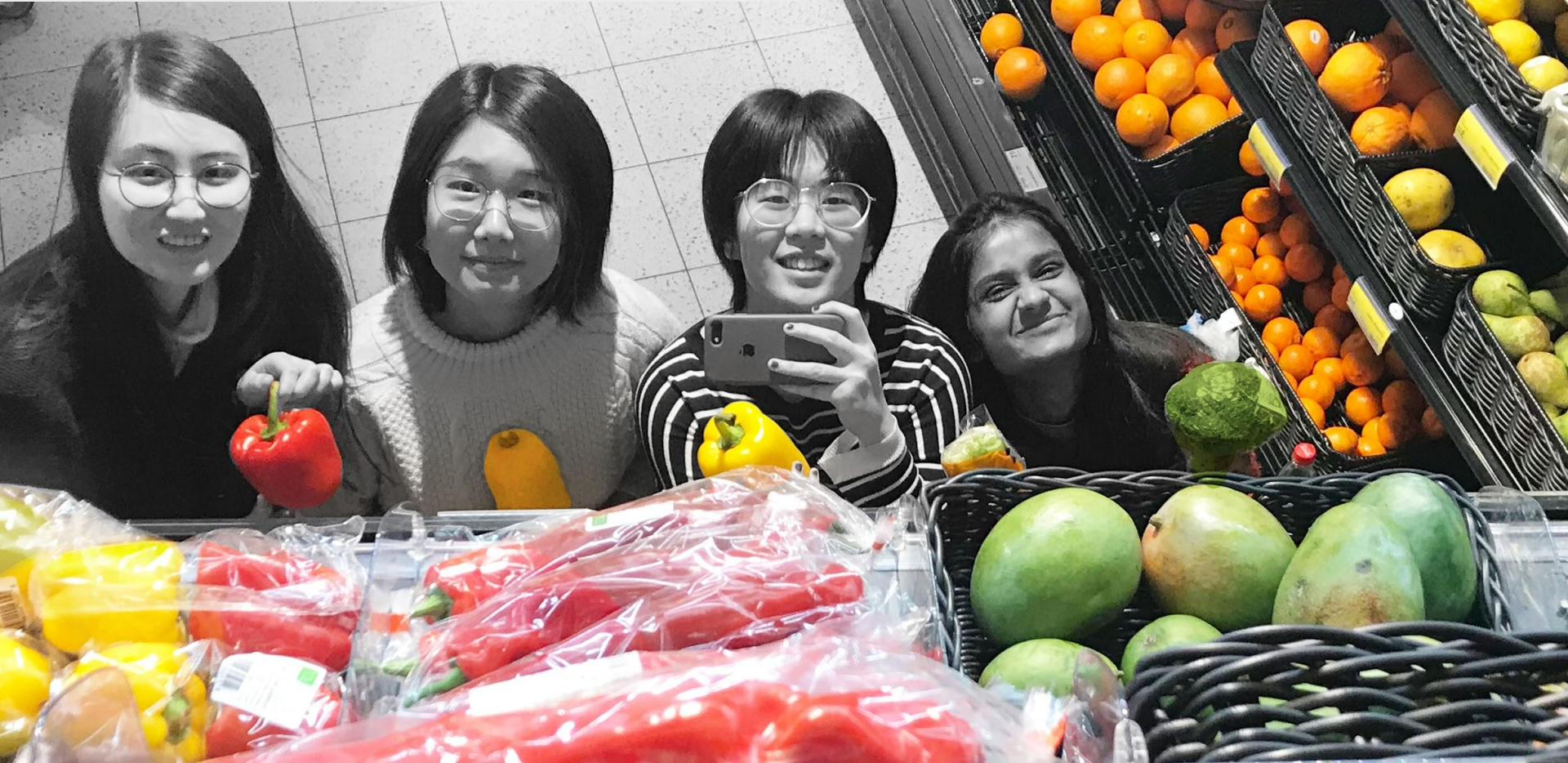


# TEAM 6

XUEWEI . XIAOYI . LIN . SRUSHTI



# Fresh, Retail, & Ecommerce

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OFFLINE STILL

E-COMMERCE  
BOOMING  
DEVELOPMENT

Before

**Supermarkets** were the only modern format with **credible offerings in fresh** fruits, vegetables, meat, fish, dairy, baked goods, and delicatessen.

