



Centra
Live Every Day

Research and Insights Report



Abstract

This report will bring the reader through the design process used to understand both Centra and its market within rural neighbourhood ecosystems.

Targeted to understand how to improve market share in a dynamic and competitive environment, this report will describe in detail, the research findings and the analysis methods used to produce three strong insights that can be acted upon to find solutions to improve their current model.

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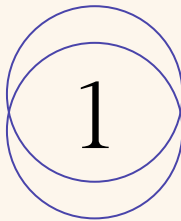
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01 Introduction

5 Brief





Introduction

With around five hundred Centras located around Ireland ranging from 'high convenience', 'convenience' and 'neighbourhood', convenience is perceived differently depending on the ecosystem of the store.

Aiming to understand the environment, Centra wants to improve their market share amongst the competitive industry and adapt by leveraging innovative strategies that target insights produced from customer behaviours. This report presents findings from a multitude of customers and Centra managers within rural locations, while offering a comprehensive analysis into the findings from interviews and observations gathered during this report.

The data analysed will aim to uncover key insights targeting areas in need of improvement or calls for action within specific areas.



- BRIEF -

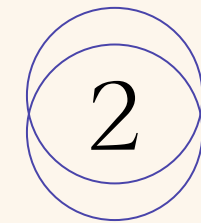
“How might Centra gain market share in a very competitive and dynamic environment?”

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Audit

The audit phase helped to firmly understand Centra within the Irish convenience retail scene. This stage analysed recent consumer trends, strategies of other competitors, and emerging opportunities for addressing issues set out within the project brief. Information gathered from the internet included industry reports, consumer data and online reviews.

Regarding Consumer trends, reports showed that smaller frequent shopping trips are increasingly preferred to larger, more occasional or weekly purchases. With an increased rise of the cost of living there has been a demand for convenience within the retailing space, forcing retailers to shift their offerings and to meet the behaviours of their customers (Kennedy, 2024) (PwC, 2023).

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With this, the “Inspired By Centra” range saw a 40% increase in sales, while the “Freshly Prepared” meals experienced a similar 40% growth (Centra, 2022).



40% “Inspired By Centra” range growth



40% “Freshly Prepared” meals growth

Digital convenience has become more of a shopper expectation with features like self- service tills, click-and-collect and more being noted as features that helped streamline the shopping experience for customers (PwC, 2023).



There has been an emphasis on eco-friendly packaging and organic products which has indicated the increased awareness related to the environment and the health of a person, changing the dimensions of consumer expectation in the sector (Oracle, 2024).



* Graphics generated with AI, prompt description available in Bibliography

Challenges

During the research, there were a lot of challenges found that centra was facing within the convenience sector. Inflation has hit consumer spending, and many are reaching for private-label products to get more value. This is a call for focused promotions and loyalty programs to be waged by retailers in order to retain customer loyalty (Kennedy, 2024).

With remote working, city-centre stores are seeing fewer customers, making it harder for these stores to bring in more shoppers (Kennedy, 2024). The convenience market has also seen the growing incursion of supermarket chains such as Tesco and Lidl, offering smaller store formats at lower prices, which is very challenging to established players like Centra with their competitive strategies (Kennedy, 2024).



Competitor Strategies

The convenience sector has seen various strategies from competitors. Some of these strategies include targeting private-labeled offerings towards price-conscious consumers that have gained significant momentum within stores which has been seen as a strong driver for loyalty within a store (Kennedy, 2024).

Competitors have focused on their advertising, vouchers and loyalty schemes that have all improved customer engagement and retention during the current economic downturn (PwC, 2023). Investments from competitors in freshly prepared, ready-to-eat solutions have grown in recent times, appealing to the busy shopper (Kennedy, 2024).



Social Media

Gathered insights from various sources like social media (e.g., Facebook), review platforms like Glassdoor and Trustpilot, and Centra’s main website. The research revealed several key aspects related to Centra's community efforts, offers, partnerships, and future goals.



One unexpected finding was that Centra actively supports the community through initiatives like sponsoring GAA, supporting the Irish Cancer Society, and creating financial contributions through employment. However, these efforts are not well-highlighted on their social media, which mostly focuses on offers for wines, chocolates, soft drinks, and vouchers.

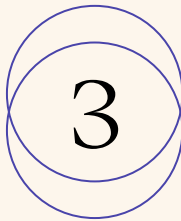


An interesting discovery was Centra's commitment to reducing carbon emissions. Their future goal is to become Net Zero carbon by 2040. Additionally, they aim to make 100% of their own-brand packaging recyclable, reusable, or compostable by 2025.

This shows Centra’s dedication to sustainability and their role in supporting the environment as part of the community.

03 Research

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Research

Photovoice

The photovoice method was important to capture the moments in time in which a customer decided to do specific actions or decide on certain decisions which were relevant to us in understanding the customers core decision making process.

A total of five participants were encouraged to explain their rationale to their decisions regarding each question asked with the photovoice. Drawing a diverse understanding from a wide range of participants allowed for enhancing the knowledge on why people do what they do.

As seen in Figure 1 the information received from the photovoice outlined aspects that showcased the quality and product range that Centra offered to these customers. With responses focused on this, there was an interesting area on what Centra provides to the community.

Figure 1 - Photovoice from a participant

Take a picture of how you would transport your shopping. (Ex. By hand, shopping basket etc..)



I always drive to the shop as I live outside of the town and it's too far to walk. I never get a basket in Centra, as I'm always just popping in for small bits, on top of my main shopping done elsewhere.

Can you show us a product that you think is a great deal or offers good value for money?



These soups are really nice and a good deal. Also, it is a soup season and I had tried them before and really liked them. 2 people can have meal for 3.50 euro

Take a photo of something that you regularly buy at the store.



Frank and Honest. I use to always get Latte or iced coffee during the summer. Now, during my pregnancy, I wouldn't buy coffee so I buy chai latte instead.

Was there any part of the store that felt too crowded or hard to move through? What impact did that have on your shopping experience



It wasn't crowded when I was in as it was the afternoon but this spot can be really busy and I would avoid it rather than wait in line. I feel under pressure to decide what to eat before I even seeing what food is available, and then I feel like I am

What's one product you often pick up at this store because it's easier or quicker than going somewhere else?



Energy balls - its a Cork brand, very tasty and anytime I see it, I will buy it. Only 2 shops in the area sell them, one of them is Centra.

Take a picture of something you bought but hadn't planned on buying initially.



I hadn't plan on this, but got the craving when I seen it. I don't eat meat, so its hard enough to find something nutritious. Happy Pear is always really good.

Observations

Ethnographic observations were conducted to complement the photovoice journals created by the participants. Offering a chance to understand what stood out when entering the store and experiencing what the customer experiences. The unstructured observations allowed for organic patterns to be observed within the shop.

During the process, some of the observations recorded were around the age brackets of customers throughout the day along with highlighting that younger individuals tend to buy more impulse purchases. The foot traffic of customers at different parts of the day and the use of store provided baskets determined how much an individual was planning on shopping. These observations expanded on the brackets that had been set out from the brief, showing that customers can't just be dedicated to a predetermined bracket of customers.

Understanding how individuals navigate, the conversations that can be heard, the smells of the bakery as well as the placement of certain assistive tools and markings for the customers were all important information to gather. These findings help complement the photovoices generated in the previous step that produced a topic guide for the interviews.

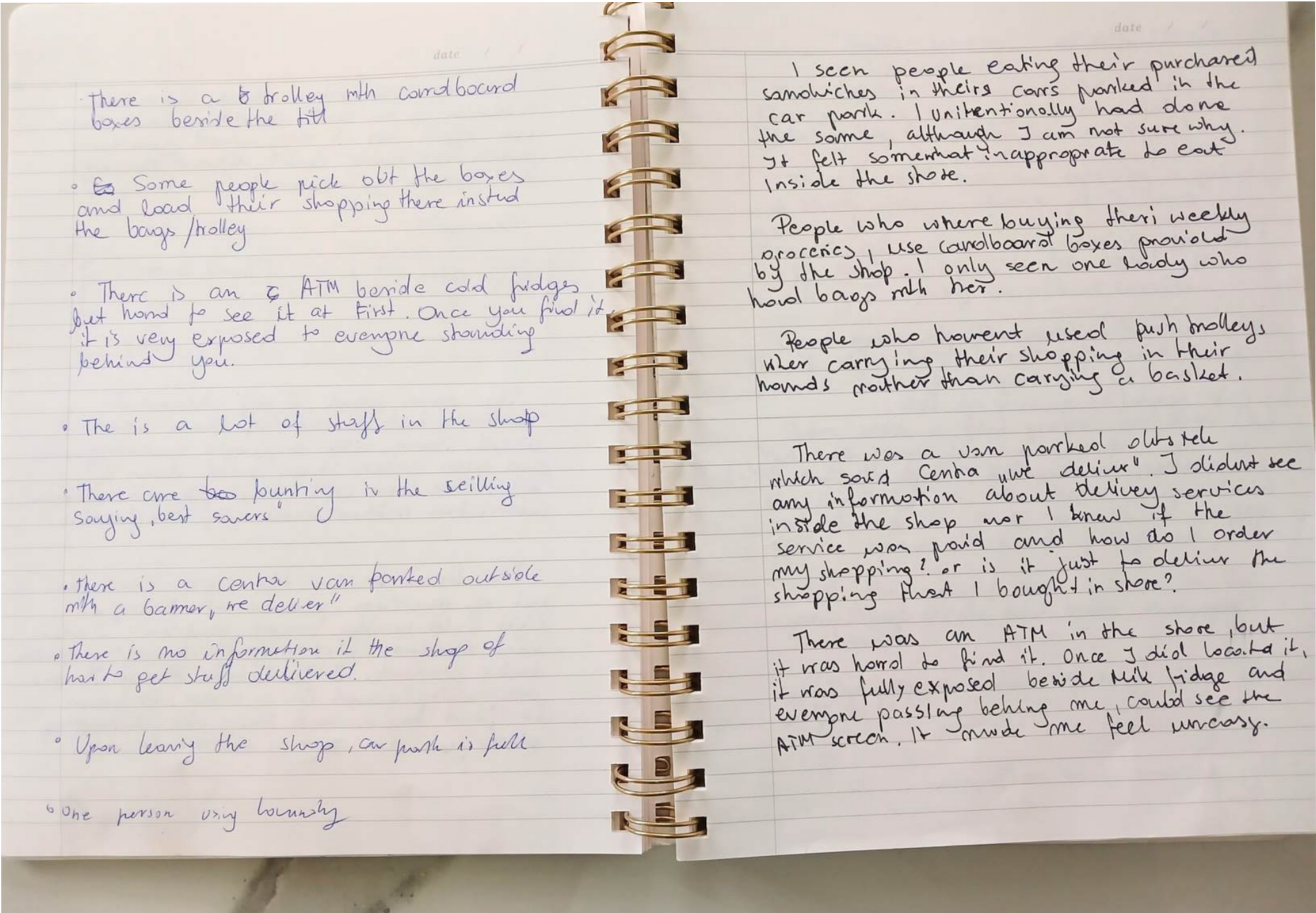
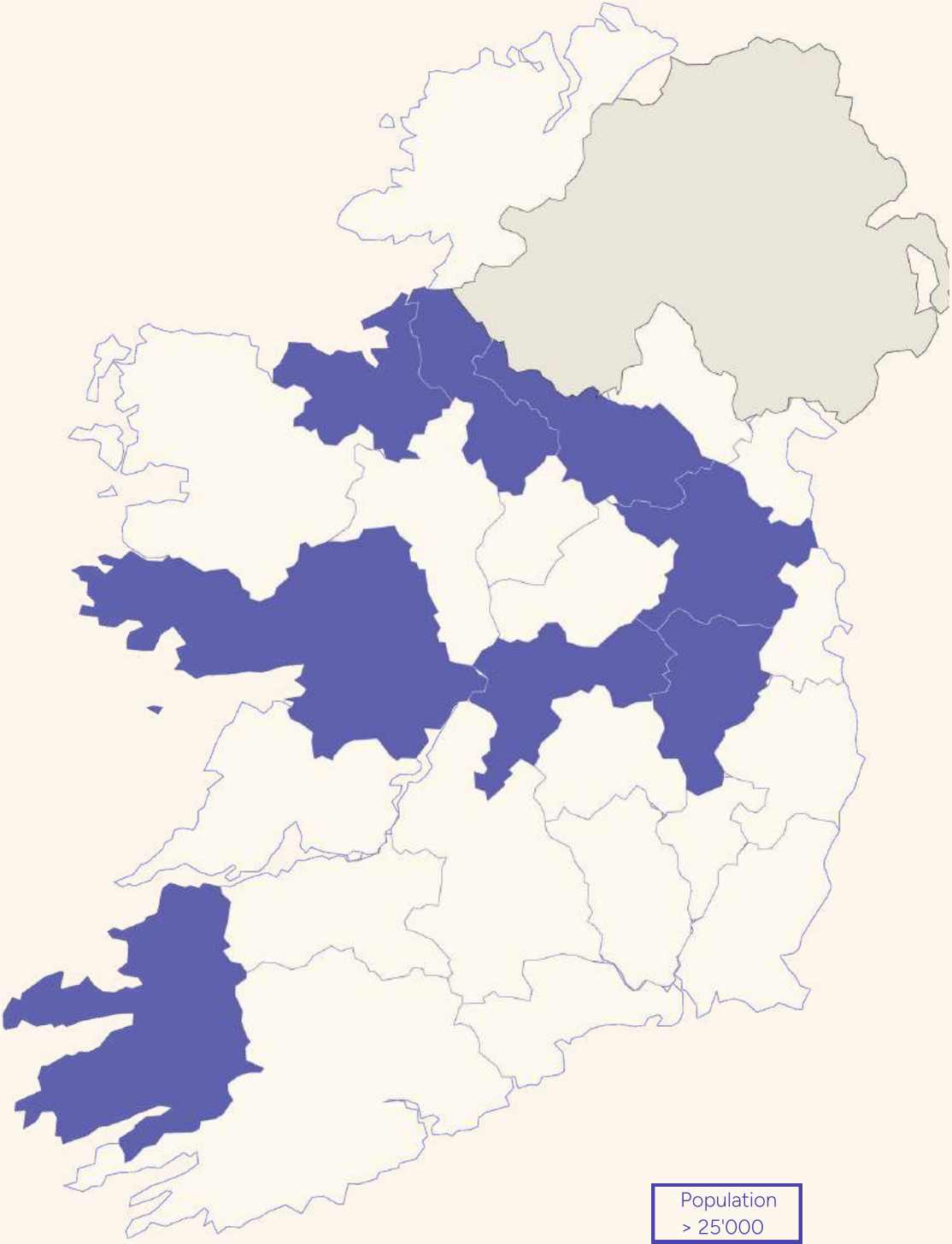


Figure 2 - Observations made within a Centra Store

Interviews Overview



Interviews

Upon deciding to interview the area surrounding community, the demographic chosen was suited towards locations that were readily available to the team. Targeting rural neighbourhood-like Centra’s to understand the opinion and ecosystem that they have built and live within. It was important to target both sides of the purchasing experience by interviewing Centra managers, Centra workers, as well as convenient store shoppers.

