



Green Connect Veggie Box Subscription

Research Report
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In This Report

A close-up photograph of a large, green, leafy vegetable, likely a cabbage or similar, with a bright sun flare in the background. The leaves are vibrant green and show detailed vein patterns. The sun is positioned in the upper center, creating a strong lens flare and illuminating the scene with a warm, golden light. The background is slightly blurred, showing more of the same plants and a hint of a forest or field.

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01_ Executive Summary

The Breakdown



Green Connect commissioned comprehensive user experience research to gain insights into their Veggie Box subscription audience. The goal was to understand customer perspectives, behaviors, and demands to inform service improvements and customer growth.

The mixed methods research incorporated user interviews, survey building, website analytics comparisons against competitors, and usability testing with participants. Key groups encompassed current/past Veggie Box subscribers along with general community members.

Results reveal current subscribers tend to be environmentally-conscious households who value supporting sustainability, organic farms, and refugees. Convenience, quality, and freshness also rate highly as purchase motivators. Customers demonstrate strong loyalty with most remaining for 12+ months.

Key feedback shows desires for greater box customisation around individual preferences and needs. Additionally, subscribers want more recipes and product variety along with reduced packaging waste. Pricing is seen as justified based on ethics and quality but deters some initial purchases.

Competitor analysis confirms Green Connect's values-based differentiation, but gaps emerge around technology optimisation. Usability testing surfaced website navigation issues that likely obstruct conversions, especially on mobile. Competitor company, Farmers Pick, demonstrates effective search engine optimisation driving 5x more site traffic than that of Green Connect.

Recommendations center on enhancing personalisation, expanding affordable box options, adding recipe content, optimising web user experiences and ramping up digital marketing efforts. Emphasising convenience and promotions can also attract more price-sensitive shoppers.

In summary, Green Connect shows a compelling offering but faces opportunities to broaden appeal. Addressing demands around customisation, variety, guidance and technology present high-impact areas for optimisation. Executing across these priorities can accelerate reach and retention.



02_ Project Overview

A Research Analysis into Green
Connects Veggie Box
Subscriptions



In 2011, Green Connect emerged as a response to regional challenges, aiming to address unemployment and waste issues. Originally launched with support from SCARF, it evolved into a social enterprise with a multifaceted approach, integrating waste recovery, fair food production, and employment opportunities for former refugees and young people. The Veggie Box service, introduced as part of the fair food initiative, has gained traction, prompting the organization to embark on a comprehensive UX Research project to better understand its audience.

Objectives:

- Gain profound insights into the Veggie Box audience.
- Explore motivations, preferences, and factors influencing engagement.

Methodology:

Utilise diverse methods, including:

- User interviews for qualitative insights.
- Usability testing to analyse website functionality.
- Website analysis to understand user interactions.
- Survey building for quantitative and further qualitative data collection.

The research comprehensively explores various aspects of Veggie Box audiences, acknowledging the limitations within Green Connect's user base. Due to these constraints, valuable insights were sought from alternative sources outside the company's immediate audience. The scope encompasses understanding how customers discovered Green Connect, investigating driving factors behind Veggie Box/Fresh Produce Boxes purchase decisions, exploring preferences for customisation, examining attitudes towards trying new products and identifying reasons for discontinuing subscriptions. This approach ensures a holistic understanding of the potential Veggie Box audience, leveraging insights from both Green Connect's immediate user base and broader external channels to provide a nuanced and comprehensive perspective.



03_ Process

The Method to the Madness



My Process

Here is how I approached this project

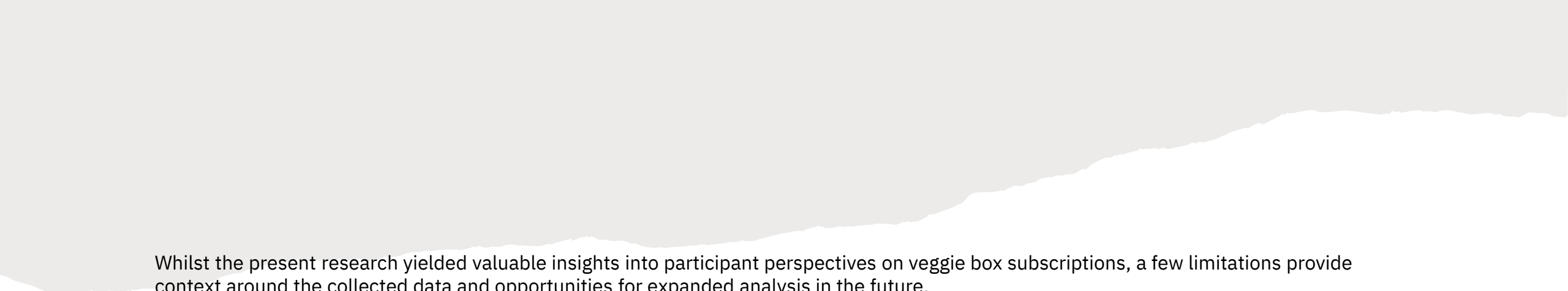
- 1. User Interviews**
User interviews were conducted with active, on hold/cancelled and non-subscribed users to gain direct feedback into the services.
- 2. Survey Building**
I built a survey to gain more qualitative and quantitative data which was distributed amongst direct and non-direct users via the use of emails and social media.
- 3. Usability Testing**
I conducted usability testing on the website with participants via zoom calls to see how they interacted with the website and what they were feeling throughout their navigation.
- 4. Website Analytics**
I gathered data on the websites click traffic to gain insights into how many people were visiting the website and compare the discrepancy to the subscribed userbase.



04_ Limitations

What Held the Research Back






Whilst the present research yielded valuable insights into participant perspectives on veggie box subscriptions, a few limitations provide context around the collected data and opportunities for expanded analysis in the future.

The initial customer survey was intended for distribution across the entire Green Connect database. However, it only reached a subset of recent users. While these active users could provide targeted feedback, incorporating input from the full spectrum of participants would capture more diverse experiences. Developing mailing capability to reliably reach all contacts would enable more comprehensive survey efforts.

Additionally, the supplied contact list for outreach only yielded interviews with 14 participants, limiting the sample size. Despite personalisation and multiple contact attempts, overall community participation was still lower than desired. Continuing to foster strong relationships and trust with potential participants could support higher engagement in research participation over time. Offering incentives for involvement may assist as well.

Finally, minimal participation occurred among non-participants within the local communities. Wider distribution through channels like social media, flyers, or community events would be needed to capture community-level data within the Illawarra region. As the service looks to attract new subscribers, quantifying perceptions, barriers, and demands among the general public would prove valuable.





05_ User Interviews

What are the People Saying



Who was interviewed

Who are you selling your product to?
Where do your customers live and
what are their interests?



01 Active Users

A range of active users who are currently using the veggie box subscriptions



02 On Hold/Cancelled Users

Users who have a subscription on hold or who have cancelled their subscriptions



03 Non-Users

A range of people who either use alternative services or don't use any sort of subscription service

Semi-structured interviews were conducted with 14 Green Connect customers in November 2023 via video calls to gain qualitative insights around experiences and purchasing influences. The goal was to assess satisfaction factors, seek suggested improvements, and identify potential drivers linked to churn among current, past, and prospective customers.

Participant Recruitment

A contact list of 30 subscriber names and emails were supplied by Green Connect. Personalised invitations requesting voluntary participation in a 30–45-minute interview were sent by email. No financial incentives were provided.

Of the 14 customers who agreed to participate, the final sample included:

- 11 current weekly or fortnightly subscribers
- 3 past subscribers who had cancelled service

Demographic background provided indicates relatively balanced representation across household size, age, employment status, and tenure with the service among these contacts. However, the overall participation rate of under 50% and small total sample size presents room for expanding reach in future.

Interview Structure

A consistent protocol guided semi-structured interview conversations across five core areas of questioning:

- Participant background: household size, grocery shopping habits, produce consumption
- Motivations and experiences with Green Connect: basket size, order frequency, tenure
- Satisfaction factors and likelihood to recommend
- Competitor landscape and comparisons
- Feedback on potential service improvements

Interview - Current Subscribers

Among the 11 active subscribers, analysis uncovered several themes around drivers and satisfaction:

Household Profile:

- 5 have 2 person households
- 3 have 3 members
- 2 have 4 members
- 1 single occupant household

Order Frequency:

- 9 order weekly produce boxes
- 2 order fortnightly

Tenure:

- 5 customers for 1-2 years
- 4 for 6-12 months
- 2 started past 3 months

Key Purchase Motivators:

- Supporting sustainability, organic farms, refugees (10 mentions)
- Quality and freshness of produce (9 mentions)
- Convenience, time savings (7 mentions)

Satisfaction & Loyalty:

- 9 "highly likely" to recommend Green Connect
- Rated value for money 8-9 out of 10

The most prevalent feedback points related to desires for greater customisation in box contents to accommodate preferences and dietary needs.

Continuing website functionality optimisation was also noted by 3 subscribers.

Interview - Past Subscribers

The 3 former Green Connect customers provided limited but telling indicators around potential drivers of churn to explore through expanded outreach:

Original Purchase Motivations:

- Affordable prices and low waste attracted initial purchases

Reasons for Cancellation:

- 2 switched due to accumulated cost over time
- 1 moved outside delivery region
- 1 found challenges finishing full boxes each week

While these interviews contained extremely helpful perspectives from 14 engaged customers, the research would benefit from larger sample sizes and purposive outreach to past subscribers who canceled service. Follow-up interviews focused on this demographic could better indicate key areas for retention improvement.



06_ Surveying

A Broader Study on Fresh
Food Subscriptions



Green Connect Survey

A cross-sectional anonymous survey was conducted from November-December 2023 to gain insights into customer perspectives, behaviors, and demands related to produce box subscriptions. The questionnaire containing 32 questions was built in Qualtrics survey software covering the key areas of:

- Purchasing history, habits, satisfaction with Green Connect
- Drivers and barriers related to fresh food boxes
- Awareness of competitor landscape

Distribution Strategy

Leveraging existing relationships with Green Connect's subscriber base, an email invitation with a link to the online survey was sent to all current and past customers with emails on file, this aimed to enable tapping insights from both active and lapsed users.

Additionally, the survey link was shared publicly on regional community Facebook groups and pages focused on the Illawarra area to enable capturing community-level data as well. Engagement rate from this channel was lower than desired.

Key Survey Findings

In total 10 responses were gathered over a 2-week period in November/December. Key insights include:

Green Connect Customer Profile

- 40% currently active, 20% past customers
- 67% subscribers for over 12 months
- Pick Your Own Produce box most popular at 83%

Satisfaction & Loyalty

- Quality, flexibility, ethics top drivers
- 100% agree GC convenient for produce access
- 15% noted some consistency/quality issues

Order Frequency & Spend

- Fortnightly boxes dominate at 50%
- Average produce spend \$50-100 per week

Competitor Landscape

- Awareness of major supermarkets, meal kits
- Lower price points but less brand connection

The overall survey data indicates strong loyalty amongst longer tenured customers who value and are willing to pay an elevated price point to support ethical and local production. Product preference favours customised produce boxes with a weekly ordering interval.

Research Limitations & Opportunities

While capturing helpful customer perspectives, expanding survey distribution more broadly across community groups would provide wider market texture. The overall community response rate was lower than desired. Developing deeper relationships and trust with partners could enable improved reach.

Within Green Connect's own subscriber base, the survey saw only a 7% response rate. So, while providing valuable insights on key target segments, incorporating more subscriber feedback would be beneficial through better incentives or re-engagement strategies.

In summary, the survey marks a starting point to build upon regarding community food preferences and demands. As Green Connect looks to attract new subscribers, follow up questionnaire efforts focused specifically on non-customers would fill an important gap.

Broader Generic Produce Box Survey

Given the limited engagement observed from the initial Green Connect-focused questionnaire, I created an expanded survey using Qualtrics seeking wider participation. Questions were designed to be more universally applicable across different fresh food box brands and locations.

Distribution occurred primarily through social media advertising targeting major cities across Australia over a 2-week window. Specifically, the survey aimed to reach consumers in Sydney, Melbourne, Brisbane, Adelaide, Perth and the Illawarra region. Analysis of the survey data indicates purchasing behaviors among users of fresh food delivery services:

Prior Usage:

- 56% currently or previously used a produce or meal kit service
- Top reasons cited were convenience, price promotions, variety

Order Frequency & Tenure:

- 67% order weekly/fortnightly boxes
- Over 50% remained customers for at least 7-12 months

Average Spend:

- Most participants (36%) spend \$100-175 per week on fresh produce

Competitor Awareness:

- Supermarkets and meal kit brands dominate
- Social media drives discovery of smaller brands

The findings show a nationwide audience valuing convenience and affordability when subscribing to regular delivery of ingredients.