Now

consumers believe that **discounters'** fresh products **are as good as**—and **sometimes even superior** to—those at **supermarkets**, and **lower priced** to boot.

China's **fresh food e-commerce industry** grew by 59.7 percent in 2017 to

**\$22.1 billion**

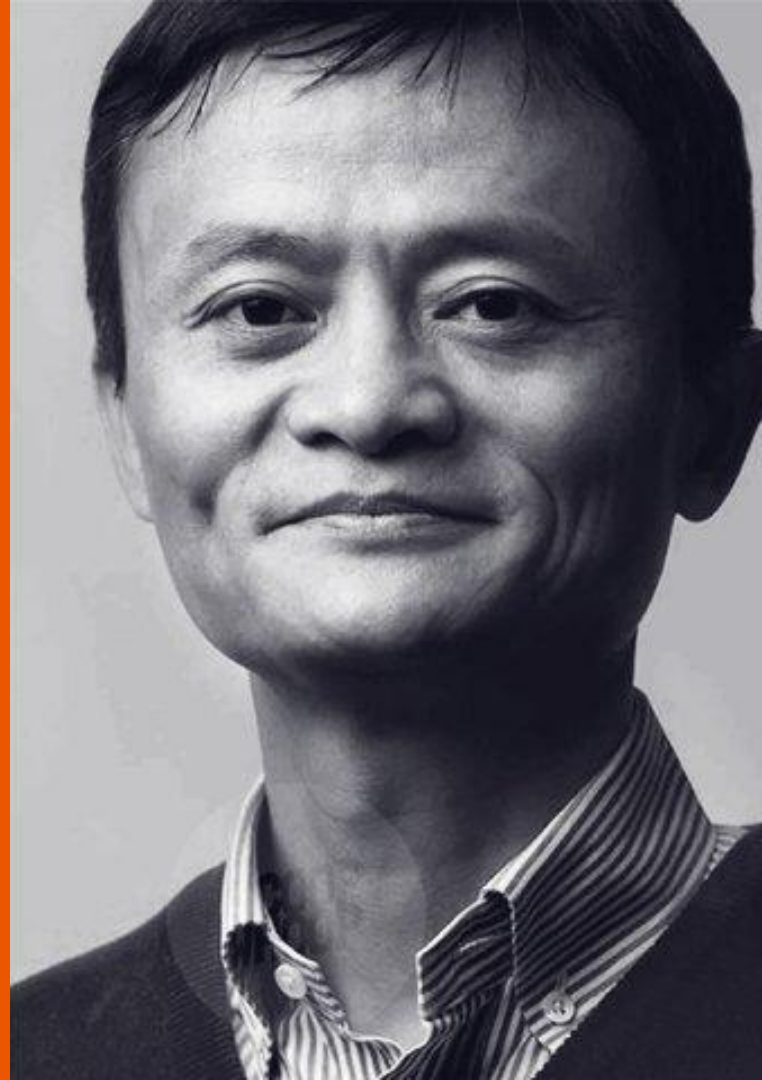
“

There will be **no pure eCommerce any more** in the next 10 years but **new retail**, which means the online, offline and logistics must be combined together.”

”

