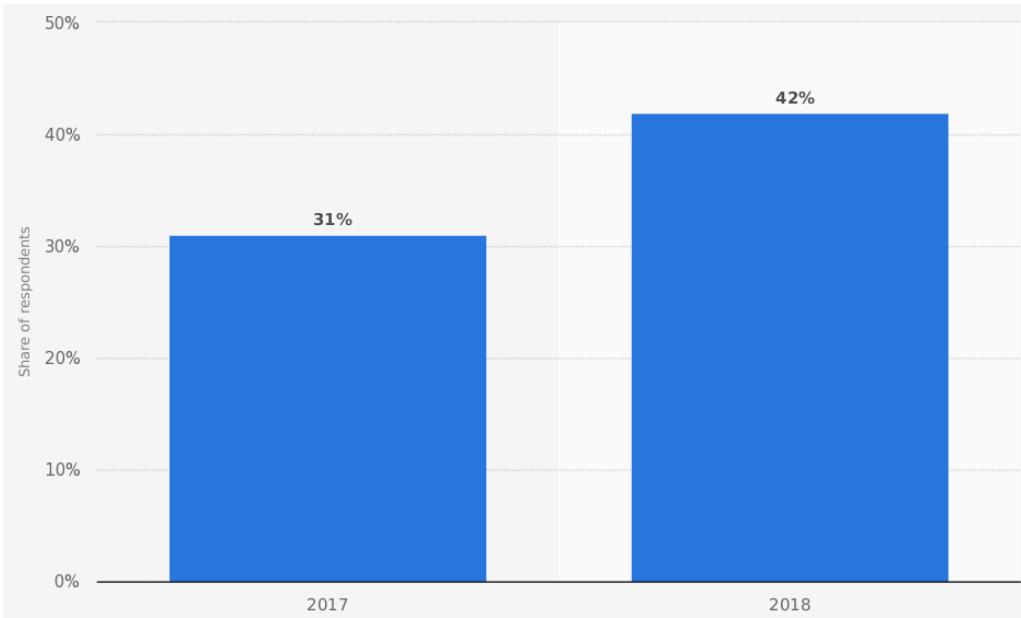
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<sup>3</sup> Tedeschi, B. (2002, May 06). E-Commerce Report; The history of online grocery shopping: First as Web farce, now a lucrative field for older companies.

businesses such as Amazon Fresh, Instacart, and Shipt have disrupted traditional brick-and-mortar chains and local mom-and-pop stores.

The emergence of online grocery channels has forced grocery giants such as Walmart and Kroger to develop and implement click-and-collect or delivery options. Retailers are evolving to stay relevant with consumers who look for convenience and want to save time. This evolution resulted in about 31% of food stores in the U.S. offering online services for in store or at home delivery service in 2017.<sup>4</sup> Figure 1 below shows the growth of home delivery and click-and-collect options from 2017 to 2018.

Figure 1: U.S. Food Stores Offering Home Delivery or In-Store Pickup Options <sup>5</sup>



**Grocery Industry Overview**

The following analysis has been conducted for the grocery industry as a whole.

As in any industry, there are external factors that support and limit the growth of

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<sup>4</sup> Progressive Grocer (Market Research). (n.d.). Share of food stores in the United States that offer home delivery/store pickup with online grocery ordering services in 2017 and 2018. In *Statista - The Statistics Portal*.

<sup>5</sup> Ibid.

various industry players such as Walmart, Kroger, and Albertsons. The industry factors also influence stores that do not command as much of the market share such as Publix, Whole Foods Market, and other grocers. Executives and investors in the grocery industry can examine market growth, new entrants, buyer and seller power, existing competition and threats of substitutes to determine the state of the industry and appropriate responses to changes in the industry.

Supermarket and grocery store sales have increased from 2009 to 2016. These industries in the United States grew by 1.2% to reach revenue of \$600 billion in 2016. The grocery industry may have low profit margins, making it unattractive at first glance, but the industry is continually growing by billions of dollars every year. This industry is also growing for many reasons, including increased convenience of grocery shopping, which is largely a result of ecommerce and other technological advances. This growth and adaption of the grocery industry can be seen through the use of consumer data and more automated warehousing. As an increasing amount of grocery stores now offer online ordering or some other ecommerce-based ordering option, customers are gradually purchasing some items online, ultimately coaxing some growth in the grocery industry.

With increases in grocery shopping innovations, stores have the opportunity to expand their online sales instead of continually focusing on brick-and-mortar sales. Simultaneously, many challenges occur in the grocery industry with these innovations, such as how to stay up to date with the technology that is needed for online orders and building customer trust. Traditional grocers who have lagged behind when it comes to updating systems and operations are working hard to catch up to innovations within the



industry such as offering self-checkout, accepting various payment methods, such as mobile payment, and developing more grocery shopping and delivery channels.

There are barriers to entering the grocery industry despite licenses not being needed to enter the market.<sup>6</sup> The industry does not see a lot of new companies trying to come into the marketplace due to high start-up costs and pre-existing distribution networks because other companies already have ties with suppliers. There have also been consolidations within grocery as larger and more experienced companies tend to buy out the smaller ones who threaten to take any of the industry market share. An extreme example of consolidation in the industry can be seen in 2014 when Cerberus, parent company of Albertsons, announced its acquisition of Safeway. In this instance, two of the largest national grocery retailers merged to compete with larger grocers such as Kroger.

Most customers in the grocery store industry have many alternatives in different locations to choose from, which allows them to have a large amount of power. Many grocery shoppers are price sensitive and compare prices between competitors. Due to their access to information, buyers can compare information about various grocers such as product offering and prices to determine the right choice for them. The ease of comparing prices means that grocery stores must establish and maintain a clear business strategy and offer value to consumers that they are willing to seek out.

Consumers incur low switching in the grocery industry costs because it is typically easy for them to go to an alternative store should there be a need for a particular product or service. In the case of Whole Foods Market, some shoppers decide

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<sup>6</sup> Lombardo, J. (2017, January 31). Whole Foods Market Five Forces Analysis (Porter's Model).

to go there for select items such as produce or last-minute items as they are close to home, rather than for all of their groceries because of the higher prices.

There are many things grocery shoppers take into consideration, including the quality of items and variety of products offered. These factors are all essential value propositions that grocery stores pay a lot of attention to in order to attract customers. Each consumer has some various criteria set that determines what they value most when considering what food to purchase, which ultimately motivates them to go to a store that best serves their needs. Consumer criteria will be talked about at greater length in Chapter 8.

It is important to note that not all consumers have the luxury of power in the grocery industry. In the United States as of 2009, about 23.5 million people lived in a food desert. Food deserts are “geographic area where access to affordable, healthy food options is limited or nonexistent because grocery stores are too far away.”<sup>7</sup> Nearly half of the 23.5 million people living in food deserts are low income, and about 2.3 million people, or 2.2% of U.S. households, “live in low-income, rural areas that are more than 10 miles from a supermarket.”<sup>8</sup> Those living in food deserts often get meals from fast food restaurants because of the limited access to supermarkets and grocery stores, and as a result, food deserts and food insecurity have high correlations with “increased diabetes rates.”<sup>9</sup>

The bargaining power of suppliers is relatively low as grocery stores have can pick and choose between which supplier they would like to work with. This is credited

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<sup>7</sup> 11 Facts About Food Deserts. (n.d.).

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

to many suppliers in the fresh and processed food marketplace which vary greatly in size from local to international. Also, once contracts are made between grocery stores and suppliers, they tend to work together year after year because there is already an established working relationship.<sup>10</sup> Farmers and distributors of produce experience very little power and capture only a small part of the industry value chain as perishable produce is harshly judged by grocery stores. Grocery stores know how picky consumers can be and often practice selectiveness when choosing what orders and products to accept from farmers and distributors.

The rivalry in the grocery industry is intense among existing grocery stores, which compete on elements such as price, product offerings, discounts, shopping experience, and hours of operation. Walmart and Kroger are major players in the similar competition segment of being accessible and having a wide range of product offerings. Trader Joe's is a close competitor with Whole Foods when it comes to comparing the quality of its products and the service they offer in comparison to prices. Companies in this industry compete primarily on price, product selection, and value-added services, such as customer service or in-store pick-up. See Figure 2 below for the industry matrix of supermarkets and grocery stores when accessing variety and accessibility. The following figure, Figure 3, is an industry matrix when roughly comparing accessibility and price.

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<sup>10</sup> Ibid.

Figure 2: Grocery Industry Matrix Evaluating Variety and Accessibility

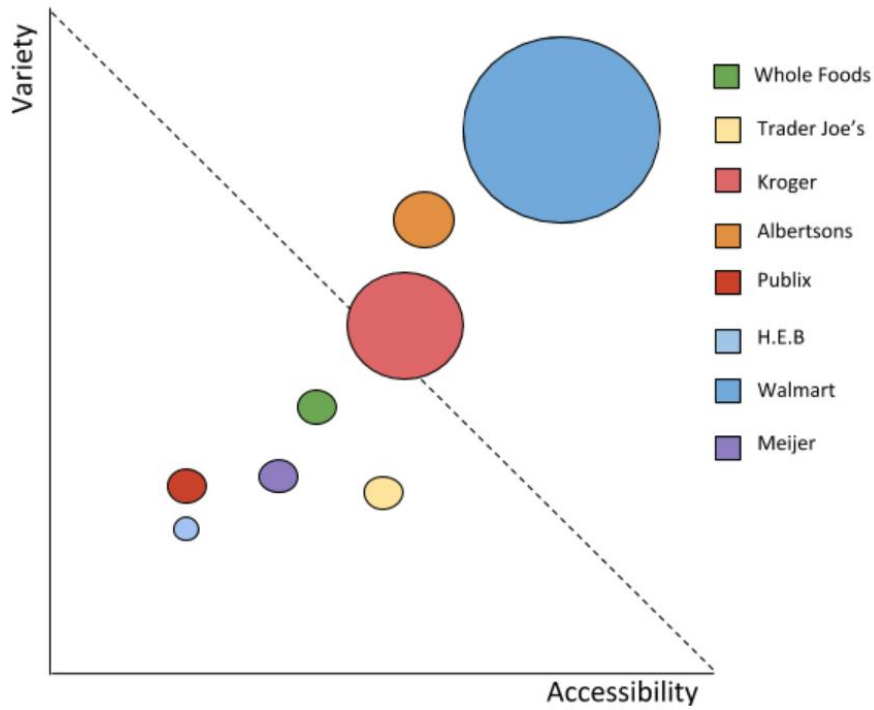
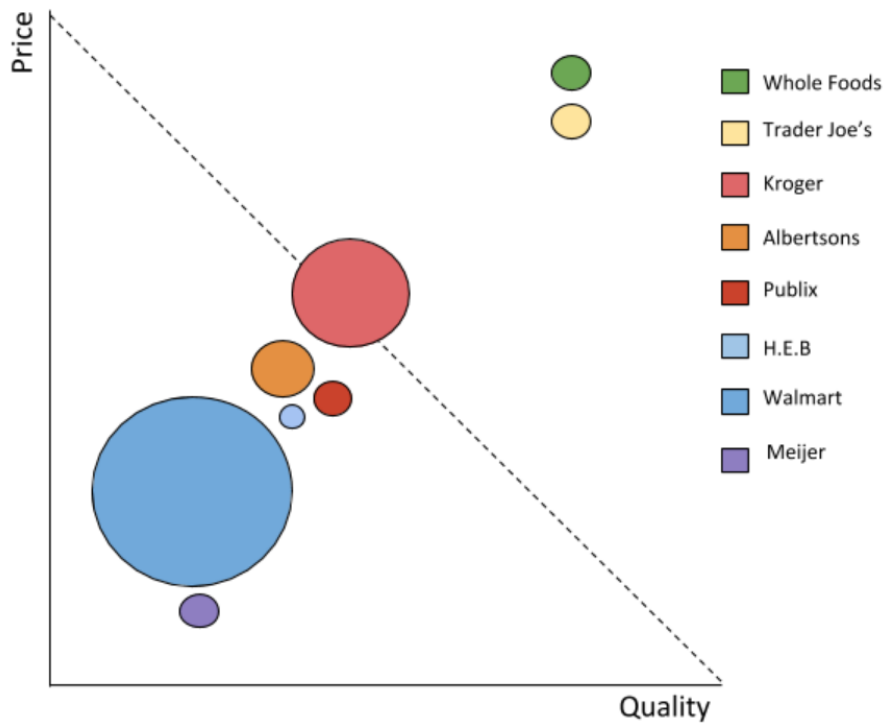


Figure 3: Grocery Industry Matrix Evaluating Price and Quality



Along with the current competition, the development of online grocery shopping provides a potential expansion opportunity for the grocery industry. Walmart adopted online grocery shopping and is a direct competitor to Whole Foods in the general grocery shopping industry. The offerings differ between Walmart and Whole Foods, but overall, they have very comparable products. The two grocery stores exhibit significant differences in society's ever-changing trends, stereotypes, values, and ethics, but they are still competing in the same market for the same consumers as healthy food has become non-exclusive to health-focused stores.

There are many substitutes for the grocery industry. A popular alternative to buying groceries is simply going to a restaurant. Many consumers consider it to be easier to go to a restaurant rather than cook a meal at home, making it a popular option for consumers who desire convenience. Since most consumers who shop at Whole Foods are looking for local and organic options, farmers markets are also a substitute because they offer a lot of fresh, homegrown or homemade items that consumers are looking for.

There has also been a boom in food delivery services, such as Uber Eats. Services like Uber Eats offer even more convenience for consumers because prepared food can be delivered to consumers for a small fee. Over the past five years in the United States, food delivery services have increased by over \$1 million every year.<sup>11</sup> The food delivery business has been able to grow more and more every year from these new, innovative food delivery services. There has also been growth in the meal kit

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<sup>11</sup> Statista. (n.d.). Forecast of the average revenue per user for the Online Food Delivery market in the United States from 2017 to 2023 (in U.S. dollars). In *Statista - The Statistics Portal*.

delivery services such as HelloFresh. These delivery services offer fresh produce and essentials along with preparation instructions in order to make a meal at home.

**A Brief Introduction to Amazon and Whole Foods Market**

On June 16, 2017 Amazon shocked the grocery industry by announcing its plan to acquire Whole Foods market for \$13.7 billion. After negotiations, Amazon valued Whole Foods at \$42 per share, and the deal closed on Monday, August 28<sup>th</sup>.<sup>12</sup> The impact of Amazon’s Whole Foods acquisition was felt immediately in the grocery retail space. Prices of many product were immediately reduced by Amazon in its newly acquired Whole Foods stores. As a result of Amazon entering the industry and the changes it made in Whole Foods locations, the stocks of five other grocers fell dramatically, ultimately erasing nearly \$12 billion from their combined market in less than a week. The reductions in stock can be seen in Table 1 below.<sup>13</sup>

Table 1: Changes in Grocer’s Stock Prices after Whole Foods Acquisition

Company	Stock Price Changes (negative)
Sprouts	(10%)
Supervalu	(2%)
Target	(1%)
Walmart	(0.75%)
Kroger	(0.1%)

<sup>12</sup> Thomas, L. (2017, August 24). Amazon says Whole Foods deal will close Monday, with discounts to begin then.

<sup>13</sup> Cheng, E. (2017, August 28). Sprouts drops nearly 10% as Amazon cuts prices at Whole Foods.

Amazon, who is regarded as one of the most disruptive retail giants, doesn't enter a market if it doesn't think it can eventually dominate it and turn a profit. For example, when Amazon was first creating its business, founder and CEO Jeff Bezos spent a significant amount of time analyzing products that could be successful using an online-selling platform, before settling on books. The presence that was felt immediately by other grocers after the Whole Foods acquisition was intentional on Amazon's part. Amazon would not have entered the grocery and food market if it did not see itself investing in and gaining a long-term foothold. To put it simply, Amazon hopes to be a leader in the grocery industry, and it believes that this market leadership is possible. By acquiring Whole Foods, Amazon was able to gain an immediate presence in grocery and brick-and-mortar.

Perhaps the most significant impact of Amazon's acquisition of Whole Foods was the immediate brick-and-mortar presence that Amazon gained. The ecommerce giant gained access to physical stores that could double as warehouses and locations for other businesses. Amazon also gained a solid way in to the grocery market. Amazon had been trying to enter the grocery market for nearly a decade at the point of its Whole Foods acquisition but had struggled to find ways to do so with its ecommerce business model. Amazon's most notable and successful entrance into the grocery market prior to the Whole Foods Market acquisition came when they launched Amazon Fresh in March 2017. Amazon Fresh is a service exclusively offered to Amazon Prime members, and it offers a grocery delivery service for an additional \$14.99 per month. Currently, Amazon Fresh is offered in major cities in the U.S. such as New York City, Boston and Dallas.

The creation of Amazon Fresh in conjunction with Amazon's acquisition of Whole Foods Market ended Amazon's decade-long struggle to find some way to capture part of the grocery market share. According to industry experts, one of Amazon's most ambitious goals is to be one of the top five grocers by 2025. In 2016, annual Amazon food and beverage purchases amounted to \$8.7 billion. In order to meet its lofty goal, Amazon would need to have food and beverage sales exceeding \$30 billion by 2025.<sup>14</sup>

It is important to note that investment in the grocery industry through Whole Foods Market and storefronts for Amazon Fresh goes against Amazon's original business model. This model avoided the overhead costs of physical stores and the risk of perishable items. To sum up this shift in Amazon and their hopes to not only capture grocery market share but becoming a major grocer, Scott Jacobson, an ex-Amazon executive, explains that Amazon "want(s) more share of the wallet, and habitual, frequent use of Amazon for groceries is the ultimate goal."<sup>15</sup>

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<sup>14</sup> Zaleski, O., & Soper, S. (2017, March 20). Inside Amazon's Battle to Break Into the \$800 Billion Grocery Market.

<sup>15</sup> Ibid.



## **Chapter 3: Cultivating Whole Foods Market Prior to Amazon's Acquisition**

With a dream and a \$10,000 loan from his father, John Mackey opened SaferWay Natural Foods in Austin, Texas in 1978. Even though Mackey enjoyed SaferWay Natural Foods, he dreamt of a natural food store that was similar in size to that of traditional grocery stores and supermarkets. To make this a reality, SaferWay Natural Grocery and Clarksville Natural Grocery merged in 1980, ultimately creating Whole Foods Market.<sup>16</sup> Despite almost being destroyed in a flood during the first year of business, Whole Foods turned out to be a success story and soon looked to expand beyond the 19 employees of its founding store.<sup>17</sup>

The store was immediately successful, garnering the attention of the health-conscious consumers it aimed to serve. Within 18 months of opening, Whole Foods expanded and opened a second store in suburban Austin.<sup>18</sup> By 1984, Whole Foods expanded into Mackey's hometown of Houston, Texas. Within five years, Whole Foods grew exponentially, gaining over 600 employees.<sup>19</sup>

In 1988, Whole Foods ventured outside of its home state of Texas into Louisiana after acquiring a single store which, too, was named Whole Foods Co. The next year, Whole Foods opened another store in California and eventually acquired two other stores in North Carolina.<sup>20</sup> At this point, Whole Foods now had 12 different grocery

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<sup>16</sup> Mergent Online. (n.d.). Whole Foods Market Inc (NMS: WFM).

<sup>17</sup> Owles, E. (2017, June 16). How Whole Foods Became the Organic Giant.

<sup>18</sup> Ibid.

<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

stores in four different states. Acquisitions and mergers account for much of Whole Foods' early growth.<sup>21</sup>

1992 marked a milestone in Whole Foods history. Whole Foods Market went public in the hopes of raising capital which would fund efforts of continuing growth and expansion. The prospectus of Whole Foods initial public offering indicated that “a significant segment of the population now attributes added value to high quality natural food” which ultimately made the Whole Foods Market model worthwhile to invest in.<sup>22</sup>

In order to backup what some couldn't see as anything more than a dirty market for granola yuppies, New York Times columnist Marian Burros wrote, “These gleaming new supermarkets -- 13,000 to 27,000 square feet of floor space -- bear about as much resemblance to the grungy, 1960's fern-bedecked natural food co-op, with its shriveled produce and flour stored in trash cans, as McDonald's does to Lutece.”<sup>23</sup> The natural foods market was a segment worth paying attention to as Whole Foods gained traction, and investors took note.

The company raised over \$23 million dollars after going public, and Whole Foods made good on its promise of continuing to grow as it expanded into the Northeast market after acquiring a Boston-based healthy grocery chain.<sup>24</sup> In 1996, Whole Foods Market made its largest acquisition to date when it acquired Fresh Fields, a 22-store

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<sup>21</sup> Whole Foods Market History. (2017, October 13).

<sup>22</sup> Burros, M. (1992, January 08). EATING WELL; Health-Food Supermarkets? Why, Yes. It's Only Natural.

<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

chain that operated in Maryland.<sup>25</sup> Whole Foods Market now owned 70 stores that operated in 16 states, and in 1996, revenue exceeded \$1 billion.<sup>26</sup>

Despite Whole Foods' growth and popularity among many, the company had been dubbed "Whole Paycheck" because of its notoriously high prices that were too expensive for many people. To combat this notion, in 1997 Whole Foods introduced its private label "365" to offer what it hoped would be everyday value to customers who refused to pay premium prices.<sup>27</sup> Whole Foods also began to venture beyond the grocery industry, a move that is marked by Whole Foods Market's acquisitions of a natural supplement manufacturer, a coffee roaster, and a small chain of wine shops.<sup>28</sup>

With this diversification, critics began to complain that Whole Foods was losing sight of its grocery business. This was true especially when evaluating stores that were newly built, such as the 58,000 square foot flagship store that was built in Manhattan, New York in 2004. These new stores centered around prepared food and sported restaurants and spas. To make matters worse, the grocery competition was fierce, and in 2006, Whole Foods stock dipped by about 40%.<sup>29</sup>

One of the largest Whole Foods Market woes occurred in 2007 when the Federal Trade Commission pushed back on Whole Foods' acquisition of Wild Oats, another natural food store that was one of Whole Foods largest competitors. The Federal Trade Commission cited that Whole Foods' acquisition of Wild Oats would substantially lessen competition in nearly 30 markets where Whole Foods and Wild Oats are the only

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<sup>25</sup> Klein, A. M. (1996, June 19). Fresh Fields chain bought by rival Whole Foods Market to pay \$135 million.

<sup>26</sup> Ibid.

<sup>27</sup> Ibid.

<sup>28</sup> Ibid.

<sup>29</sup> Ibid.

natural grocery competitors, thus potentially resulting in anticompetitive behaviors and higher prices for clients. All in all, the Federal Trade Commission worried that the acquisition promoted an anticompetitive agenda, ultimately creating geographic areas with a monopolized natural foods grocer.<sup>30</sup>

In 2009, after two years of the Federal Trade Commission disputing Whole Foods' acquisition of Wild Oats, there was finally a settlement. Whole Foods agreed to sell 32 Whole Foods Market and Wild Oats stores. These 32 stores that Whole Foods agreed to sell made up about 12% of the stores that Whole Foods and Wild Oats cumulatively held prior to the 2007 merger, but only a handful of them were open and operating at the time.

The 2008 financial crisis spelled trouble for many industries, and health-conscious grocery stores in particular were not spared. In 2008 alone, Whole Foods stock fell by 76%. John Mackey and the Whole Foods leadership team were faced with tough choices, and ultimately sold a 17% stake of Whole Foods Market to Green Equity Investors.<sup>31</sup>

The products that Whole Foods differentiated itself with, local, organic natural and health-conscious foods, started to be more accessible in different markets and in more traditional grocery stores. Customers and investors alike took note as the products that were traditionally only available at Whole Foods became available at stores such as Walmart and Kroger. In a *New York Times* article by Eric Owles, Mark Retzloff, a natural and organic food retailing guru, said in 2011, "Conventional retailers can get it

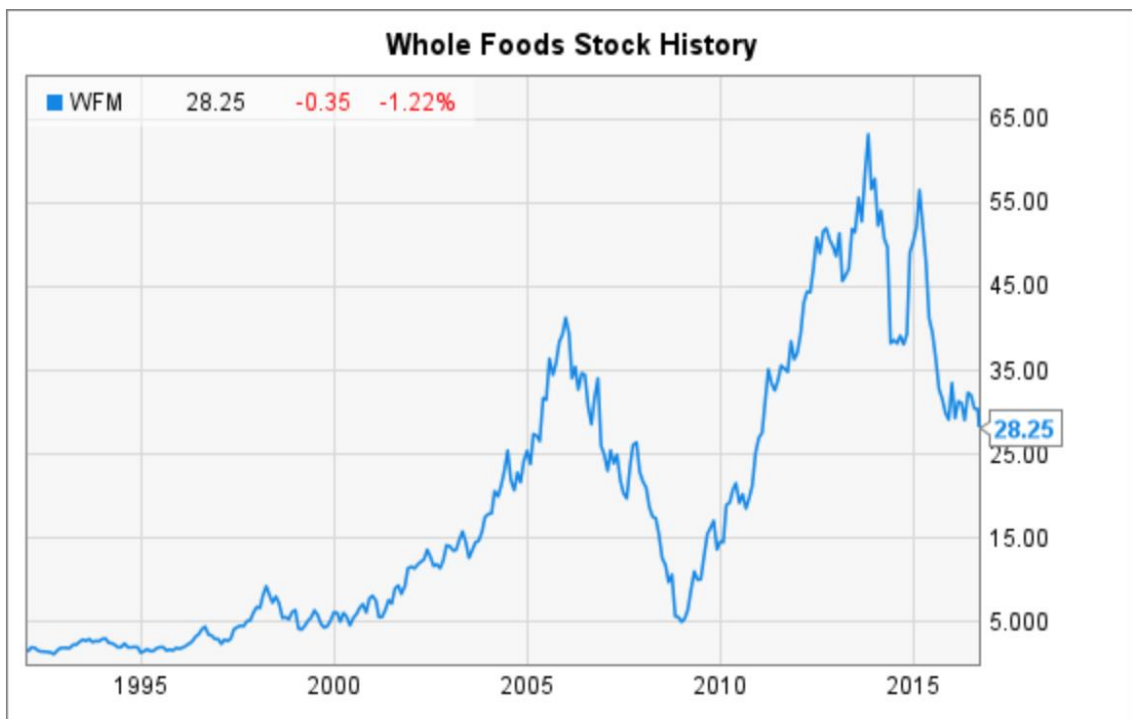
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<sup>30</sup> Mullin, S. (2009, April 13). The Food Fight is Over: Whole Foods and FTC Settle Dispute Over Merger of Organic Markets.

