



ESPECIALLY  
**PUGLIA**

# *Website Redesign for Customer Retention*

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# Introduction



## Executive Summary

Especially Puglia is a company that seeks to connect its customers with the rich culinary traditions of Southern Italy. Founder Michele Iadarola offers customers “adoptions” as a means of supporting independent Pugliese farmers and the small-scale production of single-origin extra virgin olive oil, honey, and caciocavallo, a type of cheese typical of the region. Customers can adopt an olive tree, a beehive, or a cow; they can also purchase (one-time) or sign up for recurring subscriptions of pantry items (preserved vegetables, jams, pasta, etc.) and kitchenware all sourced from Michele’s native Puglia.

## Project Scope

By working with local farmers, Especially Puglia prides itself on providing quality, artisanal products made with traditional techniques. The company has seen success since its initial [Kickstarter campaign](#) in 2014, but has been experiencing issues with customer retention as most purchases are one-time gift adoptions. Our project seeks to improve the company’s customer retention and encourage repeat purchases.

Considering Michele’s relationship to the region, as well as the fact that EP's website already boasts rich content and imagery, we chose to target the website’s information architecture. **One of the greatest values of Especially Puglia is not only the background and mission of the company, but also the individual stories of the people who produce its products using sustainable, small-scale farming methods.**



Source: <http://italy.ie>

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This is to more prominently feature Michele's story and EP's mission in order to nurture a personal connection between the user and the brand which in turn, we believe, will result in increased brand loyalty and repeat purchases. Other options we explored included membership and loyalty programs centered around EP's subscription products, however, **user interviews pointed to brand trust and connection as a primary reason for customer retention.**

For research, we conducted [business analyses](#) and [user interviews](#) with people who have engaged with subscription services (e.g. CSAs, clothing subscriptions, meal kits, wine subscriptions, etc.). We then created a [persona, Jules](#) (based on insights from these interviews as well as information from current EP customers provided by Michele), and an [existing and a proposed journey map](#) depicting her experience with receiving a specialty food subscription box as a gift. We also conducted a [heuristic analysis](#) on five pages of EP's website that we believe users like Jules will frequent the most: the homepage, "Adopt an Olive Tree," a specific olive grove page, "Specialty Boxes," and "Visit Puglia."

**Our research allowed us to isolate Especially Puglia's value propositions and align them with user needs/goals/pain points in order to best meet and surpass users' expectations with our proposed design changes which we will cover in detail in this report.**

We opted against the usual usability tests in favor of [tree tests](#), which are designed to understand how a user navigates a website's information structure. To support this, we created an [existing and a proposed site map](#) to visually represent the information architecture of EP's website. While the website is currently more or less navigationally sound, we believe that making some changes to the labels in its primary navigation, as well as making pertinent content (such as the blog) more findable, users will have an enhanced experience of Especially Puglia as a brand and a better understanding of its story.

Our two rounds of **tree tests validated our proposed changes**, however we believe more work can be done (over a longer period of time) to test customer retention. Our initial results were encouraging, but we also believe that more content (images, GIFs, blog articles, customer emails, etc.) could be produced to further enhance the storytelling on Especially Puglia's website.

## **Opportunity & Problem Statement**

Especially Puglia is a company that seeks to bring the native Pugliese experience to US customers primarily through the sale of artisanal food products and the promotion of Pugliese culinary traditions. Considering Michele's mission to connect Especially Puglia's customers to the Pugliese lifestyle, there is ample opportunity to enhance the current presentation and offerings of Especially Puglia to potentially increase brand affinity and create a better user experience, which in turn will solve the issue of customer retention.

Thus, we ask ourselves:

*How might we engage users through Especially Puglia's website and content strategy to improve their experience in a way that will build trust and brand loyalty?*





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# Competitive Analysis

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## Methodology

Our competitive feature analysis (pg. 42) compared the features of Especially Puglia with those of its direct competitors (olive tree adoption and high-end CSA subscription services), namely, Nudo, Pomora, FarmtoPeople, Rogaia, and Treolive. Michele had listed Nudo, Pomora, and FarmtoPeople as such, and we added Rogaia and Treolive to the list as those companies also provide olive tree adoptions, olive oil subscriptions, and the opportunity for customers to visit their tree. We chose to omit Eataly (originally on Michele's list of competitors) because although its retail products are focused on high-end Italian food and ingredients, it is also primarily a dining and culinary arts destination.

## Results/Observations

We highlighted 24 features across all the competitors, and found that Especially Puglia, which has 14 of the listed features as well as several unique ones, has a competitive advantage in this field. However, Nudo, the most similar competitor, edges out Especially Puglia in terms of number of features, and we believe that several of them can be useful in retaining current customers and engaging new ones.

**Subscription w/recurring charges:** Some of the websites had an option to subscribe to their adoption offerings with a recurring charge that would only stop when canceled by the customer. For Especially Puglia, this would help to retain customers and prevent the frustration expressed by customers who were tired of re-entering their credit card information every time that they wanted to renew.

**Membership tiers:** Some of the competitors had 2 or more tiers of membership, differing in the amount/frequency of oil sent to the customer. This would provide flexibility and provide existing and new customers with tailored experiences, providing enhanced value.

**Members-only perks:** Some competitors had perks such as discounts off regular store purchases, additional items for members, or even an exclusive, "members only" section of the shop. Like the tiers feature, this would provide existing and new customers with tailored experiences, providing enhanced value.

**Subscription w/recurring charges:** Nudo offers an "ongoing adoption" that functions as a subscription with charges that are taken at the first of the month for each shipment of olive oil until the customer makes a request to stop those charges. A similar feature was also found on Pomora and FarmtoPeople.

**Other forms of gifting:** Nudo has a page specifically aimed at gifts and purchases for corporate customers; some competitors also have a page for users to include a tree adoption on their wedding registry.

**Newsletter:** Newsletters were a common feature on most of the websites, but the wording of the entry field at the bottom of Especially Puglia's website (it only says, "STAY IN TOUCH") doesn't make it clear if entering your email will give subscribe the user to a newsletter or not.



# Comparative Analysis

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## Methodology

A comparative feature analysis (pg. 43) was created to compare the features of EP to those of its indirect competitors (subscription services). In our case, the indirect competitors we chose were Eattimo, Delivery Italiano, Nonna Box, Bespoke Post, Chateau Feely, and Panama Coffee Co. The first three, again, were already considered adjacent competitors given that they are Italian food subscriptions; we chose the last three services: specialty lifestyle products aimed at men, an “Adopt a Vine” service from a biodynamic vineyard in Saussignac, France, and an “Adopt a Coffee Tree” service from Latin American coffee farmers. The purpose of this technique is for us to get inspiration for additional feature(s) we can implement into the redesign of the Especially Puglia’s website.

## Results/Observations

Our finding revealed that there was very little variation as far as features go. There were only two features that weren’t present on Especially Puglia’s website:

**User reviews:** This could create greater trust for new customers, but may be redundant when there are already testimonials and not a large amount of items available for purchase.

**Philanthropy/donations to other causes:** The story for each company is clearly very important to customer buy-in, and having a page showing philanthropic campaigns may boost Especially Puglia’s image and tell a better story for their brand. Even if no donations will be made, there is value in doing all that can be done to emphasize how Especially Puglia is helping people (farmers) and a way of life that would otherwise become lost (slow food movement).

# User Interviews

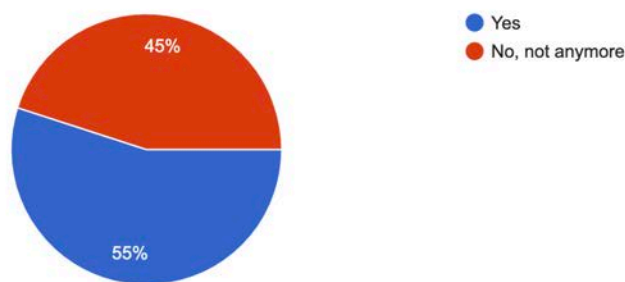
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## Screeners Surveys

Before conducting user interviews, we first created a screener survey to find users who had experience with subscription boxes. We asked questions to include people who either currently have a subscription to one of these services or had one and canceled, and we were also interested in speaking with people who purchased a subscription as a gift, as this is one of the main ways that people obtain subscription boxes from Especially Puglia. Of the 20 survey respondents, we were able to interview 13 people. Sample data and questions are as follows:

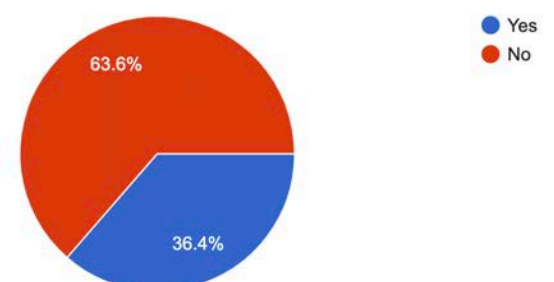
Do you currently have a paid subscription for gift boxes/physical items?

20 responses



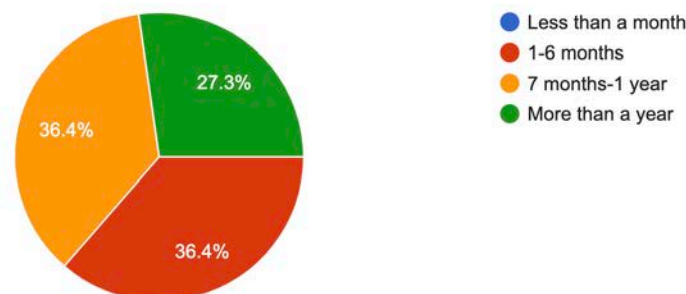
Have you bought a subscription as a gift before?

11 responses



How long have you had the subscription?

11 responses



## Methodology

We conducted interviews with the 13 people selected from the surveys to form the basis of our insights. The scope of discussion was split into two parts: their general experience with purchasing a subscription box for themselves, and experience as recipients/gift-givers of a box subscription from/for a friend or family member. Our full interview discussion guide is available on request, but some examples of the questions asked can be seen below:

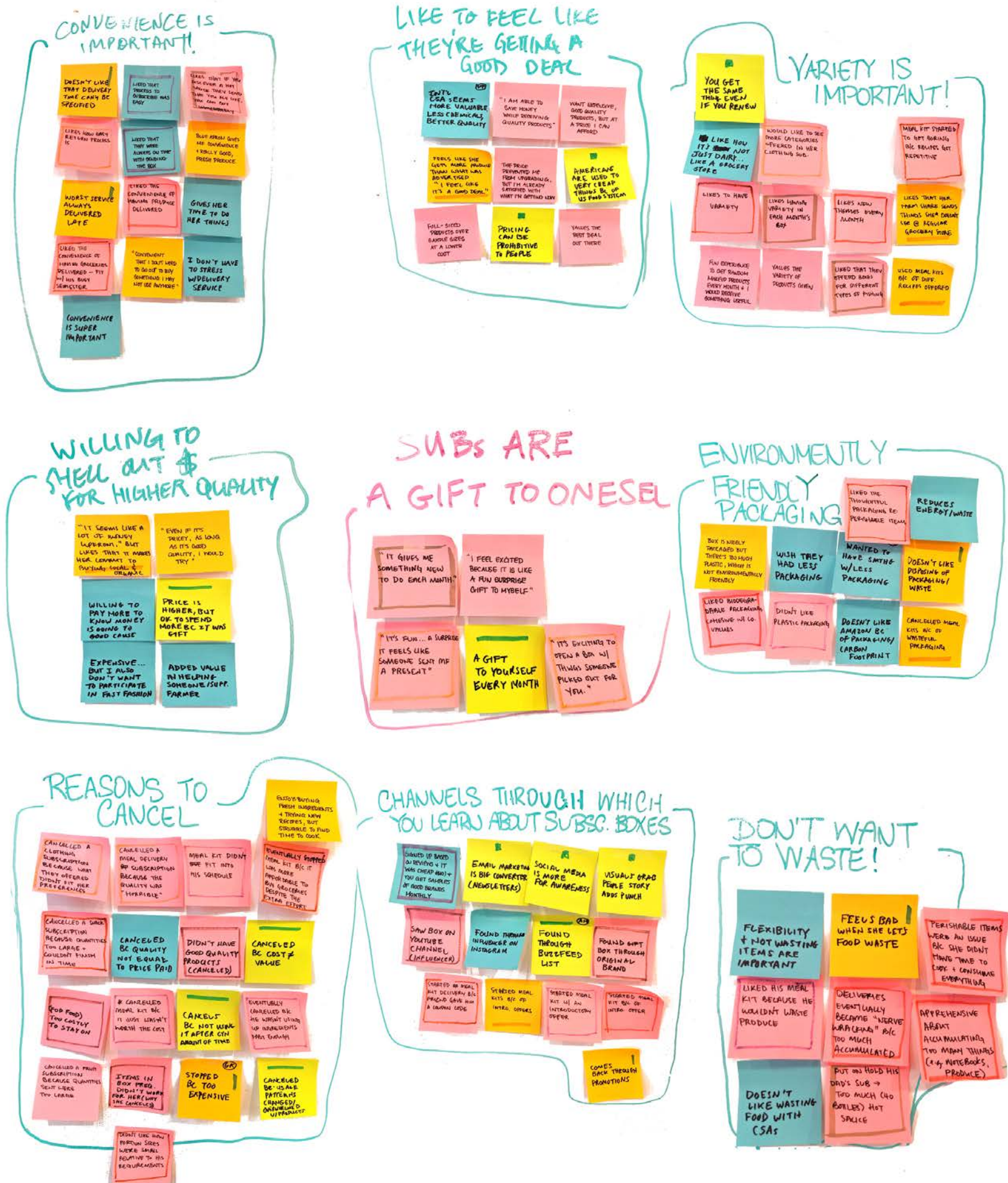
- ▶ Can you tell me about the last time that you purchased a subscription box? What about that service appealed to you?
- ▶ Can you recall any delightful experiences with any subscription service?
- ▶ Are any of the subscription services that you've purchased for perishable items? If so, why did you decide to go with a service instead of buying from a store/market?
- ▶ If you've bought a subscription box as a gift before, can you run me through the process of doing that?
- ▶ Why did you decide on a subscription box as a gift? What made it appealing to you?