There were a total of 12 participants interviewed from all across Ireland. With 7 customers, 2 workers and 3 managers all located in towns with a population of 25'000 or under. Focusing on parts of the community, there was no specific age range that was interviewed, as understanding what was important to each part of the community was vital to understanding Centra’s role within its surroundings.

Stakeholder: Convenience Store Shoppers

Stakeholder: Store Customer

Generic Topic - Perceived sense of community in convenience stores

- 1. Can you walk me through a typical shopping trip for you at a convenience store? What factors influence where and when you choose to shop?

Topic 1 - Personal opinion of stores and how it affects where you shop.

- 1. What are key decision factors for where you shop and why do they influence your decision?
- 2. Is there any connection you have with the stores you choose to shop at?
- 3. Has any past experiences at a particular store impact whether or not you return and can you walk me through as to why they influence you?
- 4. When comparing different stores, why does brand reputation or familiarity affect where you shop?

Topic 2 - Loyalty and what it means to them.

- 1. Do you have any loyalty with any particular shop and can you help me understand why you may choose one shop over another?
- 2. What factors make you feel loyal to a particular convenience store?
- 3. Can you describe a time when you felt particularly valued or appreciated as a loyal customer?

Topic 3 - Centra and their involvement within the community.

- 1. Does Centra's involvement in the local community impact your decision to shop there?
- 2. Does a shop's public image within a community affect where you shop? Why does a shop's public image affect your shopping routine?
- 3. Have you ever chosen to shop at Centra because of their contributions or support to local initiatives?

Follow up questions

Stakeholder: Shop Owners/Workers

Stakeholder: Store Manager/Worker

Generic Topic - Perceived sense of community in convenience stores

- 1. Can you tell us about a typical workday and what do you notice throughout the day?

Topic 1 - Personal Observation of the type of customers doing the shopping and their shopping behaviour

- 1. I am sure you observed a lot of interesting behaviours/routines your customers do. Could you share some of them with me?
- 2. Do you get a lot of regular shoppers?
- 3. Tell me about your customers who do weekly shopping? What do they buy, how much on average do they spend?

Topic 2 - Centra approach to improving customer experience

- 1. If you could improve one thing in store that would help your customers, what would that be?
- 2. Is there any particular request from customers that you get?
- 3. Is there anything that you do for your clients that you don't need to but want to? (EXAMPLE, cardboard boxes for their shopping?)
- 4. In what way has your Centra engaged with the local community, and how does this influence the relationship with your customers?

Topic 3 - Centra understanding of their typical customers and shopping patterns

- 1. What times are your 'busy' times per day, and why do you think that is?
- 2. I am interested in the difference between your regular shoppers vs 'once' off passers by. What is the difference between their shopping behaviour?

Follow up questions

Interviews

The structure of the interviews were semi formally structured using the “Grand Tour” approach, where the participant is asked to give a long winded answer regarding a certain activity such as explaining their typical shopping trip (Spradley, 1979). From here prompt questions were asked to delve deeper into certain aspects of the interviewee’s experience and discover the real insights.

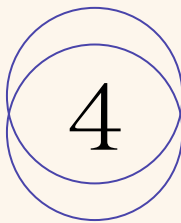
As seen in the topic guide in Figure 4, there were 3 topics that were touched on, that stemmed from both audit research as well as the observations and the photovoice in which the objective was to learn more regarding these. These three topics surrounded loyalty, their perception of convenience stores and Centra, and finally Centras involvement within the community.

Figure 4 - Topic Guide for interviews with a customer

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Reframe

Thematic Analysis

Thematic analysis was used to format and understand all the data from all 12 transcripts of customers.

Revisiting the audio recordings and reading the transcripts line by line to identify patterns and recurring instances of topics. Becoming immersed within the interviewees responses to each question helped create a deep understanding of the data acquired.

Linking each line of text to multiple codes assisted in understanding the significance of each answer within the interview. Assigning codes helped highlight important points, such as pricing concerns, customer service, or product quality. These codes were then used to form clusters of relevant codes that created the initial themes found within the interviews. The themes produced surrounding the clusters of codes were; community, loyalty, price, offers and brand perception, delivery and many more.

Themes	
Following the coding phase, a vast amount of themes were identified, with varying levels of detail. To comprehensively capture the narrative, the team established sub-themes within the primary categories. Ultimately, four main themes were prioritised for further exploration:	
	Perception of the Centra Brand A comparison of how Centra views itself versus how customers perceive the brand.
	Community Engagement The role of fostering a community spirit and supporting local initiatives.
	Loyalty The difference between Centra’s perception of loyalty and that of its customers.
	Delivery An exploration of delivery challenges, including stock delays, their impact, and customer-focused delivery solutions.

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Theme 1: Perception of the Centra Brand

This theme consisted of a wide range of insights, which led to the development of sub-themes to effectively organise the findings.

Centra’s categorisation of stores into High Convenience, Convenience, and Neighborhood formats highlights the diverse shopping behaviors associated with each type. Despite the variation, a consistent finding emerged: customers perceive Centra as a reliable and high-quality brand. This perception influences their decision to choose Centra in specific contexts, such as during travel:

"When I'm driving long distances, like to my parents' home, which is 3-4 hours away, I'll always stop at Centra over any other shop. I know I'll get coffee I like, and the quality is consistently good."

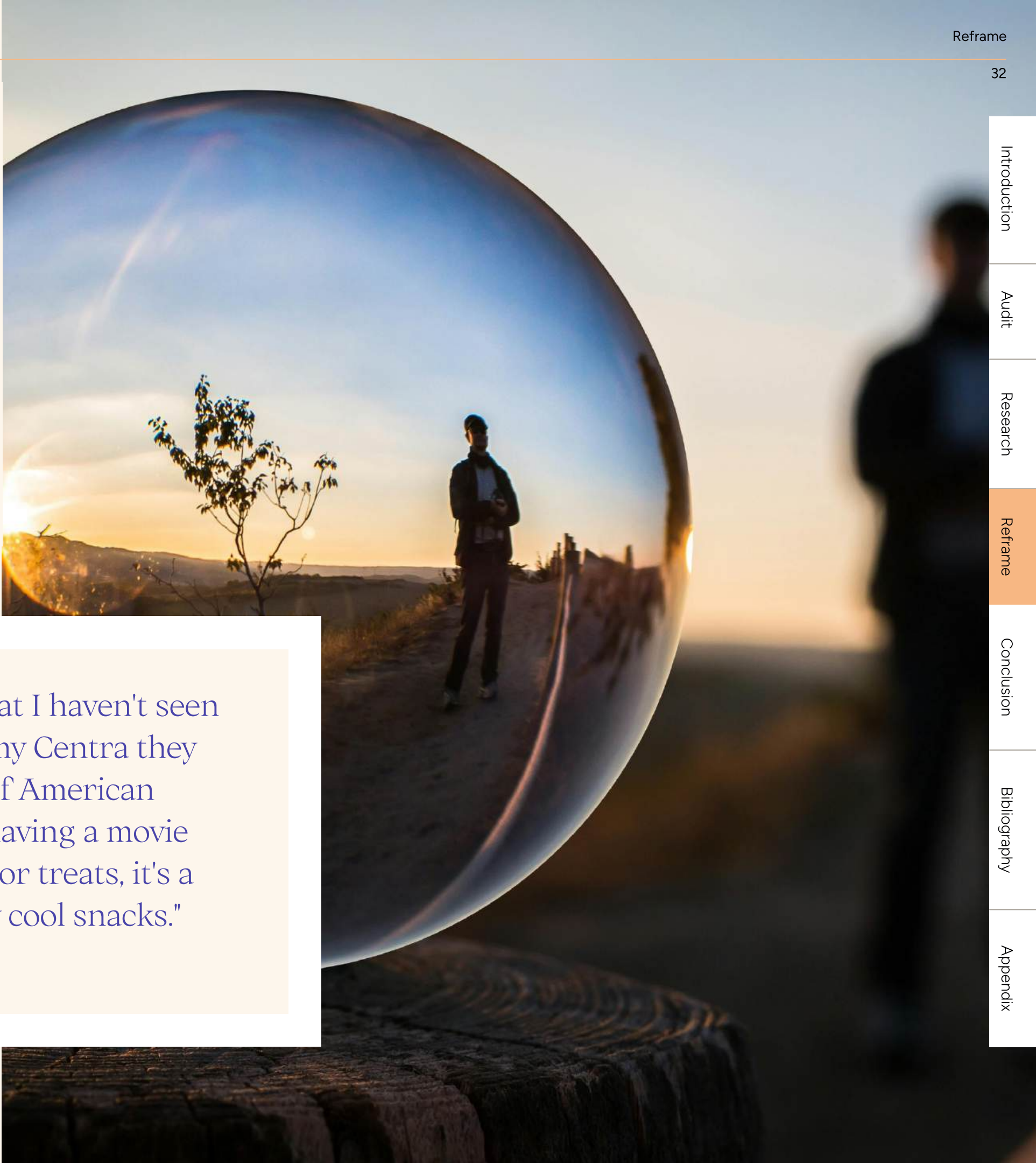
CUSTOMER (PARAPHRASED)

This theme revealed that customers value Centra's diverse product range and its focus on unique offerings, including local collaborations with suppliers. These offerings create a distinctive shopping experience, featuring items that are not easily found elsewhere. Examples cited by interviewees include specialty American sweets, an extensive selection of spices, and local artisan cheeses. Such variety not only strengthens customer loyalty but also reinforces Centra’s image as a high-quality retailer, cultivating trust in the brand.

One interviewee highlighted this sentiment:

"Centa has good snacks that I haven't seen in other shops. I know in my Centra they have like a whole section of American sweets and stuff. If we're having a movie night and we need snacks or treats, it's a great place to go for really cool snacks."

CUSTOMER (PARAPHRASED)



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Theme 1: Perception of the Centra Brand

An additional finding highlights a potential misalignment between Centra store locations and the internal Musgrave categorisation of High Convenience, Convenience, and Neighborhood stores. This misalignment suggests that strategies designed based on internal classifications may not always align with customer perceptions, potentially impacting sales performance.

For example, in one case, a store categorised as a Convenience store by Musgrave was implementing strategies tailored to this classification. However, customers perceived the store as a Neighborhood location, which led to unintended consequences, including a decline in sales.

This finding emphasises the need for greater alignment between internal classifications and actual customer behavior and perceptions. Further analysis will be explored in the Insight Statement.

Table 1 - Themes & relevant codes for Centra Brand

Themes	Codes	#	Subthemes	Codes	#
Centra Brand	Centra perceived	7	Convenience and	Centra perceived	7
Strong Brand Loyalty and Trust. Customers have a strong connection to Centra due to familiarity, consistent quality and positive brand perception	as high convenience		Proximity as Primary Drivers Convenience is the cornerstone of Centra's appeal. Customers appreciate the ability to quickly access necessary items without the time commitment of visiting larger supermarkets. Proximity reduces travel time, making Centra the preferred choice for immediate needs.	as high convenience	
	Centra seen as 'last minute' shopping place	3		Centra seen as 'last minute' shopping place	3
	Perception of Centra Brand	15	Centra is perceived as a high quality store regardless within each category (high convenience, neighbourhood etc) Customers appreciate Centra's product variety, including unique local products, quality meats, and specialty items not always found in larger stores. A trusted brand image contributes to customer loyalty. Maintaining high standards and consistent quality reinforces positive perceptions.	Perception of Centra Brand	15
	Centra Store categories	5		Centra Store categories	5
		32			

Theme 2: Community Engagement

The coding process revealed the important role Centra plays within its local communities. To fully explore this theme, it was divided into subcategories, explored further below.

