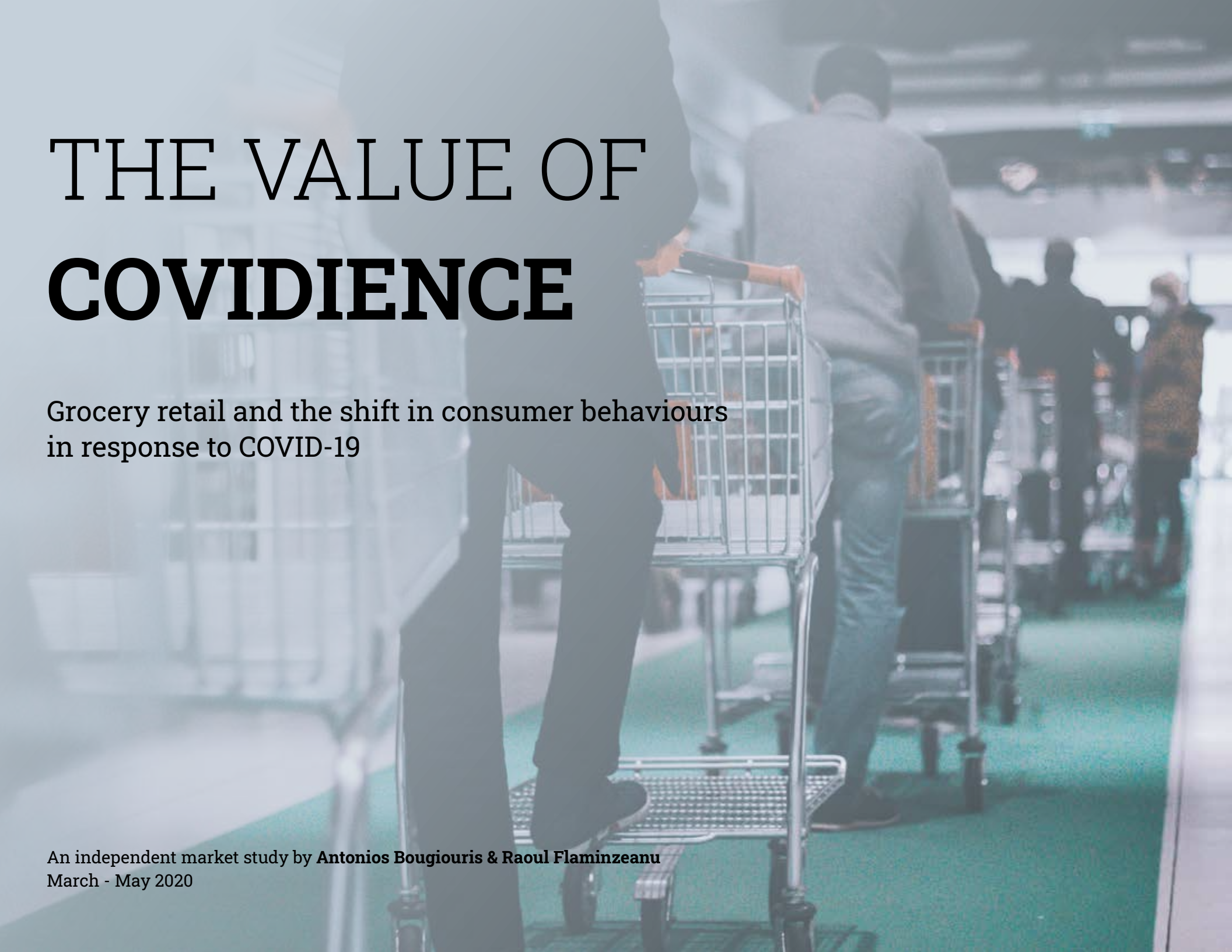




THE VALUE OF COVIDIENCE

Grocery retail and the shift in consumer behaviours
in response to COVID-19

An independent market study by **Antonios Bougiouris & Raoul Flaminzeanu**
March - May 2020



Contents

FROM CONVENIENCE TO COVIDIENCE	3	ENVISIONING A COVIDIENT LANDSCAPE	23
Secondary Market Research & Consumer Interviews	4	Reassessing Collective Values And Uniting In A Crisis	24
		Standing By Its Core Values	25
CANADA IN QUARANTINE	5	Sustainability Will Sustain Your Business – Local Or Not	26
How Concerned Are Canadians About COVID-19?	6	Jumping Over The Adoption Chasm	27
Ecosystem Of Essential Services Before COVID-19	7	New Routines, New Habits, Refreshed Journeys	28
Reaction To Quarantine	8	The Emerging Retail Space	29
A Revised Shopping Landscape	9	About The Authors	30
What Do You Mean By Local?	10	End Notes	31
Lufa Farms	11	Work Cited	32
Personal Shopper Platforms	12		
Take-Out Taken Out	13		
What's The Deal With Meal Kits?	14		
Same Same But Different & Fast Followers	15		
One-Stop Shop, Bigger Baskets	16		
I Got New Rules	17		
Challenges To Meet Demand Online	18		
For Those Able To Go Online	19		
Overall Customer Satisfaction Decreases	20		
New World Challenges Force Small Players To Innovate	21		
Amazon Fails To Adapt To Covidient Values	22		

FROM CONVENIENCE TO COVIDIENCE

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19

2020 signaled the end of a decade, and, for many of us, a renewal of hope and promise. The economy was doing well, and unemployment was at an all-time low.

Shortly after the new year started, we started hearing news of a virus on distant shores. The seemingly small issue in some faraway country became a global crisis in a matter of weeks. Before we knew it, country borders were closed, governments were imposing self-isolation, kids had to stay home from school, and parents who were lucky enough to still have a job were working from their home offices and kitchen tables.

We were definitely living a completely new experience that we were not prepared for. Every aspect of our lives was about to change – for good!

Caring for convenience

In their Industry Retail Outlook Report released in early 2020, Deloitte was explaining that consumers expect effortless, inexpensive, and fast convenience.¹

They want a frictionless experience, from finding ideas and inspiration to making purchases, managing returns, and expressing their feelings about a brand and their experience with it.²

The problem with convenience is that it means different things to different people. For some, it can mean saving time with same-day shipping. To others, it's easy to access to more offerings or services. To others, it can be a way to meet all of one's needs in one place. Companies need to consider all perspectives.



Components of Convenience as seen by Deloitte in January 2020³

Upgrading the covidience formula

Now that consumers are confronted with COVID-19, convenience also needs to ensure safety - not only to those purchasing the products or services but also to those on the production lines.

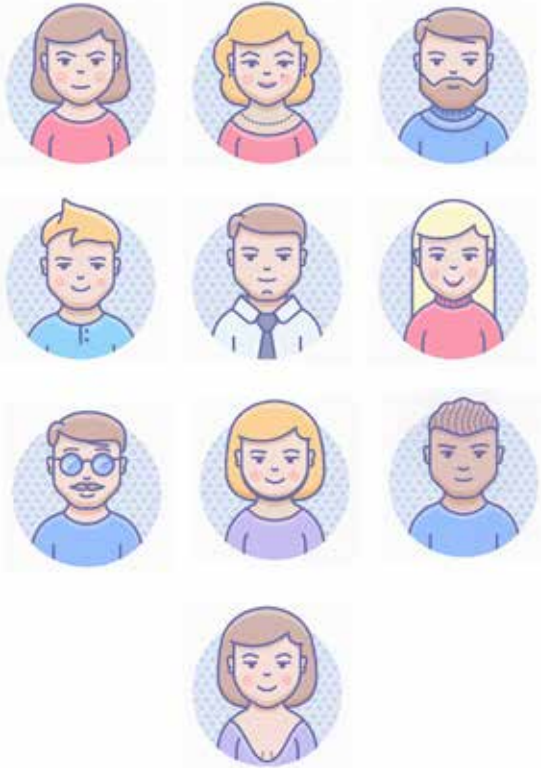
Companies need to add another layer to the convenience formula, in the time of COVID-19, to achieve covidience - safety.

In this study, we explore how consumer behavior and values are shifting, and how retailers that are considered essential services can position themselves during and after this crisis.



Components of Covidience as seen in April 2020

SECONDARY MARKET RESEARCH & CONSUMER INTERVIEWS



According to news stories, business journals, and industry reports, not only are people struggling to adapt to this "new normal", companies are struggling to ensure smooth operations and provide access to essential products like:

- perishables like produce, dairy products, poultry, meat, seafood, etc.
- non-perishables like canned goods, spices, sugar, flour, etc.
- baked goods like assorted breads, cakes, cookies, etc.
- personal hygiene products like shampoo, soap, toothpaste, hair dye, etc.
- household cleaning products
- pet food

Delivery, which was once a complementary service, became the only channel for many people in quarantine or from vulnerable communities.

To validate what news stories, business journals, and industry reports were saying and to gain a deeper understanding

of what Montrealers do, feel and think regarding their new shopping experience, we performed secondary market and industry research followed by 10 interviews.

DEMOGRAPHICS

- People between 31-54 years old
- Living in the Greater Montreal area
- 50% male, 50% female
- 50% employed and working from home
- 50% unemployed or self-employed
- 40% single
- 60% married or in a couple
- 20% with children

METHODOLOGY

- Secondary market research on consumer behavior, competitive landscape, and industry dynamics
- 1-hour video and/or phone moderated interviews



CANADA IN QUARANTINE

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19

To gain an accurate, comprehensive, and exhaustive understanding of the average Canadian as possible, all participants interviewed for this study were impacted by the COVID-19 lock-down in different ways. Some participants became unemployed, while others have had to balance working from home and homeschooling their children simultaneously. To adapt, one participant even chose to close their business for an undetermined period.