The results and observations from our user interviews were pulled out and synthesized in our affinity map, and later, our insights/key takeaways, which can be found on the pages that follow this one.



# Affinity Map

Using the raw data of our user interviews, we extracted quotes and observations and then grouped the information into groups/topics that would later serve as the basis for "I" statements and insights. This tool/method is known as an affinity map and was performed in-person and contemporaneously by all members of our team as seen in the resulting images below. Detailed information on each post-it can be provided upon request, but the results of this method are outlined in the "I" Statements to Insights" section following this section.









## “I” Statements to Insights

From the groups created using our affinity map, we created “I” statements (e.g. “I want ...,” “I prefer ...,” etc.) that are then converted into insights that dig deeper into the goals, needs, and pain points of the user base. These insights were used to create our persona, Jules ([pg. #12](#)), who represents the typical user who is gifted a specialty food box subscription. Highlighted are the statements and insights we believe are most pertinent to the problem statement, which we used (as well as Jules) to inform our decisions in the final redesign.

| “I” Statements  | Insights  |
|---|---|
| I’m willing to pay extra if the product I get is of higher quality and the company is aligned with my values.   | Customers are sensitive to price, but will pay more as long as they know the product is high-quality and/or supports a cause they care about.   |
| I am motivated to support local farmers and the local economy, because I care about these issues.   | Customers wish to support a product that is connected to real people and their stories; they value authenticity.  |
| I like to feel like I’m getting my money’s worth; in the quality of both product & service provided and through little extras that are included in my subscription box. | Customers are always evaluating the relationship between price and perceived value to determine if they will continue their subscription.   |
| I prefer quality over quantity.   | Customers find value in more than just the main product; extras add to the overall value of the service.<br><br>Customers prefer fewer of a high-quality product rather than more products of inconsistent or inferior quality. |
| I feel excited and happy whenever I receive my subscription box— it feels like opening a gift, even though I know I bought it for myself.                               | Customers see box subscriptions as a treat for themselves as well as for others; they appreciate good packaging and presentations that add to the “gift” experience.  |
| I am adventurous and like learning new things.  | Customers enjoy the experience of discovering new items with each delivery.   |
| I don’t like feeling like I’m wasting packaging or food.  | Customers are sensitive to potential wastage, and appreciate it when the company displays awareness of this issue through packaging or the product itself.  |
| I am digitally savvy and am wary of online scams. Credibility and business transparency are important.  | Customers are always evaluating the credibility of the business to determine whether they should sign up.   |
| I will try things if they’re free/discounted.   | Customers are interested in what the business offers to them when they subscribe.   |
| I value consistency in product quality and in company ethos.  | Customers value whether the company provides them with good quality products and this quality remains consistent over time.   |
| I have to be able to customize my experience from start to finish.  | Throughout their experience, customers want to have the power in choosing the products they receive and when they are delivered.  |

## Persona

With the insights gleaned from our user interviews, we were able to create the typical user who is gifted a specialty food box subscription, Jules. In addition to general biographic/demographic information, observations sourced from real people we interviewed allowed us to create the goals, needs, and pain points that a typical user like Jules would experience. With Jules in mind, we created an existing journey map to visualize what she currently goes through as a recipient of a gift subscription, as well as a proposed journey map to outline our proposed changes and to see how it can improve her experience.

### Jules, 36



*"I'm willing to pay a little more if I know I'm getting quality."*

**Bio:** Jules is the CFO of a NYC tech firm who loves to cook and travel in her free time. She prides herself on her taste and seeks a personal connection through the things she enjoys. She has a keen interest in sustainability and has educated herself on the slow food movement; she supports this by shopping at her local farmer's market and signing up for a farm share. She is willing to pay a premium price if a product or service meets her high standards of quality and aligns with her ideals.

**Scenario:** For her birthday, Jules' best friend gifts her a subscription box for premium Italian ingredients. With her love for cooking and eating, Jules is thrilled to have new ingredients to learn about and use every month. The boxes also include an information card about where in Italy each of the ingredients originates from, which she loves to read and keep. However, the last three boxes have included the same jar of olive tapenade, which makes her doubt the value of the service. She is currently reconsidering renewing her subscription.

**Goals:**

- To support sustainable food practices, small farms and independent farmers.
- To learn more about where her food comes from
- To feel good about paying a premium price for her produce

**Needs:**

- Authentic, high-quality products
- Novelty to maintain her interest
- Detailed information on how her food is made and who makes it— is it sustainable?
- The knowledge that her purchase is paying for more than just a product— is the company credible?
- Convenience and personalization—does the service provide an easy and uniquely delightful experience?
- Connection and intimacy

**Pain points:**

- Lack of product variety and excitement
- Lack of knowledge of where her food is coming from
- Excessive packaging in the deliveries she gets
- Inability to personalize her experience



# Jules' Journey: Existing

Using Jules, we created a journey map to understand what a typical specialty food box subscription recipient goes through, from receiving the gift to considering subscription renewal. Currently, Jules faces some issues that cause her hesitation to resubscribe, such as inconsistent product quality, poor communication with the brand, a perceived lack of personalization, and a lack of personal connection with the brand’s mission. The existing journey map can be viewed in full size on [page 44](#).



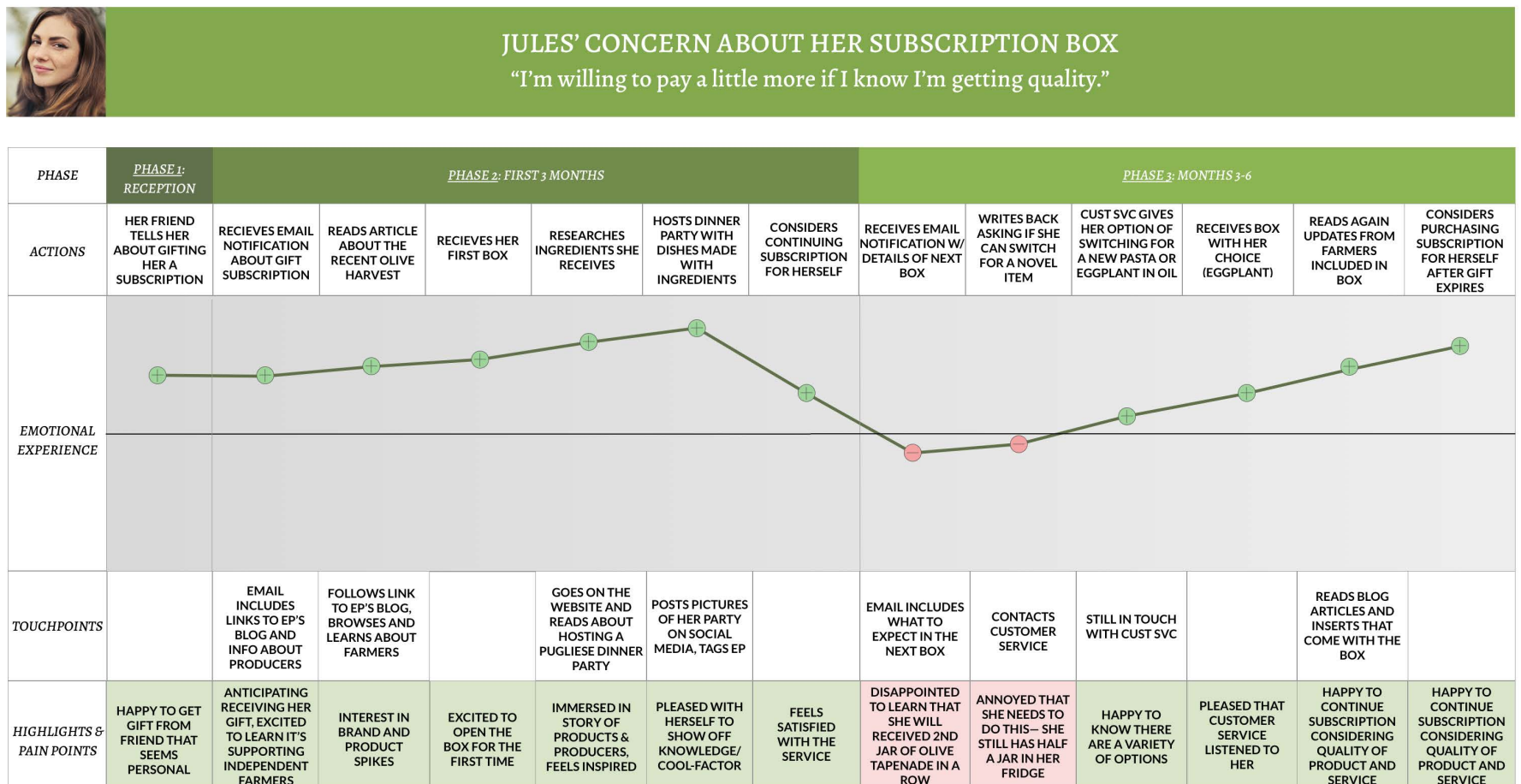
## JULES' CONCERN ABOUT HER SUBSCRIPTION BOX

*"I'm willing to pay a little more if I know I'm getting quality."*

| PHASE                    | PHASE 1: RECEPTION                                    | PHASE 2: FIRST 3 MONTHS                             |  |   |   |   | PHASE 3: MONTHS 3-6  |   |  |   |
|--------------------------|---|---|--|---|---|---|--|---|--|---|
| ACTIONS                  | HER FRIEND TELLS HER ABOUT GIFTING HER A SUBSCRIPTION | RECIEVES EMAIL NOTIFICATION ABOUT GIFT SUBSCRIPTION | RECIEVES HER FIRST BOX                     | READS INCLUDED INFORMATION, DOES FURTHER RESEARCH     | HOSTS DINNER PARTY WITH DISHES MADE WITH INGREDIENTS    | CONSIDERS CONTINUING SUBSCRIPTION FOR HERSELF | GETS 2ND JAR OF OLIVE TAPENADE IN A ROW                    | NOTICES THAT THERE IS MOLD INSIDE THE JAR | CUSTOMER SERVICE SENDS HER A REPLACEMENT OUICKLY | UNSURE IF SHE SHOULD CONTINUE HER SUBSCRIPTION    |
| EMOTIONAL EXPERIENCE     |   |   |  |   |   |   |  |   |  |   |
| TOUCHPOINTS              |   | RECEIVES EMAIL CONFIRMING GIFT SUBSCRIPTION         |  | GOES ON THE WEBSITE AND LEARNS ABOUT THE FARMERS      | GOES ON THE WEBSITE AND LOOKS UP SOME RECIPES           |   |  |   | CONTACTS CUSTOMER SERVICE ON THE WEBSITE         |   |
| HIGHLIGHTS & PAIN POINTS | HAPPY TO GET GIFT FROM FRIEND THAT SEEMS PERSONAL     | ANTICIPATING RECEIVING HER GIFT                     | EXCITED TO OPEN THE BOX FOR THE FIRST TIME | IMMERSED IN STORY/ BACKGROUND OF PRODUCTS & PRODUCERS | PLEASED WITH HERSELF TO SHOW OFF KNOWLEDGE/ COOL-FACTOR | FEELS SATISFIED WITH THE SERVICE              | DISAPPOINTED THAT SHE RECEIVED THE SAME PRODUCT SO QUICKLY | GROSSED OUT BY THE MOLD                   | PLEASED THAT CUSTOMER SERVICE LISTENED TO HER    | SECOND GUESSING HER DECISION TO JOIN SUBSCRIPTION |

# Jules' Journey: Proposed

The proposed journey map depicts what we believe can improve Jules' experience with her specialty food box subscription. From the first email she receives, a relationship is established with the brand through links to the farmers' stories, recipes, and Jules is also made aware of the contents of her box. Knowledge of the brand is provided before even the first box arrives at her door, which encourages her to research and learn more on her own (through recipes, etc.). Communication with customer service also fosters Jules' trust as she feels like she has been heard when she encounters issues such as being sent too much of one item. The proposed journey map can be viewed in full size on [page 45](#).