Driver Analysis

Survey questions around subscriber motivations reveal the primary reasons participants first and continually purchase fresh food delivery boxes:

- Convenience, time savings, meal planning assistance
- Taking advantage of discounted promotional prices
- Seeking variety, recipe suggestions, and ingredients
- Quality and freshness of included produce

A notable finding of this research is the strong want and desire among subscribers for recipe suggestions. Respondents expressed a keen interest in culinary exploration facilitated by curated recipes provided by the fresh food delivery services. The ease of discovering and trying new recipes was identified as a unique and valuable aspect of these services.

These leading drivers demonstrate the overarching value proposition of outsourcing grocery shopping and meal planning tasks. Understanding and clearly conveying these benefits can appeal to time-poor consumers nationwide.

Subscriber Satisfaction Factors

In terms of experience with their chosen fresh food services, respondents highlight key strengths and areas to maintain satisfaction:

Product Quality & Freshness

- 93% agree their service supplies fresh, high-quality ingredients
- 6% noted some inconsistencies in item quality

Order Flexibility

- 65% find their provider offers needed flexibility to change orders

Reduce Household Food Waste

- 64% report services have helped cut household waste levels

Continually delivering against these dimensions can strengthen loyalty and retention for produce box brands.

Areas for Improvement

The survey also uncovered desired areas of enhancement:

Personalization

- 67% want more customization around individual preferences, diet requirements, etc.

Variety

- 53% would like expanded product selection and new options

Packaging

- 49% called out excessive waste from non-reusable materials

Pricing


- 37% note challenges justifying higher costs vs supermarkets



Addressing these factors presents opportunities to expand appeal and better cater to differing consumer needs in the market.

In summary, analysis of the broad subscription box survey provides validation around customer values, purchase drivers, satisfiers and desired enhancements that can inform efforts.

Comparing these themes to the earlier Green Connect-specific findings shows strong alignment and reinforces where to focus community outreach conversations. While price barriers do exist against supermarkets, this market research helps articulate areas of differentiation around quality, convenience and values.





07_ Usability Testing & Website Analytics

How is it Being Used



Usability Testing

Usability testing was conducted on the Green Connect website, a site allowing consumers to purchase organic produce boxes with delivery or pick-up options. Testing was done remotely via Zoom with 3 participants.

During the 45–60-minute recorded Zoom sessions, participants were first asked to share their screen and navigate the Green Connect site on their desktop, adding items to an order as they would if actually placing an order. They were asked to verbalise their thoughts, questions, or issues as they proceeded. After completing the desktop navigation, participants then pulled up the site on their mobile device and repeated the process, comparing the experience between desktop and mobile.

In addition to observing their navigation and having participants think aloud, I also asked questions throughout for clarification or to get additional feedback on topics such as pricing, product selection, ordering experience, and likelihood to subscribe.

Key Feedback

Navigation and Display Issues All participants encountered some navigation and display issues that interrupted the ordering process or made the experience confusing, especially on mobile.

On desktop, key selections like "Pick Your Box" disappeared from view when scrolling down long pages. Mobile sites had very long scrolling pages making it hard to review selections. The path between choosing produce and then trying to add on meats was disconnected, requiring excessive navigation.

All 3 participants noted that they could not see how many items they had selected while picking their vegetables on both desktop and mobile. They had to keep scrolling to the top to see how many items they had left to pick.

Opinions on Pricing and Value Participants compared Green Connect pricing of organic produce to prices at their local supermarkets to determine if there was value.

One participant broke down the price per item to calculate a total of \$30 for the produce they selected, feeling Green Connect was overpriced. However, others felt the \$50 and \$70 family box pricing was reasonable when factoring in costs for staff labor, delivery fees, and paying for organic certification.

Suggested Areas for Improvement from Participants

Offer an "ugly produce" box at a lower price point to attract new customers.

Include recipes and storage tips to help customers use boxes effectively.

Make subscriptions flexible so customers can swap items out before orders.

Overall Experience

While participants appreciated the mission behind Green Connect and liked having organic produce easily accessible, the confusion and inconvenience they experienced would make them hesitant to order on a regular basis. Instead, they would use Green Connect sporadically if they did not need items immediately or were financially able to do so that week. The website navigation, especially on mobile, was the key obstruction to easily placing orders.

Website Analytics

Website analytics from SimilarWeb were used to evaluate the performance of the Green Connect website (green-connect.com.au) over a 2-month period from September to October 2023. Metrics were compared to two competitor websites—Illawarra Fruit Direct (illawarrafruitdirect.com.au) and Farmers Pick (farmerspick.com.au)—to benchmark Green Connect's standing.

The analysis focused on several key areas:

- Global and country ranking
- Monthly traffic and visitor engagement
- Traffic sources
- Keyword performance for organic and paid search

Key Metrics and Rankings

In terms of overall reach, Green Connect ranked #1,972,883 globally but fared better when narrowed to Australia at #246,071. Meanwhile, Farmers Pick significantly outpaced both sites globally at #720,003 and in Australia at #12,999 along with 3,103 in the grocery industry specifically.

When looking at the 130,218 monthly visits Farmers Pick received over the 2 months, they exceeded Green Connect's 25,006 visits by a factor of 5x. Both dominated Illawarra Fruit Direct which had less than 5,000 visits in the period.

While Farmers Pick saw more traffic, Green Connect visitors browsed more pages per visit (2.50 vs. 3.78) and bounced less (6.77% vs. 58.95%). This indicates higher engagement and satisfaction with the Green Connect site experience.

Traffic Sources and Keyword Performance

Approximately 60% of Farmers Pick's traffic came from organic search, validating their strong optimisation for keywords like "farmers pick" which drove 37.54% of organic search clicks.

Comparatively only 13.8% of visitors to Green Connect arrived from organic search.

In paid search, Farmers Pick again led with 36% of total traffic driven by ads—predominantly from keywords like "farmers pick" and "farmers pick Australia." Their cost-per-click however tended to be more expensive than competitors.

For referral traffic specifically, Green Connect managed to capture a slightly higher share at 4.04%—mainly from news sites like 7News and deal sites like OzBargain.

Key Takeaways

While significantly smaller than a competitor like Farmers Pick, Green Connect demonstrates decent consumer engagement when visitors do find the website. By boosting efforts around organic search, paid search campaigns, and securing additional referral channels, they can likely capture greater audience share. Competitive gaps also emerge around mobile optimisation and international reach.



08_ Insights

What Has Been Revealed



Research Insights Summary

The research utilised a mixed methods approach including interviews, surveys, usability testing, and web analytics to explore multiple facets of the veggie box subscription audience. Several core insights emerged:

Customer Profile

- Subscribers tend to be environmentally-conscious households seeking fresh, organic produce. The weekly box provides convenience to busy lifestyles.
- Households span a range of sizes, but the offering resonates strongly with couples and young families aiming to eat healthier.
- Long-term retention is strong with most remaining customers for over 12 months. This indicates satisfaction but also opportunity to attract newer customers.

Motivations and Drivers

- The research strongly validates that supporting sustainability initiatives and local organic farmers drives sign-ups. It's viewed as an ethical choice.
- Convenience, time/meal planning assistance also rank highly as ongoing benefits.
- Promotions help initially draw interest but aligning with values cements loyalty.

Satisfaction and Areas for Improvement

- Customers rate produce freshness, quality and box flexibility as key strengths to maintain. However, some experience inconsistencies.
- The biggest desires are for greater personalisation around preferences and needs, more product variety, and recipe suggestions to inspire cooking.
- Packaging waste also draws criticism. Options like reusable bins could strengthen environmental credentials.

Pricing Perceptions and Competition

- While prices exceed supermarkets, loyal participants understand the cost dynamics around small batches, organic status, fair wages, etc.
- However, pricing does deter initial purchases and regaining lapsed customers. Models like "ugly veggie" boxes could improve affordability.
- Main competition comes from major chains on price. But small providers build stronger connections around values.

Technology and User Experience

- The website and mobile experience faced navigation/display issues during usability testing that frustrated customers. Fixing these UX problems would likely boost conversions and retention.
- Strong organic and paid search optimization has proven effective for leading competitor Farmers Pick, representing a growth opportunity.

Addressing Areas of Improvement

The research indicated several priority areas for optimization to strengthen both new customer acquisition and existing subscriber loyalty:

- Enhanced personalisation and customisation
- Expanded product selection and make recipe content easier to find or align recipe discovery to vegetable selections
- Introduction of more affordable box options
- Continual website updates to fix display bugs
- Ramp up of search engine optimization efforts

In summary, Green Connect demonstrates a compelling value proposition catering to ethical, health-focused consumers - but faces opportunity to broaden appeal through addressing identified customer demands.

A background image showing a person's hands holding a clump of dark, rich soil in a field. The scene is bathed in the warm, golden light of a sunset or sunrise, with the sun low on the horizon, creating a strong lens flare and illuminating the person's arms and the soil. The person is wearing a light-colored, long-sleeved shirt with a subtle plaid pattern.

09_ Recommendations

What Can Be Implimented

Research

To gain a more comprehensive understanding of the factors influencing the performance of the Green Connect website, I recommend conducting further research.

Cancellation Numbers

- Investigate and analyse the cancellation numbers associated with Green Connect subscriptions. Explore the reasons behind cancellations, such as user experience issues, pricing concerns, or other factors impacting customer satisfaction. This will provide valuable insights into areas that may require improvement to enhance overall customer retention.

Market Research in the Illawarra Region

- Conduct targeted market research in the Illawarra region to better understand the local market dynamics, consumer preferences, and competitive landscape. Explore factors specific to the region that may be influencing user behavior and preferences. This research will aid in tailoring the Green Connect website and offerings to better align with the needs and expectations of the Illawarra community.

Website Analytics

To further enhance the ability to comprehend user behavior on the Green Connect website and identify potential areas for improvement, I recommend considering the implementation of a website analytics tool. This tool would serve the following purposes:

Understanding User Interaction

How are users navigating through the website, from their initial visit to the completion of an order? What are the most frequently visited pages, and which ones have lower engagement? Understanding the user journey comprehensively will provide insights into the aspects of the website that resonate most with users and areas that may require optimization.

Monitoring User Drop-off Points

Where are users most commonly dropping off during the ordering process? By pinpointing these drop-off points, we can identify potential pain points, usability issues, or areas of confusion that may contribute to an incomplete transaction. This information is crucial for streamlining the user experience and reducing friction in the ordering process.

Analysing Traffic Sources

Which channels are driving the most traffic to the website? Understanding the sources of traffic, whether organic search, paid search, or referrals, can inform marketing strategies and help allocate resources effectively to channels that yield the highest engagement and conversions.

User Demographics and Behavior

What are the demographics of Green Connect website users? How do different user segments interact with the site? Analysing user demographics and behavior can aid in tailoring the website content, promotions, and user experience to better align with the preferences and needs of specific target audiences.

Investing in a comprehensive website analytics tool will empower Green Connect with actionable insights, allowing for data-driven decision-making and continuous improvement of the online platform. This strategic investment aligns with the goal of creating a more user-friendly and efficient online shopping experience, ultimately contributing to increased customer satisfaction and retention.

Survey Creation

Post-Purchase Survey

To gather valuable feedback from customers after each purchase, I recommend the creation of a post-purchase survey to be automatically generated via email. This survey will be triggered upon the completion of the veggie box delivery or pick-up. The survey should aim to capture insights into the customer experience, satisfaction levels, and potential areas for enhancement. The following key components should be considered:

Delivery/Pick-Up Experience:

- How satisfied are customers with the delivery or pick-up process?
- Were there any challenges or positive aspects related to the delivery or pick-up?

Product Satisfaction:

- Are customers satisfied with the quality and freshness of the organic produce received?
- Is there specific feedback on the variety and selection of items in the veggie box?

Website Experience:

- How was the overall experience of using the Green Connect website to place the order?
- Were there any difficulties navigating or finding specific items?

Feedback on Additional Services:

- Would customers be interested in additional services, such as recipes or storage tips?
- Are there any specific features or improvements they would like to see in future orders?

These additional research endeavors will contribute significantly to refining insights and recommendations, providing a more nuanced understanding of the challenges and opportunities faced by Green Connect in its target market.

Marketing

Customer Referral and Rewards Program

One of the most valuable yet cost-effective marketing strategies is to incentivise existing, satisfied customers to promote products or services through their own social circles through referral programs, especially for a business, like Green Connect, with demonstrated customer loyalty, providing rewards to subscribers for successfully referring friends and family to signup can magnify word-of-mouth advocacy.

Specifically, Green Connect could develop a formal referral program that provides current customers with discounts or account credits for every new referred subscriber that signs up and remains an active customer for a defined period of time (e.g. one month). This taps into the strong satisfaction levels uncovered in the research while accelerating growth.

Various structures could motivate different behaviors:

- Offer a \$10 credit for every referral
- Provide a free box for every 3 referrals
- Enter referrers into prize drawings

Referral programs can become self-sustaining growth engines. With the majority of existing subscribers showing high willingness to recommend Green Connect to others, channeling that organically through an incentivised, tracked referral program merits investment. Industry data shows such programs delivering a 5-15% lift in new customer acquisition when executed effectively.