---

Jack Ma, co-founder and executive chairman of the Alibaba Group



# The Startup



An American ingredient and-recipe meal kit service

Makes cooking fun and easy

# Founding Insights, Stakeholders, & Target Users





ON THE MENU

PRICING

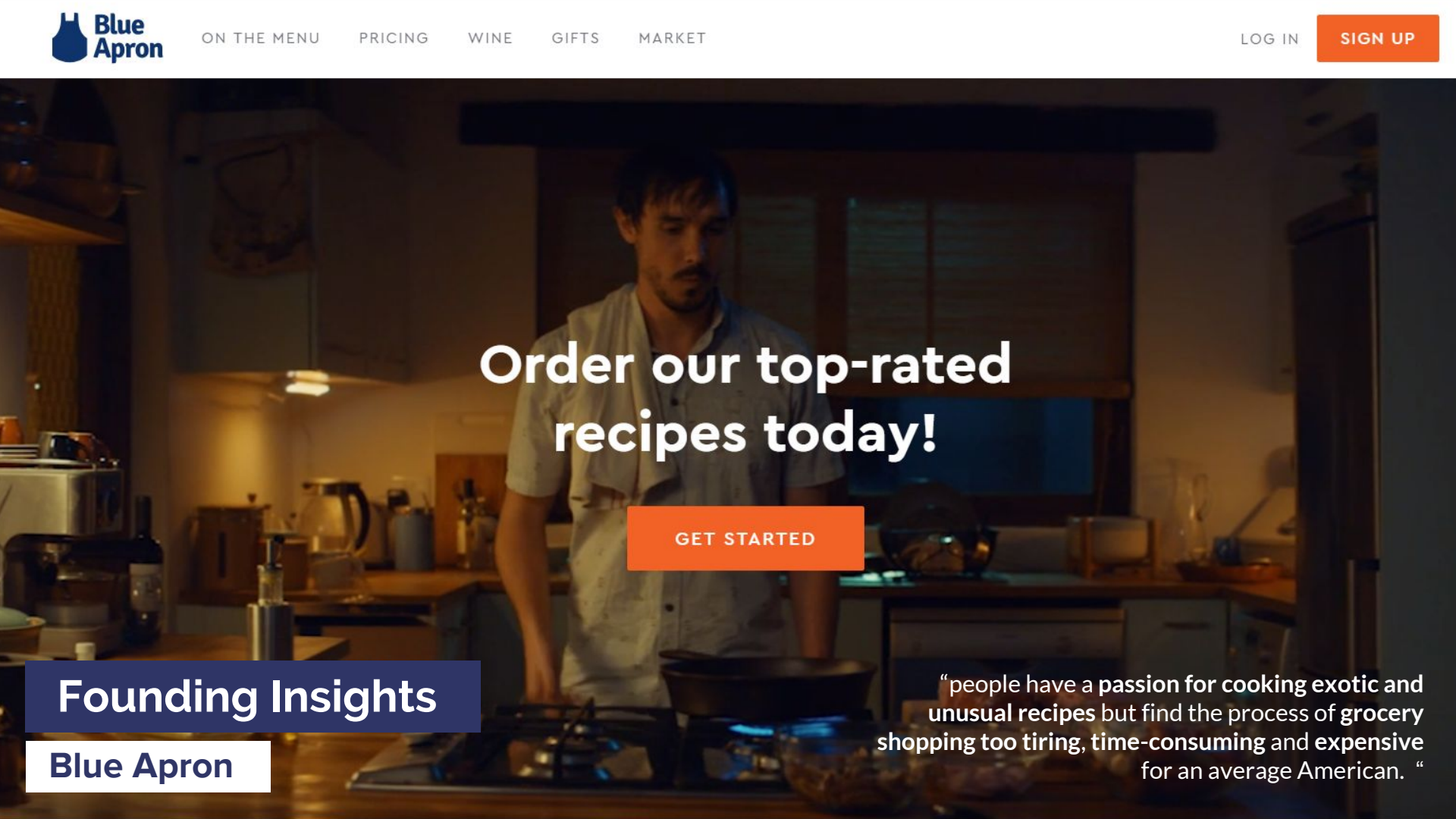
WINE

GIFTS

MARKET

LOG IN

SIGN UP

A man with a beard and short dark hair, wearing a white apron over a light-colored short-sleeved shirt, is standing in a kitchen at night. He is looking down at a pan on the stove. The kitchen is dimly lit with warm lights, and various kitchen items like a kettle, a coffee maker, and a bowl are visible on the counter. The background shows a window with blinds and a refrigerator.

# Order our top-rated recipes today!

GET STARTED

## Founding Insights

Blue Apron

“people have a passion for cooking exotic and unusual recipes but find the process of grocery shopping too tiring, time-consuming and expensive for an average American. “

# Stakeholders



## Internal

*Leader*

- Founders team
- Accounting

- Farms
- Customers
- Sponsors
- Manufactures boxes

## External

- Designers
- Delivery man
- Developers
- Chef team
- Supply chain maintainers
- Marketing

## Internal

*Project Team*

## Target Users

Cares about eating healthy and staying fit but also doesn't have much spare time.



