

TONY!

TONY'S CHOCOLONELY

DAB200 - ASSIGNMENT 4

TEAM 1

14-04-2022

ANALYZE

In the Stakeholder Onion Map, see figure 1, you can see all the stakeholders involved in the process. The outer rings are less important stakeholders, like the customers, and the darkest rings are the most important, like the farmers.

In the red ring are Tony's closest stakeholders: their cocoa farmers, their team, and their investors (Tony's Chocolonely, 2020). Within the farmer group, there are two types of farmers: the regular farmer, and the co-op farmer. The co-op farmers have a co-op partnership with Tony's, which makes the two work closer by sharing knowledge and equipment (Tony's Chocolonely, 2021). Other close stakeholders of Tony's are of course their investors. These are Lotsenshus Holding BV, Big Eve BV, A Genuine Chocolate Company BV, STAK de gouden wikel, Verlinvest SA and JamJar investments LLP (Tony's Chocolonely, 2021). Another important stakeholder is Tony's factory, Althaea, which has been taken over by Tony's Chocolonely (foodnavigator.com, 2021).

In the yellow ring are Tony's business partners, such as business chocolate friends and suppliers (Tony's Chocolonely, 2020). In this ring can be found Good shipping (Tony's Chocolonely, 2021), who ships Tony's cacao all over the world. Other logistical partners are Müller, Salcan, and KonnecteD (Tony's Chocolonely, 2018). As well as a more unusual partner JustDiggIt (Tony's Chocolonely, 2021), who helps Tony's offset their CO2 emissions.

In the green ring are Tony's retailers. You could buy Tony's at these stakeholders, like AH, Jumbo, Plus and deBijenkorf for example (Albert heijn, n.d.) (Jumbo, n.d.) (PLUS, n.d.) (deBijenkorf, n.d.). Tony's Chocolonely also has a restaurant and their own store (Tony's Chocolonely, 2021).

In the blue ring are Tony's Choco fans (Tony's Chocolonely, 2020) and institutions that regulated Tony's. Institutions from which Tony's has received certifications are B-Corporation and Fair Trade (Tony's Chocolonely, 2021). Other institutions Tony's comes in contact with are government agencies or regulatory bodies. Such as European union agencies that deal with privacy laws and workers' rights.