Beyond direct revenue gains, increased word-of-mouth and personal testimonials also positively shape brand perceptions. As Green Connect looks to maintain its premium market positioning while fighting supermarkets on cost factors, referral marketing can offer an efficient lever by tapping into existing loyal customers.

Launch Targeted Social Media Campaigns

The research and website analysis made evident that Green Connect does not currently invest heavily in social media marketing. In contrast, survey data showed that social channels are prime drivers of discovery and awareness for competing produce box brands. As such, carving out budget for strategic social media campaigns presents a major growth opportunity.

Specifically, Green Connect should map out and launch quarterly campaign bursts across key platforms like Facebook, Instagram and TikTok. This could involve a mix of paid advertisements to reach local target audiences, organic content creation, website/landing page development, and influencer marketing.

In terms of influencers, the goal would be aligning with creators who share similar values around sustainability, organics, supporting local farmers etc. Rather than celebrity influencers, micro-influencers with 5,000-100,000 engaged followers on social channels tend to drive better campaign performance results and offer more affordable partnership rates. Compensating these influencers to spotlight and review Green Connect boxes for their community - potentially even sharing discount codes - could ignite interest.

The campaigns should focus on conveying the brand purpose and values, spotlighting farmer stories, "behind-the-scenes" looks at operations, quick healthy recipes utilising box ingredients, and previews of new products. Video content tends to fare best. With strategic messaging, visuals and leveraging influencers aligned with Green Connect's mission, social campaigns can expand reach into new demographics, drive website traffic and subscriptions. Dedicating 2-5% of gross revenue into testing quarterly campaigns would kickstart traction.

Emphasise Value Propositions for Price/Convenience-Focused Audiences

While much of Green Connect's brand messaging currently centers on sustainability and social impact differentiators, the market research showed that factors like affordability, promotions and convenience are the primary drivers of purchase decisions for the majority of produce/meal box subscribers.

As such, Green Connect has an opportunity to broaden appeal by showcasing specialised value propositions catered to convenience-focused and budget-conscious shopper segments through tailored messaging.

Specifically, upcoming marketing campaigns and website copy should place greater emphasis on highlighting dimensions like:

- Time savings garnered from outsourcing meal planning and groceries
- Accessibility of discounted promotional offers and pricing incentives
- Commitment-free flexibility to pause/cancel orders as needed
- Streamlined ordering process requiring minimal effort

Furthermore, the development of more affordable box line options, such as discounted "ugly veggie" boxes or mini boxes with lesser contents, can also better cater to price-sensitive audiences.

While retaining calls-to-action around sustainability for those who prioritize ethics and quality, leading with the key drivers of convenience and cost can ensure messaging resonates with wider demographics. This two-pronged approach balancing both social impact and functional benefits can help attract new customer segments.

With the research showing 90% of current subscribers motivated by discounted deals initially, finding ways to lead with promotional offers and cost savings can capture attentions of the most dominant shopper segments nationwide.

Implement Letterbox Marketing Campaigns

One of the main barriers highlighted for subscriber acquisition is the higher pricing of Green Connect's produce boxes relative to supermarkets. To ignite trial purchases from prospective customers, implementing periodic letterbox marketing efforts within the Wollongong region offering deep discounts on customers' first order box presents a promising tactic.

Specifically, Green Connect could execute monthly or quarterly flyer campaigns focused on different local postcodes. These flyers would showcase major discount offers for new customers such as 30% off the first box, or commitments like \$30 off the first three box orders. The flyers can succinctly communicate the company's points of difference then direct recipients to redeem via the website with a campaign-specific promo code.

With insights showing the appeal of discounted deals and even competitor meal kit brands seeing steady conversion rates from such flyer campaigns, investing in rolling local area promotions can provide an ROI-positive customer acquisition channel. The substantial reductions in prices will address concerns related to pricing and encourage essential trial experiences.

Alternatively, working with community partners like libraries, rec centers, schools etc. to disseminate bundles of flyers for patrons to take also represents a cost-effective distribution tactic to explore. This can ensure localised saturation and capitalise on the influence of trusted community establishments.

While the research highlighted that promotional pricing in of itself does not cultivate loyalty long-term, securing new customers through letterbox discounts who then experience the quality, convenience and social values of Green Connect boxes can ignite word-of-mouth and retention. Targeting flyer campaigns by location balancing costs and strategic impact holds strong promise.

Digital

Implement Website Enhancements

The usability testing and customer interviews surfaced several website navigation pain points that could obstruct conversion rates and subscriber satisfaction. However, deploying select zero-risk enhancements can remedy identified issues. Specifically, two key changes should be prioritised:

Spotlight the Recipes Section:

Given research showing strong demand for cooking inspiration and ideas from produce boxes, the recipes section warrants much greater visibility. I recommend moving it out from the footer navigation entirely into its own primary tab/page accessible from the homepage. This would enable immediate access rather than needing multiple clicks.

Integrate Meats into Add-Ons:

When customers are in the process of selecting produce box contents, forcing a return to the Shop tab to separately order meats contributes significant friction. To streamline ordering, the meats and proteins options should be directly integrated as add-ons once a produce box is picked. Keeping related purchase tasks consolidated rather than disjointed will reduce abandonment.

These two focused changes directly tackle pain points signaled within the research so can enhance UX. Beyond conversion gains though, making actions easier for existing subscribers also strengthens loyalty and satisfaction over the long run. With the website standing as the primary customer touchpoint, ensuring seamless site navigation should remain an iterative priority.

Boost Recipe Utility with Personalisation and Storage Tips

While repositioning the recipes for greater visibility addresses one demand, enhancing recipe content itself represents an additional opportunity. Specifically, incorporating personalisation and usage guidance can strengthen meal planning utility.

I recommend exploring two key recipe section developments:

Personalised recommendations:

Enable customers the option to check off which exact items they are receiving in their upcoming produce order, then leverage this to filter and spotlight recipe ideas utilising those specific ingredients. This creates actionable, waste-reducing guidance catered to their unique box contents.

Storage & usage tips:

Supplement select recipes with guidance around best practices for storing that recipe's ingredients to maximize freshness, along with different usages. For example, a pumpkin soup recipe could outline fridge storage times, plus suggest repurposing extra pumpkin in salads, roasted, etc.

This value-adding guidance can inspire cooking creativity while reducing food waste - a priority for sustainability-motivated subscribers. Investing in a registered dietician or recipe developer to flesh out enhanced utility features would satisfy demands.

With research flagging recipes and waste reduction as improvement areas for produce box providers, enhancing Green Connect's offerings in these areas can set their offerings apart. Tying guidance directly to customers unique item selections also enables valued personalisation. These innovations should increase engagement and ordering frequency over time when applied judiciously.

Build a Mobile App

As the research and website analysis revealed, the majority of Green Connect's audience engages on mobile devices, where navigation issues were most pronounced. As such, building out a proprietary Green Connect app presents an impactful, long-term solution to better cater to mobile-centric users.

Specifically, an app would enable sending push notifications about new products, delivery alerts, etc. to re-engage users. Personalisation and order management could also be enhanced through saved user preferences and seamless account access.

Additionally, the app could house an exclusive recipe section with added features like:

- Users snapping photos and submitting own recipe creations to share
- Scanning barcodes of items to automatically pull recipes
- Selecting on-hand ingredients to receive personalized recommendations

These engaging functionalities can inspire sustained usage rather than single-purpose transactional interactions. Apps also convey a progressive, tech-forward brand image to younger demographics.

Admittedly, development costs can run high for quality apps, but with the website presently posing mobile challenges, the app route provides long-term scalability. A Phase 1 MVP version could first validate demand before adding advanced capabilities. Prioritising mobile-friendly experiences is essential as mobile dominates usage.