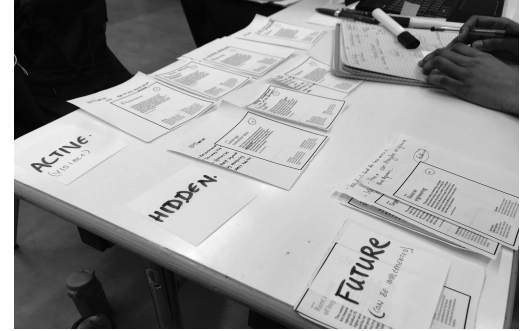
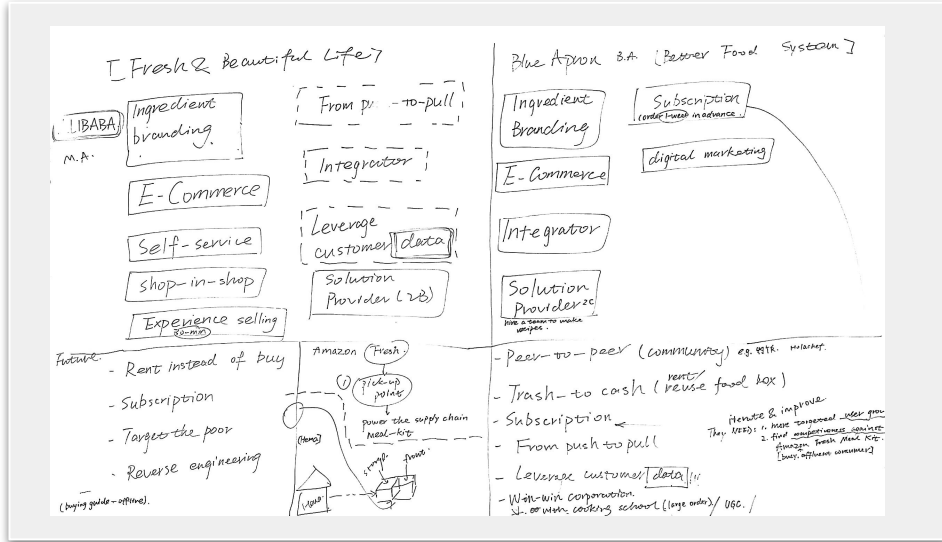


