# Interview Top Line Report

District Market Shopping Experience

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## **Table of Contents**

Goal and Context	3
Methods	3
Participants	3
Approach	3
Topics	4
Data Recording and Analysis	4
Results and Recommendations	
Finding 1	4
Finding 2	
Finding 3	
Prioritization	7
Discussion	7
Summary	7
Future Work	
Reflection	8
Appendices	9
Appendix 1. Planning materials	
Interview Questions	
Appendix 2. Transcripts	11
Interview 1	11
Interview 2	21
Interview 3	26
Appendix 3. Data analysis materials	32
Fig. 1	
Fig. 2	32

#### **Goal and Context**

Previous field research has been conducted to provide insight to the design question:

How can the District Market shopping experience on campus be improved?

The three findings from the field research were:

- 1. Fresh food is the most popular category of items at the DM.
- 2. The layout of the fresh food sections have aspects that negatively impact customers' experiences.
- 3. The DM provides shopping baskets and carts to its customers, but customers do not use them, even when they may find them useful.

The results of the field research suggest that the topic of fresh food from the DM can be chosen for further exploration to narrow the scope of interview research. This motivates a refined design question for interview research:

How can the experience of getting fresh food at the District Market be improved for students?

To help structure the interview research to answer the design question, the following research questions are posed.

- Why do you visit the DM instead of other stores?
- How much of your food do you get from the DM?
- What kinds of food do you usually get from the DM?
- How is your experience when buying fresh food from the DM?
- How does the layout of the DM fresh food sections affect your shopping experience?
- How do you want the DM to improve their fresh food sections?

### **Methods**

#### **Participants**

Three participants were recruited through online messaging platforms and direct communication. Participant P1 was a first year student living in HFS housing on north campus. P2 was a fourth year student commuting to campus from their home to the south of Seattle who had lived in apartments in U District west of campus but had never lived with HFS before. P3 was a third year student living in an apartment in U District west of campus who had a dining account with HFS on west campus in their first year. All had used the DM before to some degree of familiarity, P1 primarily the north DM, and P2 and P3 primarily the west DM.

#### **Approach**

Interviews were able to be scheduled for within one day from initial contact, or conclusive agreement to be interviewed, which also kept the burden of involvement for the participants low. Interviews were conducted in person in locations that avoided requiring the participants to travel

there specifically for the interview, which also mitigated the burden of participation. Interviews were each allotted half an hour, and each interview ran for 30, 10, and 15 minutes, in order.

## **Topics**

Interviews followed a semi-structured format with seven main questions, and follow-up questions as appropriate. Participants were informed of the context motivating the interview, the data collection practices that would be in place, what their interview would inform, etc. The questions first established context for their meal situation and their use of the DM, including their shopping habits at the DM. Participants were then asked about their interaction with different areas of the DM, focusing mainly on the hot food and boxed meal sections, including their thoughts on their layout. Wrapping up, participants were asked about any particularly positive or negative experiences they may have had, as well as their general feelings about the DM as a customer. The interview questions used can be found in Appendix 1.

## **Data Recording and Analysis**

Interviews were recorded and transcribed with the phone audio recorder app and its built-in live transcription. After each interview, the transcript was exported into a word processing document and cleaned up to more accurately reflect the actual statements of the interview. Thematic analysis was used to synthesize the information learned from the interviews. Codes were generated and applied to each transcript (Appendix 3, Fig. 1), and the synthesized codes were grouped into themes (Appendix 3, Fig. 2). The findings produced from this analysis were used to inform relevant recommendations.

#### **Results and Recommendations**

## Finding 1

Label: Amenities provided for meals from the DM

#### Description

Participants reflected a desire for having a greater range of options. They valued freedom of choice for their meals. They indicated dissatisfaction with the flavor of the food options provided. They noted being unable to heat their food at the store.

#### Evidence

- "ideally, I'd like to cook and kind of be able to have Like be able to, like, decide what I'm gonna eat and kind of, like, really choose my own destiny." Intv 1, Q1
- "I'm also not the biggest fan of the hot food options they have at district market" Intv 1, Q2
- "I'm vegetarian. So I'm like They kind of only have like plant-based nuggets and mac and cheese and yeah which like can be good but it's the same thing every day" Intv 1, O4

