Digital Transformation Consultancy Project

Mercato Metropolitano

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Executive Summary

Mercato Metropolitano (MM) is more than just food. They are a sustainable community market with a focus on revitalising communities and creating a sustainable ecosystem. This report aims to strategically analyse MM's market position, identify customer profiles and develop innovative recommendations to help MM reinforce its intended marketing positioning through digital marketing.

Through comprehensive strategic analysis, this report found that while MM has a strong sustainability and community engagement ethos compared to its closest competitors, they are not communicating those actions proficiently. As a result, their brand identity is weak. In order to remain competitive in a changing external environment, MM needs to utilise digital marketing capabilities and integrate multiple digital touchpoints into their customer journey.

Undertaking quantitative and qualitative primary research brought about numerous insights. However, the key findings were that existing customers are generally unaware of MM's sustainability and community engagement activities. Additionally, they do not perceive MM's brand in the intended way as it is currently positioned. Further, the majority of respondents are somewhat sustainably conscious when companies make it easy for them. The biggest limitations to sustainable behaviour was convenience and the misconception of expense.

Through interviews and secondary research we found that there is an attitude-behaviour gap concerning sustainability. Overall, consumers desire to live sustainable lifestyles but find it difficult to do in practice because of perceived high prices and lack of communication. Convenience is at the heart of consumer's motivations, therefore, having easy access to sustainable options and practices is key for motivating consumers to change their lifestyle. Concerning community engagement, most consumers were unaware of MM's initiatives, but welcomed the idea of them. We then used our findings to develop existing and potential consumer profiles.

Our recommended campaign consists of a six-part series exploring different elements of MM from the sustainable sourcing to the community initiatives and events. This campaign will consist of an integration of both digital and physical aspects as it will be posted on Instagram as well as casted onto projectors on MM premises. Additionally, a crisis management scheme will be included to prevent dissatisfied customers and to provide more clarity on MM regulations and policies. This strategic plan could be the solution to create more visibility for MM's sustainability message.

Definitions of Key Terms

Sustainability: Sustainability demands ways of living, working and being that enable all people of the world to lead healthy, fulfilling, and economically secure lives without destroying the environment and without endangering the future welfare of people and the planet. (Johnston et al., 2007)

Community Engagement: Community engagement seeks to better engage the community to achieve long-term and sustainable outcomes, processes, relationships, discourse, decision-making, or implementation. (Penn State, 2021)

Attitude: An attitude is either a positive or a negative evaluation of an object or person. It has a direct influence on the type of behaviour used towards that object or person. (Hogg, 2007)

Behaviour: Behaviour is the most obvious aspect of the personality, the most readily observable and at the same time, most likely to be subject to interpretation. (Propescu, 2013)

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DIGITAL MARKETING STRATEGY

Mercato Metropolitano (MM) has created a unique value proposition comprising of three primary service areas. A food hall, a premium food grocery store, and an events/activities/initiatives venue. The core of MM's value proposition is its sustainability focus throughout its operations and the attention on community engagement.

Part A

Figures 1a and 1b outline key macro and micro trends which influence MM in relation to sustainability and community engagement. Indicated by the blue dots, the trends MM should pay attention and resources to are: food transparency, convenience and emergence of new social media. As suggested by the PESTEL analysis (Appendix 1), Covid-19 has changed consumer buying habits towards greener products (Orîndaru et al., 2021), this supports the idea that consumers are expecting greater transparency from food establishments. Further, Appendix 2 and 3 draw upon these trends assessing them for impact and certainty. This projection informs us that the social, technological and environmental trends should be embedded in MM's marketing strategy. For example, MM should incorporate digital technologies and ways to be "transparent" about their operations into its strategy to remain competitive in the market.

Furthermore, a recurring concept from our primary and secondary research was convenience. When talking about sustainability, even the more sustainable consumers had a limit, their convenience. Our primary research informed us how when sustainability becomes inconvenient, it loses priority no matter how in line with one's beliefs living sustainably was. Unless MM is conveniently located near the consumer, they will not prioritise loyalty to MM, instead they will visit other local markets. MM could invest in pop-up stalls conveniently located across the city. A pop-up fruit and vegetable stall to supply commuters on their way home from work or a pop-up street food stall open at lunch time. This would also increase MM's brand awareness and visibility of the MMovement.
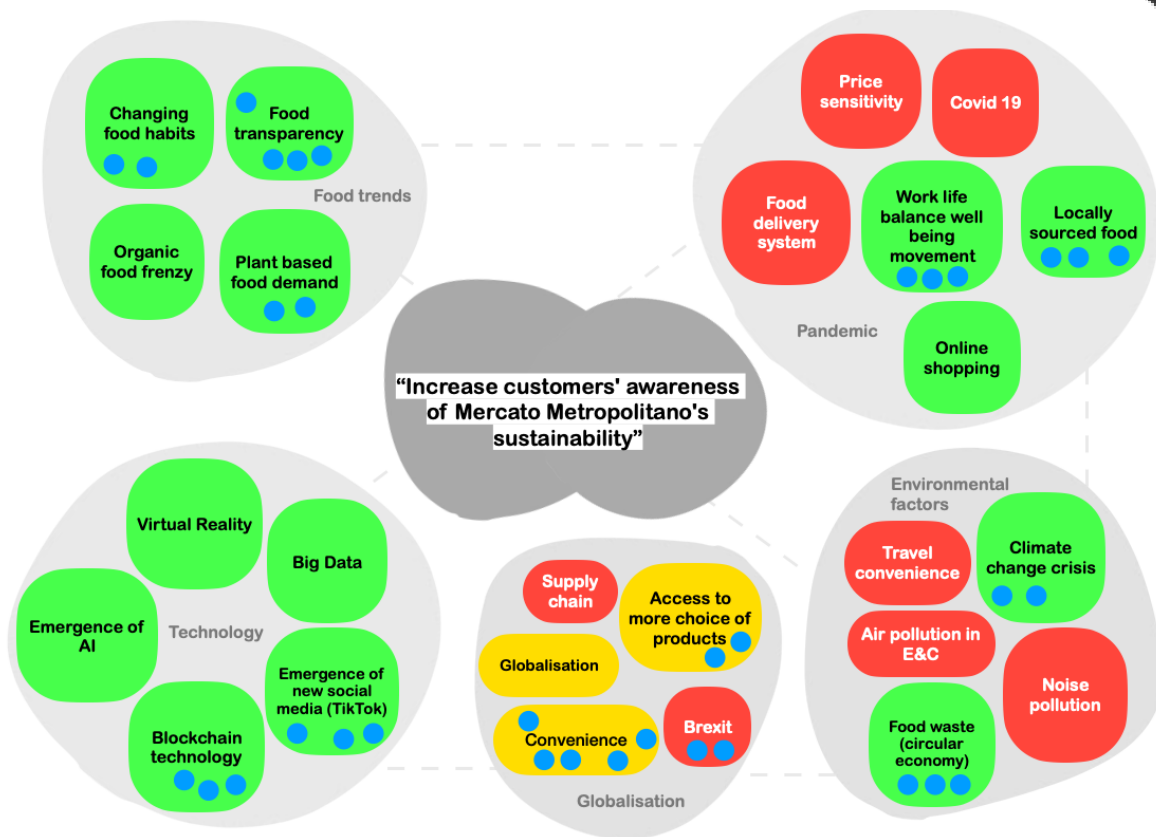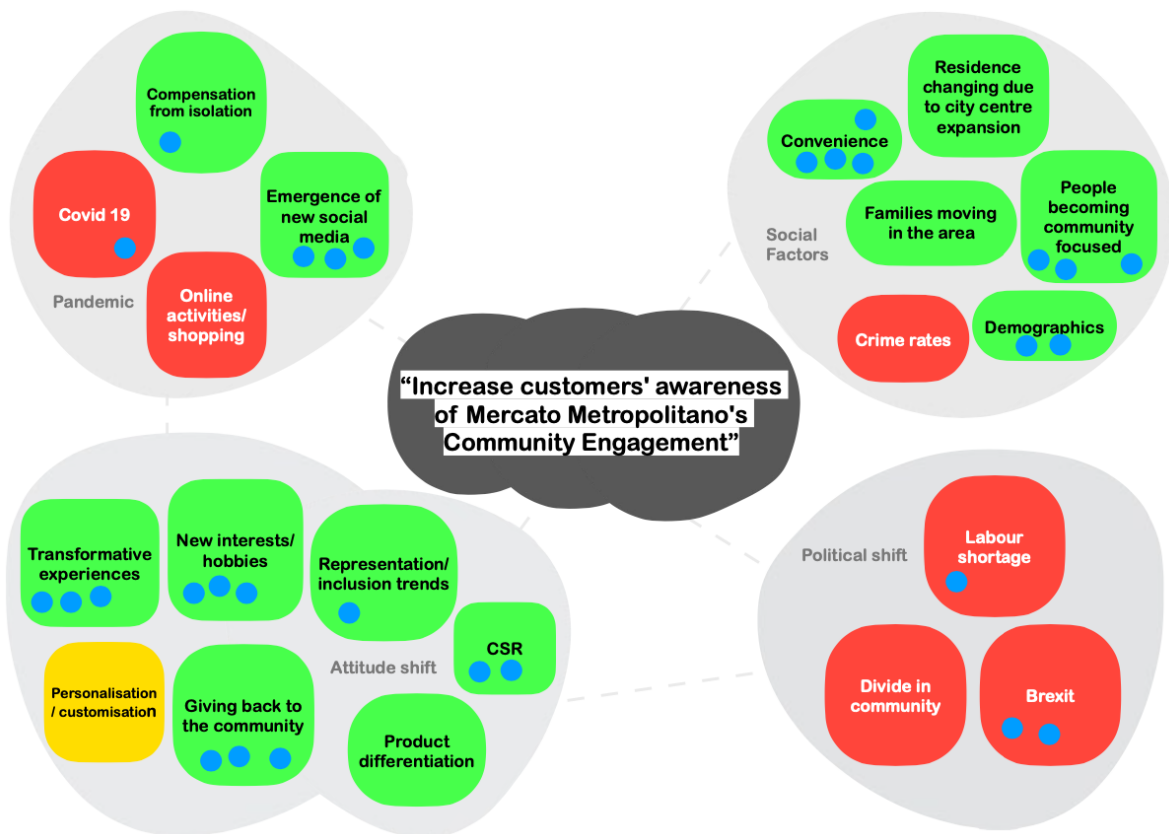
Figure 1a, Sustainability Trend Map

Figure 1b, Community Engagement Trend Map

Figure 2 showcases a competitor benchmarking (see Appendix 4 for a more detailed version), where we compare MM to its competitors in three service categories (a food hall, premium food grocery store, events/activities/initiatives venue), and the various gain creators and pain relievers MM provides. MM stands out in many categories from competitors. Overall, MM is matching the quality of its competitors' food and products while doing it at a lower price point, including combining most of the gain creators and pain relievers of all their competitors. MM's service offering combines all three of the service categories, whilst also offering additional unique services such as the cinema and wine tasting.

The words highlighted in green and blue show how much more MM is doing in terms of sustainability and community engagement. However, when comparing MM's market positioning and brand communication, all of MM's competitors are more successful in communicating their brand's identity to consumers. From this, MM should learn that there are some fundamental gaps in the way they present their brand to the world.

	MM (METROPOLITANO)	BOROUGH MARKET (ESTABLISHED 1756)	EATALY alti cibi	WHOLE FOODS MARKET
Segmenting & Targeting	Everyone looking to participate in the community and sustainability enthusiasts	Local long-term market customers of all age groups as well as tourists	Everyone interested in the Italian culture and cuisine	Individuals with an income above national average and who are health and environmentally conscious
Value Proposition	Quality international food, variety of community events and initiatives, premium food retail and sustainable message	Quality locally-sourced food of various cuisines and fresh market produce	Italian food, Italian cooking classes, Italian dining and food experiences	Wide premium sustainably-sourced grocery selection, quality hot food stalls, drug stall
Gain Creator	Quality sustainable international food, London community, various offerings	Quality international food halls, local organic produce, historical landmark	Italian food, products and cooking classes, bringing together Italian enthusiasts	Premium organic products and produce and member of healthy community
Pain Reliever	- Loneliness - Access to a choice of sustainable food and drinks - Access to premium products	- Access to a range of local organic produce	- Access to authentic Italian cuisine - Loneliness	- Access to premium organic produce
Market Positioning	Functional: premium food retail, sustainable food hall, events/activities Symbolic: Quality food, local community experiences	Functional: Quality food, organic produce Symbolic: historical landmark - English heritage	Functional: Premium Italian food, drink, products, experiences Symbolic: Italian culture	Functional: Premium and healthy food, products and shopping experience Symbolic: Healthy lifestyle and sustainable community
Brand Communication	- Premises communicate a casual urban visual feel - Name suggests an Italian Food Market & an international community "Metropolitano" - Social media suggest modern, international, warm community & quality food	- Green colour suggests sustainability via local organic produce - Premises communicate a wholesome, local vendor organic produce feel - Social media suggest warm family feel, London community of vendors	- Name suggests a strictly Italian food brand community - Premises communicate a warm yet modern premium Italian feel - Social media suggest highest quality Italian food experience	- Name, green colour & leaf illustration on logo directly communicates sustainability - Clean supermarket full of unique products & quality produce suggest luxury & organic feel - Social media suggest fun, organic, healthy supermarket
Pricing	- Mid-level pricing (food hall) - High-level pricing (grocery store)	Mid-level pricing (food hall) High-level pricing (grocery store)	High level pricing	High level pricing

Competitor Benchmarking Key
Sustainability Focus
Community Engagement Focus

Figure 2, Competitor Benchmarking

Through use of the strategy canvas (Figure 3a), MM has created a blue ocean strategy. By focusing on competitive factors that consumers really care about such as entertainment, variety of events and community engagement, MM have created new product offerings. Therefore, it is difficult to determine MM's direct competitors as it operates in an uncontested blue ocean market.
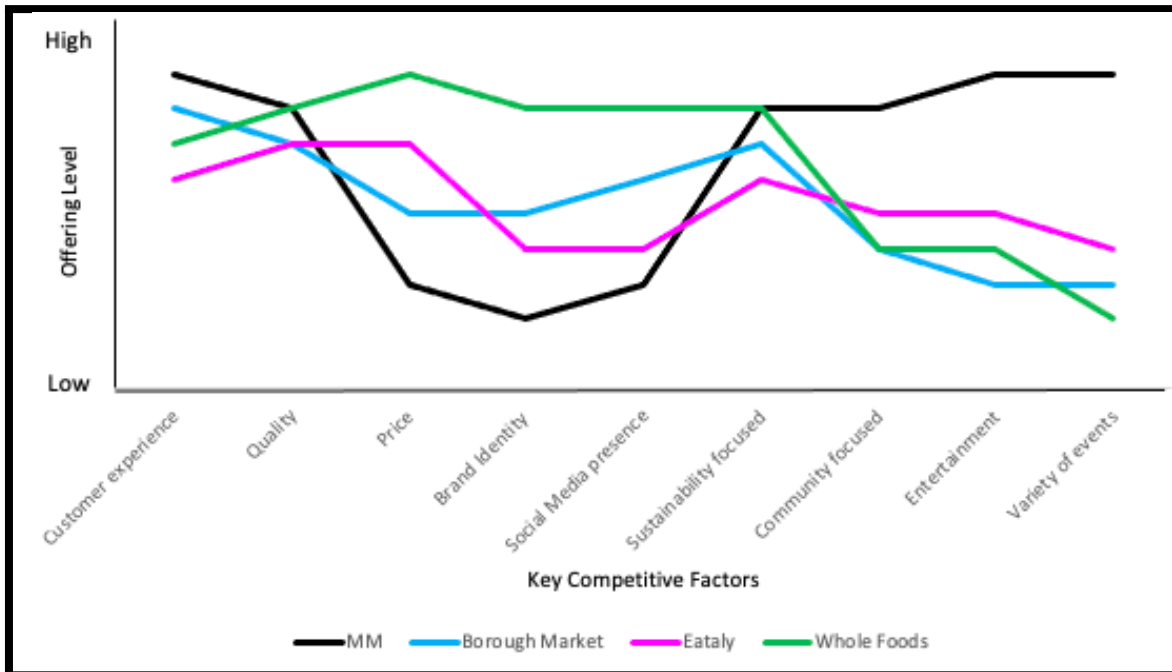
Figure 3a, Existing Strategy Canvas

By creating an aspirational strategy canvas (Figure 3b), we can see how MM can improve their positioning by working on their brand identity and social media presence.
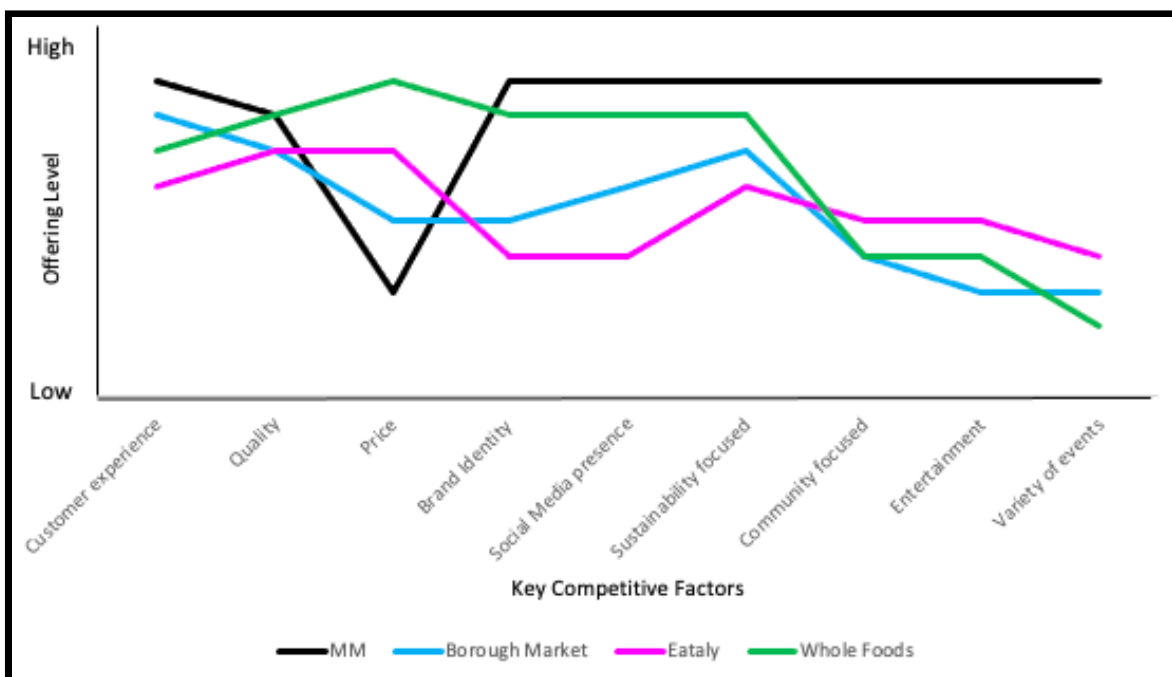
Figure 3b, Aspirational Strategy Canvas

Furthermore, MM's key strengths and weaknesses are outlined in the TOWS/ SWOT (Appendix 5) including those mentioned above. Using this framework, we can draw upon MM's weakness of poor brand identity and with the rising opportunity of growing demand for sustainable goods, we recommend how they should grow their social media team, increase their posts, stories and reels and create content showcasing the brand values, beliefs and image. See Appendix 5 for more recommendations drawn from the SWOT.

Part B

It is crucial for MM to understand their customer journey as customer experience is a leading management objective; this focus has arisen as customers now interact with firms through a myriad of touchpoints in multiple media and channels (Lemon and Verhoef, 2016). Figure 4 illustrates MM's RACE and draws upon improvements for MM across each stage of the purchasing journey. See extended RACE in Appendix 6.
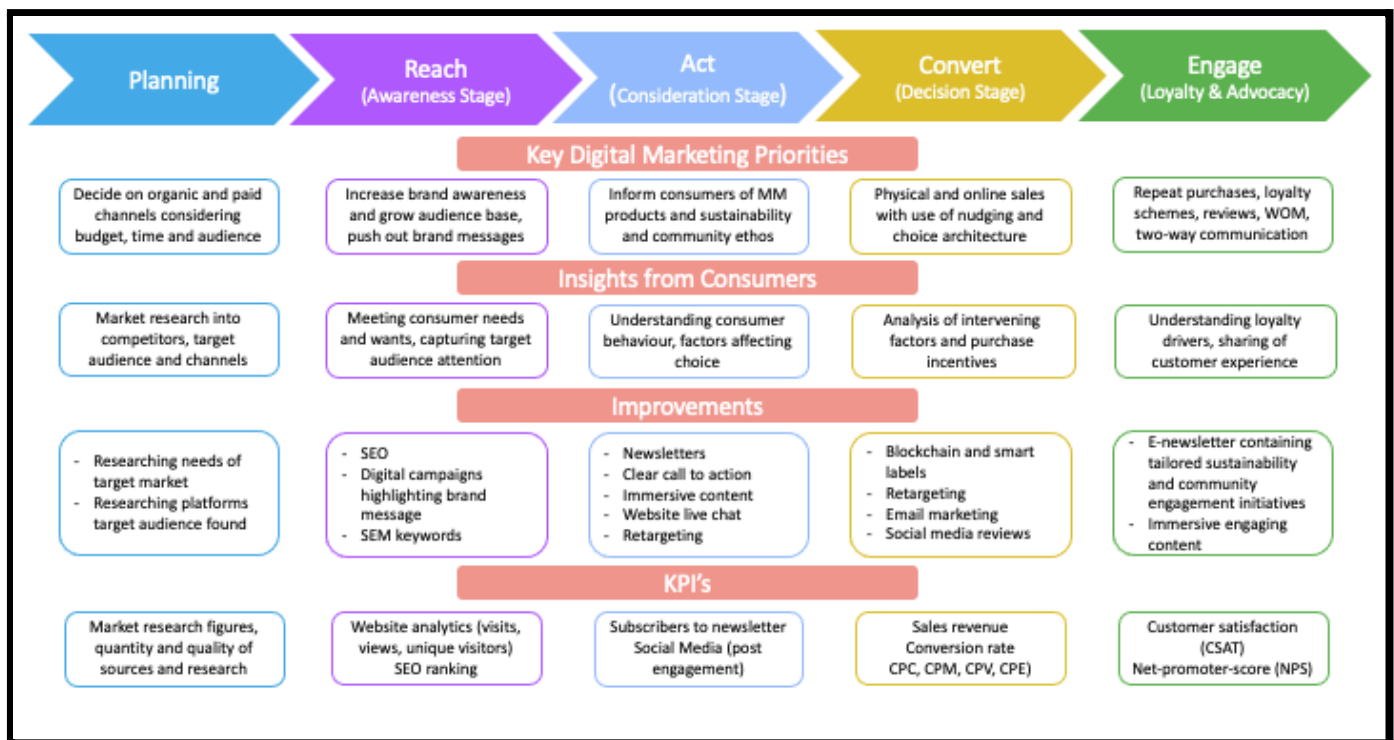
Figure 4, RACE

In the "Reach" phase, MM can improve their website's Search Engine Optimisation (SEO) (Appendix 7) through various quick fixes such as adding H1 tags to 43 pages. Search engines would then better understand the content on those pages. Additionally, there is low word count on 55 pages meaning search engines have difficulty understanding what the page is about. If Google understands page content better, it will rank MM's content higher for their target search terms. For example, MM does not show on the search results page for the keywords "sustainable market London". Improving SEO will also help increase the visibility of the FarMM initiative because search engines will rank the page higher as consumers search for related words.

