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How to Improve Consumer Retention – A Case Study within the Scope of Too Good To Go

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Master in Business Administration

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Resumo

Too Good To Go (TGTG) é uma empresa de impacto social que combate o desperdício alimentar através de um mercado de alimentos excedentes, por meio de uma aplicação móvel que conecta os utilizadores com várias lojas e restaurantes que têm excedente alimentar, permitindo-lhes comprar estes produtos a preços reduzidos. O modelo de negócio baseia-se em parcerias com os estabelecimentos e na conexão com os utilizadores. A TGTG enfrenta desafios na compreensão dos perfis dos consumidores devido ao contato direto limitado com os mesmos. A fidelidade do cliente é crucial para a sobrevivência e crescimento de qualquer negócio, e a TGTG poderia beneficiar ao ser abordada esta questão. Estudos mostram que manter boas relações com os clientes pode aumentar significativamente as receitas e, apesar do crescimento da TGTG no mercado português desde 2019, compreender mais informação sobre o cliente poderia melhorar ainda mais o seu desempenho.

A análise aprofunda vários aspetos cruciais para alcançar o objetivo principal de melhorar a retenção do consumidor no âmbito da TGTG. Em primeiro lugar, investiga as motivações dos utilizadores da TGTG, destacando a acessibilidade e a sustentabilidade como principais impulsionadores, alinhando-se com o objetivo de compreender o que motiva os utilizadores a continuarem a usar a aplicação. Em segundo lugar, a exploração dos fatores que contribuem para a utilização contínua da aplicação, onde são analisados os processos de tomada de decisão centrados na acessibilidade e conveniência, de forma a proporcionar perceções sobre como a TGTG pode melhorar as experiências dos utilizadores para melhorar a sua retenção. Em terceiro lugar, a identificação do perfil do utilizador mais frequente ajuda a identificar as características demográficas e comportamentais associadas a elevadas taxas de retenção, possibilitando estratégias de retenção direcionadas. Por último, a avaliação da satisfação do utilizador e dos seus determinantes fornece perceções acionáveis para a TGTG melhorar os níveis de satisfação, promovendo assim a fidelidade e retenção a longo prazo do utilizador. Integrar essas descobertas em estratégias destinadas a abordar as motivações do utilizador, otimizar as experiências do utilizador, direcionar perfis de utilizadores de alta retenção e aumentar os níveis de satisfação pode contribuir para o objetivo geral de melhorar a retenção do consumidor dentro da plataforma TGTG.

Palavras-chave: Too Good To Go; Fidelização de Clientes; Envolvimento Contínuo; Satisfação do Utilizador; Motivações; Utilizadores; Comportamento.

Abstract

Too Good To Go (TGTG) is a social impact compay that combats food waste by operating a marketplace for surplus food. They have developed a mobile application that links users with unsold food from different establishments, enabling them to buy meals at reduced costs. Forming strategic agreements with retail businesses and actively involving users on the platform are essential components of the business plan. Due of its little direct engagement with users, TGTG finds it challenging to understand user profiles. Maintaining client loyalty is critical to a business's survival and growth, and TGTG stands to benefit by taking this issue on. Research indicates that cultivating close relationships with consumers can substantially enhance revenues. Although TGTG has had significant expansion in the Portuguese market since 2019, their success could be further improved by effectively comprehending and utilizing client data.

The analysis delves into various aspects crucial to achieving the main goal of improving consumer retention within the scope of TGTG. Firstly, it investigates TGTG user motivations, highlighting affordability and sustainability as key drivers, aligning with the goal of understanding what motivates users to continue using the app. Secondly, the exploration of factors contributing to continuous app usage sheds light on decision-making processes centered on affordability and convenience, providing insights into how TGTG can enhance user experiences to encourage retention. Thirdly, the characterization of the profile of the most frequent user aids in identifying the demographic and behavioral traits associated with high retention rates, offering valuable information for targeted retention strategies. Lastly, the assessment of user satisfaction and its determinants provides actionable insights for TGTG to enhance satisfaction levels, thereby fostering long-term user loyalty and retention. Integrating these findings into strategies aimed at addressing user motivations, optimizing user experiences, targeting high-retention user profiles, and enhancing satisfaction levels can ultimately contribute to the overarching goal of improving consumer retention within the TGTG platform.

Key words: Too Good To Go; Customer Loyalty; Continuous Engagement; User Satisfaction; Motivations; Users; Behavior.

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Chapter 1. Introduction

The Internet and Web development have emerged as the most captivating advancements in the realm of information and communications technology in recent times (Eid, 2011). Nevertheless, Europe has faced significant difficulties in recent years. The aftermath of the COVID-19 pandemic and a number of other issues, such as a dire cost of living problem and the effects of the conflict in Ukraine, are currently impacting the region. These factors have resulted in high inflation rates, escalating energy prices, and overall geopolitical instability. These factors not only diminish the ability of customers to buy goods and services, but also cause disturbances in markets and global supply networks. However, the European E-commerce Report (Lone & Weltevveden, 2023) indicates that e-commerce (Electronic commerce) is still seeing growth. Even though the growth rate in European B2C e-commerce decreased from 12% to 6% over the same period, the turnover increased from €849 billion in 2021 to €899 billion in 2022. It is anticipated that in 2023, the growth rate will marginally increase to 8%, and that B2C e-commerce turnover in Europe will also continue to grow.

Portugal is listed as the thirtieth country with the most Internet users in 2022 among 37 European nations, according to a Eurostat study. Of these users, 85% utilize the internet, and 63% of them are online consumers, ranking Portugal in 27th place. Nowadays, to succeed companies need to draw up growth strategies designed toward progress, since it is an increasingly competitive market, consumers can easily compare products and services of players from the same sector. Therefore, whether a better option appears, these individuals are likely to change their tastes and underlying decisions in a matter of seconds through a simple internet research (Gordini & Veglio, 2017). Thus, companies should maintain a long-term relationship with their customers through customer retention, assuring, likewise, lower customer churn rates (Ansaria et al., 2008).