# Heuristic Analysis: Background & General Results

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## Background

As a tool to identify potential usability issues, our team applied the Heuristic Analysis framework created by Abby Covert at [Abby the IA](http://abbytheia.com)\*. This framework examines any given product across 10 heuristics that form the basis of good usability. Using this tool, we put ourselves in the place of potential users and asked ourselves the following questions in regard to Especially Puglia's current website:

- Can users find what they are looking for? (**Findability**)
- Does it comply with accessibility standards? (**Accessibility**)
- Can a typical user easily understand it? (**Clarity**)
- Is a sense of place/location properly communicated? (**Communication**)
- Is it usable? (**Usability**)
- Is it credible? (**Credibility**)
- Is everything that the user wants available and within their control? (**Controllability**)
- Is it valuable to the user (**Value**)
- Does it have functions/processes that are easy to grasp? (**Learnability**)
- Is it pleasing to users? (**Delight**)

## General Results

Five individual pages were selected from Especially Puglia's website: The **Homepage**, **Adopt an Olive Tree**, the specific page for the **Carolina Villani Estate**, the **Specialty Boxes** page, and the **Visit Puglia** page.

All five pages received a rating of "Good" (just below "Excellent" as the top rating), which means that Especially Puglia's site is generally usable but could be improved across all of the subjects examined in this analysis.

The specific results and recommendations can be found on the pages following this one.

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\*<http://abbytheia.com>



# Heuristic Analysis: Findability Results & Recommendations

The items and information that users seek are findable, but the navigation has items that, from a user's perspective, seem like they may overlap, such as "Shop" and any of the other menu items that could result in a purchase (Adopt/Specialty Boxes, etc.).

There are also some experiences that are inconsistent across platforms (desktop vs. mobile) and the organization of some pages could be improved to allow users easier access to the items that they seek.

We have used observations related to the top menu to conduct further testing of the navigation through a tree test, the results of which can be found on [page 34](#) of this document, but our initial recommendations for all items are as follows:

- ▶ Move items inside Specialty Boxes into Shop
- ▶ Make it so that clicking on the primary "Adopt" menu brings you to a selection for all three options instead of linking to the page for Adopt an Olive Tree
- ▶ Include more information on individual farms/masserias on the Farmers page and/or under the About page.
- ▶ Place hamburger menu on mobile version of website in the same location across all pages (it's currently in the middle of the page on the Homepage—See Fig. 1-2)
- ▶ Organize "Puglia Experiences" section on Visit Puglia page so that each type of trip is initially in its own section (e.g.: grouping 1-day tours together under the same heading), and keeping this consistent across platforms (mobile view currently allows filtering of 1-day tours only).



Fig. 1: Mobile view of homepage with hamburger menu highlighted



Fig. 1-2: Mobile view of Adopt an Olive Tree page with hamburger menu highlighted

# Heuristic Analysis: Accessibility Results & Recommendations

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## Accessibility

In terms of accessibility, Especially Puglia has few major issues, but it does not fully meet the accessibility standards outlined by the Web Content Accessibility Guidelines\* in regards to items such as text/background contrast. Additionally, there is some inconsistency in the links presented across the website that limit accessibility and should be addressed.

Some of these issues are addressed in our prototype, which was created with improved contrast in mind, but our initial recommendations are as follows:

- ▶ Provide access to social media links across all pages in footer section
- ▶ Increase text to background contrast ratio to meet minimum accessibility standards (See Fig. 1-3 for examples)
- ▶ Include alt/descriptive text for all available images to accommodate users who have impaired visual functions and to meet accessibility standards



Fig. 1: Current combination of white text on green (#81AA47) background used in main menu and elsewhere. This has a contrast ratio of 2.7:1, which fails the 3:1 standard for large text set by the WCAG.



Fig. 2: Suggested combination of white text on green (#839E52). This meets the minimum WCAG contrast ratio of 3:1 for large text.



Fig. 3: Secondary suggested combination of white text on green (#839052). At 3:45, this goes slightly above the the minimum WCAG contrast ratio, and is used as a background for the secondary menu bar in our prototype.



Fig. 4: Current color combination for Login/Shopping Cart bar, which has a very low contrast ratio of 1.48:1. This may be difficult to read even for users with good vision.

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\*WCAG: <https://www.w3.org/WAI/standards-guidelines/wcag/>

# Heuristic Analysis: Clarity Results & Recommendations

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## Clarity

In response to the question of “Is the website easy to understand,” we found that Especially Puglia was clear and understandable in most regards, allowing users to complete tasks on the website with little to no obstacles.

However, there are some grammatical and visual elements that could be examined to improve overall clarity, and some pages could be organized for better clarity.

Also, the way in which adoptions are purchased, which is currently consolidated onto one page, presents a lot of information at once and may overload users. The standard practice for similar purchasing processes is to divide the sections into individual screens.

Our recommendations are as follows:

- ▶ Revisit grammar/writing and visual inconsistencies (See Fig. 1)
- ▶ Organize tours available into separate/distinct sections by type (“1-day tour”, “3-day tour” and “week long tour”; filtering optional)
- ▶ Split adoption purchasing process into parts for easier consumption

### PICKING THE PERFECT FLAVOR

You can create harmonious flavors by pairing food with olive oil. It is similar to pairing wine and food. Extra Virgin Olive Oils (EVOOs) are varied in taste. The multiplicity of tastes and aromas make olive oil attractive to consumers who are looking for taste sensations to match each meal.

There are **basically distinct** ways to pair olive oil with food: through **complimentary** and **contrasting** flavor combinations.

**Complimentary flavors** is the blending of two similar ingredients where you do not overpower primary flavor, while **contrasting flavors** promotes the tastes of each ingredient separately, which can add interest like drizzling **robust oil over fresh mozzarella or drizzling medium oil over pecorino cheese..**

Fig. 1: Example of text from current website and grammatical issues that may impair clarity for users.

The first issue highlights a missing word that is understandable from context but should nonetheless be clarified.

The second issue highlights a double period that could be interpreted as an incomplete ellipsis, which would suggest an incomplete idea to users.

There are also other grammatical issues (in blue) that suggest the need for an audit of the website’s text.



# Heuristic Analysis: Communication Results & Recommendations

## Communication

We found the Especially Puglia's website was presented in a way that made the user's location on the website obvious is most regards, but there is still room for improvement.

Our recommendations to improve the communication of the website are as follows:

- ▶ Highlight top menu location to indicate location on website (by bolding and/or underlining the menu item for user's current location on the site) (See Fig. 1-2)
- ▶ Add indication of location at the top of the pages for secondary and tertiary items, such as the individual masseria pages and related options ("Carolina Villani Estate: 2018-2019 Season", etc.)
- ▶ Rename page from "Visit Puglia" to maybe "Experience Puglia" to better communicate what is contained on the page
- ▶ To allow users to better understand what they are selecting, add on-hover states for items that either pull the item up or change to an alt image (a different view of the location or before/after shots for food items)

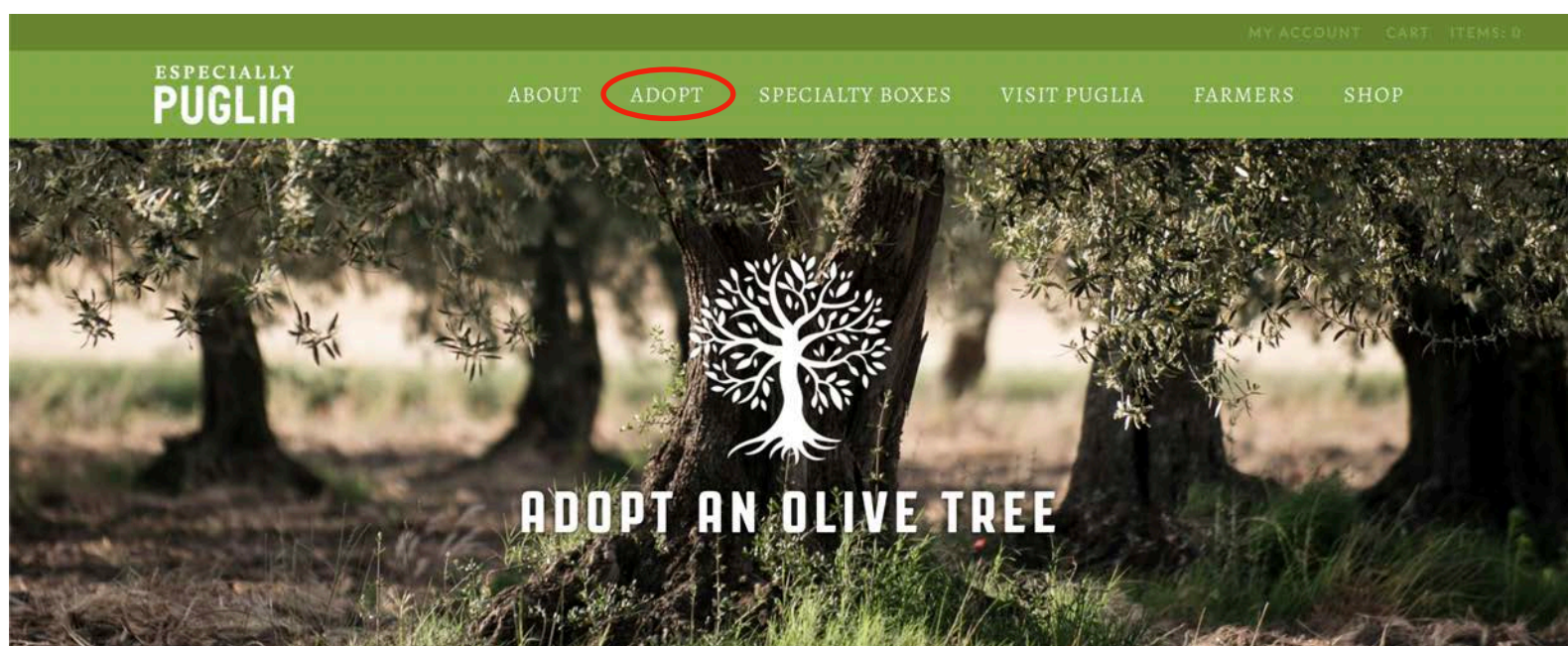


Fig. 1: Example of current website where location is not emphasized.



Fig. 2: Example of suggestion where location is emphasized with bolding and underline.

# Heuristic Analysis: Usability Results & Recommendations

## Usability

The website is usable for both new and experienced users, providing clear next steps and other information for the tasks that users may want to accomplish on Especially Puglia’s site.

However, this could be improved with organizational tweaks to the navigation and for specific items on the pages for each section.

Our recommendations to enhance usability are as follows:

- ▶ Move content under Specialty Boxes to Shop since both navigation items showcase products that people can buy from Especially Puglia
- ▶ Incorporate a section for recommended tours for first timers who do not know which tour to pick to experience Puglia
- ▶ Hyperlink the name of the tour once user hovers over the thumbnail or add more shadow to the background of the thumbnail to make it pop out so users know they would be directed to the tour page once they click on the thumbnail
- ▶ Organize tours available into sections called "1-day tour", "3-day tour" and "week long tour"



Fig. 1: Example of current navigation with Specialty Boxes



Fig. 2: Example of proposed navigation with Specialty Boxes as part of “Shop: Subscriptions” sections



# Heuristic Analysis: Credibility Results & Recommendations

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## Credibility

The storytelling and general information provided on the website lend themselves to giving considerable credibility to Especially Puglia, but there are some parts of the site that detract from this—namely, the testimonials, which lack variety and don't seem to have been updated recently. Some written sections are also in need of review, as the use of punctuations and phrasing in certain sections do not read as if they were written by a native speaker of English, and this has the potential to make the site less credible for English-speaking users.

