

# **TONY!**

## **TONY'S CHOCOLONELY**

**DAB200 - ASSIGNMENT 1**

**TEAM 1**

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# ANALYSE

## Tony's target group

At first sight, Tony's target group seems rather large. As they sell chocolate, their target group could vary from children to elderly, and a real sweet tooth to someone who simply likes a piece of quality chocolate every now and then. However, Tony's business model has quite a specific target group. To make the analysis and evaluation of the business model easier and more trustworthy, two personas are created. These can be found in [appendix A](#).

## Market segmentation

There are four types of market segmentation: demographic, psychographic, geographic and behavioral. We use these to explain our persona's. Demographic is the age of Emma (female), 38 and the age of David (male), 22. They both have a middle class income. Their psychographic is about attitudes, values and activities. For example, David often goes outside to do some biking and he values the climate. Whereas Emma works three times a week and values her family's health. Geographic is about the area, country, and region the persona is living in. Emma lives in Enschede, the Netherlands and David lives in Utrecht, the Netherlands. The last one, behavioral, is about purchase patterns and usage. David only buys clothes that are made with the climate in mind and buys food that is vegetarian or preferably vegan. Emma buys cooking and baking products, as she likes to do this. She also buys healthy products for her family members, her kids and husband.

## Value proposition canvas

For a better understanding of the company we made a Value Proposition Canvas, as shown in [appendix B](#). This shows that Tony's generates value for the users. For example creating a satisfying feeling for the user by consuming the chocolate bar. Due to the customisation of the wrapper that can take place on their website the user gets joy and happiness. Especially the important message of Tony, which is the slavery free chocolate, gives a good feeling to the user as this contributes to a more sustainable world. Furthermore the Canvas shows that there are different aspects that contribute to the market Tony has created, that align with their social aspects of slavery free and are at the same time environmentally friendly. This fits with the personas created earlier. Both persona's show the slavery free concept, see appendix A for the persona's.

## User experience journey map

With the values and target group in mind, a user experience journey map was made. This was made for the persona of David, which can be found in appendix A. David goes through a process of five stages, where he discovers the company, and customises and orders his own chocolate bar. For each of these stages, it is explained what he comes in contact with, what his actions are, and how he feels about the experience. The complete user experience journey map can be found in [appendix C](#).

# EVALUATE

## Trends and developments

A current development in the market that Tony Chocolonely responds well to, is the consumer's increased sense of righteousness and preference of sustainability. According to a survey from Monitor Merk en Maatschappij 2020 (Monitor Merk & Maatschappij, 2020), customers are prepared to pay extra for these values, thus not finding the price of the chocolate a big issue.

Furthermore, ethical sense has increased within consumerism (van der Molen, 2021), which is something Tony Chocolonely is very aware of and actively uses within their goals and campaigning. Their slavery-free image is one of their biggest selling points and they strive to make the chocolate industry slavery-free. They even signed a business contract with Barry Callebaut, a brand that is notoriously known for their unethical chocolate processes. Tony's works together with them to create a fully traceable working line to prove it is possible to make slavery-free chocolate, even with such a large processor (confectionerynews.com, 2021). It shows that they have bigger plans to change the industry from within.

A last trend that fits well with Tony Chocolonely is a concept introduced by American economist and sociologist Thorstein Veblen, called conspicuous consumption. It describes and explains the consumer practice of buying and using goods of a higher quality, price, or in greater quantity than practical Phillips, (R. J., 2014).

Conspicuous consumption can be applied to luxury goods that are easily recognizable as high-end, expensive items. Tech, cars, and clothing can all be examples of items related to conscious consumption, however, chocolate also falls under this category. Due to the previous discussed trends, Tony Chocolonely can focus on their products and services without worrying too much about the higher price.