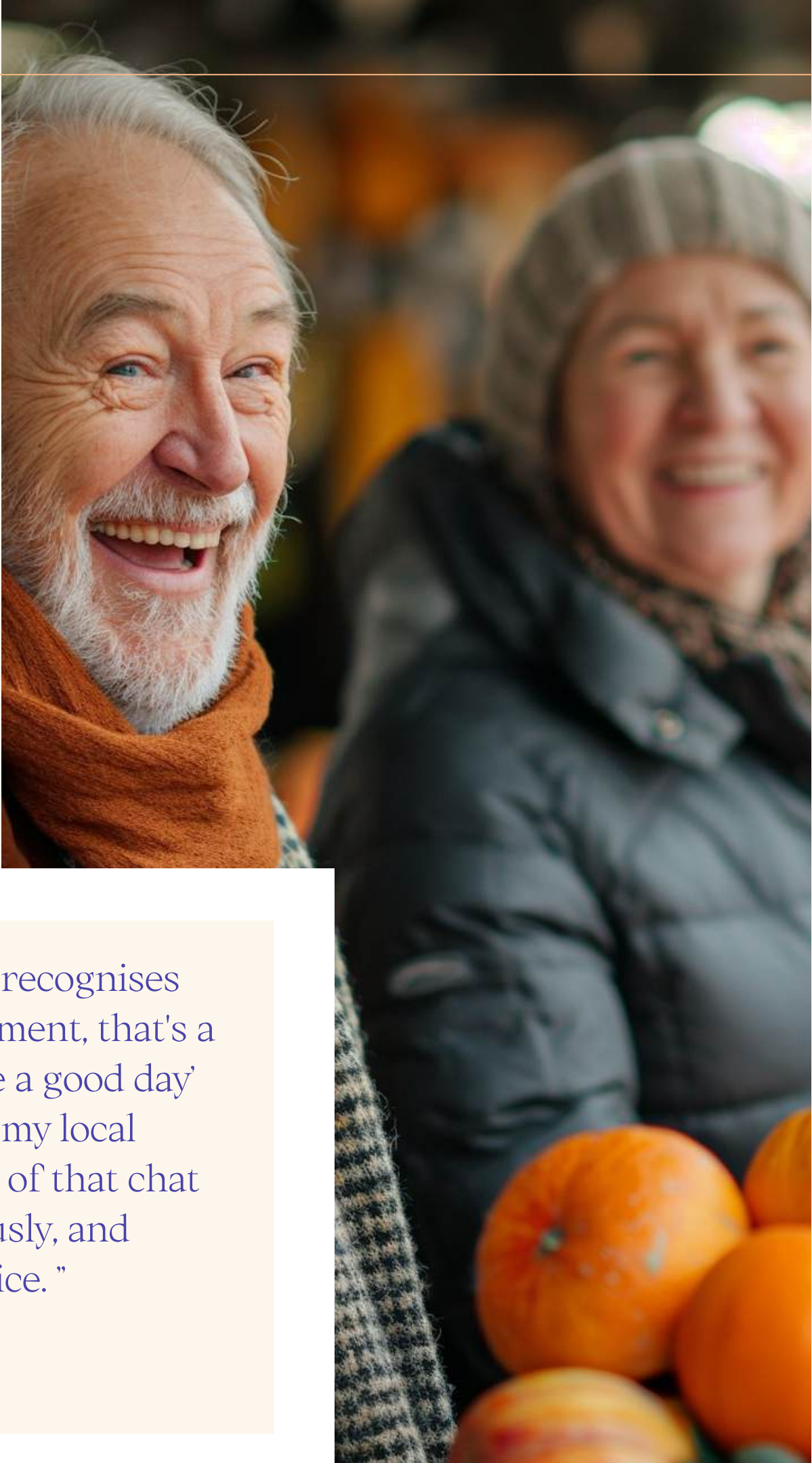
Positive Interactions with Staff

Centra was frequently recognised by customers as a place where they feel valued and acknowledged. Customers highlighted the importance of personal connections with staff, who often go out of their way to meet specific needs. For example, customers appreciated being able to request certain products, knowing their requests would be taken seriously and followed up on.

Centra’s stores also serve as informal community hubs, where locals can interact with one another, strengthening community connection.

“I live where I didn’t grow up. When someone recognises you and gives you some kind of acknowledgement, that’s a lovely thing. When they kind of just say: ‘Have a good day’ or ‘How are you keeping?’. I would get that in my local Centra, there’s just a friendliness. I hear a lot of that chat with people that will be way more local obviously, and would know people and I think that’s really nice. ”

CUSTOMER (PARAPHRASED)



Community Involvement

Customers place high value on Centra’s involvement in local sponsorships and initiatives. This behavior positively influences their perception of the brand and increases their loyalty to the store. Local sponsorships, such as supporting community clubs or initiatives, are consistently noticed and appreciated by customers. This fosters goodwill and strengthens Centra’s reputation as an active and caring member of the community.

“Centra sponsors the local GAA team. They would have been very involved in football down through the years, because it is the only supermarket in town for their minerals or ice cream or whatever it is afterwards. It’s a benefit to Centra to have matches going on. You know it’s a benefit to them.”

CUSTOMER (PARAPHRASED)

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Theme 2: Community Engagement

Store managers are aware of the benefits of community involvement and often seek innovative ways to enhance their store’s visibility and local engagement. Key examples are listed below.

Sports Club Sponsorships

Managers often sponsor local GAA clubs,with some providing club merchandise such as flags, scarves, and hats, displayed prominently on in-store stands. Merchandise sales are promoted on social media, drawing foot traffic to the store. The aim to increase incidental sales, such as customers buying additional items like water while purchasing merchandise. Importantly, after covering supplier costs, all remaining earnings from the merchandise are donated back to the clubs, emphasising Centra’s commitment to community support rather than profit.

we sponsor strand Celtic one of the football teams up there and we also sponsor a lot of tournaments in the local Golf Club.	Sponsorship of the community	Community
we sponsored a lot of golf now out and there's a large Golf Club here.	Sponsorship of the community	Community
We'd sponsor a lot of table quizzes for various organisations and our community development, things like that	Sponsorship of the community	Community
We do a yearly sponsorship for local the football club and we also sponsor GA clubs	Sponsorship of the community	Community
Some of the teams and and on occasion which we happened to be in the occasion that	Sponsorship of the community	Community
At the moment, the ladies senior team is in the county final and the main the man's senior team is in the county final		
it happens not every year, but when it happens We get a supplier that supplies us with flags bunting, veiny hats	Sponsorship of the community	Community
We put the stand in. They're the local community G8 colours, so it's just inside the door. It's a red and White. the customer buvs it and anv of the proceeds we donate to the go.	Giving back to the community	Community
We do (get lots of loyalty back) and we also get a lot of traction on social media where the local club will put up a picture of the stand and say, support your local club, you can buy all these uh merchandise in local Centra Who are donating all their profits back into the club. So that creates a Circular feel good factor around the community	Giving back to the community	Community
And obviously, if people are coming into the shop to pick up a flag.	Loyalty programs that work	Loyalty
We're hoping that they'll pick up something else, you know, so. And so we're it works both ways.	Loyalty programs that work	Loyalty
We're hoping that they'll pick up something else, you know, so. And so we're it works both ways.	Loyalty programs that work	Loyalty

Figure 5 - Transcript from a manager discussing Sport Club Sponsorships



Sustainability-Focused Initiatives

One manager creatively plans to sponsor a plastic bottle recycling bin for a local golf club. Golfers would place their empty bottles in the Centra-branded bin, which will be later collected by Centra staff and recycled at the store. Proceeds from the recycling scheme will be donated back to the golf club. This initiative would effectively combine sustainability, sponsorship, and positive advertising, reinforcing Centra’s commitment to community and sustainability.

Initially, this theme was explored with enthusiasm due to the exciting examples and strong community impact. However, during the insight-gathering phase, the team went back to an audit phase, which revealed that Musgrave is already highly proactive in community and sponsorship initiatives. This likely explains why the theme was repeatedly emphasised during interviews.

As a result, the team opted to prioritise insights from other themes while recognising the significant contributions of these community efforts to Centra’s brand reputation.

we're also thinking about and how we can use the reverse vending machine	Sponsorship of the community	Community
People who are involved in all those clubs I hear that a lot of the People who are playing golf or or whatever they're going around playing golf and they get to the 9th hole and they finish a bottle of water and there's a bin and they just throw it straight into the bin. So what we're thinking to doing is maybe sponsoring bins around the the golf course that customers can put their recyclable stuff interest And I'm one of the staff members in the golf clubs and And let them bring them down here. Get their money back. That the golfer paid for? Yeah. And give us the voucher. We give them back the money and that money can be used to go in back into the goods build.	Community focused sustainabil	Community
Bin or whatever, it's probably better that it goes into the bin and the Golf Club or the soccer club can benefit from it.	Community focused sustainabil	Community
that's where we're trying to look at the moment. Yeah, well, again, it's it's good for the community.	Sponsorship of the community	Community
It's good for the environment.	Community focused sustainabil	Community

Figure 5 - Transcript from a manager discussing Sport Club Sponsorships

Table 2 - Themes & relevant codes for Community

Community Centra stores engage with local communities through sponsorship and personalised service.	Community focused sustainability efforts	3	Local Interactions Positive interactions with staff and a sense of community enhance the shopping experience	creating a community feeling seen as incentive	13
	Community main place to shop	1		Community main place to shop	1
	creating a community feeling seen as incentive	13			
	Giving back to the community	4			
	Sponsorship of the community	17	Community Involvement significantly enhances the store's reputation and customer loyalty. Stores that participate in community events are perceived more positively.	Giving back to the community	4
		38		Sponsorship of the community	17
				Community focused sustainability efforts	3

Theme 3: Loyalty

The Loyalty Theme emerged as particularly rich in codes, extending into few key areas highlighted below.
Perception on Loyalty of how Centra views loyalty and how customers perceive it.

“I suppose the incentive that we give customers would be the service, the range and the availability.
We'd have a good, friendly bunch of staff and we'd always make sure that they're treating the customer with respect, even having a bit of banter with the customer. They get to know the customers' names and the customers get to know their names. We are creating a community feeling.”

MANAGER (PARAPHRASED)

Customers expressed a strong desire for a loyalty program that goes beyond current offerings.

“If there was more in the way of an offer on the use of everyday items. Some little reduction of water, milk, cheese, very expensive cheese, very expensive it is and the pre packed meats, boiling bacon, small lamb. Something you know that is always quite expensive and there's never a reduction on it. Reduction on biscuits and drinks doesn't interest me at all. So just the general things, something little would now and again would be lovely.
Small reward.”

CUSTOMER (PARAPHRASED)



Theme 3: Loyalty

Past promotions or offers that were recalled fondly by several interviewees, even after significant time had passed:

“A couple of times they did an offer, I think it was coming up to Christmas, where if you spend €50 or up on shopping you get €5 off. Like Dunnes does it. Centra did that for a time, for a few years, but it doesn’t happen anymore since COVID. It was great because, if you were planning on spending €40, you spent €50 to get the €5 off and you had €10 worth of groceries for €5.”

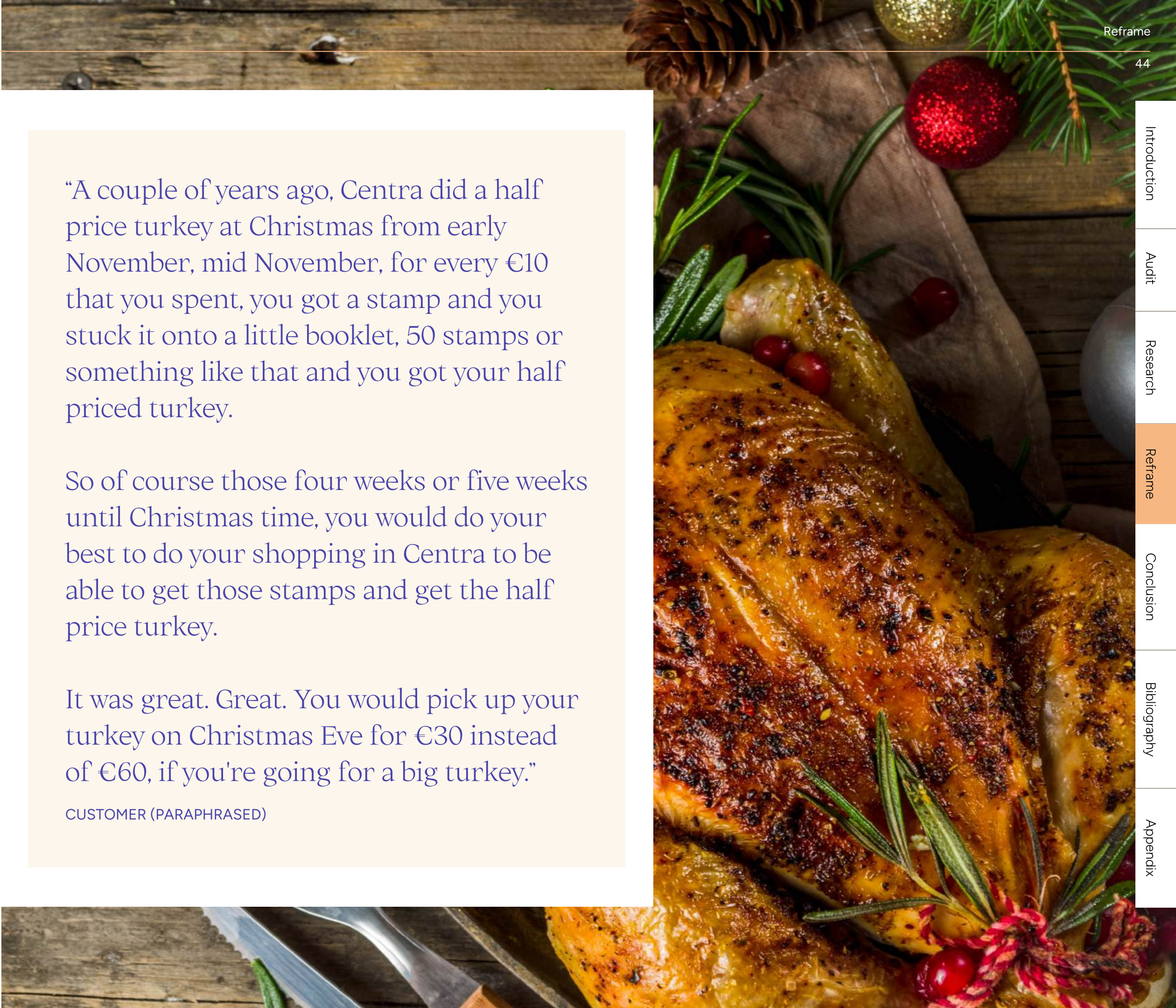
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“A couple of years ago, Centra did a half price turkey at Christmas from early November, mid November, for every €10 that you spent, you got a stamp and you stuck it onto a little booklet, 50 stamps or something like that and you got your half priced turkey.