# Business Patterns

55 Pattern cards helped us to understand  
and evaluate the business model in detail



# The Process

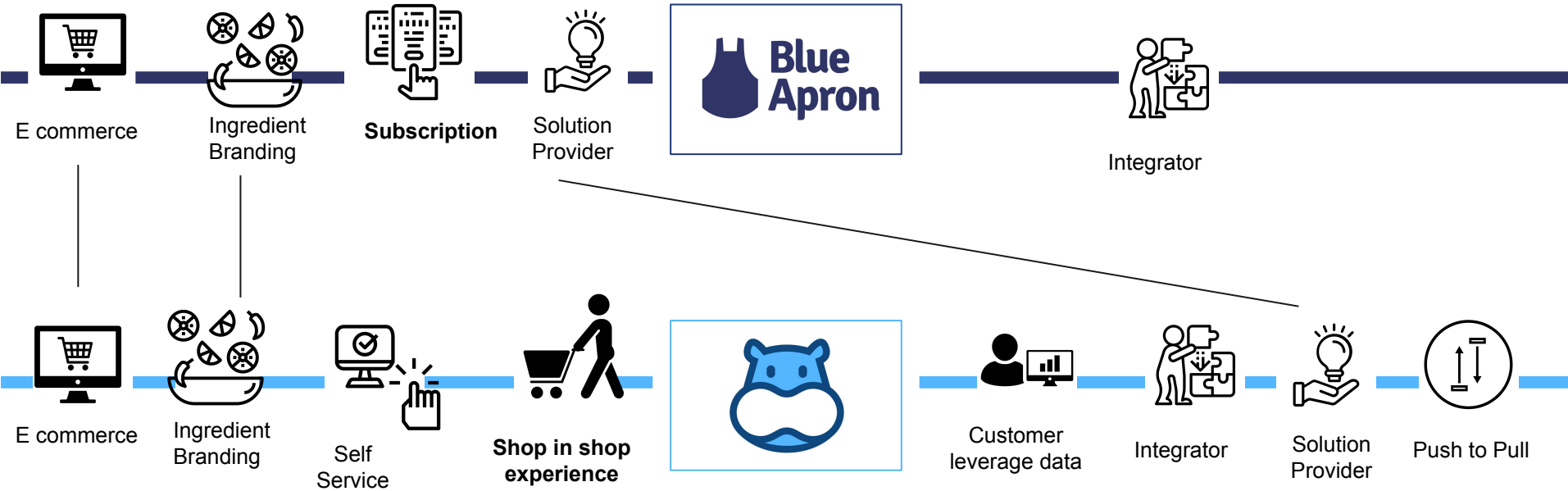


We identified **ACTIVE**, **HIDDEN** and **FUTURE** patterns

# Current Business Patterns

ACTIVE

HIDDEN



# Design Matters !



## Pre-sale Service

Simply choose your plan and then select your meals from weekly menu. Some of these meals can include meals that are child-friendly, vegetarian, 'quick & easy' and more.

A few days later, you will receive a labeled box that contains all the ingredients for your meals and very detailed step-by-step recipes pages.

Reference:

<https://www.blueapron.com/pages/pricing>

<https://www.blueapron.com/pages/sample-recipes>

[https://www.themealkitreview.com/blue-apron/?utm\\_source=quora](https://www.themealkitreview.com/blue-apron/?utm_source=quora)

The screenshot displays the Blue Apron website's menu selection interface. At the top, the navigation bar includes the Blue Apron logo, links for 'ON THE MENU', 'PRICING', 'WINE', 'GIFTS', and 'MARKET', along with 'LOG IN' and 'SIGN UP' buttons. A promotional banner for new customers offers a \$50 discount on the first two boxes, with a 'REDEEM OFFER' button. The main heading is 'Choose your menu' with a sub-note '(don't worry, you can change your menu every week)'. Two menu options are presented: 'Signature' (2-serving, most popular) and 'Signature for 4' (4-serving). Each option shows a 'Recipes per week' selector (2, 3, or 4) and pricing details, including a 'First Week Total' of \$34.94 for the 2-serving plan and \$46.92 for the 4-serving plan, both with 'FREE shipping'. Below this, a section titled 'EXPLORE OUR MENUS' features tabs for 'SIGNATURE', 'Freestyle', 'VEGETARIAN', and 'SIGNATURE FOR 4'. A note states 'Meat-free dishes that celebrate the best of seasonal produce.' The 'Week of January 21st' section includes a 'GET COOKIN'' button and three featured dishes: 'Spicy Vegetable Quesadillas' (with Creamy Roasted Broccoli), 'Fresh Basil Fettuccine' (with Zucchini, Tomatoes, & Goat Cheese), and 'Spanish-Style Stewed Chickpeas' (with Couscous, Feta, & Mint). Each dish includes a 'CUSTOMER FAVORITE' badge and a 'GET COOKIN'' button. At the bottom, preparation times and dietary information are provided for each dish.

Blue Apron ON THE MENU PRICING WINE GIFTS MARKET LOG IN SIGN UP

New Customers: Save \$50 On Your First 2 Boxes! REDEEM OFFER

### Choose your menu

(don't worry, you can change your menu every week)

**MOST POPULAR**

**2-SERVING Signature**

Choose from an ever-changing mix of meat, fish, and vegetarian recipes along with repeating customer favorites.

2 3 **Recipes per week** (each serves 2)

\$9.99 per serving  
FREE shipping

~~\$50.04~~ **\$34.94**  
First Week Total

SELECT

**4-SERVING Signature for 4**

Recipes for families, get-togethers, or those who prefer to knock out multiple meals in a single cooking session.

2 3 4 **Recipes per week** (each serves 4)

\$8.99 per serving  
FREE shipping

~~\$71.92~~ **\$46.92**  
First Week Total

SELECT

## EXPLORE OUR MENUS

2 SERVING SIGNATURE 2 SERVING **Freestyle** 2 SERVING VEGETARIAN 4 SERVING SIGNATURE FOR 4

Meat-free dishes that celebrate the best of seasonal produce.