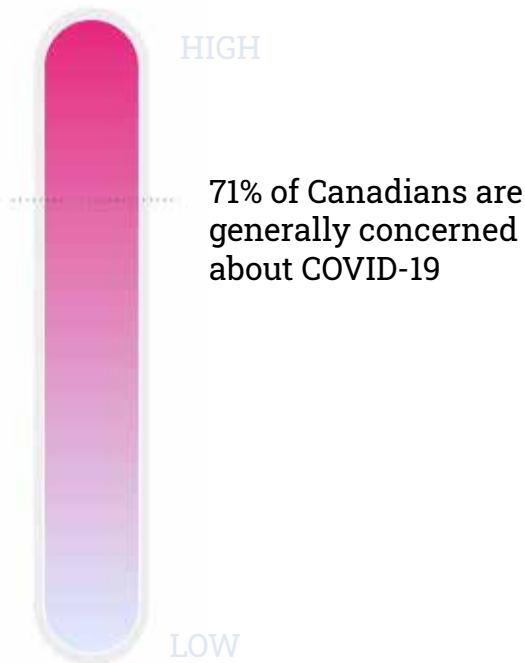
The majority of respondents were in self-isolation while some others were under quarantine for 2 weeks since they had been out of the country. Regardless of their circumstances, all participants confirmed that they had been following the self-isolation measures recommended by the provincial government with a

clear understanding that their actions not only could impact them directly but, more importantly, their community. There was a resounding sense of unity. Like so many Canadians, they felt like they were all in this together.



WE CANNOT WAIT TO
SEE YOU AGAIN.
STAY SAFE.

HOW CONCERNED ARE CANADIANS ABOUT COVID-19?



Generally speaking, participants ranged from moderately concerned to highly concerned with the spread of COVID-19.

In an Angus Reid and Dalhousie University study held in the early days of the outbreak, three times as many Canadians are concerned about shopping at grocery stores than visiting restaurants.⁴ In that same study, researchers found that 71% of Canadians are generally concerned about the COVID-19 outbreak, while 7% were not sure.⁵ Quebecers were most concerned about the outbreak, at 79%.⁶

While some believe the preventative measures - plexiglass, hand sanitizers, capacity restrictions, and even gloves in some locations - are enough to help with prevention, others believe that stores can be doing more to prevent the spread.

Contamination of packaging is something that participants mentioned having concerns with - some even leaving items outside their apartments for hours in an attempt to "freeze off" the virus.

*IGA noted that,
"Shoppers say the smell of chlorine and bleach make them feel safe."*



"It's not a matter of if I'm gonna catch it. It's when I'm gonna catch it."

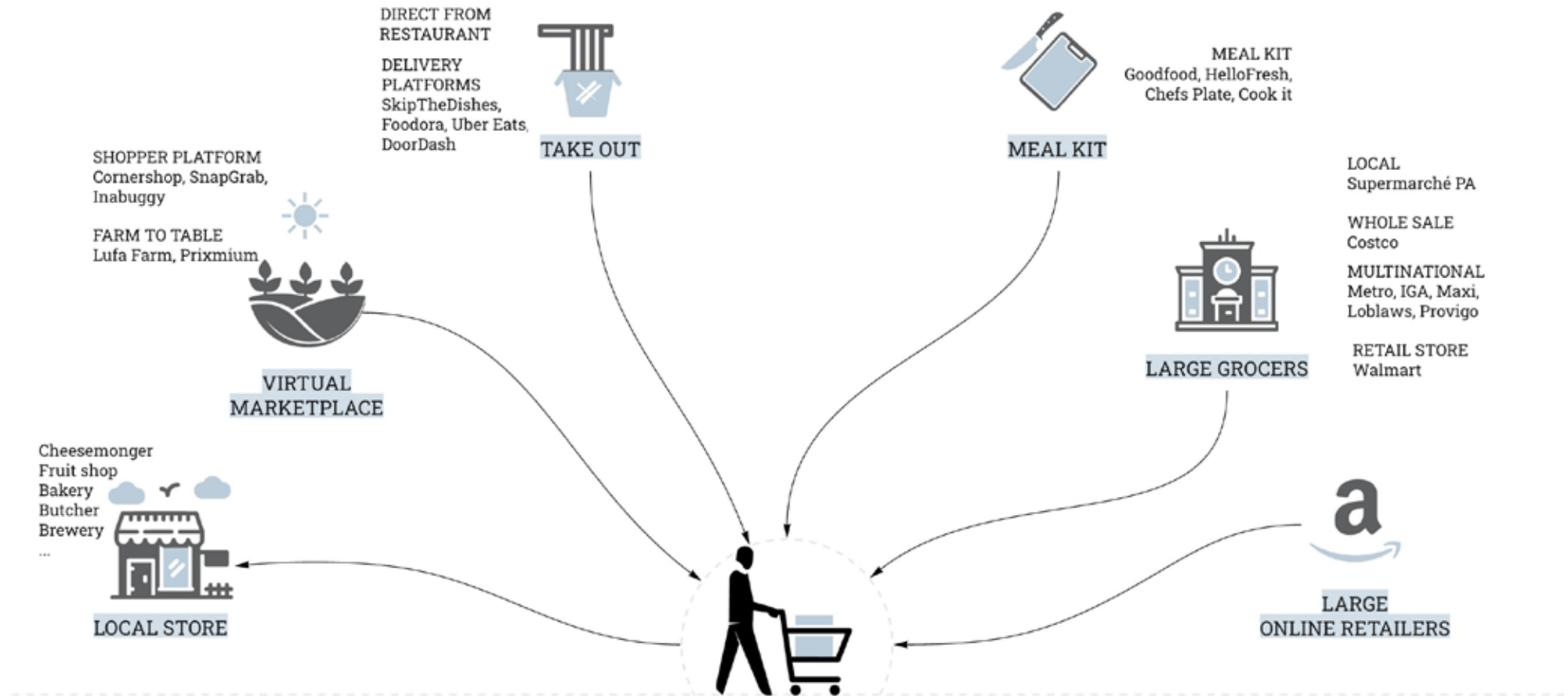


"I am paranoid."



"We are low level worried. (...) My partner started wiping down the cans."

ECOSYSTEM OF ESSENTIAL SERVICES BEFORE COVID-19

shop in micro-trips.⁷

58%

Canadians normally:

shop 2-3 or more times per week.⁸

46%

are "unsure or not likely" to purchase groceries online.⁹

69%

REACTION TO BEING IN QUARANTINE



"As soon as I heard the apocalypse is coming, I bought a ridiculous amount of food (...) I've watched The Walking Dead so I'm ready for that."



No comment

On March 24, Justin Trudeau closed non-essential businesses and urged Canadians to begin social distancing to flatten the curve and not overwhelm the healthcare system.¹⁰

In an effort to reassure Canadians, he said, "the vast majority of businesses, including those most vital for day-to-day life, will not be affected by this order. Essential services and essential needs will be available to every individual and family."¹¹

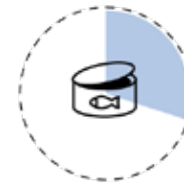
41% OF CANADIANS MADE PROVISIONS AS A RESULT OF THE OUTBREAK¹²

As many experienced during the initial weeks of the lock-down, some food categories were more popular than others.

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19

What type of provisions did Canadians buy?

30%
dry and canned foods¹³



24%
non-food items like sanitary products, tissues, toilet paper¹⁴



15%
comfort foods and/or pet food.¹⁵



24%
frozen foods¹⁵

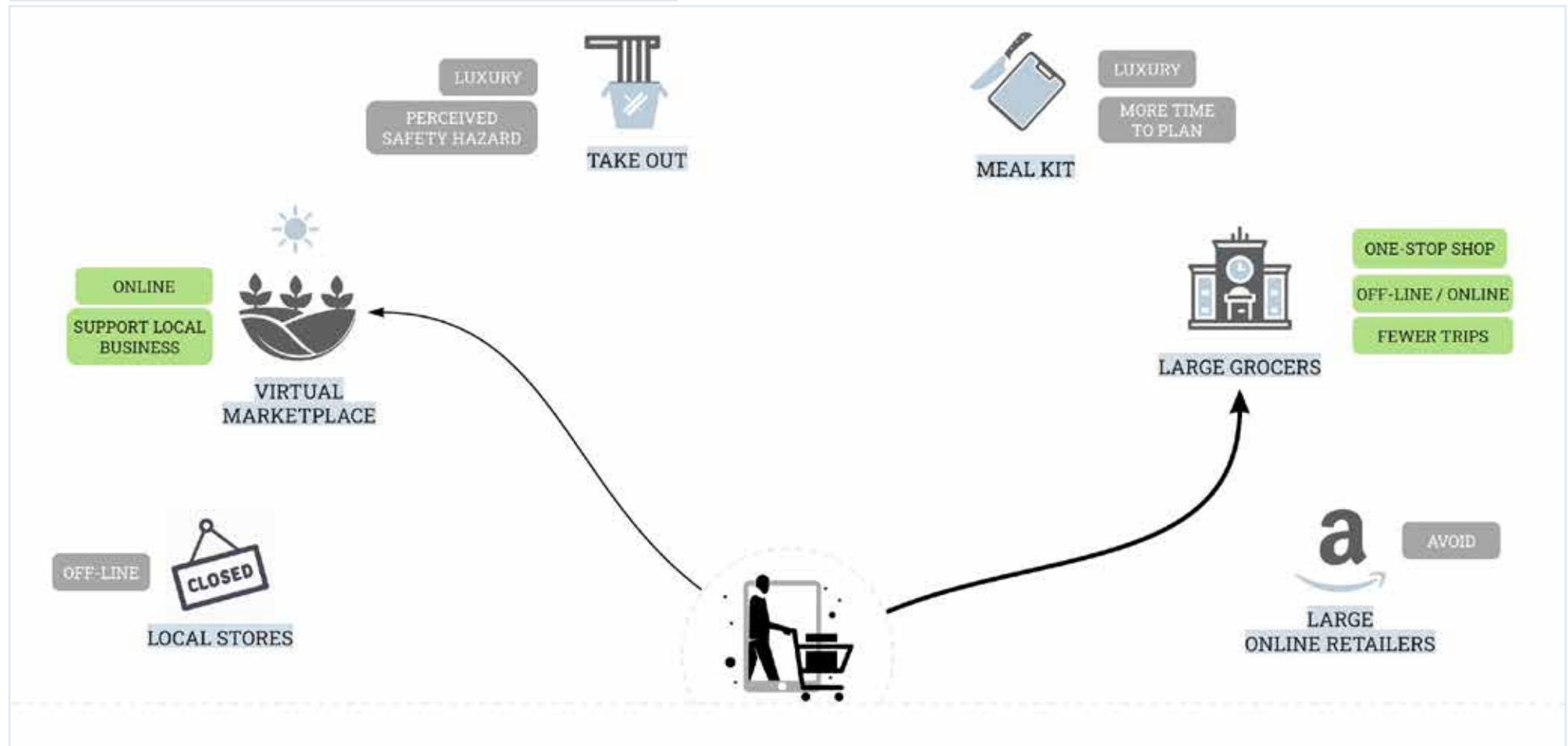


Panic buying and buying in bulk resulted in a supply chain nightmare, with many shelves empty and retailers struggling to meet the demand.