In addition, some sections could be enhanced with additional images for consistency and to provide context on the use or results of certain products.

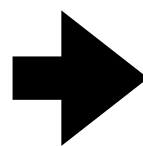
Also, in the event that a user needs help, it is not explicitly clear who will be responding to inquiries, and with privacy concerns becoming more of a concern than ever before, it may be worth it to see if the privacy policy, which was current as of 2015, is need of an update.

With those points in mind, our recommendations on the subject of credibility are as follows:

- ▶ Conduct an audit of the writing on the site to identify places where the language can be corrected and made more natural-sounding (See Fig. 1 for an example)
- ▶ Update the testimonials and include a greater variety of blurbs with specific testimonials for the different types of products
- ▶ Update/add product images for consistency across product types (ex: Adopt a Cow product doesn't show example of adoption card, whereas the other two adoption products do)
- ▶ Research if update to privacy policy is necessary to accommodate relevant laws
- ▶ Clarify who will respond to inquiries
- ▶ Incorporate images showing products in use to provide users visual context about how the products can be used

### Tour Description

Visit some of Puglia's most beautiful towns overlooking the Adriatic sea. On this tour you will visit **many the cities of** Matera, Ostuni, Monopoli, Alberobello, **Polignano by the Sea**, Martina Franca, Locorotondo, Lecce, and Gallipoli. **Seeing the culture, countryside, ancient sites and food heritage of Puglia along the way!**



### Tour Description

Visit some of Puglia's most beautiful towns overlooking the Adriatic sea. On this tour you will visit **many of the region's cities, including** Matera, Ostuni, Monopoli, Alberobello, **Polignano a Mare**, Martina Franca, Locorotondo, Lecce, and Gallipoli. **As you venture through nearly a dozen cities, you'll get to take in the culture, countryside, ancient sites, and food heritage of Puglia!**

Fig. 1: Example text taken from the website (<https://www.especiallypuglia.com/tour/slow-food-tour/>), including sections that could be improved for greater credibility and suggested corrections.

# Heuristic Analysis: Controllability Results & Recommendations

## Controllability

For controllability, we found that the Especially Puglia website generally meets potential user expectations and allows users to exit tasks without much issue, but there is room to move into a higher state of controllability, particularly when it comes to the process of purchasing an adoption.

Our recommendations are as follows:

- ▶ Combine or link content within Specialty Boxes to the Shop section and make all content viewable under their respective categories in the Shop
- ▶ In the various Adopt sections, add back button to go back to grove/farm/season selection, or add button to switch seasons for each step in the adoption process
- ▶ Add more information to indicate errors/missing information on order forms (See Fig. 1)
- ▶ Add "Kitchen Supplies" to the general shop or rename to something like "Gifts for the Kitchen" to make it fit better within the "Specialty Box" category
- ▶ On "Visit Puglia" page, organize tours available into sections called "1-day tour", "3-day tour" and "week long tour" (what users would see once they land on the page)
- ▶ On "Visit Puglia" page, include filter for what users would like to see during each tour

The screenshot shows a checkout form with two main sections: 'Billing details' and 'Ship to a different address?'. The 'Billing details' section has fields for 'First name \*' (containing 'Bill'), 'Last name \*', 'Company name (optional)', and 'Card Number \*' (containing '1234 1234 1234 1234'). The 'Ship to a different address?' section has fields for 'First name \*', 'Last name \*', and 'Company name (optional)'. A blue arrow points from the 'Billing details' section to the 'Card Number \*' field. Below the 'Card Number \*' field, there is a red error message: 'The card number is incomplete.' At the bottom of the form, there is a checkbox for 'I have read and agree to the website terms and conditions \*' and a green 'PLACE ORDER' button.

Fig. 1: After reaching the order form for a specific grove and leaving most of the information blank except for "First name," the only error given is for the missing credit card information.



# Heuristic Analysis: Value Results & Recommendations

## Value

Especially Puglia's website does well to demonstrate the value of its brand and products to users, particularly through the use of storytelling and product information that highlights not only the "what" but also the "why" of Especially Puglia.

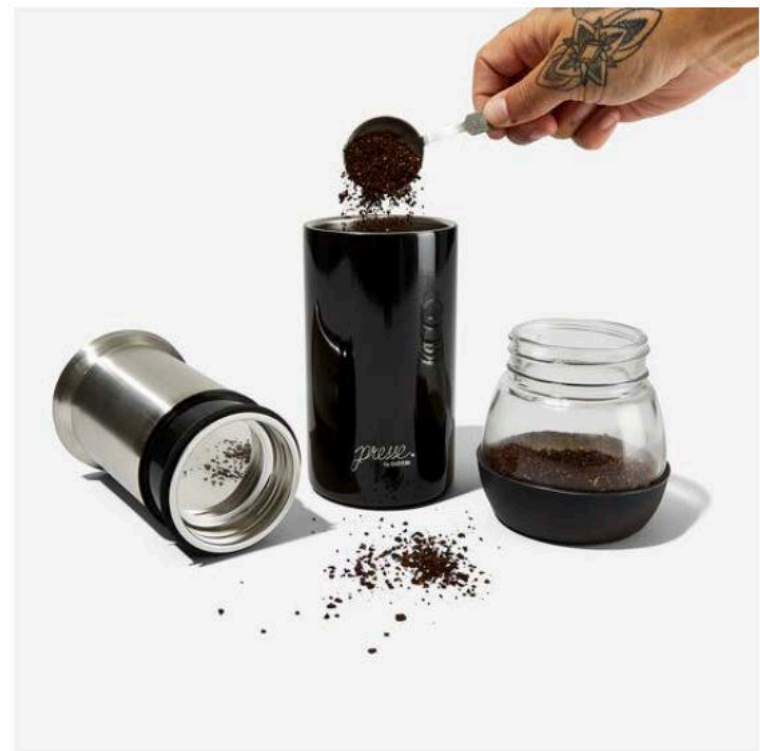
However, even in its current state, there are ways to enhance how value is expressed to users, such as including images of different products in use and visual examples (videos, etc.) to demonstrate how user's contribute to the livelihoods of farmers in Puglia.

Our recommendations to improve the value of Especially Puglia are as follows:

- ▶ Display images that show products in use (See Fig. 1 for an example)
- ▶ Add more information to show how users are supporting farmers and their traditions



Roast



Roast

Fig. 1: An example taken from Bespoke Post that shows how to increase perceived value through the display of the product in use (L: Product image in normal state; R: Product image in on-hover state)

# Heuristic Analysis: Learnability Results & Recommendations

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## Learnability

While most of the items found on Especially Puglia's site are presented in a simple way that allows for easy understanding and utilization, the process for purchasing some of Especially Puglia's key products could be improved in regards to learnability.

In particular, the order form contains more than one section presented on the same page when the standard for these processes is usually broken up into steps (Confirmation/Overview -> Shipping -> Payment). Additionally, the distinction between a single purchase and yearly subscription is not as clear as it could be, which may confuse some users.

Our recommendations to improve learnability are as follows:

- ▶ Break payment selection page up into pieces to make things easier
- ▶ Add explanation for single purchase in contrast to yearly subscription

## Yearly Subscription

Choose the subscription option to extend your adoption and receive an additional 3L tin each quarter. With this option, you can enjoy your olive oil all year round!

\*\*For gifts, we are happy to mail the adoption certificate and informational packet prior to the shipment informing your loved ones that a tree in Puglia has been adopted in their name. Please let us know in notes if this is a gift in the note section.

\*\*\* Please refer to our **Holiday Shipping schedule** and cut off times for last minute holiday orders. For express shipping, please contact us directly!

Fig. 1: An explanation for the "Yearly Subscription" option is given on the "Adopt an Olive Tree" page, but no explanation like this is given for the other available option, "Single"

# Heuristic Analysis: Delight Results & Recommendations

## Delight

With its clear vision and storytelling juxtaposed with beautiful images of scenery, products, and the people who make those products, the Especially Puglia website demonstrates an ability to bring delight to its visitors.

However, there is room to improve upon the sense of enjoyment that the website intends to impart to its viewers, particularly through the enhancement of Especially Puglia's already great storytelling and presentation.

Our recommendation to improve the delight of Especially Puglia are as follows:

- ▶ Incorporate Especially Puglia's story into the homepage in a way that allows the user to emotionally connect with the business and want to look further into what it is about (and want to explore further into the website)
- ▶ Improve writing and enhance story (play up involvement/support in traditional production methods)
- ▶ Include more images of people behind Especially Puglia (farmers, tour guides, etc.) to put a face on the products/services and create deeper connection to the story that the business is trying to tell (See Fig. 1 for an example)



Fig. 1: An example from our prototype showcasing the inclusion of more pictures of people in order to create greater connection for users





# *Design*

## **Insights to Design**

Based on the insights gained from user interviews and our recommendations stemming from the heuristic analysis, we identified three areas to use as a springboard into designing features:

### ▸ **Cause/Connection**

- Features that emphasize or enhance the user's connection to a particular cause (sustainability/slow food) or the products/people behind Especially Puglia.

### ▸ **Credibility/Trust**

- Features that engender or build trust between the user and the company brand/products.

### ▸ **Heuristic Improvements**

- Features based on recommendations from the heuristic analysis presented earlier in this report.

# MoSCoW Map

Based on the insights from user interviews and heuristic analysis, a list of the potential features for the proposed redesign of Especially Puglia’s website were generated. A MoSCoW map divides the list of features by must have, should have, could have and won’t have, to prioritize which features are the most essential to focus on.

From the map, we discovered that the features to focus on for further development are:

- “Our Story” as a category on the primary navigation
- Emphasis on Michele’s story and the emotional connection
- More information about the farmers
- Highlight the adoption program
- A “How It Works” page that is similar to the farmers’ page

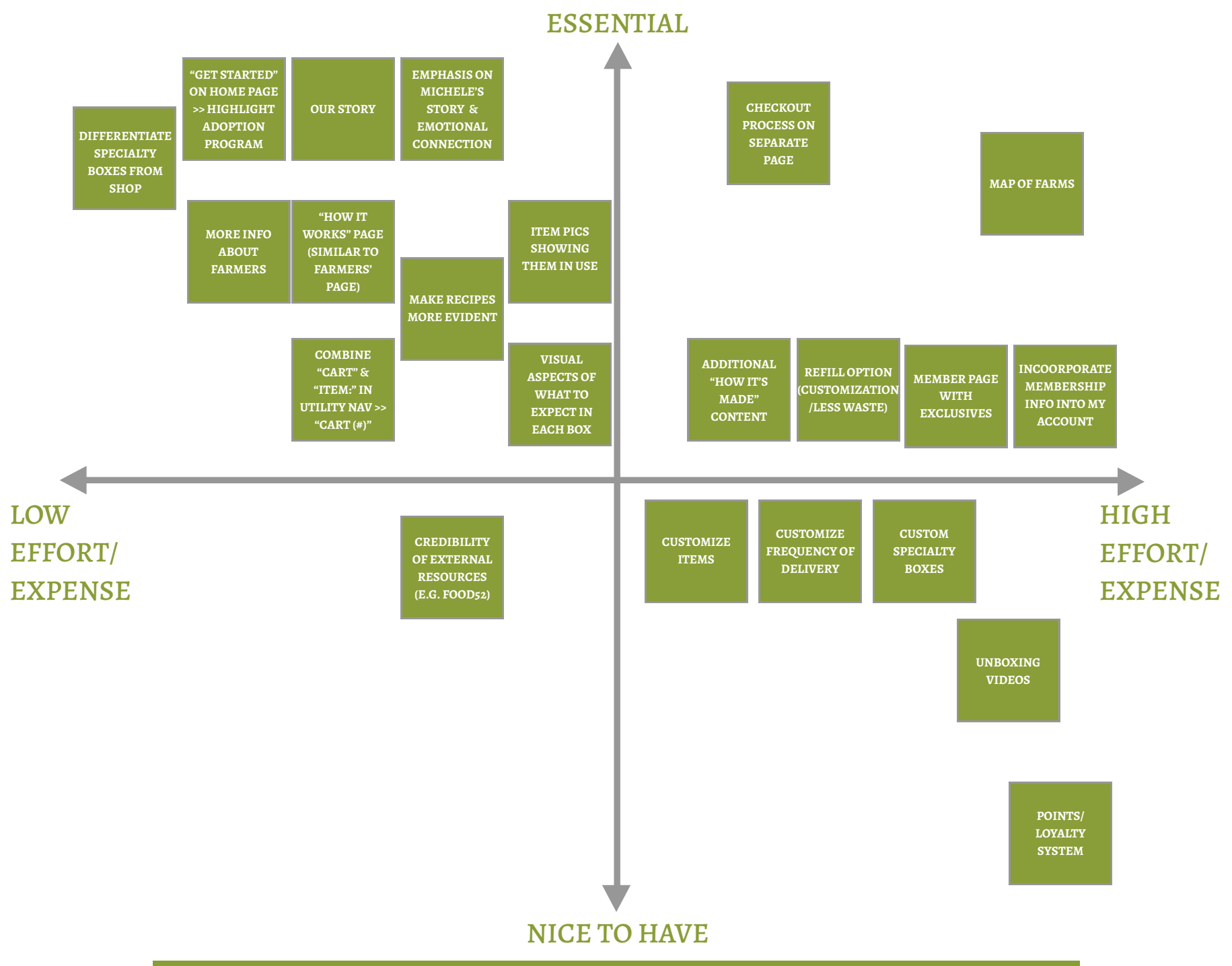


# Feature Prioritization Matrix

We reorganized the list of features from the MoSCoW map and placed them on a matrix which compared them on the axes of “essential” to “nice to have” and “low effort/expense” to “high effort/expense.” This is another method that allows us to understand which features are necessary for the proposed redesign of the website and which features need to be focused on. The matrix also prioritizes the necessary features according to time and cost needed to execute.