Customer loyalty stands ultimately as a cornerstone for sustained success and growth. One of the challenges confronting ecommerce companies lies also in the task of discerning patterns within the diverse behaviors of their users. Factors such as evolving user preferences, the constant nature of online interactions, and the complexity of digital transactions contributes to the difficulty these companies encounter in accurately establishing and understanding consistent patterns among their user base. This issue interferes with their ability to effectively tailor services, optimize user experiences, and cultivate lasting customer relationships in the dynamic realm of online commerce.

Like other companies in this industry, Too Good To Go is also concerned about these issues. As of 2023, the company claims to be the largest B2C marketplace for surplus food globally, with over 78 million registered users and 140,000 active partners in 17 countries across Europe and North America. The app facilitates contact between consumers and businesses having excess food, enabling the consumption of this food rather than its wastage. Users receive tasty meals at an affordable price, businesses gain new clients and recoup their initial investments, and the earth benefits from a decrease in food waste - it is a win-win situation for all parties involved Since its launch in 2016, Too Good To Go has saved more than 220 million meals from waste, equivalent to 550,000 tons of CO_2e avoided. The app arrived in Portugal in October 2019, and, it already has a community of more than 1.5 million users and more than 3,700 establishments and has saved more than 3 million Surprise Bags across the country, equivalent to the emission of 7,500 tons of CO_2e.

One of the company's main focuses is customer retention, which implies a high frequency of purchases, thus it's crucial to understand the motivations, decision making (DM) and profile of this user as well as finding strategies that boost this relationship. Accordingly, the research problem revolves around customer loyalty, particularly in the context of TGTG and its aim is to offer insights for the platform's improvement in the customer point of view.

The survey designed for this research encompasses three distinct categories of questions: demographic inquiries, user experience assessments, and suggestions for improvement. These topics collectively form the basis for analyzing TGTG's user's and their interactions with the platform. The research questions are towards understanding who TGTG's users are, how they experience the platform, which covers their satisfaction and continuous engagement.

The objectives of this investigation align with the research questions, aiming to identify the motivations driving TGTG's users, explore factors contributing to continuous app usage, examine determinants of user satisfaction, and characterize the profile of the most frequent user. These objectives collectively contribute to an understanding of TGTG's user dynamics, laying the foundation for strategic improvements and sustainable growth.

After this introduction, the project unfolds to the literature review investigating existing knowledge about customer loyalty in ecommerce and related concepts. The methodology section outlines the research design and survey approach. Results and discussion present findings and their implications, while the conclusion and recommendations section offer insights for TGTG and contributes to the broader understanding of customer loyalty in the digital era.

This project relies upon a real organizational problem and, therefore, taking into account its purpose, it will bring value not only to Too Good To Go, but also to other companies in e-commerce.

Chapter 2. Literature Review

This investigation comprises a literature review organized into five distinct sections, namely: e-commerce and B2C, customer acquisition & retention and customer churn.

E-commerce is the use of electronic communications and digital information processing technology in commercial activities. The goal of this is to develop, adjust, and redefine relationships in order to generate value. These interactions might be between businesses, or between organizations and individuals. The main classifications of electronic commerce are business-to-business (B2B), business-to-consumer (B2C), business-to-government (B2G), consumer-to-consumer (C2C), and mobile commerce (m-commerce). (Pradesh, 2016)

According to the Digital 2021: Global Digital Overview, around 3.47 billion individuals, which is roughly 44.5% of the world's population, made online purchases in 2020 (Nogueira et al., 2021). The increasing reliance on the internet has transformed it into an essential requirement for society. Consequently, this has resulted in intense competition among service providers, compelling them to guarantee the delivery of the utmost standards of quality to clients.

The growing use of the Internet has led to the emergence of new kinds of information systems services. These services encompass a broad spectrum of electronic commerce activities, such as business-to-consumer services like Internet service providers, online banking, electronic brokerages, online retailing, and online auctions. They also include business-to-business services like web site hosting, traffic load balancing, online payment processing, online procurement, and customer resource management. The increasing demand for these services has resulted in the rise of a new classification of service organizations referred to as "cybermediaries." These cybermediaries act as intermediaries, connecting suppliers with customers. They can take the form of auctioneers, brokers, or outsourcing vendors that provide support for crucial business processes such as procurement and payment processing. Additionally, there are firms that offer completely innovative services that were previously unheard of, such as customer profiling and load balancing. (Bhattacherjee, 2000)

Statista predicts that by 2023, there will be a substantial increase in global internet availability and use, resulting in five billion internet users globally. Consequently, the number of individuals engaging in online shopping is continuously growing. Internet users have the option to select from a range of online platforms to search, evaluate, and acquire the things or services they require. Although several websites are designed to cater especially to B2B clients, individual consumers are also offered a wide range of digital opportunities. Currently, online marketplaces dominate the global online purchasing landscape, holding the greatest portion of sales as of 2022.

TGTG is a multinational that is present in 17 countries, being this project focused on the Portuguese market, it is important to understand the country's e-commerce prospects: In Portugal, in 2018, turnover in the B2C category reached 5.5 billion euros, estimated to increase in 2025 to 9.7 billion euros. About 50% of Portuguese internet users shop online. The purchases carried out represent about 3% of the value of GDP. Portugal holds the 19th position, in 28 European Union countries, in the European Economy and Digital Society (Ribeiro et al., 2020).

