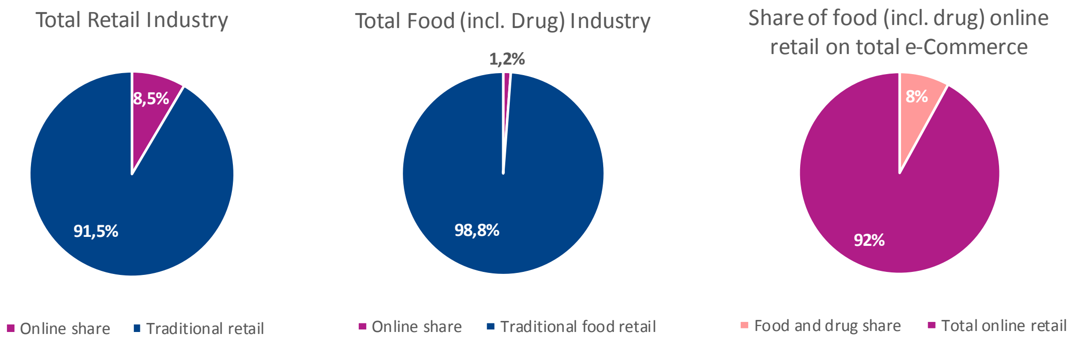
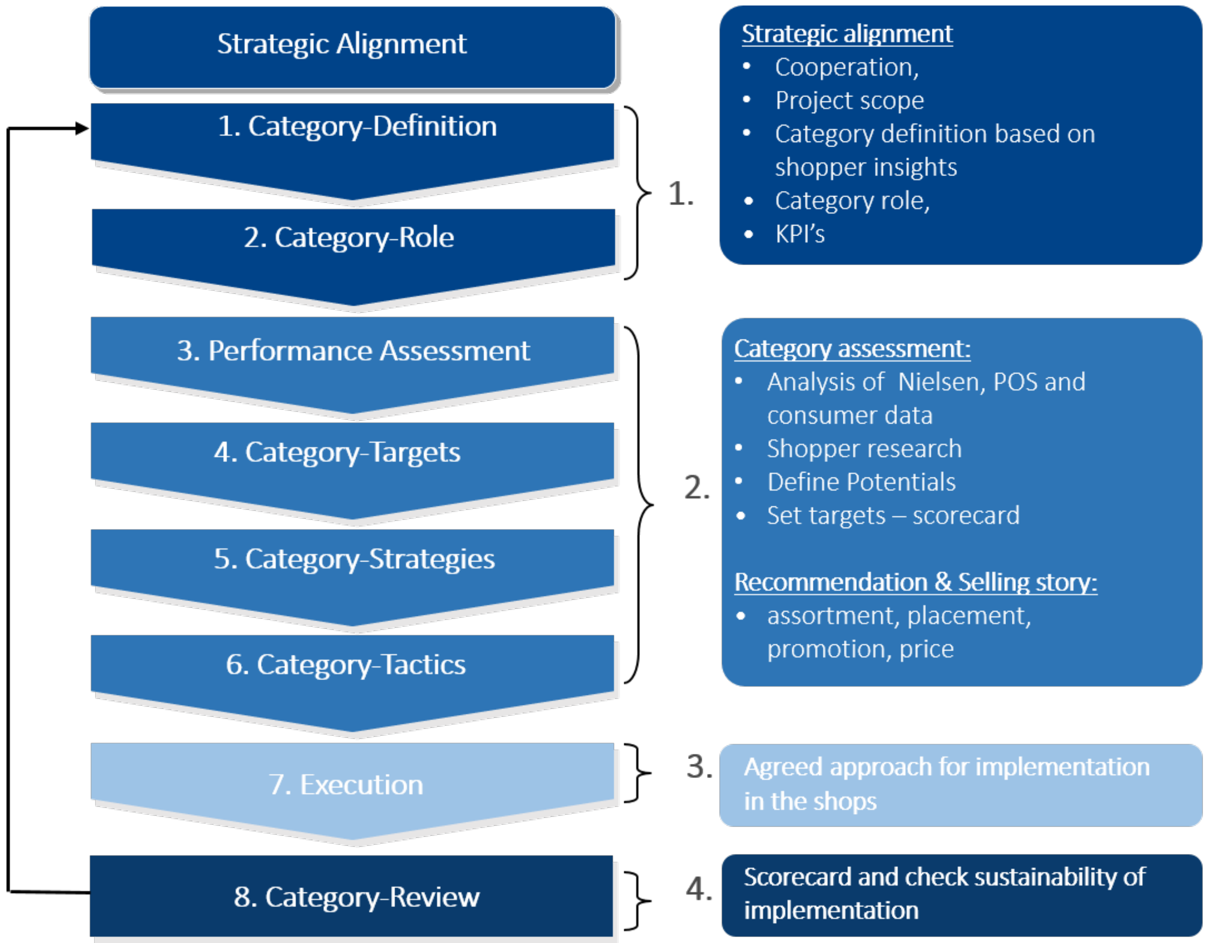
Appendix

List of Appendices

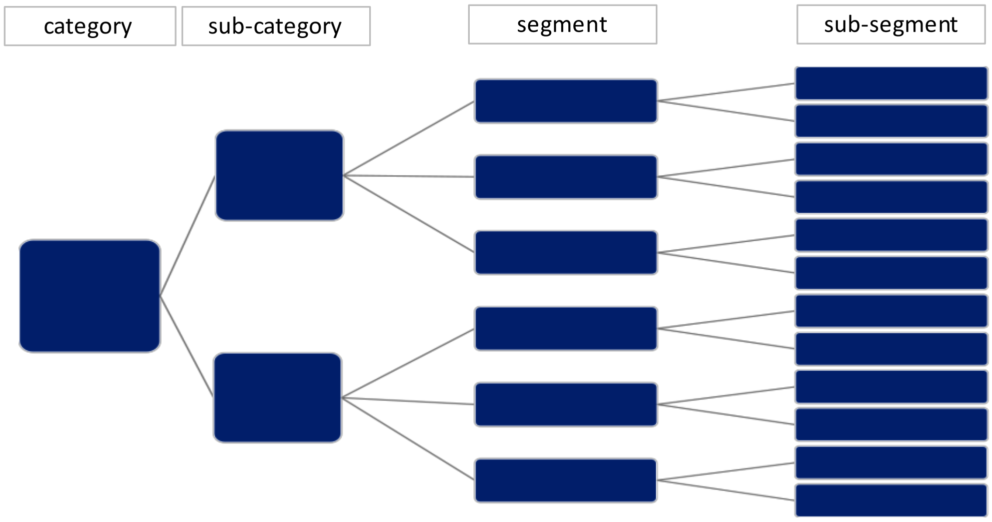
Appendix 1 – Online retail shares in Germany. Adapted from: Doplbauer 2015.



Appendix 2 – The 8 step Category Management process. Adapted from: GS1 Germany, The 8 step ECR process of Category Management, 2015.



Appendix 3 – The category structure and decision steps. Adapted from: GS1 Germany 2015.



The category is structured from the point of view of the shopper.

- The category structure mirrors the decision process that the shopper goes through when purchasing a specific product
- This is converted to the so-called 'decision tree' of the shopper

<u>Examples for decision trees:</u>

Skin Cleansing

BCS (Baking, Cooking, Spreads)

Appendix 4 – Characteristics of the four category roles. Adapted from: GS1 Germany 2015.

	Destination Category	Core Category	Supplementary Category	Impulse/Seasonal Category
	• one of the key drivers for shoppers to enter the store • helps the retailer to build an image • differentiation vs. competitors • drives shopper loyalty • wide assortment, incl. niche and specialist products + high product availability • costly and complex promotions	• important for consumer as part of his everyday shopping needs • high expectancy from shopper • standard in quality and price • same level as competitors • efficient assortment and high product availability • competitive pricing and promotions	• is added by the shopper to his core basket • facilitates one-stop shopping • depends on retailer's location • optimize profit growth • opportunity for additional convenience purchases	• is bought unregularly additional to the core basket • is bought spontaneously • limited availability
Example food retailer	• wine • soft drinks	• dairy products • pastries • frozen food / ready-made-meals	• shoe care products • mobile phone supplies	• barbecue supplies • christmas decorations
share of assortment	5-10%	55-60%	15-20%	15-20%

Appendix 5 – Interrelation between category role and category strategies. Adapted from: GS1 Germany 2015.

The category role implies a specific selection of possible CM strategies.

✓ = often used combinations

	Destination	Core	Supplementary	Impulse / Seasonal
Increase frequency	✓	✓		✓
Build transaction value	✓	✓	✓	✓
Increase profitability		✓	✓	✓
Drive engagement	✓			✓

Products are allocated to the chosen CM strategies bases on specific characteristics

Increase frequency
= products with high purchase potential and purchase frequency, most of the times high price sensitivity

Build transaction value
= products with high transaction value, high relevance for target shopper, high share of impulse purchases, typical display products, products that generate cross-sales

Increase profitability
= products with a high margin, high loyalty and low price sensitivity

Drive engagement
= innovative/new products, seasonal products, products in strongly growing segments, trend/cult brands, high brand awareness

Appendix 6 - How the category strategies determine the use of tactical measures. Adapted from: GS1 Germany 2015, and Andersen Consulting 2000, p.50.

	Increase frequency	Build transaction value	Increase profitability	Drive engagement
Assortment	• Products with high penetration and high reach • reduce out of stocks	• Larger sizes, product-sets, impulse products, premium products • allocate more space to segments that are bought by big spenders	• High profit products, products with low price sensitivity, products that drive loyalty	• Specialist products, niche products, high quality products
Placement	• Below eye-level, foot level	• Above products that drive frequency • cross-category placement	• Eye-level	• Attract attention on shelf • end-of-aisle placement • use adjacencies and dual locations
Price	• Aggressive pricing	• Exploit price elasticity • no long term low prices	• Premium pricing	• Price not in focus
Promotion	• Attention-getting presentation • induce trial • price promotions • draw attention to segments that are bought by target shoppers elsewhere	• Cross-category promotions • multi-buys • pack add-ons • no price reductions	• Cross-category promotions • attention-getting presentation • promotion on products that drive loyalty • promote high margin products	• Image promotions • entertainment • theme promotions

Appendix 7 – Detailed research proposal.

1. Background

- Globally, e-Commerce is constantly growing and predicts further growth in the future, especially regarding the FMCG market (double its size by 2015) (Doplbauer 2015)
- Germany is the biggest FMCG market in Europe (216,7 billion Euros in 2014) and is number five in the global ranking of the world's largest markets for e-commerce (Ben-Shabat 2015, 4)
- BUT: current FMCG e-Commerce turnover is not reflecting the German market size
    - German e-Commerce of FMCG has an extremely small share of the total market (1,2% => 2,6 billion Euros) (Doplbauer 2015)
    - Unilever has an estimated market share of 0,65% (approximately 4,5 million Euro) in the Unilever relevant online FMCG categories (Estimation based on GfK Consumer Scan 2014; Unilever Internal Data & Nielsen Scanner Data, 2015)
- Fierce price competition, high starting costs and shoppers hesitant attitude slowed down the market growth in the past (the key proportion of the market is shared by many different niche players) (Syndy 2015)
- Now: Traditional brick & mortar retailers (like dm, REWE etc.) invest significantly to not lose out against competition, especially international players such as Amazon (Syndy 2015)
- Market composed of
    - Traditional retailers
    - Pure-players
    - Niche players
- Market and shopper knowledge is still rudimentary compared to offline (Comiskey 2015)
- In more developed markets like the UK retailers receive Category Management advice for their online store (Comiskey 2015)
    - In Germany currently no category management advisory ships for online exist

2. Problem Definition / Research Objectives

<u>Management problem:</u>

- Online FMCG market shares are extremely low
- Online stores are not convenient and do not offer an ease of use
- Shopper engagement with products is low
- Collaborative relationships with online retailers do not exist or are extremely weak
- Insights and know-how about shopper behavior, needs and expectations is relatively rare

<u>Management objective:</u>

- Build and highlight expertise in Online Category Management, by generating insights and developing approach
- Be seen as a valued and experienced partner (by the customer)
- Receive advisory ship in Online Category Management and start building strategic partnerships with trade partners
- Increase category performance and build foundation for online growth

Research Problem/Objective:

- To determine the status quo of online shopping experience in German FMCG online stores
- To determine the influence of online shopping experience on customer loyalty
- To determine aspects that can improve the online shopping experience
- To determine needed differentiation between online and offline category management tactics

3. Approach to the Problem

What has been done in the past?

- Several studies were conducted in order to find out more about triggers and barriers for German shoppers to buy online
- The Unilever global team already built know-how on Online Category Management for the UK market
- Workshops were conducted to build know-how on e-Commerce basics (right image, right naming, right content etc.) => until now: focus on how to "get the basics right"

Research Propositions/Questions:

- ***Proposition:*** The current online shopping experience in German online shops is only moderately or not satisfying
    - *Question:* Are those aspects not satisfying that could be improved by the CM tactics and measures?
    - *Question:* Which importance do the aspects of the shopping experience have for the online shopper?
- ***Proposition:*** An unsatisfactory experience of the aspects of the shopping experience negatively influences the shopper loyalty
    - *Question:* What impact does each individual aspect have, compared to the others?
    - *Question:* How do the tactics need to be adapted to the online environment in order to meet the shopper needs and improve the shopping experience? What is the difference between the tactics of Offline and Online Category Management?

4. Research Design

1. Secondary data collection and analysis
    - Literature review on Category Management
    - e-Commerce studies on market predictions/development, shopper insights, and specifics of online environment
2. exploratory qualitative interviews with Unilever's Category Management and e-Commerce experts
    - generate know-how on Category Management
    - learn about Unilever's approach to Category Management
    - get ideas and recommendations for online approach
3. exploratory workshop on Online Category Management
    - observation and evaluation of online shopping trip
        - status quo of shopping experience / opinion on stores

        - determine triggers and barriers of FMCG online shopping
        - build research questions for quantitative research
    - short introduction to Online Category Management by Unilever’s global innovation manager from the UK (Joe Comiskey)
        - what needs to be done by the German team in order to successfully implement such an approach
4. descriptive quantitative research via online questionnaire (convenience sample: only Germans)
    - quantify and validate predictions on online consumer needs and expectations for their shopping experience
    - support propositions in paper (regarding satisfaction and importance of aspects)
    - learn about expectations for Category Management tactics => difference between offline and online

5. Fieldwork / Data Collection

5.1. Qualitative interviews:

- Interviewer: Dorena Böse
- Sample size: **8** interviewees
- August/September 2015
- Record, transcribe and translate

	CatMan > 5 years	CatMan < 5 years
Online Shopper	2	2
Non-online shopper	2	2
TOTAL	**4**	**4**

	Male	Female
Gender	5	3
TOTAL	**8**	

Interviewee	Position	Type of Interview	Date	Length
Jonas Kamp	Key Account Manager for E-Commerce (Unilever Germany)	Face-to-face Interview	20.08.2015	35 minutes
Hendrik Wruck	Key Account Manager for Rossmann and E-Commerce (Unilever Germany)	Face-to-face Interview	27.08.2015	35 minutes
Thomas Pogrzeba	Category Manager (Trainee) (Unilever Germany)	Face-to-face Interview	01.09.2015	45 minutes
Lia Luckfiel	Category Manager Personal Care (Unilever Germany)	Face-to-face Interview	02.09.2015	30 minutes
Tanja Schünemann	Category Manager BCS & Ice Cream (Unilever Germany)	Face-to-face Interview	02.09.2015	40 minutes
Steffen Bönning	Key Account Manager for Müller (Unilever Germany)	Face-to-face Interview	04.09.2015	50 minutes
Victoria Dickel	Category Manager (Trainee) (Unilever Germany)	Face-to-face Interview	08.09.2015	25 minutes
Joe Comiskey	European E-Commerce Innovations and OCM Manager (Unilever UK)	Telephone Interview	10.09.2015	25 minutes

5.2. Observation and evaluation of shopping trip:

- Observer: Dorena Böse
- Sample size: **22** participants
- September 2015
- Observe, talk about, gather and compare information on each retailer

	BB / Media	CD / TM	CatMan	eCom
Online Shopper	4	2	1	5
Non-online shopper	2	3	4	1
TOTAL	**6**	**5**	**5**	**6**

	Male	Female
Gender	10	12
TOTAL	**22**	

The participants were allocated to three different groups. Each group had to put themselves in one of the following shopper positions and undertake a fictitious online shopping trip.

Rossmann:

- You are a **single mum of 3 children** looking to shop HPC products for her family for the upcoming month. You want to buy diapers for your children as well as some other baby products and other Personal Care and Homecare items.
- You need to shop on **rossmannversand.de** and shop **using the search bar only**.

MyTime:

- You are a **professional business woman** living with your husband. You need to order your weekly shopping and all the items needed for a dinner party you are hosting on Saturday. As well as shopping for food groceries, don't forget the Personal Care and Homecare items you will need.
- You need to shop on **mytime.de** and shop only by selecting products from **navigating via the menu system (taxonomy).**

Rewe:

- You are a **single mum of 3 children** looking to shop for her family for the week. Value is really important to you due to being on a tight budget. As well as shopping for food groceries, don't forget the Personal Care and Homecare items you will need.
- You will need to shop on **Rewe.de** and shop only by clicking on **offer advertisements or through the special offers section.**

The participants were allocated according to the following table.