In the "Engage" phase, the digital marketing priorities shift to a focus on loyalty. Therefore, we suggest a personalised e-newsletter, which upon sign up, is sent out monthly. It should contain tailored suggestions of the following month's community events and sustainability initiatives, as well as the monthly FarMM milestones. MM can monitor and measure sign ups, and look at KPIs, such as

customer satisfaction (CSAT,) which can act as a vital source of information to understand consumers' perceptions and improve MM (Chatterjee, 2019).

Figure 5a serves as a snapshot of the existing customer's journey. In comparison, the aspirational customer journey (Figure 5b) includes a seamless balance of digital and physical touchpoints, integrating MM's sustainability and community engagement ethos and operations. Creating more digital touchpoints allows for consumers to have a deeper understanding of MM and therefore creating a stronger physical experience and final loyalty stage as they feel part of the MMovement.
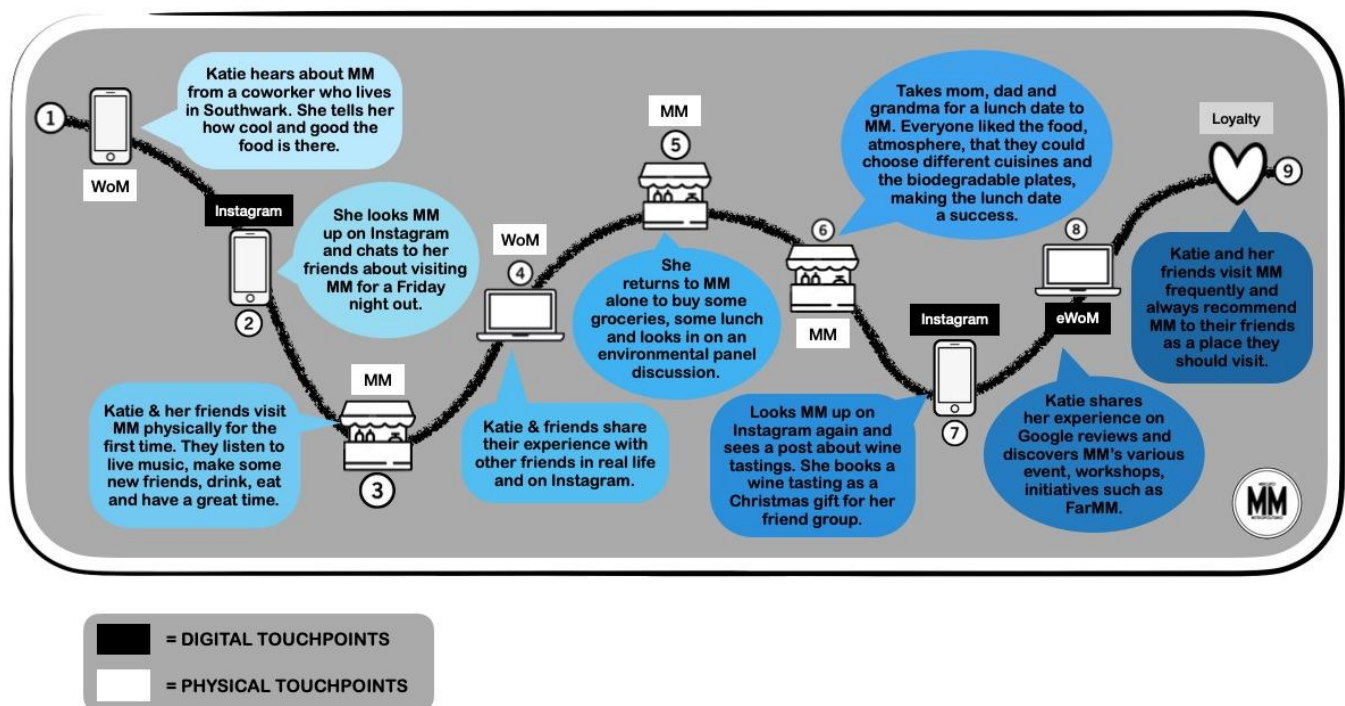
Figure 5a, Existing Customer Journey

We composed a range of touchpoints connecting the customer journey. One of the most important touchpoints is the incorporation of QR codes on all food stalls, that create a Smart Label inspired experience. While waiting for food, the customer is nudged to scan the QR code to find out where their meal has come from. This will allow MM to showcase their transparency and sustainable sourcing which is an increasingly important consumer trend according to our research.
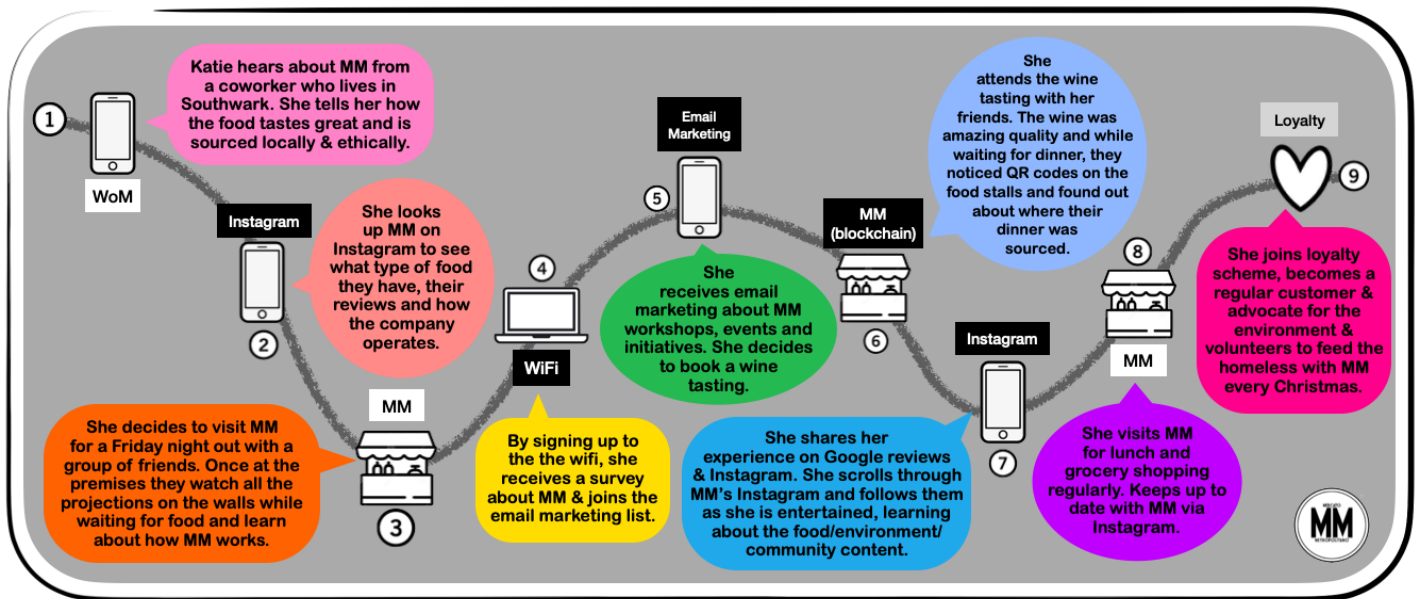
Figure 5b, Aspirational Customer Journey

To conclude, MM has strong market positioning. However, their weak brand communication means the average consumer is unaware of MM's powerful ethos. Through the recommendations outlined in this section, MM will be able to showcase their sustainable and community engaged core, strengthening their brand identity.

RESEARCH IN MARKETING

Research Aim and Questions

The research aims and questions to be explored in this report are summarised in the table below.

Table 1, Research Aims and Questions

Research Approach	Research Aim	Research Questions
Qualitative	To investigate current customers' perceptions of MM in relation to sustainability and community engagement.	1. How do existing customers of MM perceive the sustainability of the company? 2. How do existing customers of MM perceive the community engagement of the company? 3. How could MM bridge the gap between their intended positioning and customer perceptions of MM in relation to sustainability and community engagement?
Quantitative	To investigate what existing customers know about MM and its offerings and brand association network.	1. What do existing customers know about MM's product offerings? 2. How do existing customers perceive MM's brand association?

Research Approach

We adopted a mixed methods approach with emphasis on qualitative research due to our study's aim. Qualitative research allows for an in-depth understanding of social phenomena (Ritchie and Lewis, 2003) and follows interpretivism which stresses the importance of studying people's experience within a social context (Dilthey, 1860). Therefore, to explore customer's perceptions of MM, in relation to sustainability, community engagement, their product offerings, and brand associations, a mixed methods approach was implemented with a focus on qualitative research. We adopted a descriptive research approach for quantitative to describe phenomena regarding customers and trends. An exploratory approach was used for qualitative research to investigate why the phenomena occurred.

Sampling Method

A non-probability convenience sample has been used to obtain the most suitable participants to take part in this study. Although subject to bias (Sarstedt et al.,

2017), due to time and resource constraints, convenience sampling was the most appropriate sampling method.

Data Collection Method

For the qualitative research, semi-structured interviews were carried out on a one-to-one basis over Microsoft Teams. Semi-structured interviews are a flexible way to capture contextual meaningful information (Alsaawi, 2014). Appendix 8 shows the interview protocol with a list of starting point questions. 11 interviews were carried out and on average they lasted between 20-45 minutes.

For the quantitative research an online survey was constructed using Qualtrics. Appendix 9 displays our survey questions which consists of nine closed-ended question blocks. Questions were mainly constructed through the Marketing Scales Handbook and extant literature (Table 2). 88 responses were received.

Table 2, Measure and Measurements

Variable/ Construct	Description	Instruction and Measure	Measurement	Source(s)
Frequency/ familiality	How often the participant visits MM	*How often do you visit MM?* *Never been* *Weekly basis* *Monthly basis* *Seasonally* *Once a year*	Multiple Choice	Authors of this report
Knowledge (subjective)	The degree of familiarity with something such as an object or topic	*Please indicate the degree of familiarity of the following product offerings of Mercato Metropolitano.* *Not familiar/ Familiar* *Don't know/ Know a lot* *Unaware/ Aware*	Three, seven-point bi-polar adjectives	Yoo (2014)
Brand Association	How the participants perceive the brand MM against brand association items.	*Please indicate the degree in which you agree or disagree with the following statements:* *MM is sustainable* *MM has a wide product offering* *MM is a community focused brand* *MM offers high quality products* *MM is a sustainable community movement* *There is no place similar to MM*	Factor Analysis Five-point likert scale (strongly disagree to strongly agree)	Authors of this report

Environment alism (Purchasing Behavior)	Does the participant deliberately choose brands that are viewed as good for the environment?	*Please indicate the degree to which you agree/disagree with the following statements.* *I make a special effort to buy sustainable products.* *I make a special effort to buy products in biodegradable packages.* *I would switch from my usual brands and buy environmentally safe cleaning products, even if I had to give up some cleaning effectiveness.* *I have switched products for ecological reasons.* *When I have a choice between two equal products, I purchase the one less harmful to the environment.*	Four, Seven-point Likert Scale Items	Mathhes and Wonneberger (2014)
Compatibility of a Product with Personal Values	Is using sustainable products consistent with the participants values.	*Please indicate the degree to which you agree or disagree with the following statements.* *Using _____ would be in line with my own personal values. (sustainable products)* *Using _____ fits the way I view the world. (sustainable products)* *Using _____ would be consistent with the way I think I should live my life. (sustainable products)*	Three, Five-point Likert-type items	Claudy, Garcia, and O'Driscoll (2015)

Data Analysis

The interviews were analysed using thematic analysis which is a systematic method for analysing qualitative data sets (Braun and Clarke, 2012). Appendix 10 shows an example of a coded transcript. To analyse the quantitative survey, SPSS was utilised and Appendix 11 displays the SPSS data.

Findings

Qualitative

Through qualitative analysis the following seven themes emerged.

Table 3, Final Themes

Themes	Description of Theme	Level 2 Codes (Axial to Selective)	Example Codes
Theme 1 **MM Consumer Habits**	The theme "Habits" encloses the frequency of visits of MM customers.	Frequency of Visits	Seasonally Holidays Weekends
Theme 2 **Motivations to Visit MM**	The theme "Motivations to visit MM" encloses both tangible and intangible motivations which encourage/discourage consumers to visit MM.	Reasons to visit (tangible)	Variety of food Specialty items
		Reasons to visit (intangible)	Social aspect Convenient
Theme 3 **Sustainability**	The theme "Sustainability" encloses customers perceptions towards MM's sustainability as well as consumers general attitudes and behaviours towards sustainability and the factors that prevent their sustainable practices.	Consumer Perceptions of Sustainability of MM	Sustainable materials
		Consumer Price Sensitivity	Age
		Consumer Attitudes Toward Sustainability	Priority
		Consumer Behaviours Concerning Sustainability	Recycling
		Sustainability Limitations	Affordability
Theme 4 **Community Engagement**	The theme "Community Engagement" encloses customer perceptions towards MM's community engagement practices as well as their views on the impact of food markets on their communities.	Consumer Perceptions of Community Engagement of MM	Initiatives
		Community Impact	Inclusive place to meet
Theme 5 **Competitive Environment**	The theme "Competitive Environment" encloses the direct and indirect competitors that MM is faced with as well as the overall preconceptions consumers possess before visiting food markets.	Competitors	Borough Market
		Expectations of Food Markets	Healthy
Theme 6 **Social Media**	The theme "Social Media" encloses consumers views on MM's social media as well as their general social media usage and preferences.	MM Social Media	Food posts
		General Social Media	Video content
Theme 7 **MM Recommendations**	The theme "Recommendations" encloses the signals that consumers directly link to sustainability as well as their recommendations in relation to sustainability and community engagement of MM.	Sustainability Signals	Labels
		Recommendations for MM	Strong brand communication

Quantitative

We received 88 responses in total and 73 valid samples remained after the data cleaning process. Existing customers account for 34 of them and 39 of them are potential.

Our quantitative analysis focuses on existing customers. This section contains the most relevant data for answering the research aim. See Appendix 11 for the original SPSS data.

Reliability

First, we did a reliability test for the scales of the four variables.

Table 4, Reliability Test

	Knowledge	Brand association	Environmentalism	Compatibility

Cronbach's Alpha	0.763	0.599	0.758	0.885

This data shows that items of Knowledge, Environmentalism and Compatibility are reliable but Brand Association isn't. Authors of this project conceived Brand Association. As a result, this item is not as reliable as the scales from the marketing handbook.

Descriptive and Normality

We then explored descriptive analysis including mean, median, Skewness, Kurtosis and generated histograms to check normality. The results can be found in the table below.

Table 5, Descriptive and Normality

	Age	Gender	Location	Knowledge	Brand Association	Environmentalism	Compatibility
Mean	1.03	1.65	4.68	2.3529	3.4853	4.6059	4.0882
Median	1.00	2.00	5.00	2.1818	3.4167	4.6000	4.0000
Skewness	5.83	-.64	-.419	.644	.008	-.322	-.147
Kurtosis	34.0	-1.69	-.926	.650	-.343	-.683	-.237
Histogram *	No	roughly	roughly	roughly	yes	yes	yes
Normality	No	roughly	yes	yes	yes	yes	yes

*whether the histogram is bell-shaped, original histograms can be found in Appendix 11.

Except for the variable Age, all the other variables are perfectly or roughly normal distributed. This set the stage for T-test and ANOVA test later.

Frequencies

Table 6, Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	91.7	97.1	97.1
	2	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

97.1% of the respondents are in the first age group (18-25). This demonstrates why the dataset is not normally distributed(Table 5). 100% of the respondents are in the target audience age group (18-35).

Gender

Table 7, Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender					
Valid	1	12	33.3	35.3	35.3
	2	22	61.1	64.7	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

64.7% of the respondents are female, and 35.3% of them are male. Therefore, some limitations to the research result may arise since the gender scale is not equivalent. We further conducted a T-test of gender and the four variables, respectively. The result shows that the significance of Levene's Test for Equality of Variances are all above 0.05, indicating that "gender" does not have influence on any of these four variables. This limitation can be eliminated.

Table 8, T-test of Gender

	Knowledge	Brand Association	Environmentalism	Compatibility
Sig.	0.096	0.606	0.926	0.067

Location

Table 9, Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Location					
Valid	1	2	5.6	5.9	5.9
	2	5	13.9	14.7	20.6
	3	3	8.3	8.8	29.4
	4	1	2.8	2.9	32.4
	5	13	36.1	38.2	70.6
	6	1	2.8	2.9	73.5
	7	9	25.0	26.5	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

A cumulative 70.6% of the respondents are located in the "general London area". MM is targeting people who live in London, therefore, 70.6% of the respondents are located in MM's target area.

Knowledge

Table 10, Knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Knowledge					
Valid	1.00	2	5.6	5.9	5.9
	1.18	1	2.8	2.9	8.8
	1.55	1	2.8	2.9	11.8
	1.64	1	2.8	2.9	14.7
	1.73	2	5.6	5.9	20.6
	2.00	3	8.3	8.8	29.4
	2.09	4	11.1	11.8	41.2
	2.18	5	13.9	14.7	55.9
	2.27	2	5.6	5.9	61.8
	2.45	1	2.8	2.9	64.7
	2.64	3	8.3	8.8	73.5
	2.73	2	5.6	5.9	79.4
	2.91	1	2.8	2.9	82.4
	3.00	1	2.8	2.9	85.3
	3.09	1	2.8	2.9	88.2
	3.36	1	2.8	2.9	91.2
	3.91	1	2.8	2.9	94.1
	4.09	1	2.8	2.9	97.1
	4.18	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

A cumulative 85.3% of responses are below 2, which stands for "not familiar". The mean and median value are both around 2 (Table 5), indicating that most people are unfamiliar with many of MM's products and services.

To discover which exact product or service existing customers are not familiar with, we conducted descriptive analysis for 11 items of *Knowledge* (Table 11). Since the scale is a 7 point measurement, items with a mean above 4 implies that people are familiar with that product or service. Data shows that people are not familiar with all the services or products which are not physically visible at MM. For visible attributes, such as the food hall and alcoholic beverages, customers are relatively familiar.

Table 11, Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Food Hall	36	1	7	4.69	1.687
Alcoholic Beverages	36	1	7	4.08	1.977
Grocery Store	36	1	7	2.83	1.781
Craftsmanship Workshops	36	1	4	1.69	.856
Culinary Workshops	36	1	7	1.69	1.348
Educational Workshops	36	1	6	1.58	1.156
Cinema	36	1	5	1.50	1.028
Live Music	36	1	6	3.03	1.748
Art Events	36	1	5	1.86	1.268
Barber Shop	36	1	6	1.50	1.134
Children's Summer Camps	36	1	4	1.17	.609
Valid N (listwise)	36				

Brand Association

Table 12, Brand Association

Brand_Association					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.17	1	2.8	2.9	2.9
	2.67	2	5.6	5.9	8.8
	2.83	3	8.3	8.8	17.6
	3.00	2	5.6	5.9	23.5
	3.17	3	8.3	8.8	32.4
	3.33	6	16.7	17.6	50.0
	3.50	4	11.1	11.8	61.8
	3.67	2	5.6	5.9	67.6
	3.83	2	5.6	5.9	73.5
	4.00	3	8.3	8.8	82.4
	4.17	2	5.6	5.9	88.2
	4.33	3	8.3	8.8	97.1
	4.67	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

23.5% of respondents tend to disagree (less than 3) with the statement about brand association. Besides, the mean and median values are around 3.5 and mode is 3.33 (Table 5) and the histogram (Appendix 11) shows that opinion of MM varies. Most are neutral to MM's brand association and don't have specific perception when mentioning MM. There is still much room for improvement for MM to increase brand awareness and build brand association with customers.

Environmentalism

Table 13, Environmentalism

Environmentalism		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.60	2	5.6	5.9	5.9
	3.20	1	2.8	2.9	8.8
	3.40	2	5.6	5.9	14.7
	3.60	2	5.6	5.9	20.6
	3.80	1	2.8	2.9	23.5
	4.00	2	5.6	5.9	29.4
	4.20	3	8.3	8.8	38.2
	4.40	3	8.3	8.8	47.1
	4.60	2	5.6	5.9	52.9
	4.80	2	5.6	5.9	58.8
	5.20	4	11.1	11.8	70.6
	5.40	3	8.3	8.8	79.4
	5.60	3	8.3	8.8	88.2
	5.80	1	2.8	2.9	91.2
	6.00	2	5.6	5.9	97.1
	6.20	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

The frequency form shows that, except for 5.9% of the respondents who are relatively not very concerned about the environment, 94.1% of the respondents care about and make an effort to protect the environment.

Compatibility

Table 14, Compatibility

Compatibility		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.67	1	2.8	2.9	2.9
	3.00	2	5.6	5.9	8.8
	3.33	3	8.3	8.8	17.6
	3.67	1	2.8	2.9	20.6
	4.00	17	47.2	50.0	70.6
	4.33	1	2.8	2.9	73.5
	4.67	2	5.6	5.9	79.4
	5.00	7	19.4	20.6	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Except for 2.9% of the respondents who tend to disagree with the statements, the majority believe that sustainability is compatible with their values. The mean, median, mode values are all around 4 (Table 5), drew a similar conclusion.

T-test and ANOVA

We conducted several T-test and ANOVA tests, investigating whether there are interesting relationships between age/location and the four variables. The result showed no significant differences between various age/location groups regarding Knowledge/ Brand Association/ Environmentalism/ Compatibility.

Discussion

Qualitative

The seven themes uncovered valuable answers to our research aim and questions. This table summarises the answers to the research questions with quotes to support (Table 15).