<sup>31</sup> Ibid.

into their stores more cheaply, and they can be more predatory on pricing. If one of those stores is just down the street from a Whole Foods, there's a big segment of their customer base that isn't going to shop at Whole Foods anymore.”<sup>32</sup> Figure 4 below visualizes the highs and lows that Whole Foods stock prices from initially going public in 1992 to just beyond 2005.

Figure 4: Whole Foods Stock History <sup>33</sup>



In response for consumer demand for lower prices and more convenient shopping, Whole Foods Market introduced a new store concept: 365 by Whole Foods Market. The “365” store concept aimed to stay aligned with the value proposition offered by traditional Whole Foods stores, healthy and high-quality foods, but aimed to offer these products at lower prices. In order to achieve the lower prices that 365 set out

<sup>32</sup> Ibid.

<sup>33</sup> Caplinger, D. (2016, September 12). Whole Foods Stock: What You Need to Know.

to offer, 365 stores would be smaller than typical Whole Foods stores and have a carefully curated product offering which heavily consisted of Whole Foods private label, 365 Everyday Value. In Whole Food's eyes, 365 stores were a beginning step to begin capturing more of the grocery market share and earn the business of more consumers.

Jana Partners, an activist hedge fund, disclosed in April of 2017 that they had become the second largest shareholder of Whole Foods Market with nearly a 9% stake in the company. Jana was quick to make it known that they were not happy with how Whole Foods Market was functioning and wanted to see quick changes in the operations of the grocer. After Jana's announced their stake in Whole Foods, Credit Suisse wrote in a note to investors that "Whole Foods Market is not a well-run, modern day retailer at the moment."<sup>34</sup> One of the largest critiques offered by Credit Suisse was that Whole Foods management was not quick enough to react to the changes that had been occurring in the natural and organic market they had once dominated.

John Mackey openly opposed Jana Partners and their suggestions for the business he had nurtured since 1978. Mackey told *Texas Monthly* that Jana wants to "sell us because they think they can make forty or fifty percent in a short period of time. They're greedy bastards, and they're putting a bunch of propaganda out there, trying to destroy my reputation and the reputation of Whole Foods because it's in their self-interest to do so."<sup>35</sup>

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<sup>34</sup> Stevenson, A. (2017, April 11). Whole Foods Pressured by Activist Investor Jana Partners.

<sup>35</sup> Randall, D. (2017, June 16). Hedge fund called 'greedy bastards' by Whole Foods CEO would make \$300 million on sale.

## **Chapter 4: Creating the Amazon Giant Prior to the Acquisition of Whole Foods Market**

In 1994 Jeff Bezos quit his Wall Street job to pursue an industry in which he saw extraordinary potential. Jeff Bezos recalls his wake-up call and describes “finding this startling statistic that web usage in the spring of 1994 was growing at 2,300 percent a year. You know, things just don’t grow that fast.”<sup>36</sup> Bezos goes on to describe him questioning what kind of business model might make sense of that growth and exploit it. Bezos brainstormed a list of 20 products that he could sell over the internet, and he ultimately decided to go into business selling books over the internet. Bezos came to the decision of selling books as it was an \$82 million market for low cost products which had a common demand.<sup>37</sup>

In order to fund the online bookstore known as Amazon.com, Jeff and his then-wife, Mackenzie Bezos, received their startup capital from Bezos’s parents. Bezos’s parents invested hundreds of thousands of dollars from their life savings in an idea that their son had concocted and would pursue while running Amazon out of his garage. Bezos and his five employees launched Amazon.com in July of 1995, and within the first month of business, Amazon was averaging \$20,000 in weekly sales.<sup>38</sup>

On May 15, 1997 Amazon went public, and succinctly described itself as “the leading online retailer of books” in its S-1 filing. Amazon went public at \$18 per share, placing the company’s total value around \$300 million. At the time, Amazon “had only

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<sup>36</sup> Amazon Startup Story. (n.d.).

<sup>37</sup> Marble, D. (2018, March 27). Jeff Bezos Quit His Job at 30 to Launch Amazon--Here Are the 3 Simple Strategies He Used to Do It.

<sup>38</sup> Ibid.

256 total employees and full-year revenue of only \$15.75 million.”<sup>39</sup> With the capital raised from Amazon’s IPO, the company was able to open a second distribution center in Delaware. This distribution center was designed and planned with the intention of giving Amazon a way to efficiently serve the East Coast and begin a network that had the potential to serve the entire country.<sup>40</sup>

In June of 1998, Amazon began to diversify their online business. Instead of offering just books for purchase on Amazon.com, Amazon added on a CD business. Amazon subsequently revamped its website in order to recognize this new venture and hopefully gain the attention of its customers.<sup>41</sup> While the online CD business was highly competitive in 1998, Amazon differentiated itself by having a larger offering than other music stores, especially brick-and-mortar music stores. Amazon also had audio clip samples of the albums that were for sale and personalized CD recommendations for customers based on their moods.<sup>42</sup>

Amazon continued to secure its place in ecommerce in September of 1999 by patenting “1-Click” buttons for order goods online. R. Polk Wagner, a professor at the University of Pennsylvania Law School, explains that “when we write the history of electronic commerce, the 1-Click patent . . . allowed Amazon to create a very strong position in the market . . . it allowed Amazon to show customers that there was a good reason to give them their data and the permission to charge them on an incremental basis. It opened up other avenues for Amazon in ecommerce that is the real legacy of

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<sup>39</sup> Duggan, W. (2018, May 15). This Day In Market History, May 15: Amazon.com Goes Public At \$18 Per Share (NASDAQ:AMZN).

<sup>40</sup> DePillis, L., & Sherman, I. (2018, October 4). Amazon's extraordinary evolution: A timeline.

<sup>41</sup> Church, E. (1998, June 11). Amazon.com to sell CDs 06-11-98.

<sup>42</sup> Ibid.



the 1-Click patent.”<sup>43</sup> While patenting 1-Click may not seem monumental in and of itself, when it is paired with Amazon Marketplace, which launched just after the patent was secured, it becomes more important. Amazon Marketplace allowed for third party vendors to sell items to Amazon’s large customer database with just one click.<sup>44</sup>

1-Click shopping is an answer that alleviates one of the largest problems that online merchants face: cart conversion. A report detailing online purchasing tendencies cited that the average electronic shopping cart abandonment rate averages about 75%.<sup>45</sup> By giving consumers immense ease of purchase on a platform that they have grown to trust, 1-Click patenting became “a huge asset” for Amazon.<sup>46</sup> Subsequently, Amazon Marketplace served over 250,000 unique customers in the first four months of business.<sup>47</sup>

1999 proved to be a year of highs and lows for Amazon.com. Amazon’s ecommerce-based business was hurt when the Dotcom Bubble burst. As a result of Amazon’s decreasing stock prices during this time, Amazon laid off about 15% of its workforce to compensate. Despite problems that the Dotcom Bubble posed for Amazon’s business, Jeff Bezos was named *TIME* magazine’s person of the year in December 1999. Bezos at that point was just 35 years old and the fourth youngest individual to ever be recognized with the title. *TIME* described Bezos as being among the ranks of “a pioneer, royalty and a revolutionary – noble company for the who is,

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<sup>43</sup> Wagner, R., & Jeitschko, T. (2017, September 14). Why Amazon's '1-Click' Ordering Was a Game Changer.

<sup>44</sup> Ibid.

<sup>45</sup> Serrano, S. (2019, January 10). Top 10 Reasons (and solutions) to Shopping Cart Abandonment.

<sup>46</sup> Ibid.

<sup>47</sup> Ibid.

unquestionably, king of cybercommerce.”<sup>48</sup> The same article went on to compare Amazon to the river it shared a name with, describing its limitless branches with the site’s ability to sell “everything from power tools to CDs, and is eagerly looking for more areas of expansion.”<sup>49</sup> Expansion was nearby, and in 2002 Amazon began to sell clothing.

Amazon launched what is now one of its most lucrative services in 2003. Amazon Web Services was an idea formulated at one of Amazon’s executive retreats after the group realized that Amazon “had become highly skilled at running reliable, scalable, cost-effective data center.”<sup>50</sup> Amazon sought more expansion, and in 2004, it entered the Chinese market with the acquisition of Joyo.com, a Chinese internet-based retailer. However, due to the commanding and since growing presence of Alibaba in China, Amazon has been able to capture only a fraction of the market share.

In February of 2005, what is now considered one of Amazon’s most valuable assets, Prime, was launched. For a \$79 annual fee, members would receive free two-day shipping on all eligible orders. Since being launched, Prime has unveiled new perks that are exclusively available to Prime subscribers. These perks include free movies, TV shows, music, exclusive Amazon media content, Prime Pantry, and Prime-exclusive offers such as Prime Day.<sup>51</sup> In 2018 it was estimated that Amazon Prime serves over 100 million members worldwide.<sup>52</sup>

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<sup>48</sup> Ramo, J. C. (1999, December 27). Jeffrey Preston Bezos: 1999 PERSON OF THE YEAR.

<sup>49</sup> Ibid.

<sup>50</sup> Miller, R. (2016, July 02). How AWS came to be.

<sup>51</sup> Yurieff, K. (2018, April 28). Everything Amazon has added to Prime over the years.

<sup>52</sup> Ibid.

By 2007, the company was considered an ecommerce giant, and it decided to expand offerings to include technology for users. In November, Amazon launched its Kindle e-reader. The Kindle gave users the ability to read books, magazines and newspapers all through one electronic device with a large screen.<sup>53</sup> With all this growth, Amazon needed more space for employees to innovate in, and a month later, it was announced that Amazon agreed to lease up to 1.6 million square feet for a new corporate headquarters in Seattle. The headquarters plans included over 8 million square feet of space, and Amazon planned to have over 40,000 employees working there.<sup>54</sup>

Amazon went on to acquire the audiobook company, Audible, for \$300 million in January of 2008.<sup>55</sup> Audible was the dominant market leader of audiobooks, and Amazon saw the company as the perfect addition to its business. Not only would Audible products now be available on Amazon.com, but there was the distinct possibility that they would be intertwined with Amazon's newly-launched Kindle.<sup>56</sup> This acquisition also heightened competition between Amazon and the technology giant, Apple, as the two fiercely competed for customers' digital media download dollars.

To further expand business, Amazon bought Zappos, an online shoe and clothing retailer, in 2009 for \$900 million. Zappos had dominated the footwear market with offers such as overnight shipping and free returns. Although it was acquired by Amazon, Zappos CEO, Tony Hsieh, released an email to employees stating that Zappos

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<sup>53</sup> Ibid.

<sup>54</sup> Ibid.

<sup>55</sup> Stone, B. (2008, February 01). Amazon to Buy Audiobook Seller for \$300 Million.

<sup>56</sup> Ibid.

would continue to operate in “the way we have always run Zappos – continuing to do what we believe is the best for our brand, our culture, and our business.”<sup>57</sup> Since the acquisition, Zappos has continued to operate successfully under the Amazon umbrella.

In 2012, Amazon bought “an army of robots” according to *New York Times* journalist, Evelyn Rusli.<sup>58</sup> Amazon acquired Kiva Systems, an automation company which focuses on using robots to efficiently carry out functions of warehouses, for \$775 million. The acquisition came in addition to Amazon’s aggressive strategy of rapidly adding warehouses that would support Amazon’s growing customer base and Prime delivery services. Amazon had differentiated itself through “its wide breadth of products, its competitive pricing and fast delivery.”<sup>59</sup> The Kiva acquisition gave Amazon the opportunity automate fulfillment center and deliver products to customers faster with more technology-advanced machines and less human employees. Before the acquisition, Kiva Systems had served other retailers such as Office Depot and GAP, but these contracts were terminated so Amazon could exclusively use Kiva technology.<sup>60</sup>

On a more personal note, Amazon CEO Jeff Bezos acquired *The Washington Post* for \$250 million in August of 2013. *The Washington Post* and other news publications had seen declining readership and sales in recent years, and Bezos’s ability to fund *The Post* as it looked for creative ways to expand readership and business was an attractive offer. In other deals that were made in the 2013, Amazon made a package delivery partnership with the U.S. Postal Service (USPS). This partnership made it

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<sup>57</sup> Hsieh, T. (2009, July 22). CEO Letter.

<sup>58</sup> Rusli, E. M. (2012, March 19). Amazon.com to Acquire Manufacturer of Robotics.

<sup>59</sup> Ibid.

<sup>60</sup> Ibid.

possible for Amazon packages to be delivered to customers seven days of the week in Los Angeles and New York City. This deal was just the beginning of what Amazon hopes will soon be a nationwide, seven-day delivery service to ensure that customers can get their packages as soon as possible.<sup>61</sup>

On June 18, 2014, Amazon expanded its product offerings specifically by unveiling its smartphone, the Amazon Fire. The Fire was prototyped and created with the intention of integrating Amazon's media offerings such as video streaming and music. Even though the Fire was a capable and functioning smartphone, its entrance into the market was unsuccessful, largely due to fierce, established competition in the smartphone industry. The Fire was quickly recognized as a flop, and Amazon ceased production.<sup>62</sup> In August of 2014, Amazon acquired Twitch Interactive, a video game streaming company, for \$970 million. This acquisition was made with the idea of Twitch complementing Amazon's game production division with support from Amazon Web Services. This acquisition was also made in the hopes that more of the e-gaming community would move towards using Amazon Web Services to host various gaming platforms.<sup>63</sup>

One of Amazon's most notable moves during the history of the company came on November 2, 2015 when Amazon opened a brick-and-mortar store in Seattle. The brick-and-mortar model is one that goes against the inherent business model that Amazon had become so successful using by avoiding the associated costs, but this store

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<sup>61</sup> Ibid.

<sup>62</sup> Rubin, B. F., & Cheng, R. (2015, July 24). Fire Phone one year later: Why Amazon's smartphone flamed out.

<sup>63</sup> Weinberger, M. (2016, March 16). Amazon's \$970 million purchase of Twitch makes so much sense now: It's all about the cloud.

was designed with the intention of acting as a showroom for the electronic offerings that Amazon now sold. To follow up the launch of this store to complement Amazon's electronic offerings, Amazon launched the Echo on November 10, 2015. The Echo was a device that hosted Amazon's virtual personal assistant technology, Alexa. The launch of the Echo, which used Alexa technology, paved the way for Amazon's collection of rich consumer data.

## **Chapter 5: The Timeline of Amazon’s Acquisition of Whole Foods Market**

The following chapter outlines the timeline of events during Amazon’s acquisition of Whole Foods Market. The previous chapters have outlined the history and a brief analysis of each of the company’s business models. There will be some repetition of what unfolded in this business deal with prior chapters for the sake of clarity and outlining the entirety of the acquisition.

Whole Foods Market’s business has been defined by growth and acquisition in a health-conscious grocery space with an emphasis on local and organic products. Despite this growth, Whole Foods has been experiencing losses in sales due to the growth and expansion of the market it once dominated. Amazon, conversely, has experienced massive growth and innovation with a business strategy focused on diversification and value-added services for customers.

April 10, 2017: Jana Partners, an activist hedge fund, announces that they have acquired nearly a 9% stake in Whole Foods Market.

April 17, 2017: Whole Foods Market hires Evercore Partners to help resist pressures for changes in management from Jana Partners.

April 18, 2017: Whole Foods Market management receives a letter from “Company X.”<sup>64</sup> Company X identifies itself as an industry participant looking to explore “strategic opportunities and a partnership” with Whole Foods Market.

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<sup>64</sup> Company X has now been identified as Albertsons, one of the leading grocers trailing behind Kroger and Walmart.

April 21, 2017: John Mackey, the creator of Whole Foods Market, and one of his executives talk with a consultant amid reports that Amazon may have previously considered buying Whole Foods Market. The consultant offers to make an introductory phone call between the Whole Foods leaders and Jay Carney, Amazon's Senior Vice President of Corporate Affairs.

Between April 20-May 4, 2017: Inquires are made of four different private equity firms. These firms all express interest in buying out or processing another kind of transaction with Whole Foods.

April 24, 2017: Whole Foods executives meet to discuss both the letter that was received from "Company X" on April 18. This meeting time is also used to address an upcoming meeting with the representatives of Jana Partners.

April 26, 2017: Members of Whole Foods management and Jana meet; at this meeting Jana demands that there are immediate changes in the management of Whole Foods.

April 27, 2017: After the introduction set up by Amazon's consultant, a non-disclosure agreement (NDA) is entered into by both Amazon and Whole Foods.

April 28, 2017: A phone call between Whole Foods' Executive Vice President of operations, Ken Meyer, and Amazon's Vice President of worldwide corporate development, Peter Krawiec, occurs. The two discuss a meeting between the two businesses. The same day, a meeting of Whole Foods management occurs to once again discuss Jana and the offer from "Company X." Whole Foods' executive team is all made aware of a meeting that is happening between Amazon and Whole Foods during the upcoming weekend.



April 30, 2017: John Mackey, Jeff Bezos, and other management from each company meet in Seattle. No proposal is made, but the meeting is seen as productive.

Between May 1-8, 2017: Whole Foods' board meets many times with the law firm, Evercore, which was hired in the middle of April to discuss items such as Jana's demands for new Whole Foods executives and "Company X."

May 4, 2017: Executives of Whole Foods and Amazon meet in Austin, Texas. Due diligence is given, and more NDAs are signed.

May 8, 2017: Whole Foods receives an inquiry from another industry player, identified as "Company Y." The company expresses interest in a possible business relationship if Whole Foods is interested.

May 9, 2017: Jana Partners expresses disinterest in efforts that are made by Whole Foods to meet the firm's demands for changes in company management.

May 18, 2017: John Mackey, other Whole Foods management members, and Evercore meet with representatives of "Company X." "Company X" suggests a merger that would price Whole Foods Market at \$35-40 a share. On this same day other Whole Foods executives and "Company Y" have a phone call.

May 23, 2017: A written offer is received by Whole Foods Market. The offer is from Amazon and expresses interest in acquiring the grocery chain for \$41 per share. Amazon also establishes that should there be leaks or rumors of this offer they retain the right to terminate the acquisition talks and rescind the offer. Whole Foods board schedules a meeting for the next day to discuss the offer.

May 25, 2017: Whole Foods legal representative, Evercore, is contacted by that of Amazon, Goldman Sachs. Goldman Sachs assures Evercore that Amazon is "very

sensitive with respect to confidentiality, not willing to engage in a multiparty sale process, and has submitted what they believe to be a very strong proposal.”<sup>65</sup>

May 30, 2017: Whole Foods board meets to discuss “Company X”, “Company Y”, Amazon, and the four private equity firms that have reached out. Whole Foods agrees to a counteroffer to Amazon’s proposal that is relayed to Goldman Sachs. The counter is a \$45 per share offer, and Goldman Sachs expresses disappointment.<sup>66</sup>

June 1, 2017: During conversations between Evercore and Goldman Sachs, Goldman says that Amazon is “considering other opportunities instead of acquiring the Company and has been considering whether to respond to the Company’s \$45 counter proposal at all or to pursue other opportunities.” Goldman then shares that Amazon’s best and final offer is \$42 per share and they are looking for a prompt response. Whole Foods board meets and decides to pursue Amazon’s \$42 per share offer.<sup>67</sup>

June 12, 2017: Mackey and a couple of other Whole Foods directors host a call with Amazon and the legal teams of both firms to discuss the fine tuning of the acquisition, such as the amount and triggers for terminations. The same day, Whole Foods executives meet in Seattle to discuss operations.

June 15, 2017: Whole Foods board and Evercore host a call to discuss the agreement that has been drafted. Unanimously the board agrees to merge.

June 16, 2017: Amazon’s acquisition of Whole Foods Market is announced.<sup>68</sup>

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<sup>65</sup> Kowitt, B. (2017, June 7). How the Amazon-Whole Foods Deal Went Down.

<sup>66</sup> Ibid.

<sup>67</sup> Ibid.

<sup>68</sup> Ibid.

August 23, 2017: The Federal Trade Commission announces that it will not pursue an investigation under Section 7 of the Clayton Act as it is deemed that this acquisition will not substantially lessen competition.<sup>69</sup>

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<sup>69</sup> Statement of Federal Trade Commission's Acting Director of the Bureau of Competition on the Agency's Review of Amazon.com, Inc.'s Acquisition of Whole Foods Market Inc. (2017, August 23).

## **Chapter 6: Changes Since Amazon's Acquisition of Whole Foods**

The sale of Whole Foods Market was about five months in the making by the time that Amazon officially acquired the grocer. On June 16, 2017 Amazon's purchase of Whole Foods Market for \$13.7 billion was announced, and after the deal was officially approved by the Federal Trade Commission in late August, the change in ownership was visible. Experts and speculators largely agreed that with the acquisition of Whole Foods Market, Amazon would transform the grocery chain as well as the grocery industry.

It is important to note that by time this thesis is completed, Amazon will have owned Whole Foods Market for just less than two years. In the period of two years it would be hard for any one business to completely transform an industry, even if that business is Amazon. Even though at this point Amazon is not the dominant player in the grocery industry nor has the entire industry been changed, Amazon's entrance into this marketplace has been transformative in specific ways. Despite not yet transforming the grocery market, Amazon has disrupted the industry since its purchase of Whole Foods Market.

### **Changes in Whole Foods Stores**

Amazon is best known for attracting customers through its ecommerce business by offering competitive prices, something that Whole Foods has not been known to do. With that said, it is not surprising that one of Amazon's first orders of business with Whole Foods Market was revamping the Whole Foods brand back to its namesake as opposed to "Whole Paycheck." Many grocery shoppers avoided Whole Foods all

together or shopped there very infrequently due to the high prices, so changing the brand image of Whole Foods while not completely overhauling the health-conscious business model was a very important step. Amazon was able to start the process of attempting to change public perceptions of Whole Foods after taking over ownership.

The first day Amazon owned Whole Foods, many items' prices were slashed. Bananas, avocados, pasta sauces, and other products all had immediate price reductions, with colorful signage nearby to catch the attention of Whole Foods shoppers or shoppers who now wanted to see what Whole Foods had to offer. Amazon's goal was to draw attention to the deals on popular items that were now being offered. The sales and promotions now offered at Whole Foods since Amazon took over are on a rotating basis, so while bananas may be on sale one day, apples may be on sale the next.

Amazon was able to offer immediate sales and discounts on popular items because of its capital and extensive value chain, and Amazon sees it as a necessity to bring shoppers into Whole Foods who now have a different view of the store. Amazon likely hopes that by offering new and interesting deals, these customers who didn't always shop at Whole foods will keep coming back for more now that the brand is more accessible. Despite the sales that are now offered, it is important to note that analyses have shown that because of the rotating nature of sales, Whole Foods Market's prices haven't actually dropped significantly.<sup>70</sup>

Amazon has struggled to adjust to grocery store's inventory system as opposed to the ecommerce business' inventory system. Grocery items are picked out by the consumer and have certain storage and restocking needs that are particular to each item,

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<sup>70</sup> Herrera, S. (2018, September 24). A year after Amazon deal, how has Whole Foods changed?

whereas items offered online can be monitored by inventory tracking programs and are always controlled by the supplier until being shipped out. It is a learning curve that Amazon is learning, but Amazon has experienced some growing pains which has resulted in empty shelves and produce bins in some Whole Foods Market locations.<sup>71</sup>

Another way that Amazon's takeover of Whole Foods Market was clear was when a new line of products became available to purchase and ogle at in Whole Foods Market store. Whole Foods now sold products that paired with Alexa, Amazon's personal assistant technology; these products included Echo Dots and Echo Smart Speakers. These personal assistant and smart home technologies could have implications for consumers' shopping habits, including grocery shopping, too. Alexa technology has the ability to keep track of user's grocery shopping lists, providing for a plethora of consumers data that could eventually be used to inform Whole Foods decisions about product offerings. Alexa also has the capability of using these lists in conjunction with local Whole Foods Market locations. By submitting a list to the home technology, Alexa could be capable of sending the list to Whole Foods and having those products picked, packed, and ready to go when the customer gets to the store to pick up her order.

It is important to note that another way to cut Whole Foods Market's costs and pass savings onto consumers in the forms of more promotional pricing was by adjusting the product offering at Whole Foods. Whole Foods always was an advocate for smaller, local businesses in the communities they operated in, and employees would explore the area to find new artisanal and local products that Whole Foods could carry. However, in

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<sup>71</sup> Ibid.

September 2017 after Amazon's takeover, Whole Foods announced that it would be reducing the local-sourcing program which made each store unique to the community it served.<sup>72</sup>

The Wall Street Journal reported that "instead of allowing brands to frequently pitch their products to individual stores or regions, Whole Foods executives in Austin, Texas headquarters will choose a higher percentage of the inventory" for all stores.<sup>73</sup> Customers who have noticed the lacking local offerings at Whole Foods have not been happy. One customer explained that she can get the basics and local products that other grocers don't stock, but with the changes of Whole Foods inventory processes, this is not always the case.<sup>74</sup>

Up until the writing of this thesis into the spring of 2019, Amazon is still trying to figure out how to change Whole Foods in order to earn the consumer dollar and market share that is being sought out. Amazon continues to focus on lowering prices in order to draw in consumers, a tactic which has been in place since the 2017 acquisition. Lowering prices and offering rotating sales and promotions has clearly not brought about the effects Amazon was hoping for as it still tries to implement this tactic. In early April 2019, Whole Foods prices were "reduced by an average of 20% on select items."<sup>75</sup> Amazon has increased the number of deals and discounts for Prime members in the hopes of attracting more already Amazon-loyal customers, but the question of will this be enough to attract a sustainable customer base remains.

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<sup>72</sup> Haddon, H., & Gasparro, A. (2017, September 21). Amazon Puts Whole Foods on Fast Track to Conventional Supermarket.

<sup>73</sup> Introducing Alexa and Prime Now for Whole Foods Market delivery. (n.d.).

<sup>74</sup> Ibid.