- "Does it like bother you that they're single use, just in terms of that? Yeah" Intv 1, Q4
- "I kind of feel like sometimes I have to game the system a little bit to Like have Um, A meal that I'm excited about" Intv 1, Q4
- "sometimes I think Center Table can be a little bit Bland, as well, sure, which is like real. Like they're making them for everybody" - Intv 1, Q4
- "in the refrigerator section", "there aren't a lot of options that I'm particularly happy in" Intv 1, Q6
- "It's like cold, tofu and rice. Yeah, which isn't bad. It's just sometimes. I wish I could heat it up" Intv 1, Q6
- "home-cooked meals are very nice just because I can actually control what I can like, Consume" Intv 2, Q1
- "I would usually be bringing it home. Just because a lot of the meals like start out cold so I just like want to microwave at home" Intv 2, Q6
- "the DM Doesn't rotate" Intv 3, Q2
- "What do you think about the food options the DM has? It's shit. It's so sad. They don't rotate like the pasta. I think is the best thing there. But, Like you can't be feeding college students chicken tenders every day" Intv 3, Q4

#### Recommendation

- Offer a rotating and wider range of options, especially at the hot bar. Include more items that can be eaten with a wider variety of diets. For example, among the 4-5 meat options, some can be rotated with more vegetable options.
- Provide bulk sauces for people to flavor their food. Sauces can be used to customize their food to their tastes, and people who prefer less strong flavors or different flavors still have the option. Bulk sauces prevent unsustainable waste from small individual packaging.
- Provide microwaves for people to heat up their food.

#### Finding 2

Label: Layout of the hot food bar

#### Description

The double-layered layout of the hot food bar is inconvenient. The West DM is served by a worker, and that can result in delays, but that setup also has its own value. The varying ways in which people can get utensils is confusing.

#### Evidence

- "you have to like reach a little bit. Yeah it's not particularly ergonomic I think. Yeah um I think it feels a little silly um to be like like really having to reach under um to get your food" Intv 1, Q5
- "It's kind of funny to me is that the Chopsticks are by like the sushi. Um, like are above it. But yeah, the utensils are up at the front like when you check out" Intv 1, Q6

- "Was one time where I was like, oh yeah, could I have Chopsticks? And then they were like, they're in the back" Intv 1, Q6
- "I would prefer getting it with the person ... just so when someone could pick out the food for me" Intv 2, Q5
- "I don't remember ever getting utensils from, at least from the to-go section. I would always have to use home utensils" Intv 2, Q6
- "the inconveniences usually with service are because the person's new and so they don't really know what. each order is I guess, or they might take a bit longer, but I feel like that's to be expected" Intv 3, Q5
- "I think I prefer to serve it myself but also I think overall it's better to have someone serving it because I think if everyone is serving themselves it would get very messy in a college. Like this. So. I think a lot of people would die of poisoning" Intv 3, Q5
- "I usually avoid getting those because Like, if I just have my own utensil, At home. I wouldn't want to waste. Even though it's compostable, it's not compostable naturally, you have to still industrially compost it. So I try to avoid using those" Intv 3, Q6

#### Recommendation

- Place all the food bins in the hot food bar directly at the counter, instead of having some bins behind others, so people do not have to reach in to access the farther bins.
- It could be chosen to make the west DM hot food bar self-serve, like the north DM is already, to allow more freedom of choice without scrutiny and faster self service. It could also be chosen to keep the west DM hot food bar served by a worker, like it is already, to avoid potential mess and have that option for people who would appreciate it.
- Offer all utensils at the place people pick up their food. For people who don't use utensils and already know they won't get any, this means they wouldn't need to get asked and decline at the cashier.

## Finding 3

Label: Store layout with respect to the meal sections

### Description

The hot food bar and soup bar do not have a lot of space reserved around them for people to walk, lines to form, etc. People visit the meal sections most often in the store, and they can get congested.

## Evidence

- "I think like the hot bar. I'm just, like, sometimes the line can be a little, like it's kind of, you know, like it's way in the back. Um, and so the line is a little bit wonky sometimes. Um, and it's hard to like Navigate" Intv 1, Q5
- "up at the case with the soup. Um, sometimes it's like unclear. Well, like, I don't know, like a walk up and like there's no like spot to like, wait for for somebody, you know, you just kind of like made out the case, um, Uh, but other than that, I think like I guess also