Table 15, Qualitative Research Questions and Answers

Aim	Research Questions	Research Answers	Quotes
To investigate existing customers' perceptions of MM in relation to sustainability and community engagement.	1. How do existing customers of MM perceive the sustainability of the company?	Our interviews revealed an overall lack of knowledge in MM's sustainability ethos. Interviewees who had attended MM on a regular basis were unaware that MM is sustainable.	"Should be completely honest. I do not recall much about this." P1 "I think they may position themselves as sustainable but I am not sure." P5 "I actually had no idea they were sustainable" P6
	2. How do existing customers of MM perceive the community engagement of the company?	Our interviews disclosed that MM customers are unfamiliar to the community engagement and events that MM organises on a regular basis.	"I don't recall any" P1 "No, I don't think I am, no." P3 "Not, not really" P5 "I wasn't aware" P7
	3. How could MM bridge the gap between their intended positioning and customer perceptions of MM in relation to sustainability and community engagement?	Interviews revealed multiple ways MM can signal their sustainability and community engagement including the materials used on premises, the colour green, less meat, labelling, signage, posters, leaflets, announcements, quantifying sustainability and community engagement achievements. These points	"I think they could on social media, but I also think on the spot, like in the actual venue, because there's a lot of space for posters or maybe a projection screen, or because it's quite a big venue. I wanted to say Flyers, but that's not really sustainable, so something that can be more eco friendly, perhaps,

		have helped us to formalise the campaign in the following section.	but it would be like physical. Uhm announcement or some drawing. Obviously anything digital is great in combination with actual." P1 "Yeah, originally it started with the signpost on the door saying, like we're a sustainable business. But then, yes, it also comes with not serving any things in plastics." P6

Quantitative

Table 16, Quantitative Research Questions and Answers

Aim	Research Questions	Research Answers	Quotes
To investigate what existing customers know about MM and its offerings and brand association network.	1. What do existing customers know about MM's product offerings?	Most existing customers are not very familiar with many of MM's products and services. People are only familiar with those they can see directly(food hall, alcoholic beverages)	A cumulative 85.3% of responses are below 2, which stands for "disagree". Further descriptive test shows most items have a mean value less than 4 (neutral).
	2. How do existing customers perceive MM's brand association?	Most existing customers are neutral to MM's brand association. In other words, people do not have specific feelings when mentioning MM. It seems that MM still has a long way to go to raise brand awareness and build brand association with customers.	23.5% of respondents tend to disagree(less than 3) with the statement about brand association, while the others tend to agree. Besides, the mean and median value are around 3.5 and mode is 3.33 and the histogram shows that people varies on MM's brand association.

Research Limitations

Limitations acknowledged in this research are outlined in the following table.

Table 17, Research Limitations

Qualitative Research Limitations	Quantitative Research Limitations
The findings cannot be generalised to the entire community because the sample size of 12 people cannot portray a reliable image of how consumers perceive MM.	The sample of 88 may not be considered representative of the larger population
During qualitative research, interviewer bias may affect the outcome of the study.	The scale for variable "brand association" is not reliable. This variable was constructed by the authors of the report not from literature.
Convenience sampling is a non-probability sampling method and therefore considered biassed.	Convenience sampling is a non-probability sampling method and therefore considered biassed.

Research Ethics

Ethical issues arose at various stages of the research process and the researchers of this study have taken steps to ensure ethical integrity throughout (Table 18).

Table 18, Research Ethics

Ethical issue	How it has been addressed
Ethical standards	This research was approved by KCL.
Consent	A participant information sheet (Appendix 12) was read by participants and informed consent (Appendix 13) was obtained through signatures before interviews were started. The survey contained a participant information sheet (Appendix 14) and a consent form (Appendix 15) to be read and agreed by the participant before commencing with the survey.
Anonymity	Participants' names were kept confidential throughout this report, referred to by numbers in the interviews.
Right to withdraw	Participants were given the right to withdraw at all stages of the research process.

Harm to participants	All ethical standards were followed, no deception was used and participants gave informed consent.

Conclusion

Through in-depth analysis of the interviews, we found that overall MM consumers perceive the access to a variety of food and trendy atmosphere to be highly appealing and incits them to visit. Nonetheless, there was a lack of knowledge of MM's sustainable practices and community engagement which led to weak brand identity. Participants were somewhat sustainably conscious and suggested solutions for improving visibility of MM's mission.

Data from our quantitative research shows that MM consumers are only familiar with MM products (food hall, beverages), not the services (workshops, initiatives). Finally, MM has a weak brand association regarding sustainability and community engagement for most existing consumers.

DIGITAL CONSUMER BEHAVIOUR

This section examines the attitudes and behaviours of MM's existing and potential customers surrounding sustainability and consumer engagement initiatives through interviews and secondary research. Based on our analysis, customer profiles were developed to demonstrate the complexities of their consumer base.

Interview Findings

Existing Customers

Our interviews conducted revealed that existing MM consumers do not actively pursue sustainable lifestyles unless the information and solutions are easily accessible. Often when they practice sustainable gestures, they see it as personal gain. People who are aware of sustainable markets are more likely to build a positive view of them due to the sustainability trend. Furthermore, the majority of consumers were uninformed of the sustainability ethos of MM. This lack of transparent communication leads to confusion and a sense of inauthenticity.

Existing consumers believe they are paying more for the overall MM experience rather than for the sustainable and ethically sourced products and materials, which originates from miscommunication. Access to a wide variety of cuisines and the social setting is extremely attractive to existing customers, justifying their frequent visits. Consumers are returning to MM due to location convenience, not because they hold unrelenting loyalty towards the brand.

Finally, participants were unfamiliar with most of the community events going on at MM, but welcomed the idea of them.

Potential Customers

Our interviews confirmed that premium products originating from local and sustainable agriculture is a current trend. Thus, if the products are of impeccable quality and taste, consumers are willing to pay slightly more.

Consumers value full traceability of products, as it signals an honest and trustworthy relationship with a brand. However, consumers will not search for information about a brand's environmental values on their own volition, so brands need to communicate this to them explicitly. For instance, brand communication through social media is viewed by consumers as essential for businesses to showcase their values in an entertaining and non-aggressive manner.

Finally, consumers prefer to support small businesses because they feel like they're contributing to the welfare of their local community.

Secondary Research Findings

Existing Customers

Reviews from multiple sources revealed that overall feelings toward MM were very positive, especially regarding food selection and atmosphere (Appendix 16). Consumer frustrations stemmed from security, staff, and price. The majority of consumers were unaware of MM's sustainability values, as this was rarely mentioned in reviews. One Google reviewer said they noticed everything being thrown into the same bin rather than being diligently sorted out (Appendix 17). The majority of reviews surrounding security issues were in regards to unclear communication of the Zero Plastic and External Food and Drink policies (Appendix 17). This confusion led consumers to be suspicious of the legitimacy of MM's sustainability ethos. Finally, MM's community engagement was not mentioned in any of the reviews, meaning these offerings are unknown.

Potential Customers

Secondary research confirms that sustainability is a key consideration in 2021, especially for Gen Z consumers who are adopting more sustainable behaviours than any other groups. The primary barriers to entry are price, lack of interest, and limited information (34% of consumers are not choosing sustainable brands due to lack of information) (Deloitte, 2021). Consumers view limited packaging, seasonal and local produce, limiting consumption of meat and animal products, recycling, eliminating single-use plastics, and using renewable energy as easily identifiable sustainable behaviours (White, Hardisty and Habib, 2019). Due to extensive conversation regarding plastic waste and the climate emergency, people feel a stronger need to do their part; firms can be more forceful in how they market their actions because consumers are more willing to make compromises (Pinkse and Bohnsack, 2021).

There is widespread doubt concerning the effectiveness and actual need for individual sustainable actions. To increase brand trust, consumers require brands to be transparent in their communication about the sourcing of products and ethical certifications (Mintel, 2021). Clarity on disposing of waste, traceable sourcing information, and overall direct communication is needed because consumers want brands to help them to adopt a more sustainable lifestyle (Deoloitte, 2021). This can be done through social media messaging and QR codes inspired by the Smart Label experience (Clearmark UK, 2020). (Appendix 18).

Consumer Profiles

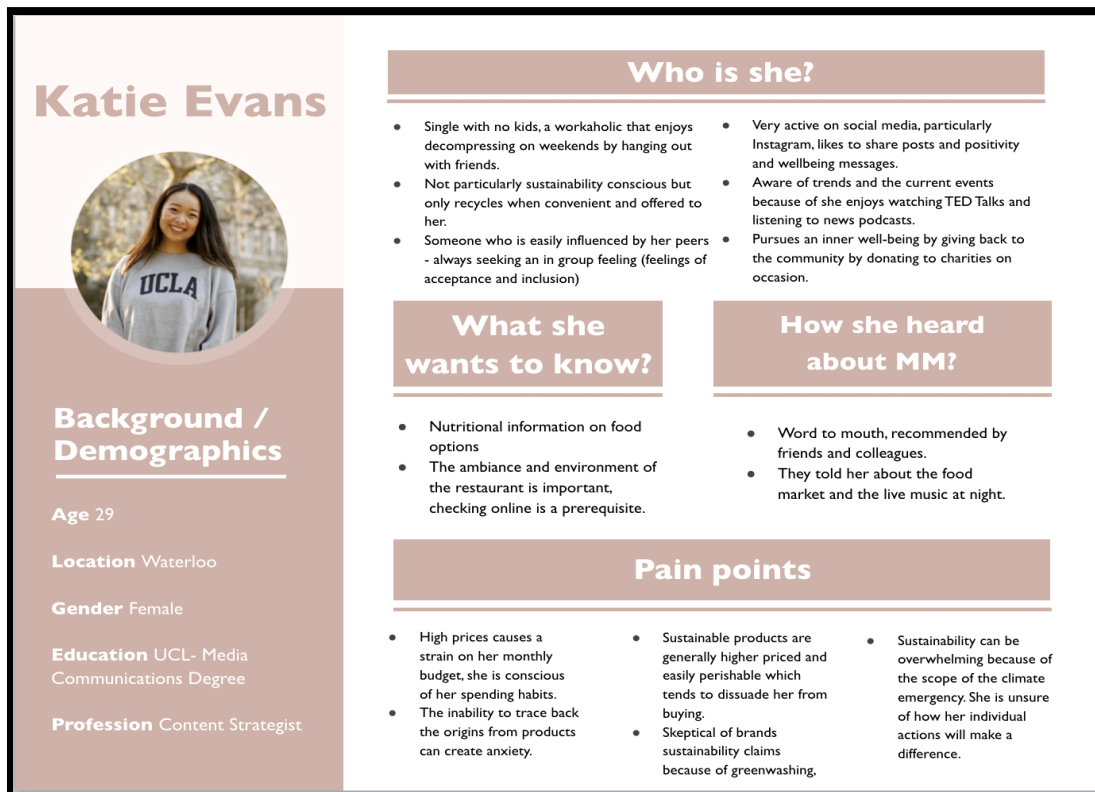Consumer profiles (existing and potential) were developed using interviews and secondary sources.

Figure 6.1, Existing Consumer Profile Part 1
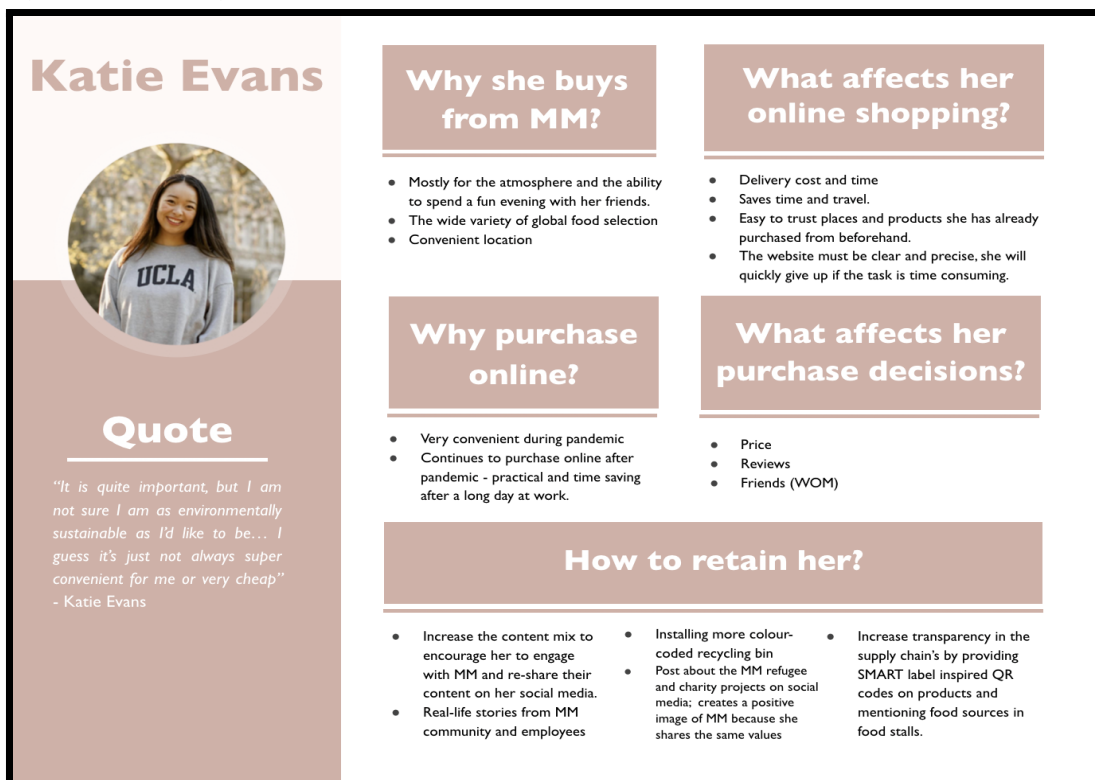
Figure 6.2, Existing Consumer Profile Pert 2

Connor Smith

Background / Demographics

Age 20

Location Shoreditch

Gender Male

Education Undergraduate at KCL
(Accounting & Finance)

Profession Student

Who is he?

- On his student budget, he lives a sustainable life to the best of his ability.
- Eats a plant based diet because he cares about his carbon footprint.
- Believes in the importance of sustainable products and prioritises small, local businesses and businesses that mirror his core values.
- Very active on social media, spends at least an hour on TikTok daily (finds new places to eat on TikTok).
- Enjoys watching cooking and recipe videos to get inspiration.
- Executes small sustainable actions such as uses reusable water bottles, walks instead of taking the tube; recycling and re-uses plastic bag.

What he wants to know?

- Nutritional and traceability information on the label - to be able trace back the provenance of the food.
- Expects quality and variety.
- The overall atmosphere of the market, in terms of lighting, type of crowd, structure of the site and food offerings.

What affects his purchase decisions?

- Being social and hanging out with friends is a key motivator.
- Relies on reviews to make decisions.
- The quality of sustainable products needs to be as good or better than non-sustainable alternatives

Pain points

- The inability to trace back the origins from products can dissuade him from purchasing.
- Skeptical of brands greenwashing
- High prices for sustainable products make it hard for him to live sustainability at the level he wishes to attain.
- The label "organic" can be misleading, the specifics and origins of the product does not always convey the organic message.

Figure 7, Potential Consumer Profile

Recommendations

Tangible Information

By sharing information regarding sustainability efforts and community engagement initiatives, MM will prove to consumers that they are making a positive difference in the community and perceived high prices are because of ethical and sustainably sourced products. (Appendix 19).

Pop-Ups

With many consumers visiting MM because of its convenience of location, MM should host pop-up markets and food stands across the city to capitalise on this.

Smart Label Inspired QR Codes

Consumers demand brands to be clear in their communication regarding sustainable and ethical choices. Therefore, MM should implement Smart Label inspired QR codes on food stalls and product offerings to provide transparency and traceability.

SEO

MM cannot remain silent on their sustainability and community engagement values and actions and expect the public to perceive them as a sustainable leader

in the community. Search Engine Optimization (SEO) also needs to be a focus for MM because a Google search of "sustainable food market London" does not show MM in the results (See Appendix 7). Consumers valuing sustainability and seeking brands sharing that value will potentially not find MM.

Limitations

Our research was limited due to lack of reliable, published material regarding community engagement compared to food sustainability. There is also minimal information on MM besides reviews and interviews with Andrea. Research surrounding sustainability and food markets is limited and primarily focused on groceries. Primary research limitations are discussed under Research Limitations in the Research in Marketing section.

Other Observations and Concerns

Popularity goes in waves, so digital marketing (e.g. SEO) is crucial for MM because they won't be top of mind forever and there is a constant threat of emerging competitors in the area. MM's biggest competitive advantages are their location convenience and unique offerings. However, there is no brand loyalty because consumers who move away from the area are unlikely to return.

There is also confusion surrounding the name "Mercato Metropolitano" as many people automatically assume that MM is strictly an Italian food market. The name provides the initial perception of their identity. Many people also assume that the offering is limited to food rather than the surplus of workshops and activities.

These issues and misunderstandings surrounding MM reveal their miscommunication both onsite and online in terms of offerings, values and practices.

DIGITAL MARKETING COMMUNICATIONS

This section will focus on creating a campaign in order to effectively communicate MM's sustainability and community engagement ethos to the target audience. The cost effective campaign will be based on the previous strategic analysis and consumer profiling supported by an integrated communication plan which includes social media and offline activities. Secondly we will present a PR crisis management plan for a potential issue that MM may face in the future. Exemplary statements will be provided with an academic framework that acts as leverage.

The IMC Plan

Research Findings

The social media data (Appendix 20) indicates that MM's digital operations are mainly conducted through Instagram, which is the most suitable platform in terms of digital optimization for reaching consumers. Also, data shows that 53.8% of Instagram users are aged between 18-34 (Appendix 21). This coincides with one of MM's key target audiences. Lastly, Instagram has a wide reach with data showing that 12 of MM's Instagram posts and 71 instagram stories reached 69,236 people (MM Impact Report, 2019). For the above reasons, Instagram can be selected as the most suitable social media platform to promote the campaign.

Segmentation Strategies

Based on the Consumer Behaviour research, one of MM's target audience groups are aged between 18-35, single, living in central London. They are usually very active on social media, particularly on Instagram. On the weekends, they seek to relax and have fun. They are not particularly conscious about sustainability, however, they have a tendency to be environmentally friendly when the opportunity is offered. The target audience is sensitive to high prices and concerned about the transparency of the products they purchase.

Budget Recommendation

This campaign has limited budget allocation.

IMC Objective

The goal of this campaign is to increase awareness of MM's sustainability and community engagement core values. The objective is to achieve a minimum reach of 30% of the target market audience within six weeks in the short term and extend the reach to 60% within six months.

Creative Materials

MM's mission is to increase consumers' awareness about the food they eat, and why they should anticipate more from the organisations who feed the community, rather than being purely profit centric (MM Impact Report, 2019). Their vision is to build resilient communities and sustainable cities by creating a revolution in the relation between the city and the entire food supply chain. (MM Impact Report, 2019). In order to reflect this, a combination of an online and offline omnichannel campaign will be launched.

The Campaign: The Green CaMMpaign

The overview of the campaign below consists of digital solutions integrated with premises adaptations.
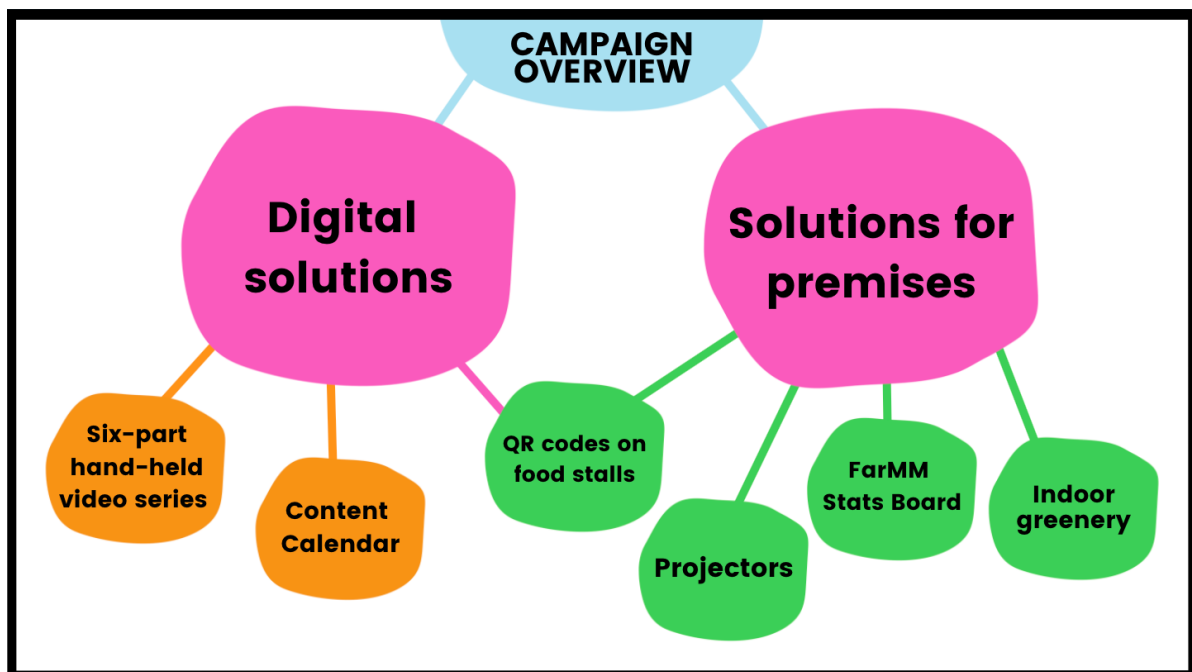
Figure 8, Overview of Campaign

Six-Part Hand-Held Video Series

The core of the campaign involves a six-part hand-held video series each lasting 30 seconds (Figure 9). This is due to our findings of consumers attention spans lasting for a duration of 30 seconds (TalkingTree Creative, 2020). Each episode will involve Rachel creating a smartphone video focusing on a different aspect of MM's operations as illustrated in the storyboard. One of the six videos will be posted each Saturday on Instagram (Figure 9) over a six week period and simultaneously played on a loop on the projector screens at the MM premises.