10_ Appendices

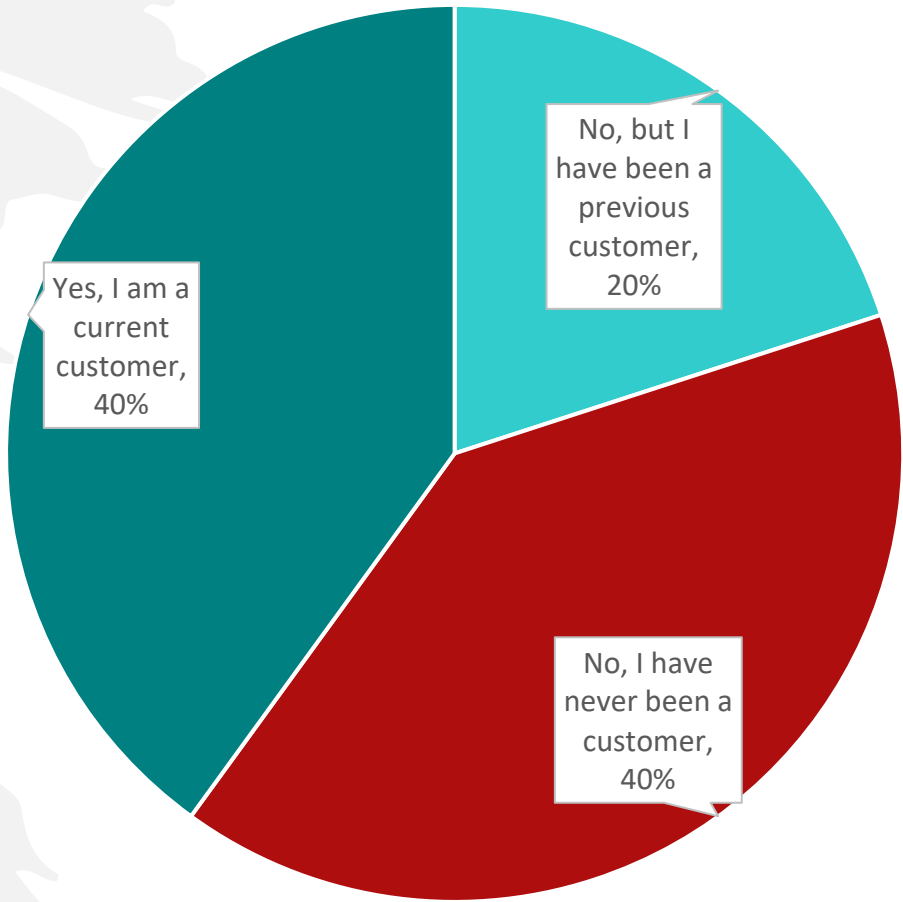
Analysis & Raw Data



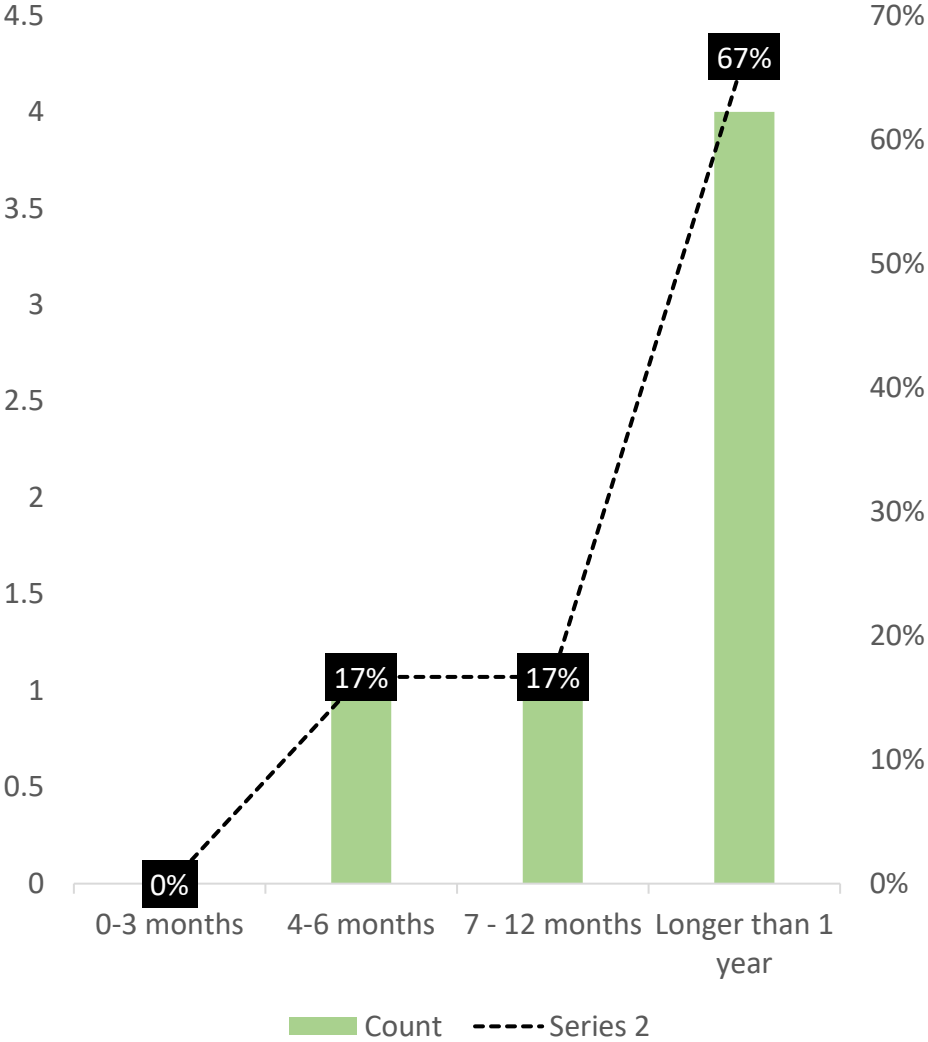
Green Connect Survey



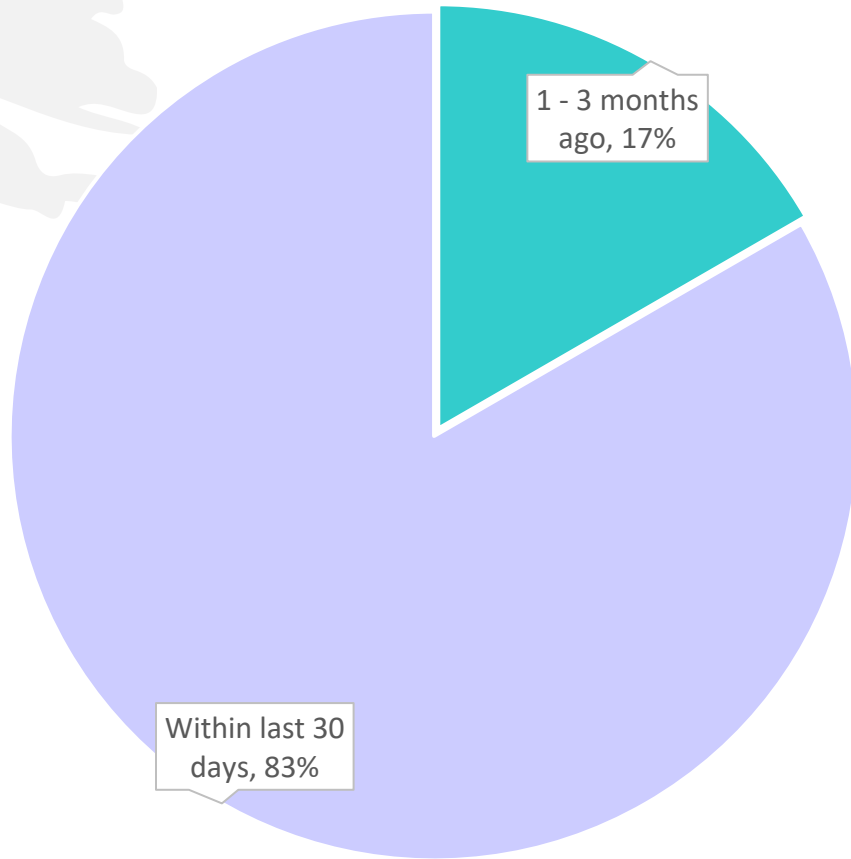
Are you a current customer of Green Connect?