So of course those four weeks or five weeks until Christmas time, you would do your best to do your shopping in Centra to be able to get those stamps and get the half price turkey.

It was great. Great. You would pick up your turkey on Christmas Eve for €30 instead of €60, if you're going for a big turkey.”

CUSTOMER (PARAPHRASED)



Theme 3: Loyalty

While Frank & Honest app exist, both managers and customers expressed a lack of awareness or understanding of incentives.

“There would be a cohort of people that come in for a coffee every single day and you might say: ‘You know, download the Frank and Honest App and you’ll get your 11 coffee free.’ And they would say: ‘Oh, yeah, I must do that.’ They don’t do it. Those incentives are there, but it probably needs a bit more customer education on a nationwide basis to make it as good as other stores do their loyalty programs.”

MANAGER (PARAPHRASED)

“For some reason the app escaped me. I think I have many things going on my phone. Frank and Honest App would be just another thing. In my head I’m thinking:

‘Is it worth downloading that now for one use?’ I don’t even know what the reward is, so maybe it needs to be a bit clearer, for example, you get a free coffee if you have the app.”

CUSTOMER (PARAPHRASED)

Theme 3: Loyalty

Neighbourhood Centra’s customers, those who engage in weekly shopping, feel alienated by app-based loyalty programs. This group, often less digitally inclined, stands to benefit most from loyalty offers and would feel the greatest appreciation for their consistent loyalty towards the brand.

“I never heard of Frank and Honest App, I'd have to get somebody to install it for me”

CUSTOMER (PARAPHRASED)

During the interviews, participants were asked to share their thoughts on loyalty programs—what they value, what they tend to ignore, and ultimately, what works and what doesn’t.

The responses were unexpected, with the majority of interviewees expressing a clear preference for physical loyalty tools such as cards, stickers, and vouchers, rather than app-based programs.



Customers often emphasised the simplicity and tangibility of these traditional methods, which they felt were less intrusive and easier to manage.

Typical sentiments shared included:

“I always use fob, keep it close to the phone because, you know, I find it whatever I spend at least I'm getting something off it, you know”

CUSTOMER (PARAPHRASED)

These remarks indicate a degree of digital fatigue among customers, who associate app-based programs with persistent notifications or unwanted interactions.

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Table 3 - Themes & relevant codes for Loyalty

Loyalty Customers are either unaware of or do not extensively use Centra's loyalty programs, indicating a gap in engagement.	Customer loyalty to Centra brand	1	Desire for Loyalty Program Customers express a desire for loyalty programs that offer valuable incentives on essential items	Customer loyalty to Centra brand	1
	Education around loyalty programs	13		Store perception of loyalty incentives	12
	Lack of loyalty reward for customer	6		Lack of loyalty reward for customer	6
	Loyalty apps are not used by customers	13			
	Loyalty programs that work	26	Limited Use and Awareness of Loyalty Programs Existing loyalty programs may not meet customer expectations, indicating a need for enhancement	Loyalty programs that work	26
	Store perception of loyalty incentives	12		Loyalty apps are not used by customers	13
		71		Education around loyalty programs	13

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Theme 4: Delivery

The theme of Delivery had a strong presence and came up in various contexts during the interviews. Some managers pointed out the snowball effect of late stock deliveries to the store in the morning. This issue delayed the flow of the day and negatively impacted the customer experience due to boxes lying in the shop aisles.

Additionally, it meant that the shop lost money by keeping extra staff just for the purpose of unpacking. Managers highlighted that the issue stems from contract drivers rather than Musgrave drivers, and they noted that Musgrave is trying to address this by employing more drivers rather than relying on contractors.

“We'd have two or three packers on the floor, waiting to meet that delivery and they arrive at 9.30am instead of 7am. That's 10 hours of labour - €152 wasted just because the driver was late”

MANAGER (PARAPHRASED)

Another aspect of this theme involved Centra’s delivery service to customers. Unlike stock deliveries, Centra does not offer a standard delivery service; it is up to each store to decide how or if they proceed with customer deliveries. Customers who had experience with this service, whether customers or managers, spoke very positively about it.

One manager shared a story about a 92-year-old local customer who would do her weekly shopping at his store. She would call him once a week with her shopping list, and he would advise her on sales, such as discounts on washing powder or toilet paper. She would often bulk-buy items that were on offer. The manager would pack her groceries and deliver them himself after his shift, free of charge, describing the satisfaction of helping her as a reward in itself.



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Theme 4: Delivery

Customers also praised these efforts, especially in rural areas where many people do not drive. The delivery service was seen as a great help to those who might otherwise struggle to access groceries.

“Well, I know people that get it delivered all the time. Next door neighbor rings in her order because she doesn't drive and the manager brings it out. She would get her shopping once or twice a week.”

CUSTOMER (PARAPHRASED)

However, the investigation revealed that there were no clear instructions on how to access this service, and it seemed to rely heavily on being a regular, local customer who knows the staff. Information about the service was inconsistent, and since every Centra handled it differently, there was no standardisation. This realisation led to the third insight, which will be explored in next oage.

“I see the van going quite regularly and it's a great thing because there are plenty of people who might not have a car. It's very good service.”

CUSTOMER (PARAPHRASED)

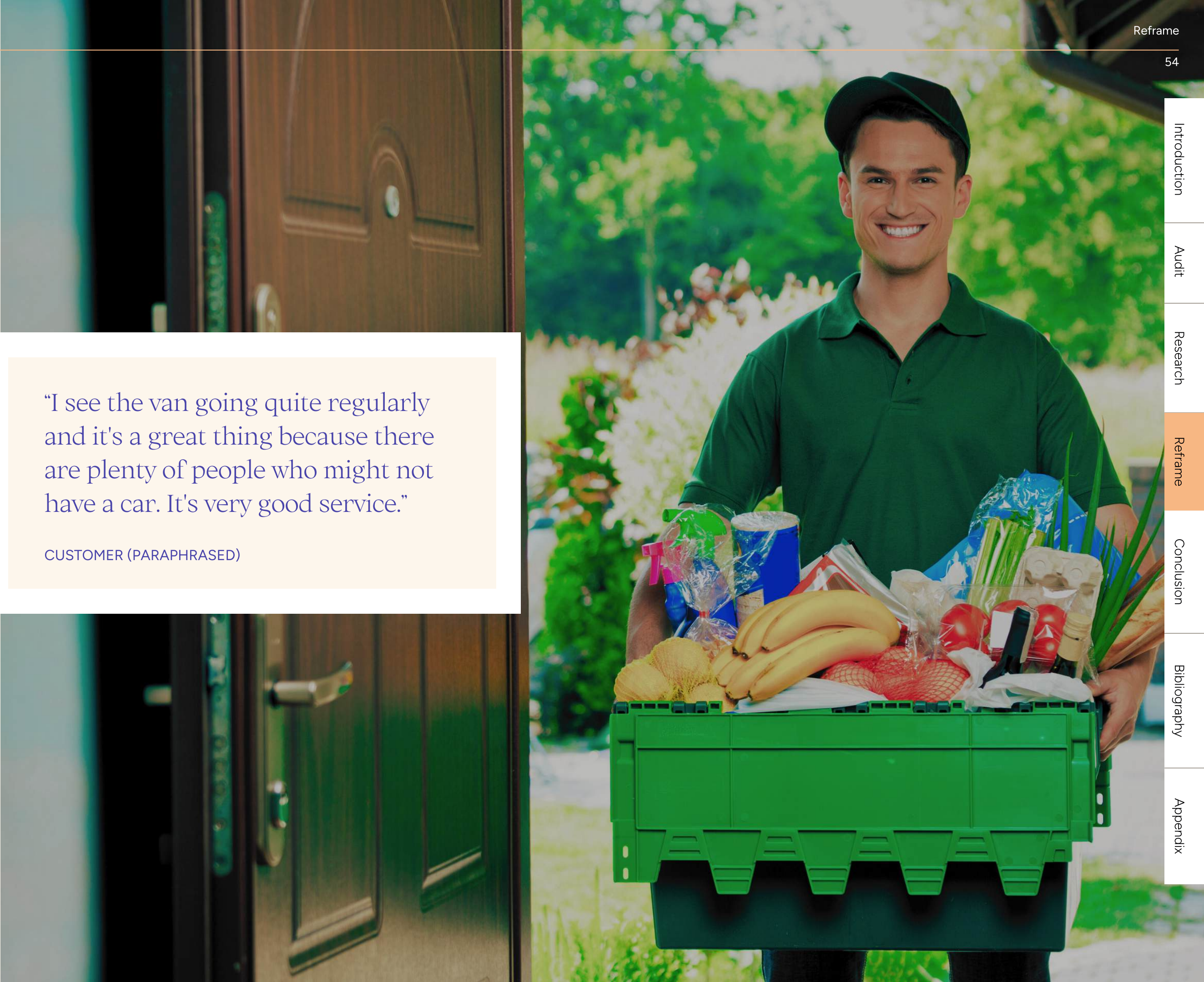


Table 4 - Themes & relevant codes for Delivery

Delivery The store places significant emphasis on quickly unpacking and stocking deliveries to ensure products are available for customers and to maintain store organisation. Store also provides local customers with deliveries of their shopping.	Challenging to find drivers to deliver produce to shops	1	Deliveries of customers shopping Some stores offer shopping deliveries to the local shoppers	Shopping Delivery	15
	Labour hours wasted because of late delivery	1			
	Late delivery disruptive effect on routine and efficient	1			
	Pressure of deliveries	9	Problems with deliveries Late arrivals of delivery trucks disrupt the store's workflow, leading to labor inefficiencies and customer inconvenience.	Challenging to find drivers to deliver produce to shops	1
	Problems caused by late deliveries	5		Labour hours wasted because of late delivery	1
				Late delivery disruptive effect on routine and efficient	1
	Shopping Delivery	15		Pressure of deliveries	9
		34		Problems caused by late deliveries	5

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Insights 1: Loyalty

A diverse range of customers are eager for more tailored programs that could deepen their sense of loyalty to the brand.

By enhancing the perceived value of offerings, the brand has an excellent opportunity to strengthen customer connections and satisfaction.

Insights 1: Loyalty

This insight revealed customer sentiment toward improved offerings and feeling valued for their loyalty to the brand. As being regular customers within Centra stores, customers feel unfairly valued with offers discounting impulse purchases and products that feel unnecessary to a typical shopper.

During the research, customers discussed how rarely everyday products get discounted, stating;

“The booklet comes out every so often with the offers, but I wouldn't be availing of a lot of those like: alcohol, fizzy, drinks, bars, biscuits, chocolate bars, tin food. That wouldn't interest me.”

CUSTOMER (PARAPHRASED)

From the insights and personal statements within the interviews, these loyal customers don't feel the value that Centra feels that they offer to customers. With a lack of loyalty schemes or any benefits for large or returning shops these customers can find themselves in other shops who offer small benefits for being regular shoppers.

“It would be good to have some extra thing for your loyalty. I have been doing 99% of the shopping in Centra for the last 14-15 years.”