<sup>75</sup> Tyko, K. (2019, April 02). Bye-bye, 'Whole Paycheck'? Amazon's Whole Foods Market cutting prices starting Wednesday.

## **Chapter 7: Uncovering Changes in Consumer Behavior Since Amazon's Acquisition of Whole Foods**

### **Research Methodology**

In order to gain a better understanding of how Amazon's acquisition of Whole Foods Market has impacted consumer behavior, I conducted exploratory marketing research. Exploratory marketing research is often conducted with the goal of gaining insight to new questions of which there is little to no current understanding. Exploratory research is typically done through qualitative research by way of interview or focus group in order to gain rich, descriptive data. My primary research goal was to understand how consumer behavior has been affected since Amazon acquired Whole Foods in a particular marketplace, and in order to accomplish this goal, my research was composed of many short interviews with grocery shoppers in the Eugene, Oregon area.

The purpose of these interviews was to understand different consumers and shopping behaviors that exist within the space of ecommerce and grocery for a particular case market – Eugene, Oregon. Theoretical sampling was used to tap into a variety of shoppers within a unique, small market that embraces national trends toward organic and local foods. While this is in no way representative of other Whole Foods Markets, it serves to highlight challenges Amazon and Whole Foods face as they seek to better cater to the various markets that grocery operates in. Interviewees were solicited through a recruitment poster that was placed throughout the University of Oregon campus and in local community hubs in Eugene.<sup>76</sup> All interviewees were

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<sup>76</sup> Please see Appendix 1 to view the recruitment poster.



offered a \$10 gift card as a token of appreciation for taking time to participate in this research process.

Interviews were conducted in a comfortable and public setting such as at a local coffee shop or on the University of Oregon campus, and they were all conducted at the ease and convenience of the interviewee. There was an interview protocol, a list of questions for each interview, with branching questions to ensure a natural and personalized flow to each interview. The complete interview protocol can be found in Appendix 1.

Any kind of consumer or grocery shopper was able to participate in these short interviews. While the purpose of the project was grounded in and focused particularly on the space of Amazon's acquisition of Whole Foods, I wanted to gain a better understanding of how consumers think of eating and grocery shopping, as well as consumers' perceptions of Whole Foods Market and Amazon. Even if the interviewee did not shop either Whole Foods Market or Amazon, it was ensured that my conclusions encompassed a variety of sentiments about the brands and consumers' grocery shopping behaviors in this particular case study market.

### **The Case Study Market: Eugene, Oregon**

In order to best understand how ecommerce's emergence into the grocery industry affects consumer behavior or has the potential to affect consumer behavior, all research was conducted in Eugene, Oregon. Since all research for this project was performed in the same city with community members, this project can be considered a case study. It is important to note that Eugene is a unique marketplace and these results are not generalizable to all marketplaces, however, the trends that were observed and

the conclusions that are drawn give a good idea of movements and trends in the market as a whole. The difference between markets may be that other markets are experiencing the shifts that are uncovered in this research process, such as movements towards local or healthy foods, in more prominent or subtle manners.

To give context to the case study market, Eugene is one of the largest cities in Oregon, a state with beautiful scenery, an abundance of resources, and a plethora of farms and food manufacturers. Eugene has a large population which is keen on healthy foods trends, and the city is considered environmentally-conscious. This locally-aware and health-conscious community may draw consumers towards sustainable and natural foods, making it an ideal market for Whole Foods to capitalize in.

The Whole Foods Market in Eugene, Oregon opened on September 28, 2016 in the heart of town near a heavily trafficked intersection. This was the first Whole Foods Market in Eugene, Oregon, and it was accessible to professionals, families, and students as it was built about half a mile away from the University of Oregon campus. In a press release about the store opening, Whole Foods boasted that the “new store will create a marketplace for products from more than 40 new Oregon-based vendors.”<sup>77</sup>

### **Data Collection**

Between March 5, 2019 and March 11, 2019, nine interviews were conducted. These interviews have been transcribed, and all of the interview transcriptions can be found in Appendix 2. These interviews provided insight and qualitative data that was analyzed to conclude how ecommerce’s emergence into the grocery industry is or is not

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<sup>77</sup> Newsroom. (n.d.).

changing consumer behavior. Additional data was collected beyond the initial nine interviews. This data was collected at the Whole Foods Market in Eugene while walking through the store, interacting with other customers, and observing what was happening in the store.

## **Chapter 8: Research Findings**

After the data collection process, analysis of the nine interview transcriptions allowed for a better understanding about the ways people think about not only grocery shopping, but also eating in general. With a better understanding of consumer thoughts around eating and consumer behavior when grocery shopping, analysis of how consumers choose to split their wallet when grocery shopping is possible. It is not a surprise that the way consumers think about eating and grocery shopping are inherently related and overlap at times. For example, if a consumer wants to focus on eating healthier, she will likely also indicate that she prefers shopping for healthier foods and seeks out stores which fulfill her buying requirements. While this overlap may seem obvious, it is important to distinguish between thinking about eating and thinking about how to provision that food. This separation allows for an understanding of what motivates consumers to grocery shop the ways that they do.

### **Consumer Preferences and Thoughts on Eating**

Throughout the process of research, a lot was uncovered about how people in the case study market, Eugene, Oregon, think about eating. The consumers who participated in this research process were eager to discuss the criteria they considered when choosing what food to eat. Firstly, over a third of the consumers discussed conscientiously choosing to eat local foods. This local movement is often complemented by the consumer craving “adventure” with the food they are eating. This need for adventure can be achieved through trying new produce or products that catch the consumer’s attention or peak their interest, in turn inspiring them to find some way

to prepare the product and create a meal with the product incorporated into it. One interviewee who shopped nearly exclusively at a local grocer or market shared that she enjoys “figuring out how to pair stuff up . . . I'm not intimidated by cooking either, and I'm not intimidated by just whisking things together. ‘Oh, let's see if this works.’ So, for me that's part of the whole creative part of it. I mean, I obviously enjoy cooking.”<sup>78</sup>

Choosing to eat local produce or products can also instill a sense of community in consumers. By eating foods that are a result of the community one is living in, they may experience feelings of connection to the food or become more aware of what foods or products are fueling their bodies.<sup>79</sup> Consumers are also empowered to vote with their dollars and business by supporting organizations that in turn support their lifestyles and communities. For many consumers, eating local is how they choose to vote with their dollars.

Secondly, almost all of the consumers who were interviewed expressed an interest in their health and how the food they consume can benefit or hurt their health. This is a trend that can be seen across many segments of consumers and the food industry as a whole as buzzwords such as “organic”, “all natural”, and “no added” are displayed more on food packaging and signage. The global healthy food market “is expected to reach \$1 trillion, and its swift growth shows no signs of slowing down.”<sup>80</sup> The interview participants for this specific project indicated opting into eating healthier food by:

1. Eating processed and packaged foods with the least amount of ingredients.

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<sup>78</sup> For more on this interview, please see Interview 3 in Appendix 2.

<sup>79</sup> Why Buy Local Food? It's Healthier for You and Better for the Environment. (2017, December 22).

<sup>80</sup> Kinski, N. (2018, August 30). Influencer marketing and the rise of healthy eating habits.

2. Making food at home that could typically be bought at the grocery store such as tomato sauce.
3. Controlling what foods are in the home by avoiding the middle aisles of a grocery store.
4. Eating organic or locally-produced produce or packaged foods.

For many consumers, both of these movements towards healthy and local foods are synonymous. Many interviewees would use “healthy” and “local” when answering the question about how their shopping habits would change in the coming years. While “healthy” and “local” are not interchangeable, they do share a special relationship when describing the foods that people choose to consumer. Locally grown produce in particular may offer some benefits to consumers such as retaining more natural nutrients by naturally ripening and possibly containing less pesticides depending on particular cultivation methods.<sup>81</sup> To speak to this, one of the interviewees shared that she believes her eating and grocery shopping habits may change “in more healthier ways. Again, I didn't have enough knowledge ... Like the benefits of organic food or what I should choose for my health. I had no idea what I should choose from. But nowadays I'm more focused on being healthy. So, for instance, I just always check nutrition facts, or I always check whether this fruit is organically grown or not. Or the eggs ... whether this is [a] free range egg or not. Always check those [things]. So, I think I'll just buy some stuff ... Even if it's more costly, I'll just buy something more healthy, locally grown or made, and environmentally friendly.”<sup>82</sup>

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<sup>81</sup> Ibid.

<sup>82</sup> See pages 124-125 for this complete interviewee's responses.

## **Consumer Grocery Shopping Behaviors**

Understanding the way consumers think about eating is interesting, but it becomes particularly powerful when considering how people provision the food that they have thought about eating. Consumers all expressed some kind of criteria that essentially drives their choices of where to shop for the food that they needed. Before getting into specific methods of shopping for groceries, it needs to be established that grocery shopping also goes beyond just provisioning foods. Consumers who participated in this interview process shared that they enjoyed browsing, bumping into neighbors at grocery stores, and finding new products to try. There is a hedonic element to grocery shopping that goes far beyond habitual behaviors and the provisioning of foods, even though it was not always outwardly mentioned by consumers. One interviewee shared that he “kind of like[s] [grocery shopping]. I mean, I like the wandering around the aisles there. The notion of calling in an order and having somebody deliver it, that does not appeal to me. Or the experience of just walking in the aisles and seeing who I’ll bump into, and often I’ll find somebody there I know, and we’ll chat and go on . . . but it’s not something I dread. Not really something I look forward to, like, ‘Oh boy, I get to go grocery shopping today.’ It’s sort of a function with a little bit of enjoyment to it.”<sup>83</sup>

It is important to note that only one of the research participants mentioned stopping at restaurants for prepared meals as an option that is sometimes used to replace the act of grocery shopping. This suggests that the act of grocery shopping either in person or online is the primary method for attaining the food that consumers have

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<sup>83</sup> For more on this interview, see Appendix 2 Interview 8.

thought about. With that said, it is important to understand how consumers go about deciding how and where to grocery shop.

For all of the consumers who participated in this research, convenience played some role in determining where to go shopping. All of the consumers who were not mainly driven by price and cost-savings spent the majority of their grocery shopping time at a store that was easy to get to. This boils down to the idea that if a store is not close to a consumer or does not offer some other more important value proposition such as cost-savings, the consumer will not grocery shop there.

Three of the interview participants were highly motivated by cost savings. Each of the interviewees indicated that because of their desire to save money, they choose to shop at the same store, Winco. Winco is much farther away than other grocery stores in Eugene such as Market of Choice, Safeway, Trader Joe's, and Whole Foods, but Winco offers significant savings in comparison to all of the other grocery stores in the area.

Regardless of the motivation for choosing which store or stores to frequently shop at, the theme of health-conscious consumers was apparent. As noted in the above section, the participating consumers are looking for foods that will benefit their health. Consumers could choose to shop at national health-conscious grocers such as Whole Foods Market or regional grocers which also focus on high-end, health-conscious products such as Market of Choice.

These consumers could also choose to shop at traditional grocers, such as Safeway, as health-conscious, local foods are now widely available at nearly all grocery stores. The health-conscious movement has fundamentally changed all grocers that are looking to capture any value from consumers. The consumer movement towards healthy



foods, which is apparent in the case study market, as well as markets across the country, has created a grocery industry in which consumers can provision the healthy food that they are seeking out at any grocery store. Items that are organic, non-GMO, pesticide-free, or catering to some other health-conscious food movement are no longer exclusively offered by health-conscious grocers. One consumer, when asked what she liked about Winco, a cost-saving grocer most, shared that “first of all good price. . . price is, yeah, super important. Secondly, they're adding a ton of products, which I didn't use to have, they didn't use to have all the things that I would have to go to Market of Choice and stuff for, but now they have them at half the cost and also their produce and meats are extremely fresh because they, I think they just do such a high volume of business that everything gets rotated through so fast.”<sup>84</sup>

Despite the reality that consumers can purchase healthy foods nearly anywhere, stores such as Whole Foods Market and Market of Choice continue to differentiate themselves in the grocery industry by only operating in the healthy foods market. The impact of this is apparent as the three interviewees who did the majority of their shopping at Market of Choice indicated a feeling of health when grocery shopping, regardless of what they were purchasing. Consumers who shopped at stores such as Safeway, Winco, or Trader Joe’s indicated that they sought out healthier foods at their respective stores, but these consumers were also the ones to indicate that in the near future they hope to purchase healthier foods more frequently.

This consumer who places emphasis on healthy groceries, local groceries, and convenient grocery locations overlaps heavily with the target customer of Whole Foods

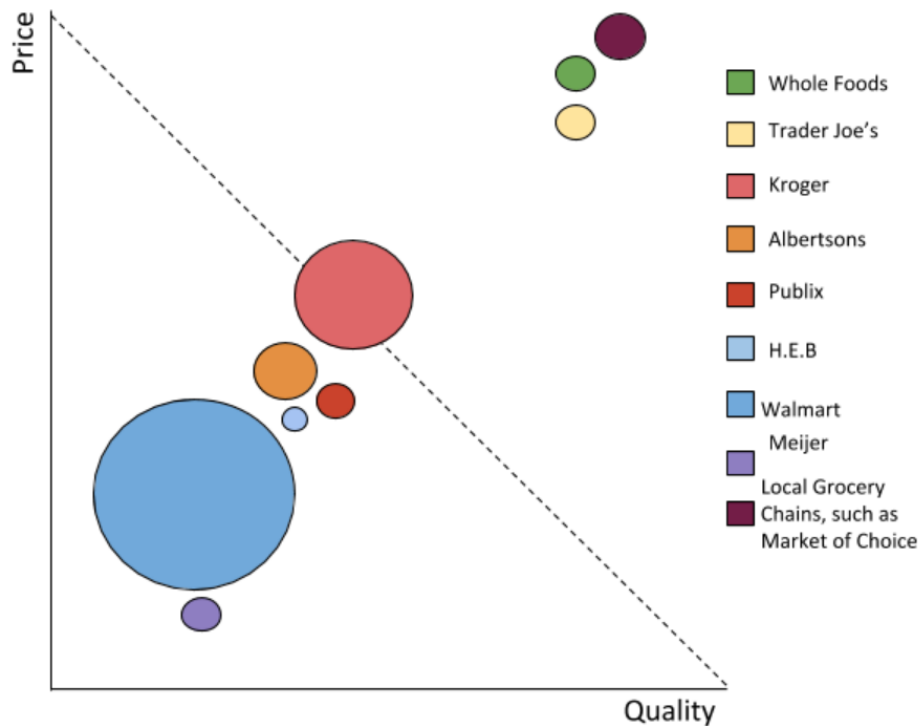
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<sup>84</sup> To read more of this interview, please refer to Appendix 2, Interview 9.

Market. The Whole Foods Market target customer is health-conscious, aware of where the food they're buying is coming from, and conscious of other impacts their choices may have on the environment or local economies. Two of the three interviewees who shop almost exclusively at Market of Choice said that they would shop at Whole Foods Market, but Market of Choice has a location that is far more convenient to them. At this point, it is important to note that geographic location of stores has played a significant role in the customer's choice, and this choice may be different should Whole Foods Market or Market of Choice be in a different location.

Market of Choice has a commanding presence in Eugene and captures much of the market share that Whole Foods Market aims to penetrate. In evaluating the industry matrix that was discussed earlier, local grocery chains that focus on local, health-conscious choices operate in the same general areas as Whole Foods and Trader Joe's when comparing price and perceived quality. This adjustment has been made to the industry matrix which showcases the price and quality of products sold at stores, and the updated matrix follows.

Figure 4: Updated Price and Quality Industry Matrix Representing Local, Health-Conscious Grocery Chains



The three interview participants who frequently shopped at Market of Choice were prone to seeking out local produce. These consumers were acutely aware of the bounty available while living in the case study location. Two of the three interviewees who chose to shop at Market of Choice showed particular awareness of the local options in the case study market. These two interviewees indicated that from May through October, they will stop shopping at Market of Choice nearly all of the time in order to shop at the Eugene Farmers Market for produce and other items. The majority of shopping during this period is still done at Market of Choice, but a small part of the consumers dollar is going to local farmers and to the community.

The “local” products at Market of Choice may be different from the “local” available at Whole Foods Market. Because Market of Choice a grocery only located in

Oregon, if an item is labelled as “local” in the store, that means that it was “made right here in Oregon.”<sup>85</sup> Items sold at Market of Choice come “from all over, but [Market of Choice] enjoys promoting and supporting local farmers, bakers, brewers, winemakers, cheesemakers, and more.”<sup>86</sup>

Whole Foods, on the other hand, has hundreds of stores in the United States, Canada, and the United Kingdom, it more broadly defines “local” by generally defining local by “using state lines.”<sup>87</sup> So, in one of the 10 Oregon Whole Foods Market locations, if an item is marketed as “local” it likely means that it is coming from somewhere in Oregon, similarly to the Market of Choice definition of local, but it could also be coming from a neighboring state such as Washington, Idaho, or California. The local offering at Whole Foods Market has also changed significantly since September 2017 with cutbacks in Whole Foods local sourcing programs to find local food makers and vendors. This process became centralized in the Austin, Texas headquarters where Whole Foods executives would be in charge of choosing what does and does not go on the Whole Foods shelves. Since the relationships with many local vendors has been strained as Whole Foods began to change the working relationships by requiring more percentages of sales and marketing plans from the vendors.<sup>88</sup>

One of these interviewees also discussed the possibility of signing up for Community Supported Agriculture (CSA) boxes. Community members who are enrolled in CSA programs typically receive weekly shares of food from a certain farm

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<sup>85</sup> Grocery Questions - What does it mean when a product is called local? (n.d.).

<sup>86</sup> Ibid.

<sup>87</sup> Local. (2017, September 23).

<sup>88</sup> Ibid.

or a group of particular farms. While members don't have a say of what farm items, such as poultry or produce, they receive in the share of food, CSA boxes typically provide for both locally-grown and healthy groceries. The grocery shopping duties of CSA members is also significantly cut down as they typically just need to pick up their CSA box and stop at a grocery store for any other complementary items for meals.

### **Current Intersection of Ecommerce and Grocery Industry in Case Study Market**

In addition to how consumers currently grocery shop, it is important to understand how consumers interact with ecommerce channels to provision their groceries. The channels that were asked about through the interviews to understand how ecommerce is changing consumer behavior in the terms of grocery shopping were click-and-collect and home delivery. The click-and-collect channel refers to when consumers order their groceries online and then go to a physical grocery store or warehouse location to pick up the groceries that they ordered. The groceries have already been picked out, packaged, and paid for when a customer picks up the groceries. The home delivery channel refers to when groceries are ordered online through either a store or a third party, such as Instacart, and then delivered to an address provided by the customer, often at a time that is convenient for the customer. The home delivery channel can also refer to meal subscription services such as Hello Fresh or Blue Apron. Their services provide pre-planned meal ingredients that customers can cook at their leisure.<sup>89</sup>

All but one of the interviewees had indicated that they had never used a click-and-collect or home delivery option to purchase groceries. One interview participant

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<sup>89</sup> For more information about this subscription service, please refer to Chapter 2.

shared that he doesn't "trust people to" pick out his items and get his shopping list completely right. He shared that he thinks "they're going to forget something, and I find that when I go to the store I remember things that I wanted when I'm at the store, and I can't really think of everything I need when I'm at home. And I also like to see new products at the store that I wouldn't be exposed to otherwise."<sup>90</sup> Interviewees also indicated that they do not use delivery or click-and-collect services for many reasons, including:

- Grocery shopping is not too big of an inconvenience and something they can do themselves.
- Fees associated with such services are too much, especially for consumers who are younger and currently in school or shopping at particular stores, such as Winco, to save money.
- There is an inherent lack of trust when it comes to anyone but themselves picking out items on their shopping lists, particularly produce. Much of this can be instilled from the habitual nature of grocery shopping which for many has been established for decades.

The single participant who had used one of these ecommerce-based grocery shopping options used to be a subscriber to Blue Apron, a subscription-based food box that comes with all necessary ingredients for meals and instructions for how to prepare the meals provided. The man who had used the service described the service as very convenient and simple to use, but also discussed downsides to the service such as the

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<sup>90</sup> To read this entire interview, please refer to Interview 5 in Appendix 2.

high costs and dissatisfaction with some of the meals that were provided. Ultimately, he cancelled his subscription after receiving a few boxes and did not express any interest in parting ways with going to and shopping at grocery stores for his meals. He explained the experience as “[Blue Apron] choose[s] the menu . . . the delivery system, really, really efficient. But if you don't like what they've chosen for the meals of the week, then it's not that great. But the thing that bothered me a lot was all the wasted packaging. And you end up with boxes and polystyrene and all the rest of this stuff. And it wasn't cheap, I think there was \$80 in a week or something like that.”<sup>91</sup>

It is clear through just one interviewee using an ecommerce-integrated grocery shopping method that the intersection of ecommerce and the grocery industry is still a novelty. While these are still a new and unfamiliar channel for provisioning groceries, despite the online grocery business existing since the late 1990s, they are still channels that the majority of interviewees indicated they would consider using as time went on. Participants who were open to the idea of click-and-collect or home delivery indicated that they would likely wait to use the services until the delivery mechanisms and services become more established or until the services are more widely-used among consumers and normalized as typical means for procuring groceries.

### **Consumer Dollar and Wallet Allocation when Grocery Shopping**

With a sound understanding of how consumers think about food and how they go about shopping for that food, it is fitting to understand how consumers allocate their dollars to various grocery stores. Table 2 below contains the pieces of information

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<sup>91</sup> To read the entire interview, please refer to Interview 8 in Appendix 2.

necessary to understand how consumers spend their weekly grocery budget per person as well as the proportion of shopping that is done at each of the stores.

Table 2: Wallet Allocation by Grocery Store and Weekly Grocery Budget

	Proportion of Shopping by Grocery Store	Weekly Grocery Budget by Person	Avg. Weekly Budget for 1 person
Interviewee 1	85% Safeway, 15% Trader Joe's	\$60 for one person	\$60
Interviewee 2	60% Safeway, 40% Trader Joe's	\$40-80 for one person	\$60
Interviewee 3	100% Market of Choice (70% from May-October when shopping at the Eugene Farmers Market)	\$125-150 for two people	\$68.75
Interviewee 4	80% Safeway, 20% Trader Joe's	\$100-120 for two people	\$55
Interviewee 5	70% Trader Joe's, 30% Winco	\$200 for two people	\$100
Interviewee 6	100% Market of Choice	\$80 for one person	\$80
Interviewee 7	70% Winco, 10% Safeway, 10% Target, 10% Fred Meyers (Kroger)	\$30 for two people	\$15



Interviewee 8	100% Market of Choice (90% from May-October when shopping at the Eugene Farmers Market)	\$150 for one person	\$150
Interviewee 9	100% Winco	\$175-200 for four people	~\$46.90

In order to understand the proportion of budgets and actual cash values that are being spent at grocery stores in the case study market, some manipulations were made to the numbers appearing in Table 2 in order to produce Table 3 below. For example, Interviewee 3 indicates that from May through October, or half of the year, she shops at the Eugene Farmers Market 30% of the time when she is not shopping at Market of Choice. Interviewee 3's weekly grocery budget is between \$125-150 for two people, which would mean that Interviewee 3's average weekly grocery budget for one person would equal \$68.75. Half of Interviewee 3's weekly budget for one person is calculated as being spent 100% all at Market of Choice. The other half would be proportionally allocated between Market of Choice and the Eugene Farmers Market. These mathematic manipulations have been calculated and are displayed in Table 3 below.

Table 3: Weekly Grocery Budget in Proportion to Grocery Stores Where Interviewees Indicated Shopping

	Amount of Weekly Grocery Budget Spent at Primary Location	Amount of Weekly Grocery Budget per Single Person	Amount of Weekly Grocery Budget per Single Person
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		Spent at Secondary Location	Spent at Other Shopping Location
Interviewee 1	\$51 (Safeway)	\$9 (Trader Joe's)	N/A
Interviewee 2	\$36 (Safeway)	\$24 (Trader Joe's)	N/A
Interviewee 3	~\$58.40 (Market of Choice)	~\$10.35 (Eugene Farmers Market)	N/A
Interviewee 4	\$44 (Safeway)	\$11 (Trader Joe's)	N/A
Interviewee 5	\$70 (Trader Joe's)	\$30 (Winco)	N/A
Interviewee 6	\$80 (Market of Choice)	N/A	N/A
Interviewee 7	\$10.50 (Winco)	\$1.50 (Safeway)	\$1.50 (Target) & \$1.50 (Fred Meyers/Kroger)
Interviewee 8	\$142.50 (Market of Choice)	\$7.50 (Eugene Farmers Market)	N/A
Interviewee 9	~\$46.90 (Winco)	N/A	N/A

### Seeking out a Whole Foods Market Shopper

This research in particular was grounded in Amazon's entrance into the grocery industry and sought to identify how consumer behavior is changing as a result of Amazon's purchase of Whole Foods Market. However, during the research process, no interviewee indicated allocating any typical amount of the grocery budget to Whole

Foods Market. This is particularly interesting because Amazon has a very strong presence and following in Eugene, Oregon; in fact, seven of the nine interview participants were Amazon Prime subscribers, and all nine of the interviewees regularly purchased from Amazon online. It's curious how one aspect of a corporation can be so successful and widely used in a community, and another entity of the corporation not experience that same success. In order to understand who exactly is shopping at the Eugene, Oregon location of Whole Foods Market, the research process continued, and a couple of negative cases were sought out.

On Friday, April 5<sup>th</sup>, around 5pm, a peak grocery shopping hour, field research at the Whole Foods Market in Eugene began. The parking lot was full, and the store was buzzing with customers and employees; the purpose of going to Whole Foods was to observe what exactly was happening inside of the store and identify why some of the customers were shopping there by starting short, informal conversations and taking field notes.

After two quick and friendly conversations with individual shoppers, I was able to gain a better understanding about their experiences of grocery shopping in general and with Whole Foods Market in particular. Both of the shoppers indicated that this Whole Foods is a convenient stop for them on the way home from work. One shopper said something to the effect of this store being "spendy" but clean, well-stocked, and worth the price tags. She also noted that even though other stores were probably less expensive, stopping at Whole Foods was easier and rewarding when she used her Amazon Prime membership and Amazon credit card. This shopper also mentioned that

the prices of Whole Foods private label brand, 365 Everyday Value, was very comparable pricewise to that of other stores such as Kroger's Simple Truth.