In a scenario of competitive and mature markets, retaining the customer base is crucial to ensure companies' value creation. Accordingly, firms have gained the interest of understanding the factors that influence and drive customer retention (Boehm, 2008). The continuous and rapid growth of internet and social media platforms promotes the empirical study of a fundamental research issue, the consumer behavior in e-commerce (Liang & Turban, 2011).

Customer acquisition refers to the series of procedures implemented by a corporation to attract and obtain new consumers. The objective of a customer acquisition strategy is to establish structured and enduring methods and procedures for acquiring consumers that can adapt to emerging trends and modifications (Lovrakovic, 2020). Customers are valuable resources that companies must obtain. When it comes to customer acquisition, a firm may only attract two categories of customers: those who are new to the category or those who are new to the company. New-to-category clients are typically individuals who have recently identified a novel category of existing requirements and now require products or services to fulfill those wants. New-to-company customers refer to clients who have been acquired from competitors. Typically, these customers are found in well-established marketplaces and will switch to a different solution if they find one that better addresses their problem or meets their needs. They may also switch simply because they appreciate having a range of options available to them (Lovrakovic, 2020).

Furthermore, we encounter the notion of loyalty, as defined by Shoemaker et al. (1999), they describe truly loyal customers as individuals who firmly believe that your company is the best at fulfilling their specific needs, to the extent that they hardly consider any other competitors. These customers predominantly make purchases exclusively from your company. Shoemaker and Lewis's observation suggests that it is challenging to establish and maintain genuine customer loyalty without considering the underlying attitudes of customers that influence their behavior (Kumara, 2004). An 'attitude' is a psychological inclination that is expressed through the appraisal of something with different levels of favor or hate (Eagly et al., 1993). What is the nature of attitudinal loyalty? Attitudinal loyalty is often defined in the context of a brand, comprising the emotional and cognitive aspects of brand loyalty, such as the choice to stick with a certain brand and the level of dedication towards it (Gremler & Brown, 1998). Attitudinal loyalty applies to a customer's long-term commitment to a company, which cannot be established merely by observing their frequent purchases (Shankar et al., 2000).

Customer retention is crucial due to the potential expense of acquiring new clients, which can be up to ten times higher than maintaining existing ones (Lindgreen et al., 2000). The relative cost of the former compared to the latter, up to a maximum of 16 times, determines the significance of bringing the new customer to the same level of profitability as the old customer (Lindgreen et al., 2000). Khalifa and Liu (2007) further contend that the customer retention process is less expensive than the customer acquisition process in light of this logic.

Pfeifer and Farris (2004) state that two advantages of customer retention are that businesses do not have to make upfront investments to draw in new consumers and that new customers are more responsive to price changes. While Rauyruen and Miller (2007) assert that, in the context of e-commerce, customer retention leads to larger, more frequent transactions, Ang and Buttle (2006) reiterate that loyal consumers may be prepared to pay greater prices than new ones. Previous studies have shown that several factors affect customer retention over the long run (Kim, 2019). Among these aspects are customer satisfaction and retention drivers (Bolton, 1998; Rust & Zahorik, 1993). This suggests that there may be an implicit relationship between client retention rates and satisfaction (Bolton, 1998). In addition to satisfaction, another factor influencing customer retention is the quality of the service (Bolton et al., 2000; Rust et al., 1995).

The fundamental cost of a good or service is another marketing-mix element that affects client retention (Kim, 2019). Moreover, Anderson and Simester (2004) state that price promotions are among the most effective marketing strategies for both acquiring and retaining clients.

The widespread loss of existing customers diminishes the companies' revenues in several ways (Tamaddoni et al., 2017). When a client defects, the company suffers a loss in either the sales generated by that customer (Rust & Zahorik, 1993) or the potential profits from the customer's recommendations (Verbeke et al., 2012). Moreover, the significance of customer defection is much more apparent than it may initially seem, as the expense of retaining a client is usually lower than the expense of gaining a new customer (Colgate & Danaher, 2000; East et al., 2006; Lindgreen et al., 2000).

Neslin et al. (2006) cite that customer churn is a concept that relates to the time a customer stays with a company, therefore, this term is inevitably associated with the CLV (Customer Lifetime Value) towards that company. Within the e-commerce industry, one should ensure a low customer churn rate, mainly because the number of new players, with huge capital investments and diverse penetration strategies, is increasing – a factor subsequently leads to higher customer acquisition costs (Renjith, 2017). As stated by Bogomolova and Grudinina (2011), customer churn is a prevalent occurrence across all industries and can be influenced by variables that are within or beyond a company's jurisdiction. Van Doorn et al., (2010) express that companies need to support and nurture their customers in order to maintain a sustainable position in the market in which they operate – being relevant to detect the customers who are likely to defect.

The investigation into consumer retention within the framework of TGTG aligns with the broader context of e-commerce dynamics and customer behavior. In today's digital landscape, characterized by a growing e-commerce sector and fierce competition, understanding factors driving customer retention is imperative for value creation and sustainable growth. E-commerce encompasses various transactional models, including business-to-consumer (B2C), which has witnessed significant global uptake, emphasizing the need for service providers like TGTG to ensure high-quality standards to meet consumer demands. As the internet becomes increasingly integral to daily life, consumer preferences and behaviors in e-commerce are subject to empirical scrutiny, highlighting the importance of continuous study into customer behavior. Customer acquisition strategies play a pivotal role in expanding the consumer base, with an emphasis on acquiring new-to-category or new-to-company customers. However, the ultimate goal remains customer retention, as retaining existing customers proves to be more cost-effective and yields long-term benefits compared to acquiring new ones. Factors such as customer satisfaction, service quality, and pricing strategies influence customer retention rates, underscoring the need for companies like TGTG to prioritize these aspects. Additionally, mitigating customer churn, a common challenge in the e-commerce sphere, requires proactive measures to nurture and retain customers, ultimately contributing to sustainable market positioning. Thus, the case study on TGTG's consumer retention endeavors within the Portuguese market serves as a microcosm of broader e-commerce trends and underscores the significance of understanding and addressing consumer behavior to foster long-term success in the digital marketplace.