Week of January 21st GET COOKIN'

**CUSTOMER FAVORITE**

**Spicy Vegetable Quesadillas**  
with Creamy Roasted Broccoli

**Fresh Basil Fettuccine**  
with Zucchini, Tomatoes, & Goat Cheese

**Spanish-Style Stewed Chickpeas**  
with Couscous, Feta, & Mint

© 40 min · Vegetarian © 20 min · Vegetarian © 30 min · Vegetarian

# Design Matters !

## After-sale service

### Well-designed Cooking Education Process

1. Start with inspiration and clear objectives.  
The **finished example** is perfectly plated and well lit to ensure **anyone who sees it will think, "I want to make that!"**
2. Warn students about the time and resources they'll need to commit.  
Every good recipe **starts with an ingredient list and estimated cook time.**
3. Break down complex tasks into smaller, simpler tasks.  
Well-designed recipes look for **logical breakpoints** and ensure **tasks are grouped** and ordered in the most efficient way possible.

Reference :  
<https://www.iddblog.org/?p=2784>  
<https://medium.com/@adrianlin/redesigning-blue-apron-s-cooking-instructions-to-indicate-time-6fc002b50f55>

### Lemon Chicken & Green Beans

with Parmesan-Roasted Summer Squash & Potatoes



This elegant recipe highlights a simple, seasonal vegetable medley. Roasted with a sprig of Parmesan and garlic, tender summer squash pairs delicately with crisp green beans—blanched to achieve the ideal texture, then coated in a pane sauce of melted butter and cheese. (Cooking the sauce with the lemon's zest in addition to its juice ensures pleasantly fatty and acidic results.) For the perfect finish, we're also serving the sauce over our crispy-roasted chicken.

Blue Apron Meal Planning  
Benjy Sauvignon Blanc, 2015

**Ingredients**

- 2 Servings, Salt-On Chicken Breasts
- 3 Ounces Green Beans
- 3 Medium-Sized Potatoes
- 2 Cloves Garlic
- 1 Lemon
- 1 Medium Summer Squash
- 2 Tablespoons Butter
- 2 Tablespoons Grated Parmesan Cheese
- 2 Tablespoons All-Purpose Flour

**Kitchen Knacks**







- 2 Tablespoons Butter
- 2 Tablespoons Grated Parmesan Cheese
- 2 Tablespoons All-Purpose Flour

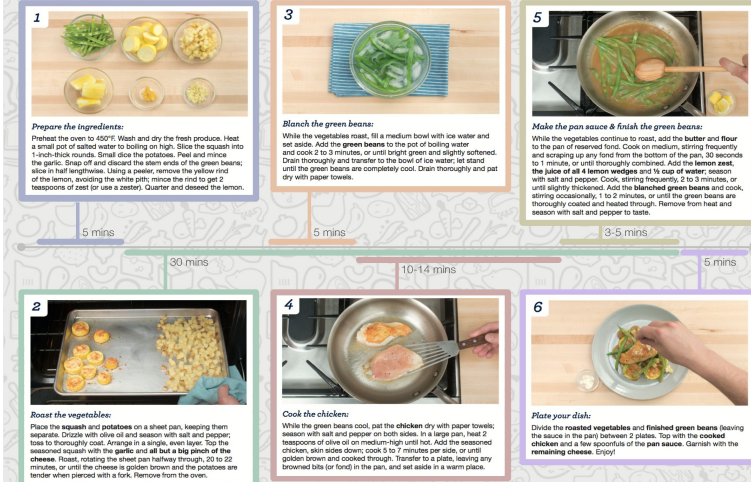
**Make 2 servings | Calories: about 600 per serving  
Prep Time: 15 minutes | Cook Time: 25-30 minutes**

**Recipe #921**

### Instructions

For cooking tips & video tour, visit [blueapron.com/recipeguide/](https://blueapron.com/recipeguide/)