- the soup section is kind of small. It's just like, you know, the layout back there is a little bit cramped" Intv 1, Q5
- hot food bar, "is it like if you're trying to get to things around the line, then it's hard to get through or? Yeah. Very much so" Intv 1, Q5
- hot food bar, "that's I think an area where people kind of flock to because You know like they're going to get? Yeah, a meal. And so that's It makes sense to go. And so like there's a lot of people in that area and it can get kind of congested" Intv 1, Q6
- "I think the way the hot bar was positioned made it difficult for a line to form because you're just kind of blocking everyone. Because like the line would form and then it's just blocking people who want pasta. or anything else" Intv 3, Q5
- "There's usually not a line at the soup place" Intv 3, Q5
- hot food bar, "There usually isn't the line unless you are hitting like dead rush hour and like a lot of students want to eat food or are like getting off classes. But if you don't hit that period, you usually don't have a line" Inty 3, Q5
- boxed meal sections, "I think that area is fine. Um, If there were more traffic, it'd be kind of bad but there isn't. So I don't see a problem with it" Intv 3, Q6

#### Recommendation

- Reserve space specifically for lines to form at the hot food bar and soup bar to avoid blocking access to other areas of the store and uncertainty about where to wait. More space may be unnecessary at some times of the day, but for times such as the busiest hours, it would improve the experience.
- Reserve more space for the hot food bar and soup bar. The customer-facing space for these sections being bigger would make them less cramped and more welcoming.
- Move meal sections closer to the front of the store to reflect the relative frequency with which people visit those areas of the store. Snacks and ingredients sections can be farther towards the back of the store.

#### **Prioritization**

Findings were prioritized in order of scale of structural modifications needed to enact the recommendations. Investing in new food bar equipment is more costly than smaller purchases, and reorganizing the store infrastructure around a new customer flow is even more costly.

#### Discussion

## Summary

The interviews yielded new information about different aspects of the DM that were not able to be discovered from field observation, such as sauces and microwaves. It provided more input on the theories generated from field observation that at times supported or dissuaded those recommendations, adding nuance. Some participants provided more information that was

relevant than others. Individual perspectives seemed to impact opinions to a significant degree, potentially obscuring larger trends.

## **Future Work**

Survey research can be conducted to collect more data on larger trends of opinions about store layout. Suggestions for amenities that the store could provide can also be checked for corroboration through survey research.

## Reflection

Having the opportunity to test run the interview questions was exceptionally beneficial and elucidated a more clear direction and flow for questioning. Conducting the interviews was an iterative process. Each interview informed additional questions that could have been important to ask intentionally, and that was accordingly done in the next interview.

## **Appendices**

## **Appendix 1. Planning materials**

#### **Interview Questions**

Q0: Are you a first year student?

Q1: What is your current housing or commuting situation?

Rationale Q1: Understand the context for their meal situation.

If not currently living on campus and not a first year student:

Q1F: Have you lived on campus with HFS before?

Q1F: Do you have dietary restrictions?

Q1F: How often do you cook your meals, eat at restaurants, eat on campus, etc?

Q1F: How would you ideally want to get your food, and why is that different from what you currently do?

Q2: How often do you visit the DM compared to other stores off campus?

Rationale Q2: Understand the context for using or not using the DM.

Q2F: How often do you visit the DM compared to other dining places on campus?

Q2F: Why do you visit the DM instead of other places?

Q2F: How much of your food comes from the DM?

Q3: What times of the day or week do you visit the DM?

Rationale Q3: Understand the shopping habits at the DM.

Q3F: How long is each visit?

Q3F: How often do you shop in bulk, shop for each meal, etc?

Q3F: Do you ever use the shopping baskets or carts that the DM provides?

Q4: What kinds of food do you get from the DM?

Rationale Q4: Understand the interaction with different areas of the DM.

Q4F: What affects how you choose what kind of food you get?

Q4F: What do you think about the food options the DM has?

Q4F: Is there anything you would want to change about the food options the DM has?

Q5: How often do you get food from the hot food bar or the soup bar in the DM?

Rationale Q5: Understand thoughts about the layout of the hot food sections.

Q5F: Is there anything inconvenient about how the hot food bar or soup bar are set up?

Q5F: How has your experience been getting and packing up your food?

Q6: How often do you get boxed meals from the DM?

Rationale Q6: Understand thoughts about the layout of the boxed meal sections.

Q6F: Is there anything inconvenient about how the boxed meal sections of the DM are set up?

Q6F: How has your experience been getting forks, chopsticks, napkins, sauces, etc from the DM for your meals?

Q6F: Do you get drinks or other side items from the DM to go with your meals, and if so, how has your experience been doing so?

Q7: Have you had any particularly positive or negative experiences when visiting the DM?

Rationale Q7: This question aims to follow any user stories the interviewee may have regarding particular situations or pain points at the DM.