CUSTOMER (PARAPHRASED)

“I love the fact of the €2 shopping stamps. You can put that down, that is a very, very, very good idea. ‘Cause, you have a book full after you use €2... That's a €100 in that”

CUSTOMER (PARAPHRASED)

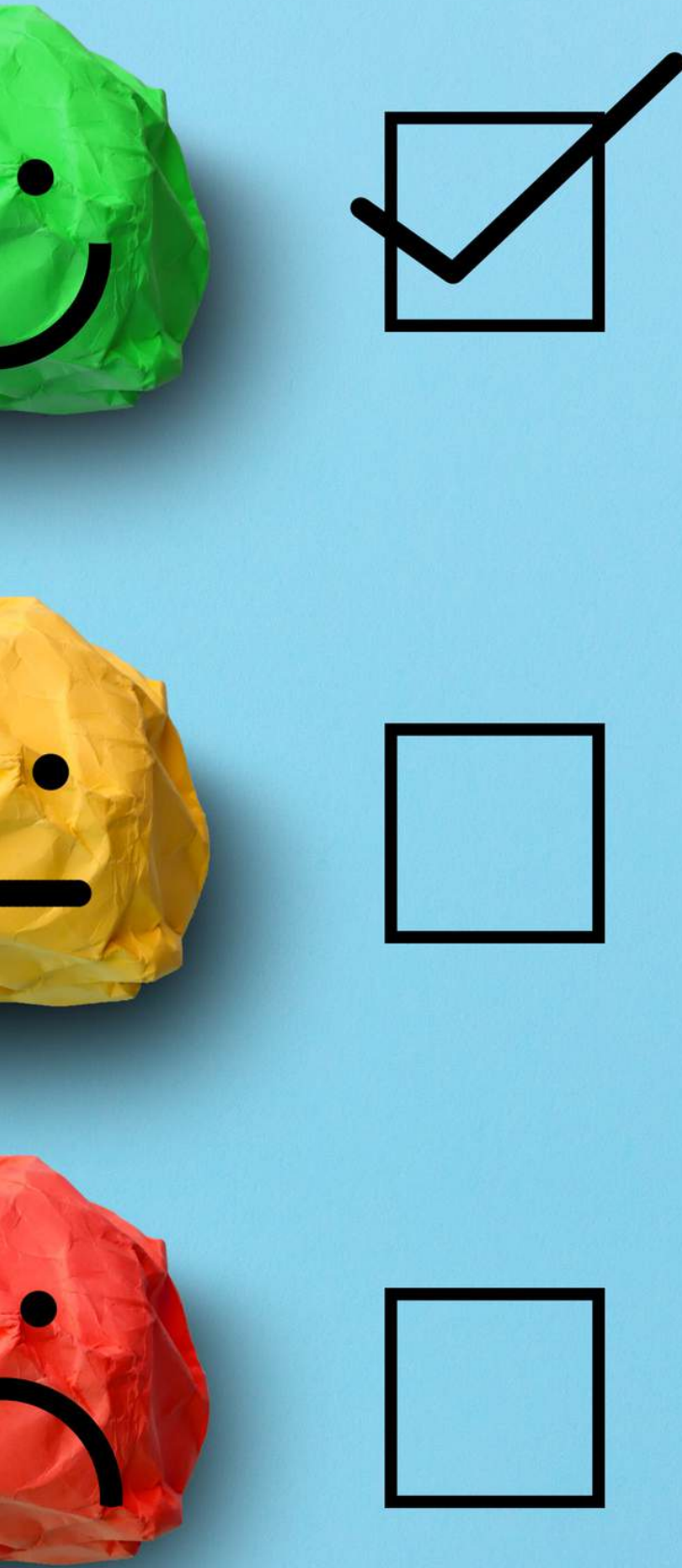
It is important to listen to customer feedback, particularly when they mention offers or loyalty initiatives, either from the past or from other shops. Customers expressed a clear preference for physical cards, tokens, fobs, or vouchers over app-based systems.

Upon further investigation, these sentiments seemed to align with a subconscious ‘gamification’ effect.

Customers enjoyed the sense of progress that comes from seeing stickers fill blank spaces and the feeling of achievement that comes with knowing a reward awaits at the end.



Figure 4 - Topic Guide for interviews with a customer



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Insights 2: Brand Perception

Neighbourhood Centras and urban convenience stores define convenience differently, reflecting the distinct needs of their customers.

While high-speed urban models excel in quick transactions, neighbourhood Centras thrive by offering a bespoke approach to convenience, prioritising location, quality, and tailored stock variations.

Insights 2: Brand Perception

Feedback from repeat customers highlights these unique attributes as key reasons for their loyalty, underscoring the need to support neighbourhood stores in refining and enhancing this personalised approach.

Understanding the ecosystem in which a Centra is located is what dictates the value of the store and whether the Centra itself falls within the Musgrave categories of “High Convenience, Convenience and Neighbourhood Centra”. The stock found within a particular Centra was altered by their parent company Musgraves, where stock that was turning around “€100 profit” a month was swapped out to more impulse item purchases. Over time the manager received queries by many regular customers asking where some items were, explaining how they had to make space for the new stock. After six months, the manager noticed a reduction in their regular customers with paraphrased feedback stating;

“Do not realise that you're the only store on this side of town to get these items”

MANAGER (PARAPHRASED)

It was clear that the high convenience setup with more impulse like purchases was not suitable for Centra and the manager had swapped back to a neighbourhood like Centra. This was an incredible story in how understanding that ecosystem determines the Centra and not the other way around. There is a potential in learning how to understand the ecosystem of the community and using those learnings to determine the type of Centra within a community.

“...but when you come out this side we're the only store that can offer a customer more than a bar or coffee or a chewing gum. So that's why I had to change that back around”

MANAGER (PARAPHRASED)

What's one product you often pick up at this store because it's easier or quicker than going somewhere else?



Since I work long shifts, I know that I might not be able to cook a large meal so I stop into centra to buy a Sheppard's pie or cottage pie because I know the quality is good and my family will eat it.

Figure 8 - Original photovoice response

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Insights 3: Delivery

Neighbourhood Centras provide a valuable unofficial grocery delivery service that supports the local community, leading to a strong connection among residents.

To ensure this benefit reaches everyone, including those new to the area or without established community links, efforts to raise awareness and simplify access to the service could further enhance its inclusivity and impact.

Insights 3: Delivery

While the delivery service was recognized and appreciated by customers and created a ‘good feeling’ for managers who were happy to go out of their way to help, it also alienated customers who lacked local connections or were new to the community.

“There's some people that don't drive or have anybody to bring them in to do their shopping. They still want to get out, get into the town, pick up their own things, you know, just leave the house. Those people have an arrangement with Manager. He would bring them to get their grocery and afterwards, bring them and their shopping back home. That's really a great service for people.”

CUSTOMER (PARAPHRASED)

It became apparent that the needs of extreme users were not being adequately addressed. During brainstorming,a story of a real person emerged, referred to as Rachel. As seen in Figure 10 Rachel lives in a rural locality where Centra is the only shop. She is a single mother to two children, aged 6 and 4, one of whom has special needs and requires extra care. Rachel does not have a driving license. She moved to the community a few months ago to escape an abusive ex-partner and create a safer future for her children.

Rachel’s weekly shopping routine illustrates the challenges she faces: She drops her kids to school in the morning, then catches a bus to another town 28 km away to shop at Lidl. The bus is infrequent, often late, and unreliable. She can only carry two shopping bags and a backpack and must rush to return in time to pick up her children, as there is no one else to help her. Despite these struggles, Rachel does not shop at her local Centra. The reasons are clear: she finds no appealing loyalty programs, perceives a lack of good offers, and is completely unaware of the delivery service Centra provides.

This insight goes beyond just delivery or loyalty. It highlights the potential for Centra to connect with extreme users like Rachel, who currently do not shop there. By being more transparent about its services and how to access them, and by expanding its range of everyday items, Centra could position itself to attract new loyal customers and better serve its local community.



Take a picture of
how you would
transport your
shopping

Figure 9 - Original photovoice response

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Conclusion

From initial research through to conversing with customers and managers ranging all across rural neighbourhood Centra locations around Ireland, this report explored the challenges and opportunities in expanding and increasing their market share within a demanding and competitive environment.

Following the Audit, Research and Reframe section of the ARRIVE model, three valuable insights were developed through thorough research including sixteen participants during the entire process.

The in-depth insights taken away from all the research ranging from 'Loyalty', 'Brand Perception' and 'Delivery' were all aspects of customers who preferred Centra but found the shopping experience difficult in many ways.

By leveraging these insights, there is a huge potential and opportunity to enhance the experience and appeal to a larger audience.

By listening to the customer and adapting to their feedback and needs within the community not only will it strengthen ties with current regular customers but also attract those customers in underserved areas, ensuring growth and an increased market share within the location of each Centra.



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Reflection

Magda		
 Rose What I really enjoyed was conducting interviews, once the overarching theme was decided. We had a Topic Guide which was useful, but I found that it was quite natural for me to ask questions like “Why?” and, if someone mentioned something valuable to the project, I would diverge from the questionnaire and follow that lead. I really liked Thematic Analysis as it was interesting to see how breaking each interview into codes uncovered so much information that wasn’t obvious at first.	 Bud I need to work on asking more “spot-on” questions. I realized during the interviews that when I heard something interesting, I sometimes phrased my follow-up question in a rushed way, which meant I didn’t get the deeper insights I was looking for. I’d also like to organize interviews in a location where the interviewee feels most comfortable, as they seemed more open when at ease. I want to improve my coding and use more varied codes. After coding, I saw the value of having a wide range of codes. For future projects, I’d like the chance to ask more questions after coding, as I often found interesting points I wish I could have explored further.	 Thorn Leading questions are something I need to avoid. I didn’t realize how important this was until coding, where I noticed how muddled answers became when I interjected too much. It was harder to separate the interviewee’s genuine thoughts from my influence. Interviews where I avoided this were smoother to code and more valuable. By focusing on not interjecting my opinions during interviews, I hope to improve the clarity and reliability of future interviews.

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Images and graphics used in the report

Most of the imagery was sourced from a Canva Pro account, with additional images obtained from:

<https://www.lummi.ai/>

Free to use AI generated images by various creators.



Images Created with Canva Pro internal AI tool:



Prompt: Mother with child carrying shopping in gloomy Irish weather



Prompt: Elderly person doing shopping in local grocery store, looking for special offers.



Prompt: Drawing of a mother with her two children. She feels lost and sad.

Additional vector graphics were created in Adobe Illustrator.

Prompts used to create graphics created with AI:



A hand drawn sketch of a fresh meal, mostly outline, done only in #4944AA



A hand drawn sketch self checkout done only in #4944AA



A hand drawn sketch OF ECO FRIENDLY PACKAGING done only in #4944AA



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Photovoice

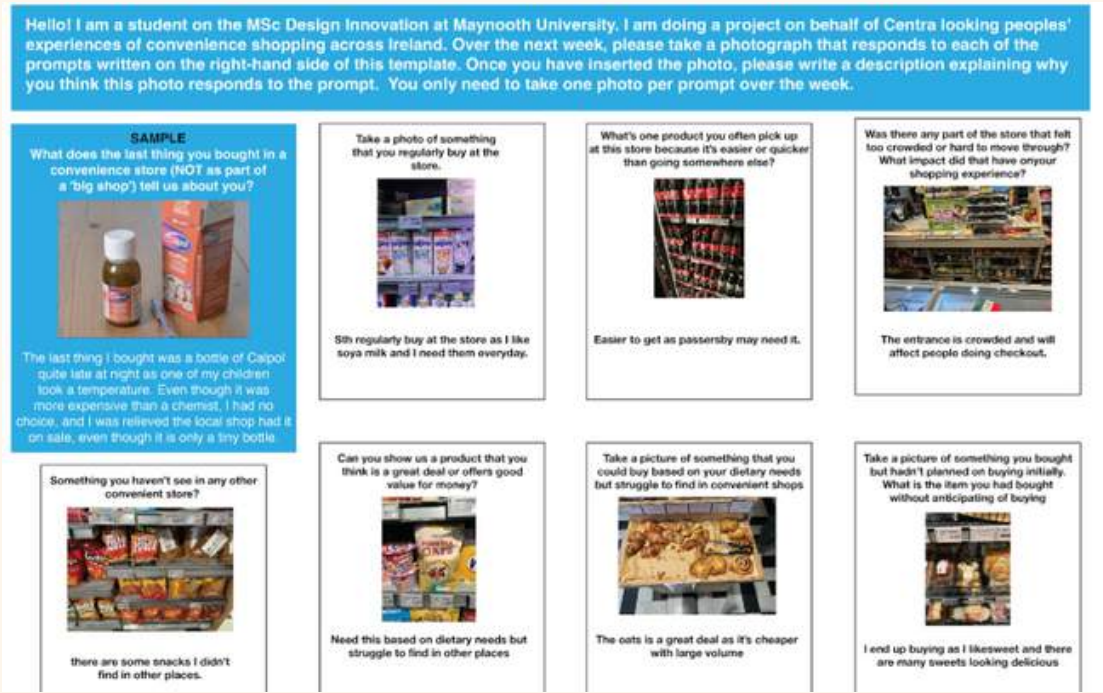


Figure 11 - Photovoice 1



Figure 13 - Photovoice 3

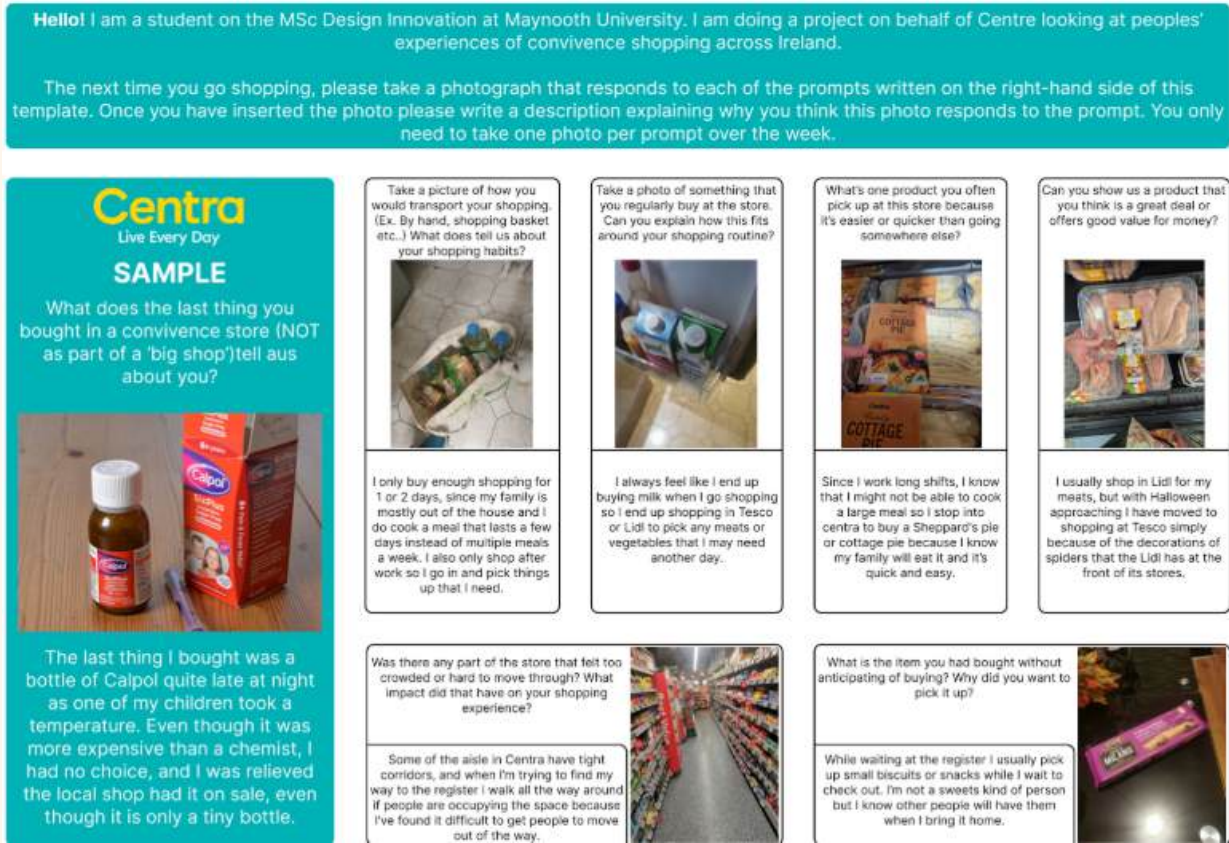


Figure 12 - Photovoice 2



Figure 14 - Photovoice 4

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Observations

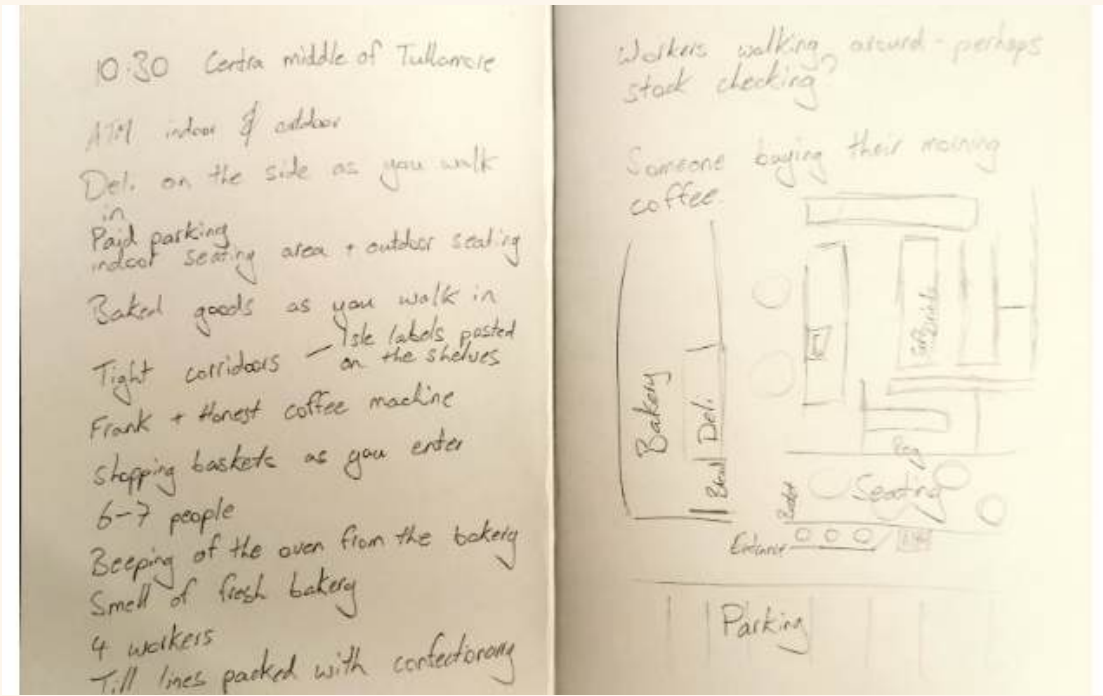


Figure 15 - Observations 1

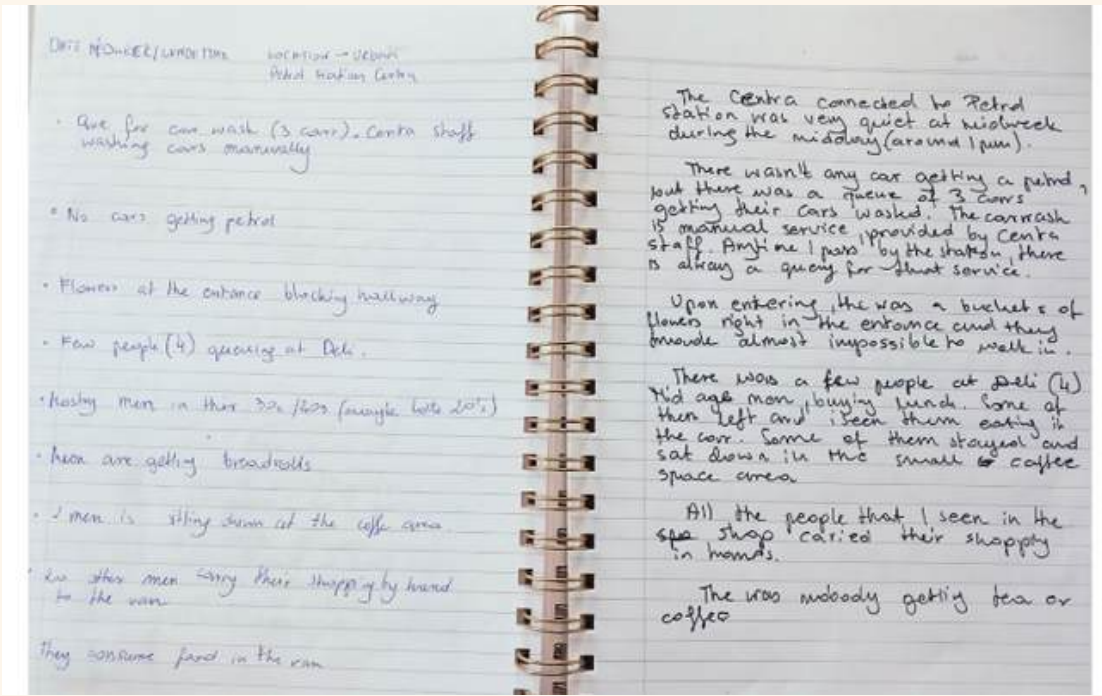


Figure 17 - Observations 3

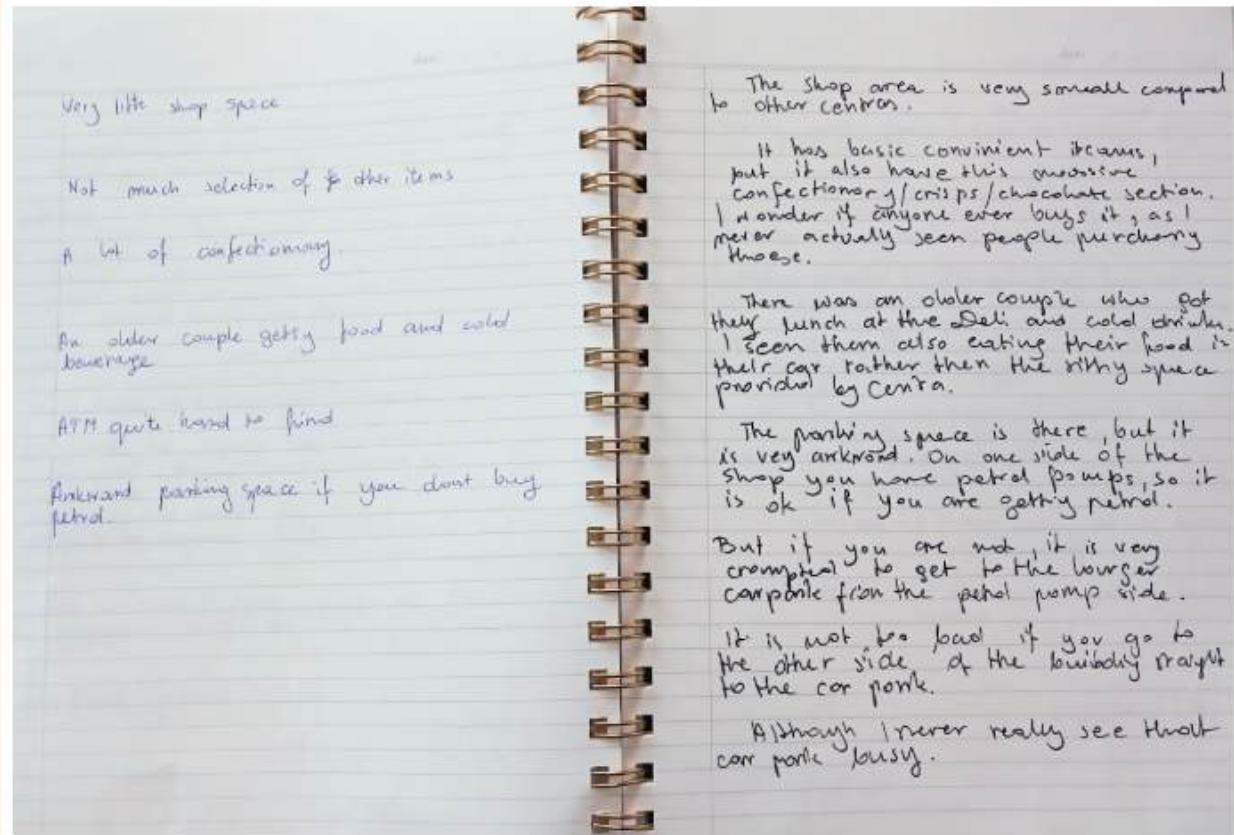


Figure 16 - Observations 2

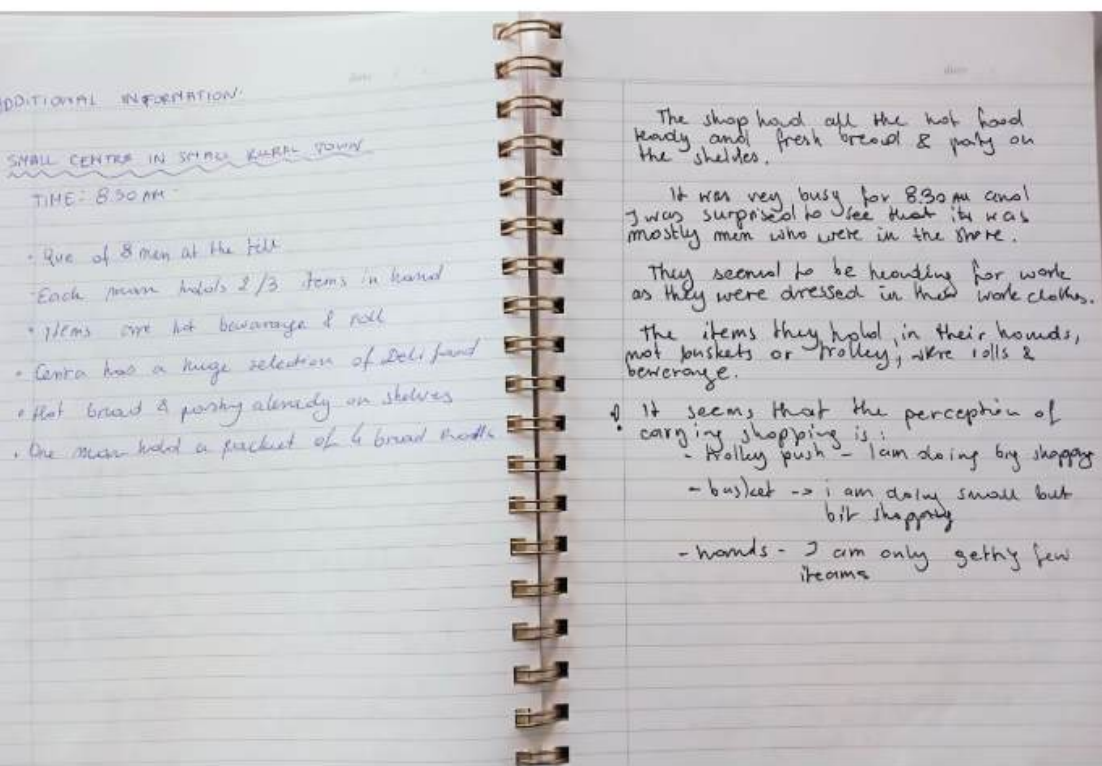


Figure 18 - Observations 4

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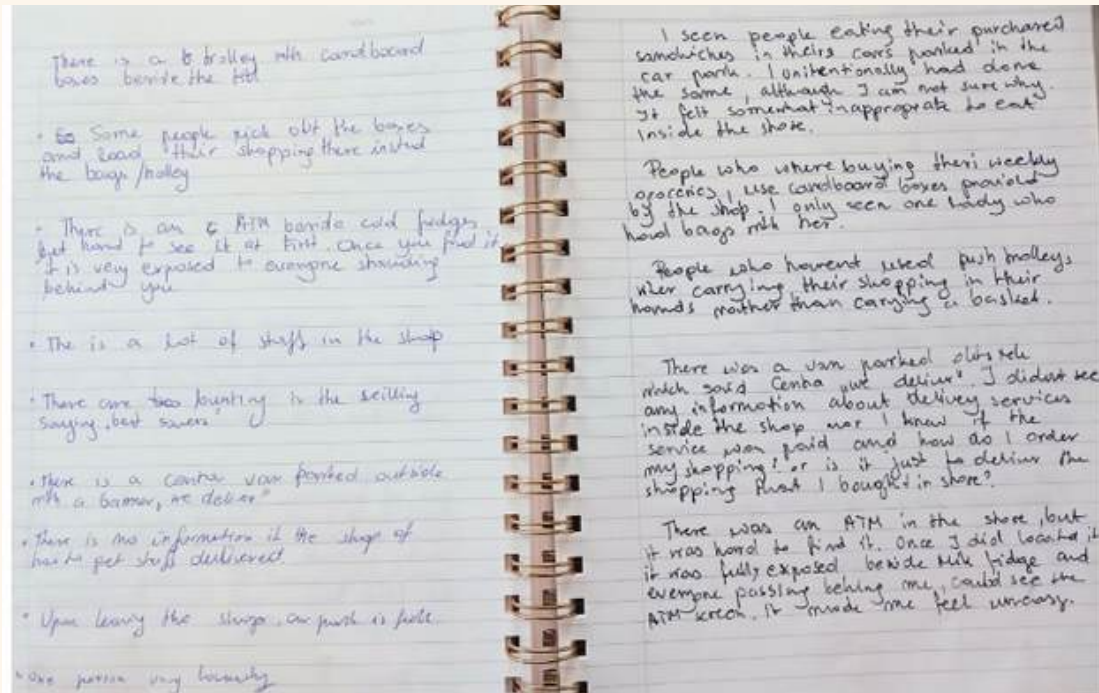


Figure 19 - Observations 5

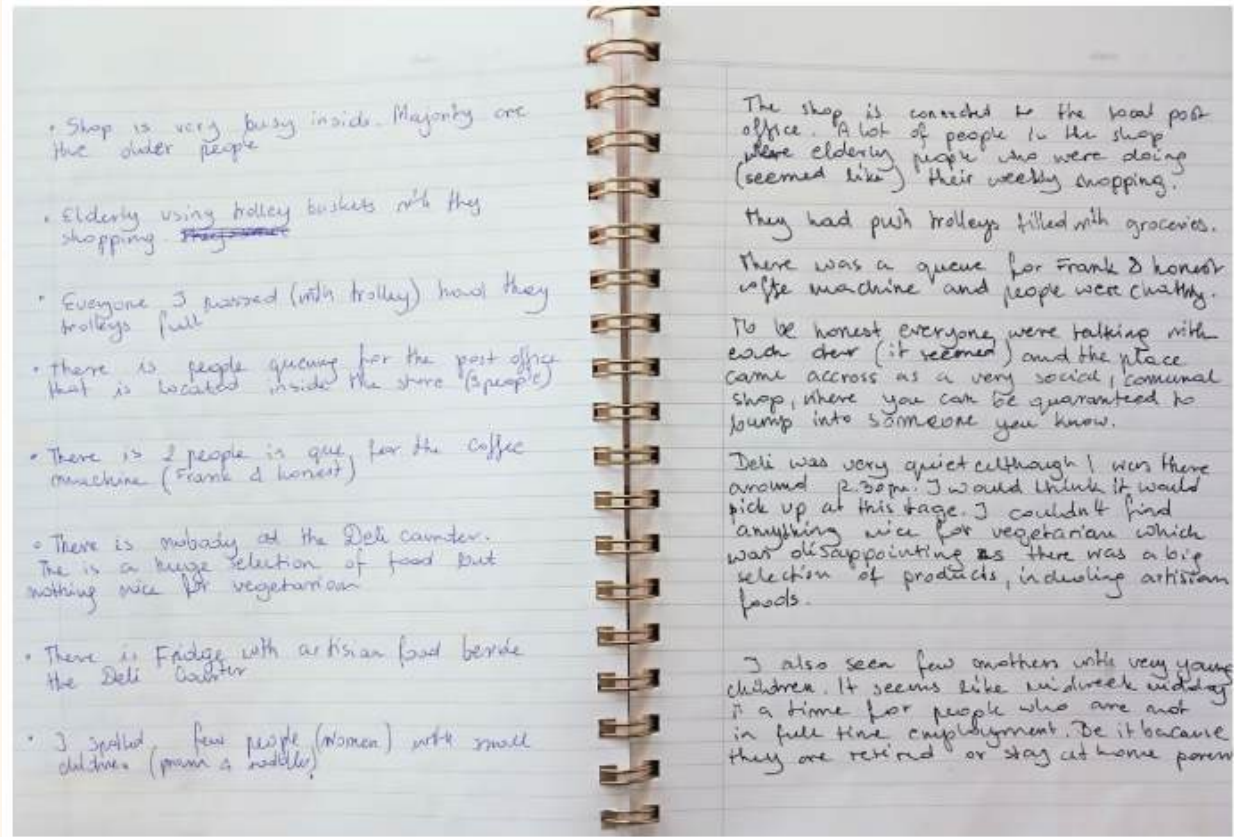


Figure 20 - Observations 6

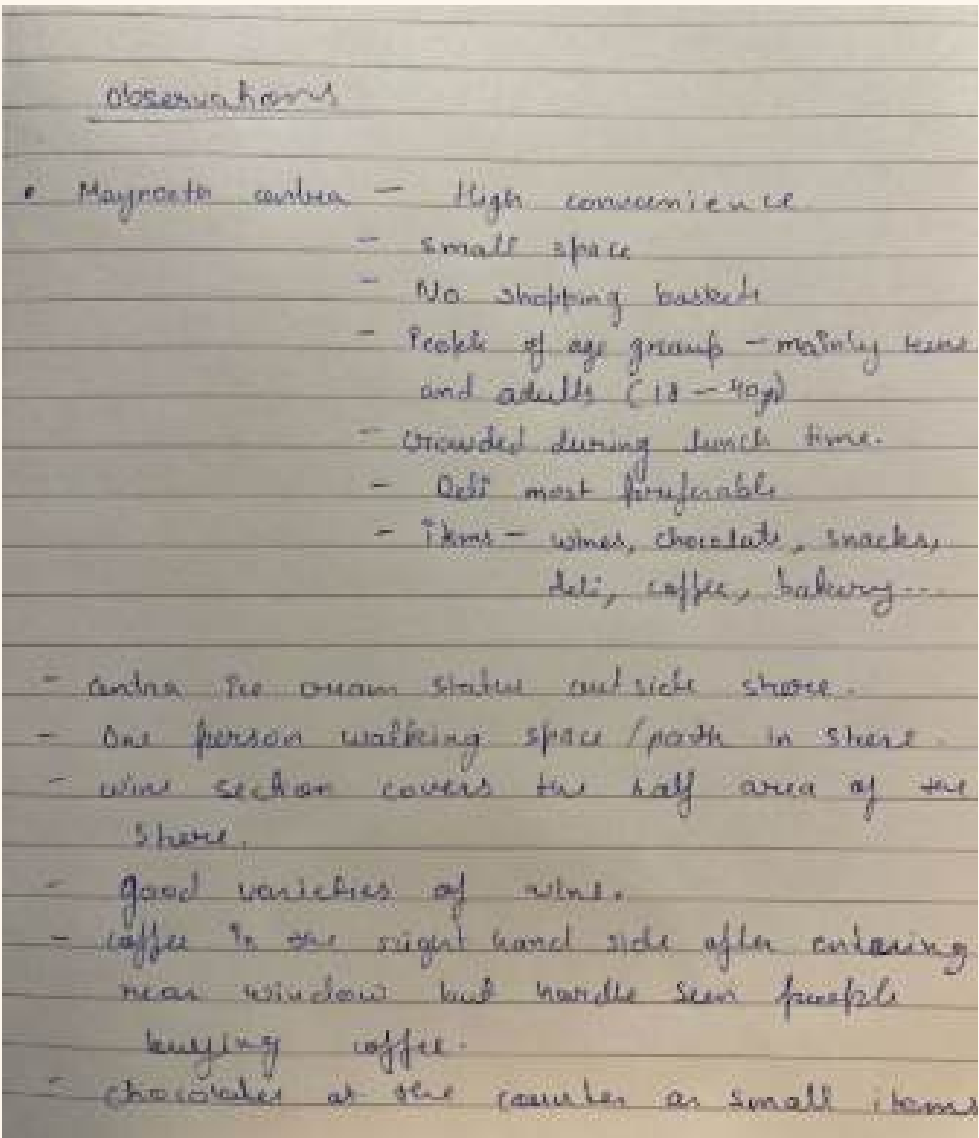


Figure 21 - Observations 7

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Topic Guides

Stakeholder: Shop Owners/Workers

Stakeholder: Store Manager/Worker

Generic Topic - Perceived sense of community in convenience stores

1. Can you tell us about a typical workday and what do you notice throughout the day?

Topic 1 - Personal Observation of the type of customers doing the shopping and their shopping behaviour

1. I am sure you observed a lot of interesting behaviours/routines your customers do. Could you share some of them with me?

2. Do you get a lot of regular shoppers?

3. Tell me about your customers who do weekly shopping? What do they buy, how much on average do they spend?

Topic 2 - Centra approach to improving customer experience

1. If you could improve one thing in store that would help your customers, what would that be?

2. Is there any particular request from customers that you get?

3. Is there anything that you do for your clients that you don't need to but want to? (EXAMPLE, cardboard boxes for their shopping?)

4. In what way has your Centra engaged with the local community, and how does this influence the relationship with your customers?

Topic 3 - Centra understanding of their typical customers and shopping patterns

1. What times are your 'busy' times per day, and why do you think that is?

2. I am interested in the difference between your regular shoppers vs 'once' off passers by. What is the difference between their shopping behaviour?

Follow up questions

Figure 22 - Topic Guide for Shop Owners & Workers

Stakeholder: Convenience Store Shoppers

Stakeholder: Store Customer

Generic Topic - Perceived sense of community in convenience stores