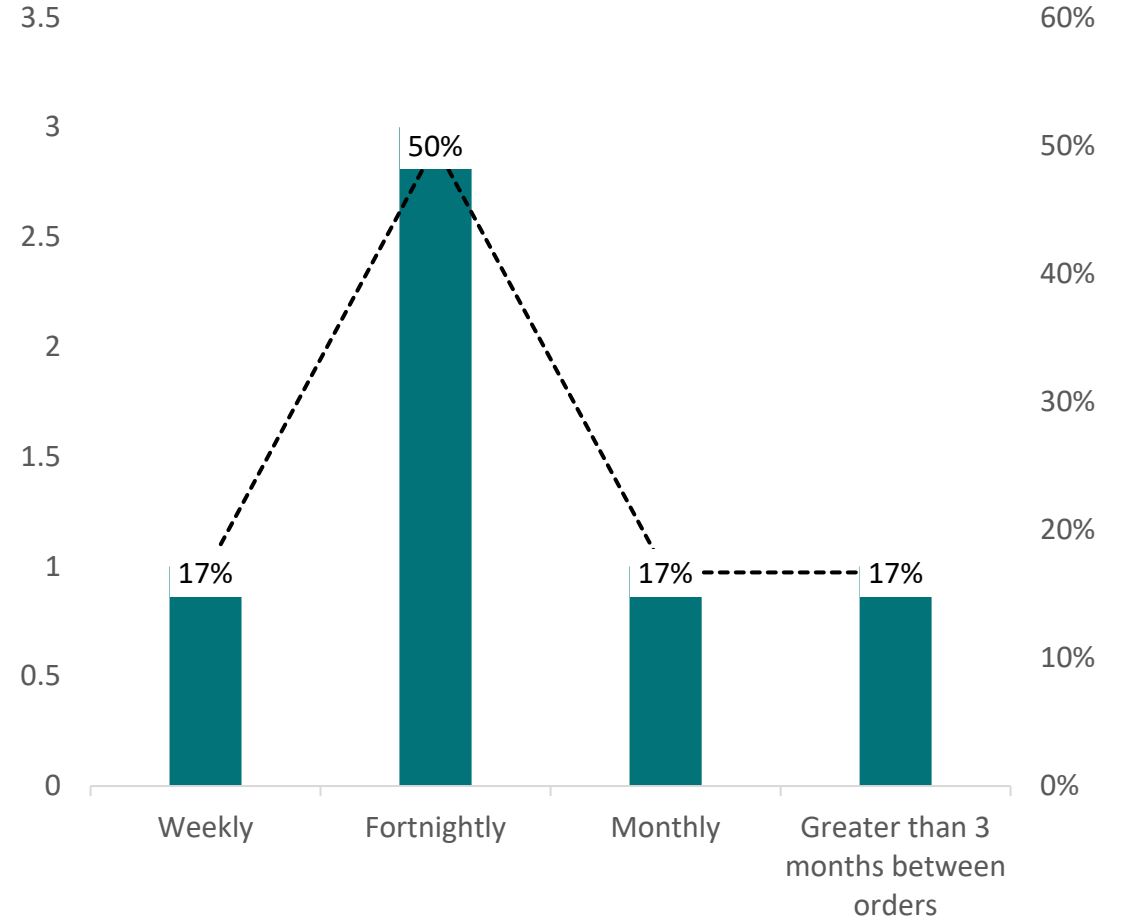
Tenure of past and present customers



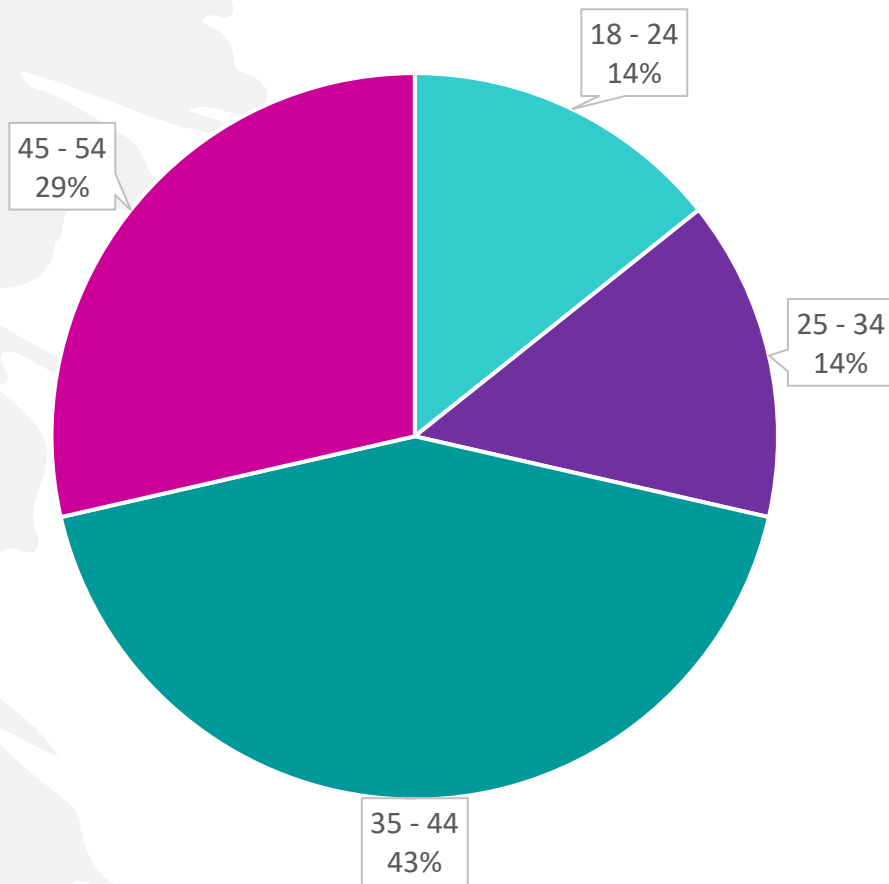
Last Order Timeframe



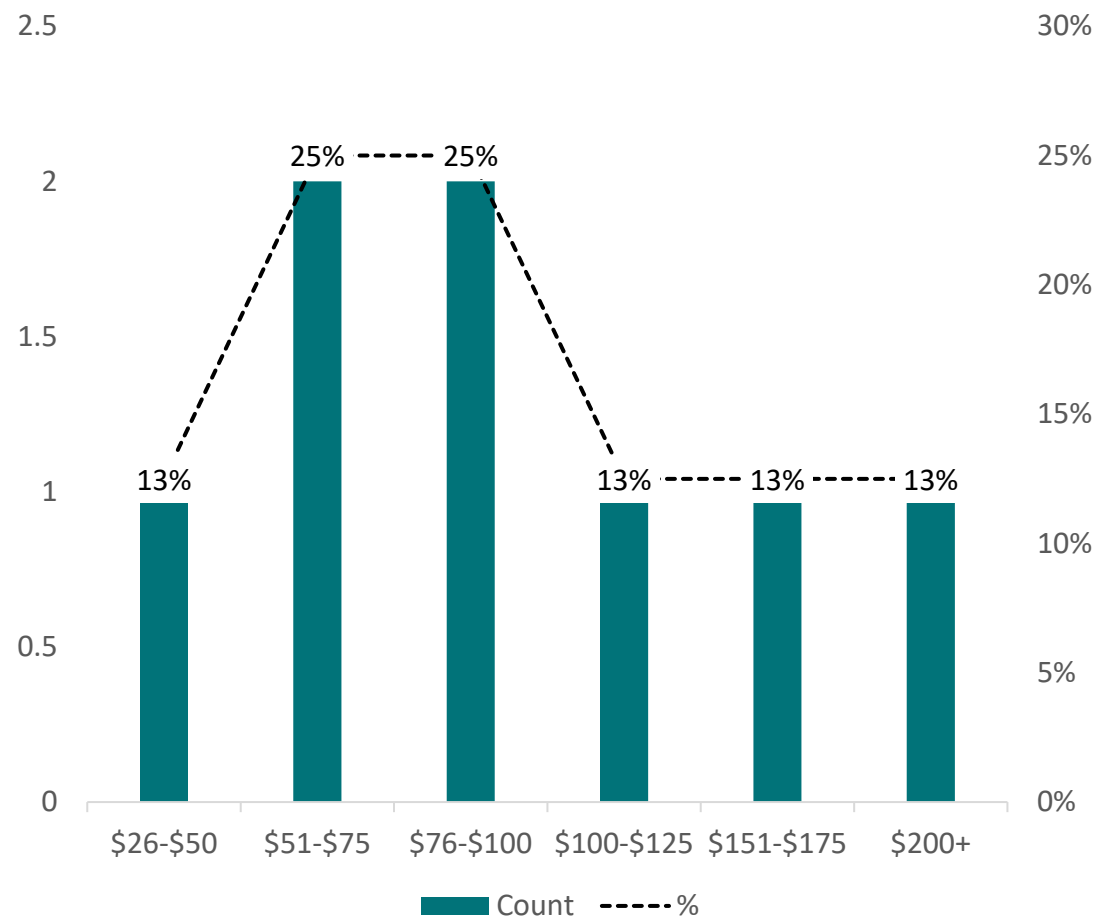
Frequency of Ordering



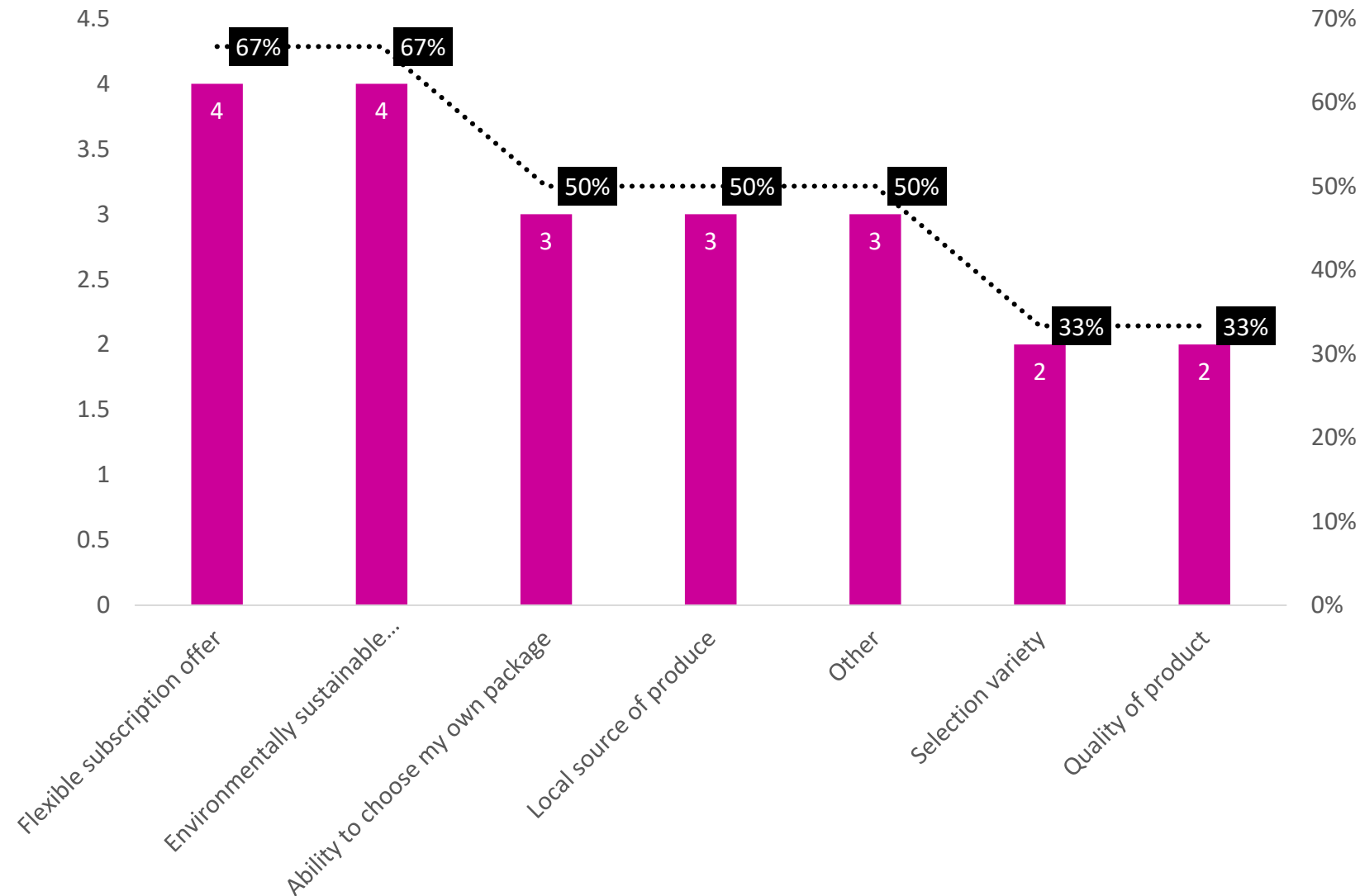
Age Range



Weekly Spending on Fresh Produce



What do you like about Green Connect?



What does Green Connect do well?

“Subscription-wise I really like how easy it is to start, pause, change etc. The idea of a subscription can sound like a lot of commitment, but the ease of GC is great.”

“The quality of produce has improved exponentially over the years, the simplicity of the new website compared to the previous one is fantastic & also the customer relationships. Green Connect customers seem very die-hard & really love the business.”

“Communicate”

“The quality of produce has improved exponentially over the years, the simplicity of the new website compared to the previous one is fantastic & also the customer relationships. Green Connect customers seem very die-hard & really love the business.”

“Looks after people and the planet. Grows delicious food.”

“Supporting former refugees”

“Sustainable and ethical - people and planet”



What could Green Connect do to Improve?

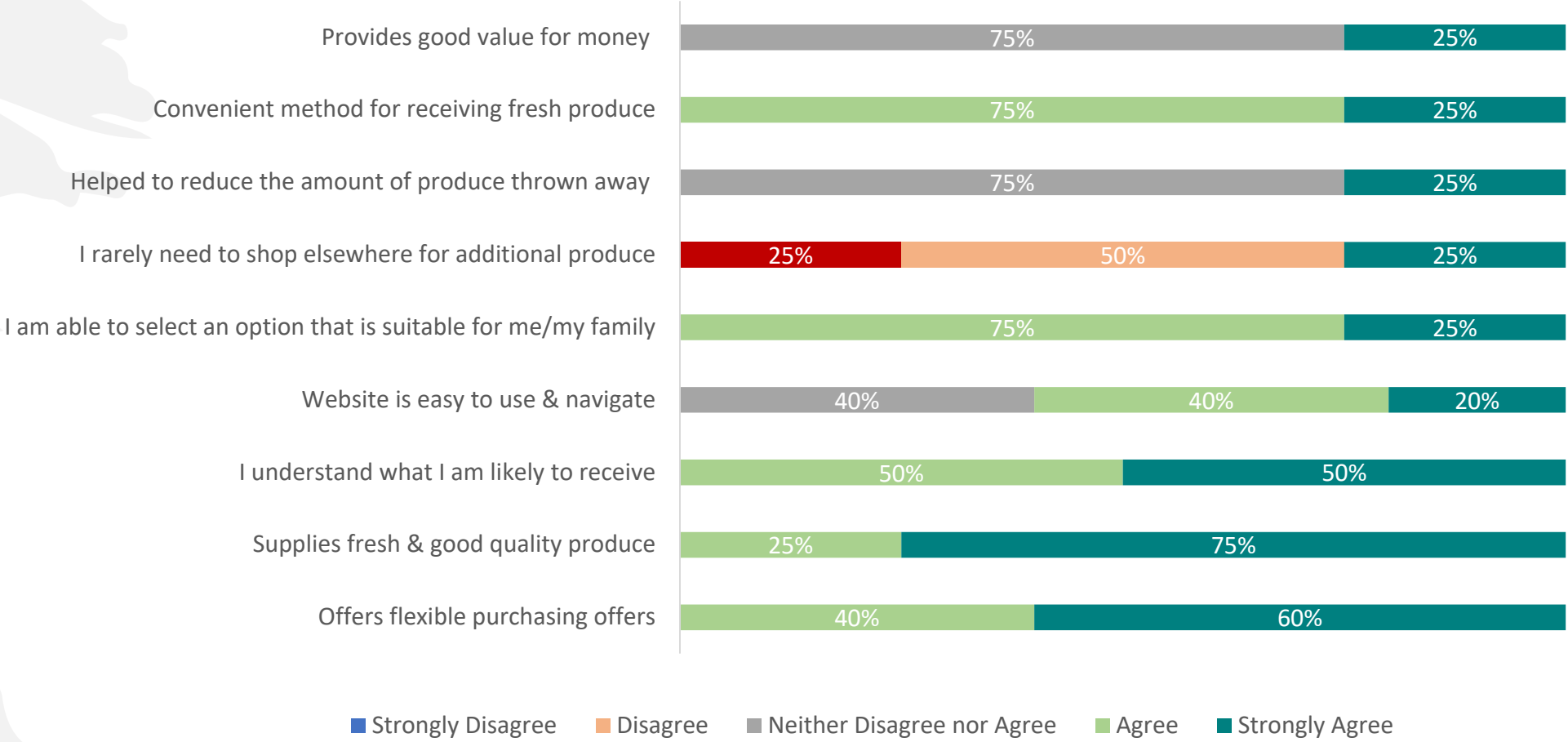
**“More
markets.”**

**“more consistent quantity of
produce (small bunches
sometimes), sometimes
quality could be better”**

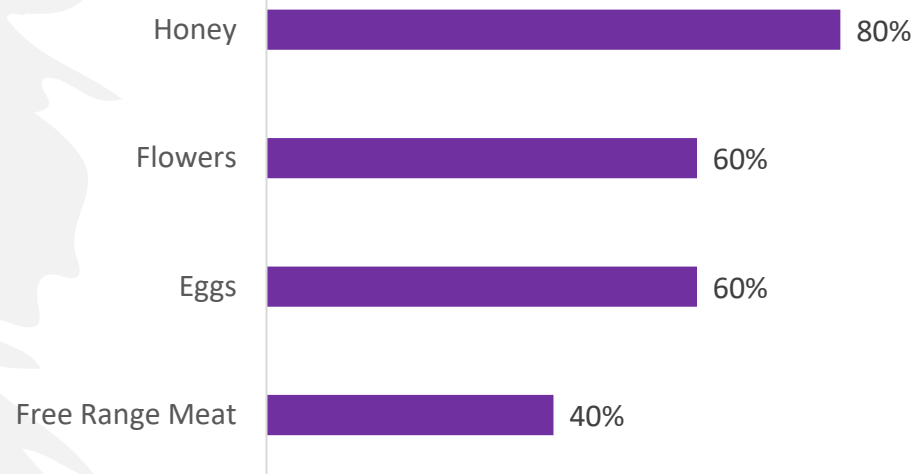
“Quality (sometimes)”

**“Not sure. The pick
your own is great!”**

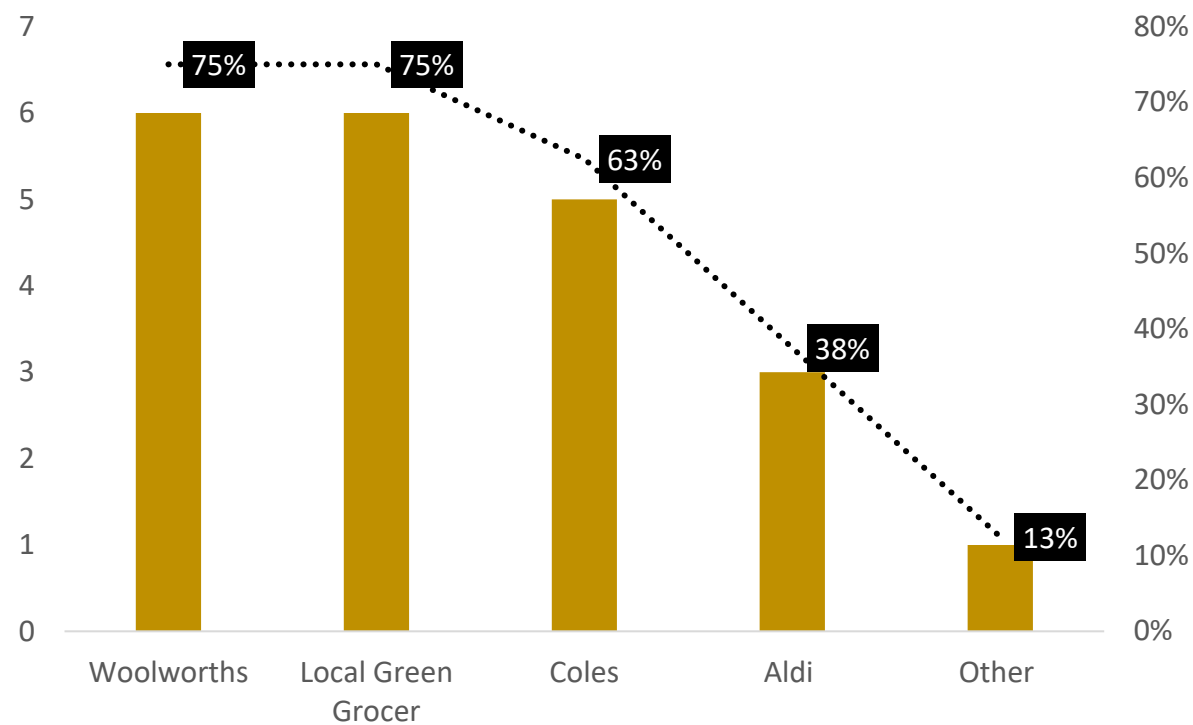
Agreement to Core Offering Statements



Other produce purchased from Green Connect



Competitor Usage



Please tell us why you chose or considered another provider?

“Convenience of not having to do weekly shopping and meal planning”

“It was before I knew about Green Connect”

“Wasn't aware of what fresh food Green Connect provided.”

“Just to see what else was out there”

“Trialling Hello Fresh means I don't have to think as much about what I'm going to cook and could also save some money with the sign up discounts.”