Q7F: How has that influenced your purchases since then?

Q7F: What are your general feelings about the DM as a customer?

Q7F: Do you have any other comments you want to give about shopping at the DM?

## Appendix 2. Transcripts

#### **Interview 1**

Participant: P1 Location: McMahon Cluster Lounge Time: 11:30 am–12:00 pm Date: Friday, November 1st

Q0: Are you a first year student?

I am a first year student.

Q1: And what is your current housing or commuting situation?

Rationale Q1: Understand the context for their meal situation.

Well, I live in McMahon. I'm an HFS resident.

Q1F: How often do you cook your meals, or eat at restaurants, or eat on campus, etc?

Like what forms of like how do I eat?

Yeah.

Most of the time I go, um, to the dining hall or District Market because I'm on a dining plan, um, and McMahon does not have kitchens um, But uh I eat like on the Ave kind of like, maybe, I don't know like twice a week or something like go have a seat. Um, but most of the time like, especially dinner and lunch is usually, dining hall and then breakfast is usually District Market.

Q1F: How would you ideally want to get your food? If you could do anything? And why is that different from what you currently do?

Ideally, I would be able to cook food, so I think that's something that I have found to be a little bit. Tough about living in McMahon. Specifically, is kind of just like not having access to like a stove or an oven. Um, So, ideally, I'd like to cook and kind of be able to have Like be able to, like, decide what I'm gonna eat and kind of, like, really choose my own destiny.

Um, But I also like a lot of the options that we have, um, So I think like, I would fit some of the current things like, you know, like being able to be on a dining plan into it because the convenience is great, right? Um, but also, I wish I had a little bit more choice and I think that is Choice is something that's afforded by like having the means to make your own food, right?

Yeah. McMahon, that's the one thing about McMahon

No, everything else. Like I love the balcony.

Right? It's so nice.

Yeah.

You just have no kitchen. And that's like a huge part of life because it's food.

Yeah. Oh my God.

Q2: Alright. Well, how often do you visit the DM compared to other stores off campus?

Rationale Q2: Understand the context for using or not using the DM.

Pretty, it's I feel like, I like I low-key, like just came from the DM. Um, I like to especially, um, I really like the Husky Grind Cafe. Um, so I kind of low-key go there every morning. Um, Because it's a fun. It's a good place to like. Chill out before class.

Um, But I kind of go to the district market in much more than I'd say other stores. Like I've gone to, you know, I like go to the QFC or like go to Hmart sometimes. Um, But, It's like the DM is convenient because I already have money on my dining plan, it's only because to use it there. Um, so I use it a lot more than like going to QFC.

Q2F: And you kind of mentioned this before, but how often do you visit the DM compared to other dining places on campus?

Yeah, I think like about equal. I'd say, because it's like for breakfast I usually go to the DM. For dinner I'll usually go Center Table, and then for lunch, it's either or, Um, if like I'm eating on campus all day. Yeah, kind of 50, 50.

Okay, do you usually like go to Center Table with friends and that's why you're going for dinner? Or do you just like the sit down way for dinner?

Yeah, I think usually I like go with friends but sometimes it's about time as well. Like um, Yeah, it's like if But I do think most of it is like social or if I just want pizza, then, you know. But yeah and I think it depends.

Um, Like I'm also not the biggest fan of the hot food options they have at district market. Um, To me that I don't like the mac and cheese. And so, I think having A little bit more. Like, it feels like I'm eating more substantial food when I go to Center Table or Local Point

*Q3:* What times of the day or week do you visit the DM?

Rationale Q3: Understand the shopping habits at the DM.

I in the morning. So that's like Seven, eight

That's very early.

Usually, like, I guess, more of eight or nine. I don't want to give myself too much credit. But, uh, Yeah, in the morning um for sure. Uh, and then Kind of throughout. I feel like it's I don't know, like between classes kind of thing. So otherwise it's kind of about odd hours but um, I would say like mostly eight nine morningish and then like, Noon. Yeah.

O3F: How long is each visit usually?

Um, District Market itself. I feel like Is a less than 10 minutes situation but if I'm going to the cafe it's like I'll sit there for a while. It kind of depends on how much time. But um I like to sit

there and read. Um, In the morning. Yeah but going to the the store part of it is just pretty brisk. Yeah I was in and out.

Q3F: Do you ever like shop in bulk or usually just shopping for that meal?