	Rossmann	Mytime	Rewe
Hendrik (eCom)	x		
Jonas (eCom)			x
Christian (eCom)		x	
Maria (eCom)	x		
Annett (eCom)		x	
Dirk (eCom)			x
Marion (CatMan)			x
Lia (CatMan)	x		
Simone (CatMan)		x	
Tanja (CatMan)			x
Sascha (CatMan)	x		
Birgit (CD/TM)			x
Frank (CD/TM)	x		
Jens B. (CD/TM)		x	
Benjamin (CD/TM)	x		
Silvie (CD/TM)		x	
Sina (BB/Media)			x
Laurence (BB/Media)		x	
Carina (BB/Media)			x
Andreas T. (BB/Media)	x		
Andreas B. (BB/Media)		x	
Jens G. (BB/Media)	x		

5.3. Quantitative questionnaire:

- Online questionnaire (Interview Guide see Appendix 41) via SocioSurvey
- October/November 2015
- Analysis via Excel and SPSS

- Convenience sample
- Questionnaire was in German and thus only shown to German speaking and in Germany living interviewees (since the analysis should be about e-commerce for FMCG in Germany)
- Sample size: **283** questionnaires
  - **205** valid (72,6% response rate)
  - 70 responses were not considered due to incomplete answers or since respondent was not responsible for FMCG purchase decision

- the questionnaire started with a filter question if respondents are responsible for at least 50% of decisions regarding FMCG shopping
  - if answer was *no* the interview stopped
- the subsequent filter question divided respondents in two groups and determined which type of questionnaire would be used
  - 1. Group: had already bought FMCG products online (98 respondents)
  - 2. Group: had never bought FMCG products online (107 respondents)
- The first group was asked questions concerning their shopping habits, experience and degree of satisfaction with online shopping of FMCGs in Germany
- The second group was asked for which category they would consider purchasing online
- The subsequent questions were answered by both groups
  - 1. Importance of aspects that influence shopping experience
  - 2. Reason that would trigger online purchase
  - 3. Concrete questions on the four OCM tactics (assortment, placement, promotion, price)

6. Limitations

Methodological limitations
Sample
- Convenience sample (goal of a sample of 200 => continued to invite people to participate in the survey until sample size was reached)
  - Can lead to under-representation or over-representation of particular groups
  - Sample is not chosen at random
  - Sample could be unlikely to be representative of the population
- In some cases significance (p-value under 0,05 was not reached) => sample size is too small to find significant relationships from the data

Data availability
- Lack of available and/or reliable data from Rossmann.de limited the scope of analysis

Self-reported data
- A lot of statements are based on what people said in the interviews
  - Self-reported data can contain several potential sources of bias

Limitations of the researcher

Access

- Access to data was limited => deeper analysis of the current performance of the online shop was not possible
    - For the future: collaboration with Rossmann will help to analyze performance in more depth

Interviewer

- Interviewer with few experience

Interviewees

- Interviewees with few experience
- Likely to be biased due to work agreement with Unilever GmbH

7. Data Analysis

Qualitative interviews:

Appendix 8 – Analysis of qualitative interviews.

Subject area	Insights	Interviewee
Category Management characteristics	• project-oriented management objective • based on a collaborative relationship • partnering relationship with common view and target • strong relationship with strategic importance	Hendrik Wruck
	• alignment and development of all processes with the shopper's needs • symbiosis of the market, the shopper and the category facts • the umbrella of all activities is the shopper-centric view	Steffen Bönning
	• application of shopper insights on the four P's, while looking at entire category • objective and neutral view on the categories	Lia Luckfiel
	• in the past it was easier to inspire and fascinate the retailer • today the big question is: what can we offer that our trade partners can't do on their own • means to develop a deep category understanding and knowledge • able to detach yourself from the manufacturer, act on basis of the shopper needs and expectations • deeply involve yourself with the category and also have visionary thoughts	Tanja Schünemann
	• everything is aligned with the shopper and his needs, so that he finds his products in the best possible way • be objective • a relationship that you build up with your customer • triangle between manufacturer, customer and the shopper • trusted relationship, good customer relationship • support of key account managament, create category know-how inside the company	Thomas Pogrzeba
	• drive conversion without simply relying on the power of advertising or price-offs • it is about steering our actions towards the needs of our shopper and customers at all times	Jonas Kamp
	• detached from any brands, one observes and examines the overall category • analyze what the shopper wants • balance act between being neutral and objective and working for the manufacturer • driver that facilitates the shopper's orientation and enables fast and best possible satisfaction of his needs • question how to organize and structure the sheld to facilitate a quick overview and search of product	Victoria Dickel
Category Management process	• 8 step process • definition, role, evaluation, targets, strategies, tactics, implementation, examination	Hendrik Wruck
	• very complex, many particpiants • outcome is not always aligned with the ideal definition of CatMan => to be shopper and consumer focused	Steffen Bönning
	• see what shopper insights there are and what kind of indications they give on assortment and placement • qualitative and quantitative research • 8 steps process is foundation • practice looks a little different • not necessary to undertake all steps => only the last ones • role, definition etc are already existed throughout the years	Lia Luckfiel
	• understand triggers and barriers of the individual consumer in order to mirror it in the product offering, assortment, and placement and also in the way I promote the categories • need of relevant and representative arguments to support know-how => research • process is still foundation of work • do not work through it completely • category role, definition, KPI's are very consistent over time and over all areas • today it is more important to handle the data correctly, fast and efficiently and not work through a standardized process	Tanja Schünemann
	• generate insights, give recommendations for POS based on those	Thomas Pogrzeba

Category Management goals (manufacturer, retailer, shopper)	• overall goal is to increase sales • maximize satisfaction of shopper needs • development of categories complied with needs and wishes of shoppers and consumers	Hendrik Wruck
	• development of the categories, create category growth, sustainable growth • create efficiency • give orientation to the shopper • have a holistic view on categories	Steffen Bönning
	• Market growth => retailer increases revenues => manufacturer grows proportionally to the market growth and also increases revenues • increase toal amount of sales and trigger cross-selling	Lia Luckfiel
	• more people that buy, people that buy more expensively, people that buy/use more	Tanja Schünemann
	• win-win-win situation • category growth => resulting from that brand growth • trade partner can optimize his assortment and grow his business with support of a neutral consultant, without needing to collect data and information all by himself	Thomas Pogrzeba
	• to give guidance to the customer in order to help him provide the best possible – and most lucrative – "offering" to his shoppers • to provide best possible assortment and shelf taxonomy according to shopper needs • important component for building a strategic partnership with the trade • to better understand shopper, market trends and challenges faced by the trade • drive both sales and profitability	Jonas Kamp
	• increase customer satisfaction and loyalty • support argumentation for listing and shelf structure with profound insights	Victoria Dickel
Online Category Management	• digital transformation and technical influence in shopping journey • more complexity => retailers need support and help from suppliers • change in shopping journey => what is the online decision tree?	Hendrik Wruck
	• opportunity to grow the channel • triple win for Unilever, retailer and shoppers • is a collaboration on category growth and opportuniites that benefit shoppers, retailers and us • understand how we can get customers as excited and engaged with specific categories and products like in offline	Joe Comiskey
	• interconnection between offline and online becomes more important	Lia Luckfiel
	• able to build up a 360° view of the consumer/shopper and lift cross-selling to a next level • locate other shoppers that are similar to that person • 8 step process can be taken as a basis but it needs to be adapted to the circumstances of online	Thomas Pogrzeba
	• a deeper understanding on what products to offer, e.g. what is it the shopper desires, and also a full understanding of a shopper's journey with one's shop	Jonas Kamp

Need of Online Category Management	• current situation is poor: many aspects that prevent an ease of shopping • wrong pictures, unclear category naming, few information • online-shops do not reflect shopper journey • those who are able to transfer the knowledge from offline the fastest will win the race	Hendrik Wruck
	• current process is not convenient, no ease of use • no structure	Steffen Bönning
	• To be able to create things that deliver behavior change or that can improve our sales matrix, meaning to get people to purchase more often or use more • retailers are asking for support => can be a clear differentiator to competitors • every learning that is generated on dotcom is a differentiator, cause until now when it comes to online we are nor really far ahead, neither the retailers nor our competitors	Joe Comiskey
	• establish a good shopping experience	Lia Luckfiel
	• "I bellieve right now it is not the big business that should drive us to do it but rather to play along in the game and maybe in order to gain expertise before the others do"	Tanja Schünemann
	• be first to build expertise in order to be seen as an expert in that area in the long-term	Thomas Pogrzeba
What needs to be done	• joint approach, learning together, test & learn • collection of shopper and consumer data => analysis of big data • understand the journey and enablers for online shopping • build IT and organizational structure => big data • gain trust through competence • share our perspective on the future of retail • build strategic partnership • generate and drive knowledge and know-how inside the company	Hendrik Wruck
	• define category role and performance • look at assortment => offer same as offline, more, less? • what does the decision tree look like? • place and structure products according to decision tree • include product recommendations	Steffen Bönning
	• part of doing well at CatMan is being able to understand the shopper, to understand the psychology of the shopper and his motivations • train up on it, share with retailers, create collaborative actions • gather know-how and knowledge and let the retailer see what we are able to to => so that he wants to work together with us	Joe Comiskey
	• to what extent can offline know-how be transferred to online? • encompass shopper journey to make it as easy as possible for the shopper to find what he wants • most of the time it is an unconscious process that needs to be supported and facilitated online to prevent shoppers from abandoning their purchase • look at offline know-how + generate insights on => who is the shopper, how does he search, what is his decision tree, what does he want	Lia Luckfiel
	• adjust the search mechanism and the taxonomy to the shopper decision tree • the online shop should facilitate the browsing and I should be able to see or easily find the variety of products	Tanja Schünemann
	• get familiar with new circumstances • market research • approach trade partners • international exchange of information => learn from UK	Thomas Pogrzeba
	• collaboration between trade and manufacturers • fully understand the shopper journey • constantly evaluate portfolio • approach customers by starting an open discussion => get their thoughts on the topic	Jonas Kamp
	• define and analyze target group • get to know shopper, who he is, how he shops, and what his needs are • determine key categories that drive shopper to the shop • generate online insights and align them with CatMan tactics => modify the offline know-how to the new online environment	Victoria Dickel

Online Category Management characteristics	• same goal as offline: increase sales for retail and industry via a collaborative development of categories • complying with needs and wishes of shoppers and consumers	Hendrik Wruck
	• to create an improved shopping experience, which is very similar to what you do in CatMan in-store • Online Category Management is Category Management that includes the online channel => it is just one part of doing CatMan • drive metrics of frequency, spend, volume and penetration by improving the shopping experience for the shopper	Joe Comiskey
	• challenge will be to create interactive browsing	Tanja Schünemann
Difference between online and offline Category Management	• higher degree of collaboration necessary compared to offline • realtime optimization • rising complexity and unknown online environment	Hendrik Wruck
	• the difference is where the people shop • "The 'what' is the same but the 'how' is where the difference is"	Joe Comiskey
	• different situation you are in • to what extent one is able to transfer the convenience of a permanent shelf to the online world?	Lia Luckfiel
	• no shelf anymore => long-tail approach • shelf = homepage => limited overview • more transparency	Thomas Pogrzeba
	• the major difference is the environment • Online Category Management will rely on a 13 inch screen, where offline Category Management can offer you a 10sqm large shelf filled with the desired products • the technological capabilities of an online store currently surpass those of a physical store by far	Jonas Kamp
	• even more variety than offline => long-tail shelves => more complexity • able to generate even more data on behavior, needs, expectations and the shopper journey • balance act to serve shopper what he wants and to personalize and not to annoy him	Victoria Dickel
Online Category Management tactics	• assortment is important due to long-tail approach • placement and promotion will also be important	Hendrik Wruck
	• more difficult for innovations • bestseller products (do not need to be tested, smelled etc.), products not available offline and niche products will work the best	Steffen Bönning
	• need to render all of them • width of assortment: depends on retailers capabilities => picks from store (range is limited), fulfillment center (bigger opportunities) • e.g. Ocado builds on impulse purchases => on dishwasher tablets, 80% of sales of a brand called finish happen in the checkout area => 80% of shoppers add it only in the end (product is easily forgotten)	Joe Comiskey
	• assortment and placement are most important • price is not looked at + online shoppers are not that price sensitive • unlimited shelf space • how to adapt learned search mechanisms in the offline world to online	Lia Luckfiel
	• rather those products that can't be bought offline	Tanja Schünemann
	• personlaized promotions => transparency	Thomas Pogrzeba
	• assortment and online presentation are the most important • online presentation due to limitations of a small screen vs. a large shelf • on assortment, Amazon and Google have taught the shopper to expect a larger portfolio online vs. offline • this is something brick and mortar online shops will always struggle with – at least as long as they do the fulfillment from their physical stores • assortment has the most potential • more options due to the possible long-tail approach • but also promotion and placement will be important	Jonas Kamp
	• limited to see only few products that pop-up first on search results => placement is a big challenge • mix between what you offer and how you promote it • price is often barrier to buy online => no transparency, hidden costs	Victoria Dickel

Observation and evaluation of shopping trip:

Appendix 9 – Analysis of shopping trip observation.

Task: Please undertake an online shopping trip adopting the profile of your taget shopper and be ready to share your learning later on: • What made your life easier to shop on the site? What was positive? • What made the experience frustrating? What was negative?

Online-Shop	What was helpful and positive?	What was negative / frustrating?
MyTime	• Mytime app and facebook presence • product fits are proposed • direct comparison between products • search field is available • Assortment (fresh products) • Recipe proposals • direct purchase from recipe • informations around allergenes are available right around the product • highlight products / promotions / deals • large variety of special products	• no mobile adaptive design • product pics: no portrait format • poor usability: scroll down and up to get full overview of categories • too many sub categories in navigation tab • site architecture is misleading • no results if product name slightly deviates from name in system • random placement (meat knives + bananas in one category) • ad display-crowded • high fees (delivery / fresh / container) • no recommendations for cross-selling • no filter options for search result (e.g. deodorant => gender, variant etc) • no possibility to make regular automatic buyings
Rewe	• App => mobile optimized • one click buy • update for minimum amount (BUT: current basket not visible) • promotions (BUT not for fresh products) • wide variety	• overall confusing navigation • not user friendly, slow, depth of filter • search function not good => no fitting results • filter function not differentiating, confusing • missing product information • no fresh food in offers • filters were not clear (e.g. cheese found under "service desk") • chaotic, not structured, technical problems • many different delivery fees => not transparent on site • icons are not self explicable • offers are not structured clearly • recipe function on PC, but not on mobile
Rossmann	• promotions (mirror offline promotions) • additional services like photos etc. (which are also offered offline)	• Rossmann DOB is always at the top • search proposals confusing / without structure • no clear search results (e.g. diapers vs Pampers) • confusing navigation, confusing taxonomy • taxonomy does not fit shopper journey • irrelevant filters and navigation tabs • typing mistakes lead to no results • incorrect search proposals • incorret filters => Deo & Deodorant • no selection for "promotion" • unconscious search has to be done • mix of subcategories

Aggregation of results	What was helpful and positive?	What was negative / frustrating?
	• shopping via recipe • function to directly compare products • wide varitey • fresh products • one click buy • consumer reviews	• confusing navigation • no taxonomy based on shopper journey (decision tree) • missing, confusing or incorrect filters • incomprehensible algorithm (placement of products) • difficulty to find the right search name (no results for misspelling) • high and confusing fees (fees for cooling, fresh product fee, minimum amount fee, delivery fee)
Conclusion	→ Many aspects that would be covered and could be improved by Online Category Management are currently negatively experienced in German online-shops => clear need of Online Category Management → 18 out of 22 participants stated that under normal conditions for their private consumption they would have not completed the shopping trip	

Quantitative questionnaire:

Before the analysis was performed the database was purged of unfinished questionnaires.

Appendix 10 – Classification of respondents.

- **213** people finished all of the questions
- **205** respondents are responsible for at least 50% of the decisions related to grocery and FMCG
- **107** respondents never purchased FMCG product online (*FMCG online shopper*)
- **98** respondents purchased FMCG products online at least once (*Non-FMCG online shopper*)

Was the questionnaire finished by the respondent (reached last page)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	abandonned	70	24,7%	24,7	24,7
	finished	213	75,2%	75,3	100,0
	Total	283	100,0%	100,0	

1. In your household, are you responsible for at least 50% of the decisions related to grocery and FMCG shopping?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	205	96,2%	96,2	96,2
	No	8	3,8%	3,8	100,0
	Total	213	100,0%	100,0	

2. Have you ever bought FMCG products online?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	98	46,0%	47,8	47,8
	No	107	50,2%	52,2	100,0
	Total	205	96,2%	100,0	
Missing	System	8	3,8%		
Total		213	100,0%		

Appendix 11 – Purchase frequencies and types of products purchased.