From the matrix, we discovered that the features to focus on for further development are:

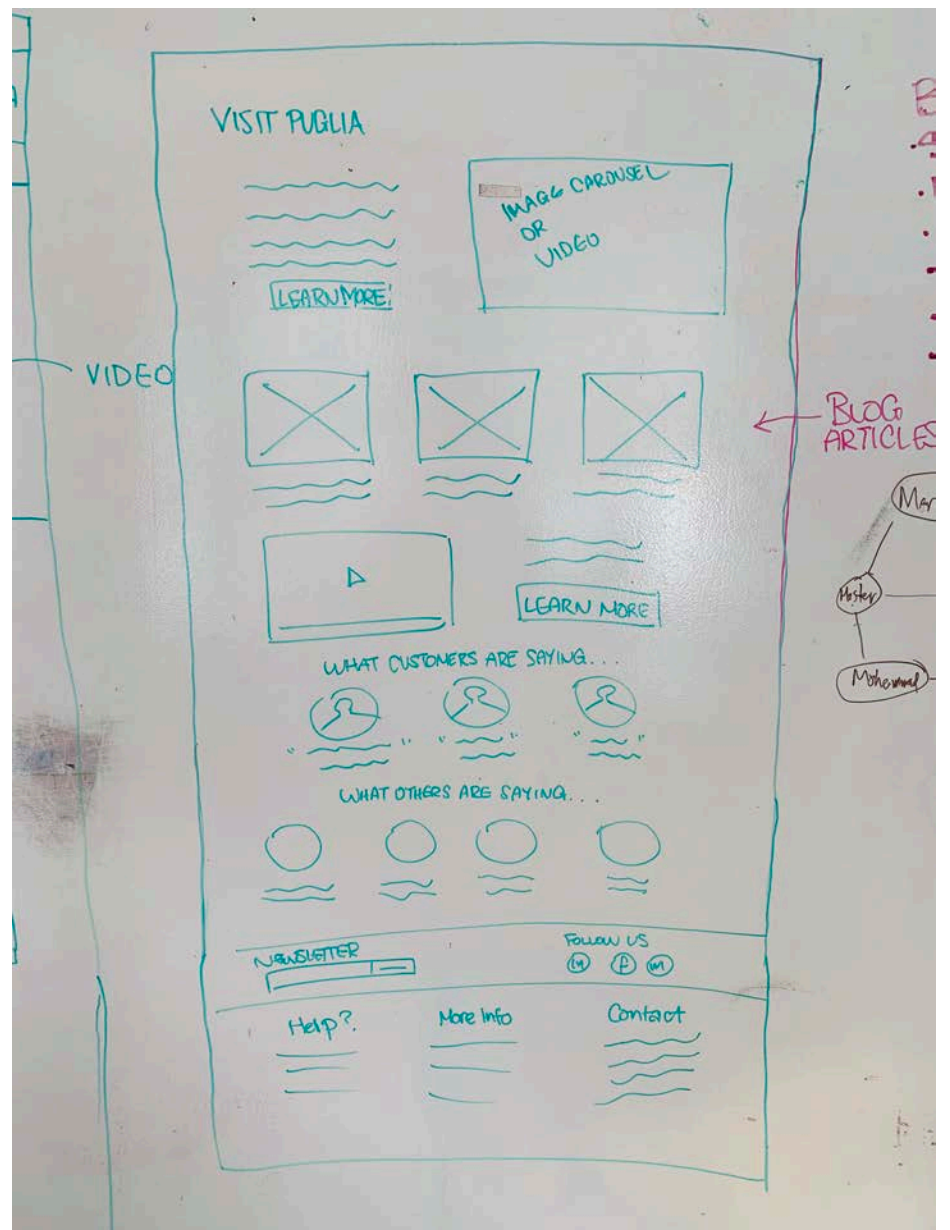
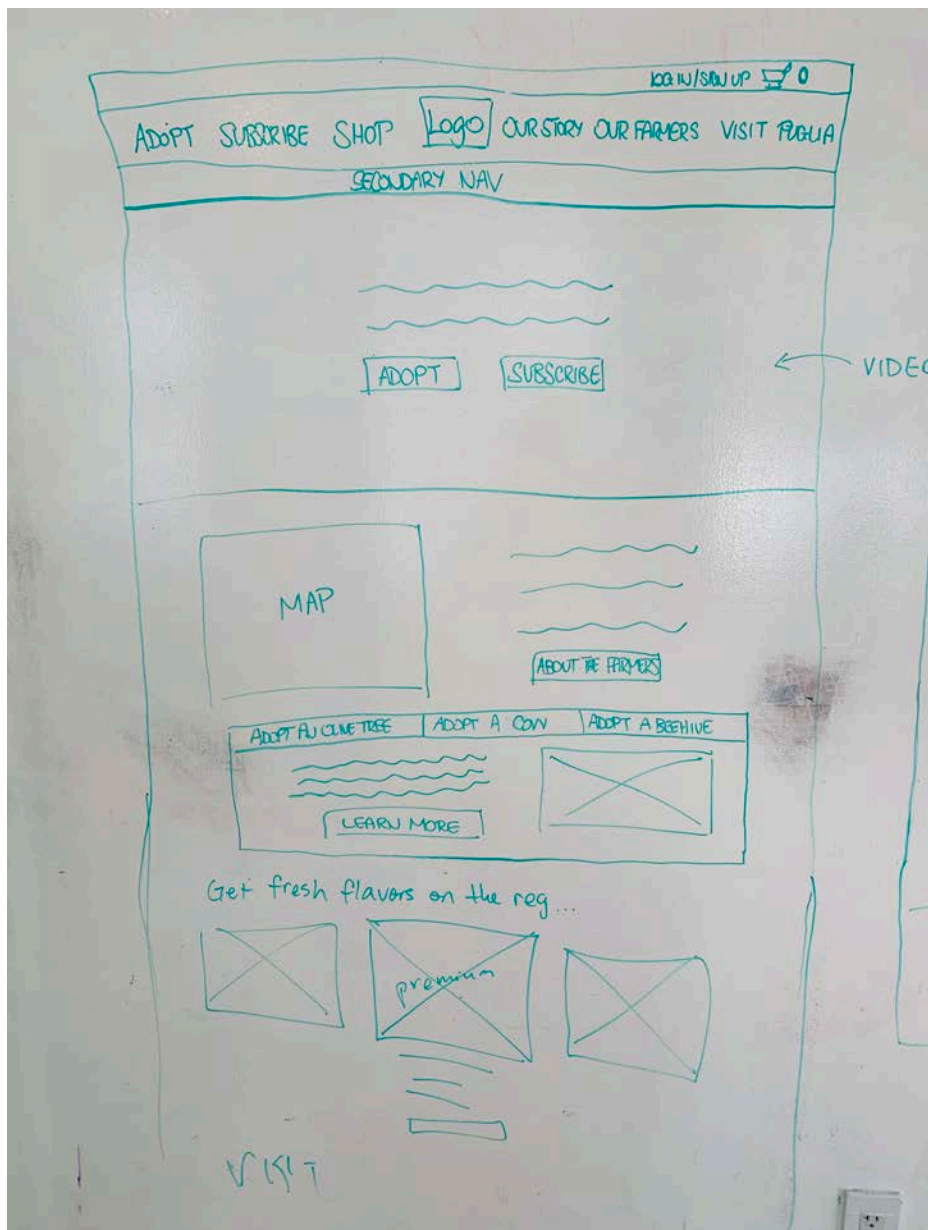
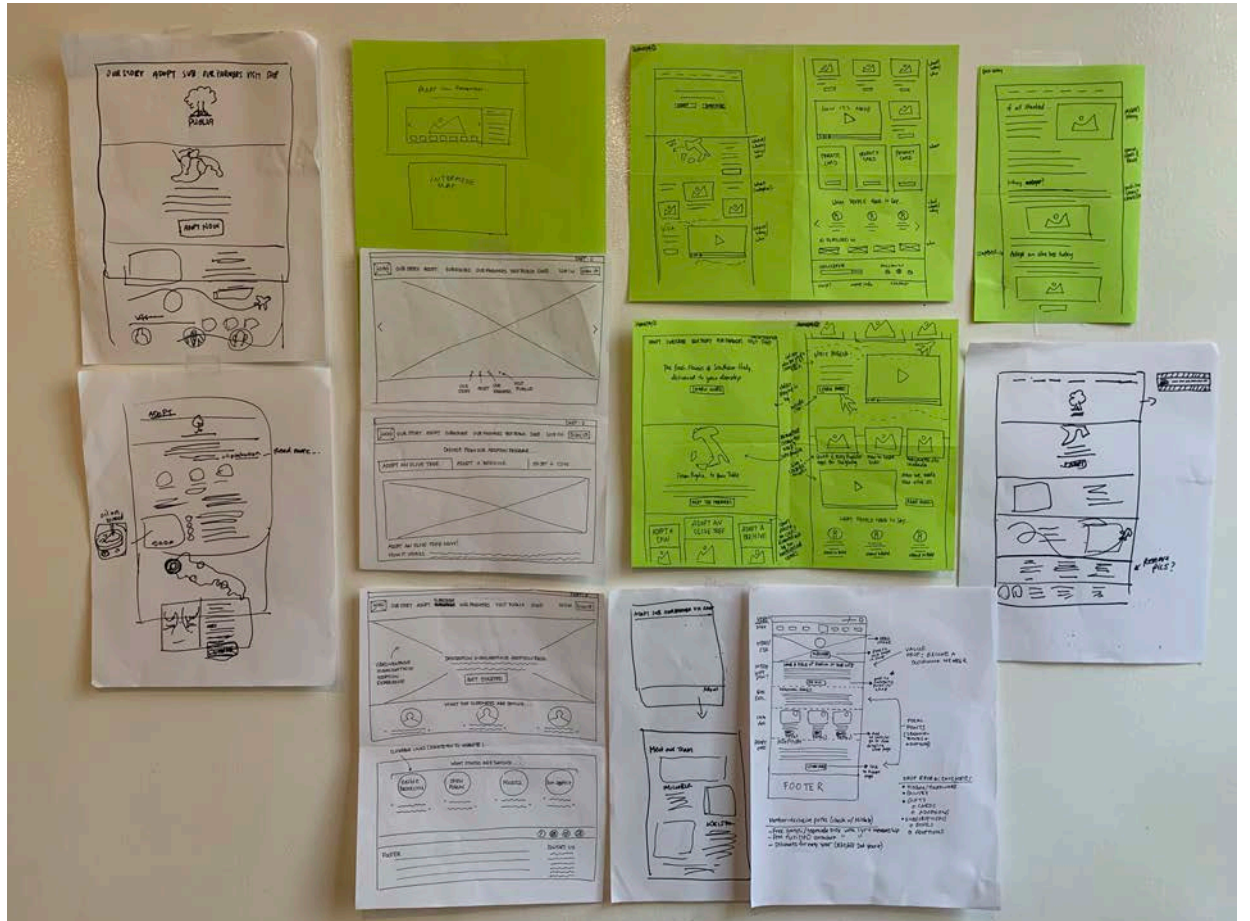
- ▶ “Our Story” as a category on the primary navigation
- ▶ Emphasis on Michele’s story and the emotional connection
- ▶ More information about the farmers
- ▶ Highlight the adoption program
- ▶ A “How It Works” page that is similar to the farmers’ page
- ▶ Differentiate “Specialty Boxes” from “Shop” on the primary navigation
- ▶ Make recipes more evident
- ▶ Combine the cart and item icons on the utility navigation so it is just a cart icon
- ▶ Map of farms
- ▶ Additional “How It’s Made” content
- ▶ Membership/subscription page





# Design Studio

We went through two rounds of design studio, where low-fidelity sketches were drawn out individually first to brainstorm ideas. We then converged and refined these ideas, and created the final layouts for the essential screens for the proposed redesign. Layouts were designed for the homepage, "About," "Farmers," the adoption pages (the main page and the Adopt an Olive Tree page) and the subscription page.