The second shopper shared that he preferred to do larger grocery runs during the weekend to prepare for the whole week at Safeway and Fred Meyers (Kroger). He shared that he had forgotten to pick up an ingredient for dinner at a larger shopping trip earlier in the week, so he decided to stop in at Whole Foods after work. In addition to picking up the forgotten item he had picked out a few other items for addition meals such as a fresh fillet of fish and some vegetables that caught his attention on the way in. He admitted to enjoying shopping at Whole Foods because of the displays, friendly staff, and high-quality items but ultimately prefers to shop at less expensive stores that offer similar products.

## **Chapter 9: Research Conclusions: Implications for the Future and Further Research Opportunities**

This thesis was designed with the notion that ecommerce has begun playing some role in the grocery shopping habits of consumers in the case study market because Amazon has purchased Whole Foods Market, but the impact of ecommerce in the grocery industry and Amazon's acquisition of Whole Foods Market do not necessarily accompany one another. Instead of answering the question of how consumer behavior has been changed through the intersection of ecommerce and grocery shopping being rooted in Amazon and Whole Foods Market, this thesis's conclusion comes in two parts:

1. Amazon is now operating a hybrid business that has expanded beyond ecommerce into grocery. In order to succeed in the grocery industry, Amazon must make changes to Whole Foods Market's business model to accommodate the various localities in which Whole Foods operates.
2. Methods of procuring groceries through ecommerce-based channels such as click-and-collect, or home delivery may not be a widely used, but they are options that consumers are aware of and open to in the future.

### **What Amazon Must Do to Grow Whole Foods Market's Consumer Base**

The analysis of how consumers allocate their grocery shopping money in the Eugene market lends itself to larger implications for what Amazon and Whole Foods Market will need to consider in order to gain a larger market share of the grocery industry in a variety of market in which Whole Foods operates. In order to understand

what is happening in this particular market and make the changes necessary to succeed, Amazon needs to consider what people are eating, how people are or are thinking of grocery shopping, and how people are choosing to spend their money in accordance to how they think about eating and grocery shopping.

Eugene, Oregon offers a cautionary tale of how Amazon is alive and thriving and people are relying on Amazon's ecommerce business for many things, but the Amazon brand is not enough to penetrate the grocery shopping market. In this market there are existing market leaders based on price, Safeway and Winco, local and health movements, Market of Choice, and convenience and adventure in product offerings, Trader Joe's. The movement towards responsibly and conscientiously allocating consumers' dollars based on the set of motivations each consumer has when deciding where to grocery shop puts the pressure on grocery stores to find some way to make their stores stand out and earn consumers' business.

While consumers who are motivated by healthy or local foods may be drawn towards Whole Foods in other markets, in the case study market these consumers are drawn towards hyperlocal options such as Market of Choice, farmers markets, or even CSA boxes. This trend of having other ways to provision healthy or locally procured foods is generalizable across many different markets. Eugene, Oregon offers a perfect example of why Whole Foods needs to understand that they are not always the premium experience or local choice. If Amazon and Whole Foods Market want to capture the consumer dollar and be a player in the grocery industry, they must develop nuanced understandings of the different kinds of markets they are operating in.

## **Ecommerce and Grocery Shopping's Current State and Their Future Together**

Businesses have been trying to implement grocery delivery services for over two decades now, but no one has been able to make a market-dominating, successful model yet. Why is that? There is something about the products that are being purchased and the purpose of the products that are purchased which makes grocery shopping a typical chore that is more similar to doing laundry as opposed to going clothing shopping. The various motivational criteria for different customers help them choose what to buy and how to buy it. All of these criteria that a consumer may have, whether it be low prices or the best quality products, can be fulfilled by choosing to have groceries delivered or available for pick up at the store after submitting a list online.

The act of going grocery shopping in a store and picking out one's groceries requires a significant amount of time but allows customers to pick out what they want, which ones they want, when they want. All of the interview participants admitted that if the functions of either grocery delivery or click-and-collect groceries or the perfect storm occurred, they would consider using some ecommerce-based shopping method to provision groceries. For some consumers the services need to become more established or widely used, but for other consumers they need to become busier and not have any time to go grocery shopping anymore. One participant admitted that in order to use a service like this, his health would need to deteriorate, and only then would he consider relinquishing his grocery shopping habit of going to the store.

Despite the intersection of ecommerce and grocery being around for more than two decades, consumers still consider the idea novel. I anticipate that as click-and-collect and home delivery options become more popular at more stores such as Trader

Joe's, Winco, and even Market of Choice, there will be movement to use these services, especially by younger adults who have not had the habitual nature of shopping ingrained into their minds for as long of time as their older counterparts. I believe that changes in the grocery industry are possible and that the intersection of ecommerce and grocery may be a widely-used reality in the years to come, especially now that consumers are aware of it, talking about it, and noticing changes in grocery stores that they both shop at and drive by each day.

### **General Managerial Application of Research Findings**

Across markets, ecommerce and brick-and-mortar modes of shopping are converging. Ecommerce retailers are trying to deliver instantaneous services to make online shopping the choice of consumers, whereas brick-and-mortar retailers are creating ecommerce-integrated channels while still offering the social, aesthetic, in-person shopping experience. While retailers move towards this hybrid model across markets, it is clear how easy it is for large scale businesses to lose sight of the needs of the different communities and localities in which they're operating. In the case of this thesis, some of the most successful grocery stores, such as Market of Choice and Trader Joe's, are those which are not actively trying to converge ecommerce with their traditional brick-and-mortar models. These unchanging grocery models offer consumers the traditional experience of grocery shopping as well as the hedonic benefits of shopping in-person, without being bogged down in adapting the newest technology or grocery channels.

This suggests that there are certain factors that must be considered by managers and boards of directors when considering updating systems and grocery shopping



channels for their particular businesses. Shopping for food is not the same as shopping for clothing or household goods which can be seen in this research, and managers must consider how they are able to offer consumers the in-person, sensory experience that is desired when grocery shopping. Managers must understand the unique boundary conditions in local marketplaces which can either accelerate or stifle the growth of a grocery business. For example, in the Eugene, Oregon marketplace there is a local bounty available and a unique experiential opportunity for consumers at local stores or markets. This local condition gives consumers many locally produced or grown fresh grocery options when they are choosing where they are purchasing their foods and what they are buying.

There seems to be an undeniable intersection between ecommerce and brick-and-mortar, but in regard to grocery shopping, there is much more to focus on as opposed to other types of shopping such as clothing retailers. Rather than accelerating towards ecommerce or a hybrid brick-and-mortar shopping option, food retailers must understand the needs and expectations of the consumers they are serving. In addition, food retailers must also consider the specific localities they are operating in and the unique condition of the localities they are operating in as this may result in important boundary conditions for that particular grocery marketplace.

### **Implications for the Future**

At its core, this thesis seeks to understand why people make the choices that they do. Why do people make irrational or rational, thought-through or impulsive, and subjectively right or wrong choices each day? How can we best understand the human experience of choosing how to fuel your body and how to get that fuel for your body?

This thesis raises a handful of questions such as how Amazon can begin dominating the food industry and how consumers think about purchasing groceries especially when considering the various channels available to them. In addition to these questions, this thesis also opens the door for more empirical questions which may fundamentally change the makeup of our day to day habits in years to come. What will the future of grocery stores be? How can ecommerce-based grocery channels gain traction and earn the business of consumers? How can a massive corporation create a knowledge base which enables them to understand each unique market they are operating in and cater to the specific needs of each market? Time may tell for some of these questions, but researching and seeking out answers may provide consumers, grocers, other grocery industry participants, and competitors with answers about the future of grocery shopping.

## Appendix 1: Interviewing Materials

### Recruitment Poster

The following poster was posted around the University of Oregon campus and Eugene area to recruit potential interview participants. Participants were only communicated with via email and in person, and interviews were voluntary and done at the convenience of the participant.

## SHARE YOUR GROCERY SHOPPING HABITS AND HELP A RESEARCHER!



If you have **15 minutes** to sit down and talk about your grocery shopping habits and are hoping to help an undergraduate researcher at the UO, keep reading! I am an undergraduate Honors researcher at UofO hoping to understand your grocery shopping habits

To set up an interview or inquire about this opportunity, please reach out via email at [kathryna@uoregon.edu](mailto:kathryna@uoregon.edu)

As a small token of appreciation all interviewees will be gifted a \$10 gift card to Amazon or Target

## **Interview Protocol**

The following script was used as an interview protocol for each of the voluntary interviews. The paragraph at the beginning was read prior to each of the interviews to ensure that interviewees understood the terms of the interview.

Thank you for agreeing to take part in this voluntary interview. This interview should take no more than ten minutes, and you may stop the interview at any point. If you do not want to answer a question, you do not have to. *I would like to record the interview so that I can listen rather than take extensive notes* Your responses will be kept anonymous and they will not be linked to you or your identity in any way. Are you ready to begin?

1. Where do you typically grocery shop?
2. Where else do you like to grocery shop?
3. What proportion of your shopping is done at the store you visit most often?
4. Please tell me more about your last shopping trip? (probe for details)
5. Describe your overall feelings about going grocery shopping.
6. What do you enjoy most about going grocery shopping?
7. What do you enjoy least about grocery shopping?
8. Can you describe what your ideal grocery shopping experience would be?
  - a. What obstacles and circumstances prevent you from having this grocery shopping experience?
9. Are you familiar with grocery shopping options that allow you to pick up groceries in the store after ordering them online? If Yes,
  - a. Have you ever used this click-and-collect option to get your groceries?

- b. Why or why not?
  - c. If yes: please describe your experience.
- 10. What do you think about ordering groceries online so that they are delivered to your home?
- 11. Have you ever used the “order online” function when grocery shopping to have your groceries delivered to your home?
  - a. If yes: Please describe your experience. What did you think about the groceries that were delivered to your home?
  - b. If no: would you ever use the “order online” function? Why or why not?
- 12. Have you noticed any ways that your grocery shopping habits have changed in the past few years?
  - a. If yes: How so? Please describe.
  - b. If no: why not? Please describe.
- 13. Do you think that in the next 2-3 years your grocery shopping habits will change?
  - a. Why or why not?
- 14. Are you familiar with the Whole Foods brand?
  - a. If yes: Have you ever shopped at Whole Foods?
  - b. If yes: Do you feel as though there have been any changes in the Whole Foods store in recent years?
- 15. How familiar are you with Amazon?
  - a. Are you an amazon user? Do you have Prime?
  - b. What are the things you like the most about Amazon?

- c. What are the things you like the least about Amazon?
  - d. Have any of your grocery shopping habits been changed through your use of amazon or amazon prime? This can be anything from household goods such as soap to produce.
  - e. Are you familiar with Amazon fresh? Have you used it, or would you consider using it?
16. Can you estimate about how much money you spend on your average weeks-worth of groceries? How many people do you typically grocery shop for?
17. Please choose which best describes you:
- a. When I go grocery shopping, I go to the store that is the most convenient or the least expensive
  - b. I often find myself excited or dreading going grocery shopping
  - c. When I grocery shop, I tend to pick items that are the best for me or the cheapest to purchase
  - d. I often buy conventional or organic produce
  - e. I prefer shopping at brands that have mostly local foods or a lot of variety
18. What is your age and gender?
19. What would you estimate your average annual income to be?

## Appendix 2: Interview Transcripts

During research, there were a total of nine interviews completed. Each of the interviews has been transcribed and copied below. In each interview, “researcher” indicates when the researcher is talking, and “interviewee” indicates when the interviewee is talking. If the interviewee uses a specific name or any identifying information in the interview, it is has been replaced and can be identified with a [] around the information that has been replaced. For example, in interview one, the interviewee uses a name which has been replaced with [Mary] so that the identity of the interviewee cannot be linked to the responses provided.

### Interview 1

Researcher: Thank you for agreeing to take part in this voluntary interview. This interview should take no more than 10 minutes, and you may stop the interview at any point. If you do not want to answer a question, you do not have to. I would like to record this interview so that I can listen, rather than take extensive notes. Your responses would be kept anonymous, and they will not be linked to your identity in any way. Are you ready to begin?

Interviewee: Yes.

Researcher: Okay. Where do you typically grocery shop?

Interviewee: Safeway, usually.

Researcher: Safeway?

Interviewee: Yeah.

Researcher: Where else do you like to grocery shop?

Interviewee: Sometimes Trader Joe's, just to get small things for certain dinners. So that's that. Pretty much just Safeway. Yeah, I'd say those two.

Researcher: So, going off of Safeway and Trader Joe's, what proportion of your shopping is done at the store that you like to visit the most, at Safeway? It can be super rough.

Interviewee: Yeah, probably, honestly, maybe 85% would be done at the single Safeway that I go to.

Researcher: Okay. Awesome. Could you tell me more about your last shopping trip? I know it might've been a little bit weird with the snow and everything, but just the last grocery shopping trip that you had?

Interviewee: Just anything I bought?

Researcher: Yeah, just was it a long trip, a short trip? Did you go there for specific things or a long list?

Interviewee: Yeah. So, it was actually last night. I bought [Mary] one ginger ale because her stomach was upset. So that was last night.

Researcher: Okay, perfect. What about your last one that you may be shopped more for, wanted to get some meals for the weekend?

Interviewee: Sure. Yeah, that was last week, probably around, I think either ... towards the end of the week, Thursday or Friday. And I probably spent around \$40. Yeah, I didn't get too much things, just because there was not much time left, so I try to save as much money as possible.

Researcher: That makes sense. Can you describe your overall feelings about grocery shopping?

Interviewee: Yeah, I like it. I don't have any issue with it.

Researcher: Okay, cool. What do you enjoy most about going grocery shopping?

Interviewee: I'd say thinking about like making something, not special, but just finding a recipe that you want to try. And then just going out and getting the ingredients. That's probably the best part about it for me.

Researcher: Cool. That's awesome. What do you enjoy least about grocery shopping?



Interviewee: I would say, I mean this last week, because of the snow, the lines were pretty crazy. That's really the only unenjoyable part for me.

Researcher: That makes sense. Can you describe your ideal grocery shopping experience?

Interviewee: Sure. I am able to find my items that I need within a reasonable time. There is little to no line. And I guess, I wouldn't need too much employee interaction, usually. So just a low amount of waiting time, I would say.

Researcher: That makes sense. So, are there any obstacles or circumstances that often prevent you from having that kind of experience?

Interviewee: Yeah. I like to use the self-checkout. And usually there's a pretty big line there, just cause I feel like I could do it quicker than waiting for people with a lot more stuff. But yeah, so that's pretty popular, so that I guess, would be an obstacle.

Researcher: Okay. Are you familiar with grocery shopping options that allow you to pick up groceries in the store after ordering them online?

Interviewee: Yes, a little bit.

Researcher: Okay. Have you ever used that click and collect option to get your groceries?

Interviewee: No, I have not.

Researcher: Why not?

Interviewee: I feel like it's not too big of an inconvenience for me cause I don't ... I just go to school. I can see if like I was working as well, or I just didn't have the time, then that would make sense. But I feel that it's not necessary.

Researcher: That makes sense. What do you think about ordering groceries online, so that they can be delivered to your home?

Interviewee: Yeah, that's again, it's a convenience thing, if you don't have the time. I think my dad actually does that. He has a Blue Apron.

Researcher: Okay. Yeah.

Interviewee: Yeah. So, he does that because he works late, and so he likes to just be able to get home and cook and not have to shop. So yeah, it's good for convenience, definitely.

Researcher: Definitely. Have you ever used the order online function yourself when grocery shopping, to have them delivered to your home?

Interviewee: No.

Researcher: Would you ever use the function?

Interviewee: Yeah, I'm not opposed to it.

Researcher: Is that mostly just for convenience purposes-

Interviewee: Definitely.

Researcher: ... or would there be other reasons why?

Interviewee: I mean it probably wouldn't be cheaper, so probably cost wouldn't be it. So, I'd say convenience would be the main thing then.

Researcher: Okay. Have you ever noticed ways that your grocery shopping habits have changed over the past few years?

Interviewee: Yes. I'm trying to think.

Researcher: No, you're good. You have time.

Interviewee: I'll say buying less snack foods.

Researcher: Okay.

Interviewee: And mostly, I guess, what's the word? Mostly thinking about like just dinners and stuff, like bulk items for lunch and stuff. And just kind of saving costs by just trying to make as many meals as possible, I would say. Yeah, that's the main thing that's changed.

Researcher: Cool. And so, do you think that in the next two to three years, I know you're getting ready to graduate. So, after graduating in the next few years, do you think your grocery shopping habits will change?

Interviewee: Yeah.

Researcher: Yeah. How so?

Interviewee: I would say probably buying more higher quality ingredients, because I'll have more of an income, like disposable income. Yeah, just maybe even not shop at Safeway as much, maybe more like a Whole Foods or kind of more natural foods place. That is just not really in my budget now. But I would say the methods will be similar, just I guess, maybe go a little bit more throughout the week for different dinners, rather than kind of buy in bulk and like have stuff wait and sit and stuff.

Researcher: That makes sense. Okay, cool. So, you just mentioned them, but are you familiar with the Whole Foods brand?

Interviewee: I am.

Researcher: Okay. Have you ever shopped at Whole Foods?

Interviewee: Yes, I have.

Researcher: Was that like when you were home in California? Or have you ever shopped at it here in Eugene?

Interviewee: I think honestly, I've gotten groceries there one time and it was only a few things. And most of the time when I go there now, it's just, I don't go up here really at all. But I guess back home, is for like their lunch stuff.

Researcher: Like the prepared meals and stuff?

Interviewee: Yeah, yeah, that's about it.

Researcher: Okay. That makes sense. Do you feel as though, I know you've had limited interactions with them, but any changes that you've noticed in like Whole Food stores or in their product offerings over the past few years?

Interviewee: I haven't really noticed much of a change going to the stores. Yeah, I would say probably not.

Researcher: Okay. And how familiar are you with Amazon?

Interviewee: Yeah, pretty, pretty familiar yeah.

Researcher: Okay. Are you an Amazon user?

Interviewee: Yes.

Researcher: Do you have Prime?

Interviewee: No, I don't.

Researcher: Okay. What are the things that you like most about Amazon?

Interviewee: Again, convenience and cost are kind of my ... I mean now it's pretty much just cost. I'm in school. But convenience and I guess selection, because their scale is crazy. So pretty much anything that you need to buy as like for a birthday or Christmas or whatever, they pretty much have. And also, their website is easy to use. I have their app. I don't really use it, but I'm assuming that's probably easy as well.

Researcher: Okay, cool. Are there things that you don't like about Amazon?

Interviewee: As in like the company or just in general?

Researcher: The company, the services that they offer, whatever that means to you?

Interviewee: Not really. I mean, I don't see an issue with them. I haven't really heard anything, like any wrong corporate social responsibility, things from them. So, I personally, no, I do not have any issue with them.

Researcher: Cool. Have any of your grocery shopping habits been changed through your use of Amazon?

Interviewee: No.

Researcher: Okay. Sorry, I meant to say this last part, it could be anything from like household goods such as soap, or toilet paper, or paper towels, anything like that?

Interviewee: No.

Researcher: Okay. Are you familiar with Amazon Fresh?

Interviewee: No, I'm not.

Researcher: Okay. So, you don't have Amazon Prime. So, can you estimate how much money you would spend on an average weeks' worth of groceries?

Interviewee: Average weeks. . . Probably \$60.

Researcher: Okay. And do you typically just grocery shop for yourself or did you shop for other people too?

Interviewee: Mainly myself, but if I make dinner and like [Mary] will come over.

Researcher: Yeah, that makes sense.

Interviewee: Yup.

Researcher: Okay. I'm going to read a few statements, and then if you could just choose the option that applies to you best, that'd be awesome. Okay?

Interviewee: Sure.

Researcher: When I go grocery shopping, I go to the store that is either most convenient or the least expensive.

Interviewee: Least expensive.

Researcher: I often find myself excited or dreading going grocery shopping.

Interviewee: Excited.

Researcher: When I grocery shop I tend to pick items that are either the best for me or the cheapest to purchase.

Interviewee: Cheapest.

Researcher: I often buy conventional or organic produce.

Interviewee: Organic.

Researcher: I prefer shopping at brands that have mostly local foods or a lot of variety.

Interviewee: Variety.

Researcher: Okay. And then just for demographic purposes, what is your age and gender?

Interviewee: 22, male.

Researcher: Fabulous. And then, would you estimate your average annual income or any income that you would have at this point?

Interviewee: Annual income.

Researcher: It can be super rough. It's not gonna-

Interviewee: I'd say, I mean right now. I would estimate maybe \$8,000.

Researcher: Okay.

Interviewee: Yeah, because I usually just work in the summers.

Researcher: Okay. That makes sense. Okay, perfect. That is all that I have for you.

## **Interview 2**

Researcher: Thank you for agreeing to take part in this voluntary interview. This interview should take no more than 10 minutes, and you may stop the interview at any point. If you do not want to answer a question, you do not have to. I would like to record this interview, so I can listen rather than take extensive notes. Your responses will be kept anonymous and they will not be linked to you or your identity in any way. Are you ready to begin?

Interviewee: Yes.

Researcher: Great. Where do you typically grocery shop?

Interviewee: It's kind of split between Safeway and Trader Joe's. Not for any real price point reason, but Trader Joe's has the frozen food that I like more, whereas I get my produce and stuff from Safeway.

Researcher: Okay. Cool. Do you shop anywhere else aside from Trader Joe's and Safeway? Like on occasion or ...

Interviewee: Every now and then, pop into Whole Foods. Whole Foods is like the most expensive though. So, that's like really if I'm looking for something very, very specific. Other than that, it's really mainly Safeway or Whole Foods. I mean, also, if I like to happen to be at Target and I need eggs, I'll pick them up there too. But that's not really where I go to do my grocery shopping.

Researcher: Okay. That makes sense. It sounds like you shop mostly at Safeway and at Trader Joe's. So, what proportion of your shopping is done at each of those stores?

Interviewee: That's a good question.

Researcher: It can be super rough but ...

Interviewee: I would say probably like 60% Safeway, 40% Trader Joe's. Also, a lot about that is just proximity. Safeway's up the street and Trader Joe's you gotta drive a little further. Safeway also ... I'm a Safeway rewards member or whatever. And there's a lot of stuff that will go on sale and I can afford that better. Yeah, that's kind of it.

Interviewee: Trader Joe's is still like relatively in the price range, kind of for healthier food too which is why I like ... when I get my frozen food I go there just because it's a little healthier than buying like a Digiorno pizza from Safeway or something. But yeah, probably 60, 40.

Researcher: Okay. Cool. Would you mind telling me about your last shopping trip?

Interviewee: Yesterday I went to both Trader Joe's and Safeway. Yeah, I went to Trader Joe's because I just literally like needed ... I literally had no food at my house. And so, I just went, and I got, you know, I think I got Brussels sprouts and raspberries and apples and then a bunch of frozen food. They have really good chicken tiki Marsala that's really yummy. Then I needed ... this is another thing ... I guess I needed other general stuff, like I needed toilet paper and I don't want to buy Trader Joe's organic toilet paper and stuff like that. So, I went to Safeway. And also, Trader Joe's was out of sweet potatoes, so I got sweet potatoes at Safeway.

Interviewee: But Safeway wasn't originally planned in to the, I was mainly going to Trader Joe's.

Researcher: Okay, so Safeway just kind of got thrown in there. Last minute shop.

Interviewee: Yeah, cause I really needed toilet paper.

Researcher: Would you mind describing your overall feelings about grocery shopping?

Interviewee: Yeah, I don't really like it that much. I'm like really bad at buying my own food. Which is, I think, why I tend to get frozen food a lot, just because it's more convenient. Especially being in college and I'm like out and about literally all of the time. And it's easier to get home to cut open a bag of fried rice and cook it up than it is to take the time to cut all the vegetables and this and that and every other thing. And learn how to sauté and all this stuff, which I have gotten a little more into cooking recently but literally just a little more.

Interviewee: But yeah, other than that, I feel like I generally don't know what to buy. I was definitely raised where my mom did all the grocery shopping and was like this is what we're having every night. I was never really a part of the conversation. And so, trying to figure out how to do it on my own has been a lot of trial and error. Like a lot of I'll buy something thinking I want to eat it and it'll sit in my fridge for six months and I'll be like forgot that I bought that salsa, guess I have to throw it away now. You know.

Researcher: Yup, that makes sense. So, overall not a good feeling about grocery shopping but what do you enjoy most about grocery shopping?

Interviewee: I definitely enjoy the freedom of it. I guess I don't hate it altogether, that was like I'm dramatic. I definitely think that it's cool to kind of dictate what I'm buying and what goes into my body and things like that. Again, being raised in an Italian household and things like that, it was just pasta, carbs, red meat, all the time, all the time, all the time. And so, kind of having the freedom to try to new vegetables and try new recipes that I'm finding for myself, that's really exciting for me and it's something that's like I'm looking forward to for after college and stuff too.

Interviewee: Especially because I think that when I am in kind of the standard nine to five job and I'm coming home at night, I'll be more inclined to actually cook for myself just because it's so easy when I'm on campus for all day to get Chipotle at the EMU and things like that. And then all my food at home is just sitting there doing



nothing. So, I think that grocery shopping isn't the worse thing in the world but it's just like ... it's cool to have the cooking freedom, you know.

Researcher: That makes sense, yeah. Can you pinpoint one thing about grocery shopping that's your least favorite thing?

Interviewee: That's a good question. I would say something that I kind of struggle with right now is just buying a bunch of groceries knowing that I'm only cooking for myself. I don't know, I live with one other person, who is a very picky eater. So, it's not like we do cooking nights together and things like that and so it's definitely sometimes easier to go and spend \$11 at Sweet Basil and get a full meal as opposed to spending \$50 on vegetables and Salmon and all these things that I'm going to cook just for myself. So, I feel like that's probably the most frustrating part, just know that it's only just going to me. Which, I guess kind of sounds weird. I don't know but it was like when [John] was here this summer, we cook a lot together and stuff, it made more sense to me that like that was why I was grocery shopping because I was sharing it with someone else. I guess that also comes from being Italian and doing all that together.

Researcher: Like more of a shared experience?