Question was shown to the 98 FMCG online shoppers.

Total			98
3. How often do you buy FMCG products online?			

			Frequency	Percent
ES01	1	Several times per month	5	5%
ES01	2	Monthly	10	10%
ES01	3	More than 5 times a year	29	30%
ES01	4	Less than 5 times a year	48	49%
ES01	5	I bought once, but do not buy anymore	6	6%
ES01	-9	Not answered	0	0%

Test Statistics

	Häufigkeit
Chi-Square	70.673[a]
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Total			98
4. From a scale from 1 to 5 how often do you buy one of the following product categories online?			

Personal care products			Frequency	Percent		
ES02_01	1	Never bought	15	15%	never	15%
ES02_01	2	Rarely bought	35	36%	rarely/occasionally	71%
ES02_01	3	Occasionally bought	35	36%	often/regularly	10%
ES02_01	4	Often bought	8	8%		
ES02_01	5	Regularly bought	2	2%		
ES02_01	-9	Not answered	3	3%		

Cleaning products including laundry products			Frequency	Percent		
ES02_02	1	Never bought	61	62%	never	62%
ES02_02	2	Rarely bought	22	22%	rarely/occasionally	32%
ES02_02	3	Occasionally bought	9	9%	often/regularly	4%
ES02_02	4	Often bought	3	3%		
ES02_02	5	Regularly bought	1	1%		
ES02_02	-9	Not answered	2	2%		

Baby products			Frequency	Percent		
ES02_03	1	Kaufe ich nie	81	83%	never	83%
ES02_03	2	Kaufe ich selten	5	5%	rarely/occasionally	13%
ES02_03	3	Kaufe ich manchmal	8	8%	often/regularly	2%
ES02_03	4	Kaufe ich oft	2	2%		
ES02_03	5	Kaufe ich regelmäßig	0	0%		
ES02_03	-9	nicht beantwortet	0	0%		

Beverages			Frequency	Percent		
ES02_04	1	Never bought	55	56%	never	56%
ES02_04	2	Rarely bought	18	18%	rarely/occasionally	32%
ES02_04	3	Occasionally bought	13	13%	often/regularly	10%
ES02_04	4	Often bought	5	5%		
ES02_04	5	Regularly bought	5	5%		
ES02_04	-9	Not answered	2	2%		

Fresh food (e.g. meat, fish, Cheese, fruits....)			Frequency	Percent		
ES02_05	1	Never bought	77	79%	never	79%
ES02_05	2	Rarely bought	8	8%	rarely/occasionally	16%
ES02_05	3	Occasionally bought	8	8%	often/regularly	3%
ES02_05	4	Often bought	0	0%		
ES02_05	5	Regularly bought	3	3%		
ES02_05	-9	Not answered	2	2%		

Non-perishables (e.g. snacks, pasta, fix products...)			Frequency	Percent		
ES02_06	1	Never bought	42	43%	never	43%
ES02_06	2	Rarely bought	24	24%	rarely/occasionally	46%
ES02_06	3	Occasionally bought	21	21%	often/regularly	10%
ES02_06	4	Often bought	6	6%		
ES02_06	5	Regularly bought	4	4%		
ES02_06	-9	Not answered	1	1%		

Pet products (e.g. pet food, toys...)			Frequency	Percent		
ES02_07	1	Never bought	65	66%	never	66%
ES02_07	2	Rarely bought	9	9%	rarely/occasionally	19%
ES02_07	3	Occasionally bought	10	10%	often/regularly	12%
ES02_07	4	Often bought	4	4%		
ES02_07	5	Regularly bought	8	8%		
ES02_07	-9	Not answered	2	2%		

Appendix 12 – Online shops, respondents have purchased from.

Question was shown to the 98 FMCG online shoppers.

Total	98			
5. Have you ever shopped FMCG products from one of the following online shops?				
Rewe.de			Frequency	Percent
ES04_01	1	Yes	21	21%
ES04_01	2	No	67	68%
ES04_01	-9	Not answered	10	10%

Rossmann.de			Frequency	Percent
ES04_02	1	Yes	33	34%
ES04_02	2	No	53	54%
ES04_02	-9	Not answered	12	12%

dm.de			Frequency	Percent
ES04_03	1	Yes	9	9%
ES04_03	2	No	77	79%
ES04_03	-9	Not answered	12	12%

MyTime.de			Frequency	Percent
ES04_04	1	Yes	5	5%
ES04_04	2	No	81	83%
ES04_04	-9	Not answered	12	12%

Amazon.de (for food, cleaning or personal care products)			Frequency	Percent
ES04_05	1	Yes	76	78%
ES04_05	2	No	20	20%
ES04_05	-9	Not answered	2	2%

Appendix 13 – Satisfaction with shopping experience aspects during last purchase.

Question was shown to the 98 FMCG online shoppers.

Total	98						
6. From a scale from 1 to 5 how satisfied were you with the following aspects during your last online shopping experience of FMCG products?							
Overall shopping experience			Frequency	Percent		Frequency	Percent
ES05_01	1	Not at all satisfied	4	4%	not at all / rather not	25	27%
ES05_01	2	Rather not satisfied	21	23%	moderately	50	54%
ES05_01	3	Moderately satisfied	50	54%	rather / very	18	19%
ES05_01	4	Rather satisfied	16	17%			
ES05_01	5	Very satisfied	2	2%			
ES05_01	-1	Cannot Say	5	5%			
ES05_01	-9	Not answered	0	0%			

Clarity of website structure			Frequency	Percent		Frequency	Percent
ES05_02	1	Not at all satisfied	7	8%	not at all / rather not	23	25%
ES05_02	2	Rather not satisfied	16	17%	moderately	40	43%
ES05_02	3	Moderately satisfied	40	43%	rather / very	29	32%
ES05_02	4	Rather satisfied	22	24%			
ES05_02	5	Very satisfied	7	8%			
ES05_02	-1	Cannot Say	6	7%			
ES05_02	-9	Not answered	0	0%			

Ease of navigation via menu taxonomy			Frequency	Percent		Frequency	Percent
ES05_03	1	Not at all satisfied	8	9%	not at all / rather not	35	38%
ES05_03	2	Rather not satisfied	27	29%	moderately	44	48%
ES05_03	3	Moderately satisfied	44	48%	rather / very	13	14%
ES05_03	4	Rather satisfied	12	13%			
ES05_03	5	Very satisfied	1	1%			
ES05_03	-1	Cannot Say	6	7%			
ES05_03	-9	Not answered	1	1%			

Ease of product search via search-bar			Frequency	Percent		Frequency	Percent
ES05_04	1	Not at all satisfied	12	13%	not at all / rather not	35	38%
ES05_04	2	Rather not satisfied	23	25%	moderately	32	34%
ES05_04	3	Moderately satisfied	32	34%	rather / very	26	28%
ES05_04	4	Rather satisfied	24	26%			
ES05_04	5	Very satisfied	2	2%			
ES05_04	-1	Cannot Say	5	5%			
ES05_04	-9	Not answered	0	0%			

Ease of product selection			Frequency	Percent		Frequency	Percent
ES05_05	1	Not at all satisfied	2	2%	not at all / rather not	11	11%
ES05_05	2	Rather not satisfied	9	9%	moderately	16	16%
ES05_05	3	Moderately satisfied	16	16%	rather / very	65	66%
ES05_05	4	Rather satisfied	47	48%			
ES05_05	5	Very satisfied	18	18%			
ES05_05	-1	Cannot Say	4	4%			
ES05_05	-9	Not answered	2	2%			

Product variety			Frequency	Percent		Frequency	Percent
ES05_06	1	Not at all satisfied	3	3%	not at all / rather not	7	7%
ES05_06	2	Rather not satisfied	4	4%	moderately	21	21%
ES05_06	3	Moderately satisfied	21	21%	rather / very	67	68%
ES05_06	4	Rather satisfied	30	31%			
ES05_06	5	Very satisfied	37	38%			
ES05_06	-1	Cannot Say	3	3%			
ES05_06	-9	Not answered	0	0%			

Payment process			Frequency	Percent		Frequency	Percent
ES05_07	1	Not at all satisfied	0	0%	not at all / rather not	3	3%
ES05_07	2	Rather not satisfied	3	3%	moderately	7	7%
ES05_07	3	Moderately satisfied	7	7%	rather / very	85	87%
ES05_07	4	Rather satisfied	35	36%			
ES05_07	5	Very satisfied	50	51%			
ES05_07	-1	Cannot Say	3	3%			
ES05_07	-9	Not answered	0	0%			

Delivery process			Frequency	Percent		Frequency	Percent
ES05_08	1	Not at all satisfied	2	2%	not at all / rather not	8	8%
ES05_08	2	Rather not satisfied	6	6%	moderately	7	7%
ES05_08	3	Moderately satisfied	7	7%	rather / very	80	82%
ES05_08	4	Rather satisfied	34	35%			
ES05_08	5	Very satisfied	46	47%			
ES05_08	-1	Cannot Say	3	3%			
ES05_08	-9	Not answered	0	0%			

Promotions			Frequency	Percent		Frequency	Percent
ES05_09	1	Not at all satisfied	1	1%	not at all / rather not	10	10%
ES05_09	2	Rather not satisfied	9	9%	moderately	26	27%
ES05_09	3	Moderately satisfied	26	27%	rather / very	39	40%
ES05_09	4	Rather satisfied	23	23%			
ES05_09	5	Very satisfied	16	16%			
ES05_09	-1	Cannot Say	23	23%			
ES05_09	-9	Not answered	0	0%			

Appendix 14 – Shopper Loyalty - Probability of repurchase after non-satisfactory experience.

Question was shown to the 98 FMCG online shoppers.

Total	98

7. If the "overall experience" was not satisfying, how likely would you return to the same FMCG online store?							
Overall shopping experience			Frequency	Percent		Frequency	Percent
ES06	1	Extremely unlikely	23	24%	Extremely /Rather unlikely	58	60%
ES06	2	Rather unlikely	35	36%	Neutral	18	19%
ES06	3	Neutral	18	19%	Rather / Extremely likely	11	11%
ES06	4	Rather Likely	7	7%			
ES06	5	Extremely likely	4	4%			
ES06	-1	Cannot say	5	5%			
ES06	-9	Not answered	5	5%			

Total	98

8. Imagine the following aspects would have not been satisfying during your last purchase, how likely would you return to the same FMCG online store and re-purchase?							
Clarity of website structure			Frequency	Percent		Frequency	Percent
ES07_01	1	Extremely unlikely	16	16%	Extremely /Rather unlikely	59	61%
ES07_01	2	Rather unlikely	43	44%	Neutral	19	20%
ES07_01	3	Neutral	19	20%	Rather / Extremely likely	16	16%
ES07_01	4	Rather Likely	14	14%			
ES07_01	5	Extremely likely	2	2%			
ES07_01	-1	Cannot say	3	3%			
ES07_01	-9	Not answered	0	0%			

Ease of navigation via menu taxonomy			Frequency	Percent		Frequency	Percent
ES07_02	1	Extremely unlikely	14	14%	Extremely /Rather unlikely	55	57%
ES07_02	2	Rather unlikely	41	42%	Neutral	25	26%
ES07_02	3	Neutral	25	26%	Rather / Extremely likely	12	12%
ES07_02	4	Rather Likely	11	11%			
ES07_02	5	Extremely likely	1	1%			
ES07_02	-1	Cannot say	4	4%			
ES07_02	-9	Not answered	1	1%			

Ease of product search via search-bar			Frequency	Percent		Frequency	Percent
ES07_03	1	Extremely unlikely	19	20%	Extremely /Rather unlikely	63	65%
ES07_03	2	Rather unlikely	44	45%	Neutral	21	22%
ES07_03	3	Neutral	21	22%	Rather / Extremely likely	11	11%
ES07_03	4	Rather Likely	10	10%			
ES07_03	5	Extremely likely	1	1%			
ES07_03	-1	Cannot say	2	2%			
ES07_03	-9	Not answered	0	0%			

Ease of product selection			Frequency	Percent		Frequency	Percent
ES07_04	1	Extremely unlikely	13	13%	Extremely /Rather unlikely	53	55%
ES07_04	2	Rather unlikely	40	41%	Neutral	26	27%
ES07_04	3	Neutral	26	27%	Rather / Extremely likely	15	15%
ES07_04	4	Rather Likely	14	14%			
ES07_04	5	Extremely likely	1	1%			
ES07_04	-1	Cannot say	3	3%			
ES07_04	-9	Not answered	0	0%			

Product variety			Frequency	Percent		Frequency	Percent
ES07_05	1	Extremely unlikely	16	16%	Extremely /Rather unlikely	47	48%
ES07_05	2	Rather unlikely	31	32%	Neutral	25	26%
ES07_05	3	Neutral	25	26%	Rather / Extremely likely	22	23%
ES07_05	4	Rather Likely	18	19%			
ES07_05	5	Extremely likely	4	4%			
ES07_05	-1	Cannot say	2	2%			
ES07_05	-9	Not answered	1	1%			

Payment process			Frequency	Percent		Frequency	Percent
ES07_06	1	Extremely unlikely	36	37%	Extremely /Rather unlikely	72	74%
ES07_06	2	Rather unlikely	36	37%	Neutral	10	10%
ES07_06	3	Neutral	10	10%	Rather / Extremely likely	13	13%
ES07_06	4	Rather Likely	10	10%			
ES07_06	5	Extremely likely	3	3%			
ES07_06	-1	Cannot say	2	2%			
ES07_06	-9	Not answered	0	0%			

Delivery process			Frequency	Percent		Frequency	Percent
ES07_07	1	Extremely unlikely	41	42%	Extremely /Rather unlikely	68	70%
ES07_07	2	Rather unlikely	27	28%	Neutral	17	18%
ES07_07	3	Neutral	17	18%	Rather / Extremely likely	8	8%
ES07_07	4	Rather Likely	5	5%			
ES07_07	5	Extremely likely	3	3%			
ES07_07	-1	Cannot say	3	3%			
ES07_07	-9	Not answered	1	1%			

Promotions			Frequency	Percent		Frequency	Percent
ES07_08	1	Extremely unlikely	8	8%	Extremely /Rather unlikely	21	22%
ES07_08	2	Rather unlikely	13	13%	Neutral	27	28%
ES07_08	3	Neutral	27	28%	Rather / Extremely likely	41	42%
ES07_08	4	Rather Likely	34	35%			
ES07_08	5	Extremely likely	7	7%			
ES07_08	-1	Cannot say	8	8%			
ES07_08	-9	Not answered	0	0%			

Appendix 15 –Willingness to buy specific products online.

Question was shown to the 107 Non- FMCG online shoppers.

Total	107

How likely would you be willing to purchase one of the following FMCG products online

Personal care products			Frequency	Percent		Frequency	Percent
EN01_01	1	Extremely unlikely	6	6%	Extremely /Rather unlikely	28	26%
EN01_01	2	Rather unlikely	22	21%	Neutral	11	10%
EN01_01	3	Neutral	11	10%	Rather / Extremely likely	66	62%
EN01_01	4	Rather Likely	51	48%			
EN01_01	5	Extremely likely	15	14%			
EN01_01	-1	Cannot say	0	0%			
EN01_01	-9	Not answered	2	2%			

Cleaning products including laundry products			Frequency	Percent		Frequency	Percent
EN01_02	1	Extremely unlikely	7	7%	Extremely /Rather unlikely	35	33%
EN01_02	2	Rather unlikely	28	26%	Neutral	16	15%
EN01_02	3	Neutral	16	15%	Rather / Extremely likely	55	51%
EN01_02	4	Rather Likely	39	36%			
EN01_02	5	Extremely likely	16	15%			
EN01_02	-1	Cannot say	0	0%			
EN01_02	-9	Not answered	1	1%			

Baby products			Frequency	Percent		Frequency	Percent
EN01_03	1	Extremely unlikely	13	12%	Extremely /Rather unlikely	40	37%
EN01_03	2	Rather unlikely	27	25%	Neutral	19	18%
EN01_03	3	Neutral	19	18%	Rather / Extremely likely	22	21%
EN01_03	4	Rather Likely	18	17%			
EN01_03	5	Extremely likely	4	4%			
EN01_03	-1	Cannot say	22	21%			
EN01_03	-9	Not answered	4	4%			

Beverages			Frequency	Percent		Frequency	Percent
EN01_04	1	Extremely unlikely	12	11%	Extremely /Rather unlikely	46	43%
EN01_04	2	Rather unlikely	34	32%	Neutral	14	13%
EN01_04	3	Neutral	14	13%	Rather / Extremely likely	43	40%
EN01_04	4	Rather Likely	26	24%			
EN01_04	5	Extremely likely	17	16%			
EN01_04	-1	Cannot say	0	0%			
EN01_04	-9	Not answered	4	4%			

Fresh food (e.g. meat, fish, Cheese, fruits….)			Frequency	Percent		Frequency	Percent
EN01_05	1	Extremely unlikely	43	40%	Extremely /Rather unlikely	91	85%
EN01_05	2	Rather unlikely	48	45%	Neutral	9	8%
EN01_05	3	Neutral	9	8%	Rather / Extremely likely	5	5%
EN01_05	4	Rather Likely	4	4%			
EN01_05	5	Extremely likely	1	1%			
EN01_05	-1	Cannot say	0	0%			
EN01_05	-9	Not answered	2	2%			

Non-perishables (e.g. snacks, pasta, fix products…)			Frequency	Percent		Frequency	Percent
EN01_06	1	Extremely unlikely	13	12%	Extremely /Rather unlikely	36	34%
EN01_06	2	Rather unlikely	23	21%	Neutral	24	22%
EN01_06	3	Neutral	24	22%	Rather / Extremely likely	45	42%
EN01_06	4	Rather Likely	34	32%			
EN01_06	5	Extremely likely	11	10%			
EN01_06	-1	Cannot say	0	0%			
EN01_06	-9	Not answered	2	2%			

Pet products (e.g. pet food, toys…)			Frequency	Percent		Frequency	Percent
EN01_07	1	Extremely unlikely	7	7%	Extremely /Rather unlikely	18	17%
EN01_07	2	Rather unlikely	11	10%	Neutral	11	10%
EN01_07	3	Neutral	11	10%	Rather / Extremely likely	51	48%
EN01_07	4	Rather Likely	34	32%			
EN01_07	5	Extremely likely	17	16%			
EN01_07	-1	Cannot say	25	23%			
EN01_07	-9	Not answered	2	2%			

Appendix 16 – Knowlegde of specific FMCG online shops in Germany.