Figure 9, Six-Part Hand-Held Video Series Storyboard

Content Calendar

The content calendar consists of a regularly scheduled plan of material (Figure 10). Monday Menu will be a day when Rachel records one of the food stall vendors talking about their story or food sourcing. Together Tuesday will focus on filming one of MM's community initiatives live on Instagram. On FarMM Friday, the FarMM team will update their followers on their weekly activities and statistics. On Story Saturday, one of the six-part hand-held video series is posted.
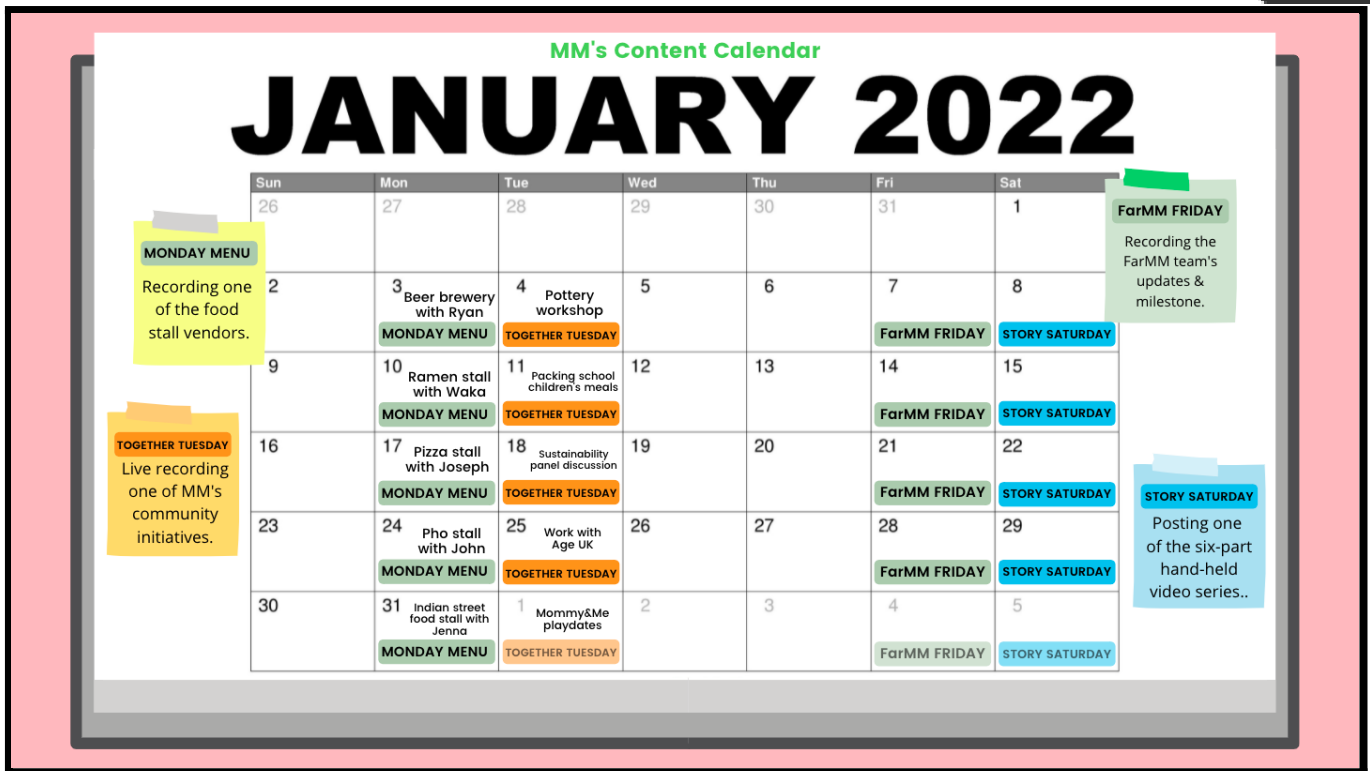
Figure 10, Content Calendar

Projectors in MM

Projectors located around the MM food hall (Figure 11) will project the six-part-series on a loop and upcoming events and workshops for the community. Additionally there will be a live update of FarMM statistics such as the amount of plastic saved, the amount of water recycled back to the city, the amount of people helped by MMovement (Appendix 22).
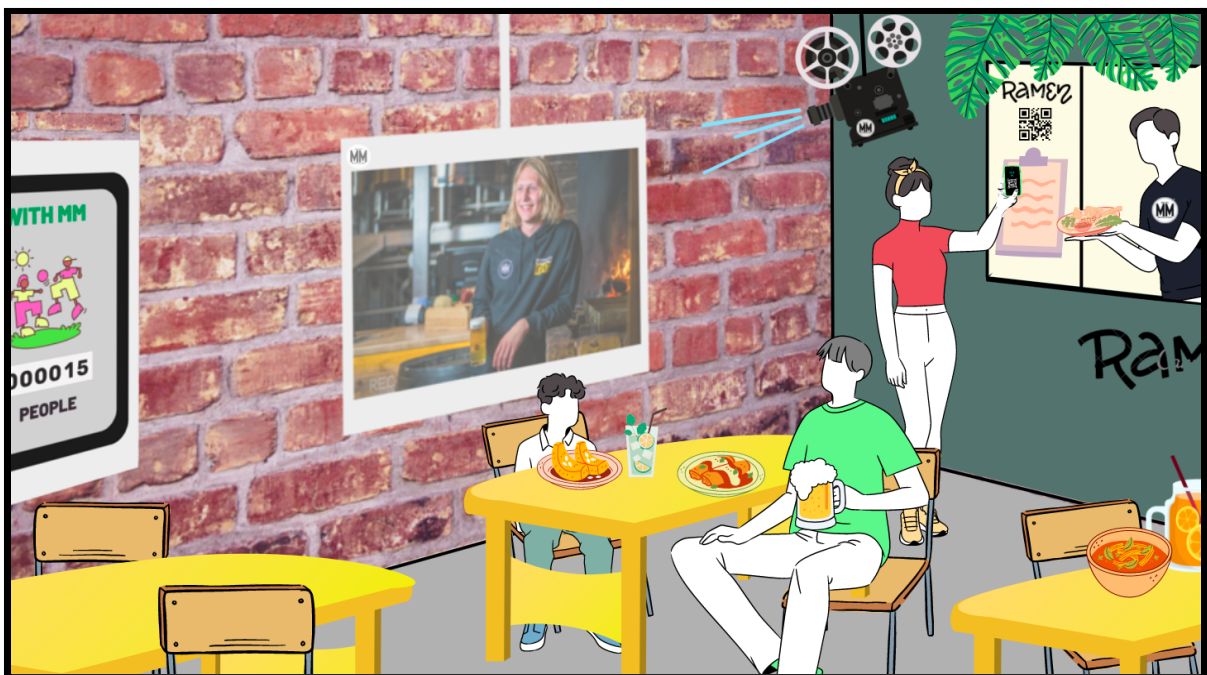
Figure 11, Mock-up of MM premises including projector screen

Smart Label inspired QR Codes

The next part of the campaign is the introduction of the Smart Label inspired QR codes on each food stall (Figure 12). This will allow consumers to trace the origin of ingredients in their food whilst waiting for their meal (Figure 13). An optional addition would be adding greenery across the premises as this is a key signal of sustainability that rose from our primary research.
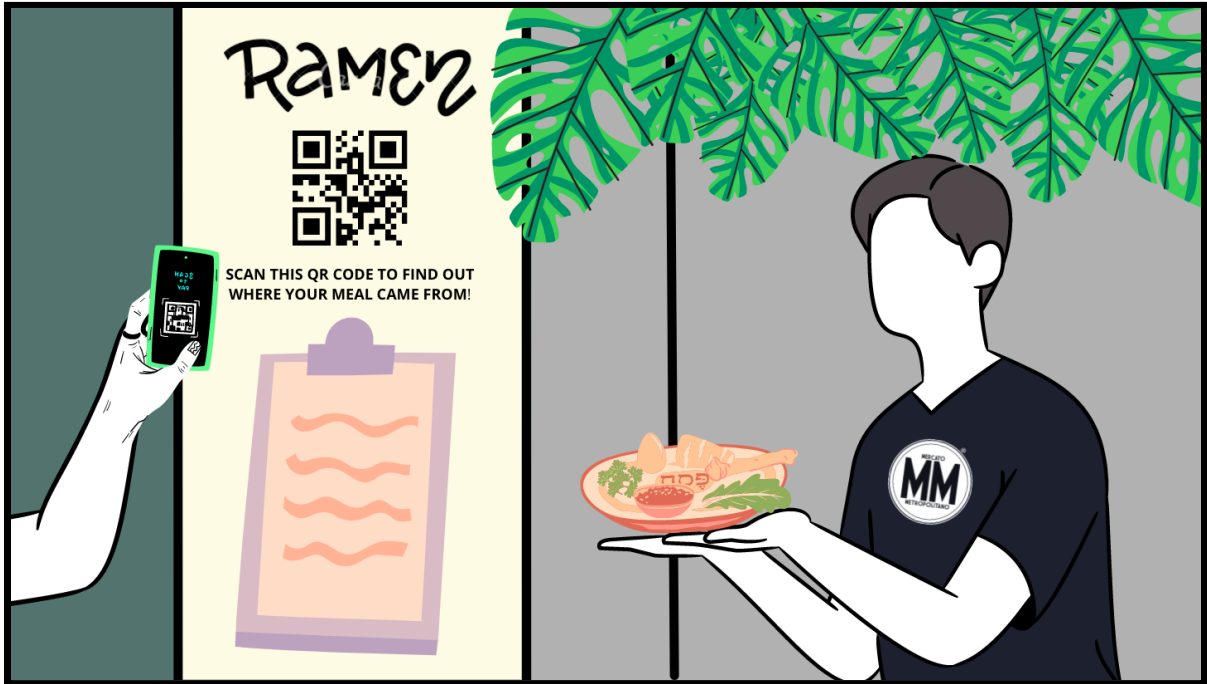
Figure 12, QR Code on Food Stalls
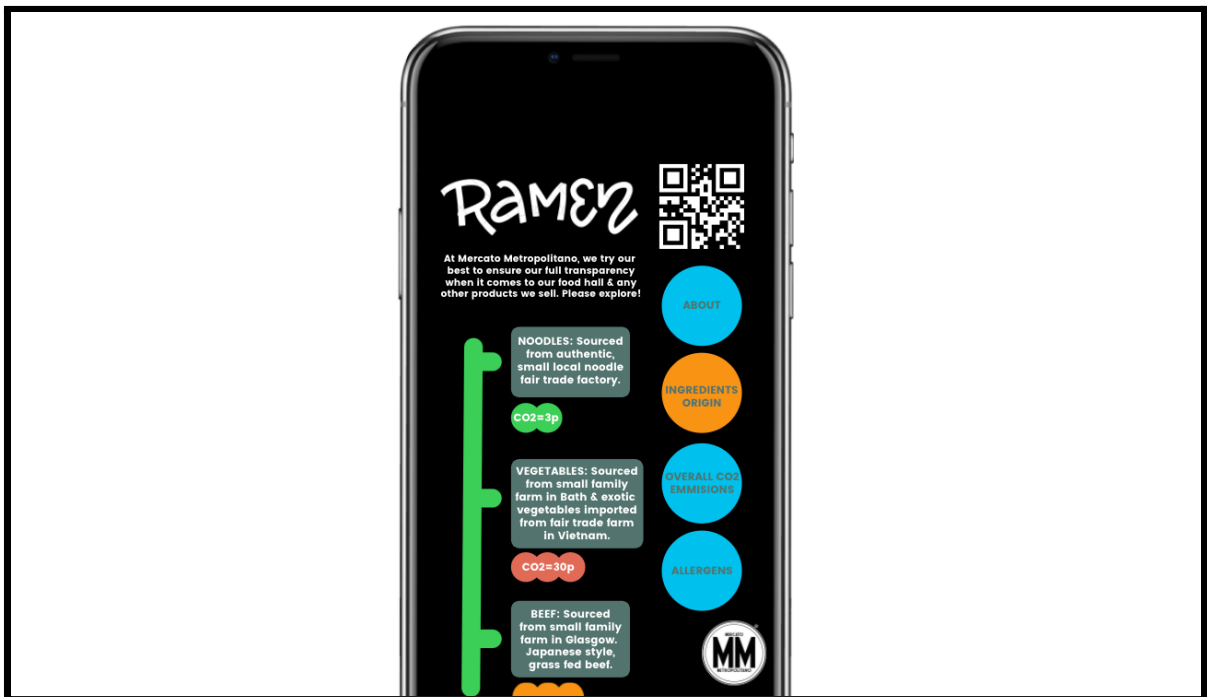
Figure 13, Ingredient origin after scanning QR Code

Campaign Scheduling

The core campaign will run over a six week period. However, elements of the content schedule can run over the next six months.
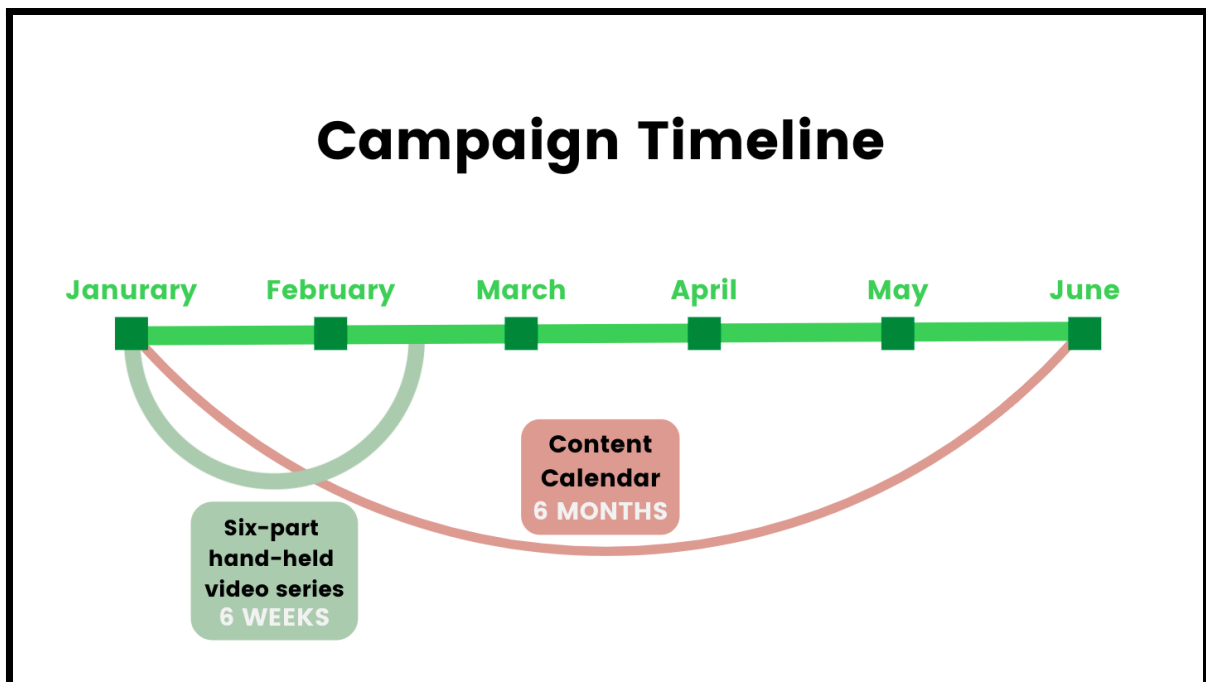
Figure 14, Campaign Timeline

Performance Measurements

MM can measure the performance of the online campaign by using social media analytics in order to gather data about video views, likes and comments of the Instagram post. Additional tools such as Brandwatch, Hootsuite can be used to monitor customers' attitude and engagement.

MM can measure the performance of the offline part of the campaign by conducting surveys and interviews before and after the campaign. The mean value of the brand association and knowledge of product offerings variable should increase and the perceptions of MM in relation to sustainability and community engagement should improve.

PR Crisis Management

Potential Crisis

A potential crisis for MM and this campaign is dissatisfaction with the external food and drink policy. According to our primary research and several customer review sites (Appendix 23), customers are dissatisfied with security confiscating their water bottles and food away as they don't understand the reasoning behind this.

Research Findings

The key digital immediate responder is social media, which opens up channels of communication. Also, it is convenient for the spokesperson of the organisation to use digital methods to provide the customers with direct answers while increasing credibility (Juska, 2017). Therefore, it is recommended for MM to publish a social media statement to manage any potential crisis. Another possible solution is to publish a press release.

The Theory of Image Restoration Discourse- Reduce Offensiveness

Despite all the positive practices of MM, the external food and drinks policy creates a negative experience for the customer. Therefore it is important to recover the brands' image and emphasise the sustainable reasoning behind the policy. MM can boost the positive feelings of customers by bolstering and minimising the negative feelings (Benoit, 1997). Moreover, the transcendence approach might be beneficial in terms of placing the act in a more favourable context. Supported by this theory, it is recommended for MM to transform the negative customer experience into a positive solution, which will emphasise the mission and vision of MM in terms of sustainability.

PR Plan

To deal with the potential crisis, we suggest publishing a statement on MM's social media platforms (Figure 15) and press release on press websites. (Figure 16).

Dear CoMMunity,

It has been brought to our attention that many of our guests have been dissatisfied with the fact that MM does not allow external food and drinks to be brought onto the premises. We understand that this can be inconvenient, and we apologize for the miscommunication. However, MM is a sustainable community market, which means we do not allow external food and drink inside. This is because all our food and drinks onsite are carefully sourced in terms of sustainable packaging and ingredients.

To make your experience more convenient and enjoyable, we will be offering a refrigerated storage area for you to store external food and beverages when visiting MM sites beginning on 1 January 2022. This storage will be located near the entrance of the market and you will be able to enter their phone number or email on a tablet to receive a message containing a unique code. The storage attendant will then take your items and place them in the refrigerated lockers, free of charge. You can retrieve their items by presenting the attendant with their unique code at the end of your visit.

Thank you for your understanding and for being part of our MMovement.
-MM

Figure 15, Sample Social Media Statement

Figure 16, Sample Press Release

Limitations

Some parts of the IMC plan were removed from the actual plan because they were irrelevant with the requests of the client.

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APPENDICES

Appendix 1: PESTEL Analysis

Economical
- Covid-19 impact on economy and hospitality industry
- Disposable income
- Inflation
- Unemployment rate
- Global economy on high alert
- Economic growth
- Exchange rate
- Interest rate

Technological
- Rise of digital platforms
- Increased access to digital technology
- Online and mobile shopping

Legal
- Employment laws
- Consumer protection laws
- Discrimination Laws
- Health and Safety Laws
- Data Protection Laws
- Cyber threat

P E S T E L

Political
- Impact of Brexit on hospitality industry
- Trade restrictions and tariffs
- Digital sales tax policy in UK
- Employment Legislation
- Government Policy
- Political Stability

Social
- Consumer lifestyle changes due to the Covid-19 pandemic
- Attitudes towards sustainable food and lifestyle
- Streamlined shopping experience
- Population growth rate

Environmental
- Sustainability in the food chain
- Organic food
- Environmental legislation
- Wastage regulations
- Reducing carbon footprint

Appendix 2: Environmental Uncertainty and Scenario Analysis Table

Source	Description	Implication	Certain (1-5)	Impact (1-5)
Political	Impact of Brexit on Hospitality industry	Brexit can bring about many challenges to the Hospitality industry such as labour shortages MM needs to remain operational and find additional staff if necessary.	2	3
Economic	Impact of Covid-19 on economy	Covid-19 has brought about numerous challenges, in relation to the economy, one impact has been job loss meaning many people have had a reduction in disposable income. MM's prices need to be sustainable and affordable.	2	2
Social	Attitudes towards sustainable food and lifestyle	Consumers changing attitudes towards sustainably sourced produce and ethical practices means MM should incorporate this into all areas of their business.	4	4
Technological	Increased access to digital technology	With increased access to digital technology, MM should stay up to date with the latest technology and competitors by investing in digital capabilities.	4	3
Environmental	Sustainability in the food chain	Sustainability in the food chain is increasingly important and critical for food-selling companies, MM need to be operating in a sustainable way.	2	2
Legal	Health and Safety Laws	MM need to comply with Health and Safety laws particularly regarding food hygiene standards.	5	2

Appendix 3: Environmental Uncertainty and Scenario Analysis Map
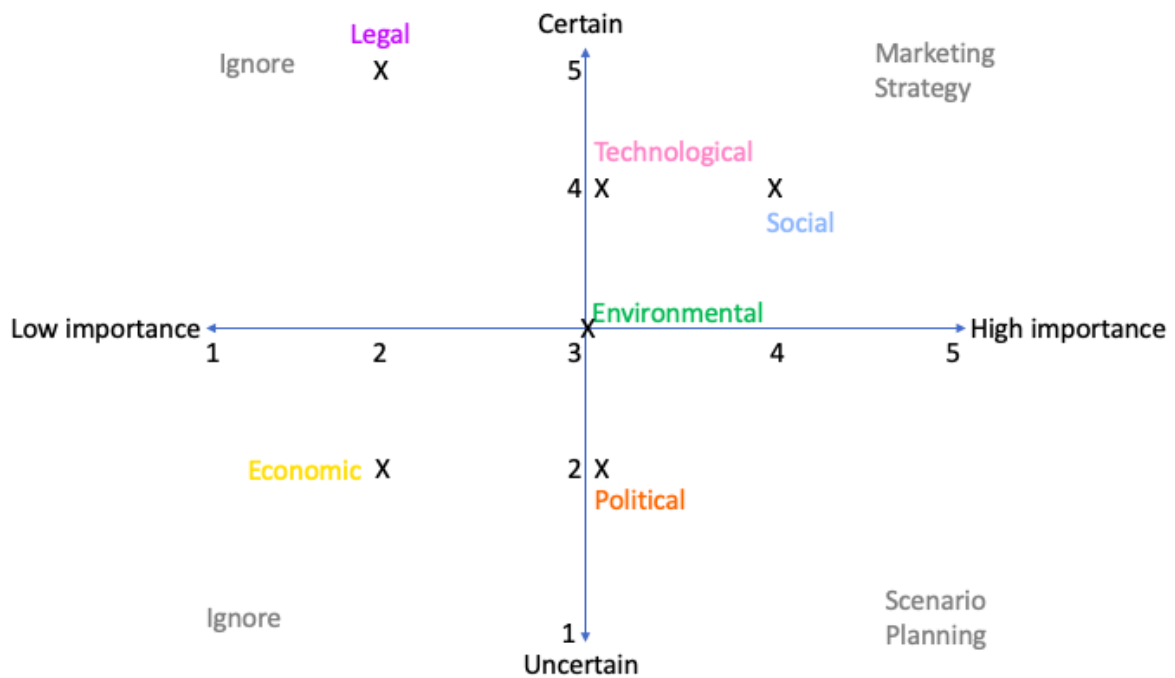
Appendix 4: Extended Competitor Benchmarking

	Mercato Metropolitano	Borough Market	Eataly	Whole Foods Market
Segmentation & Targeting	Target everyone, younger individuals as well as families with children, looking to participate in the community, premium food and sustainability enthusiasts	Targets local long-term market customers, as well as travelling tourists due to its position as a historical landmark, food and premium food product enthusiasts	Targets everyone, realistically Italian cuisine and culture lovers and traveling customers of the international franchises	Targets individuals and families with earnings above the national average, health and environmentally conscious
Value Proposition	Quality international food, variety of community events and initiatives, premium food retail, sustainable message	Quality food of various cuisines, market goods (fruits, vegetables, cheeses etc.)	Quality Italian food, cooking classes, dining/ food experiences	Wide premium grocery selection, quality hot food selection, products ranging to drug store
Gain creator	- Quality sustainable food from all over the world	- Quality international food halls - Local market organic	- Premium Italian food, products and cooking classes	- Premium grocery shopping experience - Premium organic