Stakeholder Onion Map

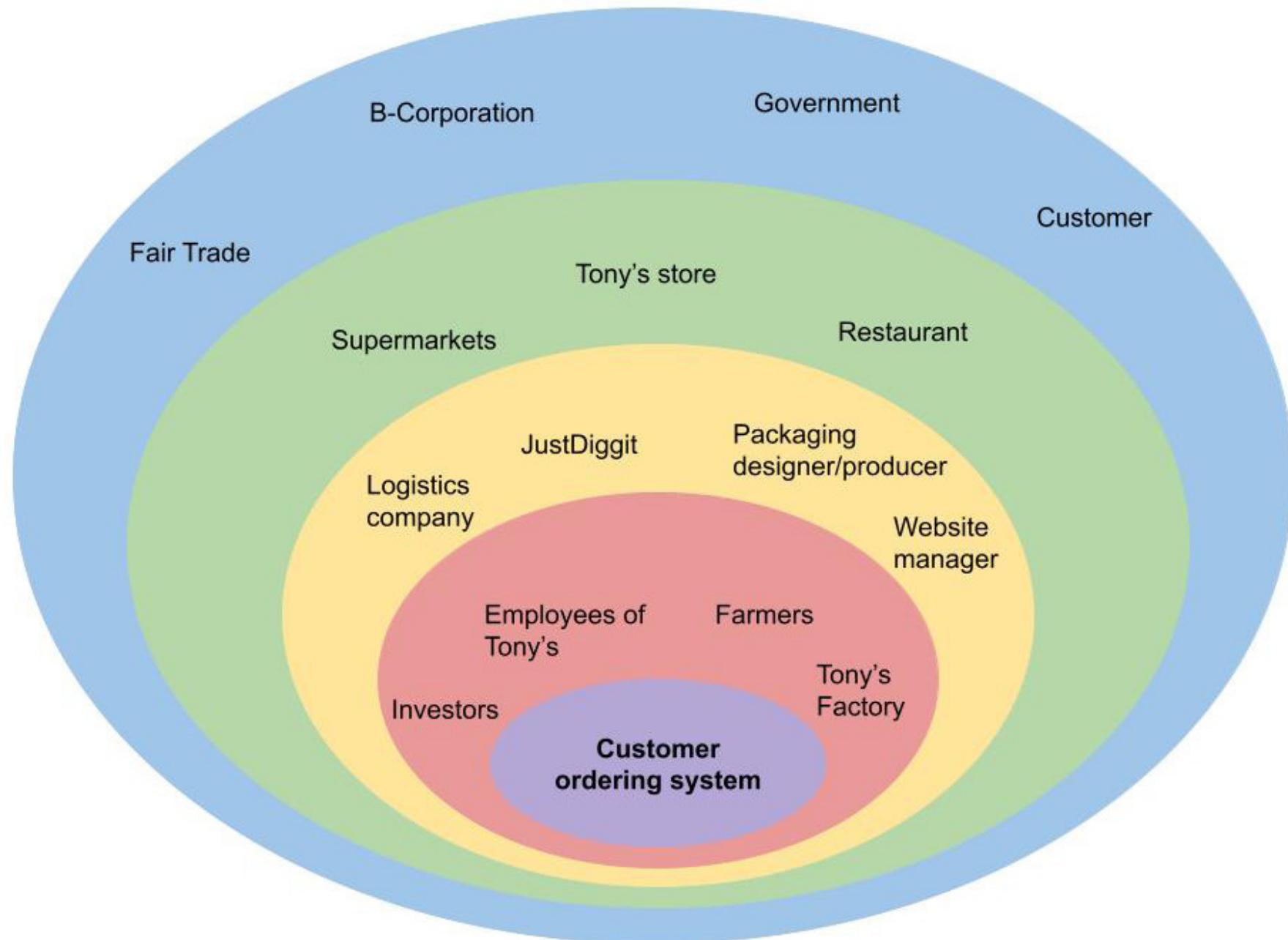


Figure 1: Stakeholder Onion Map

EVALUATE

As explained in the previous part, Tony's Chocolonely has a wide range of stakeholders, all with different interests and expertises. However, not all of them are visible to the customer. This also becomes clear from the Service Blueprint (appendix A), in which the line of visibility is marked. All of Tony's stakeholders together form a system in which every component has its own function. By joining their forces, Tony's is able to deliver its value proposition to the customer.

The essential stakeholders below the line of visibility mostly concern logistics- and production processes that are simply not important to the customer to see. The processes themselves however are of course necessary for delivering the value proposition. Investors on the other hand are already more visible to the customer, for example on Tony's website (Tony's Chocolonely, 2020). But the customer does not interact with this stakeholder. The investors do play a big role in the delivery of the value proposition, as they make it possible for Tony's to grow and achieve its goal of slave-free chocolate.

Tony's Chocolonely focuses heavily on the socially sustainable side of their product. They aim to improve the chocolate market with their "Slavery free" policy. A policy they enforce not only for their farmers, but also within the distribution and logistics markets within the countries they sell their products (Tony's Chocolonely, 2022-a).

However, they also focus on integrating sustainability in the whole supply chain. Packaging-wise, they switched their wrappers to use uncoated, recycled FSC-certified paper, meaning that they are not coated with porcelain or kaolin. The paper is made from a mixture of recycled and FSC-certified paper. Furthermore, the foil Tony's uses contains as much recycled material as possible and is also made as thin as possible (Tony's Chocolonely, n.d.-a).

Within the logistics department, they partnered up with GoodShipping to work towards a carbon neutral shipping method they are continuing to develop (Goodfuels, 2017). While on the topic of carbon neutral, they also work together with Justdiggit, which is an organization that re-greens dry land in Africa by involving local communities. Tony's has locked 14,444 tons of carbon emissions, such that they will not rise as greenhouse gasses (Tony's Chocolonely, n.d.-b).

CREATE

As shown, Tony's Chocolonely has already taken immense action within their supply chain. So, how can our MVP of assignment 3 (appendix B) help improve the sustainability of the company and/or industry? We can handle this challenge in a more indirect way instead of further improving the supply chain. Tony's goal is not to be the only slavery-free brand on the market, but rather to encourage other brands to take the same route (Tony's Chocolonely, n.d.-c). To achieve this, Tony's has reached an immense target group and made sure consumers consistently buy their chocolate in order to 'force' other chocolate companies to think in the same slavery framework as them.