Question was shown to the 107 Non- FMCG online shoppers

Total	107			
10. Do you know the following German online-shops for FMCG?				
Rewe.de			Frequency	Percent
EN02_01	1	No	28	26%
EN02_01	2	Yes	77	72%
EN02_01	-9	Not answered	2	2%
Rossmann.de			Frequency	Percent
EN02_02	1	No	45	42%
EN02_02	2	Yes	60	56%
EN02_02	-9	Not answered	2	2%
dm.de			Frequency	Percent
EN02_03	1	No	40	37%
EN02_03	2	Yes	64	60%
EN02_03	-9	Not answered	3	3%
MyTime.de			Frequency	Percent
EN02_05	1	No	81	76%
EN02_05	2	Yes	23	21%
EN02_05	-9	Not answered	3	3%
Amazon.de (for food, cleaning or personal care p			Frequency	Percent
EN02_04	1	No	36	34%
EN02_04	2	Yes	68	64%
EN02_04	-9	Not answered	3	3%

Appendix 17 – Importance of shopping experience aspects.

Question was shown to both groups

Total	205

11. How important are the following aspects for you when shopping FMCG products online?

Throughout positive shopping experience			Frequency	Percent		Frequency	Percent
EN04_01	1	Not important at all for me	5	2%	Not at all / little	15	7%
EN04_01	2	Little important for me	10	5%	Moderately	58	28%
EN04_01	3	Moderately important for me	58	28%	Very / crucial	121	59%
EN04_01	4	Very important for me	85	42%			
EN04_01	5	Crucial for me	36	18%			
EN04_01	-1	Cannot say	5	2%			
EN04_01	-9	Not answered	5	2%			

Clarity of website structure			Frequency	Percent		Frequency	Percent
EN04_02	1	Not important at all for me	2	1%	Not at all / little	6	3%
EN04_02	2	Little important for me	4	2%	Moderately	22	11%
EN04_02	3	Moderately important for me	22	11%	Very / crucial	175	86%
EN04_02	4	Very important for me	120	59%			
EN04_02	5	Crucial for me	55	27%			
EN04_02	-1	Cannot say	0	0%			
EN04_02	-9	Not answered	2	1%			

Ease of navigation via menu taxonomy			Frequency	Percent		Frequency	Percent
EN04_03	1	Not important at all for me	3	1%	Not at all / little	10	5%
EN04_03	2	Little important for me	7	3%	Moderately	27	13%
EN04_03	3	Moderately important for me	27	13%	Very / crucial	165	81%
EN04_03	4	Very important for me	117	58%			
EN04_03	5	Crucial for me	48	24%			
EN04_03	-1	Cannot say	0	0%			
EN04_03	-9	Not answered	3	1%			

Ease of product search via search-bar			Frequency	Percent		Frequency	Percent
EN04_04	1	Not important at all for me	0	0%	Not at all / little	2	1%
EN04_04	2	Little important for me	2	1%	Moderately	29	14%
EN04_04	3	Moderately important for me	29	14%	Very / crucial	171	84%
EN04_04	4	Very important for me	110	54%			
EN04_04	5	Crucial for me	61	30%			
EN04_04	-1	Cannot say	0	0%			
EN04_04	-9	Not answered	2	1%			

Ease of product selection			Frequency	Percent		Frequency	Percent
EN04_05	1	Not important at all for me	0	0%	Not at all / little	6	3%
EN04_05	2	Little important for me	6	3%	Moderately	27	13%
EN04_05	3	Moderately important for me	27	13%	Very / crucial	167	82%
EN04_05	4	Very important for me	121	59%			
EN04_05	5	Crucial for me	46	23%			
EN04_05	-1	Cannot say	1	0%			
EN04_05	-9	Not answered	3	1%			

Product variety			Frequency	Percent		Frequency	Percent
EN04_06	1	Not important at all for me	0	0%	Not at all / little	15	7%
EN04_06	2	Little important for me	15	7%	Moderately	59	29%
EN04_06	3	Moderately important for me	59	29%	Very / crucial	123	60%
EN04_06	4	Very important for me	77	38%			
EN04_06	5	Crucial for me	46	23%			
EN04_06	-1	Cannot say	3	1%			
EN04_06	-9	Not answered	4	2%			

Product availability			Frequency	Percent		Frequency	Percent
EN04_07	1	Not important at all for me	0	0%	Not at all / little	3	1%
EN04_07	2	Little important for me	3	1%	Moderately	13	6%
EN04_07	3	Moderately important for me	13	6%	Very / crucial	181	89%
EN04_07	4	Very important for me	87	43%			
EN04_07	5	Crucial for me	94	46%			
EN04_07	-1	Cannot say	1	0%			
EN04_07	-9	Not answered	6	3%			

Ease of order			Frequency	Percent		Frequency	Percent
EN04_08	1	Not important at all for me	0	0%	Not at all / little	3	1%
EN04_08	2	Little important for me	3	1%	Moderately	17	8%
EN04_08	3	Moderately important for me	17	8%	Very / crucial	181	89%
EN04_08	4	Very important for me	83	41%			
EN04_08	5	Crucial for me	98	48%			
EN04_08	-1	Cannot say	0	0%			
EN04_08	-9	Not answered	3	1%			

Reliable delivery			Frequency	Percent		Frequency	Percent
EN04_09	1	Not important at all for me	0	0%	Not at all / little	1	0%
EN04_09	2	Little important for me	1	0%	Moderately	9	4%
EN04_09	3	Moderately important for me	9	4%	Very / crucial	189	93%
EN04_09	4	Very important for me	61	30%			
EN04_09	5	Crucial for me	128	63%			
EN04_09	-1	Cannot say	0	0%			
EN04_09	-9	Not answered	5	2%			

Promotions			Frequency	Percent		Frequency	Percent
EN04_10	1	Not important at all for me	12	6%	Not at all / little	71	35%
EN04_10	2	Little important for me	59	29%	Moderately	62	30%
EN04_10	3	Moderately important for me	62	30%	Very / crucial	66	32%
EN04_10	4	Very important for me	47	23%			
EN04_10	5	Crucial for me	19	9%			
EN04_10	-1	Cannot say	3	1%			
EN04_10	-9	Not answered	2	1%			

Price			Frequency	Percent		Frequency	Percent
EN04_11	1	Not important at all for me	5	2%	Not at all / little	32	16%
EN04_11	2	Little important for me	27	13%	Moderately	73	36%
EN04_11	3	Moderately important for me	73	36%	Very / crucial	97	48%
EN04_11	4	Very important for me	58	28%			
EN04_11	5	Crucial for me	39	19%			
EN04_11	-1	Cannot say	0	0%			
EN04_11	-9	Not answered	2	1%			

Ratings and reviews			Frequency	Percent		Frequency	Percent
EN04_12	1	Not important at all for me	9	4%	Not at all / little	36	18%
EN04_12	2	Little important for me	27	13%	Moderately	58	28%
EN04_12	3	Moderately important for me	58	28%	Very / crucial	108	53%
EN04_12	4	Very important for me	74	36%			
EN04_12	5	Crucial for me	34	17%			
EN04_12	-1	Cannot say	1	0%			
EN04_12	-9	Not answered	1	0%			

Appendix 18 – Reason for online FMCG purchase.

Question was shown to both groups

Total							
	205						

12. How much do you agree with the following statements?
"I would consider to buy FMCG products online, ..."

...to re-stock the pantry or my bathroom / cleaning supplies"			Frequency	Percent		Frequency	Percent
EB01_01	1	I strongly disagree	14	7%	strongly / somewhat disagree	51	25%
EB01_01	2	I somewhat disagree	37	18%	neither agree nor disagree	42	21%
EB01_01	3	Neither agree nor disagree	42	21%	somewhat / strongly agree	106	52%
EB01_01	4	I somewhat agree	79	39%			
EB01_01	5	I strongly agree	27	13%			
EB01_01	-1	Cannot say	1	0%			
EB01_01	-9	Not answered	4	2%			

...to do my weekly shopping trip (major stock-up trip – big basket size)"			Frequency	Percent		Frequency	Percent
EB01_02	1	I strongly disagree	44	22%	strongly / somewhat disagree	117	57%
EB01_02	2	I somewhat disagree	73	36%	neither agree nor disagree	33	16%
EB01_02	3	Neither agree nor disagree	33	16%	somewhat / strongly agree	46	23%
EB01_02	4	I somewhat agree	29	14%			
EB01_02	5	I strongly agree	17	8%			
EB01_02	-1	Cannot say	2	1%			
EB01_02	-9	Not answered	6	3%			

...to buy products that I cannot buy offline"			Frequency	Percent		Frequency	Percent
EB01_03	1	I strongly disagree	4	2%	strongly / somewhat disagree	9	4%
EB01_03	2	I somewhat disagree	5	2%	neither agree nor disagree	12	6%
EB01_03	3	Neither agree nor disagree	12	6%	somewhat / strongly agree	173	85%
EB01_03	4	I somewhat agree	66	32%			
EB01_03	5	I strongly agree	107	52%			
EB01_03	-1	Cannot say	5	2%			
EB01_03	-9	Not answered	5	2%			

...to buy a few urgently needed items"			Frequency	Percent		Frequency	Percent
EB01_04	1	I strongly disagree	18	9%	strongly / somewhat disagree	77	38%
EB01_04	2	I somewhat disagree	59	29%	neither agree nor disagree	34	17%
EB01_04	3	Neither agree nor disagree	34	17%	somewhat / strongly agree	80	39%
EB01_04	4	I somewhat agree	61	30%			
EB01_04	5	I strongly agree	19	9%			
EB01_04	-1	Cannot say	4	2%			
EB01_04	-9	Not answered	9	4%			

...to take advantage of a special offer/promotion"			Frequency	Percent		Frequency	Percent
EB01_05	1	I strongly disagree	4	2%	strongly / somewhat disagree	24	12%
EB01_05	2	I somewhat disagree	20	10%	neither agree nor disagree	36	18%
EB01_05	3	Neither agree nor disagree	36	18%	somewhat / strongly agree	138	68%
EB01_05	4	I somewhat agree	72	35%			
EB01_05	5	I strongly agree	66	32%			
EB01_05	-1	Cannot say	1	0%			
EB01_05	-9	Not answered	5	2%			

...to browse and get inspired, to look what is new"			Frequency	Percent		Frequency	Percent
EB01_06	1	I strongly disagree	21	10%	strongly / somewhat disagree	65	32%
EB01_06	2	I somewhat disagree	44	22%	neither agree nor disagree	41	20%
EB01_06	3	Neither agree nor disagree	41	20%	somewhat / strongly agree	94	46%
EB01_06	4	I somewhat agree	71	35%			
EB01_06	5	I strongly agree	23	11%			
EB01_06	-1	Cannot say	0	0%			
EB01_06	-9	Not answered	4	2%			

...to have my purchases conveniently delivered at home"			Frequency	Percent		Frequency	Percent
EB01_07	1	I strongly disagree	8	4%	strongly / somewhat disagree	29	14%
EB01_07	2	I somewhat disagree	21	10%	neither agree nor disagree	38	19%
EB01_07	3	Neither agree nor disagree	38	19%	somewhat / strongly agree	132	65%
EB01_07	4	I somewhat agree	69	34%			
EB01_07	5	I strongly agree	63	31%			
EB01_07	-1	Cannot say	0	0%			
EB01_07	-9	Not answered	5	2%			

...to save time"			Frequency	Percent		Frequency	Percent
EB01_08	1	I strongly disagree	9	4%	strongly / somewhat disagree	36	18%
EB01_08	2	I somewhat disagree	27	13%	neither agree nor disagree	32	16%
EB01_08	3	Neither agree nor disagree	32	16%	somewhat / strongly agree	129	63%
EB01_08	4	I somewhat agree	62	30%			
EB01_08	5	I strongly agree	67	33%			
EB01_08	-1	Cannot say	3	1%			
EB01_08	-9	Not answered	4	2%			

...because I don't like to shop in "brick and mortar" stores"			Frequency	Percent		Frequency	Percent
EB01_09	1	I strongly disagree	87	43%	strongly / somewhat disagree	158	77%
EB01_09	2	I somewhat disagree	71	35%	neither agree nor disagree	26	13%
EB01_09	3	Neither agree nor disagree	26	13%	somewhat / strongly agree	11	5%
EB01_09	4	I somewhat agree	6	3%			
EB01_09	5	I strongly agree	5	2%			
EB01_09	-1	Cannot say	6	3%			
EB01_09	-9	Not answered	3	1%			

Appendix 19 – Ideal assortment size for an online drugstore.

Question was shown to both groups

Total	205			
13. From your point of view, what would be the ideal assortment of an online drugstore?				
			Frequency	Percent
SM01	1	Exactly the same products as the comparable brick and mortar store	43	21%
SM01	2	Products that are offered offline plus additional products that are only available online	143	70%
SM01	3	Only products that I cannot buy in the comparable brick and mortar store	2	1%
SM01	-1	Cannot say	11	5%
SM01	-9	Not answered	5	2%

Appendix 20 – Desired product types for an optimal assortment for an online drugstore

Question was shown to both groups

Total	205

14. From your point of view, how much would you like the following products to be listed at the online drugstore?

Products from other countries			Frequency	Percent		Frequency	Percent
SM02_01	1	Very undesirable	10	5%	very / undesirable	17	8%
SM02_01	2	Undesirable	7	3%	neutral	45	22%
SM02_01	3	Neutral	45	22%	desirable / very	136	67%
SM02_01	4	Desirable	91	45%			
SM02_01	5	Very desirable	45	22%			
SM02_01	-1	Cannot say	4	2%			
SM02_01	-9	Not answered	2	1%			

Products that used to be offered offline but are delisted			Frequency	Percent		Frequency	Percent
SM02_02	1	Very undesirable	7	3%	very / undesirable	15	7%
SM02_02	2	Undesirable	8	4%	neutral	18	9%
SM02_02	3	Neutral	18	9%	desirable / very	166	81%
SM02_02	4	Desirable	104	51%			
SM02_02	5	Very desirable	62	30%			
SM02_02	-1	Cannot say	3	1%			
SM02_02	-9	Not answered	2	1%			

Limited editions			Frequency	Percent		Frequency	Percent
SM02_03	1	Very undesirable	11	5%	very / undesirable	23	11%
SM02_03	2	Undesirable	12	6%	neutral	55	27%
SM02_03	3	Neutral	55	27%	desirable / very	118	58%
SM02_03	4	Desirable	79	39%			
SM02_03	5	Very desirable	39	19%			
SM02_03	-1	Cannot say	5	2%			
SM02_03	-9	Not answered	3	1%			

Extra big sizes			Frequency	Percent		Frequency	Percent
SM02_04	1	Very undesirable	11	5%	very / undesirable	34	17%
SM02_04	2	Undesirable	23	11%	neutral	68	33%
SM02_04	3	Neutral	68	33%	desirable / very	95	47%
SM02_04	4	Desirable	64	31%			
SM02_04	5	Very desirable	31	15%			
SM02_04	-1	Cannot say	5	2%			
SM02_04	-9	Not answered	2	1%			

Gifting sets			Frequency	Percent		Frequency	Percent
SM02_05	1	Very undesirable	14	7%	very / undesirable	51	25%
SM02_05	2	Undesirable	37	18%	neutral	67	33%
SM02_05	3	Neutral	67	33%	desirable / very	81	40%
SM02_05	4	Desirable	57	28%			
SM02_05	5	Very desirable	24	12%			
SM02_05	-1	Cannot say	3	1%			
SM02_05	-9	Not answered	2	1%			

Innovations / new products that are not (yet) available in brick and mortar stores			Frequency	Percent		Frequency	Percent
SM02_06	1	Very undesirable	6	3%	very / undesirable	17	8%
SM02_06	2	Undesirable	11	5%	neutral	42	21%
SM02_06	3	Neutral	42	21%	desirable / very	138	68%
SM02_06	4	Desirable	79	39%			
SM02_06	5	Very desirable	59	29%			
SM02_06	-1	Cannot say	4	2%			
SM02_06	-9	Not answered	3	1%			

Appendix 21 – Purchase process and placement expectations.