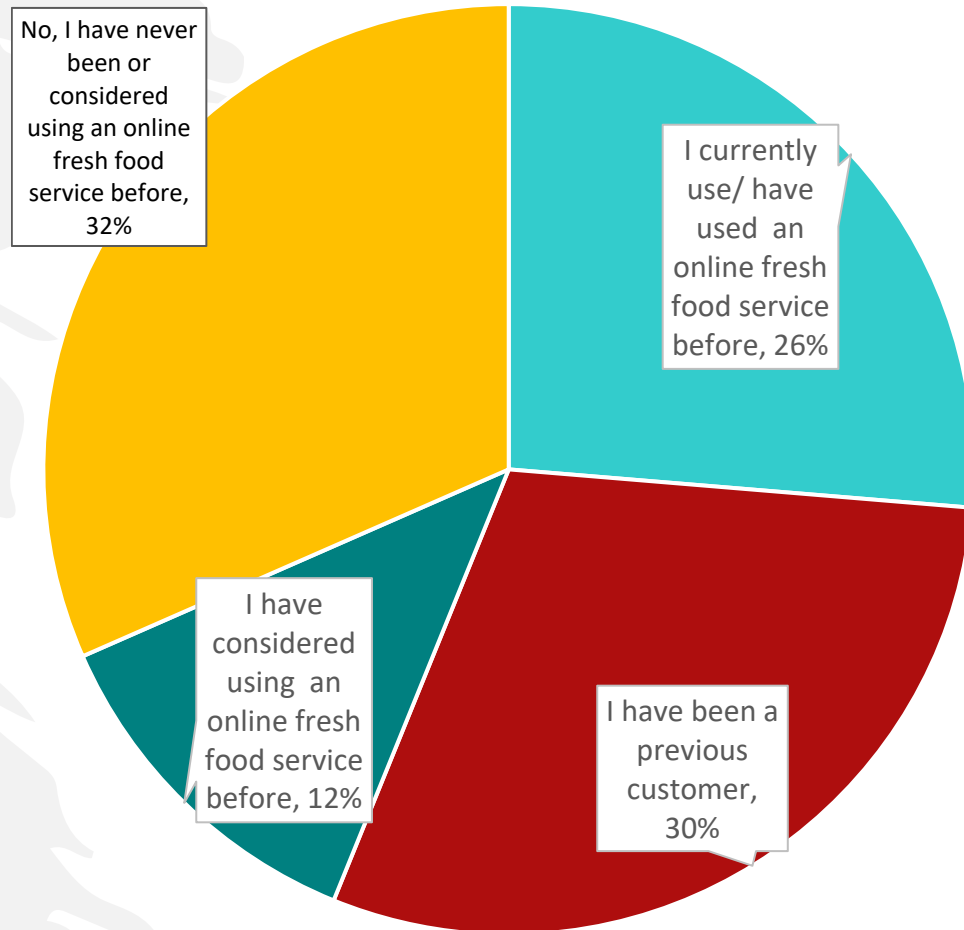
“I only tried another provide as I am no longer living in the Green Connect access areas. They are nowhere near as great as Green Connect. The main reasons I tried out Marley Spoon & Hello Fresh was to try the full-meal type subscription, but the waste generated was too much to handle.”

**“Covid,
Convenience”**

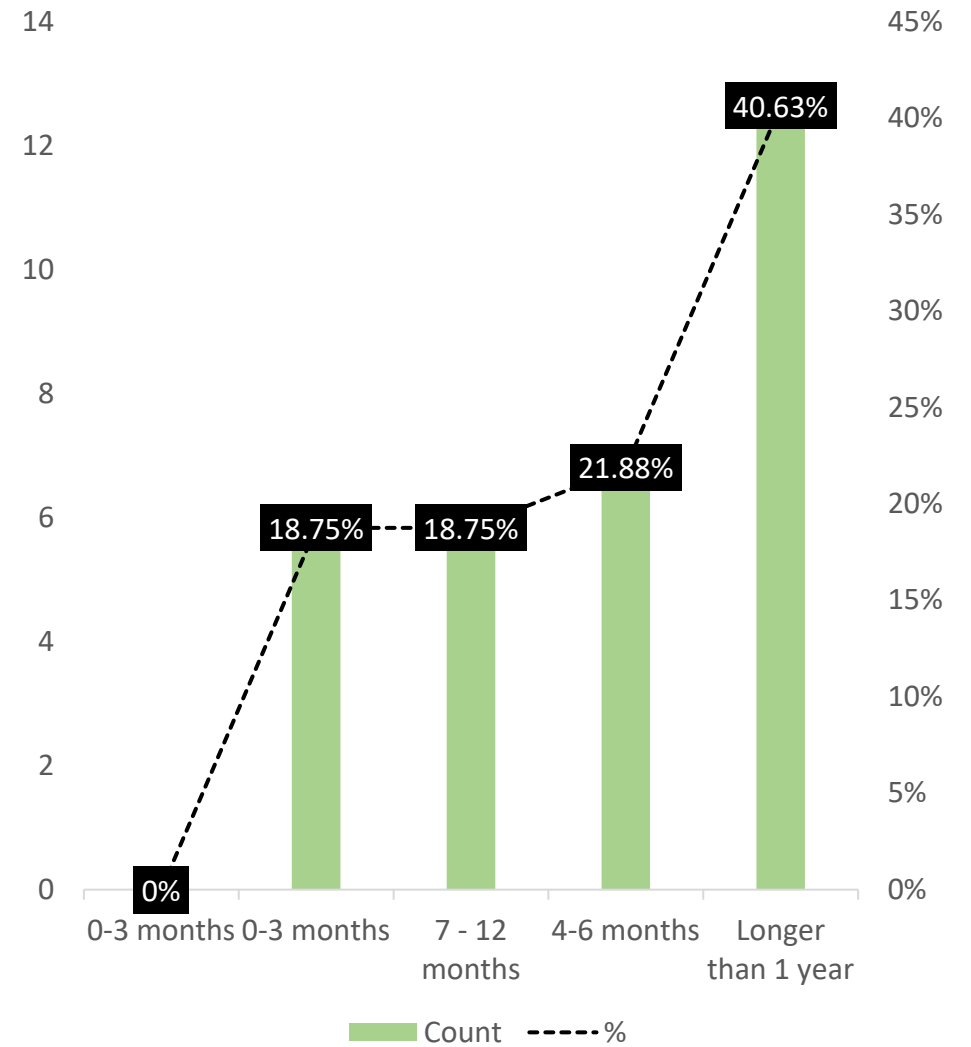
Broader Fresh Food Subscriptions Survey



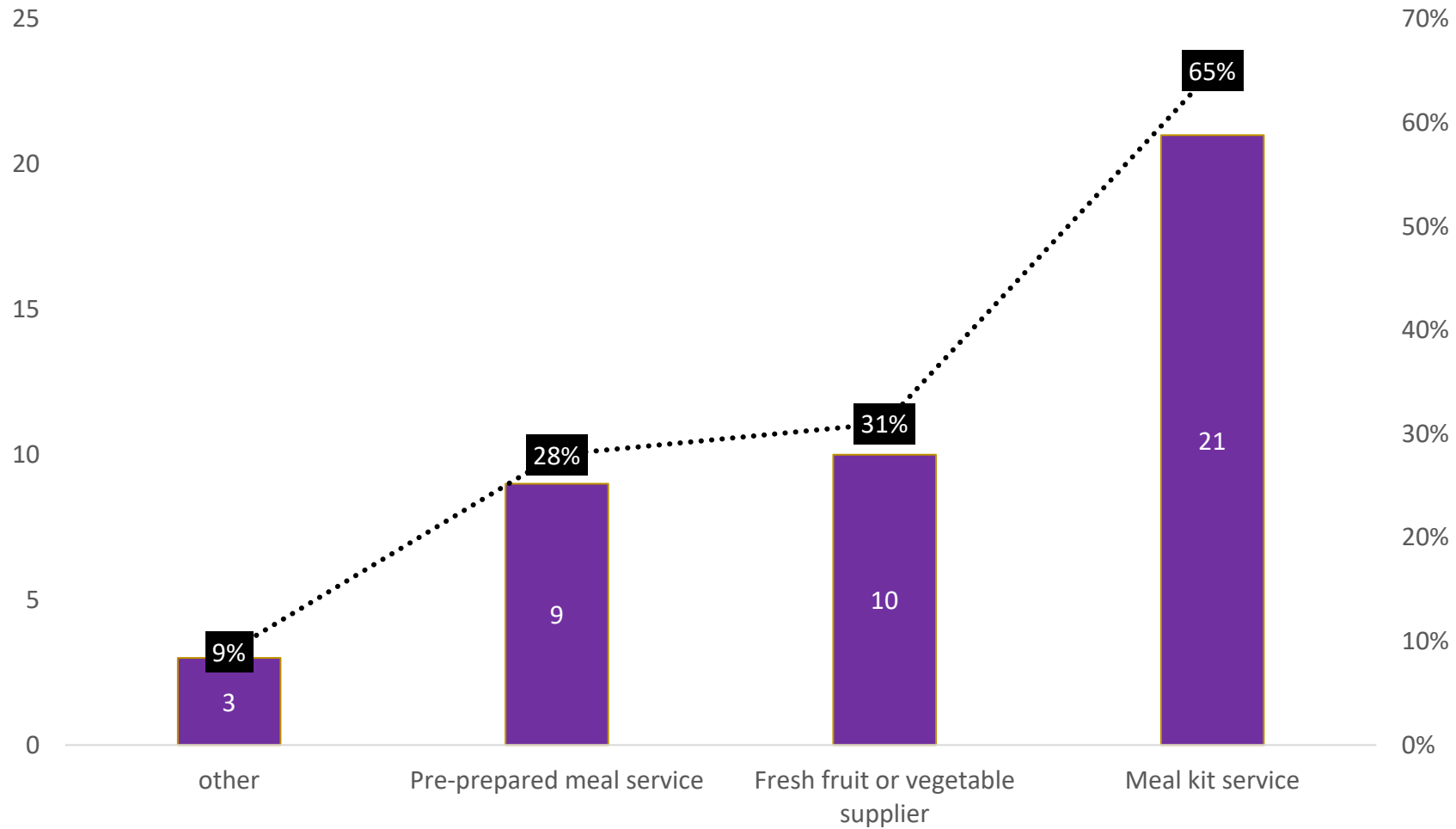
Have you ever been a customer or considered using an online fresh food provider before?



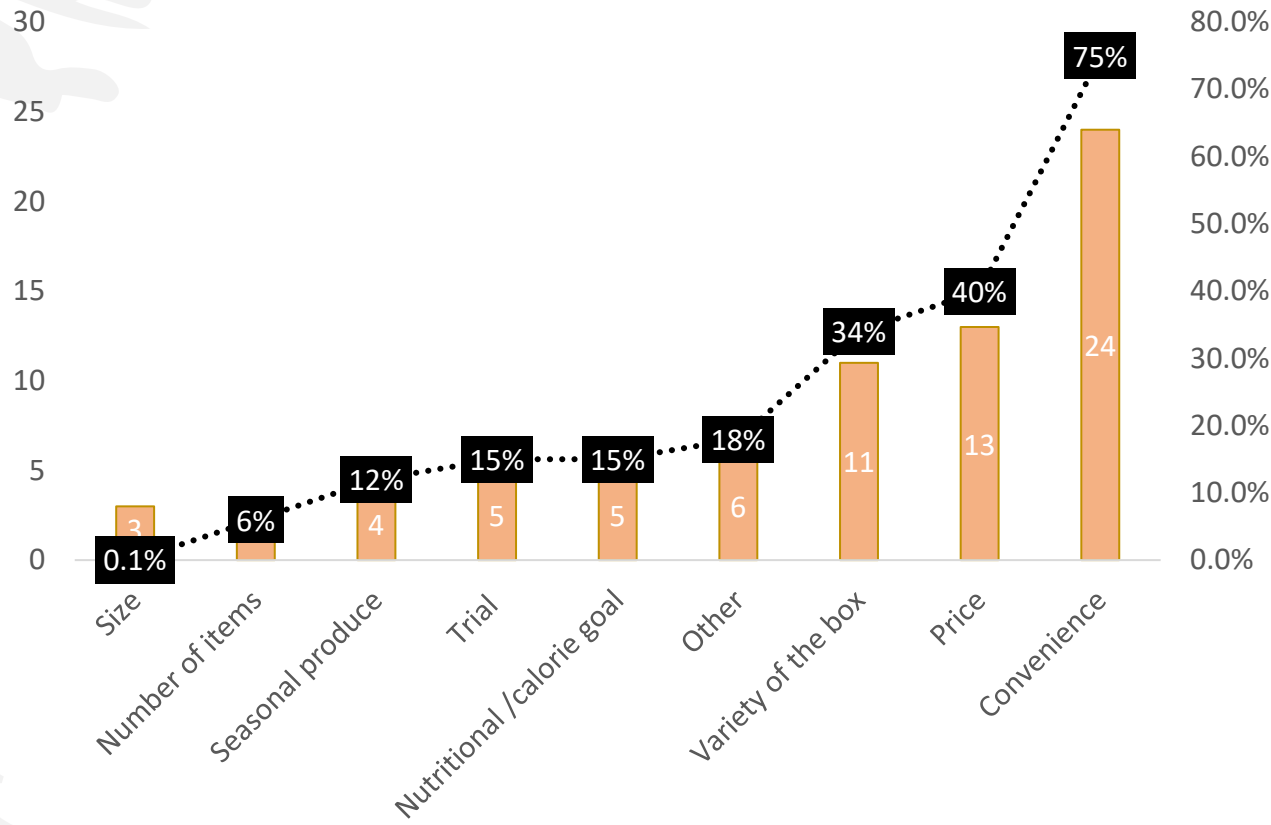
Tenure of past and present customers



Which of the following fresh food subscription services have you tried or considered purchasing? (Select all that apply)