"We basically had to shift everything that we do to support the today, the here and now (...) Toilet paper was selling faster than we could bring the product from the back store" said Liam Sobey, VP of Merchandising at Sobeys.



A COVIDIEN SHOPPING LANDSCAPE



Local shops struggle to bring their operations online and/or don't have the resources to deliver products directly to the consumer.

Marketplaces like farm-to-table marketplaces resonate deeply with consumers but shopper platform apps do not.

Take-out is considered a luxury item and the variety of delivery options has been reduced as a result of small restaurants closing temporarily.

Meal kits struggle to entice shoppers due to their price point and amount of waste. Consumers also now have more time to shop, plan, and cook their meals.

Grocers unintentionally become a one-stop-shop for consumers, securing a larger basket size/share of wallet, while becoming a lifeline for more than just essential products.

Amazon struggles with poor consumer sentiment due to long delivery times and rumors of poor working conditions and employee safety. As a result, consumers boycott the company and choose to buy local.



WHAT DO YOU MEAN BY LOCAL?

The definition of local means something different to everyone.

When referring to a product, local can mean grown or made in the same province. To others, local means grown or made in the same country.

In a business context, local can refer to a company that was founded locally or is owned and run locally. The alternative is the foreign corporation that takes advantage of the "local" resources and whose prime objective isn't to develop the local community.

The size of the business also plays a part in what people perceive to be local.

The bigger the company, the less "local" it is perceived to be. For example, Supermarché PA, a small grocery chain consisting of only four stores, is consistently described as a local grocer.

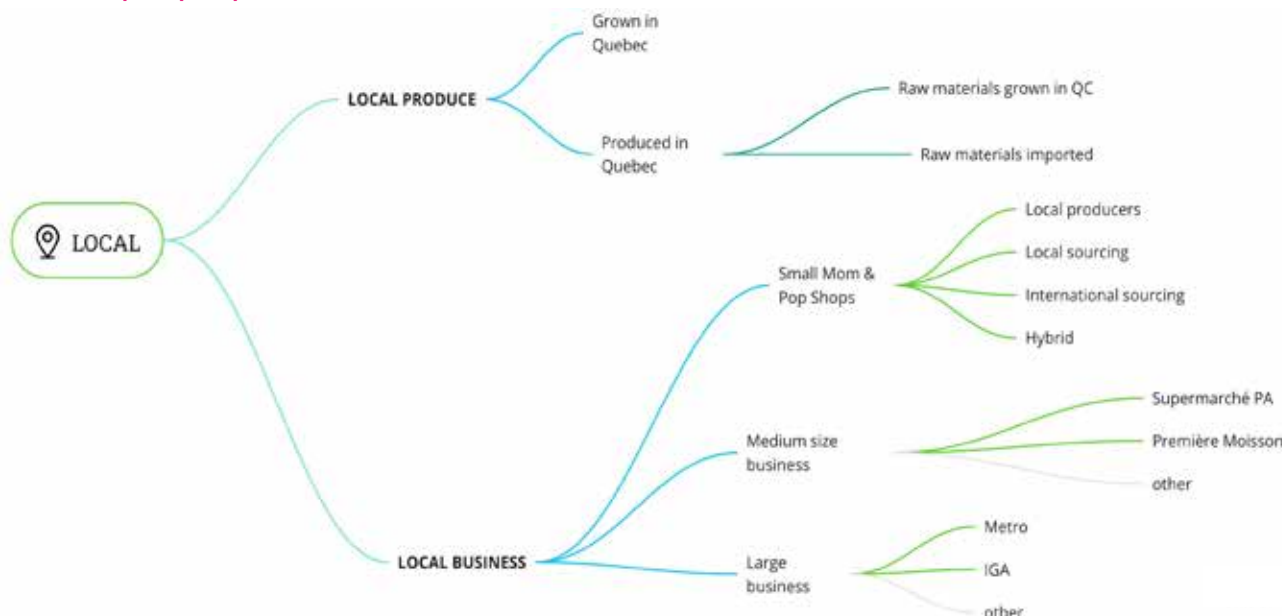
On the side of the size spectrum, Metro, a large Montreal-based grocery chain, was not perceived as local by our participants even though the company has made a commitment to stock its shelves with local products, communicated this value proposition, and consistently sourced products from local farmers or partnered with local bakeries like Première Moisson.

"Local" is finicky. And while the exact definition is up for debate, what we do know from consumers is this:

- Locally sourced products taste better.
- Locally sourced products are healthier.
- Local shops support the local economy.
- Large corporations (local or not) take advantage of people and small businesses to get ahead.
- Large corporations have poor working conditions.

Lufa Farms, a company homegrown in Quebec, lives by its brand promise - to "grow food where people live and grow it more sustainability."¹⁶ Metro, Inc. promises to "respect for the environment" and "strengthen communities." These missions existed before the coronavirus and have been a guiding light during the crisis.

Companies that have strong "local" values resonate with consumers, align with the covidient lifestyle, and fare to win brand loyalty.





UNPACKING: MARKETPLACES LUFU FARMS

COVIDIENGE. Grocery retail and the shift in consumer behaviours in response to COVID-19



Eat fresh, local, and responsible. Join us in making cities more sustainable.

We're out to create a better food system. We want to reconnect people with where their food comes from by growing veggies right here in the city on rooftops, partnering up with hundreds of farmers and food makers, and providing it all to you through our online farmer's market.

Subscribe

Lufa Farms is an online marketplace that resonates with most of our respondents. The company's vision is to "create a better food system, encompassing [their] rooftop farms and local agriculture in all shapes and sizes. This means farming on rooftops in cities, partnering up with local farmers and food makers, and creating a community of pick-up points to deliver all this food as directly as possible."¹⁷ The company researches all farmers and fishermen to ensure that practices are done fairly and organically, and then, they deliver thousands of food baskets filled with rooftop-grown veggies directly to their customers (a.k.a. Lufavores). And Lufavores are eating it up!

When asked to rate the company, Lufavores gave it 9 or 10 out of 10.

In time of covidience, Lufa had to adapt the way they deliver. The company normally delivers to neighborhood pick-up points (PUPS) to minimize its carbon footprint. Now, they had to do door-to-door delivery, which impacts this bottom line.

Delivering on Demand

Like their big-box brothers, Lufa Farms also struggled with scaling operations due to increased demand. As a result, Lufa boxes went undelivered.

Price Sensitivity

While they are revered for being local, local also comes at a price. While consumers appreciate and value locally grown products, they are also more expensive. In these uncertain times, people are becoming more price-sensitive and that could prevent wider adoption.

Don't Get too Big for your Britches

Speaking of wider adoption, consumers have noticed Lufa's growth. As local options become more popular, people are concerned that scaling operations might take away or dilute their core values. For example, Lufa Farms began offering pre-made meals and meal kits. To some respondents, this new offering felt incongruent to what they perceive Lufa to be. Meal kits felt more "corporate" and that did not sit well with them.

"I buy more food staples from Lufa."



Lufavore
Regarding their weekly order



UNPACKING: MARKETPLACES

PERSONAL SHOPPER PLATFORMS

COVIDIENGE. Grocery retail and the shift in consumer behaviours in response to COVID-19

Customer using his magic wand

"I want to order cheese from my local cheese shop and wine from SAQ and get them at the same time."

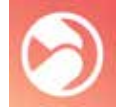


In theory, a personal shopper sounds like a great solution during these uncertain times. It would certainly reduce the risk of contamination and save time.

While our US neighbors might be adopting this type of service, among the Canadians interviewed, only 1 person had accessed a personal shopper platform and a hand full of others mentioned that they would only consider a service that would

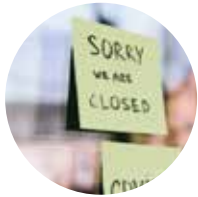
assemble multiple orders from different local retailers into one delivery.

Most of our participants still enjoy the social component associated with strolling through their neighborhood and visiting their local vendors. Talking with your cheesemonger, feeling the fabrics at your local boutique, and tasting a new wine are tasks people are not ready to out-source just yet, especially in Quebec.

	 INSTACART	 INABUGGY	 SNAPGRAB	 CORNERSHOP
Value proposition as found on the website	With Instacart, you can shop online and get groceries delivered from stores in your neighborhood in as fast as one hour.	Inabuggy is an online grocery and alcohol delivery service that fulfills and delivers your orders in as little as one hour.	Snapgrab delivers food, groceries, and much more.	Cornership is an online platform that lets you receive your groceries to your doorstep in one hour.
Product catalogue available from the following stores. The selection depends on users location	Walmart, Loblaws, Independent, Shoppers Drug Mart, Real Canadian Super Store	IGA, Costco, Metro, Walmart, M&M Market	Mainly Restaurants and Grocers	IGA, Metro, Canadian Tire, Chocolat Geneviève Grand-bois ...
Personal shopper	✓	✓	✓	✓
Mobile app rating	4.5 Star Average	4.1 Star Average	Rating N/A	4.5 Star Average
Mobile app number of ratings	100,000	320	120	2,000



The frequency and amount people are spending on take-out has decreased dramatically in the time of covidence. This is happening for a number of reasons including:



Fewer options

Many restaurants have closed indefinitely or have decided not to deliver, leaving customers frustrated by the limited selection.