- 1**  **Prepare the ingredients:** Preheat the oven to 400°F. Wash and dry the fresh produce. Heat the olive oil in a large skillet over medium heat. Add the butter and Parmesan to the pan. Sprinkle with the garlic and lemon zest. Cook for 1 minute, until the cheese is melted and the pan sauce is thick. Remove from heat and set aside.
- 2**  **Roast the vegetables:** Place the beans and potatoes on a sheet pan, keeping them separate. Drizzle with olive oil, season with salt and pepper, and toss to thoroughly coat. Arrange in a single, even layer. Top the seasoned squash with the garlic and a big pinch of the cheese. Roast, rotating the sheet pan halfway through, 20 to 22 minutes, or until the cheese is golden brown and the potatoes are tender when pierced with a fork. Remove from the oven.
- 3**  **Blanch the green beans:** While the vegetables roast, fill a medium bowl with ice water and salt water. Add the green beans to the pot of boiling water and cook 2 to 3 minutes, or until bright green and slightly softened. Drain thoroughly and transfer to the bowl of ice water to ensure the green beans are completely cool. Drain thoroughly and pat dry with paper towels.
- 4**  **Cook the chicken:** While the green beans cool, pat the chicken dry with paper towels, season with salt and pepper on both sides. In a large pan, heat 2 tablespoons of oil at or medium-high until hot. Add the seasoned chicken and cook about 5 to 7 minutes per side, or until golden brown and cooked through. Transfer to a plate, leaving any browned bits for fond in the pan, and set aside in a warm place.
- 5**  **Make the pan sauce & finish the green beans:** While the vegetables continue to roast, add the butter and flour to the pan of reserved fond. Cook on medium, stirring frequently and scraping up any fond from the bottom of the pan, 30 seconds to 1 minute, or until thoroughly combined. Add the lemon zest, the salt and pepper, cook another 30 seconds, or until the mixture is well stirred. Add the blanched green beans and cook, stirring occasionally, 1 to 2 minutes, or until the green beans are thoroughly coated and heated through. Remove from heat and season with salt and pepper to taste.
- 6**  **Plate your dish:** Divide the roasted vegetables and finished green beans leaving space in the pan below. Top with the pan sauce. Garnish with the remaining cheese. Enjoy!



The diagram illustrates the timing of tasks for the recipe, showing how tasks are grouped and ordered for efficiency:

- Task 1:** 5 mins
- Task 2:** 30 mins
- Task 3:** 5 mins
- Task 4:** 10-14 mins
- Task 5:** 3-5 mins
- Task 6:** 5 mins

Task 2 (Roasting vegetables) is the longest task and occurs early in the process. Task 3 (Blanching green beans) is a shorter task that occurs while Task 2 is ongoing. Task 4 (Cooking chicken) occurs after Task 3. Task 5 (Making pan sauce) occurs while Task 4 is ongoing. Task 6 (Plating the dish) is the final task, occurring after Task 4 and Task 5 are completed.

# Triple Path Model Analysis

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# CONTRADICTIONS

People have a **passion for cooking exotic and unusual recipes** but found the process of **grocery shopping too tiring, time-consuming** and **expensive** for an average American.

People who want to cook don't know how

People want to cook but don't want to buy all seasonings (like a big bottle only used once)



# CONTRADICTIONS

People have a **passion for cooking exotic and unusual recipes** but found the process of **grocery shopping too tiring, time-consuming and expensive** for an average American.

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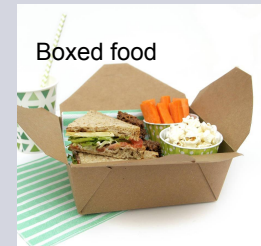
People want to cook but don't want to buy all seasonings (like a big bottle only used once)



well-designed cooking education process

Hire a group of professional cooks

"we work directly with **family-run farms** to grow specialty produce just for us"



Boxed food

# COMBINATION



# CONTRADICTIONS

people have a **passion for cooking exotic and unusual recipes** but found the process of **grocery shopping too tiring, time-consuming and expensive** for an average American.

people who want to cook don't know how

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well-designed cooking education process

Hire a group of professional cooks

"we work directly with **family-run farms** to grow specialty produce just for us"

# COMBINATION

# FRUSTRATIONS



Want to have healthy food but not enough time to go to the groceries and decide the menu.