However, as shown in previous assignments done by team 1, a limitation to this could be the price of the product. Since Tony's Chocolonely is a rather expensive brand compared to others such as Milka, M&M, ... (Team 1: Tony's Chocolonely, 2022-a) (Team 1: Tony's Chocolonely, 2022-b) customers might still be more attracted to these options within their own price range. By attracting these customers, Tony's can get closer to fulfilling their goal of a slavery-free industry.

But how does our service tap into this strategy? As shown in the sustainable business model canvas (figure 2), key partners of the supply chain of Tony's fit well into the sustainable business proposition. The retail branch, however, is one of the few key partners that has no direct link to sustainability within the Tony's supply chain. Within these retail partners (Albert Heijn, Jumbo, Plus, ...), we need to focus on grabbing the attention of the customers who normally go for cheaper chocolate brands and make sure there is a sustainable way for them to be able to buy Tony's chocolate bars.

By creating a discount app, Tony's could recruit people with a lower income via these different retail partners. The app allows consumers to collect points every time that they buy Tony's chocolate which can be used to get discounts on Tony's products. Using this strategy, Tony's creates more brand loyalty and a way for lower-income consumers to regularly buy their chocolate. To get this system into place, close cooperation is needed with the retailers. They need to be able to integrate the discount into their own systems as well as have compatibility with the app. Luckily companies such as Albert Heijn have already joined Tony's Chocolonely in their journey towards slavery-free chocolate (Tony's Chocolonely, 2022-b), showing their willingness for this goal. Thus, making the integration a more viable product.