Question was shown to both groups

Total	205

15. Imagine you want to shop for deodorants, how would you do this?

			Frequency	Percent
PL01	1	I would click through the menu taxonomy and filters until I find the right product	34	17%
PL01	2	I would use the search bar and type in “deodorant” / “deo” (etc.)	97	48%
PL01	3	I would directly search for a brand	22	11%
PL01	4	I would systematically search for a specific product, by typing several keywords in the search bar (e.g. category + brand + variant)	44	22%
PL01	-1	Cannot say	4	2%
PL01	-9	Not answered	3	1%

Total	205

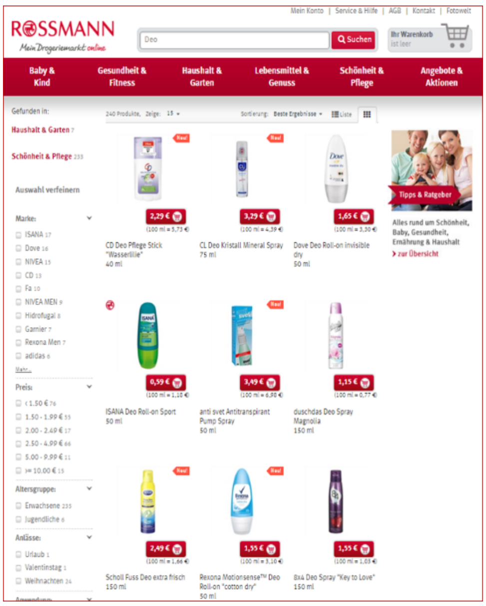
16. If you search for deodorants or click on the deodorants category, what would you expect the results to feature

			Frequency	Percent
PL02	1	New products	10	5%
PL02	2	Bestseller products	120	59%
PL02	3	Products from the distributor's bran	11	5%
PL02	4	Products on promotion	39	19%
PL02	5	Ordered by alphabet	15	7%
PL02	-1	Cannot say	6	3%
PL02	-9	Not answered	3	1%

Total	205

17. When you are looking at a product page (see example) approximately how many pages would you click through to look at the products available (maxiumum number)?

			Frequency	Percent
PL03	1	I would only look at the direct showing search results on the first page	19	9%
PL03	2	I would look at maximum the first two pages	99	49%
PL03	3	I would look at maximum the first 3-4 pages	64	31%
PL03	4	I would look at all pages to see what the store offers	18	9%
PL03	-1	Cannot say	6	3%
PL03	-9	Not answered	3	1%



Appendix 22 – Decision tree for deodorant.

Question was shown to both groups

Total	205

18. Imagine you want to buy a deodorant in an online shop without using the search function. From your point of view what should be the order of the following filter steps? (Based on how you think you would proceed the shopping journey in order to find your fitting product)
(Drag & drop)

Category (e.g. deodorant)			Frequency	Percent	Rank
DT01_01	1	Rank 1	150	74%	1
DT01_01	2	Rank 2	45	22%	
DT01_01	3	Rank 3	6	3%	
DT01_01	4	Rank 4	1	0%	
DT01_01	5	Rank 5	2	1%	
DT01_01	-9	Not ranged	0	0%	

Gender (e.g. for men)			Frequency	Percent	Rank
DT01_02	1	Rank 1	47	23%	
DT01_02	2	Rank 2	112	55%	2
DT01_02	3	Rank 3	22	11%	
DT01_02	4	Rank 4	13	6%	
DT01_02	5	Rank 5	10	5%	
DT01_02	-9	Not ranged	0	0%	

Applicator (e.g. Deospray, Deo Roll-on)			Frequency	Percent	Rank
DT01_03	1	Rank 1	3	1%	
DT01_03	2	Rank 2	20	10%	
DT01_03	3	Rank 3	119	58%	3
DT01_03	4	Rank 4	46	23%	
DT01_03	5	Rank 5	16	8%	
DT01_03	-9	Not ranged	0	0%	

Brand (e.g. AXE)			Frequency	Percent	Rank
DT01_04	1	Rank 1	3	1%	
DT01_04	2	Rank 2	25	12%	
DT01_04	3	Rank 3	52	25%	
DT01_04	4	Rank 4	116	57%	4
DT01_04	5	Rank 5	8	4%	
DT01_04	-9	Not ranged	0	0%	

Variant (e.g. AXE Apollo, AXE Alaska, AXE			Frequency	Percent	Rank
DT01_05	1	Rank 1	1	0%	
DT01_05	2	Rank 2	2	1%	
DT01_05	3	Rank 3	5	2%	
DT01_05	4	Rank 4	28	14%	
DT01_05	5	Rank 5	168	82%	5
DT01_05	-9	Not ranged	0	0%	

Appendix 23 – Desired promotion types.

Question was shown to both groups

Total	205

19. Considering the following types of promotion, how likely would the promotion influence you to purchase at the online drugstore?

Price off promotion			Frequency	Percent		Frequency	Percent
PT01_01	1	Not at all influential	2	1%	Not at all / slightly	15	7%
PT01_01	2	Slightly influential	13	6%	Somewhat	30	15%
PT01_01	3	Somewhat influential	30	15%	Very / Extremely	153	75%
PT01_01	4	Very influential	106	52%			
PT01_01	5	Extremely influential	47	23%			
PT01_01	-1	Cannot say	1	0%			
PT01_01	-9	Not answered	5	2%			

Promotion with a free product (e.g "3 for 2")			Frequency	Percent		Frequency	Percent
PT01_02	1	Not at all influential	2	1%	Not at all / slightly	36	18%
PT01_02	2	Slightly influential	34	17%	Somewhat	40	20%
PT01_02	3	Somewhat influential	40	20%	Very / Extremely	122	60%
PT01_02	4	Very influential	92	45%			
PT01_02	5	Extremely influential	30	15%			
PT01_02	-1	Cannot say	1	0%			
PT01_02	-9	Not answered	5	2%			

Promotion where you get delivery costs for free			Frequency	Percent		Frequency	Percent
PT01_03	1	Not at all influential	3	1%	Not at all / slightly	15	7%
PT01_03	2	Slightly influential	12	6%	Somewhat	35	17%
PT01_03	3	Somewhat influential	35	17%	Very / Extremely	150	74%
PT01_03	4	Very influential	76	37%			
PT01_03	5	Extremely influential	74	36%			
PT01_03	-1	Cannot say	1	0%			
PT01_03	-9	Not answered	3	1%			

Price off for the next online purchase			Frequency	Percent		Frequency	Percent
PT01_04	1	Not at all influential	28	14%	Not at all / slightly	105	51%
PT01_04	2	Slightly influential	77	38%	Somewhat	38	19%
PT01_04	3	Somewhat influential	38	19%	Very / Extremely	52	25%
PT01_04	4	Very influential	42	21%			
PT01_04	5	Extremely influential	10	5%			
PT01_04	-1	Cannot say	4	2%			
PT01_04	-9	Not answered	5	2%			

Price off for the next offline purchase			Frequency	Percent		Frequency	Percent
PT01_05	1	Not at all influential	32	16%	Not at all / slightly	86	42%
PT01_05	2	Slightly influential	54	26%	Somewhat	48	24%
PT01_05	3	Somewhat influential	48	24%	Very / Extremely	64	31%
PT01_05	4	Very influential	49	24%			
PT01_05	5	Extremely influential	15	7%			
PT01_05	-1	Cannot say	2	1%			
PT01_05	-9	Not answered	4	2%			

Promotion with a goodie (e.g. a free coffee cup etc.)			Frequency	Percent		Frequency	Percent
PT01_06	1	Not at all influential	42	21%	Not at all / slightly	100	49%
PT01_06	2	Slightly influential	58	28%	Somewhat	38	19%
PT01_06	3	Somewhat influential	38	19%	Very / Extremely	59	29%
PT01_06	4	Very influential	42	21%			
PT01_06	5	Extremely influential	17	8%			
PT01_06	-1	Cannot say	3	1%			
PT01_06	-9	Not answered	4	2%			

Appendix 24 – Recommendations for impulse purchases.

Question was shown to both groups

Total	205			
20. Imagine you are offered further products close to the check-out area. Which one of the following product recommendations do you find appealing?				
Products on promotion			Frequency	Percent
PT02_01	1	Not chosen	100	49%
PT02_01	2	Chosen	104	51%
Products that you also usually bought at the online store			Frequency	Percent
PT02_02	1	Not chosen	152	75%
PT02_02	2	Chosen	52	25%
Products to indulge or treat yourself			Frequency	Percent
PT02_03	1	Not chosen	185	91%
PT02_03	2	Chosen	19	9%
Products that go well with your current basket items			Frequency	Percent
PT02_04	1	Not chosen	143	70%
PT02_04	2	Chosen	61	30%
Products that have been bought by shoppers similar to you			Frequency	Percent
PT02_05	1	Not chosen	153	75%
PT02_05	2	Chosen	51	25%
Choice of free samples			Frequency	Percent
PT02_06	1	Not chosen	92	45%
PT02_06	2	Chosen	112	55%
I don't want to receive any product recommendations when I purchase online			Frequency	Percent
PT02_07	1	Not chosen	166	81%
PT02_07	2	Chosen	38	19%

Appendix 25 – Price expectations.

Question was shown to both groups

Total	205			
21. What would you expect the price of your deodorant to be in the online store compared to the brick and mortar store?				
			Frequency	Percent
PR01	1	I expect it to be the same price as in the brick and mortar store	116	57%
PR01	2	I expect it to be lower as in the brick and mortar store	73	36%
PR01	3	I expect it to be higher than in the brick and mortar store and that is acceptable for me	5	2%
PR01	4	I expect it to be higher than in the brick and mortar store and that is the reason why I do not buy	3	1%
PR01	-1	Cannot say	4	2%
PR01	-9	Not answered	3	1%

Appendix 26 – Delivery possibilities.

Question was shown to both groups

Total	205

22. Considering the following possibilities to receive your online purchase, how desirable would each one be for you?

Delivery to door step			Frequency	Percent		Frequency	Percent
LF01_01	1	Very undesirable	1	0%	Very / undesirable	4	2%
LF01_01	2	Undesirable	3	1%	Neutral	5	2%
LF01_01	3	Neutral	5	2%	Desirable / very	192	94%
LF01_01	4	Desirable	48	24%			
LF01_01	5	Very desirable	144	71%			
LF01_01	-1	Cannot say	1	0%			
LF01_01	-9	Not answered	2	1%			

Delivery to pick-up station close to my house			Frequency	Percent		Frequency	Percent
LF01_02	1	Very undesirable	34	17%	Very / undesirable	90	44%
LF01_02	2	Undesirable	56	27%	Neutral	35	17%
LF01_02	3	Neutral	35	17%	Desirable / very	72	35%
LF01_02	4	Desirable	43	21%			
LF01_02	5	Very desirable	29	14%			
LF01_02	-1	Cannot say	1	0%			
LF01_02	-9	Not answered	6	3%			

Delivery to the closest brick and mortar store of the retailer			Frequency	Percent		Frequency	Percent
LF01_03	1	Very undesirable	56	27%	Very / undesirable	107	52%
LF01_03	2	Undesirable	51	25%	Neutral	41	20%
LF01_03	3	Neutral	41	20%	Desirable / very	49	24%
LF01_03	4	Desirable	34	17%			
LF01_03	5	Very desirable	15	7%			
LF01_03	-1	Cannot say	0	0%			
LF01_03	-9	Not answered	7	3%			

Delivery to a dedicated store (kiosk, café etc.) of my choice			Frequency	Percent		Frequency	Percent
LF01_04	1	Very undesirable	43	21%	Very / undesirable	85	42%
LF01_04	2	Undesirable	42	21%	Neutral	36	18%
LF01_04	3	Neutral	36	18%	Desirable / very	77	38%
LF01_04	4	Desirable	53	26%			
LF01_04	5	Very desirable	24	12%			
LF01_04	-1	Cannot say	1	0%			
LF01_04	-9	Not answered	5	2%			

Appendix 27 – Demography.

Question was shown to both groups

Total	205			
Gender			**Frequency**	**Percent**
DM01	1	Female	141	69%
DM01	2	Male	60	29%
DM01	-9	Not answered	3	1%

Age			**Frequency**	**Percent**
DM02	1	Under 18	0	0%
DM02	2	18-25	83	41%
DM02	3	26-35	67	33%
DM02	4	36-45	14	7%
DM02	5	46-55	26	13%
DM02	6	56-65	8	4%
DM02	7	Over 65	3	1%
DM02	-9	Not answered	3	1%

Occupation			**Frequency**	**Percent**
DM03	1	Student	81	40%
DM03	2	Apprentice	9	4%
DM03	3	Self-employed	14	7%
DM03	4	Employee	89	44%
DM03	5	Non-wokring	1	0%
DM03	6	Retired	3	1%
DM03	7	Other	3	1%
DM03	-9	Not answered	4	2%

Monthly Household Income in Euro (gross):			**Frequency**	**Percent**
DM04	1	Less than 2000	90	44%
DM04	2	2000 – 2500	24	12%
DM04	3	2500 – 3500	20	10%
DM04	4	3500 – 4500	15	7%
DM04	5	More than 4500	27	13%
DM04	6	Do not want to answer	26	13%
DM04	-9	Not answered	2	1%

Appendix 28 – Crosstabulation of 'Rossmann.de online shop' and 'satisfaction with experience'.

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Online-Shops: Rossmann.de * Satisfaction with experience	86	87,8%	12	12,2%	98	100,0%

Online-Shops: Rossmann.de * Satisfaction with experience: Overall shopping experienceCrosstabulation

Count

		Satisfaction with experience: Overall shopping experience								Total
		Rather not satisfied		moderately satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	2	6%	19	58%	11	33%	1	3%	33
	No	4	8%	7	13%	30	57%	12	23%	53
Total		6	7%	26	30%	41	48%	13	15%	86

Online-Shops: Rossmann.de * Satisfaction with experience: Clarity of website structure Crosstabulation

Count

		Satisfaction with experience: Clarity of website structure										Total
		not at all satisfied		Rather not satisfied		moderately satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	1	3%	10	30%	15	45%	7	21%	0	0%	33
	No	1	2%	4	8%	12	23%	24	45%	12	23%	53
Total		2	2%	14	16%	27	31%	31	36%	12	14%	86

Online-Shops: Rossmann.de * Satisfaction with experience: ease of navigation via menu taxonomyCrosstabulation

Count

		Satisfaction with experience: ease of navigation via menu taxonomy										Total
		not at all satisfied		Rather not satisfied		satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	4	12%	14	42%	13	39%	2	6%	0	0%	33
	No	1	2%	5	9%	9	17%	28	53%	10	19%	53
Total		5	6%	19	22%	22	26%	30	35%	10	12%	86

Online-Shops: Rossmann.de * Satisfaction with experience: ease of product search via search-bar Crosstabulation

Count

		Satisfaction with experience: ease of product search via search-bar										Total
		not at all satisfied		Rather not satisfied		satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	5	15%	12	36%	15	45%	1	3%	0	0%	33
	No	2	4%	6	11%	10	19%	19	36%	16	30%	53
Total		7	8%	18	21%	25	29%	20	23%	16	19%	86

Online-Shops: Rossmann.de * Satisfaction with experience: ease of product selection Crosstabulation

Count

		Satisfaction with experience: ease of product selection										Total
		not at all satisfied		Rather not satisfied		satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	1	3%	7	21%	6	18%	10	30%	9	27%	33
	No	1	2%	4	8%	10	19%	33	62%	5	9%	53
Total		2	2%	11	13%	16	19%	43	50%	14	16%	86

Online-Shops: Rossmann.de * Zufriedenheit Erlebnis: Produktvielfalt Crosstabulation

Count

		Satisfaction with experience: product variety										Total
		not at all satisfied		Rather not satisfied		satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	3	9%	1	3%	10	30%	7	21%	12	36%	33
	No	0	0%	2	4%	9	17%	20	38%	22	42%	53
Total		3	3%	3	3%	19	22%	27	31%	34	40%	86

Online-Shops: Rossmann.de * Satisfaction with experience: payment process Crosstabulation

Count

		Satisfaction with experience: payment process								Total
		Rather not satisfied		moderately satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	1	3%	1	3%	12	36%	19	58%	33
	No	1	2%	7	13%	21	40%	24	45%	53
Total		2	2%	8	9%	33	38%	43	50%	86

Online-Shops: Rossmann.de * Satisfaction with experience: delivery process Crosstabulation

Count

		Satisfaction with experience: delivery process										Total
		not at all satisfied		Rather not satisfied		satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	1	3%	3	9%	2	6%	7	21%	20	61%	33
	No	1	2%	3	6%	4	8%	24	45%	21	40%	53
Total		2	2%	6	7%	6	7%	31	36%	41	48%	86

Online-Shops: Rossmann.de * Satisfaction with experience: promotions Crosstabulation

Count

		Satisfaction with experience: promotions										Total
		not at all satisfied		Rather not satisfied		satisfied		rather satisfied		very satisfied		
Online-Shops: Rossmann.de	Yes	0	0%	2	6%	13	39%	10	30%	8	24%	33
	No	1	2%	7	13%	19	36%	17	32%	9	17%	53
Total		1	1%	9	10%	32	37%	27	31%	17	20%	86

Appendix 29–Rossmann and Unilever GmbH key facts. Adapted from: http://www.rossmann.de/unternehmen/ueber_uns/unser-profil/fakten-und-zahlen.html and http://www.unilever.de/ueberuns/unileverimueberblick/ (2015).