Safety concerns

People aren't totally convinced take-out is entirely safe. Participants don't trust restaurants to follow governmental recommendations.



Back to cooking

With all social activities coming to a halt, people are forced to stay home and work remotely (if at all). As a result, they have more time and are more interested in cooking.



A treat, not a habit

When people do indulge in take-out, it is considered a "treat" – a way to ring in the weekend or it's used as a substitute for social activities.



Financial concerns

People are concerned with their economic futures and are monitoring their spending. With that in mind, take-out seems like a luxury or reserved for special occasions.



Lifeline while waiting for grocery delivery

Although rare, some people order take-out in reaction to the long and unprecedented online grocery delivery times.



Goodbye Foodora

First signs of market consolidation as FOODORA exits an already saturated landscape. Their final delivery was on May 11th.¹⁸



WHAT'S THE DEAL WITH MEAL KITS?

In our research, half of those interviewed used a meal kit service in the past. None were currently using one. What allures people to this offering is convenience. The service removes the shopping and selection process so that the user can focus on the joy of cooking. Moreover, these kits allow families to get inspired and organized in the kitchen.

Some attributes consumers like about meal kits are that they:

- Provide them with exactly the right amounts of food so that little to no food is wasted.
- Reclaim time normally spent on shopping and planning a meal.
- Discover new recipes.
- Have the option of weekly delivery.
- Help families or busy consumers eat healthier and facilitate portion control.
- Have locally sourced ingredients.

For all the positive attributes that are associated with meal kit services, there are just as many negative attributes which tend to outweigh the positive, including:

- Huge amount of waste created by individually packaged ingredients and non-reusable packagings like boxes and ice packs.
- Perceived high price point per meal.
- No easy way to adjust the portion sizes to have leftovers (particularly for families).
- Opt-out option or "skip the week" membership model is cumbersome.
- Repetitive catalog and recipes.
- Tiny amounts of common pantry ingredients.
- Having to plan meals a week in advance reduces spontaneity.

"We used them for 3-4 months. I liked it because they use local ingredients."



"I can't believe I am buying 50 gr of lentils."



UNPACKING MEALKITS

SAME SAME BUT DIFFERENT & FAST FOLLOWERS

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19



Value proposition as found on the homepage	Try Canada's Number 1 Meal Kit! Get farm-fresh ingredients to cook delicious recipes, delivered for FREE to your doorstep.	Canada's Number 1 Meal Kit Get \$80 off fresh ingredients and easy-to-follow recipes straight to your doorstep, so you can enjoy stress-free home cooking.	Conquer the kitchen with Chefs Plate! Meal Planning Made Easy / Dinner at your Doorstep / Time and Money Saved	Canada's Number 1 Meal Kit Discover quick meals made with fresh and local ingredients.	We grow food where people live and grow it more sustainably.
Price point	Average \$10 - 12 per serving	Average \$10 - 12 per serving	Average \$10 per serving	Average \$10 - 12 per serving	Depending on recipe
Photo recipes	✓	✓	✓	✓	✗
Nutritional value	✓	✓	✓	✓	✗
Locally sourced product	✓	✓	✓	✓	✓
Recurring membership	✓	✓	✓	✓	✗
Celebrity chef endorsement	✓	✗	✓	✗	✗
Add groceries to your cart	✗	Limited	✗	✗	✓
Mobile app	✗	4.3 Star Rating	3 Star Rating	✗	✗

There is little differentiation between meal kit companies in an already saturated Canadian landscape.

Meanwhile, other companies in adjacent industries are closely watching and experimenting with hybrid models to diversify existing offerings. For example,

Lufa Farms now offers the same service as an "organic" extension of its current value proposition. Moreover, they can do so with less packaging and larger portions.

To win with meal kits, companies need to make sure they source local and

organic products, reduce the amount of packaging or make the packaging reusable, increase ingredient sizes to make it more ecological, enable bigger portions, and make it more affordable.

Seems like a tall order (pun intended).



Before the pandemic, the average Canadian made 2-3 weekly micro-trips to the grocery store because they wanted to ensure the freshness of produce and be inspired and spontaneous with the foods they selected.¹⁹ To contain the spread of the virus and reduce possible contamination, consumers now reduce the frequency of visits and shop at fewer retailers.

Prior to the crisis, delivery or online grocery shopping was mainly reserved for large shopping trips or heavy items like non-perishables, bottled water and beverages.

Delivery, once a vehicle for convenience, is now used to ensure safety.

Particularly during the early weeks of the COVID-19 crisis, Canadians experienced unprecedented long delivery times, reduced store hours and product shortages (like flour, yeast, sugar, and toilet paper) as a result of hoarding mentality and the fear that our food supply would become scarce. Empty shelves caused consumers

to fear even more and added to further shortages and supply chain challenges.

The fear of scarcity and the fact that all restaurants were now closed allowed grocery retailers to secure a much larger basket size and share of wallet than ever before. In an industry whose margins are razor-thin at 2%, this type of growth, while welcome, creating spikes in demand and outliers in certain product categories. For example, items like hair dye, which are typically purchased at pharmacies, were now purchased at the grocery store.

While many hoped to shop from local retailers, in many cases, those retailers were either closed or did not have the resources to deliver, much to the consumer's chagrin and retailer's detriment.

While it doesn't come without its challenges, those working in Metro and Sobeys' finance department will confess that now every day feels **"like the day before Christmas"** given the monetary benefits.



Liam Sobey,
VP of Merchandising at Sobeys

"Since hairdressers are closed now, people are buying hair dye at our supermarkets. It was never a core part of our business, but people buy a lot of hair dye now. It's crazy!"



"Shopping is more stressful. At the Jean Coutu, you have to ask the cashier what is on sale in the shampoo section since you can't browse the aisles."

Consumer talking about her experience at a pharmacy





UNPACKING: GROCERS I GOT NEW RULES

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19

 1 IDENTIFY ONE PERSON TO DO THE GROCERY.	 2 RESPECT THE IDENTIFIED LIMIT per product per customer. New checks are temporarily suspended.	 3 LIMIT PRODUCTS HANDLING.
 4 PAY WITH A CARD if possible.	 5 At checkout, MINIMIZE CONTACT and pack your items.	 6 RESPECT SOCIAL DISTANCING.
 7 DO NOT BRING YOUR RETURNABLE BOTTLES AND CANS except for 1L containers and 1.5L drink cylinders.	 8 WASH YOUR HANDS BEFORE AND AFTER YOUR GROCERY.	 9 REMAIN COURTEOUS with our employees and other customers.
 10 COMPLY WITH GUIDELINES issued by government authorities.	 11 IF YOU HAVE SYMPTOMS, don't go to the store.	 12 IF YOU ARE UNABLE TO GO SHOPPING, ask someone to go for you.
	 13 SHOP WITH YOUR EYES	

Metro's online graph Every gesture counts!
Actions To Remember For Everyone's Safety²⁰

Why do people go online now?

Before COVID-19, grocery shopping had a therapeutic quality to it. Perusing the aisles, reading the labels, getting a tiny rush when your favourite chocolate bar is on sale. Those are all small pleasures our respondents reminisced about.

Now consumers need a therapeutic release *after* the store visit. To be a considerate shopper, you need to respect the written recommendations and unspoken rules - sanitize your hands, no staring at the shelves, keep your distance, follow the arrows, no passing another shopper, if you touch you buy, only one item per customer, and so on.

For consumers, the larger retailers like IGA, Provigo, and Metro benefit from wider aisles that allow people to more easily practice social distancing. For smaller retailers that isn't really possible.

The anxiety of the covidience shopping experience coupled with the impending doom of potential infection have convinced participants to order online.

Why do people go back to the store?

Even if anxiety-ridden, going out and shopping is one of the only social events in the time of COVID-19. Urged to stay indoors, people need to find a valid reason to go out. What better reason than to get food?

Anxiety aside, quarantining has mental health implications, particularly for those living alone. "It is my only social time of the week," confessed a participant living alone.

Some also miss the sensory experience of shopping in person and feel that they miss out on discovering new ingredients, different meal ideas, and good values when they shop online.

To be a considerate shopper, you need to respect the written recommendations and unspoken rules.



In December of 2019, Sarah Joyce, Sobeys' senior vice-president of e-commerce, was convinced that online grocery retail was going to change in 2020. She clearly had foresight.

"Food e-commerce is still immature in Canada, but we think it's because Canadians haven't yet experienced something that is truly compelling enough to make them give it a try. With the right solution, this market is primed for growth."²¹



Sarah Joyce, SVP of
E-Commerce

In the midst of a pandemic, e-commerce is less about saving time and more about safety. Before the crisis, many Canadians wondered why someone would ever order their groceries online. In reaction to COVID-19, 9% of Canadians are now shopping for food online for the first time.²² COVID-19 has accelerated the pace of digital transition and more Canadians are using food delivery apps since the start of the outbreak.

The increased demand exposed that grocery retailers did not have the scale to meet customer's expectations. Larissa Fan, who considers herself a member of a vulnerable community, said

"Prior to COVID-19, I used grocery delivery regularly with no problems. I could order in the morning and have groceries delivered later that day. I don't think either shoppers or the companies have thought about this unintended consequence of the increased demand."

In the initial weeks of the pandemic, she waited up to a week to receive her groceries.

Larger grocery retail chains fared better but still had bottlenecks with delivery fleets also struggling to meet the demand, resulting in online orders taking many days and up to a week to be delivered.

"The demand has increased so much, so quickly, it's impossible for us to meet," said Marie-Claude Bacon, VP of public affairs and communications at Metro, Inc.²³

"We ask our customers to use this service responsibly and to leave the [delivery] service to those who cannot get to the store."²⁴

To manage customer expectations and prioritize delivery to the elderly, quarantined individuals, and vulnerable communities, big box grocery retail chains have asked customers who are feeling well to physically visit their local store.

Clearly **covidiently** inconvenient.



UNPACKING: GROCERS FOR THOSE ABLE TO GO ONLINE

COVIDIENGE. Grocery retail and the shift in consumer behaviours in response to COVID-19



Online delivery removed some concerns about contracting the virus, it did not eliminate all fears.