Chapter 3. Methodology

The methodology employed in this study encompasses descriptive analyses, Spearman correlation, and multiple regression analyses to address the research questions inherent to the objectives. Firstly, descriptive analyses were utilized to provide a comprehensive overview of participants and to characterize the profile of the most frequent users based on demographic variables such as age, gender, marital status, and employment situation. Secondly, Spearman correlation analysis was conducted to evaluate the strength of consumer motivations on the decision-making process regarding the use of TGTG. Thirdly, multiple regression analyses were employed to identify and explore factors contributing to continuous app usage, focusing on motivations such as affordability, convenience, sustainability, surprise factor, and establishment. Additionally, the survey incorporated Likert scale assessments to gauge user satisfaction regarding various aspects of the TGTG app experience. The research questions aimed to uncover insights into consumer motivations, app usage patterns, user profiles, and satisfaction levels within the context of TGTG, aligning with the overall goal of improving consumer retention within the platform.

Table 1 - Relationship between objectives, research questions and literature review

Objective	Questionnaire questions	Literature Review
OBJ1 - Identify the motivations driving TGTG's users	(Q1). What are your motivations for using Too Good To Go?	(Pradesh 2016; Nogueira et al. 2021)
OBJ2 - Explore factors contributing to continuous app usage	(Q2). Below you will find several statements. Indicate the answer that best qualifies your way of thinking when using Too Good To Go. For example, in the first statement, if you think that the affordable price of surprise bags is a decisive factor when using Too Good To Go and that, if they increased, you would stop using them, you should mark "I totally agree". If you consider the opposite, you should mark the answer "totally disagree".	(Lovrakovic 2020; Khalifa and Liu 2007; Bolton 1998)

OBJ3 - Examine determinants of user satisfaction	(Q3). Are you satisfied with the quality-price ratio when using Too Good To Go? (Q4). Are you satisfied with the quick collection of the surprise bag when buying with Too Good To Go? (Q5). Are you satisfied with the staff at the establishments when you use Too Good To Go? (Q6). In general, how would you rate your experience at Too Good To Go partner establishments?	(Bolton 1998; Rust & Zahorik 1993; Pfeifer and Farris 2004)
OBJ4 - Characterize the profile of the most frequent user	(Q7). How old are you? (Q8). What is your gender identity? (Q9). What is the highest level of education you completed? (Q10). Please indicate your profession/occupation (if you answered “unemployed” or “retired”, please refer to your last profession/occupation) (Q11). What is your marital status? (Q12). What is your employment situation? (Q13). Please indicate your profession/occupation (if you answered “unemployed” or “retired”, please refer to your last profession/occupation) (Q14). What is the total wage amount received by the household. Please refer to a regular month where you do not receive extra allowances (e.g. Christmas or Holiday allowance). (Q15). How often do you use Too Good To Go?	(Shoemaker et al. 1999; Kumara 2004; Eagly et al. 1993)

3.1 Procedure

The study data was collected between January 1st, 2023 and March 1st, 2023 through an online questionnaire using Google Forms. To guarantee the heterogeneity of the sample, the data collection process was gathered through different social media channels, such as LinkedIn, Facebook and Instagram. These platforms were selected due to their expansive reach and diverse user demographics, facilitating access to a broad spectrum of individuals from different backgrounds, professions, and experiences. Through targeted posts, potential participants were invited to engage with the study and contribute their valuable insights.

Before filling the online questionnaire, the general objective of the study was explained without compromising it and it was emphasized that the questionnaire was anonymous, and their participation was voluntary. This information was contained in the informed consent (Appendix A), signed at the beginning of participation, which guaranteed the voluntariness of the participation and confidentiality of data collected, following ethical guidelines approved by ISCTE-IUL. Additionally, participants were informed that the questionnaire would take approximately five minutes to complete.

3.2 Measures

The online questionnaire aimed to identify and evaluate the consumers motivations when buying from TGTG, as well as the strength that one motivation has on the decision-making process of the inquiry. Moreover, identify and characterize the profile of the most frequent user, which are the ones that buy more than two surprise bags per month. The survey had a total of 18 questions, of which 17 were closed questions and one was a short-text response (Appendix B).

First, participants were queried on their demographic information, comprehending variables such as age, gender, education, marital status, employment situation, profession/occupation and total household wage. This section employed a mix of ordinal (i.e., education, total household wage), nominal (i.e., gender, marital status, employment situation), and quantitative (i.e., age) variables. Second, user experience was assessed by questioning inquiries about their frequency of app usage using a 5-point scale: 1 = “Never, I only have the app installed”; 2 = “Less than 3 times a year”; 3 = “1 time a month”; 4 = “2 times a month”; and 5 = “3 or more times a month”.

Third, respondents were asked to rate their motivations when using TGTG app on a 5-point Likert scale (from 1 = “Very irrelevant”, to 5 = “Very relevant”). To evaluate motivation, five aspects were assessed: affordability, convenience, sustainability, surprise factor and establishment. A high score indicates a high level of motivation. For instance, a high score on the motivation affordable price means that this motivation is very relevant for the user. Following this, using the same five aspects assessed above, respondents were asked to rate their importance as a decisive factor on the DM to actually use TGTG. Their level of agreement was ranked on a 5-point Likert scale (from 1 = “Very irrelevant”, to 5 = “Very relevant”).