	- An International London community - Food hall affordability - Various offerings	produce - London historical landmark	- Italian culture enthusiasts community	products and produce - Member of the healthy community
Pain reliever	- Loneliness - Access to a choice of sustainable food & drinks	- Access to a range of local organic produce	- Access to authentic Italian cuisine - Loneliness	- Access to premium organic produce
Market positioning	Functional: premium food retail, sustainable food hall, events/ activities Symbolic: Quality food, community experiences	Functional: Quality food, organic produce Symbolic: historical landmark - English heritage	Functional: Premium Italian food, drink, products, experiences Symbolic: Italian culture	Functional: Premium and healthy food and products Symbolic: Healthy lifestyle and sustainable community
Brand Communication	- Premises communicate casual urban visual feel - Name suggests Italian food market & an international community "Metropolitano" - Social media suggests modern, international, warm community & quality food	- Green colour suggests sustainability via local organic produce - Premises communicates a wholesome, local vendor organic produce vibe - Social media suggests warm family feeling, London community of vendors	- Name suggests a strictly Italian food brand community - Premises communicate a warm yet modern premium Italian feel - Social media suggests highest quality Italian food experience	- Name, green colour and leaf illustration on logo directly communicate sustainability - Clean supermarket full of unique products and quality produce suggests luxury and organic feel - Social media suggests fun. organic, healthy supermarket
Product	- Premium grocery store - Quality sustainable international food hall - Italian cooking classes and wine tasting - Craftsmanship classes e.g., pottery, calligraphy - Panel discussions about sustainability - Local entrepreneurs - Local charity work	- Fair trade, premium quality produce - Quality international food hall vendors - Premium products - Various restaurants	- Premium Italian food - Premium Italian food products - Premium Italian cooking classes - Italian culture communal activities	- Organic produce and food products and drug store products - Healthy, quality hot food/ ready meal stations
Pricing	Mid level pricing (food hall) High level pricing (grocery store)	Mid level pricing (food hall) High level pricing (grocery store)	High level pricing	High level pricing

Competitor Benchmarking Key
Sustainability Focus
Community Engagement Focus

Appendix 5: TOWS (Including SWOT) (Minksy and Aron, 2021)

Internal / External	Strengths 1. High quality standards across products and services. 2. Diverse range of products/services. 3. High customer satisfaction (4.6 rating Google reviews).	Weaknesses 1. Brand recognition. 2. Limited network of suppliers due to carefully selecting sustainable and organic outlets. 3. Poor communication of core values (sustainability and community engagement), personality and brand image.
Opportunities 1. Global expansion. 2. Strategic alliances. 3. Increasing demand for organic and sustainable goods (Statista, 2021a).	SO Strategies: S1 and O1: MM can utilise their high-quality standards capabilities and expand into other markets such as Europe. S2 and O2: MM can expand their diverse product range by forming strategic alliances with other established businesses such as a local, sustainable clothing brand benefiting both MM and the other business. S3 and O3: With growing demand for organic and sustainable food, MM can satisfy customer needs and improve their customer satisfaction score across review websites by assuring every aspect of their operations is fully sustainable and communicating this effectively to consumers.	WO Strategies: W1 and O3: MM should increase their social media activities and create content which showcases the brand, its values, beliefs, and image in relation to sustainability. W1 and O1: MM should invest in influencer marketing with influencers who fit the brand image and have a following of MM's target audience to improve their brand awareness as they expand into new global markets. W2 and O2: MM should form strategic alliances with a sustainable local farm shop in order to expand their supplier network and reduce reliance on few suppliers. W3 and O3: With increasing demand for organic and sustainable goods, MM should run digital ad campaigns to increase awareness and educate consumers of MM's core values and brand. Consumers can be specifically targeted.
Threats 1. Low-cost competition. 2. Covid-19 (government regulations, health and safety, lockdowns). 3. Rising labour costs.	ST Strategies: S1 and T1: By maintaining high quality standards across all aspects of MM, MM will maintain their competitive advantage over low-cost alternatives. S2 and T2: MM needs to operate within government guidelines in relation to covid-19 and can adapt their diverse range of products/services according to the latest regulations e.g., smaller classes, social distancing, tables of 6. S3 and T3: With high customer satisfaction, MM should consider raising prices in order to continue to pay staff at least the living wage.	WT Strategies: W1 and T1: MM should invest in digital marketing communication strategies such as event sponsorship to increase brand awareness and deter consumers from low-cost alternatives. W2 and T2: MM should extend their product offerings in line with government covid-19 regulations such as offering takeaway cocktails during periods of lockdown in order to increase their supplier network and reduce threats involved with having few suppliers. W3 and T3: In order to maintain paying MM staff at a living wage, MM should seek low-cost IMC strategies such as social media use to improve the way the brand is perceived.

Appendix 6: Extended RACE

	Planning	Reach (Awareness Stage)	Act (Consideration Stage)	Convert (Decision Stage)	Engage (Loyalty and Advocacy)
Key Digital Marketing Priorities	Decide on organic and paid media channels taking into account budget and time frame. Research target audience, how to reach them, on which channels.	Grow audience base and increase brand awareness through a mix of different media. Inform consumers of MM key messages (sustainability and community engagement).	Push out key marketing messages, inform consumers of MM's product offerings and their sustainability and community engagement ethos. Build social media following, encourage sign up to regular content.	Sales both physically at MM and online. Consideration of possible sales promotions (inline with ethos). Use of nudges and choice architecture to influence decision.	Encourage repeat purchases. Consider customer loyalty schemes. Encourage customer reviews to make use of WOM. Engage with consumers of social media. Two-way communication and relationship management.
Customer Insights to Consider	Market research into competitor channels and where target audience can be found.	Consumers are bombarded with marketing messages, MM needs to capture their attention. MM needs to satisfy consumer wants and needs.	Understanding consumer behaviour and decision making. Use of nudging and other persuasion techniques in advertisement.	Analysis of external intervening factors which could prevent purchase. Purchase incentives and sales promotions could be utilised.	Evaluation of the MM experience. Understanding of how MM can encourage review writing and feedback. Understanding of loyalty drivers and how MM can encourage loyalty.
What is the customer thinking and feeling?	N/A	Thinking about doing something fun with friends. They are wanting somewhere to go for food and drinks in the evening or perhaps an activity to do in the afternoon.	Consumer's have different options to consider. They are starting to evaluate them considering different factors such as price, proximity and entertainment value.	They find out MM offers a variety of intriguing events, food and alcohol and going there with friends to eat and drink or attend an event.	Thinking about what an amazing place MM is and sharing their experience with friends and family + booking other events and organising more night outs with friends.
What is the customer's paying attention to and their intended/	N/A	The customer is paying attention to information on MM's product offerings and what MM is all about. MM ads, seeing/	The customer is paying attention to MM's offerings as well as other places they could go to fulfil their needs. Browsing through	The customer is paying attention to the variety of activities they can do at MM, the price of all the food and activities, and the location.	The customer is paying attention to everything else MM has to offer, other customers experience and share their own, researching how they can get involved

actual action?		hearing about them repeatedly, looking them up.	their social media, website and asking friends about their experience.	Finding an event that they want to do and getting some friends together to go to the event and eat and drink at MM.	more. Sharing their great experience on social media, returning with more customers, becoming a member of the MM member community and interacting with them.
Existing Digital Touchpoi-nts and what MM are doing well	N/A	- Uptodate and user friendly MM website - Social Media - eWOM references - Active Instagram	- MM website - Social media - Newsletter - eWOM and WOM	- MM website - Social media - Newsletter - Offerings/ product that does not have a lot of direct competition	- Social media: Active Instagram account communicating with existing customers - eWOM and WOM
Recomm-ended digital marketing tools to consider and what MM can improve?	N/A	- Search Engine Marketing, bid for keywords such as "food hall london" and "sustainable food market" - Display paid ads - Influencer marketing with sustainable influencers who engage with the community. - SEO - Digital campaigns highlighting sustainability and community engagement. - Create immersive content - Brand message delivery - content that communicates MM's message	- Encourage sign up to a newsletters and email marketing on MM sustainability and community engagement. - Website live chat to answer questions or queries. - Retargeting - Clear call-to-actions.	- Retargeting - Live chat or chat bots - Smart Labels or blockchain powered labels (scannable QR codes with access to product information, where the products are sourced, their sustainability) - Email marketing - thank you for coming notes - Social media reviews to validate decision (social heuristics)	- Regular personalised e-newsletter containing tailored sustainability and community engagement events and initiatives. - Thank you messages - High social engagement - Social media immersing them to repeat purchases
KPI's	- Research figures - Quantity of research - Quality of research	- Website analytics (visits, page views, unique visitors) - Social Media (page descriptives, impressions, post reach)	- Website analytics (bounce rate and session duration) - Social Media (post engagement and average engagement)	- Conversion rate - Cost per click, cost per thousand, cost per view, cost per engagement) - Number of bookings	- Customer satisfaction (CSAT) - Net-promoter-score (NPS) - App analytics - Number of reviews - Following, likes and

| | | - SEO ranking
- Organic reach (non-viral and viral) and paid reach - clicks through PPC | - Click- through rate
- Sign ups for email marketing and newsletter
- Number of queries answered through chat bot | - Sales revenue from different revenue streams of MM
- Number of retargeting emails sent | shares on social media
- Sign ups for email marketing and newsletter |

Appendix 7: SEO Analysis: Ubersuggest

Site Audit ⓘ : https://www.mercatometropolitano.com/

Last Crawl:
December 1, 2021 7:24 AM

RECRAWL WEBSITE   **EXPORT TO CSV**

ON-PAGE SEO SCORE ⓘ	ORGANIC MONTHLY TRAFFIC	ORGANIC KEYWORDS ⓘ	BACKLINKS ⓘ
73 GREAT	**31,141** GREAT	**2,360** GREAT	**21,101** GREAT

PAGES DISCOVERED ⓘ
152

We've crawled **150** pages and found **2** blocked pages for a total of **152** pages discovered.

PAGE STATUS ⓘ

Successful	148
Redirected	2
Broken	0
Blocked	2

See All Pages →

SEO ISSUES DISCOVERED ⓘ
269

TOP SEO ISSUES ⓘ

55 pages have a low word count	View Details →
2 pages with duplicate <title> tags	View Details →
2 pages are blocked from appearing in search engines	View Details →

See All SEO Issues →

SITE SPEED ⓘ

A fast site and smooth user experience are crucial to your SEO health. Based on real visitor experiences on your site in the last 28 days, we've broken down how fast your pages loaded, how long visitors waited while interacting with your pages, and how shaky your pages were when they loaded.

LOAD TIME

The time it takes for the page's main content to load. An ideal speed is less than 2.5 seconds.

🖥 **DESKTOP LOAD TIME**

1.77 seconds GREAT

https://www.mercatometropolitano.com/
1.77s

| 0s | 2.5s | 4s | | 10s+ |

Time in seconds (s)

INTERACTIVITY

The time it takes for pages to respond to a visitor's click or button tap. An ideal speed is less than 100 milliseconds.

🖥 **DESKTOP INTERACTIVITY**

3 milliseconds GREAT

https://www.mercatometropolitano.com/
3ms

| 0ms | 100ms | 300ms | 600ms+ |

Time in milliseconds (ms)

VISUAL STABILITY

How much your page layout shifts or jumps while it's loading. An ideal measurement is 0.1 or lower.

🖥 **DESKTOP VISUAL STABILITY**

0.03 GREAT

https://www.mercatometropolitano.com/
0.03

| 0 | 0.1 | 0.25 | | 1+ |

SEO ISSUES DISCOVERED			DIFFICULTY	SEO IMPACT
55 pages have a low word count	What is this and how do I fix it?	View Details →	Moderate	High
2 pages with duplicate <title> tags	What is this and how do I fix it?	View Details →	Moderate	High
2 pages are blocked from appearing in search engines	What is this and how do I fix it?	View Details →	Moderate	High
4 pages with no <title> tag	What is this and how do I fix it?	View Details →	Easy	High
43 pages without a H1 heading	What is this and how do I fix it?	View Details →	Easy	Medium

Appendix 8: Interview Protocol (Existing and Potential customers)

Interview Protocol
Existing

Background and rationale

Mercato Metropolitano (MM) is London's first sustainable community market focused on revitalising neighbourhoods, creating a central community hub and providing nutritious, affordable food. Working as a team of consultants, we will develop and present an innovative and sound strategic plan to help MM to position its market offering as a sustainable ecosystem and increase the visibility of Mercato Metropolitano's FarMM initiative.

Aim of this research study

To investigate existing customers' perceptions of MM in relation to sustainability and community engagement.

To begin:

1) Thank the participant for taking part.
2) Ask them if they have read through the consent form and participant information sheet and that they are still happy to take part.
3) Request permission to record the interview.
   *Start recording and transcription on Teams
4) Let them know they are welcome to stop at any time.

Section 1: Preliminaries

5) Please may you state your age
6) Have you been to MM? (If yes, proceed in this section, if no, skip to section 5)
7) How have you heard about MM?
8) How often do you visit MM?

Section 2: Perceptions on sustainability of MM

1) How would you describe MM to a friend?
2) Why do you come to MM? (Social meeting spot, grocery, food, drink, community events?)
3) What do you think MM's competitive advantage is?
4) How important is where your food comes from to you?
5) What do you know about MM's food sources and sustainability?
6) How do you feel when MM search your bags for plastic and remove your items such as water bottles?

Section 3: Perceptions of community engagement of MM

1) What initiatives are you aware of that MM runs?
2) How did you hear about these initiatives?
3) What do you know about MM's events and workshops? If yes, which one(s)? (ex: wine tastings, children's camp, cooking lessons, cinema, other workshops)
   a) Have you been to any?
4) Do you use MM as a social hub to meet existing and new friends?

Section 4: How MM can bridge the gap

1) Do you follow MM on social media? Why/why not?
2) Would you be interested in finding out more about MM's sustainability and community engagement?
3) How do you feel MM could showcase their sustainability and community engagement more?

Section 5: General Questions

4) When you attend a restaurant/ market, what signals to you that they are environmentally sustainable?
5) What are your expectations when you attend a food market?
6) Do you perceive a restaurant/ market to be an inclusive place that benefits the community? If yes, please give an example. If not, please explain why.
7) When choosing restaurants/ markets are their online media activities and profiles a factor in your choice? Do you do a quick check on social media before going?
8) How important is living environmentally sustainably in your daily life, if so what actions do you take?
9) Have you ever seen an interesting campaign/advertisement about sustainability? If yes, could you please tell us about it? If not, would you please recommend some brands famous for sustainability actions?

Conclusions

10) Do you have any final comments?
11) Is there anything else you wish to discuss on this topic?
12) Thank them for their time and for talking to you

Interview Protocol

Potential

Background and rationale

Mercato Metropolitano (MM) is London's first sustainable community market focused on revitalising neighbourhoods, creating a central community hub and providing nutritious,

affordable food. Working as a team of consultants, we will develop and present an innovative and sound strategic plan to help MM to position its market offering as a sustainable ecosystem and increase the visibility of Mercato Metropolitano's FarMM initiative.

Aim of this research study

To investigate existing customers' perceptions of MM in relation to sustainability and community engagement.

To begin:
1) Thank the participant for taking part.
2) Ask them if they have read through the consent form and participant information sheet and that they are still happy to take part.
3) Request permission to record the interview.
   *Start recording and transcription on Teams
4) Let them know they are welcome to stop at any time.

Section 1: Preliminaries
5) Please may you state your age
6) Have you been to MM? (If yes, use "existing" interview protocol , if no, proceed in this section)

Section 2: General Questions
7) What does sustainability mean to you?
8) How important is living sustainably in your daily life, if so what actions do you take? (Recycle, choose to purchase sustainable options, reuse shopping bags, etc.) (if not, why?) (if yes, why is living sustainably important)
9) Do you go to food markets? If so, can you tell me why (what do you like about them)
10) When you attend a restaurant/ market, what signals to you that they are sustainable?
11) What are your expectations when you attend a food market?
12) Do you perceive a restaurant/ market to be an inclusive place that benefits the community? If yes, please give an example. If not, please explain why.
    a) Maybe reword this as What can a restaurant, food hall, or market do to be an inclusive place that benefits the community????
13) Which media platform do you engage with most frequently? (Instagram, Twitter, Facebook, etc.)
    a) How often do you use that platform
    b) Why do you like this platform?
    c) What kind of content do you look for on this platform?

d) What or who do you follow on this

14) Have you ever seen an interesting campaign/advertisement about sustainability? If yes, could you please tell us about it? If not, would you please recommend some brands famous for sustainability actions?

15) When choosing restaurants/ markets are their online media activities and profiles a factor in your choice? (Do you do a quick check on social media before going? Reviews?)

Conclusions

16) Do you have any final comments?

17) Is there anything else you wish to discuss on this topic?

18) Thank them for their time and for talking to you

Appendix 9: Quantitative Survey Questions

Consent Form (Start of survey)

1. I confirm that I have read and understood the information sheet dated 19/10/2021, version 1 for the above project. I have had the opportunity to consider the information and asked questions which have been answered to my satisfaction.

2. I consent voluntarily to be a participant in this project and understand that I can refuse to take part and can withdraw from the project at any time, without having to give a reason, up until November 2021.

3. I consent to the processing of my personal information for the purposes explained to me in the Information Sheet. I understand that such information will be handled under the terms of UK data protection law, including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.

4. I understand that my information may be subject to review by responsible individuals from the College for monitoring and audit purposes.

5. I understand that confidentiality and anonymity will be maintained, and it will not be possible to identify me in any research outputs

6. I consent to my data being shared with third parties which are within and outside the EU [Mercato Metropolitano organisation] as outlined in the participant information sheet.

7. I agree that the research team may use my data for future research and understand that any such use of identifiable data would be reviewed and approved by a research ethics committee. (In such cases, as with this project, data would not be identifiable in any report).

8. I agree that the research team may access my anonymous data records for the purposes of this research project.

9. I consent to my participation in the research being audio recorded.

10. I understand that I must not take part if I fall under the exclusion criteria as detailed in the information sheet and explained to me by the researcher.

11. I understand that the information I have submitted will be published as a report

○ I agree (1)

○ I disagree (2)

End of Block: Consent Form

Start of Block: Demographic Questions

Please select the age bracket you belong to.

○ 18-25 (1)

○ 26-35 (2)

○ 36-49 (3)

○ 50+ (4)

Q2 Please select your gender.

○ Male (1)

○ Female (2)

○ Non-binary / third gender (3)

○ Prefer not to say (4)

Q3 Please select where you live.

○ North London (1)

○ East London (2)

○ South London (3)

○ West London (4)

○ Central London (5)

○ Greater London Area (6)

○ Outside of London (7)

End of Block: Demographic Questions

Start of Block: Mercato Metropolitano Questions

Q5 Are you familiar with Mercato Metropolitano?

○ Yes (1)

○ No (2)

Skip To: End of Block If Are you familiar with Mercato Metropolitano? = No

Q6 How often do you visit Mercato Metropolitano?

○ Never been (1)

○ Weekly (2)

○ Monthly (3)

○ Seasonally (4)

○ Once a year (5)

Q8 Please indicate the degree of familiarity of the following product offerings of Mercato Metropolitano.

	1 = Not Familiar (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 = Familiar (7)
Food Hall (1)	◯	◯	◯	◯	◯	◯	◯
Alcoholic Beverages (2)	◯	◯	◯	◯	◯	◯	◯
Grocery Store (3)	◯	◯	◯	◯	◯	◯	◯
Craftsmanship Workshops (4)	◯	◯	◯	◯	◯	◯	◯
Culinary Workshops (5)	◯	◯	◯	◯	◯	◯	◯
Educational Workshops (6)	◯	◯	◯	◯	◯	◯	◯
Cinema (7)	◯	◯	◯	◯	◯	◯	◯
Live Music (8)	◯	◯	◯	◯	◯	◯	◯
Art Events (9)	◯	◯	◯	◯	◯	◯	◯
Barber Shop (10)	◯	◯	◯	◯	◯	◯	◯
Children's Summer Camps (11)	◯	◯	◯	◯	◯	◯	◯

Q10 Please indicate the degree to which you agree or disagree with the following statements.

	Strongly disagree (1)	Somewhat disagree (2)	Neither agree nor disagree (3)	Somewhat agree (4)	Strongly agree (5)
Mercato Metropolitano is a sustainable brand. (1)	O	O	O	O	O
Mercato Metropolitano has a wide product offering. (2)	O	O	O	O	O
Mercato Metropolitano is a community focused brand. (3)	O	O	O	O	O
Mercato Metropolitano offers high quality products. (4)	O	O	O	O	O
Mercato Metropolitano is a sustainble community movement. (5)	O	O	O	O	O

There is no other place similar to Mercato Metropolitano. (6)	O	O	O	O	O

Q11 Please indicate the degree to which you agree or disagree with the following statements.

	Strongly disagree (1)	Disagree (2)	Somewhat disagree (3)	Neither agree nor disagree (4)	Somewhat agree (5)	Agree (6)	Strongly agree (7)
I make a special effort to buy sustainable products. (1)	O	O	O	O	O	O	O
I make a special effort to buy products in biodegradable packaging. (2)	O	O	O	O	O	O	O
I would switch from my usual brands and buy environmentally safe cleaning products,	O	O	O	O	O	O	O

even if I had to give up some cleaning effectiveness. (5)

I have switched products for ecological reasons. (4)	O	O	O	O	O	O	O
When I have a choice between two equal products I purchase the one less harmful to the environment. (3)	O	O	O	O	O	O	O

Q12 Please indicate the degree to which the following statements are true to you.

	Strongly disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Using sustainable products would be in line with my personal values. (1)	O	O	O	O	O
Using sustainable products fits the way I	O	O	O	O	O

| view the world. (2) | ◯ | ◯ | ◯ | ◯ | ◯ |
| Using sustainable products would be consistent with the way I think I should live my life. (3) | ◯ | ◯ | ◯ | ◯ | ◯ |

End of Block: General Question

Appendix 10: Example Transcript

Interview Transcript

Participant 1: Existing Customer of Mercarto Metropolitano

Interviewer: Recording and transcription has started. So uhm, thank you for taking part in our qualitative interview about Mercato Metropolitano.

Participant 1:   Yes, thank you for having me. I'm happy to take part in the interview and I give my consent.

Interviewer: Great and of course I would like to let you know that you are welcome to stop this interview at any time for any reason.

Participant 1:   Thank you.

Interviewer: Please for the first section of our interview. Please state your age.

Participant 1:   So, I'm 25 years old.

> **Commenté [VC1]:** 25 years old

Interviewer :   And would you be able to tell us whether you have ever been to Mercato Metropolitano?

Participant 1 :   Yeah, so during my studies in London I did my masters at the University of the Arts London and I studied at the Elephant and Castle Campus and me and my sister lived in a few minutes away from the Elephant and Castle campus. So, we would visit Mercato Metropolitano, or I would say quite frequently.

> **Commenté [VC2]:** student
>
> **Commenté [VC3]:** Elephant & Castle

Interviewer :   Uhm, amazing. And as I understand, not anymore 'cause you don't live in London anymore.