## Social and environment

As mentioned in trends and development, Tony's Chocolonely vision is equality across the entire supply chain. Therefore, they actively fight for their farmers and try to ensure that there is no slavery and no child labor in their supply chain. They insure their farmers get a fair wage. Their farmers get money for what they produce, but also for their living costs (Tony's chcolonely, 2021). As a business, they focus on their stakeholders not their shareholders.

Climate change is already impacting the chocolate farmers and Tony's said in their annual-fair-report (2021): "We can't achieve social justice on a broken planet". Therefore they focus on sustainability with their farmers in Ghana and the Ivory coast. They are combating deforestation and reducing their CO2 emissions. 98 percent of their emissions comes from the chocolate itself, which makes it challenging to reduce (Tony's chcolonely, 2021). However, the company is still carbon neutral as they off-set their emissions with JustDiggit. JustDiggit plants vegetation that captures 51,656 tons of CO2, re-greening land in Africa (Tony's chcolonely, 2021). In addition they have taken steps to make their wrappers plastic free.

## Product-market fit

Economist and Chief evangelist at Tony's Chocolonely said in his TED talk that Tony's is all about making the customer feel good (van Zanten, 2017). So, the customer should feel good about the fact that the chocolate is delicious and they are eating it. But the customer should also feel good about how the chocolate is made. Looking at reviews from Facebook (n.d.) and Google (n.d.), many of the consumers are satisfied with this goal (see figure 1.). The main arguments that they provide within their reviews are their love for the quality of the chocolate, the different and creative flavors Tony's Chocolonely provides, and their appreciation of the goal of the company of making the chocolate as slavery free as possible. Looking at those reviews, as well as the goal of the company of 'making the customer feel good', the product fits their market perfectly.

★★★★★ 4 weken geleden

Vertaal

This is a very delicious piece of chocolate! I'm not a big fan of dark chocolate and was gifted this. I do like what the company stands for though! This candy bar is sweet, bitter, crunchy and salty all at the same time! Perfect for dark chocolate lovers!

brandi.p · Review afkomstig van influenster.com

Figure 1: review of customer brandi.p of Tony Chocolonely on Google Reviews (Google. (n.d.))

## PESTEL

From this evaluation a PESTEL analysis has been created (figure 2). This analysis shows that Tony's focuses on the political, environmental and social aspects. Which is not surprising to see as their goal as a company is to create slave-free chocolate. The aspect in which Tony's is lacking at the moment is technology, which is again not too surprising. As Tony's produces food which doesn't require lots of new technology. However, Tony's is very involved in social media. They have a large following on Facebook, and make use of Twitter and a blog to spread their message (Marketingtekst, 2018). They don't push their product itself, they use social media to tell their story. This seems to be working as their following grows on Facebook (Marketingtekst, 2018).

## CREATE

### Opportunities

The last section of this report aims at spotting an opportunity for Tony's Chocolonely to improve their user experience. When looking at the User Experience Journey Map that was created in the Analyse section, the user experience can use some improvement in the purchasing phase. As Tony's chocolate is quite expensive compared to competitors, the user might experience the purchasing phase as a less pleasant phase compared to, for example, the customisation. But changing the price of the product is of course difficult and only limited changes would be possible. Therefore, a possible improvement could be to give the customer the option to have a savings card to collect points after purchasing a product. After collecting a certain amount of points, the user gets a discount or a free product. This improves the purchasing phase as the user will eventually get more for the price they paid. Points can be collected by entering a code that is on the inside of the wrapper, preventing people from entering codes from chocolate bars in the store that are not purchased. To do this, the customer has to download an app and create an account. This app can also be used for promoting new flavors and products in their interest, due to tracking their buyings.

Political	Environment	Social	Technology	Economical	Legal
International company, has to deal with different regulations  Does not compromise on trying to keep their supply chain slave-free.	Allows the customer to track their ingredients.  Combats deforestation	Making the customer more aware of the modern slavery in the chocolate industry.  Fair wage for their farms.	With the website, the chocolate can be customized and there is a membership to the Chocolate club.	Has become a big player in the chocolate industry.	Has recently dropped the guarantee for slave-free chocolate.