The statements presented to the participants were: (a) The affordable value of surprise bags is a deciding factor when using Too Good To Go; (b) I consider using Too Good To Go or not depending on how far the establishment is from me; (c) Sustainability is an important factor when using Too Good To Go; (d) I'm excited to use Too Good To Go because I don't know what is in the surprise bag; and (e) I only pick up surprise bags at establishments I know.

Participants were also asked to rank their satisfaction in a 5-point Likert scale (from 1 = “Unsatisfied”, to 5 = “Extremely satisfied”) regarding three factors: quick collection, quality of staff service and overall satisfaction. To conclude the survey, participants were requested to express their level of agreement using a 5-point Likert scale (from 1 = “Totally disagree”, to 5 = “Totally agree”) regarding seven different topics. The statements presented to the participants were: (a) have access to the number of favorites/likes that a certain establishment has; (b) “teaser” about the contents of my surprise bag; (c) a longer pick up schedule;(d) the possibility of having home delivery (considering a €1.50 fee); (e) the app allows you to filter establishments by type of cuisine (e.g. sushi, Portuguese food, Indian food); (f) the app allows you to filter establishments by rating (e.g.: 4 out of 5 stars); and (g) when there are several Too Good To Go partners within a shopping area (shopping centers, airports) the app will allow you to view all available options.

3.3 Data Analysis

Before conducting the planed analyses, data was assessed for missing values and normal distribution. Missing values were searched in the database, and all responses were complete, except for one participant that had missing values on the variables household wage and the DM - establishment. The distribution of the normal variables under study were analyzed using skewness and kurtosis values: skewness values between -3 and 3, and kurtosis values below -10 and 10 indicate the absence of normal distribution violation. All the variables under study had a normal distribution, with skewness values ranging between -2.1 and 3, and kurtosis values ranging between -1.5 and 8.9. Since the variables household wage and the DM – establishment had a normal distribution and only 1% of the data was missing, the value was replaced with the mean of the respective variable – household wage = 3.04; DM - establishment = 3.25.

The data was analyzed through three distinct, yet complementary, types of analyses: descriptive analyses, Spearman correlation and multiple regression analyses. Descriptive analyses were used to offer a comprehensive overview of the participants and to characterize the profile of the most frequent user (e.g., age, gender, marital status and employment situation). Descriptive analyses, such as calculating the mean, standard deviation, and frequency distributions, will give a straightforward and precise description of the data's core tendencies, dispersion, and distributional patterns.

One of the focal points of my study involves understanding the associations between motivation and DM. To achieve this, Spearman correlation analysis was conducted, which is designed to unveil monotonic relationships between ordinal variables. The Spearman coefficient varies from -1 to 1. A correlation coefficient above 0 implies a positive correlation, whilst a coefficient below 0 suggests a negative correlation. A value close to 0 indicates a weak relationship between the two variables being compared.

To explore if quality price ratio, quick collection and quality of staff service predicted the overall user satisfaction with TGTG, a linear multiple regression analysis was conducted. The normality of residuals' distribution and homoscedasticity of residuals were assessed by examining the normal probability plot of the residuals. The Durbin-Watson statistic was calculated to assess the lack of correlation between errors. A number around 2 implies the lack of any breach of these assumptions. The variance inflation factor (VIF) was computed to assess the presence of multicollinearity among the predictor variables.

A VIF lower than 5 indicates absence of multicollinearity. The minimum sample size to compute linear multiple regression analyses was calculated a priori using an online calculator, assuming three predictors, an alpha level of .05, and a power level of .80. This resulted in a minimum sample size of 48 participants.

3.4 Participants

The inclusion criteria for the sample were: (a) being 18 years of age or older; (b) being able to read and write; (c) being TGTG users in Portugal. A total of 100 participants took part in the present study and 74 met all the criteria, 53 of whom were women (71.6%), 21 were men (28.4%), and one. The respondents' ages ranged from 20 to 52 years, with an approximate mean age of 27 years (SD = 6.14). In terms of educational qualifications, 4.1% of the sample had completed the 12th year of schooling, and 95.9% had a higher education degree (Table 1). In terms of occupation, the collected sample exhibited a high degree of diversity, with the most frequent occupational situations being business developers (23.61%) and account managers, customer support, or operations managers (15.28%). Some participants had professions in the healthcare sector (9.72%), such as nurses, doctors, nutritionist, and dental prosthetic technique. As shown in Table 2.1, regarding income brackets, approximately 70% of respondents earned up to €20,000 annually. Concerning marital status, almost all the participants reported being single (87.8%).

Table 2 - Characteristics of the Study Sample (n = 74)

Sociodemographic and economic characteristics	***n***	***%***
Gender		
Female	53	71,6
Male	21	28,4
Education		
Secondary School	3	4
Bachelor’s degree or equivalent	44	59,5
Master’s or equivalent	27	36,5
Marital status		
Single	65	87,8
Married/In relationship	7	9,5
Divorced	2	2,7
Employment Situation		
Full-time worker (self-employed)	7	9,5
Full-time worker (employee)	49	66,2
Part-time worker (self-employed)	1	1,4
Part-time worker (employee)	1	1,4
Unemployed	2	2,7
Student	4	5,4

Chapter 4. Presentation and Discussion Results

4.1 OBJ1 - TGTG User’s Motivations

As exhibited in Table 2, the main motivations of TGTG users were affordable price (M = 4.5; SD = 0.8) and sustainability (M = 3.9; SD = 1.2).

The motivation that TGTG users consider least important was the surprise factor (M = 2.9; SD = 1.4).

4.2 OBJ2 - Associations Between TGTG User's Motivations and Decision-Making Process

As exhibited in Table 2, the main drivers for the decision making of TGTG users were the affordable price (M = 4.5; SD = 0.7) and convenience (M = 4.1; SD = 0.9).