1

Participant 1: No, I was in London in 2018 and 2019 I believe we would visit. I mean, I think at least once in two weeks, sometimes once a week, sometimes to just buy something and sometimes to actually hang out.

> **Commenté [VC4]:** irregular high frequency visits

Interviewer : Sure, thank you. And how would you describe Mercato Metropolitano to a friend?

Participant 1: I would describe it as a like a culinary marketplace with many different uhm, street food, uhm restaurants or many things where you can eat with your friends. Stop by to to buy something or have a drink since there were many different kinds of street food corners where you could have different kinds of cuisine, food, drinks and so on. So I would say it's quite multifunctional and it's easy for anyone to find something that they like because the the corners are so diverse.

> **Commenté [VC5]:** culinary marketplace
> **Commenté [VC6]:** street food
> **Commenté [VC7]:** restaurants
> **Commenté [VC8]:** eat with friends
> **Commenté [VC9]:** have a drink
> **Commenté [VC10]:** different kind of cuisine
> **Commenté [VC11]:** multifunctional
> **Commenté [VC12]:** easy

Interviewer : Uhm, so why did you come to Mercato Metropolitano?

Participant 1: I think first of all the reason is that it was a comfortable place that had a friendly atmosphere and it was, I think it had quite a good standard. Of course, it also wasn't cheap, but I think for London it was. It was doable and affordable, I think. Also like the people are usually nice, it offered nice service and nice street food with a lot of selection and especially for that area since the closest sort of marketplace to Metropolitano is Borough Market which is about like 15 to 20 minutes walk. If I recall correctly and it's more towards the city center but around the Elephant and Castle Campus, where the Mercato Metropolitano is located the choice of like nice places to hang out and grab some food. If the selection wasn't as wide so I think that's why we so often opted for Mercato Metropolitano.

> **Commenté [VC13]:** comfortable
> **Commenté [VC14]:** friendly atmosphere
> **Commenté [VC15]:** quite good standard
> **Commenté [VC16]:** not cheap
> **Commenté [VC17]:** price comparison London
> **Commenté [VC18]:** price evaluation
> **Commenté [VC19]:** consumer perception of staff
> **Commenté [VC20]:** good service
> **Commenté [VC21]:** a lot of selection
> **Commenté [VC22]:** unique
> **Commenté [VC23]:** Borough Market
> **Commenté [VC24]:** nice place to visit
> **Commenté [VC25]:** grab some food
> **Commenté [VC26]:** wide selection

Interviewer : Amazing thank you and what do you think? If you had to think of Mercato Metropolitano competitive advantage, what would you think or say that that is?

Participant 1: Right as I said, I think its biggest competitive advantage in the area is that it pretty much has no competition. Uhm, in terms of as I said, the closest sort of a market is Borough Market, which is about 15 to 20 minutes away. So unless somebody wants to go and hang around more the area of South Bank or or the city center, and if, let's say. If let's say I would just not

> **Commenté [VC27]:** no competition

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really be in the mood to to go towards the center and I would just kind of want to stay close to where I live, which is the area then I think that's the best place to hang out. I remember there was uhm, I think there was Nando's and a few bars and of course, the school canteen and maybe a few other places, but they didn't have. I think this the Mercato Metropolitano had so much more of a like high standard for London compared to the other places. I mean, of course Nando's is a chain and probably the standard is good, but I just felt like it was the best place with the best atmosphere and the best quality of food by far in the area. Of course. Also the competitive advantage is for some restaurants in the area is that it has   so many different food corners. So let's say if you want to hang out with six friends, you might have someone might be feeling Kreps. Somebody might be feeling pasta, uh, somebody might be feeling Asian and somebody just maybe wants a cocktail so you could all go there. Everybody can pick what they like and you can also at the same shared table with like with a nice ambience. Yeah, and also the fact that, for example, if I lived close to the place, it meant that I could always go there and grab something different so I wouldn't, I wouldn't get bored of it. I mean, it was quite impossible to get bored of it because there were so many different different corners, so it was quite diverse.

Commenté [VC28]: close to where I live

Commenté [VC29]: best place to hang out

Commenté [VC30]: Nando

Commenté [VC31]: school canteen

Commenté [VC32]: high standard

Commenté [VC33]: best atmosphere

Commenté [VC34]: best quality of food

Commenté [VC35]: variety

Commenté [VC36]: communal tables

Commenté [VC37]: nice ambiance

Commenté [VC38]: exciting

Interviewer :   And if you were to think about uhm, maybe its competitors. Like if you were to think about London, maybe what competitors they have in London like what would you say that might be a competitive advantage compared to their competitors?

Participant 1:   I guess like other sort of these foodie Market Street food marketplaces. Well there's Borough Market which you could sort of take as competition or the market near city where we used to go. I can't remember what it's called, but it was also like a market. And I remember that this one, I mean Mercato Metropolitano also had. Unlike I think the other markets. This one I think also had for example had a shop like it had a really nice Italian shop where you could come grab like specialized Italian groceries. To sum it up, I think that the Mercato Metropolitano one had this street food concept to it more than, for example world market where it was more like sellers would be selling like olive oil or or cheese or whatever. This one had the selling like the Mini shops but then it also offered sort of street food restaurants if you will.

Commenté [VC39]: food markets

Commenté [VC40]: grocery store

Commenté [VC41]: specialised goods

Interviewer :   Yeah.

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Participant 1: With a communal place to eat, and I feel like the one in the city was also a little bit like that, but I don't recall it having such nice like grocery stores and I, and I for example. I think that the Mercato Metropolitano even had, it had an area outside and inside and I know that it also offered other services which I never used, but I think that we used to see them, like a Barber shop. I think there was. So, I think that it was quite diverse and very friendly.

Commenté [VC42]: market structure

Commenté [VC43]: additional services

Interviewer : Amazing those are great answers. Thank you. Uhm, how important is where your food comes from to you?

Participant 1: I think that it's something that uhm, I personally sometimes forget to think about, for example, when I'm in the moment or when I'm for example when I'm at the marketplace and I'm and I'm deciding what to get and I decide to get pasta with this type of sauce at that point I don't really have the time to think. Oh, where does this pasta come from? Where does this food come from? But then when I sort of reflect or think about it, or if or if I'm reminded of it when I'm for example, buying it and they, for example, tell me the source it for it, it assures me that I want to buy it and it gives me a positive feeling about my choice so. Another person that comes to a street food market and ask where does your meat come from? Maybe I should be there for now, I'm not that person, but definitely if the corners are the places can make the effort to sort of maybe put it out there, or communicate that, for example, their food is sourced like ethically or whatever. Then it for sure makes me more sure about the fact that I want to, for example, purchase from there. And if for example there were two pasta places and one of them was more sustainable and they are the same price, I would be deciding and one of them would be say would have this label or that they would claim that. I mean the claims would have to be true, but let's say that they would be transparent. And if one place would claim that they source, they would tell me, for example, where the food comes from, and then they source it. Ethically, I would 100% choose that place over the other one that didn't specify.

Commenté [VC44]: priorities

Commenté [VC45]: time issue

Commenté [VC46]: traceability

Commenté [VC47]: reminders

Commenté [VC48]: personal gain

Commenté [VC49]: laziness

Commenté [VC50]: communication

Commenté [VC51]: price sensitive

Commenté [VC52]: brand trust

Commenté [VC53]: brand transparency

Commenté [VC54]: aspirational

Interviewer: Yeah, amazing UM. So what do you know about Mercato's food sources and sustainability when you used to go there?

Participant 1:   Should be completely honest. I don't recall much about this, I mean. To be
                fair, I think that is the vibe it was giving off to me was that they are quite
                conscious. But I would lie if I said that I specifically remember sort of like
        talking about the sourcing to anyone. I didn't really think about I mean, I
        didn't really communicate about this particular subject with anybody so I
        don't know much.

Interviewer :   Yes, so for example when you say that it gave you like something made
                you feel like they are conscious. Uhm, could you elaborate on that? Like
        maybe what like was there something in particular? Or was it just. Yeah,
        like what was it?

Participant 1:   I'm trying to recall my experience because since it was three years ago, I
                don't really remember correctly, but I mean, I think that possibly. Maybe
        there was a label? For example, I could tell that, UM, maybe some corners
        sort of did have a label or claim it. I do remember that for example, in the
        past supplies are used. I used to go they would give me the pasta on paper
        trays instead of plastic. And it seemed like brownish recycled paper, and I
        know that the forks would not be in plastic, so I didn't have like an
        overall, it didn't give me like an overall artist artificial feeling, even the
even the design of the place. There was a lot of wood used.

Interviewer :   Right?

Participant 1:   It didn't give me an overall like artificial McDonald's vibe where like a lot
                of you see a lot of plastic in one place.So I think it's more to do with. Even
                maybe even the psychology the way they make these small choices that
        kind of makes the person subconsciously feel that this is a conscious place
         without them even telling you like they were.

Interviewer :   Right. So on a bit of another note, are you aware of any initiatives that
        Mercato Metropolitano runs?

Participant 1:   To be completely honest because it's been three years ago. I don't recall
                any. Maybe if you asked me two years ago when I was frequently going
        there. I would be able to tell you 'cause maybe I would read it at posters or
        at their Instagram or something. I mean, I do remember there Instagram

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Commenté [VC55]: brand recall

Commenté [VC56]: somewhat sustainable

Commenté [VC57]: sustainability communication

Commenté [VC58]: sustainability subject

Commenté [VC59]: uncertainty

Commenté [VC60]: labels

Commenté [VC61]: sustainable materials

Commenté [VC62]: sustainable materials

Commenté [VC63]: sustainable materials

Commenté [VC64]: McDonald's

Commenté [VC65]: subtle signs of sustainability

Commenté [VC66]: posters

Commenté [VC67]: Instagram

that they did organize some events or initiatives, but at this point because been three years ago, I really cannot tell you exactly.

Interviewer :   Yeah, that's perfectly fine, So, there were some questions prepared about like how you heard about these initiatives. Uhm, you obviously don't remember the particular initiatives. But if you remember any, uhm, you sort of mentioned sort of whereyou would read about them. Could you just clarify?

Participant 1:   Yeah, I think I do remember going on the Instagram of Mercato Metropolitano to see like my prime reason for going to their Instagram was to see what food they offer. 'cause I'm the type of person that likes to 'cause I'm quite picky. I like to go to the menu before I visit the place, I like to check out their menu. I like to check out their prices and I'd like to sort of see what I'm getting into. So I remember I would often go to their Instagram to sort of see like what types of foods they have would in their corners they have, and I do remember them communicating these other activities. But I don't remember them exactly.

> Commenté [VC68]: Instagram
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> Commenté [VC69]: menu
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> Commenté [VC70]: price
>
> Commenté [VC71]: MM activities

Interviewer :   Yeah.

Interviewer :   On Instagram was basically mainly go to see them?

Participant 1:   Yeah, Instagram.

Interviewer :   So you haven't been to any of as you said, like you remember some events, so you haven't attended any, is that correct?

Participant 1:   I haven't, no.

Interviewer :   Uh-huh, did you use Mercato Metropolitano as like a social hub to meet like existing and new friends? I think you touched upon that in one of your responses.

Participant 1:   Yeah, I did like. I remember sometimes I went with classmates after a lesson. They would want to go and discuss a project like often we would go there if we didn't feel like being in the canteen, which was overfilled, by the way. Also one negative Mercato Metropolitano was that at times it was really crowded. I mean, there was obviously different before covid, so it wasn't. I mean, it didn't make me feel like stressed out or anything. But yeah, like on peak times it would get crowded and sometimes it will be hard to like find a seat. But I understand that it's London and this sometimes can be unavoided but that's one of like a downside. But yeah I would. I mean I would go with my sister. I would go with my friends when my boyfriend came to visit, we went there. Together. I went there with my mom, so definitely because it was so versatile. I think it's a perfect place for like daytime hanging out night time hanging out.

Interviewer :   Perfect. So do you follow? You obviously don't live there anymore, but maybe did you follow or do you follow Mercato Metropolitano social media?

Participant 1:   I don't follow Metropolitano and I think I used to not follow it, but I think I would check their Instagram quite often when I felt like I want to find out about something or if I want to see if there open or whatever. When do they open or they have anything new. Like something, but I I'm the kind of person that doesn't follow that many pages and I'm quite like specific about the content that I follow, so I do have some time like for example with restaurants. There's very few restaurants that I follow and sometimes like what the habit that I have, is just that I checked them before I feel like going there or if I'm I want to feel inspired about what to eat, but I don't just follow them all, I prefer to search them when I need to look up something specific.

Interviewer :   And why do you think that is?

Participant 1:   As I said, like because I'm quite specific about my content that I see on my feed and with the restaurants I feel like I wanna see their content when I need it and I don't necessarily need to like see it every day when, let's say I'm not planning to go there at all or when I just like have a week of school ahead. I don't feel like it's relevant for me to see the content, but I still like the option of having the page being able to search it whenever I feel like going.

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Commenté [VC72]: crowded

Commenté [VC73]: versatile

Commenté [VC74]: selective viewing

Commenté [VC75]: social media

Interviewer :   Yeah.

Participant 1:   Well, I need some piece of information.

Interviewer :   Yeah, that makes sense. Uhm, would you be interested in finding out more about their sustainability and community engagement?

Participant 1:   Yeah, I think definitely.

Interviewer :   Uhm, and how do you feel Mercato Metropolitano could showcase their sustainability and community engagement more?

Participant 1:   I think they could on social media, but I also think on the spot, like in the actual venue, because there's a lot of space for posters or maybe a projection screen, or because it's quite a big venue. I wanted to say Flyers, but that's not really sustainable, so something that can be more eco friendly, perhaps, but it would be like physical announcement or some drawing. Obviously anything digital is great in combination with actual.

> **Commenté [VC76]:** physical venue
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> **Commenté [VC77]:** physical venue
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> **Commenté [VC78]:** physical venue
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> **Commenté [VC79]:** physical venue
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> **Commenté [VC80]:** physical venue
>
> **Commenté [VC81]:** combined physical and digital

Interviewer :   Yeah, yeah amazing so. In a more general sense when you attend a restaurant or market, what signals to you that they are sustainable.
If you   have to think about that.

Participant 1:   Learning anything nowadays, when places are sustainable or services or restaurant. They like to communicate it because it's something that' like popular now, when people make their decisions, often based on sustainability. So I think it's a great move up to the particular marketplace or the food corner to put it out there to do the job for the customer so they don't have to when they're, let's say, on a night out with friends or whatever. They don't have to like do their research and manually look at them up whether they are sustainable, but I think it's it would be a good advantage for the places to to put it out there so they can make it easier for the person. And you were asking how should they communicate it?

> **Commenté [VC82]:** trendy
>
> **Commenté [VC83]:** accessible information
>
> **Commenté [VC84]:** message visibility

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Interviewer :   Yeah, like in what? Like in what way or how could they do this or how is it done when you are in a restaurant? Like what signals that to you?

Participant 1:   I mean, I think it's I think it's complex like anything from metal straws to like as I said, paper trays instead of plastic or or even something small like even when for example you have delivery and they ask and they tell you like we're not gonna give you cutlery and napkins like unless you ask so maybe like non not ultimately not making the choice to automatically give every customer. Uhm, will take out napkins because for example, a lot of people would also come. And I used to do that as well, sometimes I would just. It was a gloomy day and sometimes I would just feel like grabbing pasta and taking it to go with me, and in that case I was gonna eat at home and I remember that I remember that with the fastest. Specifically, I think they would ask whether you need cutlery and napkins and when I would go and eat it at home, I would say no, I don't need it. So I think there are small changes. Of course they can communicate on there. I mean, I think the answer is communicating it everywhere where possible. So I think if the corners can make the effort to be put a little label, put a little announcement like a a symbol or recycle bins. Make sure those recycle bins. Make sure to like sort of. Be mindful about not to give everybody a full pack of cutlery and napkins and all this stuff. They don't need it like make the effort to communicate and ask and just make sure to not make any ways that unnecessary. Obviously you need to put the pasta on a tray and if you put it on a ceramic plate that has to be washed so that sometimes that maybe isn't more sustainable like putting it on a recycled paper tray. I don't know, but sort of avoid this stuff that's not necessary like give somebody a straw when they don't ask for it.

Interviewer: How do you feel about when restaurants or marketplaces have rules in place, like for example the one you mentioned, like not giving someone cutlery automatically or the thing that, for example Mercato does is that they banned plastic bottles from their premises? How how the rules like that make you feel?

Participant 1:   Uh-huh, they make me feel really, positively like I think it's. I think it's what all places, like all places and services, should do. And I'll just. Those related to food, but I think that's the direction everybody should go. I don't think it's a limiting anybody at all. I just think it's being purposeful and

Commenté [VC85]: non wasteful practices

Commenté [VC86]: personal sustainable choice

Commenté [VC87]: recycle bins

Commenté [VC88]: positive feelings towards MM

Commenté [VC89]: purposeful

being mindful. With like our decisions and I think is, that's the least we could do.

Interviewer :   Amazing thank you. So what are your expectations when you attend a food market?

Participant 1:   I like for there to be nice ambience, I like for there to be a place to sit because sometimes it can be annoying when those great places and you want to bring your friends, but then you don't really have anywhere to like actually eat the food. So then you have to walk for 10 minutes and find a bench in a park and then maybe it's already cold. That's a big that's a bit annoying, so I'd like for there to be a place to sit. And like for there to be nice ambience I like for it to be ideally at least protected by like a roof so it doesn't rain there, especially in a place like London that could be like limiting if it didn't have a roof, if there can be any heaters. I know that Mercato Metropolitano did have heaters. I remember that so that way they can sort of accommodate be more accommodating to their customers all year round with consumer can bring in jacket, but if if somebody is standing there or sitting there for a long time, they can get cold, so things like heaters can be really helpful, but I would say. Diversity, I would say ambiance, UM. In good weather conditions, if I can say it like that and also in a marketplace, I expect like a cool stall. But visually like I like that definitely.

> Commenté [VC90]: comfortable

> Commenté [VC91]: accommodating

> Commenté [VC92]: visually appealing

Interviewer :   Amazing.

Participant 1:   And I do also like for it to seem like. I mean, there's many places right now that seem that they are sort of Hipster in the way that they're like conscious and sustainable so of course, that also I feel like that is now something that we associate with with marketplace is because they're usually marketed to young people who are more conscious. So when a place has all of this, It basically ticks all the boxes for me.

> Commenté [VC93]: socially conscious

> Commenté [VC94]: Gen Z

Interviewer :   Amazing. Do you perceive a restaurant or market to be an inclusive place that benefits the community where it is, and if yes, can you give an example and if not, could you explain why?

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Participant 1:   I think it definitely benefits the community because it's I think it's inviting for so many different small businesses to showcase whatever they're offering, so I think it's definitely good for a community to to have a marketplace.

Commenté [VC95]: small businesses

Interviewer :   Amazing. When choosing a restaurants or markets are their online media activities and profiles a factor in your choice? Do you do a quick check on social media before going? Obviously you sort of touched upon this.

Participant 1:   Yeah, I like I like to do it because I feel like nowadays. Uhm, your social media profiles, specially Instagram is sort of like your business card like it's it. It provides a preview of the actual place and sometimes they're cool places that don't have a cool Instagram, but I definitely feel more encouraged to go if the Instagram seems cool. If they present their values, their food, if their visual identity there, like sustainable initiatives. That just makes me like just make me feel positively about visiting them.

Commenté [VC96]: instagram aesthetic

Interviewer :   Amazing. Uhm, how important is living sustainably in your daily life, and if so what actions do you take?

Participant 1:   Uhm, I would say it's definitely important to me, although I don't completely make all my decisions just so I would be the most sustainable that I can be. To be completely honest, but whenever I can and it doesn't make it doesn't result in like this like big discomfort to me or significant discomfort to me. I tried to be sustainable. So I'm not sustainable if it makes if it makes me feel uncomfortable if it causes a big discomfort, but for example, whenever I can I'd I do it unless. It better it unless it makes my life really hard. I tried to do it but for example we like me and my boyfriend carpool to work because we both commute, so it's at least 1/2 an hour drive. So most of the time we just take one car there in one car back. So we just go. So we just share. What else? I mean, of course, we are recycling and separating waste 'cause here in Slovakia actually have to separate everything you can't put like paper and plastic together so it takes quite so it's quite time consuming to separate everything before we do it. Uhm, what else? Obviously we haven't. We have some metal straws at home. We have reusable containers which we always use. If I bring packed lunch, I bring it in a reusable container. I'm trying to think what else? Ah yeah, we tried to I don't know what this counts, but we tried to obviously. I try not to use all the lights in the house.

Commenté [VC97]: decision maker

Commenté [VC98]: sustainable attitude

Commenté [VC99]: convenience

Commenté [VC100]: carpool

Commenté [VC101]: recycling

Commenté [VC102]: time consuming

Commenté [VC103]: reusing

Commenté [VC104]: energy consumption

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If we're, we try to just have them on for the room that we are in. If some room is not being used, we turn off the heating.

Interviewer :   Sure. That's great, come and have you ever seen an interesting campaign or advertisement about sustainability? If yes, could you please tell us about it? And if not, would you please recommend some brands famous for sustainability actions or anything that you associate with sustainable campaigns or advertising or sustainability in general?

Participant 1:   Me, I'm trying to think. I mean, I know that the biggest electricity energy company in Slovakia is communicating green energy quite prominently right now I see a lot of billboards, but honestly I didn't look into it. Also, maybe because it was on a billboard, so anything that's on a billboard these days I'm not really motivated to go and check it out. I sort of have this anti feeling towards advertisements in a way. So I know that there's info like, yeah, there's a whole group of green influencers formed that dedicated their content to living sustainably. But for example, a campaign that I liked and it was actually recent in Slovakia. It was by the supermarket. Brand called Lidl. It's big in Europe and they just did actually a campaign. They would call up cities like a few cities in Slovakia and they would they would agree with them that they would put plastic like actually they they have to obtain plasticware but they were basically plastic bottles and plastic waste ends inside the biggest fountain's like the most important fountains in the city for people to kind of, you know. Obviously walk around and be like and and have obviously they were disturbed and they were concerned and the idea behind the campaign was like oh, so now you're disturbed when you see it. You know, in your city's pretty fountain, but you're not disturbed that it's it's. You know that it's happening in rivers and the ocean. So this was a campaign to raise awareness which yeah, it caught my eye and I thought that. I mean it, it was for some, of course for the old people they will. It was quite drastic because they were calling the police. You know, like asking what's in what's in the fountain. But obviously, like the legal was they agreed they spoke to police about the fact that they rank's campaign. So it was OK. But yeah, it was this campaign that it was supposed to like raise awareness of the fact that it's real and sometimes for people to understand that something this is real, they have to see it and they have to be disturbed by it. And it has to sort of happen in their comfort zone because some people can't imagine that something in the Atlantic Ocean. There's this big huge pile of plastic that's killing you know the living animals in the ocean so it was a

campaign that I think was actually quite successful, and I think they're gonna run it. They're gonna run it more often to raise awareness further.