For the last order you placed, why did you choose that option? (Select all that apply)



OTHER:

“Gluten-free options available”

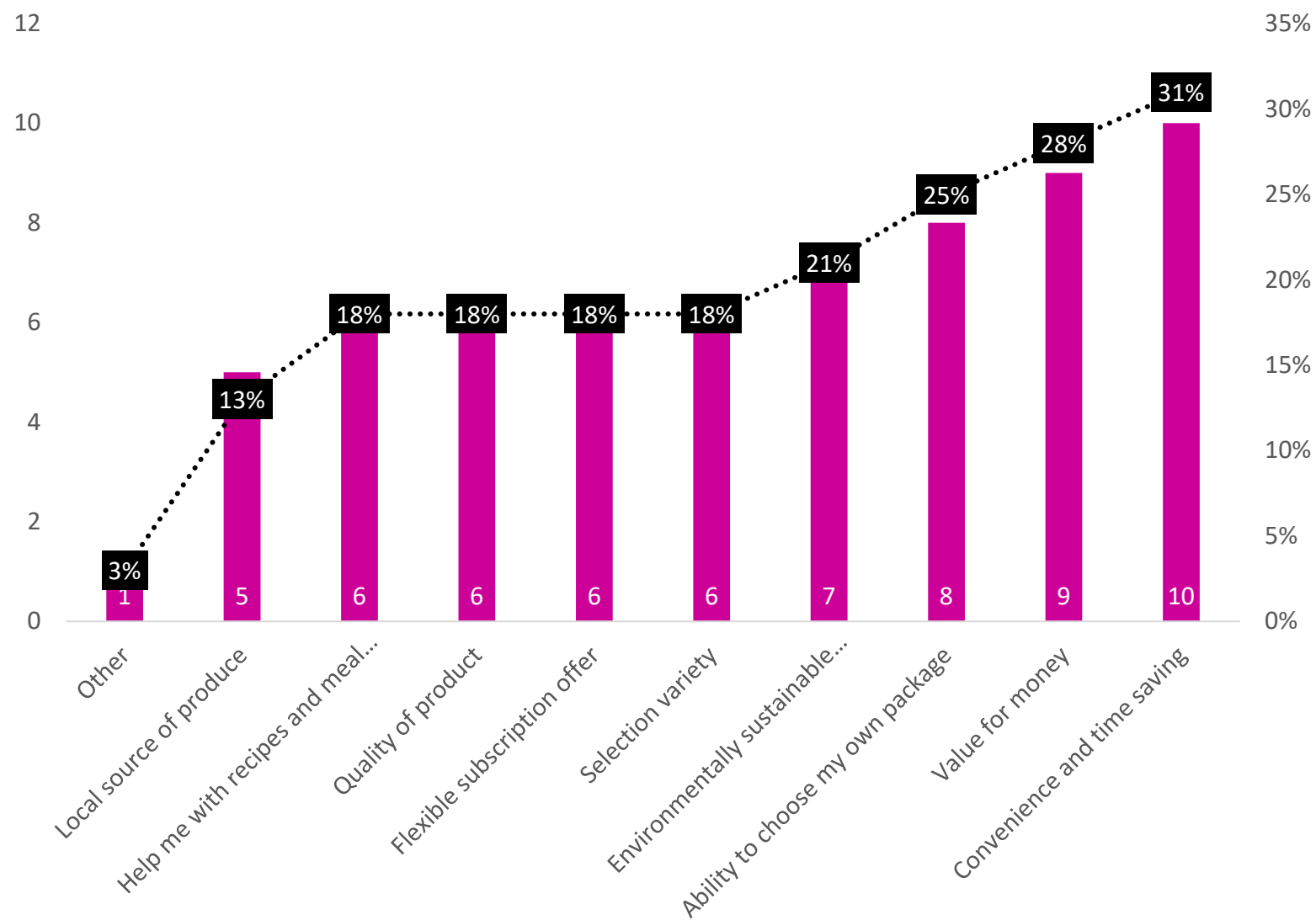
“Special offers”

“Taste”

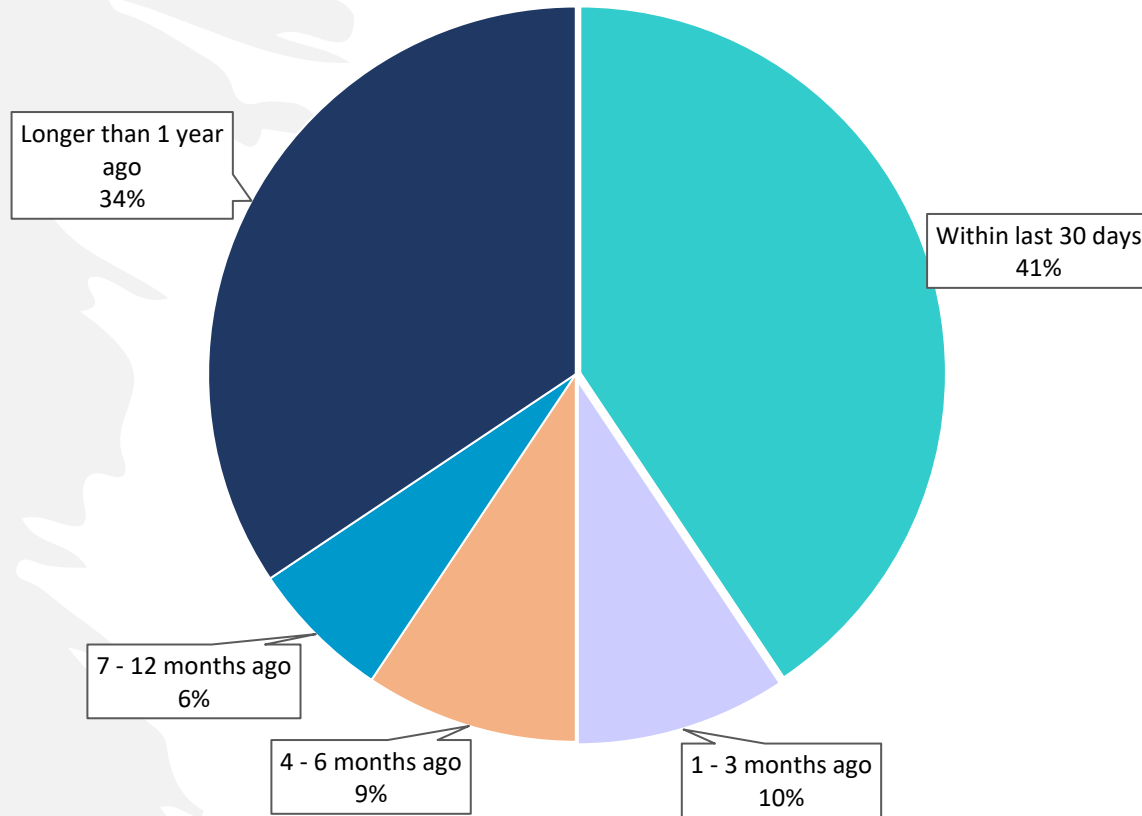
“To support imperfect food from going to waste”

“Convenience due to having a newborn in addition to a toddler, so limited time to shop, prepare food, and cook.”

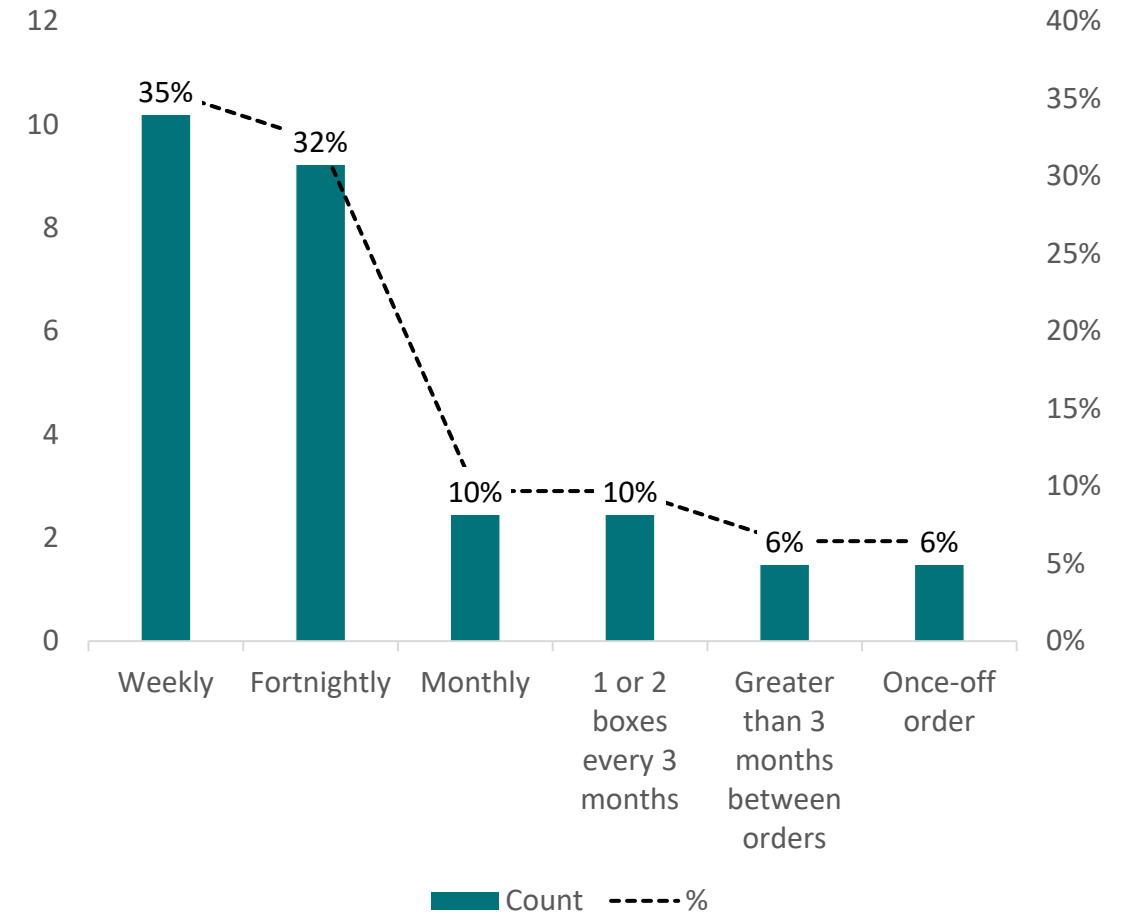
What do you like about your Fresh Food Subscription Service?