The online experience

While there have been some positive experiences with ordering online, the majority of users and participants did not have a frictionless experience. Most customers experienced one or more of the following issues in late March and early April:

- Long delivery times
- No delivery time slots available
- Inability to open an account
- Website crashes
- Digital queue to access the site
- 30-minute time limit to place an order
- One order per week per account restrictions
- Out of stock items/lack of inventory
- Missing items from the original order
- Dissatisfaction with substitutes

While not specific to COVID-19, the online process exacerbated initial hesitations –

Top image: IGA website

Online queue for shopping online
Screen capture on April 6th, Montreal

mainly the lack of product discoverability. The inability to change or adapt orders or the challenge in recreating an in-store experience where people are inspired to try new products due to weekly promotions are examples of how the in-person experience doesn't translate online.

Fulfilling the order, reducing the fear

Even if online delivery removed some concerns about contracting the virus by eliminating human contact at the store level, it did not eliminate all fears. People are still concerned that their products could be contaminated, especially if an order was being fulfilled in the store. Those more anxious and at-risk respondents felt a true value add would be to fulfill orders at a warehouse or in a more controlled environment.

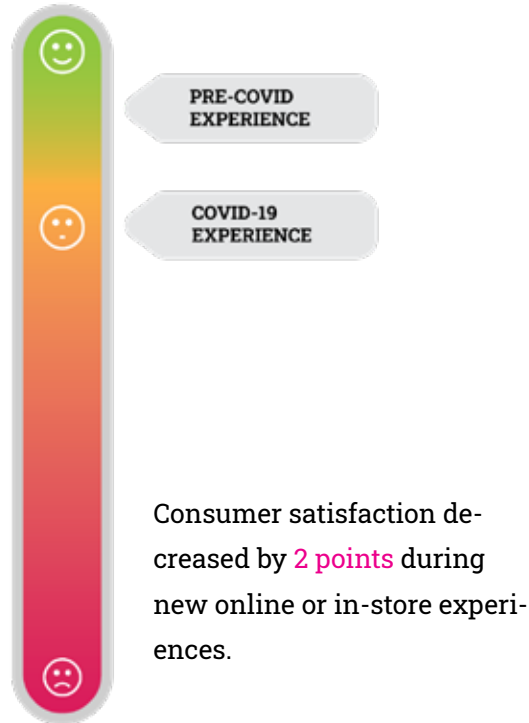
While that continues to be a wish, it might become a reality before year-end with companies like Sobeys and IGA making quick advances in opening automated fulfillment centers.

Bottom image: PA website

Users blocked from opening new accounts



OVERALL CUSTOMER SATISFACTION DECREASES



Even if consumers are sympathetic to the challenges grocery retailers are facing, they are still experiencing and remembering the numerous bumps along the consumer journey.

When participants were asked to rate their grocery experience from 1- 10 before and during the lockdown, the vast majority decreased their rating by an average of two points while in lockdown.

So it seems that even if "we are in this together," the shopper will still remember all the inconviniences during their shopping trips - whether online or not.

While customers have certainly been more empathetic to retailers, these pain points can still break brand loyalty and have users consider walking their customer journey with another retailer – permanently.

Common frictions

- Anxiety related to contracting the virus via store employees, customers or product contamination
- Impatience related to wait times both online or due to in-store capacity restrictions
- Inability to order online
- Dissatisfaction with the online shopping experience
- Limitations on product quantity
- Limitations on delivery frequency
- Small aisle space makes social distancing difficult (more common for small vendors)
- Extremely delayed delivery times
- Missing products upon delivery
- Lack of clarity in the geographic delivery territory



"They lock you out if you already have a delivery spot secured so you cannot order twice in the same week. [...] We have multiple accounts so we switch users so we can order twice a week."

Consumer talking about his online experience with Metro

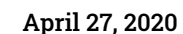
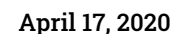
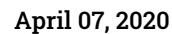


Consumers hoped to support local grocery chains in the midst of this crisis, but most did not have a digital infrastructure. For instance, one could place an order via email or phone, but that required a customer to know every single product name. Other grocers were more innovative.

a grocery chain of only four stores, is perceived by Montrealers, including our participants, as local, even if they cannot claim that their products are locally sourced or produced.

As with retailers regardless of size, this expansion did not come without its challenges. As they were restricted by capital and human resources, they went with simplicity - a selection of preselected basket of goods. The strategy allowed PA to reduce assembly time, reduce infection risk by assembling at a warehouse, and reduce pressure on store employees.

Supermarché PA evolution of basket offerings to compete with larger retailers.



21



Consumers talking about Amazon usage pre-COVID-19

"I am an Amazon Prime member."

"I used to order sparkling water with them."

"I use it for things I don't find otherwise."

"I normally use it for English books."

amazon

According to our participant's habits, Amazon represents an undisputed monopoly in this sector.



Consumers talking about Amazon usage during COVID-19

"I gave up the order as I had to wait for 2 weeks ..."

"I ordered non-perishable and each can came in its own package."

"...stealing business from local stores..."

"I'm looking for local alternatives to buy books now."

This pandemic has forced consumers to reevaluate their relationship and support for all brands and companies.

All participants used Amazon multiple times in the last year. Few of them are even Amazon Prime members. During COVID-19 however, the vast majority confessed to stop using Amazon for 2 main reasons:

- They disagree with the employee work conditions.

- They want to shop local to support the local economy.

Other reasons include longer than normal waiting times and too much packaging when ordering groceries.

We are in this together

That being said, the time of retail giants might be declining. For instance, as a result of the poor conditions Amazon employees had been experiencing in the early days of the pandemic, nearly all of our respondents avoided making pur-

chases through Amazon in support of the workers.²⁵

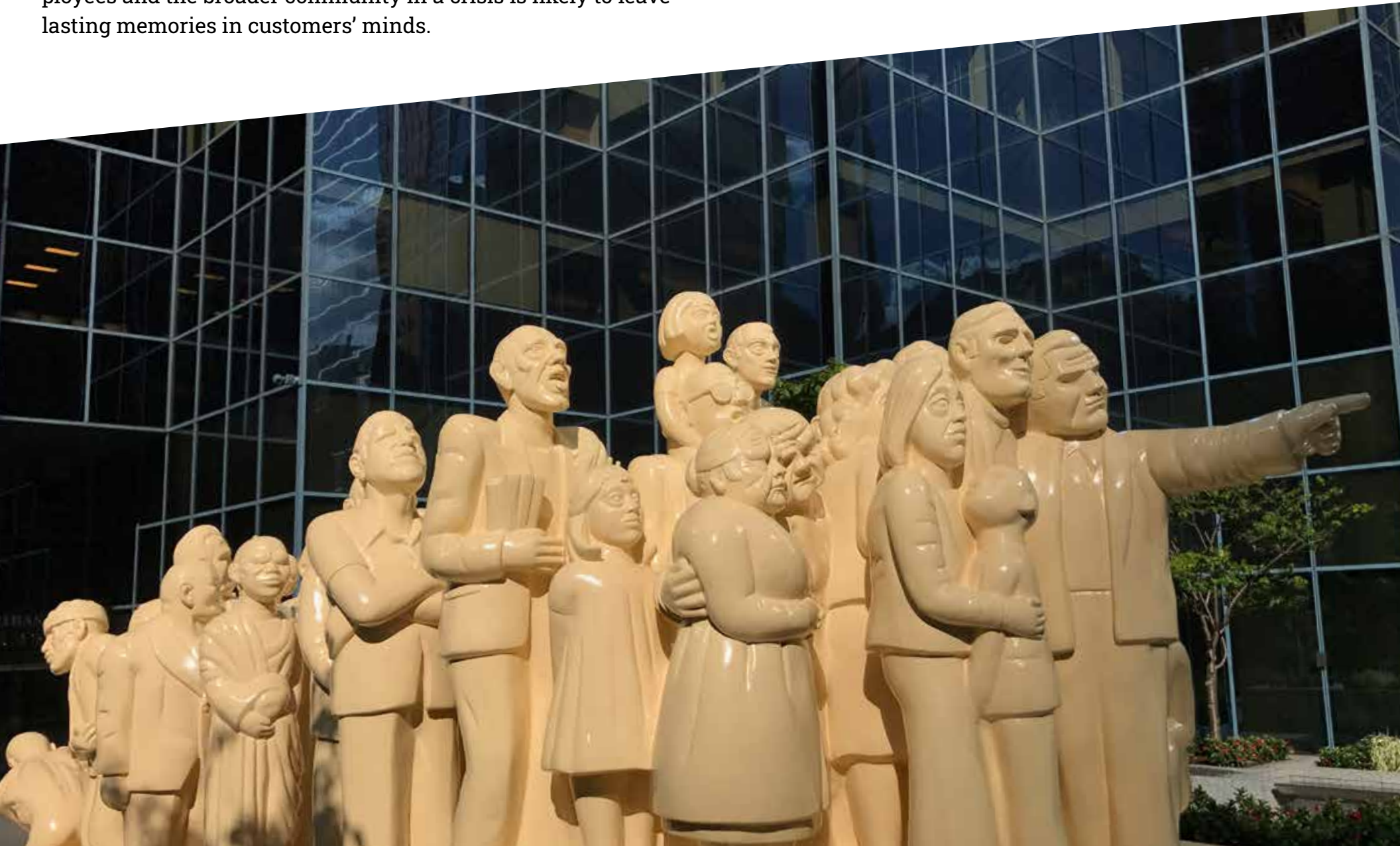
Covidient local alternatives

This solidarity and boycotting have inspired consumers to look elsewhere - somewhere more local and somewhere where their money will have a direct impact on their local economy.

Envisioning a covidient post-pandemic landscape

COVIDIENCE. Grocery retail and the shift in
consumer behaviours in response to COVID-19

The way organizations deal with their customers, their employees and the broader community in a crisis is likely to leave lasting memories in customers' minds.



What has emerged from this crisis is a collective sentiment of empathy and understanding – both between people and towards retailers. The **“we are all in this together”** attitude has never resonated so deeply as it does now.



Caption from Rue Rachel merchant Facebook page, announcing a community effort to serve its loyal client by offering a bike delivery service.