I'm usually shopping for that meal. Um, sometimes I get things for Um, Like, for the week, like, if I have something, I want to store in the fridge, like Um shout out to the Babybel cheeses. Yeah like those ones or um, Sometimes, I'll look at, like, You know, like in Amy's Frozen meal ahead of time just so I have one for the week.

Um, But it's kind of like, I don't really get things in bulk, like, I've never like gotten like a shopping. Um, Basket. It's only like in what I can get in my arms. Um, yeah.

Q3F: Is that because like you feel like getting a shopping basket would be cumbersome or it's just like you don't need it at all?

Um, I think just because I don't need it because like I don't really I'm not really buying that many things. And I don't know if I trust the produce. It's mostly like, um, Uh getting something for like the immediate meal or um getting something like I don't know. Like I got like some snacks for the movie night we did yesterday. Yeah.

*Um, you mentioned you're like don't trust the produce.* 

I just like, um, because I think, You know, some things of like If I see a bunch of mangoes in like, on October 30th, I'm like in Seattle, um, Like, Then there's kind of that element but that doesn't really bother me as or like not bother me. But like, that doesn't really like deter me that much. Um, Because, but it's kind of just like, I don't know, sometimes I pick up like Like an orange and it's just like really bruised um or like uh Yeah, I think like the I don't know exactly how it works like if it's because it's stored a certain way or anything like that, but I'm just like notice, um, sometimes the produce looks a little run down. Um, so yeah.

What do you think about the variety of produce they have?

Um, I don't I mean I don't really think it's like the best. Um I actually like I think the District Market on West Campus has a like because they have I mean their just selection is a lot bigger but um their like section I think is pretty solid. Um, But yeah, sometimes the, the North Campus District Market feels a little bit like, measly. Um but yeah I think the variety. It's all right. But could be better. Yeah.

If you were like cooking, would you find that, it's definitely not enough variety?

Yeah, I don't think so. Um.

Okay. But it's hard to say because you're not cooking right now.

Yeah.

Q4: Okay. Um, so you mentioned you like don't really like the hot foods, the hot food bar at the DM. Then what kinds of food do you usually get there?

Rationale Q4: Understand the interaction with different areas of the DM.

Um, sometimes. Well okay I'll get Like from the case like they have like the, I like some of those options. Like, actually today I got like the pasta salad, um, which was pretty solid. Um, yeah. And then I do, like, I like the Frozen selection. I do like the, um, hot bar like for I like the breakfast sandwiches. I usually will put a sauce on there. Innovation in that sense. Because it kind of feels like I have to engineer it some way, like I get like, Hot sauce or like like I make my own hot honey by like yeah. So I like the I like the hot food in the mornings but um I feel like kind of why I specifically don't really find anything there for dinner, um, even if I'm in a hurry because The, um, because I'm vegetarian. So I'm like They kind of only have like plant-based nuggets and mac and cheese and yeah which like can be can be good but it's the same thing every day.

Yeah they, they just always stock the same things. I remember like one day they had mashed potatoes and like something else and that was like crazy because there was variety for once but then it went back the next day.

They were like we cannot have change. Yeah.

Yeah. Okay, so when you mention sauces, like are those things that the DM sells, or made from things the DM sells, or did you get those from outside?

Yeah. I feel like I'm still kind of figuring out how I game the system because I have I have a thing of um, Uh, Tabasco in my backpack. That's like a small one, but then they also have those little like packets. Like they have, like, chili sauce packets and they have barbecue sauce and then the cafe has like, honey. Um, I don't typically I'll just like Use them and then sometimes I bring my own sauce. Um, like I like I have a different hot sauce that I like, um, So sometimes I bring it myself, sometimes it's like the little packets and like single-use stuff that they have.

Does it like bother you that they're single use, just in terms of that?

Yeah. Because then like, I have like, I would love to get This might just be another problem of, like not having like a space to like make food. Um, But because like I have Sauces and like, um, Like things that I like to make food tastier. Um, but it's kind of hard. It's cumbersome to bring it around and I should probably keep it refrigerated true and so stuff like that, um, where it's just I kind of feel like sometimes I have to game the system a little bit to Like have Um, A meal that I'm excited about. Yeah.

And do you think if they had like like bottles of sauces at the counter, you would use them? That would be sick. I would love that.

Yeah, because I think like, I noticed in the dining hall, they either added them sometime. Or like they've had them but like, I don't know whether people use them because especially dining hall food. Maybe it has more flavor already, but like, for the DM food, definitely. You could do some sauce.