1. Can you walk me through a typical shopping trip for you at a convenience store? What factors influence where and when you choose to shop?

Topic 1 - Personal opinion of stores and how it affects where you shop.

1. What are key decision factors for where you shop and why do they influence your decision?

2. Is there any connection you have with the stores you choose to shop at?

3. Has any past experiences at a particular store impact whether or not you return and can you walk me through as to why they influence you?

4. When comparing different stores, why does brand reputation or familiarity affect where you shop?

Topic 2 - Loyalty and what it means to them.

1. Do you have any loyalty with any particular shop and can you help me understand why you may choose one shop over another?

2. What factors make you feel loyal to a particular convenience store?

3. Can you describe a time when you felt particularly valued or appreciated as a loyal customer?

Topic 3 - Centra and their involvement within the community.

1. Does Centra's involvement in the local community impact your decision to shop there?

2. Does a shop's public image within a community affect where you shop? Why does a shop's public image affect your shopping routine?

3. Have you ever chosen to shop at Centra because of their contributions or support to local initiatives?

Follow up questions

Figure 23 - Topic Guide for Shop Customers

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Codes & Themes found within Interviews

Codes	Interview Customer 1	Interview Customer 2	Interview 3 (Manager)	Total
Convenience Factor	37	2	6	45
Proximity Based Shopping	8	0	0	8
Day to day Routine	18	6	10	34
Loyalty to a shop	13	7	0	20
Preferred Retailers	18	5	4	27
Transport difficulties	10	0	0	10
Dependent on shopping needs	7	1	0	8
Familiarity with Staff	6	4	0	10
Involvement with the Community	12	2	9	23
Pricing Structure	13	0	6	19
Experience with discounts	28	0	3	31
Opinion on Customer Service	5	1	0	6
Food Waste	1	2	1	4
Product Preference	3	1	8	12
Quality Conscious	0	1	6	7
Recycle waste	0	2	0	2
Disconnected with the growing community	0	2	1	3
Loss of the local factor	0	2	0	2
Socially based activity	0	4	5	9
Collaboration with Colleagues	0	0	17	17
Aware of Customer Satisfaction	0	0	14	14
Product Variety	0	0	16	16
Pricing affecting revenue	0	0	6	6
Training Workers	0	0	1	1
Creating Simplicity within the Job	0	0	2	2
Interaction with the community	0	0	18	18
Feedback from the Customer	0	0	14	14
Aware of Customer's Needs	0	0	19	19
Communication with Musgraves	0	0	4	4
Interaction with the Customer	0	0	13	13
Peak Selling Times of a Product	0	0	4	4
Variable Events	0	0	3	3
Conscious of What Works	0	0	11	11
Impulse Items of Sale	0	0	4	4
Changing of Product	0	0	3	3
Effects of Locality	0	0	6	6
Sponsoring the Community	0	0	5	5
Total	179	42	219	440