Interviewer :   That was an amazing example. Thank you so much. Do you have any final comments?

Participant 1:   Uhm?

Interviewer :   Or is there anything else that you would like to discuss on this topic?

Participant 1:   I think it's more just like a note to myself. Where although I do care about the cause, sometimes I feel like I'm so busy with what's going on that I don't always find the time to actively think about it or sometimes. Do you think about it or make extra effort to, for example, be more sustainable? For example, there is a store in, there's actually a few stores in my city where you can go and you can find apps like way your own detergent and also other stuff. Basically it's based on the it's like a no waste, zero waste store where you can go and you can get all these things just inside containers and you basically minimize waste. I know I've been a bit lazy to do it because the store is a bit far from the center, but even making this interview is making me it's sort of making me feel that it's something I should be more proactive in doing. For example, in yeah, visiting these views are always stores more or. For yeah, I mean, for example in supermarkets I usually never take the bag. I always try to take my own bag and stuff, but I always feel like people can do more, including me. So that's just sort of a note to self that sometimes people care, but there are so caught up in their everyday lives that they don't do their maximum.

> Commenté [VC107]: zero waste

> Commenté [VC108]: sustainable behaviour

Interviewer :   Yeah, that makes a lot of sense.

Participant 1:   Yeah.

Interviewer :   So on that note, I would like to thank you for your time and for talking to me and for participating in our survey. It will be a huge help for our insights to try to help Mercato Metropolitano.

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Appendix 11: Original SPSS Data

Reliability

Knowledge

Case Processing Summary

		N	%
Cases	Valid	34	94.4
	Excluded[a]	2	5.6
	Total	36	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.763	.787	11

Knowledge

Inter-Item Correlation Matrix

	Knowledge_1	Knowledge_2	Knowledge_3	Knowledge_4	Knowledge_5	Knowledge_6
Knowledge_1	1.000	.730	.412	.155	.077	-.017
Knowledge_2	.730	1.000	.313	-.030	-.033	-.067
Knowledge_3	.412	.313	1.000	.585	.577	.608
Knowledge_4	.155	-.030	.585	1.000	.693	.684
Knowledge_5	.077	-.033	.577	.693	1.000	.924
Knowledge_6	-.017	-.067	.608	.684	.924	1.000
Knowledge_7	-.228	-.289	.317	.322	.653	.643
Knowledge_8	.205	.221	.288	.206	.092	.139
Knowledge_9	-.189	-.148	.404	.483	.513	.572
Knowledge_10	.019	-.023	.202	.441	.327	.208
Knowledge_11	.077	.191	.054	.107	.062	-.022

Inter-Item Correlation Matrix

	Knowledge_7	Knowledge_8	Knowledge_9	Knowledge_10	Knowledge_11
Knowledge_1	-.228	.205	-.189	.019	.077
Knowledge_2	-.289	.221	-.148	-.023	.191
Knowledge_3	.317	.288	.404	.202	.054
Knowledge_4	.322	.206	.483	.441	.107
Knowledge_5	.653	.092	.513	.327	.062
Knowledge_6	.643	.139	.572	.208	-.022
Knowledge_7	1.000	.091	.685	.334	-.008
Knowledge_8	.091	1.000	.300	.293	-.117
Knowledge_9	.685	.300	1.000	.356	.095
Knowledge_10	.334	.293	.356	1.000	.326
Knowledge_11	-.008	-.117	.095	.326	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Inter-Item Correlations	.251	-.289	.924	1.213	-3.198	.076	11

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
25.88	71.137	8.434	11

Brand Association

Case Processing Summary

		N	%
Cases	Valid	34	94.4
	Excluded[a]	2	5.6
	Total	36	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.599	.636	6

Brand Association

Inter-Item Correlation Matrix

	Brand_Asso ciaton_1	Brand_Asso ciaton_2	Brand_Asso ciaton_3	Brand_Asso ciaton_4	Brand_Asso ciaton_5	Brand_Asso ciaton_6
Brand_Associaton_1	1.000	.021	.174	.363	.623	.187
Brand_Associaton 2	.021	1.000	.395	.276	.064	-.143
Brand_Associaton 3	.174	.395	1.000	.491	.264	.066
Brand_Associaton _4	.363	.276	.491	1.000	.216	.134
Brand_Associaton 5	.623	.064	.264	.216	1.000	.257
Brand_Associaton _6	.187	-.143	.066	.134	.257	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
20.91	11.840	3.441	6

Environmentalism

Case Processing Summary

		N	%
Cases	Valid	34	94.4
	Excluded[a]	2	5.6
	Total	36	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.758	.757	5

Environmentalism

Inter-Item Correlation Matrix

	Environmentalism_1	Environmentalism_2	Environmentalism_3	Environmentalism_4	Environmentalism_5
Environmentalism_1	1.000	.728	.073	.493	.387
Environmentalism_2	.728	1.000	.202	.555	.480
Environmentalism_3	.073	.202	1.000	.181	.201
Environmentalism_4	.493	.555	.181	1.000	.532
Environmentalism_5	.387	.480	.201	.532	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
23.03	23.605	4.859	5

Compatibility

Case Processing Summary

		N	%
Cases	Valid	34	94.4
	Excludedª	2	5.6
	Total	36	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.885	.894	3

Compatibility

Inter-Item Correlation Matrix

	Compatibility_1	Compatibility_2	Compatibility_3
Compatibility_1	1.000	.790	.665
Compatibility_2	.790	1.000	.760
Compatibility_3	.665	.760	1.000

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
12.26	3.534	1.880	3

Descriptives/Frequencies/Histograms

Age

Statistics

Age

N	Valid	34
	Missing	2
Mean		1.03
Median		1.00
Mode		1
Std. Deviation		.171
Skewness		5.831
Std. Error of Skewness		.403
Kurtosis		34.000
Std. Error of Kurtosis		.788
Minimum		1
Maximum		2
Percentiles	25	1.00
	50	1.00
	75	1.00

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	33	91.7	97.1	97.1
	2	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 1.03
Std. Dev. = .171
N = 34
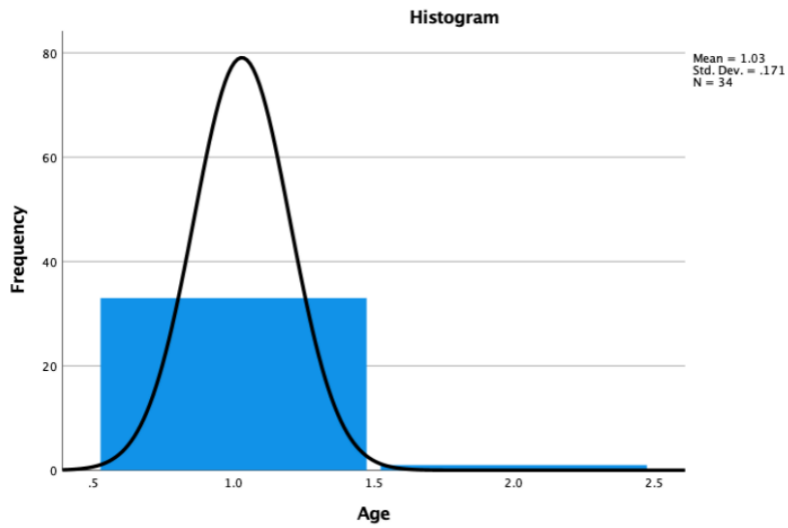
Gender

Statistics

Gender

N	Valid	34
	Missing	2
Mean		1.65
Median		2.00
Mode		2
Std. Deviation		.485
Skewness		-.644
Std. Error of Skewness		.403
Kurtosis		-1.688
Std. Error of Kurtosis		.788
Minimum		1
Maximum		2
Percentiles	25	1.00
	50	2.00
	75	2.00

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	33.3	35.3	35.3
	2	22	61.1	64.7	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 1.65
Std. Dev. = .485
N = 34
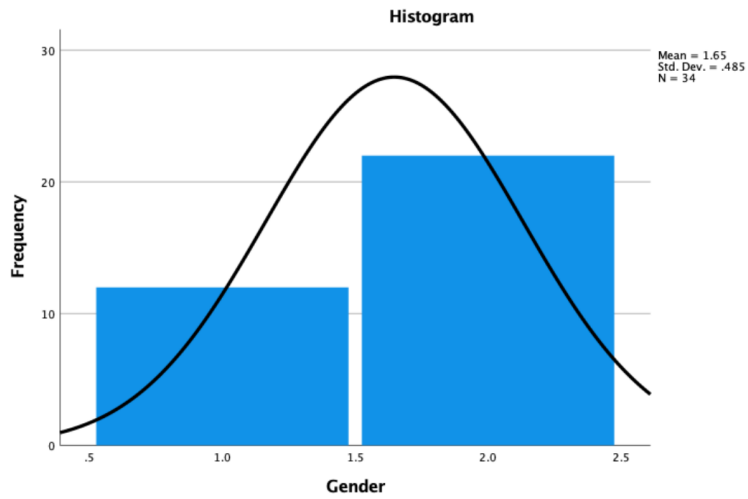
Location

Statistics

Location

N	Valid	34
	Missing	2
Mean		4.68
Median		5.00
Mode		5
Std. Deviation		1.934
Skewness		-.419
Std. Error of Skewness		.403
Kurtosis		-.926
Std. Error of Kurtosis		.788
Minimum		1
Maximum		7
Percentiles	25	3.00
	50	5.00
	75	7.00

Location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	5.6	5.9	5.9
	2	5	13.9	14.7	20.6
	3	3	8.3	8.8	29.4
	4	1	2.8	2.9	32.4
	5	13	36.1	38.2	70.6
	6	1	2.8	2.9	73.5
	7	9	25.0	26.5	100.0

		34	94.4	100.0	
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 4.68
Std. Dev. = 1.934
N = 34

Knowledge

Statistics

Knowledge

N	Valid	34
	Missing	2
Mean		2.3529
Median		2.1818
Mode		2.18
Std. Deviation		.76675
Variance		.588
Skewness		.644
Std. Error of Skewness		.403
Kurtosis		.650
Std. Error of Kurtosis		.788
Percentiles	25	2.0000
	50	2.1818
	75	2.7273

Knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	2	5.6	5.9	5.9
	1.18	1	2.8	2.9	8.8
	1.55	1	2.8	2.9	11.8
	1.64	1	2.8	2.9	14.7
	1.73	2	5.6	5.9	20.6
	2.00	3	8.3	8.8	29.4
	2.09	4	11.1	11.8	41.2
	2.18	5	13.9	14.7	55.9
	2.27	2	5.6	5.9	61.8
	2.45	1	2.8	2.9	64.7
	2.64	3	8.3	8.8	73.5
	2.73	2	5.6	5.9	79.4
	2.91	1	2.8	2.9	82.4
	3.00	1	2.8	2.9	85.3
	3.09	1	2.8	2.9	88.2
	3.36	1	2.8	2.9	91.2
	3.91	1	2.8	2.9	94.1
	4.09	1	2.8	2.9	97.1
	4.18	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 2.35
Std. Dev. = .767
N = 34

Brand Association

Statistics

Brand_Association

N	Valid	34
	Missing	2
Mean		3.4853
Median		3.4167
Mode		3.33
Std. Deviation		.57350
Variance		.329
Skewness		.008
Std. Error of Skewness		.403
Kurtosis		-.343
Std. Error of Kurtosis		.788
Percentiles	25	3.1250
	50	3.4167
	75	4.0000

Brand_Association

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.17	1	2.8	2.9	2.9
	2.67	2	5.6	5.9	8.8
	2.83	3	8.3	8.8	17.6
	3.00	2	5.6	5.9	23.5
	3.17	3	8.3	8.8	32.4
	3.33	6	16.7	17.6	50.0
	3.50	4	11.1	11.8	61.8
	3.67	2	5.6	5.9	67.6
	3.83	2	5.6	5.9	73.5
	4.00	3	8.3	8.8	82.4
	4.17	2	5.6	5.9	88.2
	4.33	3	8.3	8.8	97.1
	4.67	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 3.49
Std. Dev. = .573
N = 34

Environmentalism

Statistics

Environmentalism

N	Valid	34
	Missing	2
Mean		4.6059
Median		4.6000
Mode		5.20
Std. Deviation		.97170
Variance		.944
Skewness		-.322
Std. Error of Skewness		.403
Kurtosis		-.683
Std. Error of Kurtosis		.788
Percentiles	25	3.9500
	50	4.6000
	75	5.4000

Environmentalism

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.60	2	5.6	5.9	5.9
	3.20	1	2.8	2.9	8.8
	3.40	2	5.6	5.9	14.7

	3.60	2	5.6	5.9	20.6
	3.80	1	2.8	2.9	23.5
	4.00	2	5.6	5.9	29.4
	4.20	3	8.3	8.8	38.2
	4.40	3	8.3	8.8	47.1
	4.60	2	5.6	5.9	52.9
	4.80	2	5.6	5.9	58.8
	5.20	4	11.1	11.8	70.6
	5.40	3	8.3	8.8	79.4
	5.60	3	8.3	8.8	88.2
	5.80	1	2.8	2.9	91.2
	6.00	2	5.6	5.9	97.1
	6.20	1	2.8	2.9	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 4.61
Std. Dev. = .972
N = 34

Compatibility

Statistics

Compatibility

N	Valid	34
	Missing	2
Mean		4.0882
Median		4.0000

Mode		4.00
Std. Deviation		.62662
Variance		.393
Skewness		-.147
Std. Error of Skewness		.403
Kurtosis		-.237
Std. Error of Kurtosis		.788
Percentiles	25	4.0000
	50	4.0000
	75	4.6667

Compatibility

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2.67	1	2.8	2.9	2.9
	3.00	2	5.6	5.9	8.8
	3.33	3	8.3	8.8	17.6
	3.67	1	2.8	2.9	20.6
	4.00	17	47.2	50.0	70.6
	4.33	1	2.8	2.9	73.5
	4.67	2	5.6	5.9	79.4
	5.00	7	19.4	20.6	100.0
	Total	34	94.4	100.0	
Missing	System	2	5.6		
Total		36	100.0		

Histogram

Mean = 4.09
Std. Dev. = .627
N = 34

T-Test/ANOVA

Gender-Knowledge

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Knowledge	1	12	2.2803	.49560	.14307
	2	22	2.3926	.88913	.18956

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Knowledge	Equal variances assumed	2.945	.096	-.403	32	.690
	Equal variances not assumed			-.473	31.948	.640

Independent Samples Test

		t-test for Equality of Means			
				95% Confidence Interval of the Difference	
		Mean Difference	Std. Error Difference	Lower	Upper
Knowledge	Equal variances assumed	-.11226	.27873	-.68001	.45549
	Equal variances not assumed	-.11226	.23749	-.59604	.37153

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
Knowledge	Cohen's d	.77668	-.145	-.848	.561
	Hedges' correction	.79549	-.141	-.828	.548
	Glass's delta	.88913	-.126	-.829	.580

a. The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control group.

Gender-Brand Association

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Brand_Association	1	12	3.6528	.52924	.15278
	2	22	3.3939	.58767	.12529

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Brand_Association	Equal variances assumed	.271	.606	1.269	32	.214
	Equal variances not assumed			1.310	24.877	.202

Independent Samples Test

		t-test for Equality of Means			
				95% Confidence Interval of the Difference	
		Mean Difference	Std. Error Difference	Lower	Upper
Brand_Association	Equal variances assumed	.25884	.20393	-.15656	.67424
	Equal variances not assumed	.25884	.19758	-.14819	.66587

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
Brand_Association	Cohen's d	.56826	.455	-.260	1.164
	Hedges' correction	.58203	.445	-.254	1.137
	Glass's delta	.58767	.440	-.280	1.151

a. The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control group.

Gender-Environmentalism

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)

Environmentalism	Equal variances assumed	.009	.926	-.098	32	.922
	Equal variances not assumed			-.097	22.111	.923

Independent Samples Test

		t-test for Equality of Means			
		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
				Lower	Upper
Environmentalism	Equal variances assumed	-.03485	.35407	-.75606	.68637
	Equal variances not assumed	-.03485	.35748	-.77601	.70631

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper

Environmentalism	Cohen's d	.98662	-.035	-.738	.668
	Hedges' correction	1.01052	-.034	-.721	.653
	Glass's delta	.97572	-.036	-.739	.668

a. The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control group.

Gender-Compatibility

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Compatibility	1	12	4.0278	.45965	.13269
	2	22	4.1212	.70931	.15123

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Compatibility	Equal variances assumed	3.591	.067	-.410	32	.684
	Equal variances not assumed			-.464	30.861	.646

Independent Samples Test

		t-test for Equality of Means			
				95% Confidence Interval of the Difference	
		Mean Difference	Std. Error Difference	Lower	Upper
Compatibility	Equal variances assumed	-.09343	.22776	-.55737	.37051
	Equal variances not assumed	-.09343	.20119	-.50383	.31696

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
Compatibility	Cohen's d	.63467	-.147	-.850	.558
	Hedges' correction	.65004	-.144	-.830	.545
	Glass's delta	.70931	-.132	-.835	.574

a. The denominator used in estimating the effect sizes.

Cohen's d uses the pooled standard deviation.

Hedges' correction uses the pooled standard deviation, plus a correction factor.

Glass's delta uses the sample standard deviation of the control group.

Appendix 12: Qualitative Participant Information Sheet

INFORMATION SHEET FOR PARTICIPANTS

YOU WILL BE GIVEN A COPY OF THIS INFORMATION SHEET

Title of project

Mercato Metropolitano project

Invitation Paragraph

I would like to invite you to participate in this research project which forms part of my research assessment for the Research in Marketing module. Before you decide whether you want to take part, it is important for you to understand why the

research is being done and what your participation will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask me if there is anything that is not clear or if you would like more information.

What is the purpose of the project?

The purpose of the project is to investigate existing customers' perceptions of MM in relation to sustainability and community engagement.

Why have I been invited to take part?

You are being invited to participate in this project because you represent the general consumer adult population

What will happen if I take part?

If you choose to take part in the project you will be asked questions regarding the MercatoMetropolitano organisation and actions. Participation will take place online and it may last up to an hour. The interview will be audio recorded via MS teams application upon your consent.

Do I have to take part?

Participation is completely voluntary. You should only take part if you want to and choosing not to take part will not disadvantage you in any way. Once you have read the information sheet, please contact us if you have any questions that will help you make a decision about taking part. If you decide to take part we will ask you to sign a consent form and you will be given a copy of this consent form to keep.

Data handling and confidentiality

Your data will be processed under the terms of UK data protection law (including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018).

- After you complete your interview, your name or any other identifiable element will not be made known. Participants of this research will be given nicknames such as: Respondent Y, Respondent X.
- The collected data will be retained until November 2022 where the degree will be completed. All data will be anonymised and archived after November 2022.

· The collected data will only be shared within the research team, the Module Leader and the MercatoMetropolitano organisation (this includes transcription services implemented by the student team) and that this will only be done with participants consent. Where data will be shared with third parties include details of how the data will be transferred securely.

Data Protection Statement
If you would like more information about how your data will be processed under the terms of UK data protection laws please visit the link below:
https://www.kcl.ac.uk/research/support/research-ethics/kings-college-london-statement-on-use-of-personal-data-in-research

What if I change my mind about taking part?

You are free to withdraw at any point of the project, without having to give a reason. Withdrawing from the project will not affect you in any way. You are able to withdraw your data from the project up until November 2021 after which withdrawal of your data will no longer due to the completion of the course and data will have been anonymised and submitted as part of the assessment process. If you choose to withdraw from the project we will not retain the information you have given thus far. Please note, there may be circumstances in which withdrawal from the research may not be possible. For example, owing to the interdependent nature of focus groups discussions and observations, participants may not be able to withdraw following data collection.

What will happen to the results of the project?

The results of the project will be summarised in a report and presentation and will be given to the module leader of the Research in Marketing module of the MSc degree in Digital Marketing and the MercatoMetropolitano organisation.

Who should I contact for further information?

If you have any questions or require more information about this project, please contact me using the following contact details:

Rebecca Malden k21114488@kcl.ac.uk
Natalie Lieber k21102858@kcl.ac.uk

<u>What if I have further questions, or if something goes wrong?</u>

If this project has harmed you in any way or if you wish to make a complaint about the conduct of the project you can contact King's College London using the details below for further advice and information:

Dr Ilia Protopapa
Ilia.protopapa@kcl.ac.uk

Thank you for reading this information sheet and for considering taking part in this research.

Appendix 13: Qualitative Consent Form

CONSENT FORM FOR PARTICIPANTS IN RESEARCH PROJECTS

Please complete this form after you have read the Information Sheet and/or listened to an explanation about the research

Title of project: Mercato Metropolitano Research Project		
Ethical review reference number:	**Version number: 19/10/2021**	
		Tick or initial
1. I confirm that I have read and understood the information sheet dated 19/10/2021, version 1 for the above project. I have had the opportunity to consider the information and asked questions which have been answered to my satisfaction.		
2. I consent voluntarily to be a participant in this project and understand that I can refuse to take part and can withdraw from the project at any time, without having to give a reason, up until November 2021.		
3. I consent to the processing of my personal information for the purposes explained to me in the Information Sheet. I understand that such information will be handled under the terms of UK data protection law, including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.		

4. I understand that my information may be subject to review by responsible individuals from the College for monitoring and audit purposes.	
5. I understand that confidentiality and anonymity will be maintained, and it will not be possible to identify me in any research outputs	
6. I consent to my data being shared with third parties which are within and outside the EU [Mercato Metropolitano organisation] as outlined in the participant information sheet.	
7. I agree that the research team may use my data for future research and understand that any such use of identifiable data would be reviewed and approved by a research ethics committee. (In such cases, as with this project, data would not be identifiable in any report).	
8. I agree that the research team may access my anonymous data records for the purposes of this research project.	
9. I consent to my participation in the research being audio recorded.	
10. I understand that I must not take part if I fall under the exclusion criteria as detailed in the information sheet and explained to me by the researcher.	
11. I understand that the information I have submitted will be published as a report	

_____   _____   _____

Name of Participant   **Date**   **Signature**

_____   _____   _____

Name of Researcher   **Date**   **Signature**

Appendix 14: Quantitative Participant Information Sheet

INFORMATION SHEET FOR PARTICIPANTS

YOU WILL BE GIVEN A COPY OF THIS INFORMATION SHEET

Title of study

Mercato Metropolitano Project

Invitation Paragraph

I would like to invite you to participate in this research project which forms part of my research assessment for the Research in Marketing module. Before you decide whether you want to take part, it is important for you to understand why the research is being done and what your participation will involve. Please take time to read the following information carefully and discuss it with others if you wish. Ask me if there is anything that is not clear or if you would like more information.