Well, because I know the Center Table like they have like they have like the sweet chili sauce that's tasty. And then they have Sriracha and then they have like the condiment station. Um, and sometimes I feel like I do need to add because sometimes I think Center Table can be a little bit Bland, as well, sure, which is like real. Like they're making them for everybody. Yeah. Yeah. But yeah, but I like those ones. Like, I like having sauces available. It's great.

Q5: Yeah. Okay. Um, so how often do you get food from the soup bar in the DM? Do you know about that?

*Rationale Q5: Understand thoughts about the layout of the hot food sections.* 

Yes, their mushroom bisque, kind of slaps. Oh my God. Um, so I have Um, yes. Uh, I have gotten not like super often, but like low-key, if I'm gonna get dinner at District Market, it's probably gonna be soup. Yeah.

Q5F: Okay. Do you think there is anything inconvenient about how either the hot food bar or the soup bar are set up?

I think like the hot bar. I'm just, like, sometimes the line can be a little, like it's kind of, you know, like it's way in the back. Um, and so the line is a little bit wonky sometimes. Um, and it's hard to like Navigate. And then up at the case with the soup. Um, sometimes it's like unclear. Well, like, I don't know, like a walk up and like there's no like spot to like, wait for for somebody, you know, you just kind of like made out the case, um, Uh, but other than that, I think like I guess also the soup section is kind of small. It's just like, you know, the layout back there is a little bit cramped. Yeah. Which I think makes up a little inconvenient but it's not too. I don't know. I haven't had too much trouble reaching the soup? Um, so yeah.

You mentioned like the long line at the hot bar is it like if you're trying to get to things around the line, then it's hard to get through or?

Yeah. Very much so.

Okay. Yeah. And there just isn't a lot of space there either.

Yeah.

Q5F: Yeah. How's your experience been like getting and packing up your food from those places?

Um, pretty good, I think I haven't, um, Like I haven't really gotten like from the hot bar. Uh, I haven't really gotten anything from there in a while. Um, But overall, I think it felt pretty straightforward. Kind of felt like going down like a cafeteria line. So yeah,

Did you think like there was enough counter space and stuff like that?

Um, Yes I think counter space. Yeah I remember like sometimes this is a problem. I think the Center Table salad bar too, you have to like reach a little bit. Yeah it's not particularly ergonomic

I think. Yeah um I think it feels a little silly um to be like like really having to reach under um to get your food.

That reminds me. Like sometimes I see like splotches of like cheese from the mac and cheese on the glass pane and like oh someone was reaching.

Yeah. Was having a struggle and the cheese won the battle. Yeah.

Q6: Yeah. Okay. Um, then in terms of like the packaged refrigerated food, how often do you get like those kinds of boxed meals or like fridge meals from the DM?

Rationale Q6: Understand thoughts about the layout of the boxed meal sections.

I don't get there aren't um, a lot of the options that like in the refrigerator section, I don't particularly like any of the, um, options just like, um, What is it? There's again vegetarian so that automatically like that's my own. Like I don't have the options for myself um but then they're just like the other two main like boxed, Cold vegetarian things are not my faves. But yeah. So um Other than that and I haven't I got a peanut butter and jelly from their own. You know, it was a peanut butter. So it was tasty. Um, but other than that, there aren't a lot of options that I'm particularly happy in.

Yeah. I guess I noticed like the stuff in like the place next to the soup. That's like mostly just meat things, right? And then like there's a sushi bar but that's also meat. well there's like, there's some vegetarian things in there but it's like.

Yeah, they have cucumber and avocado rolls. Um, which are good. I just like sometimes I look at like, the shrimp rolls and they have that, like, tasty. I don't know. Maybe it's like, fish sauce and spicy. Oh, and I'm like.

But then where's that? For the vegetarian ones. Get some sauce on them. Yeah.

But yeah. And then I like, um, one time [friend] and I got the Montlake Salads, those are kind of fire but it's also a little silly to me that the Caesar salad only like it always has chicken like what if there was a Caesar salad without chicken.

Would that be difficult?

Just throwing it out there? Yeah.

Yeah. I've been thinking about the Montlake Salad but I haven't gotten it yet, so maybe I will now

And it's kind of like, it feels kind of gourmet because it's like fruit and cheese and salad. I can still be mixing feel very fancy. It's interesting.

Yeah, that's so interesting.

It's like and they also have like candy pecans. Oh wow. That's the thing. It's like it feels like a little charcuterie.

Oh my God. Well I think I'm gonna get it.

I'm worried I hyped it up too much. It's just like in comparison to the other salads. Yeah.