Table 5 - Codes found within Interview 1-3

Themes	Codes	#	Subthemes	Codes	#
Convenience looks different to different people depending on locality, price, ease of discount, usability & product offerings	Convenience Factor	45	Convenience is appreciated when needs are met	Convenience Factor	45
	Proximity Based Shopping	8		Dependent on shopping needs	8
	Transport difficulties	10		Conscious of What Works	11
	Dependent on shopping needs	8		Impulse Items of Sale	4
	Pricing Structure	19		Proximity Based Shopping	8
	Experience with discounts	31	Locality of store determines its choosing	Transport difficulties	10
	Conscious of What Works	11		Effects of Locality	6
	Impulse Items of Sale	4		Pricing Structure	19
	Effects of Locality	6		Experience with discounts	31
Habitual shopping behaviours influence store decisions	Day to day Routine	34	Customer routines cause stores to adapt selling routines	Day to day Routine	34
	Pricing affecting revenue	6		Communication with Musgraves	4
	Aware of Customer's Needs	19		Peak Selling Times of a Product	4
	Communication with Musgraves	4		Variable Events	3
	Peak Selling Times of a Product	4		Changing of Product	3
	Variable Events	3	Recognition of what the customer wants and needs	Pricing affecting revenue	6
	Changing of Product	3		Aware of Customer's Needs	19
Delight and Environment give that extra sense of loyalty to a brand	Loyalty to a shop	20	Brand Loyalty is often built by actors	Loyalty to a shop	20
	Preferred Retailers	27		Preferred Retailers	27
	Familiarity with Staff	10		Familiarity with Staff	10
	Involvement with the Community	23	Store Awareness of customers builds bonds	Familiarity with Staff	10
	Opinion on Customer Service	6		Opinion on Customer Service	6
	Disconnected with the growing community	3		Aware of Customer Satisfaction	14
	Loss of the local factor	2		Feedback from the Customer	14
	Socially based activity	9		Involvement with the Community	23
	Aware of Customer Satisfaction	14	Community is important to people and influences their shopping decisions	Disconnected with the growing community	3
	Interaction with the community	18		Loss of the local factor	2
	Feedback from the Customer	14		Socially based activity	9
	Sponsoring the Community	5		Interaction with the community	18
				Sponsoring the Community	5

Table 6 - Themes found within interviews 1-3

Codes	Total	Themes	Codes	#
Typical work day	1	Shopping pattern shows the routine of centra and customers on commodities, habits, time.	Typical work day	1
Average spend depends on time and day	1		things they buy	1
morning routine	1		Average spend depends on time and day	1
People request	1		morning routine	1
busiest time	1		people request	1
food is serving well	1		busiest time	1
difference between centra and other stores.	1		food is serving well	1
price matters	1		difference between centra and other stores.	1
comparison	1		price matters	1
sales	1		comparison	1
preferable products	1		sales	1
prefer organic foods	1		preferable products	1
occasionally	1		prefer organic foods	1
things they buy	1		occasionally	1
		TOTAL		34
Age group	1	customer theme defines the range, age, regular & pass buyers & awareness.	Age group	1
customer range	2		customer perception	1
difference between regular customers & passers by	1		difference between regular customers & passers by	1
Customer perception	1		customer range	2
		TOTAL		5
helpful	1	Community help defines the worker behavior and owner connection with customers to make their experience better	helpful	1
low good connections	1		low good connections	1
most frequent customers	1		most frequent customers	1
		TOTAL		3
employee duration	1	Suggestions shows the perspective of workers and customers to make their experience better and easier.	employee duration	1
people are stealing	1		people are stealing	1
can add range of groceries lower down the price	1		can add range of groceries lower down the price	1
		TOTAL		3
provide best	1	what makes it different , this theme helps in figuring out why/how centra is different from other stores	provide best	1
difference between centra and other stores.	1		difference between centra and other stores.	1
provide offers which others dont have	1		provide offers which others dont have	1
		TOTAL		3
good and rude people	1	centra awareness this defines that centra and people are aware of that centra is convenience store (small shopping) not supermarket.	small shop	1
good and rude people regular customers preference	1		TOTAL	1
		Customer behaviours	good and rude people regular customers preference	2
				2
small shop	1	TOTAL		4
GRAND TOTAL	34	Worker	employee duration	1
		GRAND TOTAL		34

Figure 24 - Codes & Themes from interviews 4-6

Appendix

Codes & Themes found within Interviews

#	Codes	Total
1	Additional office workload	1
4	Carrying shopping	28
6	Centra perceive as high convenience	7
8	Centra seen as 'last minute' shopping place	3
7	Centra Store categories	5
8	Challenging to find drivers to deliver products	1
9	change of management	1
10	check out experience	2
11	Community focused sustainability efforts	3
12	Community main place to shop	1
13	COVID Impact of shopping habits	13
14	Create a To Do List for staff	1
15	creating a community feeling seen as incentive	13
16	Customer loyalty to Centra brand	1
17	Customer ready shop after the delivery	2
18	Day start off with delivery	2
19	Dedicated workers for unpacking deliveries	2
20	Diverse customer needs	4
21	Diverse food selection	8
22	Ice cream purchasing habits	27
23	Importance of advertising	2
24	Importance of efficient work	4
26	Importance of stock in the shop	22
20	Labour hours wasted because of late delivery	1
27	Lack of loyalty reward for customer	6
28	Large volume of stock delivered	1
29	Late delivery disruptive effect on routine and if	1
30	Life stages impact shopping habits	4
31	Loyalty apps are not used by customers	13
32	Loyalty programs that work	26
33	Making the customer journey as pleasant as possible	4
34	Offers in store	12
34	Offers in store	12
35	Office responsibilities done in the evening or at home	1
36	Order repeat for deliveries	1
37	Other places to shop	1
38	Parents shopping routines	7
39	Parking space makes a difference	13
40	Perception of Centra Brand	15
41	Perception of stock freshness	4
42	Pressure of deliveries	10
43	Price sensitive	1
44	Pricing Structure	10
45	Problems caused by late deliveries	5
46	Quality is very important	2
47	Shopping Delivery	15
48	Space for eating	1
49	Sponsorship of the community	17
50	Stock ordered at client request	3
51	Store Improvements	8
52	Store location impact on revenue and footfall	2
53		406

Figure 25 - Codes found in Interviews 7-9

Themes	Codes	#	Subthemes	Codes	#
Centra Brand Strong Brand Loyalty and Trust. Customers have a strong connection to Centra due to familiarity, consistent quality and practical brand perception	Centra perceive as high convenience	7	Customer and Productivity Primary Drivers	Centra perceive as high convenience	7
	Centra seen as 'last minute' shopping place	3	Customers perceive Centra as a last minute shopping place	Centra seen as 'last minute' shopping place	3
	Perception of Centra Brand	15	Customers see Centra as a last minute shopping place	Perception of Centra Brand	15
	Centra Store categories	5	Customers see Centra as a last minute shopping place	Centra Store categories	5
		32			
Community Centra stores engage with local communities through sponsorship and personalized service	Community focused sustainability efforts	3	Local Interactions Positive	creating a community feeling seen as incentive	13
	Community main place to shop	1	Interactions with staff and a sense of community enhances the shopping experience	Community main place to shop	1
	Creating a community feeling seen as incentive	13			
	Sponsorship of the community	17			
		38			
Customers & their habits Customers use Centra for different shopping purposes, ranging from daily top-ups to full weekly shopping, depending on individual needs and life stages	Diverse customer needs	4	Feasibility for customers routine	Diverse types of customers	1
	Diverse types of customers	27	Centra serves a diverse customer base with varying shopping habits	Diverse types of customers and their habits	27
	Diverse types of customers and their habits	27			
	Life stages impact shopping habits	4	People in different life stages use shop differently Some customers rely on Centra for all their grocery needs others use it as a supplement	Life stages impact shopping habits	4
	Benefits shopping routine	7			
Loyalty Customers are either unaware of or do not extensively use Centra's loyalty programs, indicating a gap in engagement	Customer loyalty to Centra brand	1	Desire for Loyalty Program	Customer loyalty to Centra brand	1
	Education around loyalty programs	13	Customers express a desire for loyalty programs that offer valuable incentives on essential items	Some perception of loyalty incentives	13
	Lack of loyalty reward for customer	6		Lack of loyalty reward for customer	6
	Loyalty apps are not used by customers	26	Limited Use and Awareness of Loyalty Programs	Loyalty programs that work	26
	Store perception of loyalty incentives	13	Existing loyalty programs may not meet customer expectations, indicating a need for enhancement	Loyalty apps are not used by customers	13
Delivery The store places significant emphasis on quickly unpacking and loading deliveries to ensure products are available for customers and to maintain store organization. Store staff provides local customers with deliveries of their shopping	Challenging to find drivers to deliver goods	1	Deliveries of customers shopping	Shopping Delivery	15
	Labour hours wasted because of late delivery	1	Some stores offer shopping alternatives to the local shops		
	Late delivery disruptive effect on routine and if	1			
	Problems caused by late deliveries	5	Problems with deliveries Late arrivals of delivery trucks disrupt the store's workflow, leading to labor inefficiency and customer inconvenience	Challenging to find drivers to deliver goods	1
	Shopping Delivery	15		Labour hours wasted because of late delivery	1
Stock Management Beyond the stores efficiency directly impacts customer satisfaction. Ensuring products are available and the store is well organized enhances the shopping experience	Customer ready shop after the delivery	2	Quality and Access Customers	Perception of stock freshness	4
	Day start off with delivery	2	Some stores offer shopping alternatives to the local shops	Quality is very important	2
	Dedicated workers for unpacking deliveries	2	Ensuring value for money, quality products, and specialty items	Importance of stock in the shop	22
	Importance of efficient work	4	Just across Street, it's a busy area	Stock ordered at client request	3
	Importance of stock in the shop	22	Operational Efficient management	Customer ready shop after the delivery	2
Price and offers Customers express a desire for value, incentives on essential items	Large volume of stock delivered	1	Quality and Access Customers	Day start off with delivery	2
	Order repeat for deliveries	1	Ensuring value for money, quality products, and specialty items	Dedicated workers for unpacking deliveries	2
	Perception of stock freshness	4	Just across Street, it's a busy area	Importance of efficient work	4
	Quality is very important	2	Operational Efficient management	Large volume of stock delivered	1
	Stock ordered at client request	3		Order repeat for deliveries	1
Parking is a significant factor for satisfying experience. In some cases	Offers in store	12	Desire for offers aligned with customer needs. Current offers are limited and promotions are on essential items	Offers in store	12
	Price sensitive	1	How Centra pricing works The store primarily follows the grocery and promotional guidelines set by Management	Price sensitive	1
	Pricing Structure	10			
		23			
		13			

Figure 26 - Themes found in Interviews 7-9

Appendix

Codes & Themes found within Interviews



Figure 27 - Themes found in Interviews 7-9

Introduction

Audit

Research

Reframe

Conclusion

Bibliography

Appendix

Appendix

Insight Development



Figure 28 - Insight development for Delivery

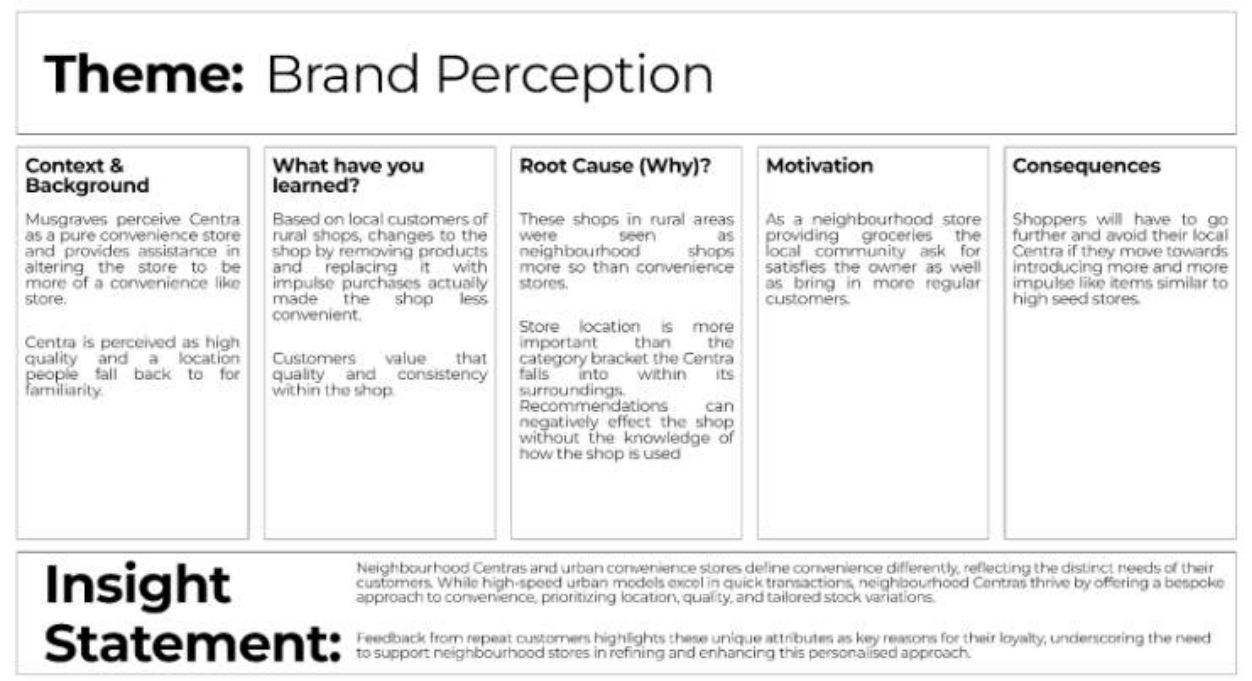


Figure 30 - Insight development for Brand Perception



Figure 29 - Insight development for Loyalty, Price & Offers

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