Figure 2: PESTEL analysis for Tony's Chocolonely

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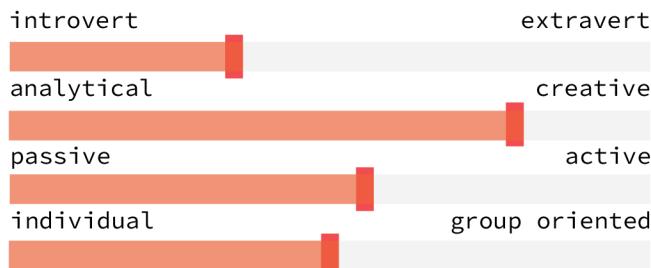
# APPENDIX A - PERSONAS



## EMMA VAN DEN BERG

AGE 38  
LOCATION ENSCHEDE  
STATUS MARRIED  
CHILDREN TWO  
OCCUPATION SALES SPECIALIST  
INCOME MIDDLE CLASS

*"I am aware that the products that I buy for my family are on the expensive side, but I believe that a higher price is a promise of quality."*



### About Emma

Emma lives in Enschede with her husband and two children (7 and 9 years old). Besides working for three days a week, she is busy taking care of her children. She is a kind and calm person with a close group of friends who have children of the same age. They meet up every week for a cup of tea. Emma likes to bake and has a real sweet tooth, but her and her family's health are number one.

### Interests

- Cooking and baking
- Drawing
- Gardening

# APPENDIX A - PERSONAS



## DAVID KNIGHT

AGE 22  
LOCATION UTRECHT  
STATUS SINGLE  
CHILDREN NONE  
OCCUPATION STUDENT  
INCOME MIDDLE  
CLASS

*"I believe that the future is in our hands. I find it important to be aware of this and start focussing on a better world."*