We support essential service workers.

Consumers have developed a profound appreciation for front line workers who put themselves at risk daily to serve their local communities. Industry insiders reported behavior changes, as consumers are more friendly with the staff in the store. **“We’re now providing priority access for healthcare workers in almost all of our locations throughout the day”** Loblaws' President, Galen Weston, announced on April 20th.²⁶

We stand with workers, not corporations.

Amazon's working conditions deteriorated even more in the first weeks of the lockdown as demand increased and no measures were taken to reduce potential infection to their employees.²⁷

Consumers were watching as news stories covered the Amazon employee strike that resulted, impacting their choice to do business with them again. To demonstrate their support for those workers, all respondents have chosen to find other

companies, preferably local, to do business with, even if that means paying more.

We protect local businesses.

Consumers have also been taking a stand on what type of delivery services they will use and how those decisions will impact local businesses. Respondents have this perception that take-out platforms such as Uber Eats, DoorDash, and Foodora take away from a restaurant's already thin profit margins. One respondent described Uber Eats as **“an umbrella corporation that takes advantage of small businesses.”**

Amazon is also perceived as a large corporation that has decimated local businesses and has not reinvested locally.

“I am selfish, I want this store to be here once we are out of this.”



Respondent talking about ordering coffee from a neighborhood store

WRAPPING UP STANDING BY ITS CORE VALUES

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19

Metro, Inc.

One of the three largest grocery chains with roots in Quebec, the company has a long-lasting partnership with Equiterre, an NGO that manages a community supported agriculture system of farms and consumers. Together they offer Metro's clients freshly picked farmer baskets.²⁸ Metro also highlights local products both in-store and on their digital shopping platforms. They live up to their commitments to "[Strengthen Communities](#)" and "[Respect the Environment](#)"²⁹ - both values that resonate deeply with Canadians during this crisis.



Metro, TOGETHER campaign

Sobeys, Inc.

As one of the largest Canadian retailers in terms of revenue³³ and represented by several banners in Quebec including IGA, Provigo, Maxi, and Loblaws, Sobeys ensures that "they stand together" by protecting their front line staff.

IGA, more specifically, approached the crisis loud and clear - as #OneBigFamily. Sobeys might not be local but they are considered "[a Canadian family](#)" according to their website.³⁰

The company announced that they are opening an automated fulfillment and

delivery center in 2020 that will be responsible for all online orders.³² While plans to create these fulfillment centers were decided before COVID-19, the timing couldn't be more fortuitous.

"Sobeys intends to play to win in Canadian online grocery shopping."



Michael Medline, President, and CEO of Sobeys, Inc.³¹



Sobeys, #OneBigFamily campaign



Photo of Sobeys future fulfillment automation center.³⁴

SUSTAINABILITY WILL SUSTAIN YOUR BUSINESS – LOCAL OR NOT

68%

of shoppers were more likely to purchase a product that was sustainable⁴²

35%

of shoppers would pay up to 25% more for a sustainable produce⁴³

Sustainability is no longer a “nice to have” for companies who wish to be seen as socially responsible. Customers are able to research a company's values and decide if they align with their own.

Gen Z, the consumers poised to take over Millennials in terms of buying power, were more likely than other age groups to pay higher prices for eco-friendly or sustainable products, with 68% of them making an eco-friendly purchase in the last year.³⁵

Commitment to environmental protection is influencing purchase decisions among 14% of online shoppers.³⁶ Many shoppers want to do something for the environment. They're willing to wait longer for delivery if their purchase is consolidated into a single shipment and/or if it helps lower emissions.

Shoppers are willing to wait longer for the product if it helps lower emissions.

Shoppers want to connect with retailers who care about protecting the environment. Communicating environmental approaches and working with like-minded

partners can create positive connections and earn shopper loyalty. Environmental stewardship can be a big differentiator.³⁷

Food items being organic, sustainably packaged, and produced are top priorities to consumers, followed by eco-friendly packaging and sustainable/ethically produced products.³⁸

Other factors contributing to the rising importance in sustainability is a growing preference for plant-based food and humanely raised meat and the rise of conscientious investors who are focused on climate change.³⁹

In addition to food products, respondents will avoid the use of plastic (straws and cutlery) whenever possible and buy items with less packaging. Green consumers consciously look for products with environmentally friendly packaging, buy sustainable products to protect the environment, and buy brands that support sustainable practices.⁴⁰

The trend for locally produced products is particularly high among 18–24-year-olds, with 74% citing this as important, followed by 70% for organic and 49% for sustainable packaging.⁴¹



JUMPING OVER THE ADOPTION CHASM

Even before the pandemic, the most profound behavioral change in commerce was the shift to digital shopping. What grocers were hoping to achieve as digital adoption five years from now, seemed to happen in weeks.

In 2019, only 15% of Canadians have ordered online groceries (perishables).⁴⁴

As predicted, during the first couple of weeks of self-quarantine, households rushed online to shop and use a curbside pickup or home delivery. Our participants were no different. Four had used an on-line grocery retailer at least once prior to COVID-19. As a result, going back online wasn't a far fetched idea or new behavior.

For the rest of our participants, ordering online groceries came with its growing pains. The conditions did not lend themselves to a satisfying first-time experi-

ence, with many abandoning their carts out of frustration and marching to the bricks and mortar location instead. But, as time and need for safety grew and nudged consumers to keep trying, most of them eventually were successful in placing an order.

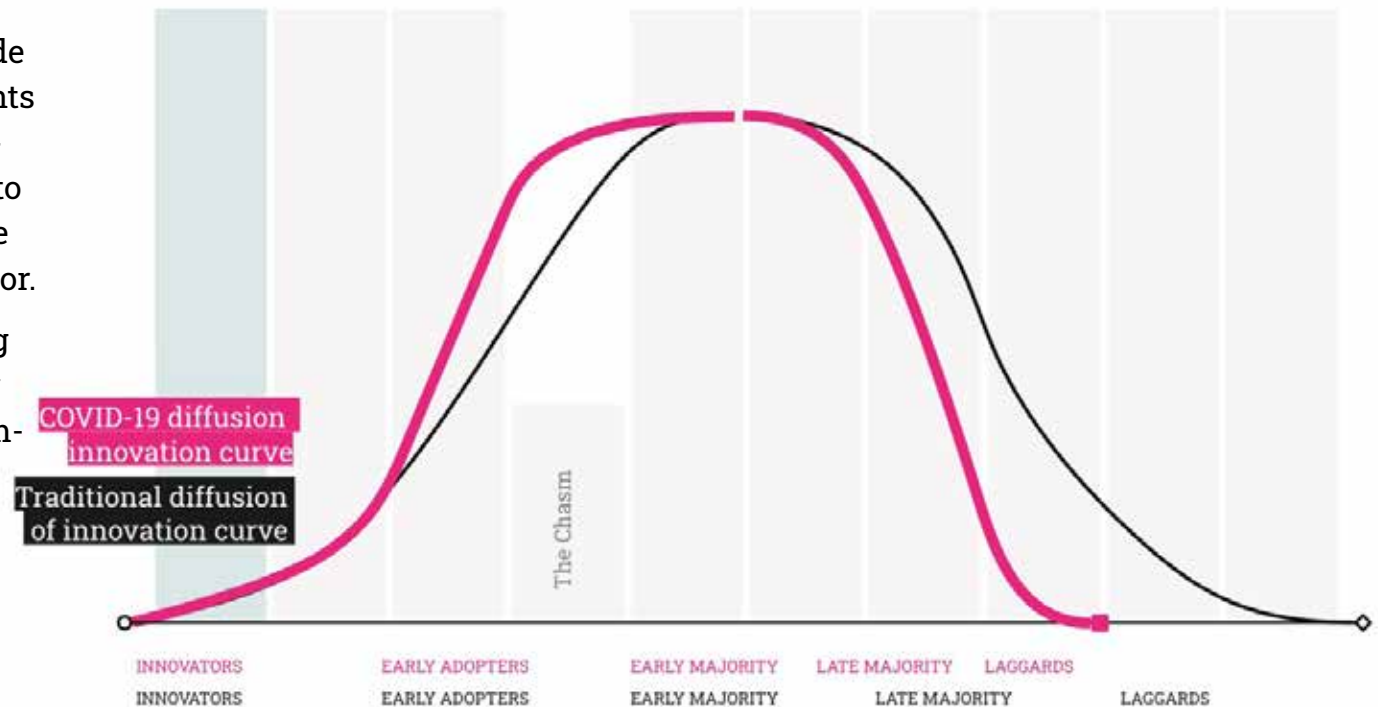
And so those who would have typically fallen into the "late majority" and "the laggards" categories were forced to learn a new skill and became willing to try a different way to receive food.

Will those users return to order online soon?

Maybe.

Will they return sooner then expect if COVID-19 had not have happened?

Definitely.



With less money, more substitution

During a recession, consumer spending and behavior is drastically impacted as they become financially conservative and willing to try cheaper alternatives. As a result, those consumers could emerge from the pandemic with entirely new brand preferences. This was already trending before the pandemic, with exclusive store brands gaining market share.⁴⁹ This trend will now be amplified.

That being said, discount retailers and store brands stand to win. Spending on need-based categories will increase and discretionary categories will decline.

It takes 21 days to form a new habit.

According to Dr. Maltz's book Psycho Cybernetics, **it takes at least 21 days to form a new habit.**⁴⁸ Consumers have been in lockdown for over 50.

Consumers who learn to cook while quarantined at home may continue to do so once the crisis passes. Those that bought a bike might be unwilling to resume their gym membership. A portion of the workforce may permanently shift from working in an office to working from home. To the extent these behaviors become permanent, they will fundamentally shift the demand for various goods and services.