Sustainable Business Model canvas

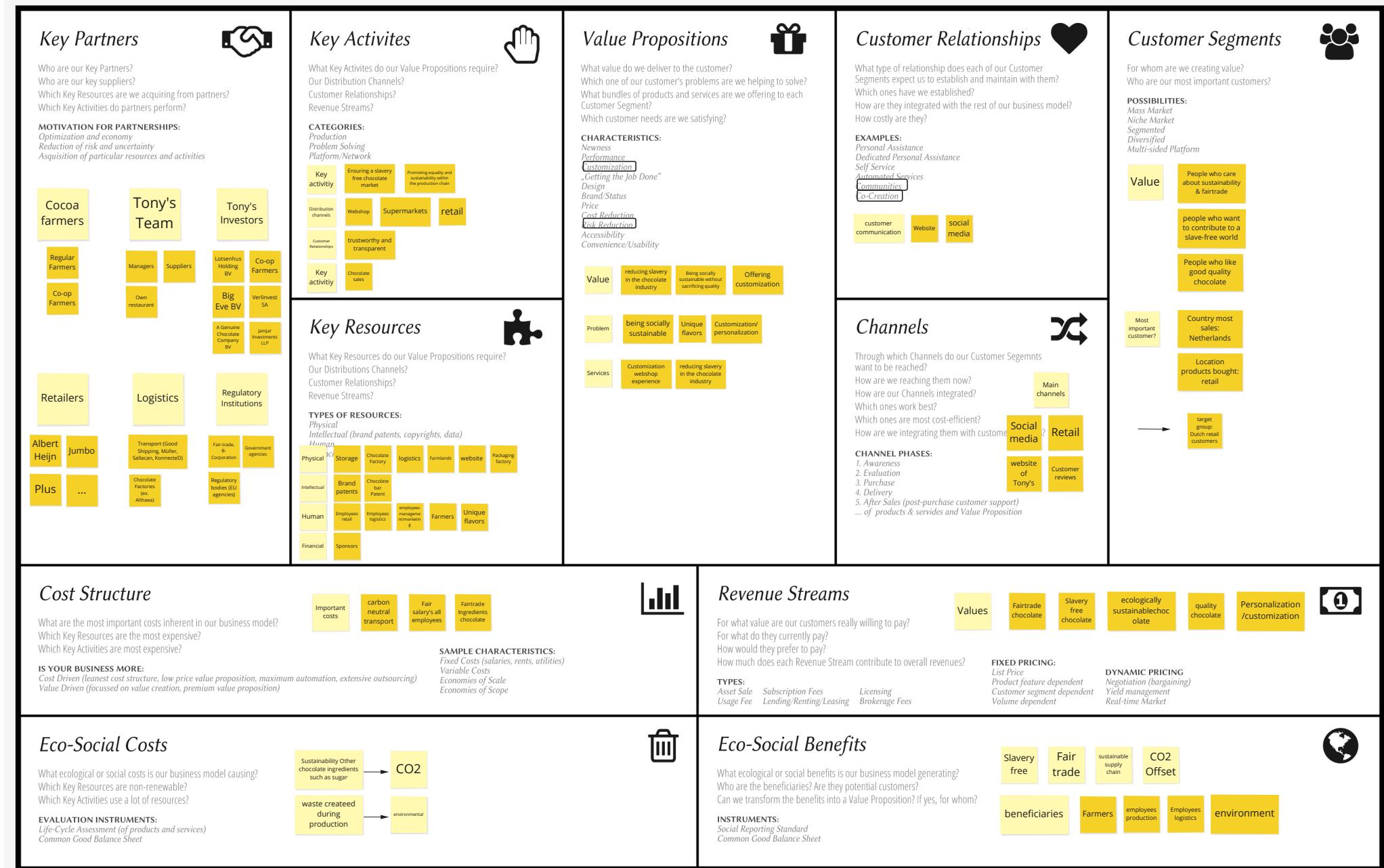


Figure 2: Sustainable Business Model canvas

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APPENDIX A - SERVICE BLUEPRINT

	Awareness	Customisation	Purchasing	Unwrapping	Consuming
Touchpoints	Awareness is generated both on- and offline. Online, Tony's Chocolonely shares their mission and their products via social media, making it easily available for the user. They also have a website. Offline, the chocolate bars can be found in stores.	In order to customise the chocolate bar and/or the wrapper it comes in, the user interacts with the website of Tony's. Specifically, the page of the webshop that allows for this customisation.	In general, Tony's chocolate can be purchased either on- or offline. If the user buys the chocolate online, they will have to interact with the webshop. If the user buys the chocolate in person, then they will have to visit a supermarket or Tony's store.	The wrapper is customised as it was ordered and has information about the chocolate. It also has Tony's vision for slave-free chocolate. When bought in a store, the wrapper will not be customised but will have the same information.	Inside of the wrapper is the product: slave-free chocolate. The flavor is as the user desires: either customised, or one of the flavors that can be bought in stores.
Actions	When encountering Tony's Chocolonely on social media, the user can click on their account and look at the posts. This can also lead them to the website, where they can scroll through the pages with information and the webshop. In another situation, a user could be walking through a store and encounter the chocolate bars stocked there.	The user selects the type of chocolate and ingredients, before designing their own wrapper. While doing this, the options for customisation are adjusted and recommendations are shown.	When ordering via the webshop, the user has to select the products they want to buy and place the order. When buying the chocolate in a store, they have to select their products and pay there.	When having ordered online, the chocolate will be delivered. The user looks at the wrapper they designed and reads the information. When having bought the chocolate in a store, the user will look at the wrapper and read the information on it.	The user sees the unique distribution of the chocolate bar. The chocolate is broken off into smaller pieces, and then eaten by the customer.
Front stage actions	For the online options, there are no employees directly interacting with the users. In the store, there are employees who can inform the customer about the company's mission, and offer samples to let them taste the chocolate.	As this stage takes place on the webshop only, there are no employees directly interacting with the user.	For the webshop, there are no employees interacting with the user. When buying the chocolate in a Tony's store, the user interacts with the cashier, as they have to pay for their products.	The user has no contact with an employee during this stage.	The user has no contact with an employee during this stage.
Technology	The technology in place mainly applies to the online awareness. In that case, the social media platforms that Tony's Chocolonely is active on and the website are the technology the user interacts with. In the store there is not technology the user directly interacts with.	The technology that the user interacts with is Tony's Chocolonely's website, and the software that has been developed to enable the customisation.	The user interacts with Tony's website to order the chocolate, and the software that has been developed to support the action. In the store, there is no technology the user interacts with.	No technology is needed for this stage.	No technology is needed for this stage.
Backstage actions	The social media posts are curated by a social media management team, and created by content creators. The website is made by website developers. For both of these, data collection will also be done.	In order for the customisation options to be available, a web developer needs to make sure the function is there. There's also UX/UI designers needed to make the interaction clear and understandable. Additionally, a person with knowledge of what ingredients can be combined is needed.	A web developer and UX/UI designer are needed to build the website, and accommodate the right functions to place an order. There also needs to be software that processes the orders so that it can be shipped.	In order for the chocolate to end up in the user's hands, the product will have to be transported. Either to the store, or to a warehouse and then to the customer's address.	In order for the chocolate bar to be produced, the ingredients need to be available, and so cooperation with the cocoa farmers is needed. Then the chocolate needs to be produced in a factory, after which it will have to be transported and distributed to the right locations.
Support processes	The social media management keeps track of what is to be posted, and what the engagement with each platforms is. For this, there is also an employee of Tony's Chocolonely who reports the production process of the chocolate.	People with IT knowledge are needed to support the website development and the software that is required. There is also trend analysis to be done, to know what popular options are and how the customisation can be catered to the users.	For the order to be processed correctly by the software, IT personnel are needed. Order logs are needed to keep track of orders and to send out packages. The packages will then be delivered by delivery companies.	A (graphic) designer is needed to design the wrapper and make sure all the necessary information is visible. The packaging then also has to be produced.	In order to create the chocolate, the ingredients are needed. There also need to be factories where the chocolate is produced, and a delivery company to transport the ingredients and finished chocolate bars.
<i>Line of interaction</i>					
<i>Line of visibility</i>					