### About David

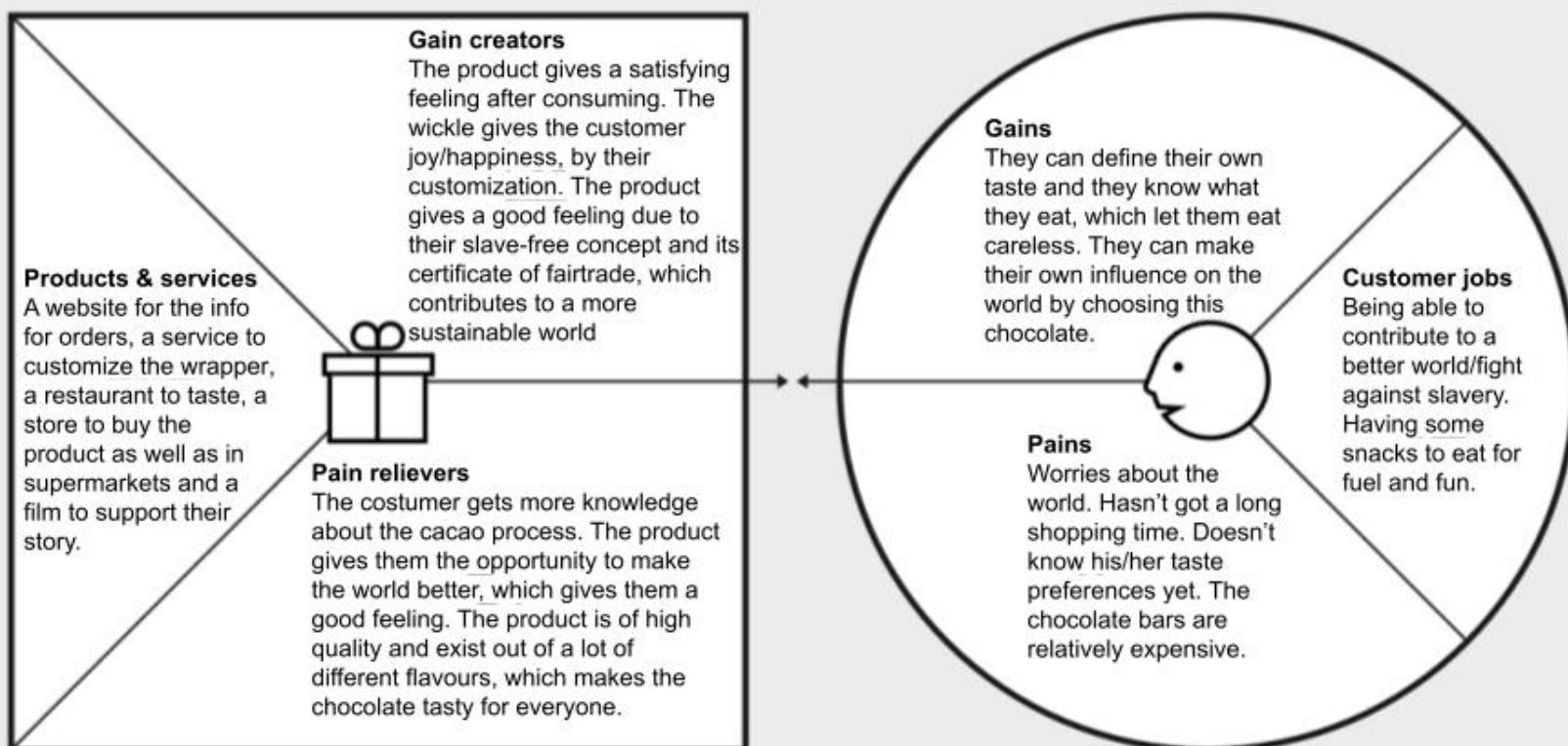
David, who originates from the UK, studies Global Sustainability Science in Utrecht and lives in a studenthome with three other students. He likes to be outside and often takes his bicycle to go somewhere. David finds sustainability and the climate very important and therefore he is very aware of the products and clothing he buys. He is a vegetarian but prefers to eat vegan.

### Interests

- Reading
- Ride his bicycle
- Going out with friends

# APPENDIX B - VALUE PROPOSITION CANVAS

## The Value Proposition Canvas



# APPENDIX C - CUSTOMER EXPERIENCE JOURNEY

	Awareness	Customisation	Purchasing	Unwrapping	Consuming
Touchpoints	Tony's Chocolonely is active on social media and shares their vision and story to get people involved.	On Tony's Chocolonely's webshop, customers can customise the flavor and wrapper of the chocolate.	The customised chocolate bars can be ordered directly on Tony's Chocolonely's website.	The wrapper is customised as it was ordered and has information about the chocolate. It also has Tony's Chocolonely's vision towards slave-free chocolate.	Inside of the wrapper is the product: slave-free chocolate. It is customised as the user ordered it.
Actions	David is scrolling social media and discovers Tony's Chocolonely. He is interested and clicks on their account, where he gets familiar with their vision and products.	David goes to Tony's Chocolonely's website and sees the option to customise. He looks through the options and creates his personal chocolate bar.	He finishes customising his chocolate bar and adds it to the shopping cart. The website shows him the impact of his order. He orders the bar and pays for it.	The chocolate bar arrives at David's home. He looks at the wrapper he designed, and reads the information that is on it.	David sees the unique way the chocolate pieces are separated, they're all unequal. He breaks off a piece of chocolate and eats it.
Thoughts	"Wow, this company works towards slave-free chocolate. It looks tasty, and I want to support the cause."	"There are a lot of options to choose from. This is going to taste good, I'm excited to try it!"	"It's expensive, but I know that my money goes towards a good cause."	"This looks exactly how I imagined it! I feel good about buying a fair product."	"This looks interesting and of good quality. And it tastes amazing too!"
Customer Feeling	+ Interested	Curious	Hesitant	Happy	Satisfied