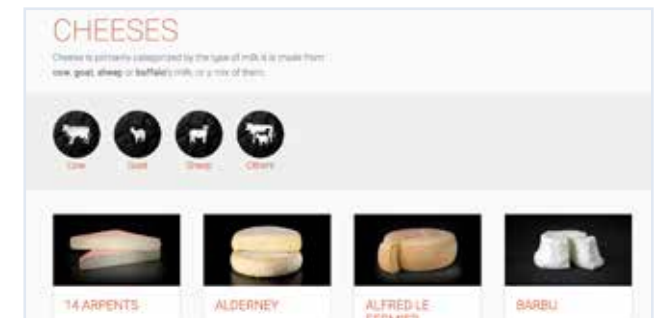
Small businesses should go online.

This is a perfect time for small businesses to take advantage of consumer support for local products and services. There is a huge opportunity for local businesses to transition online - not only to serve their existing customers but also to capture new ones who are hopping on the local bandwagon.

Shopify CTO Jean-Michael Lemieux recently tweeted, "**Our platform is now handling Black Friday level traffic every day! It won't be long before traffic has doubled or more.**"⁴⁷ This is a strong indication that consumers passionately support small, local shops and boutiques.



No Name Loblaws store brand



Fromages du Quebec, online shop

Caring with covidience in mind

With rising concerns of infection, grocery retailers have been faced with low employee turnout. Grocers that have monitored the health of employees and encouraged them to take sick leave will fare well post-crisis. Those retailers that swiftly implement safety best practices with both employees and shoppers will win the trust and, eventually, loyalty.

The high price of fast change

Picking and last-mile delivery add significant costs to an already low-margin business and mature market. Grocers will turn to automation and robotics to achieve the economies of scale and increase margins. COVID-19 created that tipping point to justify the heavy up-front capital investment.

Smaller, more local grocers may not be able to compete in the digital landscape, resulting in a "winner takes all" scenario.

Too big to fail

What will most likely emerge after the COVID-19 crisis subsides is a great re-

tail divide. Those that sell high-demand pandemic necessities like Sobeys, Metro, IGA, Amazon, Walmart, and Costco, are less impacted by the economic effects of the pandemic.⁵⁰ These retailers are aggressively hiring, increasing staff pay, and investing in supply chains to support growth and maintain brand image. These retailers will emerge with record quarterly growth.⁵¹

Bearing the economic burden

Conversely, retailers considered non-essential and forced to shut down will bear the brunt of the economic burden. Without a strong balance sheet, non-essential and independent businesses may be economically unable to continue operations. JPMorgan Chase estimates that the median independent retailer has a cash buffer of 19 days.⁵²

A few retailers will emerge stronger than ever while many specialty stores and independents disappear. Even well-positioned retailers may have to close underperforming stores and take drastic cost-cutting efforts.

Local business need to adapt to online audiences

That being said, independent retailers and specialty stores should experiment with new shopping experiences tailored to online audiences.

General independent stores could take a page from the Supermarché PA's playbook and explore preselected product baskets.

Specialty shops, where clients peruse aisles to discover new products, should add discoverability to their online offerings. For example:

- Local beer store, *Veux-tu un bière?*, offers online "discovery boxes".
- Lufa Farms prepopulates baskets with products. Users need to decide to purchase the product, enabling discovery.

While the pandemic will alter the retail landscape globally, commerce will have an important role in rebuilding a vibrant covidient future. Those retailers that place a value on sustainability, local interests, convenience, and authenticity will be ingrained in a consumer's life more than ever before.

ABOUT THE AUTHORS

COVIDIENCE. Grocery retail and the shift in consumer behaviours in response to COVID-19



**Antonios
Bougiouris**

Antonios is an independent strategy and communications consultant based out of Montreal.

Helping people tell their story and realize their vision has been the overarching theme in Antonios' professional career. As a Juilliard-trained dancer, he helped to create and interpret narratives in over 230 cities worldwide. Now, with an MBA from McGill University and business experience across diverse industries, he helps clients uncover insights that allow them realize their objectives.

To learn more about Antonios, please visit his [Linkedin page](#).



**Raoul
Flaminzeanu,**

Raoul is a Canadian product strategist and design thinking consultant. His work explores the space where business, design, and technology converge to deliver meaningful and memorable user experiences.

To learn more about Raoul, please visit his website www.versatileme.com or his [Linkedin page](#).

Thank you to all participants who shared their experience in the time of covidience. Special thanks to Irene Seranno, Liam Sobey, Roxana Pavel, Alphonse Esparza, and Ricardo Assemat for their added wisdom and insight.



END NOTES

COVIDIENGE. Grocery retail and the shift in consumer behaviours in response to COVID-19

1 Rodney R. Sides, "2020 Retail Industry Trends." Deloitte United States, 21 Feb. 2020, www2.deloitte.com/us/en/pages/consumer-business/articles/retail-distribution-industry-outlook.html.

2 Ibid.

3 Ibid.

4 Angus Reid & Dalhousie University. New Survey on COVID-19 Outbreak Suggests Almost Three Times as Many Canadians Are Concerned about Shopping at Grocery Stores than Visiting Restaurants. 17 Mar. 2020, https://cdn.dal.ca/content/dam/dalhousie/pdf/sites/agri-food/Agri_food%20Analytics%20Lab%20-%20COVID-19.pdf

5 Ibid.

6 Ibid.

7 PricewaterhouseCoopers, "Shifting Consumer Demands in Grocery." PwC, www.pwc.com/ca/en/industries/retail-consumer/consumer-insights-2019/shifting-consumer-demands-in-grocery.html.

8 Ibid.

9 Ibid.

10 "Updating Canadians about COVID-19 and Social Distancing." Prime Minister of Canada, 17 Mar. 2020, pm.gc.ca/en/videos/2020/03/17/updating-canadians-about-covid-19-and-social-distancing.

11 Ibid.

12 Angus Reid & Dalhousie University. New Survey on COVID-19 Outbreak Suggests Almost Three Times as Many Canadians Are Concerned about Shopping at Grocery Stores than Visiting Restaurants. 17 Mar. 2020, https://cdn.dal.ca/content/dam/dalhousie/pdf/sites/agri-food/Agri_food%20Analytics%20Lab%20-%20COVID-19.pdf

13 Ibid.

13 Ibid.

14 Ibid.

15 Ibid.

16 "Lufa Farms Marketplace." <https://montreal.lufa.com>, montreal.lufa.com/en/marketplace.

17 Ibid.

18 Tara Deschamps, "Foodora to Shut down in Canada on May 11 amid-Profitability Challenges." CTVNews, CTV News, 27 Apr. 2020, www.ctvnews.ca/business/foodora-to-shut-down-in-canada-on-may-11-amid-profitability-challenges-1.4913765.

19 PricewaterhouseCoopers. "Shifting Consumer Demands in Grocery." PwC, www.pwc.com/ca/en/industries/retail-consumer/consumer-insights-2019/shifting-consumer-demands-in-grocery.html.

20 Covid-19." Covid-19 | Metro, Apr. 2020, <https://corpo.metro.ca/en/coronavirus.html>.

21 Tara Deschamps, "Online Grocery Shopping Could Soon Explode in Canada." Macleans.ca, 17 Dec. 2019, www.macleans.ca/economy/online-groceryshopping-could-soon-explode-in-canada/.

22 Jessica Finch, "Why COVID-19 Will Change Canadian Grocery Industry Forever: Expert." Retail Insider, Retail Insider, 26 Mar. 2020, www.retail-insider.com/retail-insider/2020/3/why-covid-19-will-change-the-food-industry-forever.

23 Aleksandra Sagan. "Grocery Deliveries Delayed as Demand Surges amid COVID-19 Pandemic." Coronavirus, CTV News, 25 Mar. 2020, www.ctvnews.ca/health/coronavirus/grocery-deliveries-delayed-as-demand-surges-amid-covid-19-pandemic-1.4868114.

24 Ibid.

25 Casey Newton. "Amazon's Poor Treatment of Workers Is Catching up to It during the Coronavirus Crisis." The Verge, The Verge, 1 Apr. 2020, www.theverge.com/interface/2020/4/1/21201162/amazon-delivery-delays-coronavirus-worker-strikes.

26 PC Optimum, www.pcoptimum.ca/galen-updates.

27 Casey Newton. "Amazon's Poor Treatment of Workers Is Catching up to It during the Coronavirus Crisis." The Verge, The Verge, 1 Apr. 2020, www.theverge.com/interface/2020/4/1/21201162/amazon-delivery-delays-coronavirus-worker-strikes.

28 "The Family Farmers Network's Vegetable Baskets." Metro, www.metro.ca/en/services/equiterre.

29 "Social Responsibility." Social Responsibility | Metro, corpo.metro.ca/en/corporate-social-responsibility.html.

30 "Sobeys One Big Family." Sobeys Inc., www.sobeys.com/en/videos/sobeys-one-big-family/.

31 Noah Zivitz, "Sobeys Vows Best Home Delivery 'on the Planet' with Ocado Deal - BNN Bloomberg." BNN, 22 Jan. 2018, www.bnnbloomberg.ca/ocadototap-into-canada-s-online-grocery-market-with-sobeys-tie-up-1.974757.

32 Ibid.

33 Eric Duncan, "Topic: Supermarkets and Grocery Stores in Canada." Statista, www.statista.com, 17 July 2019, www.statista.com/topics/2874/supermarkets-and-grocery-stores-in-canada/.

34 Noah Zivitz, "Sobeys Vows Best Home Delivery 'on the Planet' with Ocado Deal - BNN Bloomberg." BNN, 22 Jan. 2018, www.bnnbloomberg.ca/ocadototap-into-canada-s-online-grocery-market-with-sobeys-tie-up-1.974757.

35 Alexandra Mae Jones, "'Things Will Never Be the Same Again': What Will the Retail Landscape Look like in 2020?" CTV News, CTV News, 27 Dec. 2019, www.ctvnews.ca/lifestyle/things-will-never-be-the-same-again-what-will-the-retail-landscape-look-like-in-2020-1.4744311.

36 Ibid.

37 "The 2020 Canadian e-Commerce Report: What Influences Standout Shopping Experiences?" Edited by Canada Post, Canada Post, Feb. 2020, www.canadapost.ca/blogs/business/ecommerce/the-2020-canadian-e-commerce-report-navigate-ecommerce-confidently-with-our-unique-insights/.