Yeah. Okay. I like didn't even get salads before like I think a week ago or something Ok real.

So like expansion. Yeah.

What do you think about? Like there's like, the the meat one and then the sushi one. And then there's like that random bar on the other side that has like cheese and like boiled eggs and then, like random vegan things as well. What do you think about that one?

Um, I love, I love some cheese. Um, I have never had the like hard-boiled eggs, um, But I think it's a solid, um, Selection. Yeah. I like the string cheese and the babybels.

I guess like, have you ever had the vegan box food meals from there or?

I haven't. Um, oh yeah, like the tofu and stuff. Okay. Yes. Um I've had the sorry. I was thinking. *No yeah*.

Because um I like the, I really like the tofu and the Rice ones like it's like the sunrise sauce or something. Yeah. Um I think those are tasty. Um again it's just a little weird because there's no Like, I don't know, I kind of wish they had a microwave in there. Um, I understand that like it would probably be a really packed line. Um or like, I don't know if they had it like There's a microwave like in like the Denny room or something or like somewhere nearby. Yeah. Um, because It's like cold, tofu and rice. Yeah, which isn't bad. It's just sometimes. I wish I could heat it up but I like the tofu. Yeah. I'm a fan so.

Q6F: That's cool. Um, is there anything inconvenient about how those areas are set up like the three different sections, cases?

Um, I think it's just that like they're kind of Just because there isn't a lot of space in there, um, like can't help but compare it to the West Campus one that just like, it's a more like open and easier to navigate.

Um, So I think it's just that is that like that's I think an area where people kind of flock to because You know like they're going to get? Yeah, a meal. And so that's It makes sense to go. And so like there's a lot of people in that area and it can get kind of congested.

Other than that I think it it the layout itself, makes sense. I just wish there was more space. Yeah.

You said like that's the place where people go to most, I guess. Like, have you how much have you gone to the other areas in the DM then?

Yeah, I think like, I've gone to the other. Like kind of like to the snack areas in the middle and like the more like ingredients. Um, places Like I think less so than because it's like oh if I get a bag of chips then I bring it back to my dorm. I'm not gonna go and get another bag of chips the next day because I already. Yeah. Have it in my dorm. Um, so like those are the kinds of things that like are more long lasting That like, you can keep. Yeah. Um, And so I feel like I go there,

less frequently just because I stock up less frequently. Um, Versus other stuff which is like I'm eating there. And then I come back tomorrow for lunch or something.

Q6F: Makes sense. Um and then I guess kind of back to the meals thing, how does your experience been like getting utensils like Fords Chopsticks? If you do napkins and stuff for your meals and I guess sauces.

Uh pretty good. It's kind of funny to me is that the Chopsticks are by like the sushi. Um, like are above it. But yeah, the utensils are up at the front like when you check out. Um, so that's the only like funny thing is like, Was one time where I was like, oh yeah, could I have Chopsticks? And then they were like, they're in the back.

That just happened to me like yesterday.

That was me, cuz it's like cuz like I'm always ready to like, I think like the cashiers are like really great about like asking if you need utensils. Um, so I was like yeah I'm ready to go.

Utensils are at the counter.

Yeah. So that was kind of funny. That's the only thing. Everything else is pretty chill.

Yeah. What about like napkins that's like a small detail but?

Yeah, Well cuz the napkins are the napkins like by the sauces like?

I think as far as I remember there's only napkins like at the end of the hot food thing like by the window but I'm not sure.

That makes sense. I think the fact that I can't point to where the napkins would be is a sign that I would Need to go. Like I yeah, I don't remember where they are.

Have you felt like you would need to use them and you haven't found them, or you just don't usually use them that often?

I think. I don't usually. Isn't that often, especially if I'm going to sit in the cafe, then like I know where the napkins are there. Um, so like usually if I'm going to eat there like I'll just get a napkin from there. Um, but then I think otherwise, I feel like I remember the napkins being by the sauces the little sauce packets. Mmm but it could be making that up.

I honestly don't know what sauce packets you're talking about.

You know, like um, the cashier like kind of island in the middle. And then they have all the candy bars like you're waiting in line and it's like the animal crackers over here and like the other candy right here and then the sauce packets are like in the shelf and like I think There's a napkin dispenser too.

Okay. that's that is crazy To me, I don't feel like I've seen the sauce packets ever, but that would make sense. Like, I guess you're getting it at the counter where the utensils are? kind of,

I think so.

But then you're getting it yourself and then the utensils are handed to you. There's just so many different ways.