The aspect for the decision making that TGTG users consider least important was also the surprise factor (M = 3; SD = 1.3).

Table 3 - Characterization of the Study Sample's Motivations to use TGTG and Decision-Making (n = 74)

Mesuares	***M***	***SD***	***Sk***	***Ku***	**Min-max**
Motivations					
Affordable Price	4.5	0.8	-2.1	4.9	1-5
Convenience	3.7	1.1	-0.5	-0.5	1-5
Sustainability	3.9	1.2	-0.9	0	1-5
Surprise Factor	2.9	1.4	0.2	-1.1	1-5
Establishment	3.5	1.2	-0.7	-0.5	1-5
Decision Making					
Affordable Price	4.5	0.7	-1.2	0.8	1-5
Convenience	4.1	0.9	-0.1	0.2	1-5
Sustainability	4	0.9	-0.6	-0.6	1-5
Surprise Factor	3	1.3	-0	-0.6	1-5
Establishment	3.3	1.3	-0.3	-0.9	1-5

The variable *Affordable Price* motivation has a positive and moderate correlation with the *DM Affordable Price* variable. This means that the stronger the affordable price motivation, the more important it is to maintain an affordable price to retain the customer.

The variable *Sustainability* motivation has a positive and moderate correlation with the *DM Sustainability* variable. This means that the stronger the sustainability is, the more important it is to maintain the sustainability values to retain the customer.

The variable *Surprise Factor* motivation has a positive and moderate correlation with the *DM Surprise Factor* variable. This means that the stronger the surprise factor motivation, the more important it is to maintain the surprise factor to retain the customer.

Table 4 - Correlations between Motivations and Decision Making (n = 74)

	Decision Making				
	Affordable	Convenience	Sustainability	Surprise Factor	Establishment
Motivations					
Affordable Price	.417***	.202	-.175	-.038	.013
Convenience	.004	.155	.131	.059	-.154
Sustainability	-.070	.030	.661***	.195	-.169
Surprise Factor	-.035	.006	.133	.395***	-.025
Establishment	.083	.031	-.086	.082	.186

*p< .05; **p < .01; *** p < .001

4.3 OBJ3 - Characterization of TGTG's Most Frequent User

For the study under analyses was established that a frequent is one who uses the app two times or more in a month. Of the 74 participants, 13 met the criteria, 2 of which responded that they use it twice a month and 5 responded that they use it 3 or more times a month. The characteristics of these participants can be seen in Table 4.

Table 5 - Characteristics of the Study Sample (n = 13)

Sociodemographic and economic characteristics	***n***	**%**
Gender		
Female	9	69.2%
Male	4	30.8%
Education		
Secondary School	1	7.7%
Bachelor's degree or equivalent	6	46.2%
Master's or equivalent	6	46.2%
Marital status		
Single	9	69.2%
Married/In relationship	4	30.8%
Employment Situation		
Full-time worker (self-employed)	2	15.4%
Full-time worker (employee)	10	76.9%
Student	1	7.7%

The ages of the respondents varied between 23 and 52 years, with an average age of approximately 29 years (standard deviation = 7.43). The majority of the respondents were female. In terms of educational qualifications, 7.7% of the sample had completed the 12th year of schooling, and 92.3% had a higher education degree. Regarding marital status, most of these respondents were single and in terms of employment situation, the majority were full-time workers, either employee or self-employed (92.3%), and one student (7.7%).

Table 5 shows the characterization of the most frequent users regarding their motivations to use TGTG and their DM. The most frequent motivations reported by the participants, as well as their DM, were affordable price, convenience, and sustainability. The least frequent motivations reported by the participants, as well as their DM, were surprise factor and establishment.

Table 6 - Characterization of the Study Sample's Motivations to use TGTG and Decision-Making (n = 13)

Mesuares	***M***	***SD***	***Sk***	***Ku***	**Min-max**
Motivations					
Affordable Price	4.5	0.9	-2.1	4.8	1-5
Convenience	4	1	-0.6	-0.6	1-5
Sustainability	4	1.3	-1.4	0.6	1-5
Surprise Factor	3	1.6	0.4	-0.4	1-5
Establishment	3.8	1.3	0.4	-0.4	1-5
Decision Making					
Affordable Price	4.8	0.4	-1.5	0.1	1-5
Convenience	4.3	0.9	-1.7	3.8	1-5
Sustainability	4.2	0.8	-0.5	-1.3	1-5
Surprise Factor	3.3	0.9	-0,0	-0.8	1-5
Establishment	3	1.5	-0.2	-1.4	1-5

Table 6 shows the characterization of consumer satisfaction of the most frequent users and their establishment segment's preference. In general, the participants are extremely satisfied with the quality price ratio, staff, and quick collection, which summarizes to a highly positive general satisfaction. Of five different establishment segment's choice, the 13 participants preferred pastry/bakery, supermarket, and restaurant over mini-market and sushi.

Table 7 - Descriptive Statistics of Consumer Satisfaction and Establishment Segment (n = 13)

Measures	***n*(%)**	***M (SD)***	**Min-max**
Customer Satisfaction			
Quality Price Ratio	13 (100%)	4.5 (0.5)	4-5
Quick Collection	13 (100%)	4.4 (0.5)	4-5
Staff	13 (100%)	4.5 (0.7)	3-5
General Satisfaction	13 (100%)	4.5 (0.5)	4-5
Establishment Segment			
Mini-market	3 (23%)		
Supermarket	7 (54%)		
Pasty/Bakery	9 (69%)		
Restaurant	7 (54%)		

Sushi	1 (8%)

4.4 OBJ 4 - Determining Factors for the User to be Satisfied with TGTG

The predictors of overall satisfaction were analyzed with a multiple linear regression model. All assumptions necessary to carry out the analysis were verified: (a) distribution of residues (checked graphically); (b) homoscedasticity of residuals (checked graphically); (c) error independence (DW = 1.7); (d) absence of multicollinearity (VIF ≤ 2).