38 PricewaterhouseCoopers. "Shifting Consumer Demands in Grocery." PwC, www.pwc.com/ca/en/industries/retail-consumer/consumer-insights-2019/shifting-consumer-demands-in-grocery.html.

39 Ibid.

40 Alexandra Mae Jones, "'Things Will Never Be the Same Again': What Will the Retail Landscape Look like in 2020?" CTV News, CTV News, 27 Dec. 2019, www.ctvnews.ca/lifestyle/things-will-never-be-the-same-again-what-will-the-retail-landscape-look-like-in-2020-1.4744311.

41 Ibid.

42 "CGS Survey Reveals 'Sustainability' Is Driving Demand and Customer Loyalty." CGS, 24 Apr. 2019, www.cgsinc.com/en/infographics/CGS-Survey-Reveals-Sustainability-Is-Driving-Demand-and-Customer-Loyalty.

43 Ibid.

44 "The 2020 Canadian e-Commerce Report: What Influences Standout - Shopping Experiences?" Edited by Canada Post, Canada Post, Feb. 2020, www.canadapost.ca/blogs/business/ecommerce/the-2020-canadian-e-commerce-report-navigate-ecommerce-confidently-with-our-unique-insights/.

45 Wayne W. LaMorte, "Behavioral Change Models." Diffusion of Innovation. Theory, Boston University School of Public Health, 9 Sept. 2019, sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories4.html.

46 Mat Ford, "The Chasm Diffusion Model." MATTYFORD, MATTYFORD, 19Aug. 2013, mattyford.com/blog/2013/8/19/the-chasm-diffusion-model.

47 Jean-Michel Lemieux. "As We Help Thousands of Businesses to Move- Online, Our Platform Is Now Handling Black Friday Level Traffic Every Day! It Won't Be Long before Traffic Has Doubled or More. Our Merchants Aren't Stopping, Neither Are We. We Need to Scale Our Platform." T.co/e2JeyjcEeC Pic.twitter.com/6lqSr-NUCte." Twitter, Twitter, 16 Apr. 2020, twitter.com/jmwind/status/1250816681024331777?lang=en.

48 Maxwell Maltz, Psycho-Cybernetics. Prentice-Hall, 1960.

49 Jason Goldberg, "The Impact Of COVID-19 On U.S. Brands And Retailers." Forbes, Forbes Magazine, 31 Mar. 2020, www.forbes.com/sites/jasongoldberg/2020/03/29/the-impact-of-covid-19-on-us-brands-and-retailers/#5f8a01801452.

50 Ibid.

51 Ibid.

52 Ibid.

WORK CITED

COVIDIENGE. Grocery retail and the shift in consumer behaviours in response to COVID-19

"About Lufa Farms." <https://montreal.lufa.com>, montreal.lufa.com/en/about.

Angus Reid & Dalhousie University. "New Survey on COVID-19 Outbreak Suggests Almost Three Times as Many Canadians Are Concerned about Shopping at Grocery Stores than Visiting Restaurants." 17 Mar. 2020, https://cdn.dal.ca/content/dam/dalhousie/pdf/sites/agri-food/Agri_food%20Analytics%20Lab%20-%20COVID-19.pdf.

Begley, Steven, et al. "Digital Disruption at the Grocery Store." McKinsey & Company, Feb. 2020, www.mckinsey.com/industries/retail/our-insights/digital-disruption-at-the-grocery-store.

Bundale, Brett. "Grocerant Trend Could Take off as East Coast Consumers Look to Cut Restaurant Bills: Expert: The Chronicle Herald." Local-Business | Business | The Chronicle Herald, 17 Dec. 2019, www.thechronicleherald.ca/business/local-business/grocerant-trend-could-take-off-as-east-coast-consumers-look-to-cut-restaurant-bills-expert-389276/.

"CGS Survey Reveals Sustainability Is Driving Demand and Customer Loyalty." CGS, 24 Apr. 2019, www.cgsinc.com/en/infographics/CGS-Survey-Reveals-Sustainability-Is-Driving-Demand-and-Customer-Loyalty.

"Covid-19." Covid-19 | Metro, Apr. 2020, corpo.metro.ca/en/coronavirus.html.

Deschamps, Tara. "Foodora to Shut down in Canada on May 11 amid Profitability Challenges." CTVNews, CTV News, 27 Apr. 2020, www.ctvnews.ca/business/foodora-to-shut-down-in-canada-on-may-11-amid-profitability-challenges-1.4913765.

Deschamps, Tara. "Online Grocery Shopping Could Soon Explode in Canada." Macleans.ca, 17 Dec. 2019, www.macleans.ca/economy/online-grocery-shopping-could-soon-explode-in-canada/.

Diebner, Rachel, et al. "Adapting Customer Experience in the Time of Coronavirus." McKinsey & Company, Apr. 2020, www.mckinsey.com/business-functions/marketing-and-sales/our-insights/adapting-customer-experience-in-the-time-of-coronavirus?cid=other-emi-alt-mip-mck-&hpkid=9d5021de2314460cb95a5ffc9cf0fd26&hctky=96-09680&hdpid=19289b5b-5d9f-4245-a701-2aef6fe6388e.

Duncan, Eric. "Topic: Supermarkets and Grocery Stores in Canada." Statista, www.statista.com, 17 July 2019, www.statista.com/topics/2874/supermarkets-and-grocery-stores-in-canada/.

"The Family Farmers Network & Vegetable Baskets." Metro, www.metro.ca/en/services/equiterre.

Finch, Jessica. "Why COVID-19 Will Change Canadian Grocery Industry Forever: Expert." Retail Insider, Retail Insider, 26 Mar. 2020, www.retail-insider.com/retail-insider/2020/3/why-covid-19-will-change-the-food-industry-forever.

Ford, Mat. "The Chasm Diffusion Model." MATTYFORD, MATTYFORD, 19 Aug. 2013, mattyford.com/blog/2013/8/19/the-chasm-diffusion-model.

Gajewski, Misha. "People with Disabilities in Toronto Are Struggling to Get Groceries during Pandemic." BlogTO, 29 Mar. 2020, www.blogto.com/eat_drink/2020/03/people-with-disabilities-groceries-toronto/.

Goldberg, Jason. "The Impact Of COVID-19 On U.S. Brands And Retailers." Forbes, Forbes Magazine, 31 Mar. 2020, www.forbes.com/sites/jasongoldberg/2020/03/29/the-impact-of-covid-19-on-us-brands-and-retailers/#5f8a01801452.

Jones, Alexandra Mae. "Things Will Never Be the Same Again: What Will the Retail

Landscape Look like in 2020?" CTV News, CTV News, 27 Dec. 2019, www.ctvnews.ca/lifestyle/things-will-never-be-the-same-again-what-will-the-retailandscape-look-like-in-2020-1.4744311.

LaMorte, Wayne W. "Behavioral Change Models." Diffusion of Innovation Theory, Boston University School of Public Health, 9 Sept. 2019, sphweb.bumc.bu.edu/otlt/MPH-Modules/SB/BehavioralChangeTheories/BehavioralChangeTheories4.html.

Lemieux, Jean-Michel. "As We Help Thousands of Businesses to Move Online, Our Platform Is Now Handling Black Friday Level Traffic Every Day! ..." Twitter, Twitter, 16 Apr. 2020, twitter.com/jmwind/status/1250816681024331777?lang=en.

"Lufa Farms Marketplace." <https://montreal.lufa.com>, montreal.lufa.com/en/marketplace.

Maltz, Maxwell. Psycho-Cybernetics. Prentice-Hall, 1960.

Newton, Casey. "Amazon's Poor Treatment of Workers Is Catching up to It during the Coronavirus Crisis." The Verge, The Verge, 1 Apr. 2020, www.theverge.com/interface/2020/4/1/21201162/amazon-delivery-delays-coronavirus-worker-strikes.

Nunes, Keith. "Consumers adapt new shopping habits." Supermarket Perimeter. 17 Mar. 2020, <https://www.supermarketperimeter.com/articles/4859-shopper-trends-adapting-to-the-new-normal>

PC Optimum, www.pcoptimum.ca/galen-updates.

Perrier, Sylvain. "COVID-19 and Grocery Retail: What Grocers Can Do Right Now." Mercatus, 20 Mar. 2020, www.mercatus.com/blog/covid-19-and-grocery-retail-what-grocers-can-do-right-now/.

PricewaterhouseCoopers. "Shifting Consumer Demands in Grocery." PwC, www.pwc.com/ca/en/industries/retail-consumer/consumer-insights-2019/shifting-consumer-demands-in-grocery.html.

Sagan, Aleksandra. "Grocery Deliveries Delayed as Demand Surges amid COVID-19 Pandemic." Coronavirus, CTV News, 25 Mar. 2020, www.ctvnews.ca/health/coronavirus/grocery-deliveries-delayed-as-demand-surges-amid-covid-19-pandemic-1.4868114.

Sides, Rodney R., and Rod. "2020 Retail Industry Trends." Deloitte United States, 21 Feb. 2020, www2.deloitte.com/us/en/pages/consumer-business/articles/retail-distribution-industry-outlook.html.

"Sobeys One Big Family." Sobeys Inc., www.sobeys.com/en/videos/sobeys-one-big-family/.

"Social Responsibility." Social Responsibility | Metro, corpo.metro.ca/en/corporate-social-responsibility.html.

"The 2020 Canadian e-Commerce Report: What Influences Standout Shopping Experiences?" Edited by Canada Post, Canada Post, Feb. 2020, www.canadapost.ca/blogs/business/ecommerce/the-2020-canadian-e-commerce-report-naviga-tee-commerce-confidently-with-our-unique-insights/.

"Updating Canadians about COVID-19 and Social Distancing." Prime Minister of Canada, 17 Mar. 2020, pm.gc.ca/en/videos/2020/03/17/updating-canadians-about-covid-19-and-social-distancing.

Zivitz, Noah. "Sobeys Vows Best Home Delivery on the Planet with Ocado Deal -BNN Bloomberg." BNN, 22 Jan. 2018, www.bnnbloomberg.ca/ocado-to-tap-into-canada-s-online-grocery-market-with-sobeys-tie-up-1.974757.