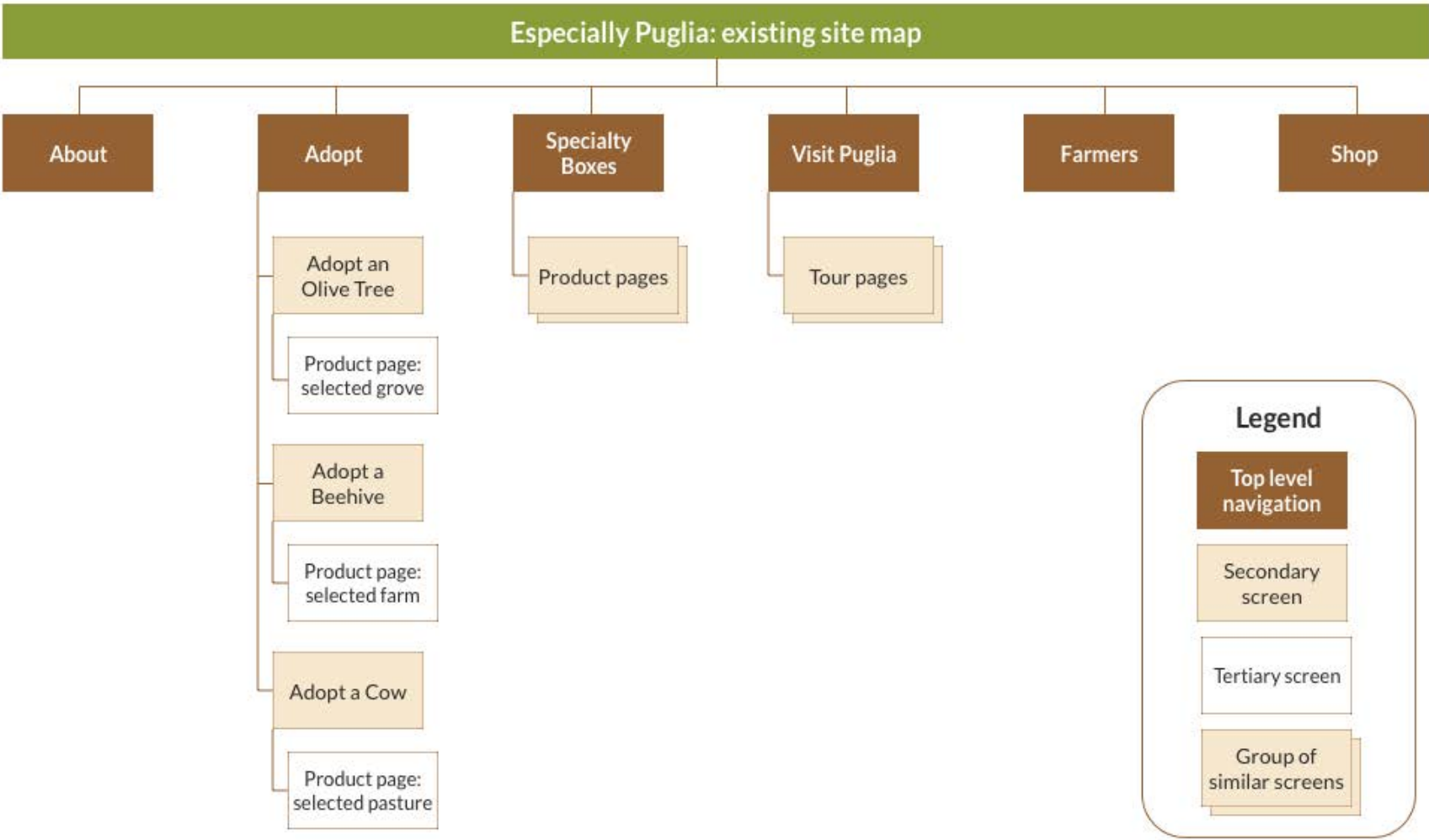


# Site Maps: Existing & Proposed

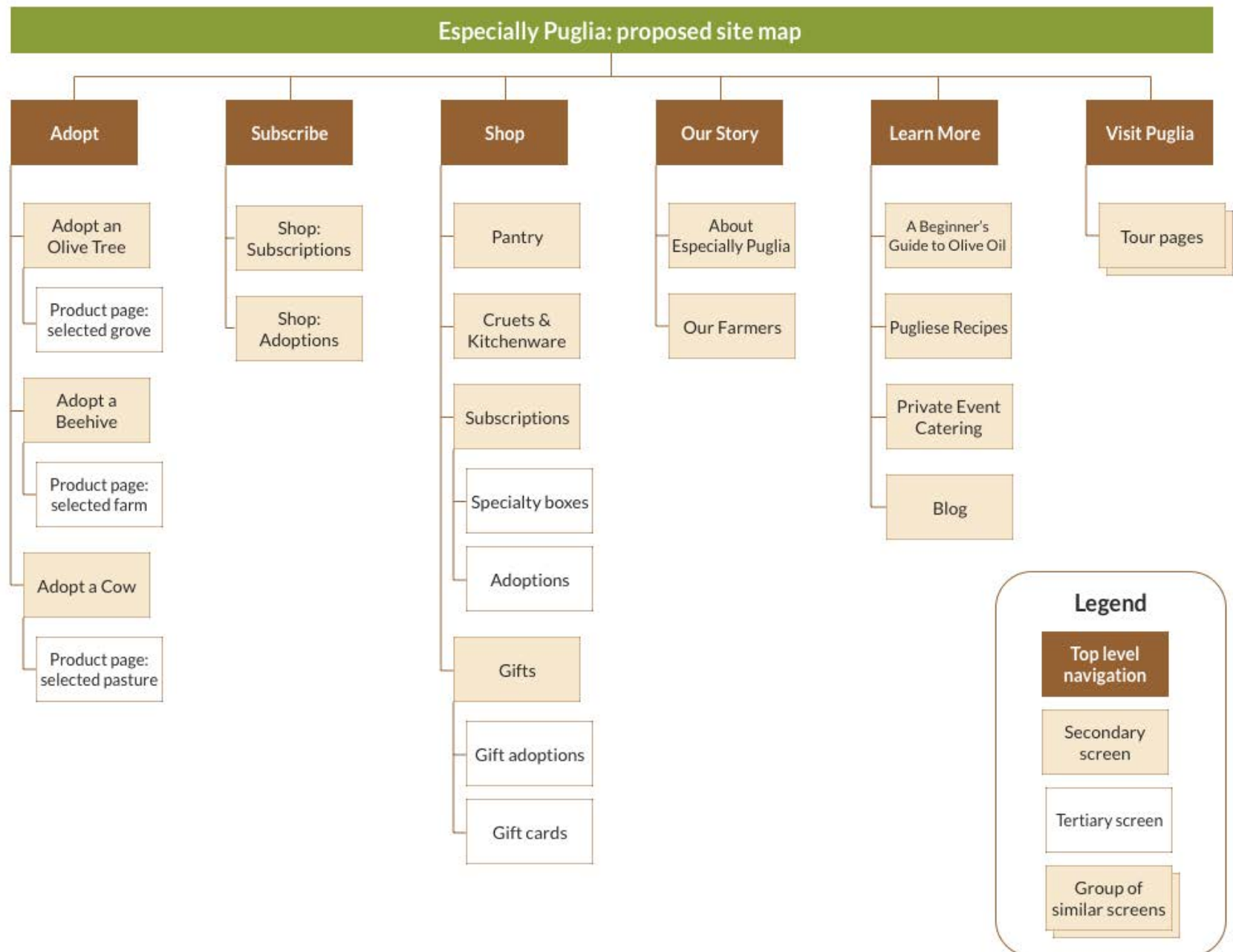
The site maps we created are visual representations of the website’s navigation structure to understand the current hierarchy and organization of its information, as well as the efficacy of our proposed changes (our tree tests follow the exact structures of the maps).

Site maps allow us to visualize the “depth” of a website, i.e. how many subcategories a user has to go through to find a page or complete a task. Especially Puglia’s existing website is, in fact, not deep enough, and we recommend putting content from other areas not found in the primary navigation (such as the blog and recipes) under labels (“Learn More”), as well as differentiating between “Adopt” and “Subscribe” through added content.

Additionally, in our proposed site map, we recommend adding more pages (e.g. changing “Specialty Boxes” to “Subscribe” to differentiate between one-time gifts and subscribing to recurring boxes and/or adoptions). The main difference between the proposed “Adopt” and “Subscribe” pages would be that users can learn about adoption separately from subscription boxes and recurring adoptions. We also believe that giving the shop separate pages for categories of products will make items more findable and maybe even allow users to discover products on their own.



# Site Maps: Existing & Proposed ctd.





# Annotated Wireframes & Clickable InVision Prototype

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## Annotated Wireframes

For our redesign/prototype, we selected colors, fonts, and geometries based on the existing website and our design guide. Most importantly, the design decisions that we made we done with customer retention in mind. From there, high-fidelity wireframes were created. Functional annotations were added to the wireframes to describe the overall interaction between the user and the system. The annotations contain information, such as each element's name and type, the user action, and the system action. Refer to the specifications document under Detailed Wireframes with Annotations for more information.

## Clickable InVision Prototype

The high-fidelity wireframes were brought over to InVision to build out a clickable prototype.

Link: <https://invis.io/ZAUK6GXHBRY>



# Testing

## Tree Studies

A tree study is a tool used in the information architecture (IA) field to test the navigation/hierarchy of a website by giving participants tasks to complete. Participants are required to click through a stripped-down, text-only version of the site’s navigation until they reach their destination. The success/failure, directness/indirectness of task completion, paths taken to complete the task, and time to completion are recorded to determine which structures are best received by users to complete their tasks.

For this study, we conducted two rounds of testing: the first with Especially Puglia’s existing navigation, and the second with our proposed navigation. We used the same three tasks for both tests and analyzed the results in the following pages.

The results of our tests appear promising in that there was a higher success rate overall in the second test. This points to the effectiveness of our proposed navigation changes. Task #2 (Sign up for an olive oil subscription) saw the lowest success rates of 8% and 11% for their respective tests, which could indicate the need to be more descriptive in the title “Select a Grove” and similar pages. However, we understand that a limitation of tree studies is the lack of context that a webpage can provide through content on the page itself, such as images or typography. We believe that the page in hi-fidelity would be able to properly convey the purpose of the subscription page to the user.

|                 |
|-----------------|
| ▼ Home          |
| About           |
| Adopt           |
| Specialty Boxes |
| Visit Puglia    |
| Farmers         |
| Shop            |

An example of a tree study view (homepage) in Test 1

# Tree Study

## Methodology

We conducted two tree studies: one with the current navigational structure and one with a structure that has been rearranged based on insights from user interviews. We recorded 39 users for the first test and 46 users for the second test.

Each test used the same three tasks, with the two tests differing in the navigational structure and resulting solutions for each task. The tasks, respective success rates, and solutions are as follows:

### Task #1: Adopt an olive tree.

| Test 1<br>Success rate: 87%                         | Test 2<br>Success rate: 93%   |
|---|---|
| Adopt > Adopt an Olive Tree > <u>Select a Grove</u> | Adopt > Adopt an Olive Tree > <u>Select a Grove</u><br>Subscribe > <u>Adoptions</u><br>Shop > Subscriptions > <u>Adoption</u> |

### Task #2: Sign up for an olive oil subscription.

| Test 1<br>Success rate: 8%                          | Test 2<br>Success rate: 11%   |
|---|---|
| Adopt > Adopt an Olive Tree > <u>Select a Grove</u> | Adopt > Adopt an Olive Tree > <u>Select a Grove</u><br>Subscribe > <u>Adoptions</u><br>Shop > Subscriptions > <u>Adoption</u> |

### Task #3: Find information on sustainable farming practices.

| Test 1<br>Success rate: 26% | Test 2<br>Success rate: 48%    |
|-----------------------------|--------------------------------|
| <u>About</u>                | Our Story > <u>Our Farmers</u> |

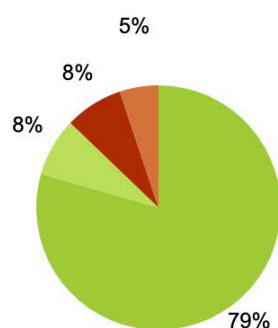


## Results/Observations

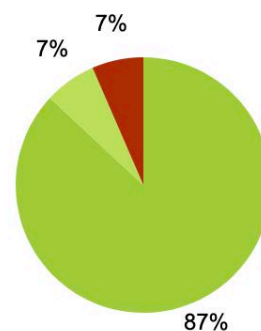
There were improvements across all three tasks with the reorganized navigational structure proposed in the second test. These results demonstrate the need for restructuring/reorganization of the current navigation. However, the second task, while showing improvements over the first test, still had a relatively high rate of failure, and could be further tweaked and tested to validate the best possible solution for the hierarchy of the subscriptions page.