Rossmann:

The Dirk Rossmann GmbH is the second largest drug store chain in Germany and belongs to the 10 most important German grocery retailers.

Founded:	1972
Based in:	Burgwedel, Germany
Industry:	Drug stores
Stores:	1.900 in Germany (3.300 Europe-wide)
Employees:	28.000 in Germany (40.000 Europe-wide)
Product range:	more than 17.000 different products
Categories:	Beauty & Care, Baby & Child, Household & Garden, Pets, Groceries & Beverages, Health & Fitness, Photo and Multimedia, Stationery, Toys
Private labels:	35 brands with ca. 4.200 different products
Turnover:	7,2 billion Euros (in 2014)
Main competitors:	dm, Müller
Rossmann Online:	since 1999, first drugstore that opened online store, today the Rossmann Online GmbH is a wholly-owned subsidiary of Rossmann and operates ca 15.000 products

Unilever:

The Unilever GmbH is one of the world's largest consumer goods companies.

Founded:	1929/1930
Based in:	co-headquartered in Rotterdam, Netherlands and London, UK
Industry:	consumer goods
Employees:	6.000 in Germany (174.000 worldwide)
Categories:	personal care, home care, food products
Brands:	400 brands used in more than 190 countries
Turnover:	48,4 billion Euros (in 2014)
Main competitors:	Nestlé, Procter & Gamble, Henkel, Beiersdorf

Appendix 30– Rossmann and Unilever sales data. Adapted from: Rossmann Scanner Data 47/2015.

Rossmann Offline Sales
Week no. 47 2015

Category	Turnover value	Share of Total Offline
Bad	3.568.550	9%
Bodylotion	2.236.001	6%
Deo	3.592.430	9%
Haarpflege	6.439.426	16%
Haarstyling	2.274.732	6%
Hand	1.521.934	4%
Mund/Zahn	7.973.594	20%
WPR	11.833.263	30%
Total	**39.439.931**	

Rossmann Online Sales
Week no. 47 2015

Category	Turnover value	Share of Total Online
Bad	17.905	28%
Bodylotion	7.525	12%
Deo	5.637	9%
Haarpflege	8.073	13%
Haarstyling	1.480	2%
Hand	1.659	3%
Mund/Zahn	8.791	14%
WPR	13.224	21%
Total	**64.293**	

Unilever sales at Rossmann online
Week no. 47 2015

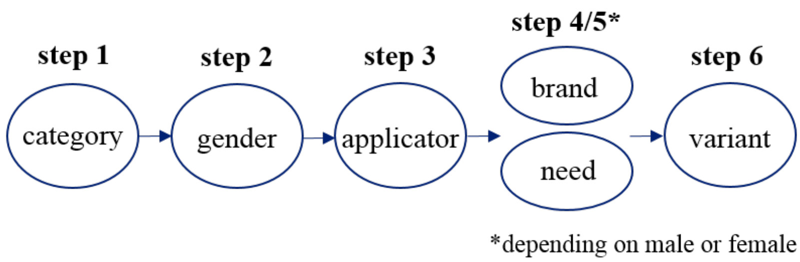
Category	Turnover value	Share of Total Unilever at Rossmann online
Bad	1.080	25%
Bodylotion	552	13%
Deo	1.214	28%
Haarpflege	250	6%
Haarstyling	3	0%
Hand	0	0%
Mund / Zahn	391	9%
WPR	789	18%
Total	**4.281**	

	Turnover value	Share of Total Offline Deo
Unilever Deo at Rossmann offline	1.110.702	31%
Unilever Total at Rossmann offline	2.349.553	6%

	Turnover value	Share of Total Online Deo
Unilever Deo at Rossmann online	1.214	22%
Unilever at Rossmann online	4.281	7%

	Turnover value	Share of Total
Total (offline + online)	39.504.224	
Rossmann offline	39.439.931	99,8%
Rossmann online	64.293	0,2%

Appendix 31 – Deodorant Decision Tree. Adapted from: Unilever GmbH 2015: "What is Category Management?".



Appendix 32 – Allocation matrix. Adapted from: GS1 2015, Rossmann 2015, Wruck 2015.

Allocation matrix for category role and determination of the deodorant category at Rossmann.de.

Allocation Matrix according to GS1

Role definition		Destination	Core	Supplementary	Impulse/Seasonal
Target Shopper	• absolute shopper potential for the category	High	High/Medium	Medium/Low	Medium
	• purchase frequency for the category	High	High/Medium	Medium/Low	Medium
	• spendings per year per shopper for the category	High	High/Medium	Medium	High/Medium
	• affinity of the target group for the category	High	High/Medium	Medium/Low	Medium/Low
	• turnover potential for the category	High	High/Medium	Medium	High/Medium
Retailer	• retailer's turnover for the category	High	High	Medium	High/Medium
	• market share (value) of the retailer compared to fair share for the category	High	High/Medium	Medium/Low	Medium
	• retailer's margin for the category	Low	Medium	High	Medium
	• differentiation potential	High	Medium	Low	High/Medium
Competition	• importance of category for competitors	Medium/Low	High/Medium	Medium	Medium
Market	•evaluation for future market growth for the category	High	Medium	Medium	Medium

Deodorant Category at Rossmann.de

Category Deodorant	1. Relevance for the shopper	High	Medium	Low
	frequency, shopping trips and spendings are quite high			
	2. Relevance for the retailer	High	Medium	Low
	Medium margin and low possibility for differentiation			
	3. Relevance for competitors	High	Medium	Low
	need to hold competitive level and use deodorant as a traffic generator			
	4. Relevance in the market	High	Medium	Low
	Saturated market and few innovation potentials	**=> Core Category**		

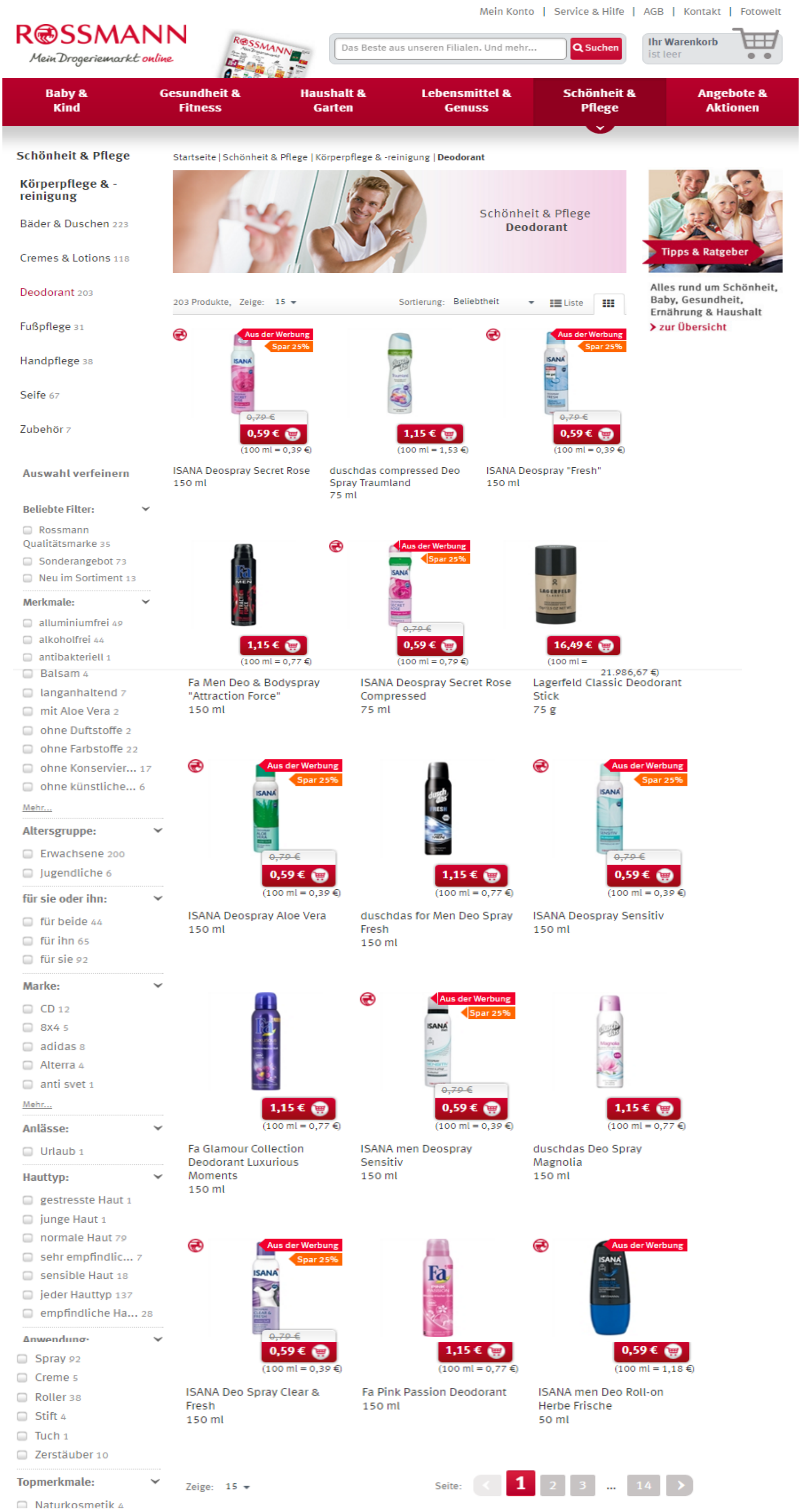
Appendix 33 – Deodorant pricing and margin at Rossmann.de

Product	RRP	Net Net 2/CU	Price on shelf	N/price	Revenue	Margin
Axe Bodyspray 150 ml	3,99	2,045733	2,75	2,31092437	0,265191	11,5%
Dove Deospray 150 ml / 75ml	2,49	1,274967	1,55	1,30252101	0,027554	2,1%
Dove Deo Roll-On 50 ml	2,49	1,193050	1,55	1,30252101	0,109471	8,4%
Impulse Deospray 75 ml	1,79	0,807050	1,25	1,05042017	0,243370	23,2%
Rexona Deospray 150 ml / 75ml	2,19	1,062633	1,55	1,30252101	0,239888	18,4%
Rexona Deo Roll-on 50 ml	2,19	1,069217	1,55	1,30252101	0,233304	17,9%
Rexona Deostick 40 ml	2,59	1,138633	1,65	1,38655462	0,247921	17,9%
duschdas Deospray 150 ml / 75ml	1,59	0,682817	1,15	0,96638655	0,283570	29,3%

Appendix 34 – Deodorant Listing.
Suggested deodorant products for additional listing to equate the Rossmann offline assortment.

Category	Product that should be listed at Rossmann.de	EAN
Deo	Duschdas Compressed Anti-Transpirant Traumland Deo-Spray 75 ml	8711600854925
Deo	Dove 0% Aluminiumsalze go fresh Grüner Tee-& Gurkenduft Deo-Spray 150ml	8712561585606
Deo	Rexona Women Anti-Transpirant Crystal Clear Deo Stick 40ml	0000050076598
Deo	Dove Men+Care Anti-Transpirant Extra Fresh Deo-Spray 150 ml	8712561255530
Deo	Dove Men+Care Anti-Transpirant Extra Fresh Deo Roll-on 50 ml	96081716
Deo	Dove Men+Care Anti-Transpirant Invisible Dry Deo-Spray 150 ml	8712561255585
Deo	Dove Men+Care Anti-Transpirant Invisible Dry Deo Roll-on 50 ml	96081723
Deo	AXE Anti-Transpirant Signature Deo-Spray, 6er Pack (6 x 150 ml)	8710908102530
Deo	AXE Anti-Transpirant Adrenaline Deo-Spray, 6er Pack (6x 150 ml)	8710908103131

Appendix 35 – Current deodorant structure of Rossmann.de.



Appendix 36 – Deodorant market shares. Source: Nielsen Answers; October 2015; Market Share (Value).

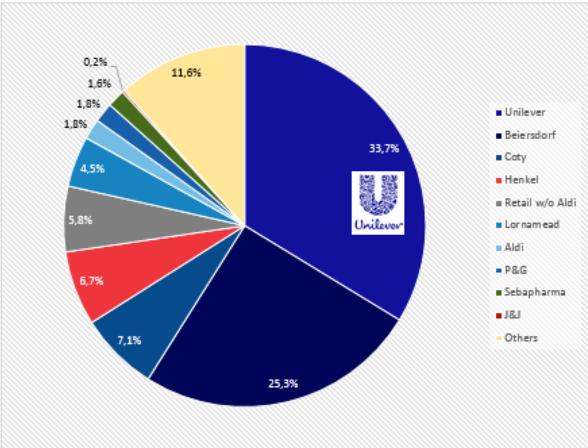
for the total German deodorant market and the deodorant market at drugstores

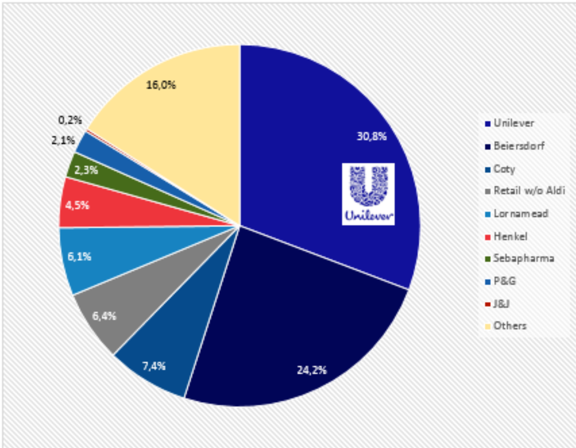
Market Share (Value) - October 2015
food retail + drug

Manufacturer	Brands	market share (%)
Unilever	Rexona, AXE, duschdas, Dove, DMC, Impulse	33,7
Beiersdorf	NIVEA, 8x4, Hidrofugal	25,3
Coty	Playboy, Adidas	7,1
Henkel	Fa, bac, Right Guard	6,7
Retail w/o Aldi	e.g. Isana	5,8
Lornamead	CD	4,5
Aldi		1,8
P&G	Old Spice	1,8
Sebapharma	Sebamed	1,6
J&J	bebe young care	0,2
Others	e.g Garnier	11,6

Market Share (Value) - October 2015
drugstores

Manufacturer	Brands	market share (%)
Unilever	Rexona, AXE, duschdas, Dove, DMC, Impulse	30,7
Beiersdorf	NIVEA, 8x4, Hidrofugal	24,2
Coty	Playboy, Adidas	7,4
Retail w/o Aldi	e.g. Isana	6,4
Lornamead	CD	6,1
Henkel	Fa, bac, Right Guard	4,5
Sebapharma	Sebamed	2,3
P&G	Old Spice	2,1
J&J	bebe young care	0,2
Others	e.g Garnier	16,0





Rossmann.de

Products (page 1+2)	30	Share of shelf at Rossmann.de	Market Share deodorant market (drugstores)	Share of sales at Rossmann.de
Isana	15	50,0%	6,4%	47%
Henkel (Fa)	6	20,0%	4,5%	4%
Lornamead (CD)	4	13,3%	6,1%	5%
L'Oréal (Garnier)	2	6,7%		3%
Unilever (Rexona)	1	3,3%	30,7%	22%
BDF (8x4)	1	3,3%	24,2%	12%
Lagerfeld	1	3,3%	0,0%	

Appendix 37 – Title update for Unilever deodorant products at Rossmann.de. Based on the naming guidelines from Unilever UK.