APPENDIX B - MINIMUM VIABLE PRODUCT CANVAS

4. Customer Engagement

Customers can **give feedback** at any moment. They can give this directly through the app, or by filling in the survey. The customers will also be interviewed about their experiences.

1. Your Customer Segment

The app will target **customers with a lower income**, who are also willing to use the app that will be developed for this MVP. As the price was found to cause a low point in the user experience, targeting customers with less income can give them more purchasing power when it comes to Tony's Chocolonely's chocolate.

3. Channel(s)

The app will reach the users via **organisations** that recruit people with a lower income, and that would like to participate in this user test. It will not be publically available.

5. Riskiest Assumption(s)

Most risky assumptions concern **the users' interaction with the app**: whether all users have a phone to download it, if they will understand the app (correctly), and if they will use the app. Next to that, there is also the assumption that the discount system will be beneficial enough for the user.

2. Value Proposition

My company, Tony's Chocolonely, is developing **a discount system**, to offer people with a lower income the opportunity to buy Tony's Chocolonely's chocolate with an app in which the customer can save points and buy products at a discount.

6. Experiment Format

After using the app for a certain amount of time, the users will be asked to fill in a **questionnaire**. This questionnaire will contain both qualitative and quantitative questions. It will be filled in online, and the participants will remain anonymous.

7. Experiment Scenario

First the organisation introduces the app to the potential users, after which they can download it on their phone. To use it, they will have to create an account and give consent for their answers to be used for the experiment. The next time they buy a chocolate bar, they can scan the app and save up points. Once the user has gathered enough points, they can scan the app to get a discount at the next purchase. After the process, they can give feedback and fill in the questionnaire.

8. Metrics

The first thing to be measured are the sales with and without usage of the app. Additionally, frequency of usage and customer satisfaction will be measured, both for the app and the product.

9. Success Criteria

Based on the feedback from users, a conclusion can be made whether the experiment was successful. The experiment will be successful if the app shows to **encourage and enable people of lower income to buy more chocolate** from Tony's Chocolonely. For this, users should also be happy with the app and willing to use it.

10. Results

The quantitative results that will be gathered are the amount of app users, frequency of usage, and the amount of chocolate bought. Qualitative results regard customer satisfaction with the app and the chocolate.

11. Learnings & Insights

The key learnings would be whether the app works for the target group (people with a lower income), and is effective in reaching its goal. A surprising result would be the app not helping or encouraging this new market to buy chocolate at all. With enough app users, the results will be reliable. The results could also confirm or deny the earlier assumptions, and show whether the users can or want to use the app, and if the app and its strategy of offering discounts is useful.

12. Next Steps

The results will be able to show **whether the app is effective** in targeting this new market. If it is, then the app can continue to be developed, and if it is not, a different approach should be considered. Depending on the feedback from users, adjustments can be made to the app to ensure it works optimally.