Table 7 shows the multiple linear regression model of general satisfaction in relation to the quality price ratio, quick collection, and quality of staff service. This model proved to be statistically significant (F (3.73) = 33.628; $R_2^a = .573$; $p \leq .001$). The variables included in the model explained approximately 57% of the variation in general satisfaction.

The variables quality price ratio and quality of staff service were significant in predicting general satisfaction, which means that customers who were more satisfied with the quality price ratio and quality staff service reported being more satisfied overall with TGTG. Quick collection did not prove to be significant in overall customer satisfaction.

Table 8 - Multiple Regression Analysis Predicting General Satisfaction

	B
Quality Price Ratio	.487***
Quick Collection	.195
Quality of Staff Service	.276***

*p< .05; **p < .01; *** p < .001

Discussion

The literature extensively documents the exponential rise and crucial significance of e-commerce, emphasizing the rising impact of internet accessibility and the widespread availability of online platforms on consumer behavior in digital markets. The theoretical framework presented here corresponds to the objectives of TGTG customers, namely affordability and sustainability. This indicates that consumers place importance on economic and environmental factors while making purchase choices. This connection demonstrates how TGTG effectively capitalizes on changing consumer values, which is essential for maintaining client loyalty in a highly competitive industry.

Both the primary material and the results of this analysis emphasize the importance of client retention compared to customer acquisition. The cost-effectiveness and long-term advantages of client retention are regularly emphasized in various sources. Colgate and Danaher (2000) and East et al. (2006) emphasize that it is more economically efficient to keep current consumers rather than acquiring new ones. This is supported by TGTG's approach to improving customer loyalty.

Furthermore, the prioritization of client satisfaction as a catalyst for retaining customers is a prevalent motif. The study's multiple regression analysis supports the conclusions of Rust and Zahorik (1993), Bolton (1998), and Pfeifer and Farris (2004), who assert that there is a strong relationship between great service quality, customer satisfaction, and retention rates. The conclusions are supported by TGTG's emphasis on price, convenience, and sustainability as crucial elements for customer happiness.

Efficient client acquisition and retention tactics are crucial for sustained growth in the e-commerce industry, as the cost of retaining current consumers is considerably lower and has the potential for higher profitability compared to obtaining new ones. The empirical data provides evidence that there is a moderate correlation between users' motivations, such as seeking affordable prices and prioritizing sustainability, and the factors that influence their decision-making. This suggests that strengthening these elements in TGTG's business plan has the potential to increase customer loyalty and decrease loss of clients. The findings highlight the importance of cost and convenience, which are crucial for retaining customers. This aligns with the broader e-commerce trends of competitive price and user convenience.

The importance of service quality and customer satisfaction for customer retention is supported by the findings of the multiple linear regression analysis. This analysis demonstrates that the relationship between the price of a product or service and its quality, as well as the level of service provided by the staff, are important factors that can predict overall customer satisfaction. This finding aligns with existing literature that suggests customer satisfaction is a crucial factor in determining whether customers will continue to patronize a business. Given the growing competitiveness in the e-commerce industry, service uniqueness has become a crucial factor in fostering client loyalty.

The literature study emphasizes the significance of comprehending the elements that contribute to client defection while discussing customer churn. The results indicate that TGTG users assign less significance to the 'surprise factor', indicating that although it is unique, it is not the main motivator for ongoing involvement with the app. This understanding is essential for TGTG's approach to reducing customer turnover by allocating resources towards the aspects that actually keep customers engaged, such as affordability, convenience, and sustainability, rather than less influential factors.

Furthermore, the particular emphasis on the Portuguese market highlights the unique dynamics of e-commerce in that region, which aligns with the literature's emphasis on comprehending local customer habits in order to improve market placement. The substantial surge in online shopping among Portuguese internet users and the projected rise in B2C e-commerce revenue by 2025 create a favorable context for implementing these discoveries on TGTG's consumer behavior into more extensive market strategies.

Overall, TGTG's focus on important consumer factors like pricing and sustainability not only aligns with wider e-commerce patterns but also plays a crucial role in improving customer loyalty and decreasing customer turnover in the highly competitive Portuguese market. The alignment between theoretical predictions and empirical results not only supports the existing body of literature but also offers practical insights for TGTG to sustain its market significance and customer base.

Conclusions and Recommendations

This research has investigated the underlying motives of TGTG app users, the elements that contribute to their ongoing use of the app, the criteria that determine their level of satisfaction, and the characteristics of the most frequent users, with a specific focus on the Portuguese market. The thorough examination of empirical data and literature has unequivocally demonstrated that TGTG's alignment with crucial consumer motives, such as affordability and sustainability, greatly improves customer retention and decreases churn.

The findings highlight that TGTG has successfully capitalized on the essential customer values of price, convenience, and sustainability, which are becoming increasingly important in the competitive field of e-commerce. The study validates the substantial correlation between these criteria and the drivers of decision-making in app usage, so supporting the notion that e-commerce platforms like TGTG must prioritize competitive pricing and the promotion of sustainable practices in order to achieve success. Furthermore, the study found that the level of service provided, which includes the relationship between price and quality as well as the quality of staff quality, was a strong indicator of total customer satisfaction. This highlights the crucial role of providing excellent service in promoting customer loyalty and retention in an online marketplace.