What is the purpose of the study?

The purpose of the project is to investigate what potential customers know about MM and its offerings and brand association network.

Why have I been invited to take part?

You are being invited to participate in this project because you represent the general consumer adult population

What will happen if I take part?

If you agree to take part you will complete a survey anonymously through the Qualtrics platform. The survey will ask you questions about the MercatoMetropolitano organisation and actions. The survey will take you approximately 5-10 minutes to complete.

Do I have to take part?

Participation is completely voluntary. You should only take part if you want to and choosing not to take part will not disadvantage you in anyway. If you choose to take part you will be asked to provide your consent. To do this you will be asked to indicate that you have read and understand the information provided and that you consent to your anonymous data being used for the purposes explained.

You are free to withdraw at any point during completion of the survey, without having to give a reason.Withdrawing from the study will not affect you in any way. Once you submit the survey, it will no longer be possible to withdraw from the

study because the data will be fully anonymous. Please do not include any personal identifiable information in your responses.

Data handling and confidentiality

This research is anonymous. This means that nobody, including the researchers, will be aware of your identity, and that nobody will be able to connect you to the answers you provide, even indirectly. Your answers will nevertheless be treated confidentially and the information you provide will not allow you to be identified in any research outputs/publications. Your data will be held securely.

Any personal data collected independently of the anonymous survey as described elsewhere in this information sheet will be processed under the terms of UK data protection law (including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018). If you would like more information about how your data will be processed under the terms of UK data protection laws please visit the link below:
https://www.kcl.ac.uk/research/support/research-ethics/kings-college-london-statement-on-use-of-personal-data-in-research

What will happen to the results of the study?

The results of the project will be summarised in a report and presentation and will be given to the module leader of the Research in Marketing module of the MSc degree in Digital Marketing and the MercatoMetropolitano organisation.

Who should I contact for further information?

If you have any questions or require more information about this project, please contact me using the following contact details:

Rebecca Malden k21114488@kcl.ac.uk
Natalie Lieber k21102858@kcl.ac.uk

What if I have further questions, or if something goes wrong?

If this project has harmed you in any way or if you wish to make a complaint about the conduct of the project you can contact King's College London using the details below for further advice and information:

Dr Ilia Protopapa
Ilia.protopapa@kcl.ac.uk

Thank you for reading this information sheet and for considering taking part in this research.

Appendix 15: Quantitative Consent Form

CONSENT FORM FOR PARTICIPANTS IN RESEARCH PROJECTS

Please complete this form after you have read the Information Sheet and/or listened to an explanation about the research

Title of project: Mercato Metropolitano Research Project	
Ethical review reference number:	Version number: 19/10/2021

	Tick or initial
1. I confirm that I have read and understood the information sheet dated 19/10/2021 for the above project. I have had the opportunity to consider the information and asked questions which have been answered to my satisfaction.	
2. I consent voluntarily to be a participant in this project and understand that I can refuse to take part and can withdraw from the project at any time, without having to give a reason, up until November 2021.	
3. I consent to the processing of my personal information for the purposes explained to me in the Information Sheet. I understand that such information will be handled under the terms of UK data protection law, including the UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.	
4. I understand that my information may be subject to review by responsible individuals from the College for monitoring and audit purposes.	
5. I understand that confidentiality and anonymity will be maintained, and it will not be possible to identify me in any research outputs	
6. I consent to my data being shared with third parties which are within and outside the EU [Mercato Metropolitano organisation] as outlined in the participant information sheet.	

7. I agree that the research team may use my data for future research and understand that any such use of identifiable data would be reviewed and approved by a research ethics committee. (In such cases, as with this project, data would not be identifiable in any report).	
8. I agree that the research team may access my anonymous data records for the purposes of this research project.	
9. I understand that I must not take part if I fall under the exclusion criteria as detailed in the information sheet and explained to me by the researcher.	
10. I understand that the information I have submitted will be published as a report	

_____   _____   _____
Name of Participant   Date   Signature

_____   _____   _____
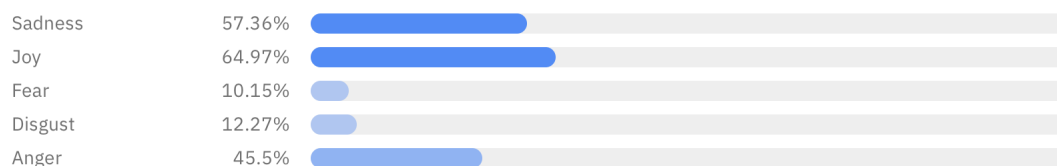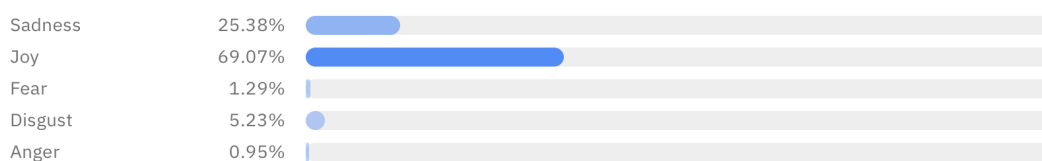Name of Researcher   Date   Signature

Appendix 16: Entity Emotion Scores

The graphs below show the Entity Emotion Scores after completing a text analysis of MM reviews on Google, Yelp, and Trip Advisor. The following graphs were the most relevant in conjunction with findings from our interviews.
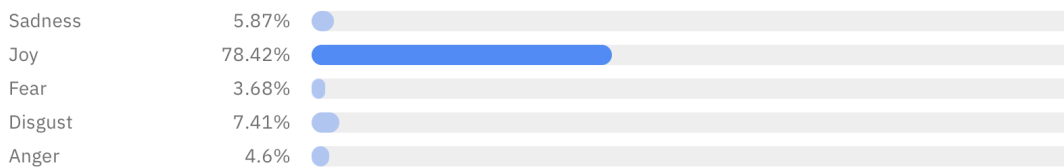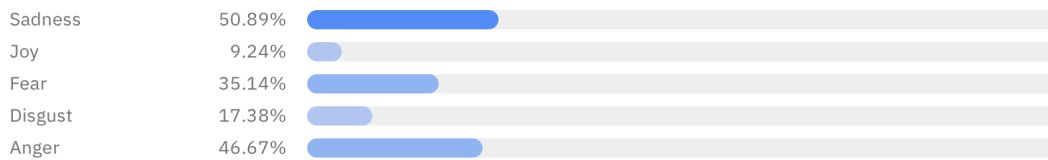
Mercato Metropolitano

Sadness	57.36%
Joy	64.97%
Fear	10.15%
Disgust	12.27%
Anger	45.5%

great atmosphere

Sadness	25.38%
Joy	69.07%
Fear	1.29%
Disgust	5.23%
Anger	0.95%

good selection of food

Sadness	5.87%	
Joy	78.42%	
Fear	3.68%	
Disgust	7.41%	
Anger	4.6%	

security guard

Sadness	50.89%	
Joy	9.24%	
Fear	35.14%	
Disgust	17.38%	
Anger	46.67%	

Appendix 17: Reviews From Existing Consumers Analysis

| Source	Reviews	Analysis
Google Reviews	1. "Love this place so much. It has cheap yet tasty food and drinks. It has a large variety of cuisines available and I love going there on a Saturday night with my friends. It's my go to place every other Week!" 2. "Love this place, great atmosphere - buzzing - and so many food choices. My first visit back since lockdowns - it was a lovely, warm evening and great to be sitting outside." 3. "We had a very bitter welcome by the guard who wanted to bin our many times reused plastic water bottle, because they have a no single plastic policy in MM. We managed to leave it with a tag and collect again on our exit. I was not fully convinced about their 'all compostable' approach, since every single item (food container, glasses, tissues) got thrown into the same bin by the waiters. I fully support the approach, I simply wasn't sure the execution was able to make it happen. Food offer was very good, a tiny bit overpriced but a fun place for a sunny day." 4. "Service was slow and not very friendly. The brief delight at not being charged extra for oatmilk was soon shadowed by the long wait for a coffee, which was pretty standard and nothing to get excited about. It was also disappointing that it was served in non-recylable cups, when there were ceramic cups on display. Had we known this we would have used our keep cups instead. No comparison to the vibrant joy of Borough market (a mile away). Won't be in a rush to repeat."	The majority of reviews from the last year are extremely positive. The recurring positive themes were the food selection and lively atmosphere. Most consumers go to MM for socialization. Negative reviews tended to regard security, unclear communication of MM policies, and MM being crowded.
Yelp	1. "Absolutely adored this market in South London! As a tourist, this space was a bit out of the way but well worth the trek. It's easy to get a sense of the sustainability-forward thinking that went into the market, from its industrial vibe to compostable cutlery. I was impressed by the quantity of both indoor and outdoor seating - seems like a great dining situation regardless of weather conditions. There were plenty of cuisines available from the indoor and outdoor food booths. I really enjoyed my Mexican-style vegan hot dog (didn't catch the name of which booth it was from). This marketa great place to sit, eat well, and stay awhile." 2. "An excellent spot! Come here in the evening for all your foodie and nightlife dreams to come true. There's several food stalls, but this isn't your average food market. It's like a very	

large bar with tons and tons of food options. We went on a Friday night so it was pretty packed. We walked around a bit looking for a table, but eventually gave up and decided to stand and eat. This isn't the spot for a formal dinner because even if you do find a seat, you'll most likely be sharing the table with others."

3. "Food is good, nothing to argue about that. But it's overpriced, and you'll probably have to eat while standing up.
Except the few indoor areas, the whole place allows smoking, and this means you'll eat while someone is having a cigarette next to you."

4. "They have a security guard making sure people don't enter with bottled water because "they're against plastics", but inside there was a plastic fork with the food I ordered.
In reality, it looks to me like they want to stop bringing in food and drink from the outside just to price gouge people since it's stupidly expensive to eat here for what you get. I checked out the stalls and ended-up eating at the pasta place and it was OK, but not great. Not worth the 12 quid. I also got a beer from the beer place and asked for a pint and got 0.4l of medium strength beer for 5 q uid,which isn't too bad for central London.
The Mercato Metropolitano felt really elitist. If they dropped the saving the environment charade and were actually welcoming to all, I'd give it another try."

Trip Advisor UK	1. "A bit of a food and drink lover's paradise….first impressions from the outside belie it's inner wow factor.Street food stalls to please the fussiest and some very good bars, both inside and outside serving everything from cocktails to German beer. Go hungry, it's vast so spend several hours and enjoy the atmosphere" 2. "Great venue if you are meeting with bigger group or aren't sure what you want to have - there is so many options to choose from that everyone will be able to find something for themselves. Spacious seating areas and heaters are a plus!" 3."Very rude unhelpful doorman to the market section wouldn't let me enter with a small half empty bottle of water (as advised on tube & needed for theatre visit opposite). Company policy apparently no reason given. He said he would keep it! - duh in a pandemic I am asked to leave water I may need with a total & grubby looking stranger - I don't think so. Especially as he knew I had it when I sanitised my hands, put on my mask & signed in all in front of him. Avoid this place - the other negative reviews are right."	The majority of reviews from the last year are extremely positive. The majority of reviews from the last year are extremely positive. The recurring positive themes were the food selection and lively atmosphere. Most consumers go to MM for socializing. Negative reviews tended to regard security, unclear communication of MM policies, and pricing.

Appendix 18: Source Review

Source/ Study	Author(s)	Research Problem	Key Implication	Relevance to MM Project
Sustainable Product Innovation and Changing Consumer Behaviour: Sustainability Affordances as Triggers of Adoption and Usage	Jonatan Pinkse and René Bohnsack	How specific product features can change the ways in which consumers engage with sustainable products in the adoption and usage phase	The more a sustainable product addresses multiple environmental outcomes that do not conflict and affords consumers different possibilities to engage with it, the higher the likelihood that they will adopt the product and use it in a sustainable way.	Consumers are more likely to buy products that align with their interests so brands should think about the sustainability issues that are most salient in their target consumer market. The Sustainability affordances framework.
Deloitte: Sustainability & Consumer Behaviour 2021 UK	Deloitte UK	Consumer Attitudes and Behaviours in 2021	Ethical and sustainability issues remain a key driver for almost a third of consumers.	Gen Z are adopting more sustainable behaviours than any other groups. As wealth transfers to younger generations, sustainability and ethical considerations will need to become the standard and should be transparent throughout the value chain.
Mintel Report: UK Ethical Food Consumer Report 2021	Mintel UK	Impact of COVID-19 on food and drink with selected ethical certifications.	During COVID-19, consumers actively sought out ethically certified products due to the media linking humans' environmental impact with the spend of global pandemics.	It is imperative for food and drink companies to give tangible details of the ethical and sustainable certifications to prove traceability and transparency to customers.
Elusive Green Consumer: Harvard Business Review	Katherine White, David J. Hardisty, and Rishad Habib	How to encourage sustainable consumption to narrow the intention-action gap.	Using rational appeals, loss-aversion messaging, and messages that focus on local impacts and local reference points are particularly powerful.	Consumers want concrete ways to deal with a problem that can see directly impacts their lives and communities. Loss-framed messaging works best when combined with specific details about the desired behaviour.
Smart Labels in the Food Industry: Applications and Benefits	Clearmark UK	What smart labels are, the main applications and benefits of using smart labels in the food industry	Current food trends have meant consumers are increasingly interested in the ethical credentials of their food and value the health benefits of certain food and drink.	'Smart labels' are the latest innovation within packaging that can be utilised by food manufacturers to improve traceability, product information and food safety.

Appendix 19: Sustainability Affordances Framework

The Sustainability Affordances Framework from Pinske, J. & Bohnsack, R. This framework shows how the three types of agency—material, firm, and user agency—together influence technology affordances, the adoption of sustainable products, and the implications for behavioural change.
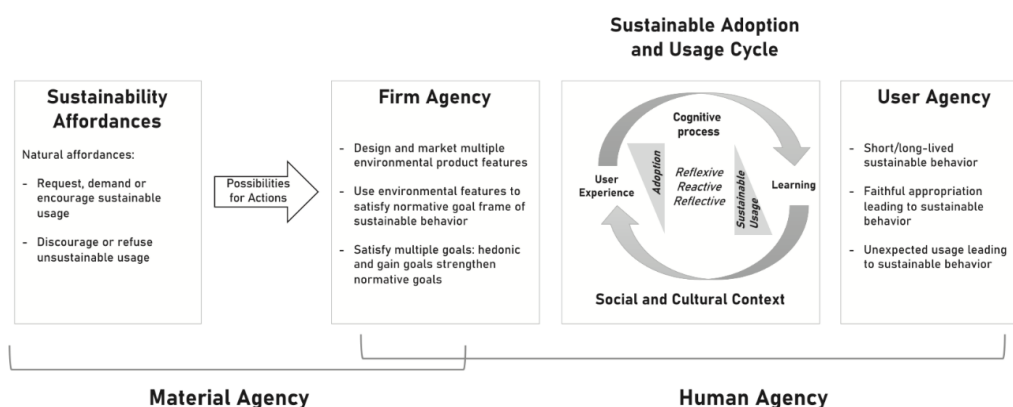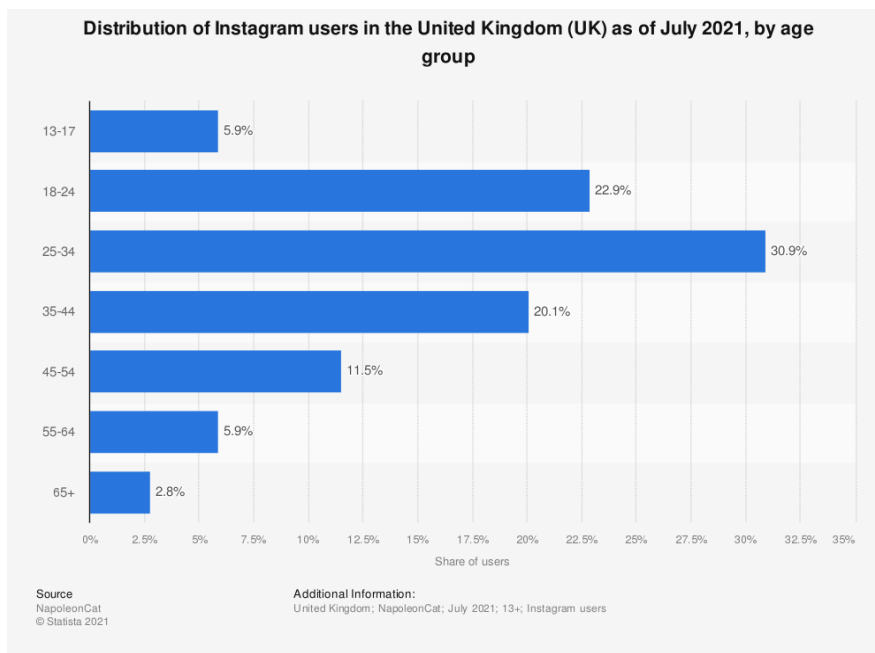
Appendix 20: MM Social Media Data

	Youtube	**Instagram**	Twitter	Facebook
Followers	173	55,000	7,241	67,619(total)
Click[1]	Less than 100	/	/	/
Like[2]	2 (Usually less than 10)	Around 200 (From less than 100 to over 1,000)	Less than 10	Around 10
Comment[3]	0	Less than 10	Less than 5	0
Frequency	Less than once a month	Around 5 times a week	1-5 times a month	Around 5 times a week

1 average click of 5 latest posts

2 average likes of 5 latest posts

3 average comments of 5 latest posts

Appendix 21: Distribution of Instagram users UK (Statista, 2021b)

Distribution of Instagram users in the United Kingdom (UK) as of July 2021, by age group

Age	Share of users
13-17	5.9%
18-24	22.9%
25-34	30.9%
35-44	20.1%
45-54	11.5%
55-64	5.9%
65+	2.8%

Source
NapoleonCat
© Statista 2021

Additional Information:
United Kingdom; NapoleonCat; July 2021; 13+; Instagram users

Appendix 22: Live Statistics of Resources Savings on Projector
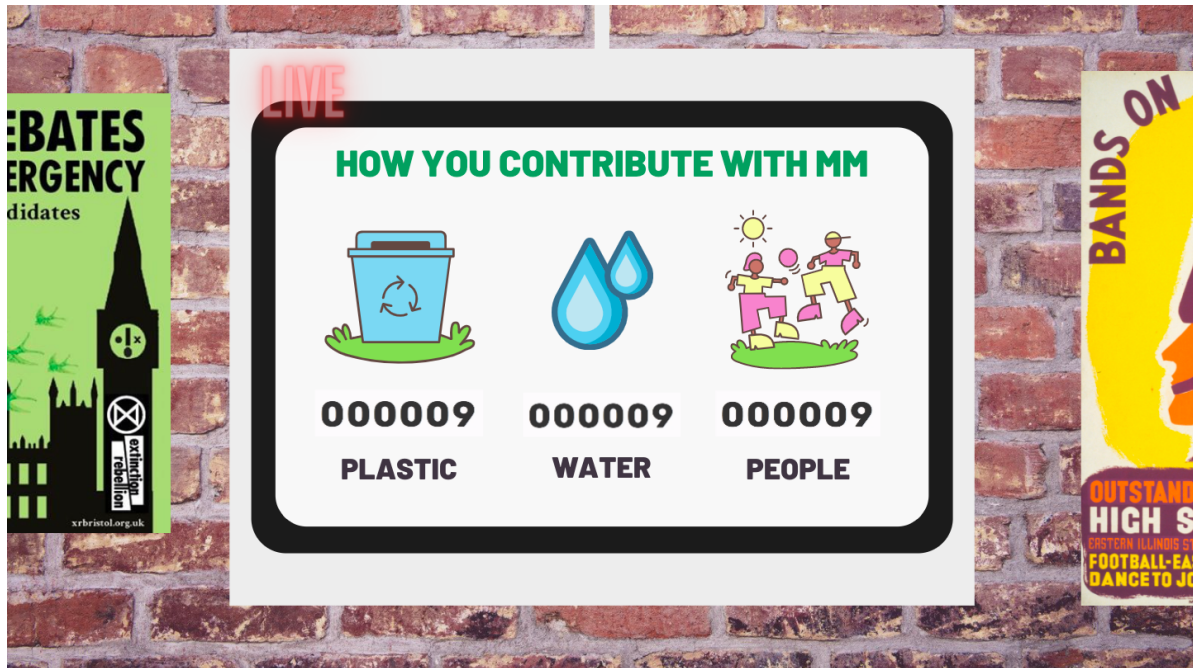
Table 2 Distribution of Instagram users in the United KinGdom(UK) as of July 2021, by age

source:https://www.statista.com/statistics/1018012/instagram-users-united-kingdom/

Appendix 23: Customer Reviews

moomintroll_10
London, UK • 245 contributions

●○○○○

Avoid this nasty dump

Jul 2021

Very rude unhelpful doorman to the market section wouldn't let me enter with a small half empty bottle of water (as advised on tube & needed for theatre visit opposite). Company policy apparently no reason given. He said he would keep it! - duh in a pandemic I am asked to leave water I may need with a total & grubby looking stranger - I don't think so. Especially as he knew I had it when I sanitised my hands, put on my mask & signed in all in front of him. Avoid this place - the other negative reviews are right. They don't deserve anyone's money.

Written 13 July 2021

This review is the subjective opinion of a Tripadvisor member and not of TripAdvisor LLC.

Adrian P
London, UK • 402 contributions

👍 1

⚫○○○○

Nasty little Digbeth Dining Club rip off

Sep 2021 • Couples

Firstly, it's a collection of food stalls. That's what it it is. That's what it's intended to be. Wonderful. Boxpark has the concept, the brilliant Digbeth Dining Club had the concept. So what -and I'd appreciate a response - is the reasoning behind the goon at the gate dressed like he's about to capture a small African state by force searching people's bags? Is that really necessary? Is that the tone you want to set before a prospective customer has even stepped into the building? Assuming you successfully gain entry, you're greeted with an admittedly diverse selection of outlets. Everything from Trinidad to China is represented. Now, I don't know if business is bad (there were certainly enough...

Read more ⌄

Written 12 September 2021

M B.
London, United Kingdom

📷 0 ⭐ 33 🖼 3

⭐⭐☆☆☆ 10/24/2021

They have a security guard making sure people don't enter with bottled water because "they're against plastics", but inside there was a plastic fork with the food I ordered.
In reality, it looks to me like they want to stop bringing in food and drink from the outside just to price gouge people since it's stupidly expensive to eat here for what you get.
I checked out the stalls and ended-up eating at the pasta place and it was OK, but not great. Not worth the 12 quid. I also got a beer from the beer place and asked for a pint and got 0.4l of medium strength beer for 5 quid, which isn't too bad for central London.
The Mercato Metropolitano felt really elitist. If they dropped the saving the environment charade and were actually welcoming to all, I'd give it another try.

Useful | Funny | Cool