2+3  
having a food box gathering everything together in right measurement.



# SWOT Analysis



<div style="display: flex; align-items: center;"> <div style="flex: 1;"> <h1>SWOT Analysis</h1> </div> </div>		STRENGTHS	WEAKNESSES
		SO	WO
OPPORTUNITIES	SO	WO	
<ul style="list-style-type: none"> <li>1.Enlarge customer base through product segmentation</li> <li>2.Grow revenue by diversifying the product portfolio</li> <li>3.Strategic partnership or alliance with a food retailer</li> <li>4.Promote emotional connection to the brand by providing a unique experience</li> </ul>	<ul style="list-style-type: none"> <li>1. Promote customer acquisition and stabilize revenue by introducing a variety of meal plan options and made more affordable for different dietary restrictions.</li> <li>2.Increase customers awareness and boost sales through partnership with a retail grocery store chain present in most urban areas to distribute the boxes in-store.</li> </ul>	<ul style="list-style-type: none"> <li>1. Strengthen customer loyalty and boost customer satisfaction by positioning Blue Apron as a lifestyle brand and educational platform for cooking enthusiasts rather than just a convenient alternative dining option.</li> </ul>	
THREATS	ST	WT	
<ul style="list-style-type: none"> <li>1.Intense and continuously growing competition</li> <li>2.Shift in consumer taste or preference</li> <li>3.Looming industry shakeout</li> </ul>	<ul style="list-style-type: none"> <li>1.Minimize possible financial losses incurred in case of the industry shakeout or shift in customer dining preference by aiding in the additional products and services the company offers that have potential for margin increase.</li> </ul>	<ul style="list-style-type: none"> <li>1.Lower the price points as well as the overall operational costs by eliminating the concept of “exclusivity”in the food sourced thus lowering the bargaining power of suppliers.</li> <li>2.Increase market share by acquiring a competitive meal kit company.</li> </ul>	

# SWOT Analysis



<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="font-size: 2em; font-weight: bold;">SWOT Analysis</span> </div>	STRENGTHS	WEAKNESSES
OPPORTUNITIES	SO	WO
<ol style="list-style-type: none"> <li>1.Enlarge customer base through product segmentation</li> <li>2.Grow revenue by diversifying the product portfolio</li> <li>3.Strategic partnership or alliance with a food retailer</li> <li>4.Promote emotional connection to the brand by providing a unique experience</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote customer acquisition and stabilize revenue by introducing a variety of meal plan options and made more affordable for different</li> </ol>	<ol style="list-style-type: none"> <li>1. Strengthen customer loyalty and boost customer satisfaction by positioning Blue Apron as a lifestyle brand and educational platform for cooking</li> </ol>
	<p style="font-size: 1.2em; font-weight: bold;">Co-operation</p>	<p style="font-size: 1.2em; font-weight: bold;">Strengthen customer loyalty</p>
<ol style="list-style-type: none"> <li>1.Intense and continuously growing competition</li> <li>2.Shift in consumer taste or preference</li> <li>3.Looming industry shakeout</li> </ol>	<ol style="list-style-type: none"> <li>1.Minimize possible financial losses incurred in</li> </ol>	<ol style="list-style-type: none"> <li>1.Lower the price points as well as the overall</li> </ol>
	<p style="font-size: 1.2em; font-weight: bold;">Additional services</p>	<p style="font-size: 1.2em; font-weight: bold;">Reduce packaging</p>

# Innovation Summary



Co-operation



Reduce Packaging



Strengthen  
Customer loyalty



Additional Services

A short horizontal line with a teal segment on the left and an orange segment on the right.

# Innovation Summary

- Win-win cooperation. **Cooperate with cooking school**, with larger order, the price can be lower.
- Trash-to-cash. **Redesign the delivery box** to reduce packaging.
- Peer-to-peer. Build a **community** for the membership, so they can share the dinner with other people.
- **Subscription**. Make better use of customers data, create **more meal plan options** for the membership
- **Technology development**. Create a better guider for customers but not a better paper recipe. **Chat bot** can used as a better guider
- Set some service point for **renting or collecting the packaging**.

Thank You :)