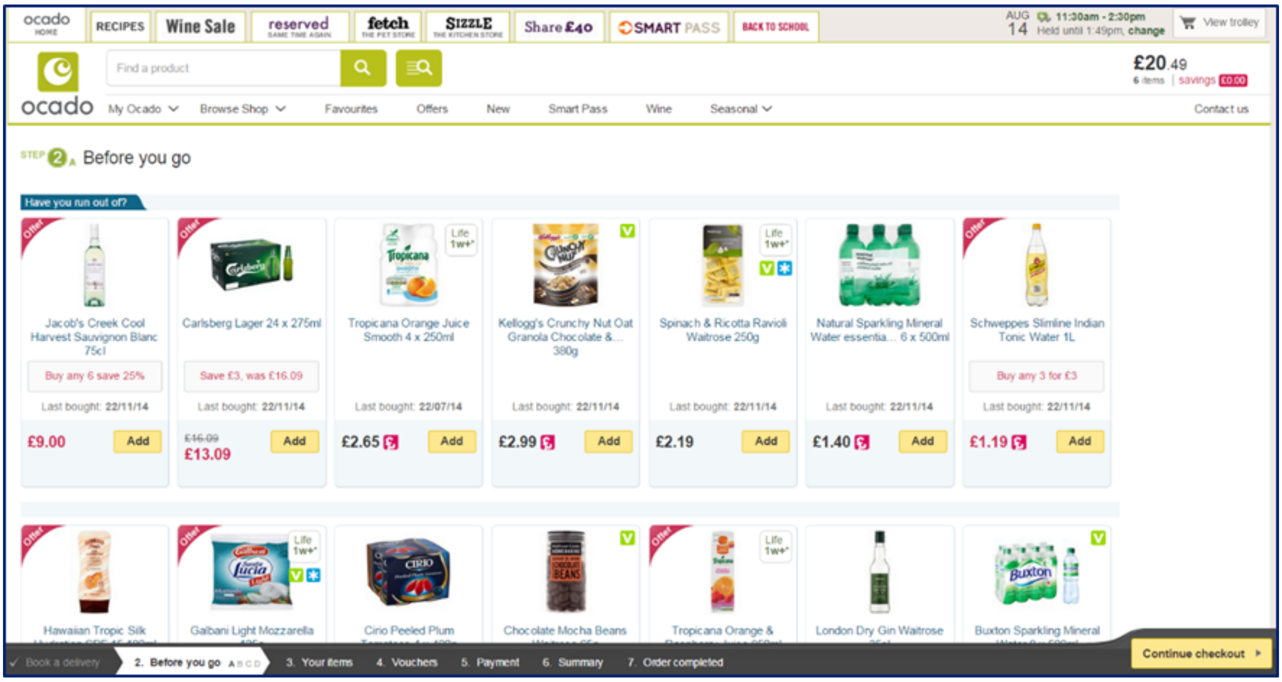
Source: Nier 2015

5 mandatory parts / rules for the product naming
1. Brand
2. Sub Brand / Key Differentiator
3. Key Variant
4. Functional Namen (search term)
5. Size

Current Title	Title Update
AXE Alaska Deodorant Spray 150 ml	AXE 0% Aluminiumsalze Alaska Bodyspray 150 ml
AXE Anarchy Deodorant Spray 150 ml	AXE 0% Aluminiumsalze Anarchy for Him Bodyspray 150 ml
AXE Deospray Africa 150 ml	AXE 0% Aluminiumsalze Africa Bodyspray 150 ml
AXE Deospray Anarchy For Her 150 ml	AXE 0% Aluminiumsalze Anarchy for Her Bodyspray 150 ml
AXE Deospray Apollo 150 ml	AXE 0% Aluminiumsalze Apollo Bodyspray 150 ml
AXE Deospray Black 150 ml	AXE 0% Aluminiumsalze Black Bodyspray 6 x 150ml
AXE Deospray Dark Temptation 150 ml	AXE 0% Aluminiumsalze Dark Temptation Bodyspray 150 ml
AXE Deospray Excite 150 ml	AXE 0% Aluminiumsalze Excite Bodyspray 150 ml
AXE Gold Temptation Deodorant Spray 150 ml	AXE 0% Aluminiumsalze Gold Temptation Bodyspray 150 ml
Dove Deo Roll-on invisible dry 50 ml	Dove Anti-Transpirant Invisible Dry Deo-Spray 50ml
Dove Deo Roll-on Original 50 ml	Dove Anti-Transpirant Original Deo Roll-on 50ml
Dove go fresh Deo Roll-on "Granatapfel- & Zitronenverbenenduft" 50 ml	Dove Anti-Transpirant go fresh Granatapfel-& Zitronenverbenenduft Deo Roll-on 50ml
Dove go fresh Deospray "Grapefruit- & Lemongrassduft" 150 ml	Dove Anti-Transpirant go fresh Granatapfel-& Zitronenverbenenduft Deo-Spray 150ml
Dove go fresh Deospray compressed mit Granatapfel- & Zitronenverbenenduft 75 ml	Dove Compressed Anti-Transpirant go fresh Granatapfel-& Zitronenverbenenduft Deo-Spray 75ml
Dove go fresh Deospray compressed mit Gurke & Grünem Tee 75 ml	Dove Compressed 0% Aluminiumsalze go fresh Grüner Tee-& Gurkenduft Deo-Spray 75ml
Dove Invisible Dry Deospray 150 ml	Dove Anti-Transpirant Invisible Dry Deo-Spray 150ml
Dove invisible dry Deospray compressed gegen weiße Spuren 75 ml	Dove Compressed Anti-Transpirant Invisible Dry Deo-Spray 75ml
Dove maximum protection Deo-Creme 45 ml	Dove Anti-Transpirant Maximum Protection Original Deo Creme 45ml
Dove Men+Care Clean Comfort Deo-Spray 150 ml	Dove Men+Care Anti-Transpirant Clean Comfort Deo-Spray 150 ml
Dove Men+Care Clean Comfort Roll-on 50 ml	Dove Men+Care Anti-Transpirant Clean Comfort Deo Roll-on 50 ml
Dove Men+Care Energy Dry Deo Roll-on 50 ml	Dove Men+Care Anti-Transpirant Energy Dry Deo Roll-on 50 ml
Dove Men+Care Energy Dry Deospray 150 ml	Dove Men+Care Anti-Transpirant Energy Dry Deo-Spray 150ml
Dove Original Deo Stick 40 ml	Dove Anti-Transpirant Original Deo Stick 40ml
Dove Original Deospray 150 ml	Dove Anti-Transpirant Original Deo-Spray 150ml
Dove Original Deospray compressed 75 ml	Dove Compressed Anti-Transpirant Original Deo-Spray 75ml
Dove soft feel Deo Roll-on 50 ml	Dove Anti-Transpirant Soft Feel Deo Roll-on 50ml
Dove soft feel Deospray compressed 75 ml	Dove Compressed Anti-Transpirant Soft Feel Deo-Spray 75ml
duschdas compressed Deo Spray Magnolia 75 ml	Duschdas Compressed Anti-Transpirant Magnolia Deo-Spray 75 ml
duschdas compressed Deo Spray Traumland 75 ml	Duschdas Compressed Anti-Transpirant Traumland Deo-Spray 75 ml
Duschdas Deo Spray Magnolia 150 ml	Duschdas Anti-Transpirant Magnolia Deo-Spray 150 ml
duschdas for Men Deo Spray Fresh 150 ml	Duschdas for Men Anti-Transpirant Fresh Deo-Spray 150ml
duschdas for Men Deo Spray Sport 150 ml	Duschdas for Men Anti-Transpirant Sport Deo-Spray 150ml
Rexona Maximum Protection Anti-Transpirant Creme Clean Scent 45 ml	Rexona Men Anti-Transpirant Maximum Protection Clean Scent Deo Creme 45ml
Rexona Maximum Protection Anti-Transpirant Creme Confidence 45 ml	Rexona Women Anti-Transpirant Maximum Protection Confidence Deo Creme 45ml
Rexona Maximum Protection Anti-Transpirant Creme Stress Control 45 ml	Rexona Women Anti-Transpirant Maximum Protection Stress Control Deo Creme 45ml
Rexona Men Cobalt Deo Pump Spray 75 ml	Rexona Men Anti-Transpirant Cobalt Deo Pump-Spray 75ml
Rexona Men Deo Roll-on cobalt 50 ml	Rexona Men Anti-Transpirant Cobalt Deo Roll-on 50ml
Rexona Men Deo-Creme Maximum Protection clean scent 45 ml	Rexona Men Anti-Transpirant Maximum Protection Clean Scent Deo Creme 45ml
Rexona Men Deospray cobalt Dry 150 ml	Rexona Men Anti-Transpirant Cobalt Deo-Spray 150ml
Rexona Men Deospray Invisible Black & White 150 ml	Rexona Men Anti-Transpirant Invisible Black+White Deo-Spray 150ml
Rexona Men Deospray Sport Defence Adrenaline 150 ml	Rexona Men Anti-Transpirant Sport Defence Deo-Spray 150ml
Rexona MOTIONsense™ Anti-Transpirant invisible black + white Diamond 150 ml	Rexona Men Anti-Transpirant Invisible Black+White Deo-Spray 150ml
Rexona Motionsense™ Deo Roll-on "cotton dry" 50 ml	Rexona Women Anti-Transpirant Cotton Dry Deo Roll-on 50ml
Rexona Motionsense™ Deo Roll-on "green fresh" 50 ml	Rexona Women Anti-Transpirant Green Fresh Deo Roll-on 50ml
Rexona Motionsense™ Deospray compressed "green fresh" 75 ml	Rexona Women Compressed Anti-Transpirant Green Fresh Deo-Spray 75ml
Rexona Motionsense™ Deospray invisible Aqua 150 ml	Rexona Women Anti-Transpirant Invisible Aqua Deo-Spray 150ml
Rexona Motionsense™ Deospray shower fresh "dry & fresh" 150 ml	Rexona Women Anti-Transpirant Shower Fresh Deo-Spray 150ml
Rexona pure fresh Deospray 150 ml	Rexona Women 0% Aluminiumsalze Pure Fresh Deo-Spray 150ml
Rexona Women Anti-Transpirant Dry-Stick Invisible aqua 40 ml	Rexona Women Anti-Transpirant Invisible Aqua Deo Stick 40ml
Rexona Women Deospray compressed cotton Ultra Dry 75 ml	Rexona Women Compressed Anti-Transpirant Cotton Ultra Dry Deo-Spray 75ml
Rexona Women Motionsense™ Deo Roll-on shower fresh "dry & fresh" 50 ml	Rexona Women Anti-Transpirant Shower Fresh Deo Roll-on 50ml
Rexona Women Motionsense™ Deo-Stick cotton dry "dry & fresh" 40 ml	Rexona Women Anti-Transpirant Cotton Dry Deo Stick 40ml

Appendix 38 – Ocado – product recommendation.

Example for product recommendations before the check-out from Ocado, UK.



Appendix 39 – Promotion examples and their assessment. Adapted from own research (see Fugure 22).

1. Price off promotions
2. Promotion with delivery costs for free
3. Promotion with a free product (e.g. “3 for 2”)
4. Price off for the next offline purchase
5. Promotion with a goodie
6. Price off for the next offline purchase

Appendix 40 – Interrelation of price and promotion for Rexona.

Amount of promotions for Unilever deodorant at Rossmann.de and examplary calculation for Rexona.

Deodorant	# of promotions 2015	# of promotions planned 2015	# of promotions 2014
Rexona Deospray	13	13	13
AXE Bodyspray	10	10	11
Dove Deospray	13	13	13
Impulse Deospray	9	9	9
duschdas Deospray	12	11	11

The table shows that the average price per year falls under the ELP, when Rossmann.de does 13 promotions on Rexona during the year. This indicates that dm, who aligns its pricing to the average price he sees in the market, will set its price around 1,49€ in the future.

Example Rexona Deospray Promotions		
# of weeks with promotion price	13	
# of weeks with ELP	39	
ELP	1,55	
promotion price	1,29	
average price per year	1,49	which is under 1,55 => ELP

ELP = every day low price

Appendix 41 – Interview guide for quantitative research - online questionnaire.

This survey is about e-commerce for Fast-moving consumer goods (FMCG).
Fast-moving consumer goods are products that you normally find in a supermarket or drugstore. Examples include non-durable goods such as food, drinks, toiletries, cleaning products and many other consumables.

Shopping Experience

1. **In your household, are you responsible for at least 50% of the decisions related to grocery and FMCG shopping?**
    - Yes
    - No (Stop interview)

2. **Have you ever bought FMCG products online?**
    - Yes
    - No

Note:
Question 3 to 7 were only shown to the respondents that have already bought FMCG products online.

3. **How often do you buy FMCG products online?**
    - Several times per month
    - Monthly
    - More than 5 times a year
    - Less than 5 times a year
    - I bought once, but do not buy anymore
        - Please state the reason for not repurchasing:

4. **From a scale from 1 to 5 how often do you buy one of the following product categories online?**

1. Never bought 2. Rarely bought 3. Occasionally bought 4. Often bought 5. Regularly bought
- Personal care products
- Cleaning products including laundry products
- Baby products
- Beverages
- Fresh food (e.g. meat, fish, Cheese, Butter, Yogurts, Vegetables, Fruits….)
- Non-perishables (e.g. snacks, pasta, fix products…)
- Pet products (e.g. pet food, toys…)

5. Have you ever shopped FMCG products from one of the following online shops?

9. Yes 2. No
- Rewe.de
- Rossmann.de
- dm.de
- Mytime.de
- Amazon.de (for food, cleaning or personal care products)

6. From a scale from 1 to 5 how satisfied where you with the following aspects during your last online shopping experience of FMCG products?
1. Not at all satisfied 2. Rather not satisfied 3. Moderately satisfied 4. Rather satisfied 5. Very satisfied 6. Cannot say

- Overall shopping experience
- Clarity of website structure
- Ease of navigation via menu taxonomy/structure
- Ease of product search via search-bar
- Ease of Product selection
- Product variety
- Payment process
- Delivery process
- Promotions

7. If the "overall experience" was not satisfying, how likely would you return to the same FMCG online store?
1. Extremely unlikely 2. Unlikely 3. Neutral 4. Rather likely 5. Extremely likely 6. Cannot say

8. Imagine the following aspects would have not been satisfying during your last purchase, how likely would you return to the same FMCG online store and re-purchase?
1. Extremely unlikely 2. Unlikely 3. Neutral 4. Rather likely 5. Extremely likely 6. Cannot say

- Clarity of website structure
- Ease of navigation via menu taxonomy/structure
- Ease of product search via search-bar
- Ease of Product selection
- Product variety
- Payment process
- Delivery process
- Promotions

Note:
Question 9 to 10 were only shown to the respondents that never bought FMCG products online.

9. How likely would you consider to buy the following products online?
1. Extremely unlikely 2. Rather unlikely 3. Neutral 4. Rather likely 5. Extremely likely 6. Cannot say

- Personal care products
- Cleaning products including laundry products
- Baby products
- Beverages
- Fresh food (e.g. meat, fish, Cheese, Butter, Yogurts, Vegetables, Fruits….)
- Non-perishables (e.g. snacks, pasta, fix products…)
- Pet products (e.g. pet food, toys…)

10. Do you know one of the following online shops for FMCG products?
1. Yes 2. No

- Rewe.de
- Rossmann.de
- dm.de
- Mytime.de
- Amazon.de (for food, cleaning or personal care products)

Note:
The following questions were shown to both groups.

11. How important would/are the following aspects for you (be) when shopping FMCG products online?
1. Not important at all for me 2. Little importance for me 3. Moderately important for me 4. Very important for me 5. Crucial for me 6. Cannot say

- Throughout positive shopping experience
- Clarity of website structure
- Ease of navigation via menu taxonomy/structure
- Ease of product search via search-bar
- Ease of Product selection
- Product variety
- Product availability
- Ease of order
- Reliable delivery
- Promotions
- Price
- Reviews and Ratings

12. How much do you agree with the following statements?
"I would consider to buy FMC products online, …"
1. I strongly disagree 2. I somewhat disagree 3. Neither agree nor disagree 4. I somewhat agree 5. I strongly agree 6. Cannot say

- …to re-stock the pantry or my bathroom / cleaning supplies"
- …to do my weekly shopping trip (major stock-up trip – big basket size)"
- …to buy products that I cannot buy offline"
- …to buy a few urgently needed items"
- …to take advantage of a special offer/promotion"
- …to browse and get inspired, to look what is new"
- …to have my purchases conveniently delivered at home"
- …to save time"
- …because I don't like to shop in "brick and mortar" stores"

<u>Assortment</u>

13. From your point of view, what would be the ideal assortment of an online drugstore?

- Exactly the same products as the comparable brick and mortar store
- Products that are offered offline plus additional products that are only available online
- Only products that I cannot buy in the comparable brick and mortar store
- Cannot say

14. From your point of view, how much would you like the following products to be listed at the online drugstore?
1. Very undesirable 2. Undesirable 3. Neutral 4. Desirable 5. Very desirable? 6. Cannot say

- Products from other countries
- Products that used to be offered offline but are delisted
- Limited editions
- Extra big sizes
- Gifting sets
- Innovations / new products that are not (yet) available in brick and mortar stores

Placement

15. Imagine you want to shop for deodorants, how would you do this?

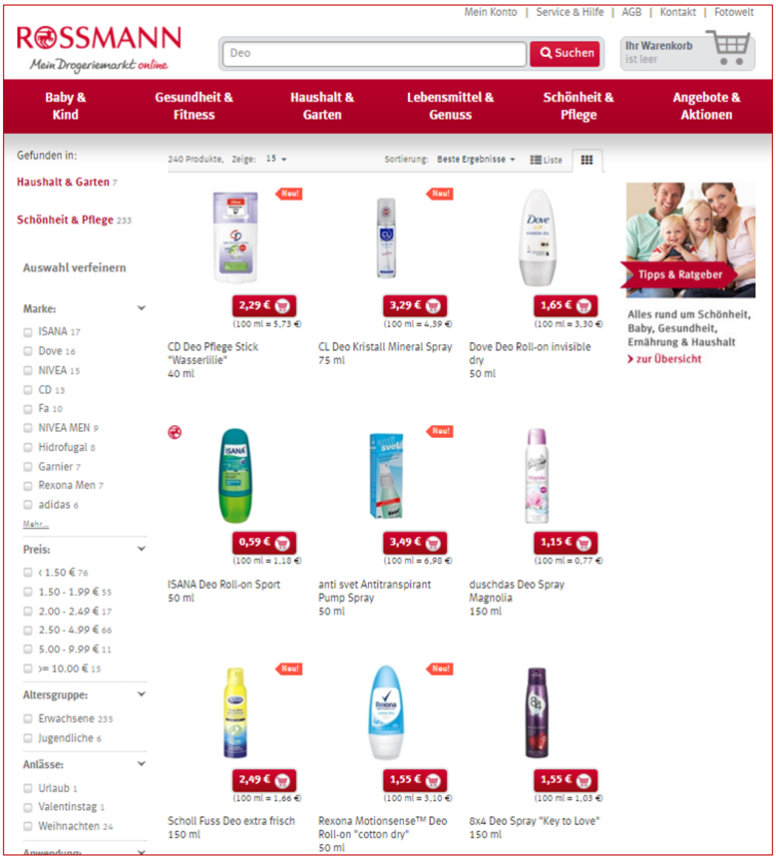
- I would click through the menu taxonomy/structure and filters until I find the right product
- I would use the search bar and type in “deodorant” / “deo” (etc.)
- I would directly search for a brand
- I would systematically search for a specific product, by typing several keywords in the search bar (e.g. category + brand + variant)
- Cannot say

16. If you search for deodorants or click on the deodorants category, what would you expect the results to feature first?