### Task #1: Adopt an olive tree

87% » 93% success rate



|         |          |    |    |     |     |
|---------|----------|----|----|-----|-----|
| Success | Direct   | 31 | 34 | 79% | 87% |
|         | Indirect | 3  |    | 8%  |     |
| Fail    | Direct   | 3  | 5  | 8%  | 13% |
|         | Indirect | 2  |    | 5%  |     |



|         |          |    |    |     |     |
|---------|----------|----|----|-----|-----|
| Success | Direct   | 40 | 43 | 87% | 93% |
|         | Indirect | 3  |    | 7%  |     |
| Fail    | Direct   | 3  | 3  | 7%  | 7%  |
|         | Indirect | 0  |    | 0%  |     |

There was an increase in the success rate from 87% in Test 1 to 93% in Test 2. In the first test, the task already had a high success rate, but including multiple paths to completion resulted in a higher rate of completion. This task was created in conjunction with the second task to highlight two different products with similar destinations and how that might be interpreted with users.

The idea behind this change is that as a purchasable product, adoptions, in addition to being spotlighted on their own pages to provide story/buy-in, should also be included in the shop for users who might expect them to be there, and this idea was validated through the results of Test 2.

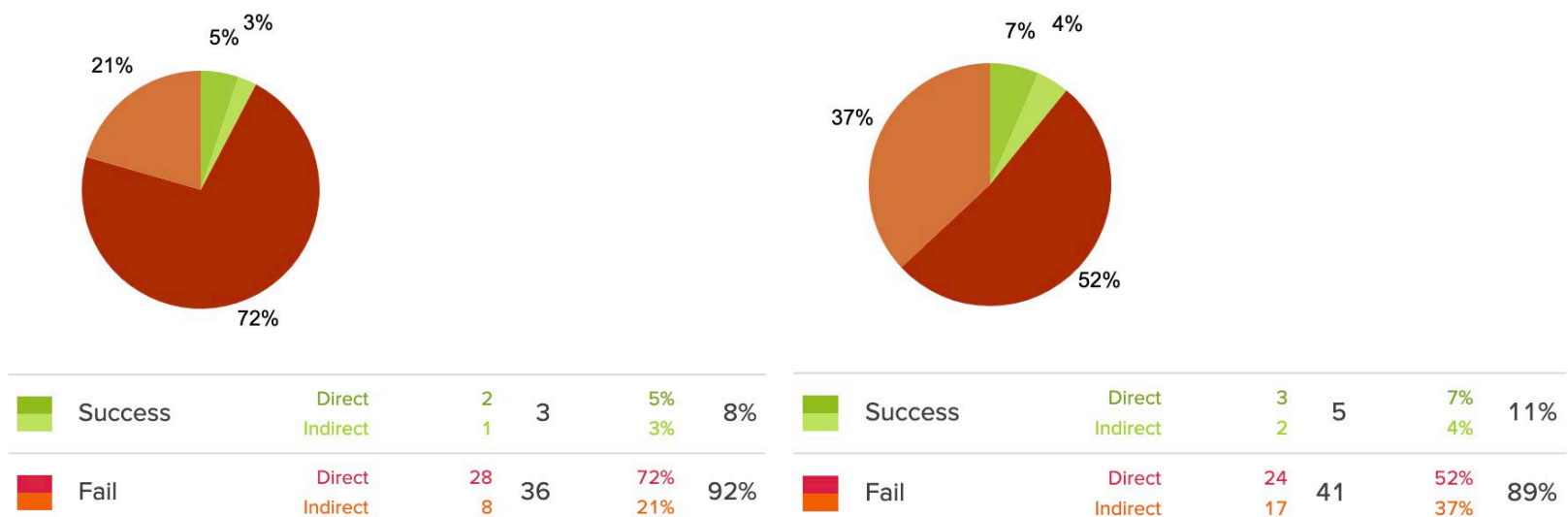
## Recommendations

- Create categories on the Shop page for all purchasable items, including those currently under the Adopt page

## Tree Study ctd.

### Task #2: Sign up for an olive oil subscription

8% » 11% success rate



Relative to the initial results from Test 1, there was an increase for successful completions in Task 2 (8% in Test 1 vs. 11% in Test 2). As with Task 1, Task 2 used one of two different products with like destinations (adoptions vs. subscriptions) and took a similar approach in presenting multiple destinations to the user.

This proposed solution did result in improvement, but there was still a fairly high failure rate, which could be due to the presentation of the actual task in the test. In our current prototype, the different options under the Subscribe category are actually contained on the same page and link out to their respective sections in the Shop. The results of the test clearly showed a user preference to access the Subscribe category, but beyond that is where users appeared to get confused. This could also be due to the nature of the tree test itself, considering that it presents the site in as text, without images or other types of context to the labels.

Given the current proposed structure of the site, the fact that most users made it to the Subscription category may negate the need for further testing through a Tree Study, but to fully validate the proposed reorganization in relation to this task, other forms of testing are recommended, such as a usability test with current Especially Puglia customers.

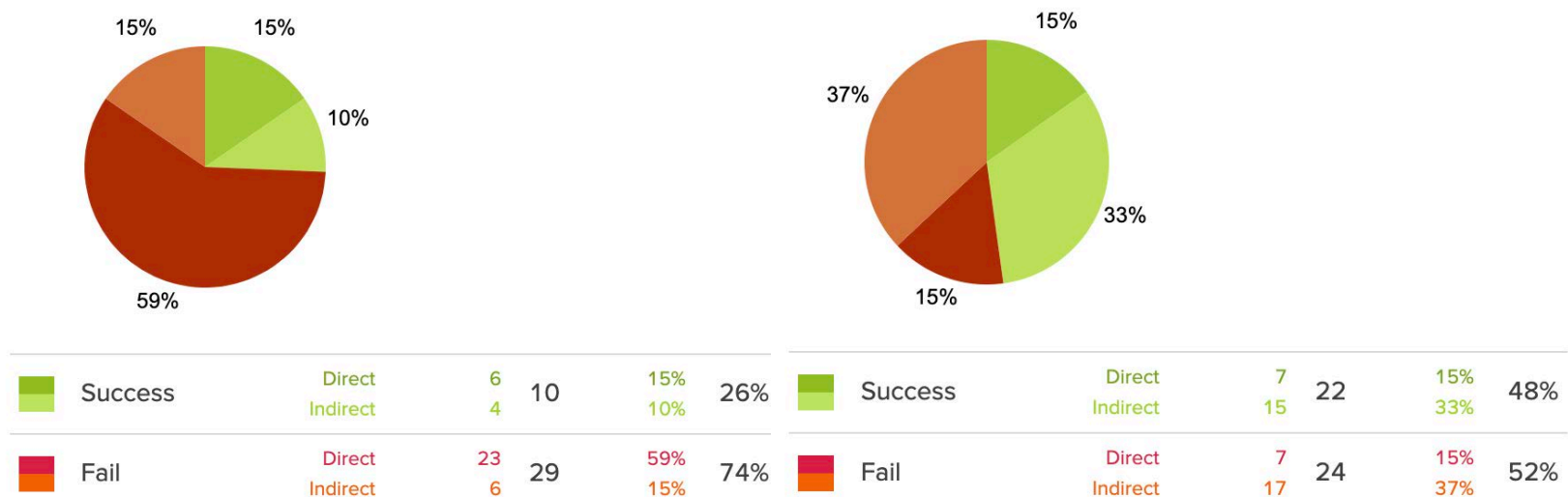
## Recommendations

- ▶ Create categories on the Shop page for all purchasable items, including those currently under the Adopt page
- ▶ Conduct further testing with current Especially Puglia customers to validate results

## Tree Study ctd.

### Task #3: Find information on sustainable farming practices

26% » 48% success rate



Task 3 showed dramatic improvement between tests; an increase from 24% in Test 1 to 49% in Test 2 in successful completions. In line with the insight that **customers like to support a product that is connected to real people and their stories**, we proposed creating a new category called “Our Story,” moving the former Farmers page into that new category and then renaming it as “Our Farmers” to further cement the connection that user’s have been shown to seek with products and their producers.

Where there was confusion on where to find such valuable information in Test 1, the changes in Test 2 showed a solution that could be interpreted as natural and intuitive, validating our assumptions.

## Recommendations

- Place “Farmers” and other content related to personal connection into a category that focuses on the background and story of Especially Puglia (“Our Story,” as proposed)





## Conclusions & Next Steps

### Overview

When presented with the problem of how to retain customers for Especially Puglia, we leveraged several research tools, including business analyses, user interviews, an heuristic analysis, and tree tests to draw conclusions and insights that served as the foundation for several recommendations.

A number of those recommendations were converted into a design for a prototype of the Especially Puglia website, which integrated features that could be placed into three main categories: features that enhance **cause/connection**, those that build **credibility/trust**, and features resulting from our **heuristic analysis**.

The specific recommendations and details on those features can be found in their respective sections, but it is our belief that integrating the recommendations presented in this report will lay the groundwork for enhanced usability, which in turn, will result in increased loyalty, brand-value, and trust for consumers. Notably, features that are in service of creating a more direct connection to a brand's narrative are often the cornerstone of trust-building that elevates what initially is “just a product” to an emotionally connected experience. A direction that emphasizes improved storytelling through informed design choices and polished copy is a clear path to customers who feel bonded to Especially Puglia, thus creating the space for customers to continue engaging with the brand through subscriptions and regular purchases.

## Next Steps

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In addition to the recommendations outlined in this report, there are several other ideas and assumptions that could be tested and validated to specifically encourage users to continue their subscriptions and stay on as loyal users. Moreover, in our initial conversation at the start of this project, we were asked to consider how Especially Puglia could integrate a membership program and a loyalty/points program, but due to time constraints and a lack of resources, we were not able to address those concerns.

Moving forward, we believe it would benefit Especially Puglia to explore the viability of these options, and below, we have outlined some topics and suggestions to consider for future UX explorations.

### User Interviews with Existing Customers

Key to the question of how to retain customers is gathering qualitative data of the experiences of current Especially Puglia customers. If afforded the opportunity to conduct interviews with these users, we would formulate questions that we hope would provide insight into the joys and frustrations experienced by Especially Puglia customers, as well as give us information on the motivations of typical EP users in order to connect user needs and wants to the EP's business goals (i.e. customer retention). A sample of questions that we might ask include:

- ▶ Can you tell me which products you purchased from Especially Puglia?
- ▶ How did you find out about Especially Puglia? What caused you to make a purchase?
- ▶ Can you tell me about your experience with Especially Puglia's service? Any pain points?
- ▶ What have you used your EP products for?
- ▶ Have you purchased or do you currently partake in a subscription box or similar service (other than EP boxes or adoptions)?
- ▶ Have you read EP's blog, recipes? Or are you subscribed to their newsletter? How do you engage with those features?
- ▶ (If they have cancelled their subscription) What made you decide to discontinue your subscription?

We believe that the data gathered from these interviews would be of immense value, not only because they would create clear insights that target some of Especially Puglia's core business concerns, but it would also be possible to pull positive quotes (with each user's permission) for use in testimonials, which would serve to improve the credibility heuristic presented earlier in this report.

This user data would also allow for the creation of a new persona that is more representative of Especially Puglia's current customers, which would create a firm base for future business decisions that will consider the user as a guiding light for great experiences.

### Enhancement of Newsletter & Email Content

While conducting initial research on EP's business, we discovered that while social media plays an important role in attracting new customers, much of the actual conversions to product purchases can be directly tied to the e-newsletters and other emailed correspondence that Especially Puglia sends to its customers. We believe that there is an opportunity to explore how this tool could be better utilized to enhance the user experience, particularly as a tool for customer retention.

One of the ideas that could be explored would be performing an audit of the writing and performing A/B testing to discover messaging that users relate to, but there is also a general opportunity to test newsletter



## Next Steps

engagement with usability tests that adjust the design of the newsletter form.