Interviewee: Exactly. So, yeah, that's probably the worst part is know that probably a lot of the food is probably going to go to waste because I'm probably not going to eat it all by myself.

Researcher: Okay, that makes sense. Can you describe your ideal grocery shopping experience? So, you know, ...

Interviewee: Like one I've had before or any just ...

Researcher: How you would interpret it, so if you imagine that you're living your best life five years from now, how does that grocery shopping trip fit into it and why is it so wonderful?

Interviewee: Yeah, I mean hopefully five years from now I have a better idea of what I like to eat and what I like to cook and things I'll actually want to have. And also, like I said, hopefully I'll have like a more normal life schedule where I'll actually be home more and be like cooking for myself more. So, instead of my ideal grocery trip, it's just like knowing who I'm cooking for and knowing what I'm cooking. Knowing how much of it to buy and just like not having any stress about like do I want to try this today; do I want to try

this today. And more just like knowing like what I'm going and where and like what I'm ... I don't know, I feel like a lot of what I do when I grocery shop now, is I go in with no list and I like walk around and I'm like, "This looks good. This looks good. This looks good."

Interviewee: But it's so much easier when you have like an itemized list of the things that you want, like you intend to cook with.

Researcher: That makes sense. So, are the items that would be on your list, that would make your grocery shopping experience ideal, are they, you know, organic or are they ... what are those items looking like?

Interviewee: Yeah, I mean, well ... definitely like when I'm at a financial place that I can like afford, let's say like the better healthier foods, like that's for sure ideal. You know like I keep saying, hopefully I'm not buying as much like frozen food, hopefully I'm buying like real produce and like real chicken and meat and all these things that I'm wanting. That I can actually like cook them for myself. Like, I feel like the main goal is to have like fruits, veggies, meats, and to not have any processed stuff that I'm buying now literally because it's in my price range.

Researcher: That makes sense.

Interviewee: Yeah.

Researcher: What obstacles or circumstances can you identify that make that ideal grocery shopping situation not the case?

Interviewee: Definitely like money. And like right now, money and time are like the biggest things because I am so reliant on what my dad is giving me to go buy groceries with right now. And the pay check I get once a month and so that kind of makes it hard for me to want to spend \$5 on organic strawberries when I can spend \$2 on the normal, you know. And ... definitely that and then the time thing literally just like I have such a weird schedule being in college, like I don't have class Monday, Wednesday, Friday but then I go to the EMU and do my homework but I have class from twelve to five on Tuesday so I'm not home for like literally lunch to dinner time and it's like not knowing like ... you know just the convenience of being able to like walk home and pass Qdoba on the way and like pick it up on the way home. Yeah, those are probably just like the biggest factors, just like the money and the time.

Researcher: Okay. Cool. Are you familiar with grocery shopping options that allow you to pick up groceries in store after ordering them online?

Interviewee: I'm aware of them but I don't use them.

Researcher: Alright. So, why haven't you used them?

Interviewee: I don't know. That's a good question. I think it has a lot to do with when I would go to the grocery store with my mom when I was younger, she was like very specific about what vegetables she was picking, like she wanted to be the one to like look at all the onions and be like this is the one that I want to use for the sauce later, this one looks the best. So, I think that like she's kind of built up a little skeptic in me that's like, you know, make sure that you see everything that you're buying. And so, I think there's a level of distrust with an online service with someone doing it for me when I'm like that particular because my mom made me that way.

Researcher: Okay, that makes sense. What do you think about ordering groceries online so that they are delivered to your home?

Interviewee: I mean that sounds really convenient but again it's like the same situation where it's like, I just don't know about someone picking out all my stuff for me.

Researcher: Right. So, for a lot of those services they'll have like a \$5 or \$10 fee associated with them, is that something that would prohibit you from using it or maybe question it?

Interviewee: I think that that's something that currently would kind of stop me from using it but maybe in the future, not so much. And I mean, currently literally because that's \$5 or \$10 like that's another something I could just buy myself at the grocery store when I'm there, that's a cup of coffee I could get later, that's like a drink at the bar, whatever it is, like that's just one more thing right now that's a big chunk of my budget. But yeah, like in the future when I have like a stable income, that doesn't seem like it would be a huge factor for me. I know my dad uses services like that a lot and so it's definitely like a convenience thing.

Researcher: Okay, cool. So, have you noticed any ways that your grocery shopping habits have changed over the past few years?

Interviewee: Yeah. I mean definitely kind of what I was thinking, every ... I feel like every time I go to the grocery store, I like to learn a little bit more like what I want. I don't know, like one of the recent things I've been doing is like I started making my own pasta sauce instead of buying it in the jar. I've only done that like two or three times so far because I literally just started doing it but it's like now that I know how to do that, I know that when I go to the grocery store I'm going to pick up garlic and onion, crushed tomatoes, tomato paste, and olive oil, you know. And it's just like, I know that those five things live have become a very stable part of my diet because I feel better when I make my own sauce versus like using it out of a jar. And that's just like the Italian thing in me but it's like my mom gave me her recipe and I was like, why not just try this.

Interviewee: So, it's definitely the little things where it's like there are things that I've learned that are kind of easy to like to incorporate into what I'm buying and like easy to cook at home. Like cooking sauce is time consuming but it's like when I'm home and doing nothing, I pop on Netflix and do it at the same time. So, yeah, I would say just in general, learning what I like to buy for myself and what I like to cook. Which I think is literally gonna still change so much like in the next couple of years.

Researcher: Yeah, would you mind ... that's my next question, how you think those grocery shopping habits are gonna change in the next two to three years?

Interviewee: Yeah. I mean again, it's like learning what I like can cook, I guess. And I've learned a lot of easier ways to do things, like a one pan, sheet pan meal where you like lay down the veggies and like lay down the chicken on top and you stick it in the oven for thirty minutes and then it's done. And so, hopefully, again, in two to three years, when I'm like making real money, it'll be so much easier to like to go in and be able to like actually to buy all these things that I want all the time. Because it's like, you know like last night I bought veggie ... well, so one of the things I really like to make now is I literally just throw like Brussels sprouts, apples, and sweet potatoes on a pan and like stick them in the oven for a little bit and it's like really yummy. Like roasted veggies, super easy. But it's like I bought four apples yesterday and those four apples were like \$7. And it's like, that sucks, you know. Like each apple was like a \$1.29 and that's just so unreasonable for me right now.

Interviewee: So, it's like that's not something I can do all the time because I can't literally afford to buy apples all the time. So that's like one of the things I'm really hoping changes, is to be able to afford apples.

Researcher: Love that. You mentioned it a little bit earlier but are you familiar with the Whole Foods brand?

Interviewee: Yes.

Researcher: Okay. Have you ever shopped at Whole Foods?

Interviewee: Yes, I have.

Researcher: Okay, do you feel as though there has been changes in the Whole Foods stores in recent years?

Interviewee: Yeah, I would say so. I mean, I remember when I was like younger and I would go to Whole Foods, I think cause maybe it was like a specific store I went to at home too, but it seemed very almost like hippy-dippy, you know. It was very like naturally resourced everything this, everything that, organic this. And my mom and I were like never went there and what I've noticed is like the store here, especially recently, I'm sure this is jumping the gun but, like I've noticed now because Amazon's bought them and stuff like that, like you can get like 10% off your groceries if you're like a Prime member or whatever. So, that's a good, cool think they're doing. That's a cool way to like to get some groceries from like a nice place for a little cheaper.

Interviewee: But that's definitely like a big change, being able to like use technology to get cheaper groceries has opposed to something that I like originally considered to be very like, you know naturally grown this.

Researcher: Okay, so then moving on to Amazon. Are you familiar with Amazon?

Interviewee: I am.

Researcher: Okay.

Interviewee: I'm a Prime member too.

Researcher: Okay, great. So, what are the things that you like most about Amazon?

Interviewee: Just in general from like besides groceries and stuff too?

Researcher: Yeah, just like how the service works, how the service meets your needs.

Interviewee: Totally. Definitely efficiency. Love being able to get something, like order something and be able to have it at my door literally in two days. Even sometimes there's what, the same day delivery and like one day delivery for free if you pay like the \$6 for Prime every month. So, I love ... that's probably like my favorite thing about it. I've also found that they have most products that I'm looking for, I guess. And if they don't, they have like a really good substitute for what it is that I'm looking for. So really, really, I think like just the efficiency is really great.

Interviewee: They're obviously things that I don't like about Amazon too, like ... shall I?

Researcher: Yes.

Interviewee: Okay. Well, they're not the nicest company in the world. Like obviously I'm aware that there's some poor labor things going on like at their warehouses and like definitely makes me question like buying things from Amazon but then it's like, I'm in this situation right now where I am a poor college kid and cheap, fast things on Amazon kind of out weight that for me right now, as terrible as that sounds. So, I'm hoping that once I have that money, Amazon won't be something I'm relying on as much. But yeah, I don't know, you hear like terrible things on Jeff Bezos all the time and it's just not great.

Researcher: Cool. Have any of your grocery habits change through your use of Amazon or Amazon prime?

Interviewee: Not my grocery shopping habits.

Researcher: It can be anything like household goods, such as like toilet paper, paper towels, or ...

Interviewee: No, I usually still go to Safeway or Costco for things like that. I mean, I've definitely ordered like you know a spatula and things like that, more objects than stuff, I guess.

Researcher: Not every day use.

Interviewee: Yeah exactly.

Researcher: Are you familiar with Amazon Fresh?

Interviewee: Is that like their grocery thing?

Researcher: It's a grocery delivery service you use.

Interviewee: I feel like yes but clearly no.

Researcher: That's okay. Would you ever consider using it? Like having a large corporation go in and pick out the groceries and the produce that you are looking to buy and deliver it to your home for a fee?

Interviewee: I mean, again probably not. I feel like if I were to start using like one of these services, like it would probably be like ... I know you can order groceries through Safeway online and they deliver them and stuff, I'd probably do something like that. My dad uses one that's called like Egg-something. Egg ... Good Eggs, I think is what it is. Something, one of those. But yeah, I feel like I'm more comfortable, if I were to ever do the online thing, like using maybe like a smaller scale corporation than Amazon. Obviously, Safeway's not like a small scale but it is like smaller than Amazon and they're mainly groceries, as opposed to like a bunch of like other objects and stuff.

Researcher: Would you consider using a delivery service from Whole Foods?

Interviewee: See that's so interesting. I see what you did there. Because maybe. But ... I guess I would be because it's more, I think the idea for me is that it's coming from the grocery store and not from some like giant corporation even though Amazon and Whole Foods are technically like one now, but I feel like it just makes me feel better to know that it's coming from the food people.

Researcher: Makes sense. So, getting more into a little bit of demographic information, can you estimate how much money you spend on you an average weeks' worth of groceries?

Interviewee: How much I spend on an average weeks' worth of groceries?

Researcher: Yup.

Interviewee: Well, let's see. I spent like \$48 at Trader Joe's yesterday and then another \$18 at Safeway. I would say that's probably normal for the week. I mean, I don't go grocery shopping every single week but when I do, that's generally about as much as I spend I would say, like between like ... I would say between like \$40 and \$80 is like my range.

Researcher: Yeah, cool. I'm going to read some statements and it'll have kind of like two options for you to identify with. So, I'll go ahead and read them and then if you just want to let me know which one you think relates best to you, that would be awesome.

Interviewee: Sure.

Researcher: When I go grocery shopping, I go to the store that is either most convenient or the least expensive.

Interviewee: I don't know because I do both, man. Okay.

Researcher: Which one do you identify more with?

Interviewee: Probably least expensive.

Researcher: Okay.

Researcher: I often find myself either excited or dreading grocery shopping?

Interviewee: Dreading grocery shopping.

Researcher: I often buy conventional or organic produce?

Interviewee: Conventional.

Researcher: I prefer shopping at brands that have mostly local foods or a lot of variety.

Interviewee: A lot of variety.

Researcher: Okay. And then just more demographics. What is your age and gender?

Interviewee: I am 21, almost 22 and I am a female.

Researcher: Fabulous. And then, what is your estimate on your average annual income?



Interviewee: So, I'm a full-time student. So, I mean, I don't like make my own annual money I guess, I like have a job and I get paid probably like between three to four hundred at the end of every month and then sort of on top of that the deal I have worked out with my dad right now is he gives me \$400 every month for food and various other things. So, I guess that's like \$100 a week if we're thinking just food.

Researcher: Okay. Perfect. Thank you so much.

Interviewee: Okay. Anytime.

### **Interview 3**

Researcher: Thank you for agreeing to take part in this voluntary interview. This interview should take no more than 15 minutes, and you may stop the interview at any point. If you do not want to answer a question, you do not have to. I would like to record the interview, so I can listen rather than take extensive notes. Your responses will be kept anonymous and they will not be linked to you or your identity in any way.

Interviewee: Okay.

Researcher: Are you ready to begin?

Interviewee: Yes, ma'am.

Researcher: Okay, perfect. So where do you typically grocery shop?

Interviewee: Market of Choice.

Researcher: Okay. Where else do you like to grocery shop?

Interviewee: If it's groceries, probably the only other place I typically would go would be Safeway. And I don't go that frequently, but I shop a lot at farmer's markets for fresh produce kind of stuff. But, when I think groceries, of packaged goods stuff, I would say the dominant share of my wallet is at Market of Choice.

Researcher: Market of Choice, perfect. So that kind of plays into my next question about what proportion of your shopping is done at Market of Choice, the store you visit the most?

Interviewee: Again, I would say, depending on the time of the year, this time of the year, 95%. I would say once May to October, when farmer's markets are up pretty significantly, that probably drops to 70-75%.

Researcher: Okay, awesome. Thank you. Can you please tell me about your last shopping trip?

Interviewee: Okay. I'm going to go pick one other than my last shopping loads because I had to replace everything in my refrigerator that had spoiled when we had no power for six days. Let me think of the ones other than that. There's only two of us in the house, so I tend now to shop more often for smaller amounts. I tend to shop for maybe a couple meals at a time. Last week it would have been ... I bought some fresh veggies. I bought some new lentils. I bought some coffee. That kind of stuff.

Interviewee: That's very different than the way I used to shop, where I would go meal plan. We don't meal plan for the whole week anymore, which is what we used to do.

Researcher: Is that with the matter of your son being out of the house?

Interviewee: I think because it's just two of us. It tends to be more, I'll go in and see what's fresh and then figure out something around that. That's really different than how I used to shop, when I would meal plan for the whole week and I'd go shop. I'd do a shopping run. More often. And I'd walk by the store on the way back to my car, so it's very easy for me to pop in and go, let me pick up lentils today or something.

Researcher: Okay. Awesome. Could you describe your overall feelings about grocery shopping?

Interviewee: It's not a chore. I actually think I've come to enjoy grocery shopping more since I'm doing smaller, more frequent things, because I'm really going in and it's like an adventure. I use the term adventure, but I'm going in like, oh, what can I make as opposed to I got my list. I got to follow my list. So, I find it interesting. Part of the reason I love Market of Choice is I like looking at the new stuff, and local products and it's kind of always interesting what's new on the shelf kind of thing.

Interviewee: And I can navigate this store which is a very manageable store. It's not the ginormous store, it's actually a ... it's very much a

local, usable, manageable store. You know, it's not overwhelming.

Researcher: That makes sense. So-

Interviewee: I do think size.

Researcher: Size?

Interviewee: Size is where people go, I know that's why some people love Trader Joe's, right? Because, you can kinda wheel around and go around the whole thing and see what's new. It's like an expedition.

Researcher: Right. You can definitely get through the whole store in a few minutes and see what there is so-

Interviewee: Right, which is other Market's Choice and another Safeway's you can't.

Researcher: Right.

Interviewee: And so, I find myself in the bigger Market Choice's and the Safeway's, I tend to be more on a mission. I'm going and looking for something. Whereas this Market Choice I'm going eh, what peaks my interest?

Researcher: That makes sense. So, could you pinpoint one thing that you enjoy the most about grocery shopping.

Interviewee: Finding new things.

Researcher: That adventure?

Interviewee: Yeah, just finding new like ... like I might go in ... like last when I was talking about lentils, I mean I was like oh, I'll make something Moroccan. I mean I found a couple really interesting new olive-based products that I have not ever tried before.

Interviewee: I mean that's kind of that, and then figuring how to pair stuff up kinda thing. I'm not intimidated by cooking either, and I'm not intimidated by just whisking things together. Oh, let's see if this works. So, for me that's part of the whole creative part of it. I mean I obviously enjoy cooking, so that's ... and when the kids were home and stuff, I mean shopping was, it was a bigger event.

Right? Cause you had a list, and it was more expensive, and you know, now there's two of us. It's a lot easier, it's a lot more casual.

Researcher: Right, that makes sense. So, kind of the opposite is there one thing that you can pinpoint that you would enjoy the least about grocery shopping?

Interviewee: Least? I hate the checkout part. Yeah, I'm gonna hate the checkout part. But, and probably bringing everything home. So, I try to go off times, off peak times. I love the people at, I love the checkout people, I just hate being in line.

Researcher: That makes sense. Waiting is definitely a least favorite activity of mine too. Like I just want my food, and I wanna go home.

Interviewee: Right.

Researcher: So, can you describe your ideal grocery shopping experience? Like if you had a dream about just the best grocery trip you've ever had, what would it be like?

Interviewee: I have to say that, you know the term I use sometimes about Whole Foods, the you know food porn?

Researcher: Uh-huh (affirmative) That just everything looks so aesthetically-

Interviewee: People being in the ... I mean I think my most interesting part is probably the produce section. Like seeing new stuff that's there, and interesting things that are there, and like having ideas like try this with this kind of a thing. Because that's where I start, and everything else sort of follows from that.

Researcher: Right.

Interviewee: I guess ideally, having some ... what's the right word? Signage or something in each department, that says hey. That would draw my attention to something that's kind of new and interesting.

Researcher: Right, some kind of recommendation or-

Interviewee: Yeah, I mean that's the part that I find interesting. Sampling I guess is okay. That's not my ... I don't sample a lot, so I don't eat my way through a store. Like Costco drives me crazy, cause there's a person all the time. But, yeah, I think that, that would be

... having something draw my attention to, or it's kinda like the equivalent of a farmer's market idea.

Researcher: Right.

Interviewee: What's the special today, what's just come in from-

Researcher: The farm down the road.

Interviewee: The farm down the road, or something like that yeah.

Researcher: That makes sense. I could see you like picturing like the big image and like what we would imagine it with it.

Interviewee: Yeah, I mean just walking in and just being like wow. Like being able to try all those kinds of things.

Researcher: That's awesome. I love that. So, are you familiar with grocery shopping options that allow you to pick up groceries in store after ordering them online?

Interviewee: Yes.

Researcher: Have you ever used that kind of click and collect option?

Interviewee: I have not.

Researcher: You have not? Why not?

Interviewee: Cause I'm old. No, actually it's funny we have this conversation with my sisters ... who use them all the time. And I was like oh, I don't know if I'd want to because I'd be afraid that the produce that I would get wouldn't be the freshest. And my younger, one of my younger sisters swears that she gets fresher produce, because they pick it from the back stock, in the back. As opposed to stuff that's already been put in the front. And she said she's never had ... and she uses Walmart near her ... and she lives in Arizona ... and Fry's which I think is a Kroger company, and she said she has never ever had anything broken, she said it's great.

Researcher: Okay.

Interviewee: So first of all, my Market Choice doesn't have that option.

Researcher: Right.

Interviewee: So that's part of the reason why. For me to use it, I'd have to go to a Safeway, which is not that far away, or Walmart or. I don't ever shop at Kroger's, or I mean at Fred Meyers. So, the stores that I know have it, are not nearby.

Researcher: There not your stores?

Interviewee: I don't even know if Whole Foods has it. I've only gone to the Whole Foods in town once. Last week actually.

Researcher: Oh okay, great. We'll definitely get to that later. So, let me find my spot really quick.

Interviewee: So, I guess part of it is, A my local store doesn't, my regional store doesn't offer it.

Researcher: Right.

Interviewee: And secondly, time is not that much of an essence for me.

Researcher: Right.

Interviewee: Again, I think if my thought of food shopping was a chore, I'd be more than happy to pay the \$5 or whatever it is.

Researcher: Okay, perfect. Kinda in that same bucket of general question. Have you ever used an order online function so that groceries are delivered to your home?

Interviewee: No.

Researcher: No would you-

Interviewee: I've helped someone use them.

Researcher: Okay.

Interviewee: I've helped somebody who was ill, kind of started to figure out to do it and it was easy and that was at a Safeway, that they used them

Researcher: Okay. Cool.

Interviewee: But, this was somebody who was ill, and wanted to be able to start to have that, she didn't really know, so we kinda helped her navigate through. It was super simple.

Researcher: Okay, awesome. Would you ever consider that kind of function?

Interviewee: You know maybe for the things like staples. The staples kinds of stuff that I have, yeah maybe.

Researcher: That makes sense. Okay cool. And, so my next question is have you noticed any ways that your grocery shopping habits have changed over the past few years?

Interviewee: Well they've become more frequent and smaller. Number one. Number two, yeah, I, because there's only two of us, I don't use coupons as much as I used to. I used to when I, you know I was rabid about using savings coupons and all that kind of stuff. I probably could save some money I think that's part of, that's something I clearly notice I don't use as much anymore. And, I would bet my total grocery bill on a per person basis has probably increased. Because, I'm buying ... I'm trying all these new products and they tend to be more expensive.

Researcher: Right that makes sense. Looking into the future, do you think in the next handful of years that your grocery shopping habits are going to change at all?

Interviewee: I would say actually probably one of the things that we've actively reconsidered is going back and trying to do some kind of CSA, farmers basket kind of thing. We used to do that a long time ago when we had lots of bodies at home. But, there's so much stuff.

Researcher: Right.

Interviewee: I noticed a bunch of CSAs are starting to do like half boxes and those kinds of things. I'd love to go back and do that, and that would take me out of a grocery store for some of the produce stuff.

Researcher: Right.

Interviewee: It would mean that my grocery shopping would be more of the staples, and other things besides the produce stuff. I would hope that I could do that, but I don't know that I will. In terms of other

things, I purchase, I would say from an ingredient stand point, we're certainly cooking a lot more plant based.

Researcher: Okay.

Interviewee: So that does also change the way, because I can buy like more lentils or couscous in bulk. And those kinds of things, moving away from chicken and beef and those sorts of things, changes the frequency I have to go to the store.

Researcher: That makes sense. Okay. Cool. So, getting more into a specific brand, are you familiar with the Whole Foods brand?

Interviewee: I am. And I am an Amazon Prime member.

Researcher: Fabulous. That's another question I have. So, have you ever shopped at a Whole Foods?

Interviewee: Last week was the first time I went into one.

Researcher: What was that experience like?

Interviewee: It was fine. It smelled lovely. They were making a delicious curry. I was surprised how un-busy this store was, now it was in the middle of a storm and that kinda thing so that may have also been part of it. My dad used to go to Whole Foods in Jersey all the time. That was his go to store. It was always packed. This one I was just surprised how quiet it was. And I have to say, it was like I walked in, we were looking for one specific thing and we were looking for a packaged pie crust mix.

Researcher: Okay.

Interviewee: I don't know if you know Krusteaz pie crust. They're fail proof crust.

Researcher: Okay.

Interviewee: And my daughter-in-law was going to make something for the first time and I was like oh these are the best, but they didn't have them. Because they're not organic, and I was like damn it. Right. So, we had to kinda Jerry-rig something else. But, it was a store that I always remembered it to be. Beautiful produce, you know. And I got \$10 off because I used my Amazon Prime membership for the first time.



Researcher: Okay.

Interviewee: Which that was nice.

Researcher: There you go. So you allotted to maybe a few possible changes, but have you noticed any changes in Whole Foods over the years of shopping there? Or.

Interviewee: No, no. I mean that was my dad's dominant one, so I've none for years like the 365 brands was a very reasonably priced brand like for milk. It was as equally priced as anybody else. I never bought ... I mean there's certain things I won't use and the Whole Paycheck idea. But, I knew from having shopped there, that you could find you know bread, and milk and the staples as well priced as you could anywhere else. It was on a lot of the other stuff that was you know, you were paying for that organic and the certified and all that other stuff.

Researcher: Right. Non-GMO.

Interviewee: Yeah, and again this is the first time I've been in this one, so I haven't paid any attention.

Researcher: Is there anything that kept you away from that store or was it just your loyalty to-

Interviewee: I walked past Market Choice twice a day.

Researcher: Very easy.

Interviewee: It's easy.

Researcher: Okay, awesome.

Interviewee: And the Whole Foods I have to drive to.

Researcher: Okay, well there you go.

Interviewee: I mean Market Choice is not only my, it's the regional. It's truly my local store, it is. I can walk down a hill with a bag and walk up the hill.

Researcher: That's kind of like a New Seasons in my neighborhood at home.

Interviewee: Yes.

Researcher: So, I understand that.

Interviewee: Yeah.

Researcher: Yeah. You talked about them before, but are you familiar with Amazon?

Interviewee: Uh-huh (affirmative)

Researcher: Okay, and you mentioned that you have Prime? Right?

Interviewee: Mm-hmm (affirmative)

Researcher: Okay, what are the things that you like most about Amazon?

Interviewee: Well, I was an early on stock holder.

Researcher: Okay.

Interviewee: Unfortunately, I sold my stock way too early. I mean I love the fact that I can get anything I want at Amazon. I can search, I can get it, I can ... if I don't like it I can send it back on the Amazon side.

Researcher: Right.

Interviewee: I liked the fact that, you know I can walk into a Whole Foods as an Amazon Prime and there are sales that I can get, that you know, that just because I'm a Prime member.

Researcher: Mm-hmm (affirmative)

Interviewee: I mean I have always admired Amazon. So, they're certainly magic. They have magic sauce about how they can do their business.

Researcher: Yes, they do.

Interviewee: I don't believe they're a big evil capitalist.

Researcher: Okay. Well good, good perspective to get. Is there anything that you can pin point that you like least about Amazon?

Interviewee: Yeah, I hate ... and they just started a service, I don't know what it's going to be called, I just saw that the other day. You know if

I'm sitting at home, and I'm like, oh I need to order something, and I order it. I love the fact that it'll come in two day, but I don't need it in two days. So, they have a new service they're talking about was, you can order things all during the week and say just send them all on Friday. And they'll basically bundle everything and send it to you all in one package. I hate getting a box with one thing.