Based on the acquired insights, it is advised that TGTG maintain their emphasis on affordability and sustainability in their marketing and operational strategies. This can be achieved by enhancing transparency in their communication regarding their environmental efforts and developing cost-effective promotions that attract price-conscious customers. It is recommended to enhance service quality by investing in personnel training and improving technical features such as AI-driven customer assistance and individualized app interfaces. In addition, implementing consistent market research could further customize TGTG's products to align with specific consumer tastes in Portugal. Furthermore, the creation or improvement of loyalty programs could successfully increase customer retention rates by incentivizing ongoing usage.

There are limitations to the study. The insights acquired are mainly applicable to the Portuguese market and may not directly translate to other locations where TGTG operates, due to divergent consumer behaviors and economic circumstances. The conclusions are derived from a relatively limited sample of individuals, primarily consisting of younger, educated, and employed females, which may not accurately reflect the larger population of users. Moreover, the study provides a momentary representation, and consumer preferences and behaviors may develop, requiring continuous research to monitor these modifications.

Future future research endeavors could explore several avenues to further develop upon the discoveries made in this project. Longitudinal studies can monitor the evolution of customer habits over time, while comparison research across various geographic markets can aid in identifying cultural or economic aspects that impact app usage and satisfaction. Examining the influence of technical advancements on consumer behavior and pleasure in the field of e-commerce has the potential to provide novel perspectives. In addition, utilizing qualitative approaches such as interviews or focus groups may provide more profound insights into consumer motives and decision-making processes.

To retain its competitiveness in the fast-paced e-commerce business, TGTG can refine its tactics by implementing these advice and examining the proposed areas for further research. Additionally, future study has the potential to advance the comprehension of consumer behavior in digital marketplaces, thereby enriching the existing body of knowledge in the field of e-commerce research and practice.

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Attachments

Appendix A. Informed Consent

Survey – Too Good To Go User Experience

We invite you to answer a brief survey as part of our ongoing study to better understand how we can enhance user retention on the Too Good To Go platform. The study is being carried out by the student Catarina Engrácia, under the guidance of Prof. Renato Lopes da Costa, within the scope of the Master in Business Management, at ISCTE-IUL. If needed, you can request additional information by contacting Catarina Engrácia (csmea1@iscte-iul.pt).

It is expected that the time to complete this questionnaire will not exceed 5 minutes.

Your participation is voluntary. If you wish you have the possibility to not participation or to withdraw at any time without any prejudice.

In accordance with the rules of the Data Protection Commission, your data is anonymous, and your responses will be treated confidentially.

- o I declare that I am over 18 years old and that I consent to my participation in this study.

Appendix B. Online Questionnaire

Are you a user or have you used Too Good To Go in Portugal?

- o Yes
- o No

Part 1 – Personal Information

1. How old are you?

____

2. What is your gender identity?
   - o Male
   - o Female
   - o Other
3. What is the highest level of education you completed?
   - o Middle school
   - o Secondary school
   - o Bachelor's degree or equivalent
   - o Master's or equivalent

- PhD or equivalent

4. Please indicate your profession/occupation (if you answered “unemployed” or “retired”, please refer to your last profession/occupation)

___

5. What is your marital status?
   - Single
   - Married or in a relationship
   - Divorced or separated
   - Widowed
6. What is your employment situation?
   - Full-time worker (self-employed)
   - Full-time worker (employee)
   - Part-time worker (self-employed)
   - Part-time worker (employee)
   - Unemployed
   - Retired
   - Student
   - Student worker
7. Please indicate your profession/occupation (if you answered “unemployed” or “retired”, please refer to your last profession/occupation)

___

8. What is the total wage amount received by the household. Please refer to a regular month where you do not receive extra allowances (e.g. Christmas or Holiday allowance).
   - Up to €762
   - From €762 to €1268
   - From €1268 to €2561
   - From €2561 to €5120
   - Over €5120

Part 2 – User Experience

9. How often do you use Too Good To Go?
   - Never, I only have the app installed
   - Less than 3 times a year
   - 1 time per month
   - 2 times per month

- 3 or more times per month

10. What are your motivations for using Too Good To Go?

	Very Relevant	Irrelevant	Moderate	Relevant	Very Relevant
Affordable price					
Convenience (distance e.g.: closer to home or workplace)					
Sustainability					
Surprise factor					
Establishment (e.g.: if you only collect from a particular establishment)					

11. Below you will find several statements. Indicate the answer that best qualifies your way of thinking when using Too Good To Go.

For example, in the first statement, if you think that the affordable price of surprise bags is a decisive factor when using Too Good To Go and that, if they increased, you would stop using them, you should mark "I totally agree". If you consider the opposite, you should mark the answer "totally disagree".

	Very Relevant	Irrelevant	Moderate	Relevant	Very Relevant
The affordable value of surprise bags is a deciding factor when using Too Good To Go					
I consider using Too Good To Go or not depending on how far the establishment is from me					
Sustainability is an important factor when using Too Good To Go					
I'm excited to use Too Good To Go because I don't know what is in the surprise bag					
I only pick up surprise bags at establishments I know					

12. Are you satisfied with the quality-price ratio when using Too Good To Go?

1	2	3	4	5

Extremely Unsatisfied						Extremely Satisfied

13. Are you satisfied with the quick collection of the surprise bag when buying with Too Good To Go?

	1	2	3	4	5	
Extremely Unsatisfied						Extremely Satisfied

14. Are you satisfied with the staff at the establishments when you use Too Good To Go?

	1	2	3	4	5	
Extremely Unsatisfied						Extremely Satisfied

15. In general, how would you rate your experience at Too Good To Go partner establishments?

	1	2	3	4	5	
Extremely Unsatisfied						Extremely Satisfied

16. Which establishment segment do you use the most in Too Good To Go?

- Supermarket
- Mini market
- Sushi
- Restaurant
- Patry/Bakery
- Butchers
- Fish Shop