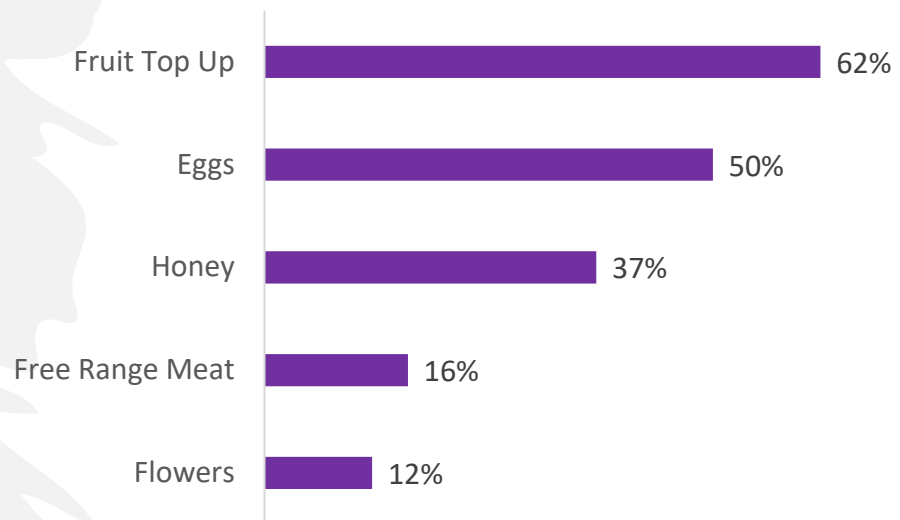
Last Order Timeframe



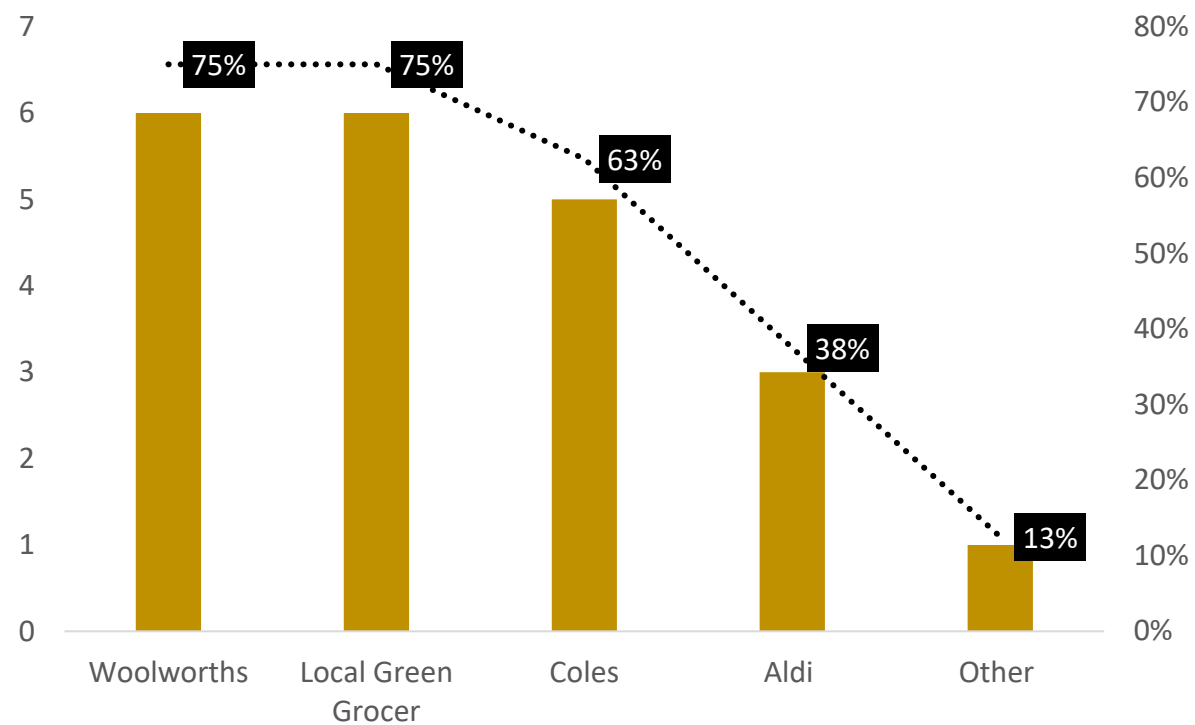
Frequency of Ordering



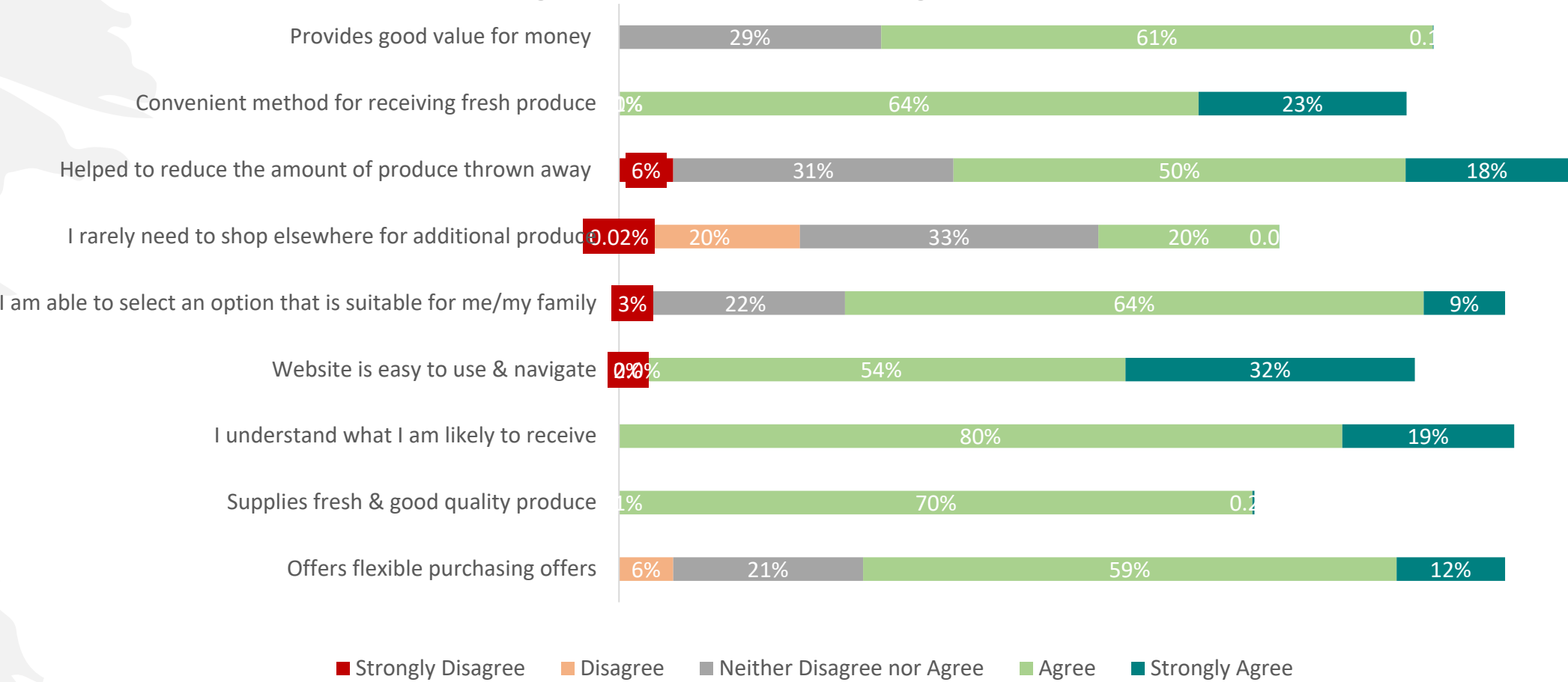
Other produce purchased from Fresh Food Subscription Service



Competitor Usage



Agreement to Core Offering Statements



What does your fresh food subscription do well? (fresh fruit & veg supplier selected)

“Easy to understand recipes that kids could get involved with. All portions measured etc..”

“Curating meals”

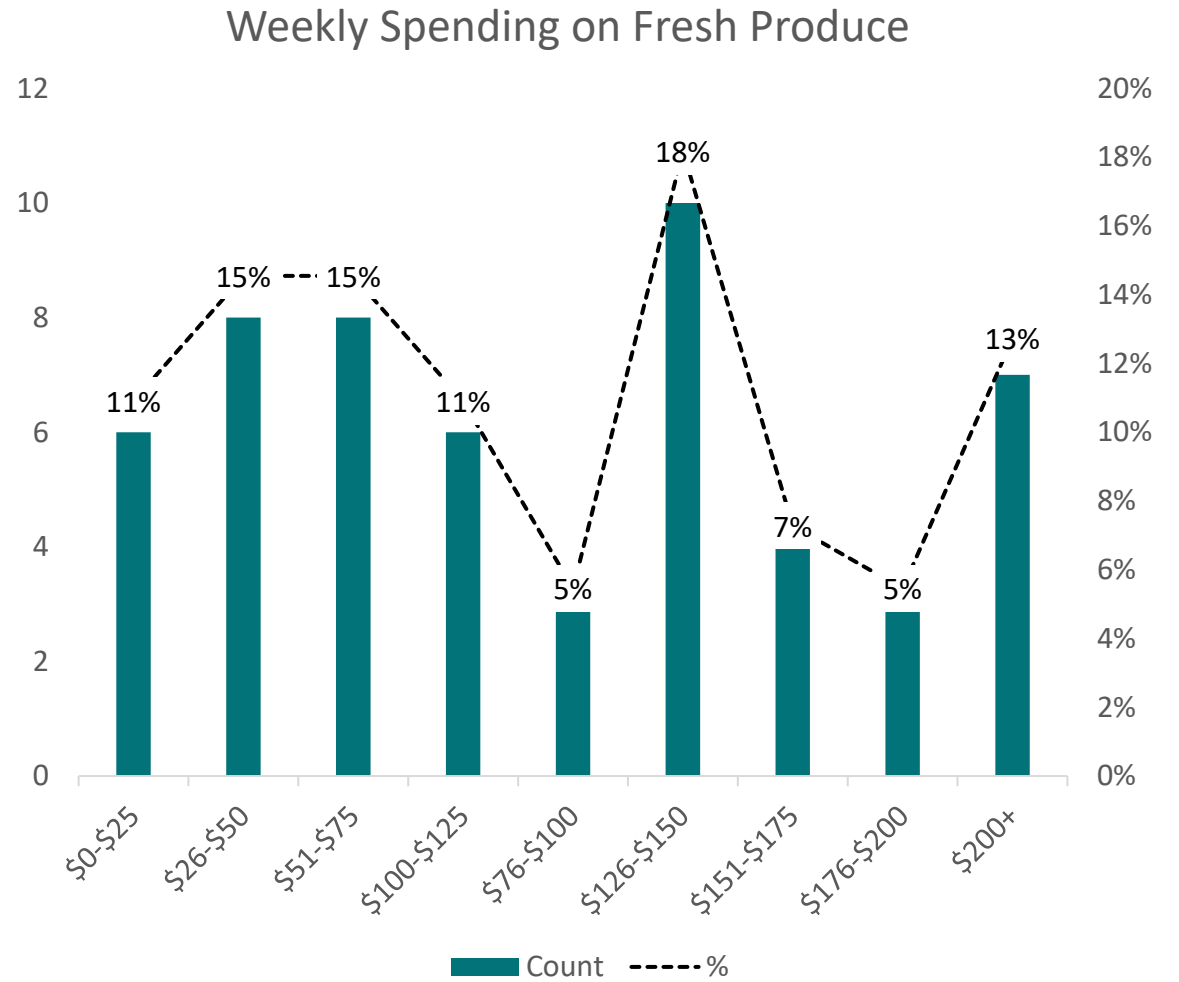
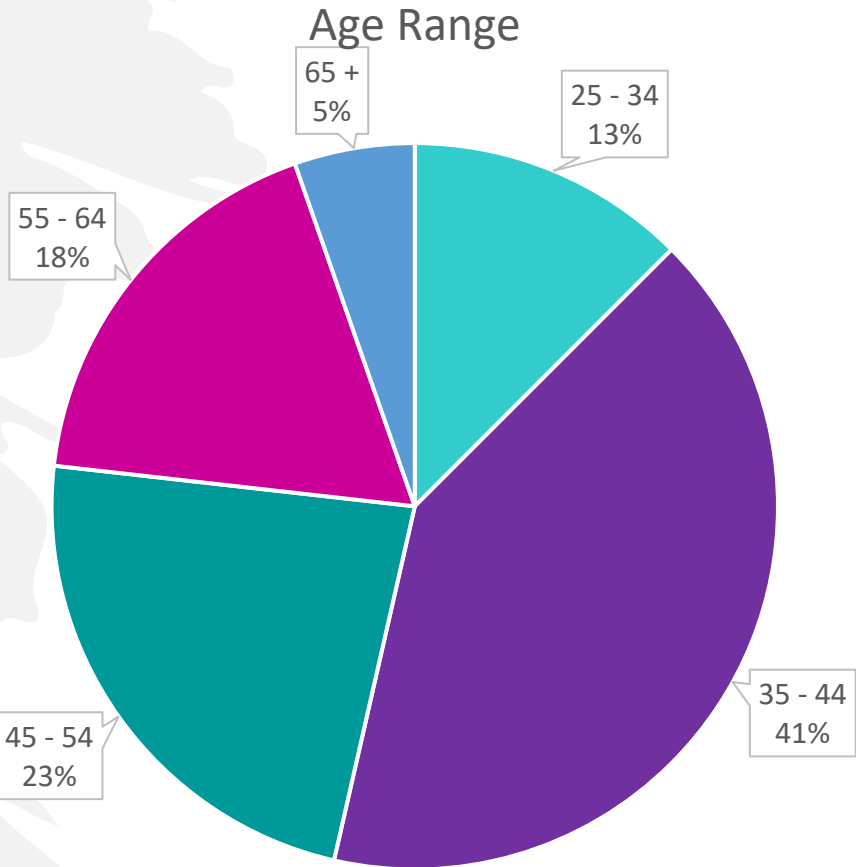
“Consistent communication about expected delivery, times to change orders and when they closed, Easy to hold a week when away”

“Provides an easy service. Provides something I can't get through a supermarket - imperfect fruit and vegetables. I also appreciate that there is no plastics in the delivery”

“Good quality produce and reasonably priced”

“Delivery and quality of produce.”

“Provided quality fruit and veg with lots of variety/seasonal produce.”



Website Analytics



Website analytics for Green Connect and competitors

	Green Connect	Illawarra Fruit Direct	Farmers Pick
Global rank	1,972,883	11,147,819	720,003
Country rank	246,071	407,880	12,999
Total Visits (Sep-Oct 23)	25,006	<5,000	130,218