Researcher: Right, especially the biggest box you've ever-

Interviewee: Yes, cardboard. The shipping and the carbon foot print is, drives me crazy. So, the idea that I can choose when I want things to come, is really nice. Cause I know they'll come on the day that they say they'll come.

Researcher: Okay, cool. I've never hear of that.

Interviewee: They just announced it this past week.

Researcher: Okay, I'll have to check it out.

Interviewee: But I don't buy things, like I know people buy their dog food and ... I don't buy any, I've never bought grocery stuff from Amazon. And I don't think that I would.

Researcher: Okay, not even things like toilet tissue or paper towels or?

Interviewee: No, they're so bulky.

Researcher: Yeah.

Interviewee: I'll drive to Walmart and you know my husband works right by Walmart, so I could just drive there and get it if I needed to.

Researcher: Okay, that makes sense. Are you familiar with Amazon's service Amazon Fresh?

Interviewee: Yes.

Researcher: Okay, have you ever used it or would you consider using it?

Interviewee: I wouldn't just because of the abundance of what's around here.

Researcher: That makes sense. If you were-

Interviewee: I think what I might see is Amazon Go.

Researcher: Okay, yeah.

Interviewee: I think that whole technology side of Amazon Go is super interesting. The idea that I could walk in and it just knows through the cameras and the sensors what I'm purchasing, and I could go in and go out.

Researcher: Right.

Interviewee: But no, from the ... given the abundance of my other opportunities I would ... I don't mind going to the store.

Researcher: Right, that makes sense. Okay, perfect. So now getting a little bit more into specifics about your spending and your grocery shopping, can you estimate how much money you spend on an average weeks' worth of groceries?

Interviewee: I would say ... I'm gonna say about \$125-\$150.

Researcher: Okay, and is that for your household or just for yourself?

Interviewee: For the household.

Researcher: Okay, perfect. Just wanted to clarify.

Interviewee: Of two.

Researcher: Perfect. Awesome. And then, I have a few statements that I'm gonna read and then if you could just pick the one that best suits you or best represents you. When I go grocery shopping I go to the store that is most convenient or the least expensive.

Interviewee: Most convenient.

Researcher: I often find myself excited or dreading going grocery shopping.

Interviewee: Excited.

Researcher: Okay. When I grocery shop I tend to pick items that are the best for me or the cheapest to purchase.

Interviewee: The best.

Researcher: I often buy conventional or organic produce.

Interviewee: Produce? Organic.

Researcher: Okay. I prefer shopping at brands that have mostly local foods, or a lot of variety.

Interviewee: Read it again.

Researcher: I prefer shopping at brands that have mostly local foods, or a lot of variety. Kind of your two favorite things in one sentence.

Interviewee: Yeah I want them both. I want them both.

Researcher: Okay, you can have them both.

Interviewee: Yeah, I want them both.

Researcher: Okay, perfect. And then just a little bit of demographic information, so I can try to-

Interviewee: Yes, I want them both.

Researcher: You want them both, okay. You're a local and a variety.

Interviewee: Yes.

Researcher: Okay. That's perfect I love it. We can bend the rules. So now just a little bit more demographic information. What is your age and gender?

Interviewee: Female. 60.

Researcher: Okay, and then could you estimate your average household income?

Interviewee: I'd prefer not to answer.

Researcher: No problem. Well that is all I have for you, and I appreciate you taking the time.

Interviewee: Oh not a problem!

#### **Interview 4**

Researcher: Thank you for agreeing to take part in this voluntary interview. This interview should take no more than 10 minutes and you may stop the interview at any point. If you do not want to answer a question you do not have to. I would like to record this interview so that I can listen rather than take extensive notes. Your responses will be kept anonymous, and they will not be linked to you or your identity in any way. Are you ready to begin?

Interviewee: Yes.

Researcher: Okay. Where do you typically grocery shop?

Interviewee: Safeway.

Researcher: Safeway? Is there anywhere else that you like to grocery shop?

Interviewee: Trader Joe's is another big one.

Researcher: Trader Joe's?

Interviewee: Yeah.

Researcher: Okay, cool. What proportion of your shopping is done at those two stores?

Interviewee: I would say like 80 - 20.

Researcher: Okay.

Interviewee: So, I'd say like 20% Trade Joe's, 80% Safeway, just because it's closer.

Researcher: Okay, that make sense. So just more of a convenience factor?

Interviewee: Right, exactly.

Researcher: Okay. Could you tell me more about your last grocery shopping trip?

Interviewee: In what sense?

Researcher: What it was like? Was it during the morning or the evening? Did you go there for a lot of things or just a few things that you needed? Whatever that you make of it.

Interviewee: Okay. It was at, in the evening after school. I had somebody take me to the grocery store, and it was, it wasn't super busy. I went, and I got a few things, it wasn't a lot of things, because usually I like to get a lot of things during the weekend, and so usually if it's like I need to find something for dinner and I'm going shopping, then I'll just a couple things.

Researcher: That makes sense.

Interviewee: Yeah, so it was just a few items that day.

Researcher: Okay, cool. Could you describe your overall feelings about grocery shopping?

Interviewee: At the beginning I used to not like it. When I first moved out it was just like really, it just wasn't like ... My mom always did it-

Researcher: Right.

Interviewee: Or like my parents always did it, but now it's like I've come to like and see what I'm actually making in the kitchen.

Researcher: Cool. Yeah.

Interviewee: And so, my biggest thing is just like, I like to go see what I'm getting, and I get to, I like to pick out my own personal things, because now when I go home, my family shop different than what I do, so I'll shop for myself at home now sometimes, or I'll pick items out when they're grocery shopping.

Researcher: Is there like a difference that you can identify between the groceries that you buy and the groceries your family buys?

Interviewee: From, I think it's like organic, I shoot more towards organics, only because that's just my personal preference. I don't know why, I just feel like when I eat the food it just tastes better, or when it's just like kind of overall healthier for you, and so I think that's probably it. Yeah.

Researcher: Cool. That makes sense. Could you pinpoint one thing that you enjoy most about grocery shopping?

Interviewee: I think picking out the things you're not supposed to eat is my favorite, I think most probably, because I usually end up doing that at the end, so I make sure I buy the necessary things first, and then at the end I'll be like "Okay, I can pick up this and this."

Researcher: Is there specific things like that that you enjoy the most? Like do you have vices in the grocery store or-

Interviewee: Probably like the chip sections like really dangerous, so that's the last aisle I'll go down. I usually like to shop around the grocery store first, like the outsides of it, and then I'll go in the aisles just to make sure I grab the most nutritious things to eat.

Researcher: Cool. Is there something that you can pinpoint that you enjoy the least about grocery shopping?

Interviewee: When it's busy probably.

Researcher: Is there a specific part of that, like waiting in lines or walking around with a cart and -

Interviewee: Probably walking around with the cart and just trying to weave through everybody, and that decision of is this line moving faster than this one? That's probably my biggest thing.

Researcher: Right. And then you always choose the wrong line.

Interviewee: Right. Exactly. So, then you get stuck, so you're like "Okay, well I'm just going to stay here."

Researcher: Right. Okay, that makes sense. Can you describe your ideal grocery shopping experience? What are the foods that the store has, what are their, is it a big store or a smaller store, what does that ideal experience look like to you?

Interviewee: I usually like a bigger store, just so it has a lot more options. I feel like at the same time smaller stores usually tend to have more nutritious options, but they also tend to be a little bit more expensive, and so I think getting better deals on foods and stuff is probably my best, like the best feeling when you leave the grocery store, because you go home and everyone else just went grocery shopping, you're like "But I got this." So, it's like that makes you feel kind of happy, and just getting, yeah, probably just getting things at a decent prize probably just overall makes



my grocery shopping experience way better than if you just go and like spend a bunch of money.

Researcher: Okay. So, are you looking for high quality items, like those organic items you were talking about, just at a lower price and in a big store?

Interviewee: Right, exactly, it'd be something like that.

Researcher: Okay. Are there any obstacles or circumstances that you can identify that would make it so that you can't have that experience every time you go grocery shopping?

Interviewee: Probably depending on if I have a certain amount of money at the time that I want to spend, because for the most part I pay for everything by myself, and so when I go, and I have the money to back myself up with. When I go to the grocery store and I can buy a significant amount of food, then it's like a great experience, but there'll be times where money's tight, so I can't buy everything I want to buy at that exact time, so I have to buy the basic necessary things that I usually cook.

Researcher: Right. Awesome. That makes sense. Are you familiar with grocery shopping options that allow you to pick up your groceries at the store after ordering them online?

Interviewee: I am.

Researcher: Okay. Have you ever used them?

Interviewee: I have not, but I have had friend's parents use them. So, I've seen how it works and stuff, but I've never personally used it myself. I usually just go to the store.

Researcher: Okay, that makes sense. Do you think that you would ever use a service like that?

Interviewee: Probably someday, like later down the line when I either don't have time to go grocery shopping myself or something, then I'll use them, but for the most part I try to make the time to go and actually see physically what I'm grabbing off the shelf.

Researcher: That makes sense. Okay, cool. What do you think about ordering groceries online so that they're delivered to your home?

Interviewee: I think it's pretty cool. It'd be kind of like an Amazon thing, obviously, but yeah, I think it would be really cool because it would just cut that whole part out of your week, because some people go once a week, some people go twice a week, depending on how much you're buying, and so I feel like it would just cut that portion out of the week, and you don't have to go like late at night or whatever, just kind of like how I do, because I usually don't get back from school until like five or six, because I work and go to school, like throughout the day, and then I also have to go grocery shopping and then make time for the homework, and so for the most part that would probably benefit me a lot.

Researcher: Okay, cool. I'm sorry, just to backtrack, so you would consider using the order online function to have it delivered to your home-

Interviewee: Yeah.

Researcher: Just for the sake of convenience or is there anything else that-

Interviewee: No, I think its mostly just convenience, that it would just help a lot of time management.

Researcher: Cool. Yeah, that makes sense. Have you noticed any ways that your grocery shopping habits have changed over the past few years?

Interviewee: Probably just eating healthier, because when I first started grocery shopping I was like, I don't know what I'm doing, but now it's like "Okay, well I need to get chicken, I need to get rice, I need to make sure I get vegetables for my meals and et cetera, and try to just have like ..." I like to try to have greens or fruit inside of any kind of meal that I have, so probably just it's slowly but surely been getting healthier.

Researcher: Okay, that makes sense. Do you think that, looking forward in the next handful of years that your grocery shopping habits are going to change in any other ways?

Interviewee: Probably, just because as times goes taste buds change, or I just don't want to eat something and, or whatever, but for the most part I want to just keep getting more in like the healthier options and stuff. So probably later down the line more things will change when I can afford a lot of different things.

Researcher: Right. That makes sense. Getting more into a little bit of specifics, are you familiar with the Whole Foods brand?

Interviewee: Yeah.

Researcher: Have you ever shopped at Whole Foods?

Interviewee: I have.

Researcher: Would you mind sharing what your experience has been like at Whole Foods?

Interviewee: It was, I don't know how to explain it. It was-

Researcher: Okay.

Interviewee: Yeah, I don't really know how to explain my experience with Whole Foods.

Researcher: When was the last time you shopped at Whole Foods?

Interviewee: Last year maybe, just because I lived down the street from it.

Researcher: Right.

Interviewee: Yeah, it was just a convenience thing again.

Researcher: Okay. Was it just to grab a few last-minute things that you didn't have, or-

Interviewee: Yeah, it was mostly to grab like last few minute things that I didn't have, or just to quickly cook dinner because I didn't want to go out and buy something.

Researcher: Okay, that makes sense. Was there anything that was stopping you from running down the street to go to Whole Foods as opposed to going over to Safeway which is a little bit farther from where you lived last year, or-

Interviewee: Price of things were just kind of like I think a little bit absurd to me, compared to different things I would get somewhere else.

Researcher: Right. That makes sense. Okay, cool. Do you feel, so it sounds like you maybe don't shop at Whole Foods very frequently-?

Interviewee: No.

Researcher: But over the past few years, think back to when you went there last year and maybe a time that you went there before or whenever, do you think that you've noticed any changes in Whole Foods or the way that they operate?

Interviewee: Not necessarily. I feel like everyone there seems like pretty friendly. When I'd walk in the people who are working with vegetables and stuff usually greet me, and say if I need to find anything where to find it, but besides that, no.

Researcher: Okay, cool. How familiar are you with Amazon?

Interviewee: I'm pretty familiar with Amazon.

Researcher: Okay. Are you an Amazon user?

Interviewee: I am.

Researcher: Do you have Prime?

Interviewee: I do.

Researcher: What are the things that you like most about Amazon?

Interviewee: It just, well Amazon in general, just like their service is really good. Anytime something's gone wrong with any delivery, they're pretty much on top of it, so I think their service in general is just pretty good, and they get to you like, they get your items to you quickly.

Researcher: Right. Okay, cool. Is there anything that you can pinpoint that you like the least about Amazon?

Interviewee: Some of the things that they sell just aren't quality, just because you tend to go on to Amazon to find things for cheaper, and so it's like, it'll be the same, it'll be pretty much the same thing as this brand, but just like not the actual thing, it's just kind of like lower quality. That's only for some things though. For the most part its ok-

Researcher: Okay, cool. Have any of your shopping habits changed throughout your use of Amazon or Amazon Prime? So that could include things like household goods, such as soap or toilet tissue, or-

Interviewee: I think that I've been using it to, like this last Valentine's Day I used it to get different candies in bulk for cheaper, instead of like a store.

Researcher: Okay, that makes sense.

Interviewee: So, something like that I ... I try to tend to buy more things on Amazon in bulk now instead of just buying it at the store.

Researcher: Okay, cool. Yeah, that makes sense. Are you familiar with their program Amazon Fresh?

Interviewee: I have heard of it, but I'm not, I just said "Amazon's doing this," but I've never actually got any kind of explanation on what it is.

Researcher: Okay. That makes sense. Thank you for sharing.

Interviewee: You're welcome.

Researcher: Can you estimate, just getting more into specifics for your shopping, can you estimate how much money you spend on an average weeks' worth of groceries?

Interviewee: Probably, for myself, because it's, I live with three, or two different roommates, and we all shop separately, but a lot of times we'll cook together, but usually for myself I would say it's around like 100 to 120 dollars.

Researcher: For a week?

Interviewee: Yeah.

Researcher: Okay, cool. And then, I have some statements, and I'm going to read through them, and then if you could just choose the option that suits you best that'd be super helpful.

Interviewee: Okay.

Researcher: So, when I go grocery shopping I go to the store that is the most convenient or the least expensive?

Interviewee: Okay.

Researcher: So, would it be the most convenient or the least expensive?

Interviewee: I think it'd be most convenient, just because I don't have a car right now, so it's just like whatever's closest that I can get to, then that's probably the one I'm going to go to.

Researcher: Okay, cool. I often find myself excited or dreading going to the grocery store?

Interviewee: I'd say excited, just because I'm going to have food at the house.

Researcher: Yeah, that's something to be excited about.

Interviewee: Right. Exactly.

Researcher: When I go grocery shopping I tend to pick items that are the best for me or the cheapest to purchase?

Interviewee: Probably the best for me.

Researcher: Cool.

Interviewee: I try to do that the most.

Researcher: Awesome. I often buy conventional or organic produce?

Interviewee: Yeah.

Researcher: Which one?

Interviewee: Organic for the most part.

Researcher: Okay, cool. I prefer shopping at brands that have mostly local foods or a lot of variety?

Interviewee: Variety for the most part.

Researcher: Okay, awesome. And then, just if you could estimate your annual household income for me.

Interviewee: I'd prefer not to answer.

Researcher: Okay, no problem. Well, that is all that I have for you. Thank you so much.

## Interview 5

- Researcher: Okay. Thank you for agreeing to take part in this voluntary interview. This interview should take more than 15 minutes, and you may stop the interview at any point. If you do not want to answer a question, you do not have to. I would like to record this interview so that I can listen rather than take extensive notes. Your responses will be kept anonymous, and they will not be linked to you or your identity in any way. Are you ready to begin?
- Interviewee: Yes.
- Researcher: Okay. Where do you typically grocery shop?
- Interviewee: I go to WinCo and Trader Joe's usually.
- Researcher: Okay, cool. Do you like to go anywhere else to grocery shop?
- Interviewee: Not really.
- Researcher: Okay. Not even if you have something last minute that you have to go grab, you try to stick to WinCo and Trader Joe's?
- Interviewee: I try to. If it's really urgent, we'll go to the Safeway near our house, but that's usually a last-ditch effort because it's more expensive.
- Researcher: Okay, that makes sense. What proportion of your shopping would you say is done at Trader Joe's and at WinCo?
- Interviewee: Probably a 70/30 split with 70% Trader Joe's.
- Researcher: Okay. Could you tell me more about your last shopping trip?
- Interviewee: Last time I physically went into a store or last time I shopped for the week?
- Researcher: The last time you went just grocery shopping, so whatever that means to you. If you want to share the last time you went in and grabbed some things last minute, or the last time you had a really big trip. Either or.

Interviewee: All right. Well last time we had a trip, I went to WinCo. We'd gone to Trader Joe's a couple days earlier, so I didn't go to Trader Joe's this time. I just went to WinCo. I bought hummus, I bought vegetables ... what else did I buy, I bought some meat and ... what did I buy, meat, bread, mustard, vegetables, and some spices. And the total came to about \$70.

Researcher: Okay. Did you spend a lot of time at that grocery shopping trip, or ...?

Interviewee: Probably about an hour.

Researcher: Okay. Is that a typical length of the shopping trip?

Interviewee: Yeah.

Researcher: Okay. Cool. Could you describe your overall feelings about grocery shopping?

Interviewee: I think it can be fun to see new products, but it's also sorts of a pain sometimes, because the WinCo I go to is all the way out in Springfield, so it's sort of a long trip.

Researcher: Right, that makes sense. Is there one thing that you enjoy the most about grocery shopping?

Interviewee: The samples at Trader Joe's.

Researcher: Okay, cool. I love to hear that. Is there anything that you can pinpoint would be your least favorite thing about grocery shopping?

Interviewee: Probably loading the cart, and then putting it in the car, and then taking everything back inside.

Researcher: Right, so kind of the getting from the store to kind of just the logistics of getting things from point A to point B.

Interviewee: Yes, so going outside and carrying all the stuff back through the apartment and going back to the car and back and forth.

Researcher: Right, that makes sense. Could you describe your ideal grocery shopping experience? So, are there not a lot of people in the store, do they have ... what kind of products do they have, is the store big or small, what would that trip look like?



Interviewee: All right, it would be a bigger store with some variety. There wouldn't be anybody else in there. There would be cheap prices, and it would be next to my house.

Researcher: Okay, cool. And so aside from geography, because it doesn't sound like the stores you shop at are right next to your house, are there any circumstances you can identify that prevent that from being your experience every time you go grocery shopping?

Interviewee: Usually when I'm going grocery shopping, the rest of the town is going grocery shopping because it's Friday or Saturday, so it's usually pretty busy. And then sometimes it can be kind of hard to find the best deals in the store, so it can take a while.

Researcher: Okay, that makes sense. Are you familiar with grocery shopping options that allow you to pick up groceries in store after ordering them online?

Interviewee: I've heard about that. I've heard that some stores are letting you send in a list and you'll just pick up a box of food.

Researcher: Yeah. So, you've never used the service?

Interviewee: Never.

Researcher: Why not?

Interviewee: I don't trust people to put things in. I think they're going to forget something, and I find that when I go to the store I remember things that I wanted when I'm at the store, and I can't really think of everything I need when I'm at home. And I also like to see new products at the store that I wouldn't be exposed to otherwise.

Researcher: Okay, that makes sense. Do you think that further down the line is a service you would ever consider using, or ...?

Interviewee: Maybe if I'm busier and I want to save that time I could possibly end up using it.

Researcher: Okay, that makes sense. What do you think about ordering groceries online so that they're delivered to your home?

Interviewee: I don't know, I just like ordering food online very much. I also just kind of don't trust it. I especially don't trust that the things like produce or anything that needs to be kept fresh, like non-

frozen meat. And then also just I think its kind of a hassle, because if you order a whole bunch of products, they might be staggered in their delivery. And usually when I'm going to the grocery store, it's because I'm out of food in the house, so I don't have to wait a few days to get more provisions.

Researcher: Right, that makes sense. So, I take that you've never used an order online function to have your groceries delivered to your home?

Interviewee: Never.

Researcher: Okay. Do you think that you would ever consider using it?

Interviewee: Maybe if I don't have time to go to the store anymore and I want to eliminate one chore, then probably I could end up using that. But not yet.

Researcher: That makes sense. Do you think there's anything that a grocery store could do to gain your trust? Because it sounds like there's kind of that disconnect of you not knowing they'd pick out the items that you'd like.

Interviewee: I don't know, I would wait a couple years and see how other people like it and wait until the service gets more fleshed out and becomes probably more affordable too, if more people started doing it with more competition.

Researcher: Okay, that makes sense. Have you noticed any ways that your grocery shopping habits have changed in the past few years?

Interviewee: I didn't really buy food for myself, so I have grocery shopping habits and that's a change. Let's see ... I think I'm buying more, a larger variety of food. I'm spending more time grocery shopping, because when I would do it in the past it would be basically if I really want to make one thing I would go out and buy the ingredients for one thing versus buying it for a week's worth of things.

Researcher: Okay, awesome. Looking forward in the next couple of years, do you think that your grocery shopping habits will change any more?

Interviewee: Yeah, probably. Hopefully I'll be making more money in the next couple years, so I'll be able to afford to buy better cuts of meat

and other nice things I don't buy right now. Also going to turn 21, so I'll be able to officially buy alcohol.

- Researcher: Okay, cool, love to hear that. Getting more into specific brands, are you familiar with the Whole Foods brand?
- Interviewee: Yes.
- Researcher: Okay. Have you ever shopped there?
- Interviewee: Yes.
- Researcher: What's that experience been like?
- Interviewee: It's nice because it's close to where we live now. It's disappointing, because they are usually out of samples and they're not very good at replacing them, so that's a lower quality compared to Trader Joe's. The brand I find to be a lot more expensive than Trader Joe's or just WinCo or any other brand. I paid \$3.80 I think or \$3 for their generic pack of eggs. Not even Eggland's eggs or anything, versus I pay \$1.69 for 18 eggs at WinCo. So just generally, it is quality, but it's very expensive, so I try to avoid it.
- Researcher: That makes sense. When was your last shopping trip there?
- Interviewee: We just went the other day actually.
- Researcher: Okay, cool. Have you noticed any changes in Whole Foods over the past few years?
- Interviewee: I've noticed that they're rolling out a 365 brand, which I think is distinct, and I know I bought ... I know they have surprisingly cheap spices there, because I bought a fairly large size of dill for only \$2.60 there, versus \$4 at other stores, so I've noticed them shifting there. And I think I've noticed them taking on more experimental products. I think they've added The Impossible Burger recently, things like that.
- Researcher: Okay, cool. Moving on to a different player, are you familiar with Amazon?
- Interviewee: Yes.
- Researcher: Okay. Are you an Amazon user?

Interviewee: Yeah.

Researcher: Do you have Prime?

Interviewee: No.

Researcher: Okay. What are the things that you like the most about Amazon?

Interviewee: I like being able to find specific products I want, and I like being able to find niche, specialty products. Like I went to Florida and got a good Trinidadian hot sauce, but I can't buy that anywhere in stores, so I was able to order it on Amazon. So, it's good for that reason.

Researcher: Yeah, that's awesome. Are there any things that you can pinpoint that you like the least about Amazon?

Interviewee: Not being able to physically touch things is a downside, so I don't use it to buy clothes and I rarely use it to buy anything but a name brand food I already know and trust, because I don't get to physically hold anything, I don't get to smell anything. Just the disconnect.

Researcher: Right, that makes sense. Have any of your grocery or primary goods shopping habits changed through your use of Amazon? So that could be things like household goods such as toilet tissue or soap or anything like that. So, have those shopping habits changed?

Interviewee: The only thing I've really bought household wise on Amazon would be food containers. I bought those on Amazon. I don't buy toilet paper or dish towels or anything else on Amazon, and I only buy food on Amazon when it's something that I can't get in stores in Oregon. So, I don't think my grocery habits have changed.

Researcher: Okay, that makes sense. Are you familiar with the service Amazon Fresh?

Interviewee: Not really.

Researcher: Okay. Can you, getting more into specifics, can you estimate how much you spend on an average weeks' worth of groceries?

Interviewee: \$200 or \$100 a person, because I buy for two.

Researcher: Okay, that makes sense. That was my next question was how many people you normally shop for. So, you're right on track. I have a few statements that I'm going to read, and if you could just pick the option that best suits you and your shopping habits that would be great, okay?

Interviewee: All right.

Researcher: When I go grocery shopping, I go to the store that is the most convenient or the least expensive.

Interviewee: Yes, agree.

Researcher: Which one though? More convenient or least expensive?

Interviewee: Oh.

Researcher: I know, I'm kind of making you choose between your-

Interviewee: Least expensive.

Researcher: Okay. I often find myself excited or dreading going grocery shopping.

Interviewee: More dreading.

Researcher: Okay. When I grocery shop, I tend to pick items that are the best for me or the cheapest to purchase.

Interviewee: Generally the cheapest.

Researcher: Okay. I often buy conventional or organic produce.

Interviewee: Conventional.

Researcher: I prefer shopping at brands that have mostly local foods or a lot of variety.

Interviewee: A lot of variety.

Researcher: Okay. And then getting more into demographics, what is your age and gender?

Interviewee: 20, male.

Researcher: Okay. And then what would you estimate your average annual income to be?

Interviewee: Mine would be ... let's see ... \$4800.

Researcher: Okay. Perfect. Well that is all the questions that I have for you.

Interviewee: All right.

Researcher: Thank you so much.

### **Interview 6**

Researcher: Thank you for agreeing to take part in this voluntary interview. This interview should take no more than 15 minutes, and you may stop the interview at any point. If you do not want to answer a question you do not have to. I would like to record this interview so that I can listen rather than take extensive notes. Your responses will be kept anonymous, and they will not be linked to you or your identity in any way. Are you ready to begin?