- New products
- Bestseller products
- Products from the distributor’s brand
- Products on promotion
- Ordered by alphabet
- Cannot say

17. When you are looking at a product page (see example) approximately how many pages would you click through to look at the products available (maxiumum number)?

- I would only look at the direct showing search results on the first page
- I would look at maximum the first two pages
- I would look at maximum the first 3-4 pages
- I would look at all pages to see what the store offers
- Cannot say



Decision Tree

18. Imagine you want to buy a deodorant in an online shop without using the search function. From your point of view what should be the order of the following filter steps? (Based on how you think you would proceed the shopping journey in order to find your fitting product)

(Drag & drop)

- Category
- Gender
- Applicator
- Brand
- Variant

Promotion

19. Considering the following types of promotion, how likely would the promotion influence you to purchase at the online drugstore?

1. Not at all influential 2. Slightly influential 3. Somewhat influential 4. Very influential 5. Extremely influential 6. Cannot say

- Price off promotion
- Promotion with a free product (e.g "3 for 2")
- Promotion where you get delivery costs for free
- Price off for the next online purchase
- Price off for the next offline purchase
- Promotion with a goodie (e.g. a free coffee cup etc.)

20. Imagine you are offered further products close to the check-out area. Which one of the following product recommendations do you find appealing?

- Products on promotion
- Products that you also usually bought at the online store
- Products to indulge or treat yourself
- Products that go well with your current basket items
- Products that have been bought by shoppers similar to you
- Choice of free samples
- I don't want to receive any product recommendations when I purchase online
- Cannot say

Price

21. What would you expect the price of your deodorant to be in the online store compared to the brick and mortar store?

- I expect it to be the same price as in the brick and mortar store
- I expect it to be lower as in the brick and mortar store
- I expect it to be higher than in the brick and mortar store and that is acceptable for me
- I expect it to be higher than in the brick and mortar store and that is the reason why I do not buy
- Cannot say

22. Considering the following possibilities to receive your online purchase, how desirable would each one be for you?

1. Very undesirable 2. Undesirable 3. Neutral 4. Desirable 5. Very desirable 6. Cannot say

- Delivery to door step
- Delivery to pick-up station close to my house
- Delivery to the closest brick and mortar store of the retailer
- Delivery to a dedicated store (kiosk, café etc.) of my choice

Demography

23. Gender
- Female
- male

24. Age
a. Under 18
b. 18-25
c. 26-35
d. 36-45
e. 46-55
f. 56-65
g. Over 65

25. Occupation
a. Student/apprentice
b. Self-employed
c. Employee
d. Non-working
e. Retired
f. Other:

26. Monthly Household Income in Euro (gross):
a. less than 2000
b. 2000 – 2500
c. 2500 – 3500
d. 3500 – 4500
e. more than 4500

Appendix 42 - Test for Significance

The statistical significance is indicated by the p-value, which states the probability of the result being observed (that the null hypothesis is true). On the basis of a 95% confidence interval, the p-value needs to be smaller than 0.05 for the results to be considered significant. A low p-value suggests that the sample provides enough evidence to reject the null hypothesis for the entire population. (Source: Malhotra, Naresh K. and David F. Birks. 1999. *Marketing Research: An Applied Orientation.* Prentice Hall, Inc. London, UK.)

The following tests for significance for the main questions were executed via

- Chi-squared tests for single Likert-scale questions and
    - Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. The relative standard that serves as the basis to reject or accept the hypothesis is the p-vale ($p<0.05$) (see line *„Asymp. Sig."*)
- One-sample t-test for multiple Likert-scale questions
    - The one-sample t-test is a statistical test to examine the mean difference between a sample and a hypothesized value of the population mean. The line *„Test Value"* provides the value of the hypothesized population mean the sample data is compared to. Given that the p-value (column *„Sig. (2-tailed)"* is lower than 0.05 it can be concluded that the population means are statistically significantly different.
- If p-value is > 0.05 in the results presented, it is concluded that the sample does not provide enough evidence to reject the null-hypothesis and thus significance cannot be indicated.

Question 3: *How often do you buy FMCG products online?*

Chi-Square Test
Frequencies

Häufigkeit

	Observed N	Expected N	Residual
Several times per month	5	19,6	-14,6
Monthly	10	19,6	-9,6
More than 5 times a year	29	19,6	9,4
Less than 5 times a year	48	19,6	28,4
I bought once, but do not buy	6	19,6	-13,6
Total	98		

Test Statistics

	Häufigkeit
Chi-Square	70.673[a]
df	4
Asymp. Sig.	,000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 19.6.

Question 4: *From a scale from 1 to 5 how often do you buy one of the following product categories online?*

T-Test

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Personal care products	95	2,44	,931	,095
Cleaning products including laundry products	96	1,55	,869	,089
Baby products	96	1,28	,706	,072
Beverages	96	1,82	1,170	,119
Fresh food (e.g. meat, fish, Cheese, fruits….)	96	1,38	,886	,090
Non-perishables (e.g. snacks, pasta, fix products…)	97	2,03	1,131	,115
Pet products (e.g. pet food, toys…)	96	1,76	1,288	,131

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Personal care products	-5,842	94	,000	-,558	-,75	-,37
Cleaning products including laundry products	-16,325	95	,000	-1,448	-1,62	-1,27
Baby products	-23,839	95	,000	-1,719	-1,86	-1,58
Beverages	-9,859	95	,000	-1,177	-1,41	-,94
Fresh food (e.g. meat, fish, Cheese, fruits….)	-17,979	95	,000	-1,625	-1,80	-1,45
Non-perishables (e.g. snacks, pasta, fix products…)	-8,435	96	,000	-,969	-1,20	-,74
Pet products (e.g. pet food, toys…)	-9,433	95	,000	-1,240	-1,50	-,98

Question 6: *From a scale from 1 to 5 how satisfied were you with the following aspects during your last online shopping experience of FMCG products?*

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	Difference Lower	Difference Upper
Overall shopping experience	-1,154	92	,251	-,097	-,26	,07
Clarity of website structure	,617	91	,539	,065	-,14	,28
Ease of navigation via menu taxonomy	-3,554	91	,001	-,315	-,49	-,14
Ease of product search via search-bar	-1,898	92	,061	-,204	-,42	,01
Ease of product selection	8,379	91	,000	,793	,61	,98
Product variety	10,062	94	,000	1,021	,82	1,22
Payment process	19,153	94	,000	1,421	1,27	1,57
Delivery process	12,412	94	,000	1,242	1,04	1,44
Promotions	5,196	74	,000	,600	,37	,83

Question 7: *If the overall experience was not satisfying, how likely would you return to the same FMCG online store?*

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Overall shopping experience	93	2,05	1,280	,133

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	Difference Lower	Difference Upper
Overall shopping experience	-7,129	92	,000	-,946	-1,21	-,68

Question 8: *Imagine the following aspects would have not been satisfying during your last purchase, how likely would you return to the same FMCG online store and re-purchase?*

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	Difference Lower	Difference Upper
Clarity of website structure	-4,164	94	,000	-,453	-,67	-,24
Ease of navigation via menu taxonomy	-3,635	91	,000	-,380	-,59	-,17
Ease of product search via search-bar	-6,335	95	,000	-,583	-,77	-,40
Ease of product selection	-5,437	94	,000	-,526	-,72	-,33
Product variety	-3,320	94	,001	-,379	-,61	-,15
Payment process	-8,378	95	,000	-,948	-1,17	-,72
Delivery process	-9,475	93	,000	-1,043	-1,26	-,82
Promotions	1,954	89	,054	,222	,00	,45

Question 9: *How likely would you be willing to purchase one of the following FMCG products online?*

One-Sample Test

	Test Value = 3					
					Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Personal care products	4,012	104	,000	,448	,23	,67
Cleaning products including laundry products	2,348	105	,021	,274	,04	,50
Baby products	-2,631	80	,010	-,333	-,59	-,08
Beverages	,150	102	,881	,019	-,24	,28
Fresh food (e.g. meat, fish, Cheese, fruits….)	-15,017	104	,000	-1,219	-1,38	-1,06
Non-perishables (e.g. snacks, pasta, fix products…)	,564	104	,574	,067	-,17	,30
Pet products (e.g. pet food, toys…)	3,936	79	,000	,538	,27	,81

Question 11: *How important are the following aspects for you when shopping FMCG products online?*

One-Sample Test

	Test Value = 3					
					Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Throughout positive shopping experience	8,210	194	,000	,528	,40	,66
Clarity of website structure	21,190	202	,000	1,094	,99	1,20
Ease of navigation via menu taxonomy	17,499	201	,000	,990	,88	1,10
Ease of product search via search-bar	22,753	202	,000	1,123	1,03	1,22
Ease of product selection	19,279	200	,000	,985	,88	1,09
Product variety	12,323	198	,000	,769	,65	,89
Product availability	28,364	199	,000	1,390	1,29	1,49
Ease of order	29,110	201	,000	1,406	1,31	1,50
Reliable delivery	37,106	199	,000	1,600	1,51	1,69
Promotions	,531	199	,596	,040	-,11	,19
Price	16,006	202	,000	,961	,84	1,08
Ratings and reviews	5,205	202	,000	,379	,24	,52

Question 12: *How much do you agree with the following statements?*

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	Difference Lower	Difference Upper
…to re-stock the pantry or my bathroom / cleaning supplies"	4,232	199	,000	,340	,18	,50
...to do my weekly shopping trip (major stock-up trip – big basket size)"	-5,766	196	,000	-,508	-,68	-,33
…to buy products that I cannot buy offline"	22,061	194	,000	1,379	1,26	1,50
…to buy a few urgently needed items"	,363	191	,717	,031	-,14	,20
…to take advantage of a special offer/promotion"	12,025	198	,000	,889	,74	1,04
…to browse and get inspired, to look what is new"	1,934	200	,054	,164	,00	,33
…to have my purchases conveniently delivered at home"	10,059	199	,000	,795	,64	,95
…to save time"	9,140	197	,000	,773	,61	,94
…because I don't like to shop in "brick and mortar" stores"	-17,147	195	,000	-1,168	-1,30	-1,03

Question 13: *From your point of view, what would be the ideal assortment of an online drugstore?*

NPar Tests

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Assortment size	200	1,63	,766	-1	3

Chi-Square Test

Frequencies

Assortment Size

	Observed N	Expected N	Residual
Cannot say	11	50,0	-39,0
Exactly the same products as the comparable brick and mortar store	44	50,0	-6,0
Products that are offered offline plus additional products that are only available online	143	50,0	93,0
Only products that I cannot buy in the comparable brick and mortar store	2	50,0	-48,0
Total	200		

Test Statistics

	Assortment size
Chi-Square	250.200[a]
df	3
Asymp. Sig.	,000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.0.

Question 14: *From your point of view, how much would you like the following products to be listed at the online drugstore?*

One-Sample Test

	Test Value = 3					
					95% Confidence Interval of the Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Products from other countries	10,980	198	,000	,779	,64	,92
Products that used to be offered offline but are delisted	15,619	199	,000	1,035	,90	1,17
Limited editions	8,456	196	,000	,629	,48	,78
Extra big sizes	5,489	197	,000	,414	,27	,56
Gifting sets	2,586	199	,010	,200	,05	,35
Innovations / new products that are not (yet) available in brick and mortar stores	12,207	197	,000	,874	,73	1,01

Question 15: *Imagine you want to shop for deodorants, how would you do this?*

Chi-Square Test

Frequencies

Procedure Deodorant Purchase

	Observed N	Expected N	Residual
Cannot say	5	40,4	-35,4
I would click through the menu taxonomy and filters until I find the right product	34	40,4	-6,4
I would use the search bar and type in "deodorant" / "deo" (etc.)	97	40,4	56,6
I would directly search for a brand	22	40,4	-18,4
I would systematically search for a specific product, by typing several keywords in the search bar (e.g. category + brand + variant)	44	40,4	3,6
Total	202		

Test Statistics

	Procedure deodorant purchase
Chi-Square	120.030[a]
df	4
Asymp. Sig.	,000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.4.

Question 16: *If you search for deodorant or click on the deodorants category, what would you expect the results to feature first?*

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
product placement	202	2,52	1,243	-1	5

Chi-Square Test

Frequencies

product placement

	Observed N	Expected N	Residual
Cannot say	6	33,7	-27,7
New products	10	33,7	-23,7
Bestseller products	121	33,7	87,3
Products from the distributor's brand	11	33,7	-22,7
Products on promotion	39	33,7	5,3
Ordered by alphabet	15	33,7	-18,7
Total	202		

Test Statistics

	product placement
Chi-Square	292.376[a]
df	5
Asymp. Sig.	,000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 33.7.

Question 17: *When you are looking at a product page (see example) approximately how many pages would you click through to look at the products available (maximum number)?*

Chi-Square Test

Frequencies

number of pages clicked

	Observed N	Expected N	Residual
Cannot say	6	40,4	-34,4
I would only look at the direct showing search results on the first page	16	40,4	-24,4
I would look at maximum the first two pages	95	40,4	54,6
I would look at maximum the first 3-4 pages	67	40,4	26,6
I would look at all pages to see what the store offers	18	40,4	-22,4
Total	202		

Test Statistics

	number of pages clicked
Chi-Square	147.752[a]
df	4
Asymp. Sig.	,000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.4.

Question 19: *Considering the following types of promotion, how likely would the promotion influence you to purchase at the online drugstore?*

One-Sample Test

	Test Value = 3					
					Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Price off promotion	15,219	198	,000	,930	,81	1,05
Promotion with a free product (e.g “3 for 2”)	8,386	198	,000	,583	,45	,72
Promotion where you get delivery costs for free	15,113	200	,000	1,025	,89	1,16
Price off for the next online purchase	-4,522	195	,000	-,362	-,52	-,20
Price off for the next offline purchase	-2,311	198	,022	-,196	-,36	-,03
Promotion with a goodie (e.g. a free coffee cup etc.)	-3,715	197	,000	-,333	-,51	-,16

Question 21: *What would you expect the price of your deodorant to be in the online store compared to the brick and mortar store?*

NPar Tests

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
price expectations	202	1,42	,710	-1	4

Chi-Square Test

Frequencies

Price expectations

	Observed N	Expected N	Residual
Cannot say	4	40,4	-36,4
I expect it to be the same price as in the brick and mortar store	116	40,4	75,6
I expect it to be lower as in the brick and mortar store	74	40,4	33,6
I expect it to be higher than in the brick and mortar store and that is acceptable for me	5	40,4	-35,4
I expect it to be higher than in the brick and mortar store and that is the reason why I do not buy	3	40,4	-37,4
Total	202		

Test Statistics

	price expectations
Chi-Square	267.851[a]
df	4
Asymp. Sig.	,000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 40.4.

Question 22: *Considering the following possibilities to receive your online purchase, how desirable would each one be for you?*

One-Sample Test

	Test Value = 3					
					Difference	
	t	df	Sig. (2-tailed)	Mean Difference	Lower	Upper
Delivery to door step	35,810	201	,000	1,649	1,56	1,74
Delivery to pick-up station close to my house	-1,115	197	,266	-,106	-,29	,08
Delivery to the closest brick and mortar store of the retailer	-5,580	197	,000	-,505	-,68	-,33
Delivery to a dedicated store (kiosk, café etc.) of my choice	-1,472	198	,143	-,141	-,33	,05