As seen in Jules' proposed journey map, frequent and valuable communication with the user plays a role in maintaining credibility, as well as keeping the user up to date on the cause (i.e. the farmers, harvest, etc.). This communication begins even before Jules receives her first box, so as to stir up excitement and anticipation. Not only that, but Jules eventually feels inspired enough to host her own Pugliese-inspired dinner party. We believe such an approach to communication with users would add much value to their experience of the EP brand.

### “Adopt,” “Subscribe”/“Gift” Page Design

The issue of building credibility and trust with the user could be mitigated through the design of the main “selling” pages, namely, Adopt and Subscribe (which can also be renamed and restructured to Gift). One recurring sentiment in user interviews was that users want to know what to expect in their purchased boxes. While this can be made known via email, users would have to purchase *before* knowing what they get. To inform users of this before they even decide to buy (and potentially help steer them towards making a purchase decision), we recommend more imagery of the product:



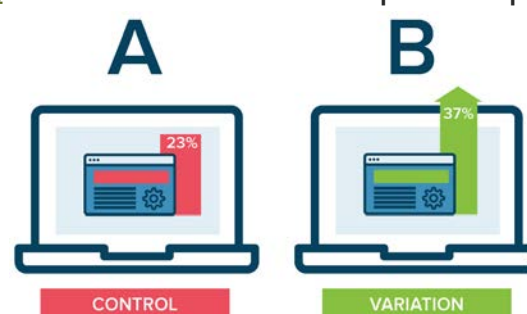
(L-R): Nudo and Treolive's depictions of what to expect

These images could even be translated into GIFs featuring Especially Puglia's beautiful packaging as well, because the process of “unboxing” brought delight to the majority of users we interviewed.

Additionally, another way to build credibility would be to follow convention regarding the e-commerce checkout process. Users are typically redirected to a different page where they go through the steps of filling out information for placing an order. Instead of currently having the checkout forms on the product page itself, which could stir up feelings of mistrust (i.e. asking for credit card information too early, before they have even decided to purchase), we recommend having a separate page for the checkout process.

### A/B Testing

As mentioned in the previous section, the page that we currently have as “Subscribe” could also be named “Gift,” depending on EP stakeholders' preferences. In a case of deciding the efficacy of certain words or calls to action, we recommend [A/B testing](#) to understand which option is preferred by users.



Source: [optimizely.com](https://www.optimizely.com)



## Next Steps ctd.

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### Incentives/Value-Added Products

There are also a number of incentive proposals that could be explored and tested to see if they align with an improved user experience. Potential ideas include:

**Return incentives:** Providing discounts, samples, or “extras” with purchase for returning customers.

**Affiliate/recommendation links:** Paying other vendors who successfully drive purchases on Especially Puglia through PR/links or giving existing customers links to provide to others, that if resulting in a purchase would give some sort of perk to the existing customer (discount on subscription, extra/exclusive product). It should be noted that cursory research of affiliate programs revealed that this is not recommended for small businesses as most of these programs require dedicated monitoring to avoid abuse.

**Access to exclusive dinners/events:** In the research we conducted, there was evidence to support the idea that box subscription/CSA users are willing to pay a premium for experiences and causes that they care about. Assuming that this holds true for EP customers, there is an opportunity to provide incentive by offering exclusive access to experiential products such as private dinners and events featuring Especially Puglia products. With the added understanding of the user-demographic data provided by Michele, we believe that EP customers would be willing to pay for these experiences on top of a regular subscription as long as they are given VIP/exclusive access, which seems like a win-win for the business/users.

### Membership Program

We did conduct some research into how a membership program with tiers might work, and believe that the best way to test ideas would be through the collection of data from existing users as a starting point. The idea of a VIP membership could be combined with incentives such as those outlined above. Another incentive could be to add exclusive products or discounts for each consecutive year/season of membership, but this and any other proposals would need to be backed by user research to make sure that the right decisions are made before committing to solutions.

### Loyalty Program

From our research, our initial determination is that a loyalty program may not be an effective tool for Especially Puglia and feedback from our user interviews did not promote the effectiveness of loyalty programs. For example, one user indicated that the program enticed her to sign up for a subscription with the promise of giving her a set number of base points, but this was not enough to keep her as a customer. The user canceled the service due to quality concerns and to this day has never used her points. This points to loyalty programs being effective at attracting customers, but ineffective at keeping them.

Also, points-based loyalty programs often require customers to make frequent purchases to earn points that can then be exchanged for products or discounts. Considering the high-end nature of EP's products in conjunction with minimal opportunities to make frequent purchases (most of EP's core products are meant to be purchased between 1-4 times per year vs. typical box subscriptions which run from 12-52 purchases or more per year), and the labor/effort required to set up a points system, a loyalty program does not seem to be a cost-effective measure to retain customers.

We believe a more generalized membership program is the better option, but to come to a firm conclusion on the viability of membership or loyalty programs specifically for Especially Puglia, it is vital to conduct research using the company's core customer base.



























































# *Appendix*





# Competitive Analysis

| Features                       | Especially Puglia   | Nudo  | Pomora  | FarmtoPeople  | Rogaia  | Treolive  |
|--------------------------------|---|---|---|---|---|---|
| Olive Oil Only                 |    |    |    |   |   |    |
| Adopt an Olive Tree            |    |   |    |   |    |    |
| Adopt [Another Product]        |    |   |   |   |   |   |
| Seasonal Boxes                 |    |   |   |    |   |   |
| Kitchen Supplies               |    |   |   |   |   |   |
| Gift Boxes                     |   |   |   |   |   |   |
| Adoption Certificate           |  |  |  |   |  |  |
| Visit Your Tree                |   |  |  |   |   |  |
| Subscription/Recurring Charges |   |  |  |  |   |   |
| Membership Tiers               |   |  |   |  |  |   |
| Members-Only Perks             |   |  |   |   |   |   |
| Testimonials                   |  |  |  |   |  |  |
| Newsletter                     |   |  |  |  |   |  |
| Farmer/Farm Info               |  |  |  |  |   |  |
| “How It’s Made” Content        |  |  |  |  |   |  |
| Online Shop                    |  |  |   |  |   |  |
| Account/Profile                |  |  |  |  |   |  |
| Blog/Lifestyle Content         |  |  |  |  |   |   |
| Recipes                        |  |  |  |  |   |   |
| Educational Material           |   |  |   |   |  |   |
| Events & Catering              |  |   |   |   |   |   |
| Corporate Sales/Wholesale      |   |  |   |   |   |  |
| Wedding Gifts                  |   |  |   |   |   |   |
| Company Beliefs/Goals/Ethos    |   |  |  |  |   |   |



# Comparative Analysis

| Features                              |   | Eattiamo  | Delivery Italiano   | Nonna Box   | Bespoke Post  | Chateau Feely   | Panama Coffee Co. |
|---------------------------------------|---|---|---|---|---|---|-------------------|
| Membership Tiers                      |   |    |   |    |    |   |                   |
| Members-Only Perks                    |   |   |   |    |   |   |                   |
| Kitchen Supplies                      |   |   |   |    |   |   |                   |
| Travel Services                       |   |   |   |   |   |   |                   |
| Online Shop                           |  |  |  |  |   |   |                   |
| Blog/Lifestyle Content                |  |  |  |   |  |   |                   |
| Recipes                               |  |  |  |   |   |   |                   |
| Educational Material                  |  |   |  |   |  |   |                   |
| Corporate Sales/Wholesale             |   |  |   |  |   |  |                   |
| Wedding Gifts                         |   |   |   |   |   |   |                   |
| Company Beliefs/Goals/Ethos           |  |  |   |  |  |  |                   |
| Testimonials                          |   |  |  |   |   |   |                   |
| Newsletter                            |  |  |   |  |  |   |                   |
| Farmer/Supply Chain Info              |   |   |   |   |  |  |                   |
| “How It’s Made” Content               |   |   |   |   |  |   |                   |
| Account/Profile                       |  |  |  |  |   |   |                   |
| Philanthropy/Donation to Other Causes |   |   |   |   |   |  |                   |
| Customer Reviews                      |   |   |  |   |   |  |                   |
| Gift Cards                            |   |   |   |   |   |   |                   |



## JULES' CONCERN ABOUT HER SUBSCRIPTION BOX

*"I'm willing to pay a little more if I know I'm getting quality."*

# Jules' Existing Journey Map

| PHASE                    | PHASE 2: FIRST 3 MONTHS                               |   |  |   |   |   | PHASE 3: MONTHS 3-6  |   |  |   |
|--------------------------|---|---|--|---|---|---|--|---|--|---|
| ACTIONS                  | HER FRIEND TELLS HER ABOUT GIFTING HER A SUBSCRIPTION | RECIEVES EMAIL NOTIFICATION ABOUT GIFT SUBSCRIPTION | RECIEVES HER FIRST BOX                     | READS INCLUDED INFORMATION, DOES FURTHER RESEARCH     | HOSTS DINNER PARTY WITH DISHES MADE WITH INGREDIENTS    | CONSIDERS CONTINUING SUBSCRIPTION FOR HERSELF | GETS 2ND JAR OF OLIVE TAPENADE IN A ROW                    | NOTICES THAT THERE IS MOLD INSIDE THE JAR | CUSTOMER SERVICE SENDS HER A REPLACEMENT QUICKLY | UNSURE IF SHE SHOULD CONTINUE HER SUBSCRIPTION    |
| EMOTIONAL EXPERIENCE     |   |   |  |   |   |   |  |   |  |   |
| TOUCHPOINTS              |   | RECEIVES EMAIL CONFIRMING GIFT SUBSCRIPTION         |  | GOES ON THE WEBSITE AND LEARNS ABOUT THE FARMERS      | GOES ON THE WEBSITE AND LOOKS UP SOME RECIPES           |   |  |   | CONTACTS CUSTOMER SERVICE ON THE WEBSITE         |   |
| HIGHLIGHTS & PAIN POINTS | HAPPY TO GET GIFT FROM FRIEND THAT SEEMS PERSONAL     | ANTICIPATING RECEIVING HER GIFT                     | EXCITED TO OPEN THE BOX FOR THE FIRST TIME | IMMERSED IN STORY/ BACKGROUND OF PRODUCTS & PRODUCERS | PLEASED WITH HERSELF TO SHOW OFF KNOWLEDGE/ COOL-FACTOR | FEELS SATISFIED WITH THE SERVICE              | DISAPPOINTED THAT SHE RECEIVED THE SAME PRODUCT SO QUICKLY | GROSSED OUT BY THE MOLD                   | PLEASED THAT CUSTOMER SERVICE LISTENED TO HER    | SECOND GUESSING HER DECISION TO JOIN SUBSCRIPTION |

Jules' Proposing Journey Map



JULES' CONCERN ABOUT HER SUBSCRIPTION BOX

"I'm willing to pay a little more if I know I'm getting quality."

| PHASE                    | PHASE 2: FIRST 3 MONTHS                               |   |  |                        |                                     |  |   | PHASE 3: MONTHS 3-6                                |   |   |   |  |  |  |
|--------------------------|---|---|--|------------------------|-------------------------------------|--|---|--|---|---|---|--|--|--|
| PHASE 1: RECEPTION       | HER FRIEND TELLS HER ABOUT GIFTING HER A SUBSCRIPTION | RECIEVES EMAIL NOTIFICATION ABOUT GIFT SUBSCRIPTION | READS ARTICLE ABOUT THE RECENT OLIVE HARVEST | RECIEVES HER FIRST BOX | RESEARCHES INGREDIENTS SHE RECEIVES | HOSTS DINNER PARTY WITH DISHES MADE WITH INGREDIENTS | CONSIDERS CONTINUING SUBSCRIPTION FOR HERSELF | RECEIVES EMAIL NOTIFICATION W/ DETAILS OF NEXT BOX | WRITES BACK ASKING IF SHE CAN SWITCH FOR A NOVEL ITEM | CUST SVC GIVES HER OPTION OF SWITCHING FOR A NEW PASTA OR EGGPLANT IN OIL | RECEIVES BOX WITH HER CHOICE (EGGPLANT) | READS AGAIN UPDATES FROM FARMERS INCLUDED IN BOX | CONSIDERS PURCHASING SUBSCRIPTION FOR HERSELF AFTER GIFT EXPIRES |  |
| ACTIONS                  |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |
|                          |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |
| EMOTIONAL EXPERIENCE     |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |
| TOUCHPOINTS              |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |
|                          |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |
| HIGHLIGHTS & PAIN POINTS |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |
|                          |   |   |  |                        |                                     |  |   |  |   |   |   |  |  |  |