Interviewee: Yes.

Researcher: Okay. So where do you typically grocery shop?

Interviewee: I typically ... mostly 99% I shop at Market of Choice near my unit.

Researcher: Okay, cool. Is there anywhere else that you like to go grocery shopping?

Interviewee: I like Trader Joe's but it's quite far away and I don't have a car, so ... I'm less frequently going there.

Researcher: That makes sense.

Interviewee: Yeah. But Market of Choice is four minutes from my work in walking distance, so I just frequently shop there.

Researcher: Okay, cool. That makes sense. Could you tell me more about your last shopping trip that you had?

Interviewee: My shopping trip? Mostly I just stock all the food so that I could just stay at my home, doing my work, focus on my work. And I just ... Yeah. So mostly I buy some foods that I can quickly cook.

Interviewee: Like pre-made pasta, stuffs like that. And then some fruits.

Researcher: Okay.

Interviewee: Here in Oregon, I like the fact I can buy organic food much cheaper price compared to other places. So I like that.

Researcher: Okay, cool. Yeah. That makes sense. So you like to do a lot of big shopping trips as opposed to a lot of little ones throughout the week? Is that right?

Interviewee: Mm-hmm (affirmative).

Researcher: Okay, cool. Could you describe your overall feelings about grocery shopping?

Interviewee: Overall feelings?

Researcher: Yes.

Interviewee: I feel good whenever I go shopping. Especially because ... I like to look around. What's new, and what they have. I just enjoy escaping my own routine. Doing something ... rather than working on my stuff, I just go to Market. It's refreshing.

Researcher: Yeah.

Interviewee: And I just can't ... And I always try something new if I go to Market. So if there's something new ... Like for instance, if I want to buy olive oil and then there's olive oil that wasn't there before, I always try it.

Researcher: Okay.

Interviewee: That makes me refreshing.

Researcher: Yeah. Have you found some products that you will buy time after time after trying them for the first time because they were new?

Interviewee: You mean whether I'm buying the products repeatedly?

Researcher: Yeah. Like, will you buy it again if you tried it once and liked it?

Interviewee: Yeah, sure. Yeah.

Researcher: Okay, cool.

Interviewee: If I like it, I just always buy it.

Researcher: Then you just go for it.

Interviewee: Yeah.

Researcher: Awesome. Could you pinpoint one thing that you enjoy the most about going grocery shopping?

Interviewee: Pinpoint? I like to see variety of products there. Especially that I go to Market of Choice, right in front of the hallway there are some soft flowers. It makes me feel good. And also I can see all of these colorful products. That makes me feel good.

Researcher: I totally agree.

Interviewee: Yeah, I think I'm kind of variety seeking person. I just enjoy seeing lots of products, product lines, and assortments.

Researcher: Okay. Awesome. Could you pinpoint one thing that you enjoy the least about going grocery shopping?

Interviewee: Least? Because I don't have a car ... And I don't think I need a car, because it's just four minutes walking distance for me. But the thing is, whenever I go the Market of Choice I buy a bunch of stuffs because I don't want to shop very frequently. I don't have time to do that. So I buy a bunch and then it gets heavy.

Researcher: Right.

Interviewee: And sometimes it's rainy most of the times, and I have to carry this and then carry my umbrella. Whatsoever. I enjoy the shopping itself, but carrying all this stuff back to my unit is a little bit ...

Researcher: Difficult?

Interviewee: Yeah.



Researcher: Yeah. That makes sense. I could understand how that could be burdensome. Can you describe what your ideal grocery shopping experience would be like? What would the store be like, what would the people be like, what would the products be like? What's your vision of an ideal grocery shopping?

Interviewee: Ideal grocery shopping ... So maybe I would like to go to the store where it has the best assortment. Like, there's a variety of products that I can make a choice from. And also it would be great if maybe if the employees there are kind enough to tell me where it is, or where the item is, or what specials there are. That would be great.

Interviewee: So far, Market of Choice ... people of Market of Choice, they've been really helpful whenever I ask them to help.

Researcher: Okay. Awesome. Glad to hear that. Is it a bigger store that you would imagine or a smaller store? What would that be like?

Interviewee: I'm originally from Korea. And since we have small land ... so the stores are relatively small. And when I first came here, I felt every stores are big. 'Cause relatively ... I feel it's good enough. The Market of Choice it's big enough for me to shop. I feel like there's stuffs that I can buy.

Researcher: Awesome. So are you familiar with grocery shopping options that allow you to pick up groceries in store after ordering them online?

Interviewee: I know that there's that option. But I live on campus and we have a separate place that I have to pick up my package, so it's not delivering right in front of my door. So it's kind of ... For me, it's kind of burdensome just to go there and pick my package again, and again, and again. So I don't use that option.

Researcher: Right, that makes sense. What if you could order your groceries and have them available to pick up in the store? So they got somebody else to pick them out for you, and put them in bags, and rung you up? And then you just went to the grocery store to pick them up in bags.

Interviewee: I don't know. Maybe I would rather want to go there by myself and then see what's there. Maybe touch some stuff, maybe check all the coloring, nutrition information. I would just rather go there by myself.

Researcher: Yeah, that makes sense. Let me see ... Do you think you would ever use some kind of function like that in the future looking down the road?

Interviewee: I don't know. I'm kind of using this ... I just prefer to go shopping because it's quite ... It's not that far away from my unit. But if it's far away from my unit and if I need to spend a lot of time for just being there, then I would rather use the option that you suggested.

Researcher: Okay.

Interviewee: I don't want to spend too much time buying my groceries.

Researcher: That makes sense.

Interviewee: Yeah.

Researcher: Yeah, time is definitely limited. Looking back on the past few years, have you noticed any ways that your grocery shopping habits have changed?

Interviewee: Changed? Yes. Again, I'm from Korea. And then when I was in Korea, I was not the one who's shopping for my foods. It may sound weird but in Korea, it's kind of common that you just live with your parents until you get married.

Interviewee: So I lived with my parents and my mom shopped everything. I had no good knowledge of what to pick or not. What I should pick to cook this one or not. I didn't have really enough knowledge. And then when I came here, it was my first time living alone.

Interviewee: So I had to make all the choices for myself. And I relatively ... every fruits, produce, everything's more relatively cheap. If it's organic, it gets crazily expensive in Korea. But here it's really relatively cheap. So I find it pleasing. Yeah.

Researcher: Okay. Cool. Looking into the future in the next handful of years, do you think that your grocery shopping habits are going to change in any other ways?

Interviewee: Maybe in more healthier ways. Again, I didn't have enough knowledge ... Like the benefits of organic food or what I should choose for my health. I had no idea what I should choose from.

Interviewee: But nowadays I'm more focused on being healthy. So for instance, I just always check nutrition facts, or I always check whether this fruit is organically grown or not. Or the eggs ... whether this is free range egg or not. Always check those stuffs.

Interviewee: So I think I'll just buy some stuff ... Even if it's more costly, I'll just buy something more healthy, locally grown or made, and environmentally friendly.

Researcher: Okay, cool. Getting a little bit more into a few specific brands, are you familiar with Whole Foods?

Interviewee: Yes.

Researcher: Okay. Have you ever shopped there?

Interviewee: Yes.

Researcher: Okay. Could you describe what that experience was like that you've had there?

Interviewee: Mm-hmm (affirmative). So Whole Food ... I told you my husband lives in Los Angeles. My first Whole Food experience was in Los Angeles. It was huge, like, three story building. All for Whole Food.

Interviewee: And then ... I liked it a lot because they had all the variety of products. And then they had all the fancy displays. I like it a lot. But I felt it's a bit expensive overall. But the quality was good.

Researcher: Okay. Yeah, that makes sense.

Researcher: And then diving a little bit deeper, do you ... So, is that the only time that you visited Whole Foods? Or-

Interviewee: No, no. In Eugene. I've been there twice.

Researcher: Okay, perfect.

Interviewee: Yeah.

Researcher: Okay, good to know. Just over your experience with Whole Foods in the past few years, have you noticed any changes there? Or anything that sort of may be different from the store in Los Angeles to the ones in Eugene? Or-

Interviewee: The store ... definitely the store in Los Angeles was bigger. It's a big city.

Researcher: Right.

Interviewee: But I don't find it especially and specifically different from the one ... I mean, in terms of quality of food, I don't find it really different. I think it's overall the same.

Researcher: Very comparable.

Interviewee: Yeah.

Researcher: Okay. And then talking about somebody else, how familiar are you with Amazon?

Interviewee: Very familiar.

Researcher: Are you an Amazon user?

Interviewee: Yes. I have Prime.

Researcher: Okay, perfect. What are the things that you like the most about Amazon?

Interviewee: Amazon ... So again, I don't want to carry all the heavy stuffs. I always use Amazon to just buy some sort of laundry detergent or something that I want to stock in my unit. If it's heavy, I don't to just carry all that 'cause I don't have a car. So, I always use Amazon. That works for me.

Researcher: That makes sense. Are there any things that you don't like about Amazon?

Interviewee: Amazon ... Sometimes they fail deliver. Even yesterday, I ordered detergent and then as I told you ... since I live on campus, there's a separate place where it collects all the packages coming in.

Interviewee: And then is USPS deliverer was failing to get to this place. I mean, I don't think he or she even noticed that there is a place collecting packages. And then it just keeps saying that since they don't have access to my unit, they are just going back, and back, and back.

Researcher: Right.

Interviewee: But you know, it was quite annoying for me. 'Cause there's a place that collects packages and they don't know about it. And then I just have to track all these packages. Like, where is it at? And then I just want that. Right?

Researcher: Yeah.

Interviewee: Yeah. So I just call this customer complain, and then they got refund.

Researcher: Okay.

Interviewee: Yeah. They gave me refund. But this whole process ... Just merely buying this laundry detergent took a lot of time. So it's-

Researcher: Frustrating.

Interviewee: ... quite annoying.

Researcher: Yeah, I believe that. So kind of ... You talked about buying laundry detergent through Amazon. Have you found yourself buying any other grocery or household goods that you would find at grocery stores on Amazon? That you would use to buy at a grocery store and now you choose to buy it online.

Interviewee: Let me think ... Yeah. I feel like if I buy in bulk ... For instance, I wanted to buy hand soap. And if I go to grocery store ... again, Market of Choice, they just sell it separately. And then it's quite expensive.

Interviewee: And then whenever I go to Amazon, they have good deals for, like, five hand soap. Much cheaper price.

Researcher: Yeah, that makes sense.

Interviewee: Yeah. I find it beneficial.

Researcher: Okay, that's perfect. And then are you familiar with their program Amazon Fresh?

Interviewee: Yes.

Researcher: Have you ever used it?

Interviewee: No.

Researcher: Would you consider ever using it?

Interviewee: Yeah. Again, I don't want to spend so much time shopping groceries. I considered that. But again, there is a separate place that they call 'Packages.' So what I have to do is I have to go there, and then pick up my packages before 10:00 PM. And then sometimes my schedule gets really messed up-

Interviewee: And then if I don't pick up on that day, I am kind of concerned that it gets less fresh.

Researcher: Yeah.

Interviewee: And all. I just don't want to have less fresh food. So I just don't use it.

Researcher: That makes sense. If your packages were able to be delivered to your doorstep, would you-

Interviewee: Yeah. I would use that then.

Researcher: Okay, that makes sense. And then getting a little bit more into your spending, can you estimate how much money you spend on an average weeks' worth of groceries?

Interviewee: Average per week?

Researcher: Yeah, per week.

Interviewee: Last time I spent \$80.

Researcher: Okay. And are you just shopping for yourself? Or do you have roommates?

Interviewee: Yeah, just for myself.

Researcher: Okay. And then I just have a few statements that have two options in them. And if you could just choose the option that best describes you, that'd be awesome.

Interviewee: Okay.

Researcher: So, when I go grocery shopping, I go to the store that is the most convenient or the least expensive.

Interviewee: Most convenient.

Researcher: Okay. I often find myself excited or dreading going grocery shopping.

Interviewee: Dreading.

Researcher: When I grocery shop, I tend to pick items that are the best for me or the cheapest to purchase.

Interviewee: Best for me.

Researcher: Okay. I often buy conventional or organic produce.

Interviewee: Organic.

Researcher: Okay. I prefer shopping at brands that have mostly local foods or a lot of variety.

Interviewee: A lot of variety, I would say.

Researcher: Okay. I like that. And then just for demographics, what is your age and gender?

Interviewee: I'm female.

Researcher: Perfect.

Interviewee: And I'm 32 years old.

Researcher: Would you estimate your average annual income?

Interviewee: I would prefer not to.

Researcher: Okay, perfect. Well that's all that I have for you.

Interviewee: Okay.

Researcher: Thank you again so much!

## Interview 7

- Researcher: Thank you for agreeing to take part in this voluntary interview. This interview should take more than 15 minutes, and you may stop the interview at any point. If you do not want to answer a question, you do not have to. I would like to record this interview so that I can listen rather than take extensive notes. Your responses will be kept anonymous and they will not be linked to you or your identity in any way. Are you ready to begin?
- Interviewee: Yes.
- Researcher: Okay. So where do you typically grocery shop?
- Interviewee: It's usually WinCo for like really big runs and then if it's just like you need a box of cereal or something, we'll run down to the Safeway.
- Researcher: Okay.
- Interviewee: But usually WinCo because it's a lot cheaper.
- Researcher: Yeah, that makes sense.
- Interviewee: Yeah.
- Researcher: Is there anywhere else besides WinCo or Safeway that you'll go to shop?
- Interviewee: I mean maybe Target for groceries, but it's very rare. It's more so, we're like let's go do a WinCo run type of thing.
- Researcher: Okay. That makes sense. What proportion of your shopping would you say is done at each of those stores?
- Interviewee: I would say probably 70% of our grocery shopping is done at WinCo and then the other 30% is split between Safeway, Target, Fred Meyer, those other places where you can buy food, but it's not ... I don't use it ... we don't use it as our main grocery store if that makes sense.
- Researcher: Okay. Yeah, no it definitely does. Could you tell me a little bit about your last shopping trip?



Interviewee: Yes. So I actually had a gift card I got for Valentine's Day. So we kind of splurged a little bit because we had a little bit more money. So we bought a little more than we normally would, but it was kind of just for the most part, other than that, a normal shopping trip. Getting staples like milk and cheese and ground beef and stuff like that.

Researcher: Right. What kind of items would you say that you splurged on?

Interviewee: Like unhealthy items.

Researcher: Okay.

Interviewee: So we bought a bag of cookies that we don't need, but we were like let's get them. Just like munchie snack stuff that we just ... Because we'll just snack, or at least for me, I snack a lot more than I eat. So I'll get a lot of snack food and just snack throughout the day rather than having a full lunch or something like that.

Researcher: Right, okay. That makes sense and was that at WinCo?

Interviewee: Yes.

Researcher: Okay. Could you describe your overall feelings about grocery shopping?

Interviewee: It's one of those things where I don't necessarily enjoy doing, but once I'm there, it's fine. It's just the thought of going grocery shopping and then just grocery shopping as a whole, it's just ... I find it really hard to try and buy for just yourself, to buy groceries for just one person because a lot of the stuff that you get comes in a much bigger amount than would feed one person. So I always felt that I was just buying food and wasting it because it would go bad before I was able to eat it. But I realize now that [John] and I shop together, it's a lot easier for us to get food and not worrying about wasting it at all because we're ... We know we're both going to eat it.

Researcher: Great. That makes sense. Could you pinpoint one thing that you enjoy the most about grocery shopping?

Interviewee: This might sound weird but sometimes just being out in a grocery store. I don't know. It's just if I have a list and I know what I want to get, grocery shopping can be really fun for me. It's more so when I'm flustered and didn't really write anything down and I'm

standing there trying to think, okay, what do we have in the fridge? What don't we have? That gets a little frustrating, but for the most part I generally like just walking around. I feel like an adult. That sounds so weird. Like I'm an adult.

Researcher: Okay. Yeah, no, that totally makes sense. Kind of on the opposite end of that spectrum, could you identify one thing that you enjoy the least about grocery shopping?

Interviewee: Yeah, the amount of money that I have to spend specifically on things like produce because that's what goes bad the quickest. And I do try as best as I can to go on Pinterest or something and find ways to save food and make it last longer, but there's only so much you can do. And I also feel like timewise too, I just don't necessarily have the most time to cook myself a full meal. So that's kind of why the reason we buy more snacks versus actual meals, but yeah I just ... It's hard. I'm lucky in that I know I have [John] and whatever I can't pay, he covers for me, but if I didn't have him, it would be very possible that I would only be spending maybe \$30 on groceries. Which I mean, it's not the end of the world and I think you can do it if you have to, but it's nice knowing that I'm a little more food secure than that because I do have the assist of him as well.

Researcher: That makes sense. So when you say \$30, is that in weekly groceries that you're referring to or monthly?

Interviewee: I'd say an average shopping trip is anywhere between 60 and \$80. And it'll vary between that. When we splurged, we spent \$100. So it's really ... We never go over 100, but we don't usually stay below, go anywhere below 60 if that makes sense.

Researcher: Okay. That makes sense, definitely. Probably harder too when you're buying the bigger items and-

Interviewee: Yeah, yeah.

Researcher: Between two people, it makes more sense, but between ... For one person that can be a big part of your budget.

Interviewee: Exactly and that's why I was ... Before we started buying groceries together, I was always the roommate in the house that had the least amount of food. It was just like ... I just didn't know how to grocery shop for one individual person. And I feel like grocery stores don't really make it easy to do it that way anyways, especially when you're buying stuff like fruit. I like the bags of

Cuties and bananas, but just by myself, I can't buy both at the same time because they'll go bad before I have the chance to eat it all. And that's not what I want to be doing, is throwing away food because that's really frustrating. So, I don't know.

Researcher: No, that makes sense. I appreciate you sharing. Could you describe what your ideal grocery shopping experience would be? So just when you think of like the dream, describe what you're seeing to me.

Interviewee: I think the nicest ... I love food. So not having a budget would be great in my mind, like just being able to go through and get ingredients and not have to worry about the price because I do really actually enjoy cooking and would like to do it more than I do now and it's way healthier. And I think over time it becomes way cheaper because you're not eating out as much, but at the same time it's trying to find that balance. So for me, being able to just walk through the store and pick anything to make anything that I'd be wanting to make, that's my ideal experience. But other than that, I mean I don't really ... I can't really think of anything.

Researcher: Okay. Yeah, no. I appreciate you sharing that. Getting more into specific grocery shopping models. Are you familiar with grocery shopping options that allow you to pick up groceries in the store after ordering them online?

Interviewee: Yes.

Researcher: Have you ever used that kind of click and collect option?

Interviewee: No.

Researcher: Okay. Why not?

Interviewee: Honestly, I don't know. I think because it's still kind of new. The only one that I really know about is Walmart because I keep seeing the commercials for it and I don't know. I guess because I don't shop at Walmart, maybe that's why I just don't think about it because I don't typically buy my groceries from Walmart.

Researcher: So let me just give you like a hypothetical. So if WinCo had this option and they said, hey, we'll go through and pick your groceries and your bulk items, whatever you want and there's a \$3 fee for it or whatever, but we can get them ready in four hours. Would that be a service that you would pursue?

Interviewee: Oh, absolutely. I feel like another thing about grocery shopping is the amount of time that it takes and being somebody that works during the week and goes to school full time during the week, it's really hard to leave so I can go grocery shopping and then if I do leave, it's like 8:30 at night. So then it's like I'm not gonna drive all the way out to WinCo which is probably like 20 minutes or something. I'm just going to drive down to Safeway because it's right there. So then it's like ... And I know, I consciously know making that decision I'm going to be spending more at Safeway because it is more expensive, but it's like, do I want to drive all the way out there or do I want to just get my food now?

Researcher: Right, save your time.

Interviewee: Yeah. So if I could just order my groceries and pick them up... I'm also just thinking like in the future as a teacher, that'd be so nice. You're just at school and you order your groceries and then you can pick them up right after school and not have to actually go through and do it yourself.

Researcher: Yeah, no, definitely. I think it's an interesting model for grocery shopping. What do you think about ordering groceries online so they're delivered to your home?

Interviewee: This is actually something we, [John] and I've talked about doing, looking into price wise, whether that would be more efficient or not because we'd be getting full meals out of that instead of trying to put meals together ourselves. So we've tossed back and forth, maybe setting up like a three a week meal plan like that, but we also don't know anybody who's done it, so we don't really have anything to go off of, but I mean I'd be down to give it a try if it made more sense.

Researcher: Right. That makes sense. Let me see. Have you noticed any ways that your grocery shopping habits have changed in the past few years?

Interviewee: Yeah, I buy a lot of breakfast food. I've ... Well as I've gotten older too, I try really hard not to buy so many snacks and actually buy things that I can eat, like buying like a premade little salad that I can take with me on to go, trying to do something like that. Yeah.

Researcher: Okay. Yeah, no, that makes sense. Kind of looking forward-looking into the future, do you think that in the next two to three years your grocery shopping habits will change more?

Interviewee: I would assume so, just potentially because in I want to say like five years I would hope that I'd be having ... Like starting a family. So obviously, if that happens then it would. The only other thing I can really see it changing is just getting healthier and better for me. We've been trying to buy bulk noodles because we eat noodles a lot instead of box package noodles. And just ... We're just trying different things while we can try different things like this to see what works, but I honestly just see it getting healthier because I kind of eat crappy right now, but that also has to do with the amount of money I have to spend on food.

Researcher: Right, yeah. That makes sense. Getting more into like some specific brands that are involved in the industry, are you familiar with Whole Foods?

Interviewee: Yes.

Researcher: Okay. Have you ever shopped there?

Interviewee: I don't think I personally have ever shopped there, but I would have ... One of my old roommates used to shop there, so I've had food from there, but I've never gone there myself.

Researcher: Okay. So you haven't been inside of a store or anything?

Interviewee: No.

Researcher: Okay, cool. How familiar are you with Amazon?

Interviewee: I'm familiar.

Researcher: Are you an Amazon user?

Interviewee: Yeah. I'm a Prime user.

Researcher: Okay, perfect. What are the things that you enjoy the most about Amazon?

Interviewee: That it comes to your door and then I can sit there and look through things without having to get up and go do it, which when you say it out loud, it really does sound lazy, but for me, I'm more so time ... I don't have time to go out and look for these things and I have to force out and make time. And that's the other thing, we, my roommates and I share one car, so we have to figure out a time that all three of us can go together. So we all ...

So that's another thing that happens. So Amazon's great because I get my stuff in two days and then I'm like nice. Keep going, here we go.

Researcher: That makes sense. Can you pinpoint things that you like the least about Amazon?

Interviewee: I don't know that I've necessarily really interacted with Amazon enough to see any problems because I mean, I use it and I'm a Prime Student user, but it's because of the Prime Video. Honestly, the only thing I can think of is depending on whoever's selling it, you sometimes won't get your stuff for weeks and there's no ... There's nothing, there's not even really anything you can go on the Amazon site and see like, where is my package? So it's just kind of like ... It just depends on who you order from and now I look for the Prime thing on it, but if it doesn't have that, then I'm going to have to expect to wait-

Researcher: A long time

Interviewee: ... however long until it just shows up, because I remember I ordered a costume for Halloween one time and it got ... It said ... I ordered it in September. It said it'll get there by the middle of October and I got it the week after Halloween. So I was like that sucks, but I just wore it the next year, but still it was like, dang it. I was really looking forward to being that and then it took forever. So that's the only thing, you're putting kind of into question is somebody else is responsible for it until it gets to you. So who are you putting in charge of that?

Researcher: That makes sense. Have any of your shopping habits changed from your use of Amazon? So I'm talking specifically like things that you could get at a grocery store. So home goods, even like toilet paper or soap or food or bulk items or anything like that. Have you started getting that from Amazon?

Interviewee: Not yet because right now where I live and the mailing situation, they can't get into our gate and I live right around the corner from a homeless shelter. So I'm ... For me it's kind of like I don't know if my packages are going to show up and actually be at my door type of thing, but we've started buying cleaning products off Amazon, because we found that it's cheaper to do really big things of toilet paper and what's the other thing, paper towels. It's a lot cheaper to do it that way and then they just send it to you. I don't think it's like ... I think it's maybe a dollar cheaper or something, but still like in the long run, that's a lot. Yeah.

Researcher: A dollar's a dollar. Yeah. Can you estimate how much money, I know you touched on this earlier, but could you estimate how much money you spend on an average weeks' worth of groceries?

Interviewee: Yeah. So we don't go grocery shopping every week. We're kind of more ... we'll do probably two really big shopping trips throughout the term, so within 10 weeks. So at the very beginning and then five weeks later, we'll do another one.

Researcher: Okay, that makes sense.

Interviewee: And those are the ones where we're between 80 and 100, but a regular shopping trip is probably ... I don't know, if we did it by week, it'd probably be somewhere around \$30 a week.

Researcher: Okay. That makes sense. And is that for just yourself or for you and your partner?

Interviewee: That's for the both of us.

Researcher: Okay, sounds good. So I have a few statements that I'm going to read and there's a choice between an option in the statement. So if you could just choose the option that best suits you, that'd be awesome. When I go grocery shopping, I go to the store that is the most convenient or the least expensive.

Interviewee: True.

Researcher: Which one though?

Interviewee: Oh, I'm sorry.

Researcher: That's okay. Don't worry about it.

Interviewee: Well, cause I was like they're both true -

Researcher: You're like ready for the question. So it's kind of like picking one that's more true for you.

Interviewee: Least expensive.

Researcher: Okay. I often find myself excited or dreading going grocery shopping.

Interviewee: Dreading.

Researcher: When I grocery shop tend to pick items that are the best for me or the cheapest to purchase.

Interviewee: It's kind of 50/50.

Researcher: Okay, that's fine. It can be 50/50.

Interviewee: Yeah, I would say probably 50/50 on that one.

Researcher: Okay. I often buy conventional or organic produce.

Interviewee: Conventional.

Researcher: I prefer shopping at brands that have mostly local foods or a lot of variety.

Interviewee: Probably variety, but I'm not opposed if it says it's grown locally,. I will support that because I do believe homegrown food is better. Yeah.

Researcher: That makes sense. Okay, perfect. And then I have one question before getting into your demographics. I want to dig into the Whole Foods thing a little bit. Is there a reason why you don't like shopping there or a reason why you haven't shopped there or-

Interviewee: Oh, I just, it's ... My boyfriend and I just don't eat necessarily that healthy. So for us, that's the biggest reason, it's like we do know the type of food that they sell there and it's just not necessarily our appetite, I guess.

Researcher: That makes sense.

Interviewee: But we also do know that it's more expensive and so that's another reason why we tend not to go there. There was a while they were doing, like on Tuesdays, if you're a student, you got 10% off. I knew they were doing that for a while. I don't know if they still do that, but that's when my roommate would go. So he wouldn't go regularly, but if they were doing like a student discount, he would go. So just from that we were kind of like, it's too spendy there type of thing. So we just don't really go in them.

Researcher: That makes sense. Okay. So for demographics, what is your age and gender?



Interviewee: I'm 23 and I'm a female.

Researcher: Okay. And then what would you estimate your average annual incomes to be?

Interviewee: I think it's between 15 and 1800.

Researcher: Okay. That is perfect. That is all that I have for you. Thank you!

### **Interview 8**

Researcher: So, thank you for agreeing to take part in this voluntary interview. This interview should take no more than 15 minutes and you may stop the interview at any point. If you do not want to answer a question, you do not have to. I would like to record this interview so that I can listen rather than take extensive notes. Your responses will be kept anonymous and they will not be linked to you or your identity in any way. Are you ready to begin?

Interviewee: Yes.

Researcher: Okay. So where do you typically grocery shop?

Interviewee: Well, typically I go to Market of Choice on Willamette Street. It's on my way home. I mean, I go by there twice a day anyway, so it's a convenient place for me to shop.

Researcher: Okay, that makes sense.

Interviewee: And I like the experience of it. It's big and it's well-lit and got plenty of choice. That's where I go.

Researcher: Okay. That makes sense. Where else do you like to grocery shop if Market of Choice isn't the place that you're going?

Interviewee: This time of year, nowhere else. In the summer, though, on a Saturday morning, I go down to the Farmer's Market downtown and buy salad and that kind of thing there. But other than Market of Choice, that's really where I go.

Researcher: Okay. So, would you say that 100% of your shopping done in the wintertime for all of your groceries is done at Market of Choice, or?

Interviewee: Yes. I can't think of any other place I've been in the last three months besides that. Have I been to Safeway? I think once or twice, but that was probably to pick up a DVD from the Redbox at the Safeway.

Researcher: Right, not necessarily the groceries-

Interviewee: Not for groceries, no. No.

Researcher: Okay, that makes sense. Could you tell me a little more about your last shopping trip?

Interviewee: Yes. Yesterday, beer.

Researcher: Good.

Interviewee: Milk. And I'd intended to make enchiladas, so I picked up chicken, green chili ... what else? Oh, and tortillas.

Researcher: Okay. Okay, so when you grocery shop, do you typically shop for a few days' worth of groceries, or do you try to make out a long list and have it be for a whole week?

Interviewee: Yeah. I am inefficient. I mean, I know the efficient way to do it is to have a long list and go there once a week. I don't do that. I probably go three, maybe four, sometimes five times a week. And me spend there is about \$30 a time. It's typically for anything I notice in my pantry that I don't have any of, and it'll be whatever ingredients I need for the next two nights or weekend of meals.

Researcher: Okay. That makes sense.

Interviewee: Yeah. But I mean, I stand in line behind people who spend \$300 in there and they have two carts.

Researcher: Right.

Interviewee: That's not me, I don't wanna spend that much time in there. I'm in and out in 10 minutes.

Researcher: Okay. Okay, good to know.

Interviewee: I don't know if you know this, but Market of Choice is an interesting business model because when they were founded here, they were very low-end, very low-end. I mean, it was close to being icky to go in there. And then I think what happened is they had some low-end competition come in, like Grocery-

Researcher: Outlet or something along those lines-

Interviewee: Grocery Outlet and places like that. And I think they figured out, hey, we've gotta find a competitive space here. And they decided to go upmarket, over and above Albertsons and Safeway. And then when they were originally operating here, they were really low-end. They were really low-end. Yeah, so they've done a good job in strategically repositioning themselves.

Researcher: Okay.

Interviewee: And they can make it what looks like a decent living out of it. Although, as you know, the margins in groceries are tiny, tiny.

Researcher: Yes, they're not very high.

Interviewee: Yeah, yeah.

Researcher: Hm, okay. Good, interesting to know. What are your overall feelings about grocery shopping? Is it an experience that you enjoy or look forward to, or the opposite?

Interviewee: I kind of like it. I mean, I like the wandering around the aisles there. The notion of calling in an order and having somebody deliver it, that does not appeal to me. Or the experience of just walking in the aisles and seeing who I'll bump into, and often I'll find somebody there I know, and we'll chat and go on-

Researcher: Right.

Interviewee: But it's not something I dread. Not really something I look forward to, like, "Oh boy, I get to go grocery shopping today." It's sort of a function with a little bit of enjoyment to it.

Researcher: Okay. Just another part of every single day?

Interviewee: Yeah, yeah. Yeah.

Researcher: Okay. Going through the motions, I like it. What is something that you enjoy the most about grocery shopping?

Interviewee: I like the speed and convenience of the event.

Researcher: Okay.

Interviewee: For me, I've been to that place. I go to the one out on ... Willamette Street because I live up on the hill nearby. And I know where everything is, so I can ... If I want green chilis, I know exactly where they are. If I want bananas, I know where they are. So, the sort of predictability of it. And I think that's why I don't go to Walmart or places like that, just because I don't go there, I don't know where anything is.

Researcher: Right.

Interviewee: Or Costco. Actually, I do kind of shop at Costco because I have a very good friend who goes there once a month. And she asks me, "What do you want from Costco?" So, I give her a list and it shows up at my door. That's really convenient because I do not like those places, there's too much stuff going on.

Researcher: Yeah. So, you enjoy the smaller stores where you can recognize where things are and-

Interviewee: Yeah.

Researcher: Have the habitual-

Interviewee: Yeah, it looks clean and tidy and organized. All the shelves line up and it's well-lit, and there's some nice music going on in the background.

Researcher: Okay, great. Opposite end of the spectrum, what is something that you enjoy the least about grocery shopping?

Interviewee: Oh, the checkouts thing.

Researcher: Okay.

Interviewee: Yeah. Market of Choice does a really good job in scanning the lines and opening up new checkouts. So, you rarely have to wait too long there. But still, I'll take it out of my basket, which I just

put it into, put it on a shelf. They scan it and I put it back into a basket, that just seems so inefficient to me.

Researcher: Right. Do you have any ideas of how something like that could change, or?

Interviewee: Well, a lot of grocery ... A lot of grocery stores are using that automatic checkout-

Researcher: Right.

Interviewee: And you can do that. And if you go to Whole Foods, for instance, or any of the Amazon Go grocery stores. I think that has to be the way of the future. I suppose as an operator, you have to be concerned about theft, people just not scanning it and just putting it straight in their bag. But it must be expensive to keep all of those people-

Researcher: Working there, yeah.

Interviewee: On the checkout all day. So there needs to be a more efficient way of doing that.

Researcher: Interesting. Could you describe what your ideal grocery shopping experience would be?

Interviewee: Well, I suppose the experience I have at Market of Choice is about as good as it gets for me. That's why I keep going there. Apart from the advantage of it being geographically convenient because it's on my way home, but I can't imagine departing from that experience if somebody else opened up in the neighborhood. And there are, there's an Albertsons, there's a Safeway, there's Capella, which is a sort of hippie market. But I go to Market of Choice because it works for me. And my girls tell me, you know, you're paying way more than you need if you go to grocery checkout thing and you save a lot of money. And I don't really care.

Researcher: Yeah. Just easy. Getting more into specific grocery shopping channels or models, are you familiar with grocery shopping options that'll allow you to pick up your groceries in-store after ordering them online?

Interviewee: Yes.

Researcher: Yeah?

Interviewee: Yeah, yeah.

Researcher: Have you ever used that kind of click and collect option?

Interviewee: I haven't done that. But last year, I experimented with Blue Apron. And the reason for that is, one of the groups in 453, I think it was this time last year, wanted to do Blue Apron as the company. And I thought well, we don't really know anything about it, so sign up. So, I experienced that for maybe six months, didn't much care for it.

Researcher: No? Was there anything about it in particular?

Interviewee: No. Well, they choose the menu. And it comes in a big box. So, the delivery system, really, really efficient. But if you don't like what they've chosen the for the meals of the week, then it's not that great.

Researcher: Right.

Interviewee: But the thing that bothered me a lot was all the wasted packaging. And you end up with boxes and polystyrene and all the rest of this stuff. And it wasn't cheap, I think there was 80 dollars in a week or something like that.

Researcher: Right.

Interviewee: But like I said earlier, I sort of like the experience of going and picking out my own bananas, and see what beer is on special this week. So, having somebody else do that didn't really appeal to me.

Researcher: Is it something that you ever think you'd use in the future for whatever reason, or?

Interviewee: Well, it could be. I mean, if my health deteriorates and I decide I don't wanna go out and shop around a grocery store today because now I'm 83 ... I'm not, by the way but ... That could be a reasonable market, a way of acquiring those groceries because, I mean, there were times in the last two weeks when getting down my hill to go grocery shopping was a pain and was dangerous. So, there could be circumstances when I could do that. But it would be the exception rather than the rule.

Researcher: Okay, that makes sense. What do you think about ordering groceries online so that they're delivered to your home?

Interviewee: What, say that again.

Researcher: What do you think about ordering groceries online so that they're delivered to your home?

Interviewee: I don't know what that is. Is that a company?

Researcher: Not necessarily, it's more so like when you order your groceries and have them available for you to pick up in the store-

Interviewee: Oh, I see.

Researcher: But something where they would just be delivered to your home as opposed to having to go pick them up.

Interviewee: Yeah, yeah. Well that could be an attractive feature. I mean, not now. But I mean, I could see that being an attractive feature for older people who don't wanna deal with going to the grocery, and don't wanna deal with the checkout and all of that stuff.

Researcher: Okay, that makes sense. Is there a particular thing that you can pinpoint that makes it that you don't wanna use a type of service like that, or?

Interviewee: Well, I like to choose ... I like to see what I'm buying. I like to be sure that the chicken's fresh and the bananas are fresh. Not sure I trust anybody to pick out things. And it would require another level of organization on my part, which I'm just not into. I mean, because it requires you make a list or go on to the site and go, okay, well I do need sugar, check, and I do need beer, check. And I'm just much more random and spontaneous than that. I sort of have an idea of the three things that I need, but I'll walk around and go, oh, yeah, I do need sugar, and I do need beer.

Researcher: Right.

Interviewee: It requires a little more organization than I'm capable of.

Researcher: Okay, that makes sense. Have you noticed any ways that your grocery shopping habits have changed in the past few years?

Interviewee: Not really. Except when my girls are home the spend is much bigger, because they tell me, oh, we need waffles, and we need Doritos, and we need dah, dah, dah. So, I end up buying a whole cart worth of stuff where ordinarily, when I go for myself, it's just a little basket. But other than that, no, not really.

Researcher: Okay. Do you think, looking forward in the next two to three years, your grocery shopping habits are gonna change in any way? Are there any anticipated changes that you can think about?

Interviewee: Well, only to the extent that one of my girls is coming home to stay in June for her gap year. So, I'm hopeful that half of the time, I can send her to go buy the beer and I don't have to go do it. Other than that, I don't see any change.

Researcher: Okay. More into specific brands that I'm interested in, are you familiar with Whole Foods?

Interviewee: Yes.

Researcher: Have you ever shopped at Whole Foods?

Interviewee: Yes.

Researcher: Do you feel as though there have been any changes in Whole Foods stores in recent years?

Interviewee: Well, I think I've only been in there once since Amazon took over. So, you see all the Amazon ... products. But other than that, I do not like Whole Foods at all.

Researcher: Is there a reason for that?

Interviewee: It's too bright, too sort of industrial-looking. Just not a very warm place to be. And, as I said earlier, I don't know where anything is. I don't go there often, that's why I ended up walking up and down the aisle, and then I find the beers on the other end of the aisle and down-

Researcher: Right.

Interviewee: And it's like, well ... I don't really have a reason to go there, other than just to go see what it was like when it opened originally which is, what? Two, three years ago, yeah.



Researcher: Right. Okay, that makes sense.

Interviewee: But it's not my favorite place at all. And it's not the money, I mean, it's not that it's more expensive. I just don't care much for the experience. Just too brightly lit and the feeling there's a lot of surveillance going on in there. And I'm sure there is in Market of Choice and Safeway, but I think it's less apparent.

Researcher: Okay, that makes sense. You mentioned them earlier, but how familiar are you with Amazon?

Interviewee: Oh, quite.

Researcher: Yeah?

Interviewee: Yeah, yeah.

Researcher: Are you an Amazon user?

Interviewee: Yes. Oh, yeah.

Researcher: Do you have Amazon Prime?

Interviewee: I do.

Researcher: Okay.

Interviewee: I do.

Researcher: What are the things that you like the most about Amazon?

Interviewee: Convenience, the range of choice. And that while you pay a premium for it, I can get anything from England I want.

Researcher: Right.

Interviewee: I've been here a long time and it's only in the last three or four years, if I see something which is in England, I can have it delivered here within three or four days, which is amazing to me. I mean, I don't do it all the time, but I buy books off Amazon, and CDs, and ... things like bedding. If I want pillows, pillow cases or anything like that, I'll go the Amazon just because I don't wanna go to J.C. Penny or Macy's or any of those mall-based shopping experiences. Just horrible.

Researcher: Okay. That makes sense.

Interviewee: Sorry.

Researcher: You're all right. I'm sorry that you're coughing so much, it's not fun.

Interviewee: Yeah, yeah.

Researcher: On the opposite end of the spectrum, what are the things that you like the least about Amazon?

Interviewee: Well, that it's clearly out-competing small, local vendors. I think eventually we'll all be living in retail deserts because everything's conveniently available on Amazon. So the local grocery store down the street or the local book seller, gonna go out of business just because demand is shifting. And I get the whole technology and convenience of it, but there's something to be said for having competition. And I think Amazon's just getting too big, because it's so efficient and convenient that I think it's harming the local economy.

Researcher: Okay, that makes sense. Have any of your daily shopping habits been changed through your use of Amazon or Amazon Prime? So, not necessarily grocery items, but household goods like toilet tissue, or soap or anything like that, have you found yourself buying it on Amazon?

Interviewee: No because I get that stuff from Costco when my friend goes out there once a month or so -

Researcher: Okay.

Interviewee: But years ago, before Amazon was the choice, if I wanted a book, I'd go to Barnes & Noble or Borders and I'd buy it. If I wanted a CD, I'd go to CD World. I still buy CDs. My girls think I'm crazy, "What do you have all these CDs for?" And now I don't do that. I just, if there's a book I want ... Eerily, Amazon will communicate with me and say, hey, you might be interested in this book because the last time this author came out, you bought his last book, so maybe you should consider ... and that's a little creepy. But it's efficient. So, I suppose that's changed. I mean, the bookstore here used to be The Bookstore. That's where you'd go to buy not just your textbook, but any book. You know, it's not The Bookstore anymore.

Researcher: Right, okay. That makes sense. Are you familiar with a service called Amazon Fresh?

Interviewee: Yes, yeah.

Researcher: Have you ever used it?

Interviewee: No, I haven't. I've read about it, but I haven't used it.

Researcher: Okay. Do you think you would consider using it if it was available to you, or something that you could?

Interviewee: Yeah, I don't think so, personally. But I can see the merits of that delivery system, yeah.

Researcher: Right. Okay, perfect. Could you estimate about how much money you spend on an average weeks' worth of groceries?

Interviewee: On a week's worth?

Researcher: Yes.

Interviewee: 150.

Researcher: Okay. Is that just for yourself or for your household?

Interviewee: Well, when the girls are home, it's double that-

Researcher: Oh, right, yes. Okay, that makes sense.

Interviewee: Because the beer consumption goes up. No, no, I'm kidding ... Yeah, it's about 150 a week. So, it's at 600 a month.

Researcher: Okay, that makes sense.

Interviewee: And then when the girls are home, it's a good thousand a month because-

Researcher: Yes, my family knows what that's like.

Interviewee: Yeah.

Researcher: Okay. So, I have just some statements I'm gonna read. There will be a choice in the statement, and if you could just pick the one that best suits you, that'd be awesome. When I go grocery

shopping, I go to the store that is the most convenient or the least expensive.

Interviewee: Convenient.

Researcher: Okay. I often find myself excited or dreading going grocery shopping.

Interviewee: Is there a neutral?

Researcher: You can be neutral.

Interviewee: I'm neutral. It doesn't excite me to the same way as, I don't know, going to the movie or going out to dinner. It's a thing I do, and it's okay, but I don't dread it.

Researcher: Right, okay. That makes sense. When I go grocery shopping, I tend to pick the items that are the best for me or the cheapest to purchase.

Interviewee: Best.

Researcher: I often buy conventional or organic produce.

Interviewee: Organic.

Researcher: Okay. I prefer shopping at brands that have mostly local foods or a lot of variety.

Interviewee: Local.

Researcher: Okay. And then just demographics, what is your age and gender?

Interviewee: 68 and male.

Researcher: Fabulous. That's all that I have for you.

Interviewee: Okay.

Researcher: Again, thank you so much for participating!

## Interview 9

- Researcher: So, thank you for agreeing to take part in this voluntary interview.
- Interviewee: You're welcome.
- Researcher: This interview should take no more than 10 to 15 minutes and you may stop at any point. If you don't want to answer a question, you don't have to. I would like to record this so that I can listen rather than take extensive notes. Your responses will be kept anonymous and they will not be linked to you or your identity in any way. Are you ready to begin?
- Interviewee: Yes.
- Researcher: Okay. Where do you typically grocery shop?
- Interviewee: Winco.
- Researcher: Okay. Do you go anywhere else when you like to grocery shop or just Winco?
- Interviewee: For convenience sake, we'll go to Albertsons occasionally, but just because it's close. But no, we usually, it's a weekly thing. We go to Winco.
- Researcher: Okay. Okay. Awesome. So how much of your shopping, like proportion wise would you say is done at Winco?
- Interviewee: 95%.
- Researcher: Okay. Yeah. So, a lot.
- Interviewee: Yeah.
- Researcher: What do you like most about Winco?
- Interviewee: What I have found, first of all good price.
- Researcher: Yeah.
- Interviewee: Price is, yeah, super important. Secondly, they're adding a ton of products, which I didn't use to have, they didn't use to have all the

things that I would have to go to Market of Choice and stuff for, but now they have them at half the cost and also their produce and meats are extremely fresh because they, I think they just do such a high volume of business that everything gets rotated through so fast.

Researcher: Okay, cool. So that's good.

Interviewee: So those are things that I really like.

Researcher: Okay. Could you tell me more about your last shopping trip?

Interviewee: Last shopping trip was pretty skinny because we were going, we're headed out for spring break, so we just got produce and things that my sons needed for their lunches and that it wasn't a huge shop trip.

Researcher: That makes sense. How much time do you say you normally spend at the store when you go for your big weekly trips?

Interviewee: It probably takes an hour.

Researcher: Okay. Yeah. Do you go in with like a list and like being planned and prepared?

Interviewee: Yes.

Researcher: Okay.

Interviewee: We have a list.

Researcher: I love that.

Interviewee: Yeah.

Researcher: Okay. Could you describe your overall feelings about grocery shopping?

Interviewee: Well, I owned a catering business for nine years and I did all my, almost all my shopping for my catering business at Winco. So, it was a chore for a long time. It's not. My husband and I make a date out of it and go to breakfast first and then go shopping. So, my view has changed. It's better.

Researcher: Okay. That makes sense. Could you pinpoint like one thing that you liked the most about grocery shopping?

Interviewee: Well, I like the time with my husband. There's not anything in particular I enjoy about it. Yeah. No, it's just it's the task.

Researcher: Chore, yeah, that makes sense. Is there one thing that you like least about it?

Interviewee: No.

Researcher: No.

Interviewee: No, I mean there's nothing that I say, oh, I could totally dreading doing this part of it.

Researcher: Just the overall indifferent, just another thing that you have to do?

Interviewee: Kind of like laundry, you know, you'd have to want to do it yet.

Researcher: Can you describe your ideal grocery shopping experience? What would it be?

Interviewee: I go early, there's no one there. They have everything I need, and I get out of there faster than normal. That would be it.

Researcher: Is there usually anything that's like an obstacle to making that your everyday experience whenever you would go?

Interviewee: Typically, if we don't get our, the ball rolling on Saturday morning fast enough, then the crowd is a little bit bigger. So yeah, that's the only thing. So, we have to try and get up early and get going. So that doesn't always happen.

Researcher: Yeah. Saturdays are hard.

Interviewee: Yeah.

Researcher: Are you familiar with grocery shopping options that allow you to pick up your grocery in store after ordering them online?

Interviewee: Yeah.

Researcher: Have you ever used anything like that?

Interviewee: I don't, because I don't trust people to pick my stuff out. I'm pretty picky about it, I want to, I want to look at it.

Researcher: That makes sense. Is that like for produce or is ...

Interviewee: Produce and meat ...

Researcher: ... dry goods and ...

Interviewee: Pretty much everything like that would have been, had that been available when I had small children, I would have jumped on it. But now that I have the time, it's fine. I don't, I wouldn't use it unless I was in a real emergency pinch.

Researcher: Okay. That makes sense. What do you think about ordering groceries online, so they're delivered to your home?

Interviewee: It doesn't appeal to me. I don't know. It's part of the process. I don't think it takes that much out of my time and I get to make those decisions and look at the product before I purchased it.

Researcher: Okay, yeah, that makes sense. Is there anything else that you can identify that whatever, that would stop you from using the order online function to have it delivered to you or ...

Interviewee: Anything else that would prevent me from doing it?

Researcher: Yeah.

Interviewee: Well, if there's added costs. Right. Right now, I shop at Winco because it saves me money. So, if there was an additional cost associated with it, that would prevent me from doing it too.

Researcher: Okay. Yeah. Yup. That makes sense. Have you noticed any ways that your grocery shopping habits have changed in the past years?

Interviewee: I have to buy more because I have teenage boys. Really just quantity has gone up.

Researcher: Okay. Then you just consistently shopped at Winco.

Interviewee: Yeah. Yeah. As for, as long as it's been there, that's where I've shopped. Yeah.



Researcher: Cool. Looking forward to like the next two to three years, do you anticipate any ways that you think your grocery shopping habits will change more?

Interviewee: Well, next year I'll have two children in college and one at home, so I think it will go down quantity-wise, but everything else I stayed kind of remaining the same.

Researcher: Okay. Yeah, that makes sense. Getting more into like specific brands that I'm looking at. Are you familiar with Whole Foods, the store?

Interviewee: Yes.

Researcher: Have you ever shopped there?

Interviewee: I have never shopped there.

Researcher: Why?

Interviewee: The one that we have here isn't convenient to me so there really isn't any reason I would go there other than novelty and I have a Market of Choice there in my house and I think I'm pretty similar. So, if I'm, if there's some super specialty thing I want, or I want the experience of that, then I can go to Market of Choice.

Researcher: Okay. That makes sense. Are you familiar with Amazon?

Interviewee: Yes.

Researcher: Are you a user?

Interviewee: Not for food.

Researcher: Okay.

Interviewee: But yeah.

Researcher: But in general?

Interviewee: Yes.

Researcher: Do you have Prime?

Interviewee: Yes.

Researcher: Okay. What are some things that you liked the most about Amazon?

Interviewee: I can find pretty much everything I want instead of going to a mall.

Researcher: Right, that makes sense.

Interviewee: Or searching, going to store to store. I do not like to shop.

Researcher: Right.

Interviewee: So, if I'm getting something general that I know of, I'll just order it.

Researcher: Okay. That makes sense. Is there anything that you can identify that you like the least about Amazon?

Interviewee: Two-day delivery doesn't always happen.

Researcher: That's true.

Interviewee: And I can't, not everything is covered under Prime.

Researcher: Right. So, it's like you either get it in two days or maybe like two weeks or between ...

Interviewee: And it depends on, how much of a hurry I'm in.

Researcher: So that makes sense. Are you familiar or let me ask this, have any of your shopping habits changed through your use of Amazon for specific goods? Like household items, like toilet paper or paper towel or do you still primarily go to the grocery store for that kind of thing?

Interviewee: Grocery store or Costco.

Researcher: Okay. That makes sense.

Interviewee: Costco for big paper items and like laundry detergent and things like that, but for everything else we get it at Winco.

Researcher: Okay. Can you estimate how much money you spend on an average week's worth of groceries?

Interviewee: About from 175 to \$200.

Researcher: Okay. And then is that for your household?

Interviewee: Mmhmm.

Researcher: Is it four people?

Interviewee: Mmhmm.

Researcher: Okay, perfect. I have some statements that I'm going to read and then if you could just choose the option in it.

Interviewee: Okay.

Researcher: As you choose, that'd be super helpful. When I go grocery shopping, I go to the store that is the most convenient or the least expensive.

Interviewee: Least expensive.

Researcher: I often find myself excited or dreading going grocery shopping.

Interviewee: If I had to choose what I guess I'd say dread it.

Researcher: When I grocery shop, I tend to pick items that are the best for me or the cheapest to purchase.

Interviewee: Depends on the product.

Researcher: Okay. What would be like the differentiator?

Interviewee: Produce and meats. Packaged items, I try and get at least the least amount of ingredients.

Researcher: Okay. That makes sense.

Interviewee: If it's like dish soap and things like that, then, I'm not as picky.

Researcher: Okay, cool. I often buy conventional organic produce.

Interviewee: I buy conventional.

Researcher: Okay. I prefer shopping at brands that have mostly local food or a lot of variety.

Interviewee: I'm pretty simple, so if they're local, that's great. I don't specifically search it out though.

Researcher: Right. Okay.

Interviewee: So, I kind of like, I would say variety.

Researcher: Okay. Yeah. Um, and then just for demographics, what's your age and gender?

Interviewee: My gender is female, and my age is 48.

Researcher: Okay. Perfect. That's all that I have for the day.

Interviewee: That's it. Awesome.

Researcher: Again, thank you so much for meeting with me today!

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