There are so many different ways. Yeah.

Okay. That's interesting. Very informative honestly.

Q7: Alright, um I guess like that was all specific questions and In general for concluding thoughts. Have you had any particularly like positive or negative experiences when you've gone to the DM?

Rationale Q7: This question aims to follow any user stories the interviewee may have regarding particular situations or pain points at the DM.

Um, I think like? I don't know. I I feel like sometimes I prefer the DM like, I'm really glad that we have it um because it's like nice to have Like grocery convenience store, um, because just because like, I don't know, even though um, There aren't that many options. It still feels like a little bit more Choice than the Dining hall gives you. Yeah.

Um I will say though this is very specific. Um, I specifically if there was one thing I could change about the District Market which is that they don't sell orange the orange flavor of Yerba Mates. They only do the berry mint and lemon and Orange is my favorite. And so I really want to be able to buy the oranges from the DM. Yeah.

Are those like the four main flavors and they just only have Three of them or something?

They have, there's another one. There's the blueberry one that I don't think is very good. Um, so there's there's like five main flavors of like the normal ones before you get the right like sparkling or like, um, like sugar-free ones. But they only have three of the five main flavors.

What is that for?

Yeah, and they don't have the best one.

Bro. Do you like get Yerba Mates or other Caffeinated drinks often, or is it just like flavor or?

Um, kind of. I just, I'm, I'm a big. I'm a big Yerba Mate fan, um, so I'll get stuff from there and then I like the pure leaf teas as well. Um, So if I'm if I'm feeling A tasty bev. Then, I like to go there. If there was an orange Yerba Mate, I would.

You would go there so much more often.

And I would be drinking them up all the time. Yeah.

I guess that's true. The DM does offer drinks and I forgot about that.

Which I think is a great. Like, I don't know, like, I love being able to just get um, an iced tea or a Yerba Mate. That's my main one. So that's the other one that I feel like I frequent with the other section I guess.

Would you like get a drink with your meal?

Oh yeah. Yeah, in fact I feel like that's my favorite. Um, I guess that's the other thing. I really like about the DM as opposed to Center Table, is that I don't really like a lot of the like sodas that they have in the Pepsi machines. Um, so I kind of prefer the like yeah the options there.

True. Yeah. I feel like I remember a lot of the times when I would use the like drink machines, they were like out of whatever I was trying to get. And it was just annoying.

And then it would just give you like sparkling water that was just like slightly cherry flavored.

Yeah. And they wouldn't even mention it, they would just be like, yeah, this is your drink. That's what you wanted, right?

It's like, I feel like are the machines. Not like smart enough?

Right? Come on. It's 2024.

What are we doing here? Yeah.

#### **Interview 2**

Participant: P2 Location: IMA Lounge Time: 15:15–15:25 pm Date: Friday, November 1st

Q0: Are you a first year student?

No, I'm not a first year student.

Okay, what year are you?

I am currently a fourth year student studying, at the University of Washington.

Q1: Okay. What is your current housing or commuting situation?

Rationale Q1: Understand the context for their meal situation.

I currently live in the Greater South area of Seattle, commuting by bus and Light Rail to UW.

Q1F: Okay. Have you lived on or near campus before?

Yeah, I have uh, for three years living in apartments.

But you never live with HFS?

No no.

Q1F: Do you have dietary restrictions?

No. I'm allergic to jackfruit.

Q1F: No. Okay. How often do you cook your meals, or eat at restaurants, or eat on campus, etc?

Uh let's see. Yeah. I think at least now majority of the time since I'm living at home, it is home-cooked meals. But when I lived back, Uh, at the apartments near, uh, UW, usually, it would probably be like 60 eating out 40 eating at home.

Q1F: Okay. Um, Regardless of your living situation, how would you ideally want to get your food, and why is that different from what you currently do?

Uh, Man, if I had the option, I would ideally order food, Because it's very convenient. Uh, But also home-cooked meals are very nice just because I can actually control what I can like, Consume.

Okay. And why do you not order every single meal?

Uh, it's too expensive.

Okay. Solid.

Q2: Okay, so we will. Focusing on the DM. How often do you visit the DM compared to other stores off campus?

Rationale Q2: Understand the context for using or not using the DM.

Off campus, Uh, let's see. I mean, DM? Well, let's see. If I'm talking about like previous experiences. I would go to the DM like Pretty often like at least maybe like a weekly basis. Yeah.

Okay. How often would you visit, other stores off campus, then?

Other stores.

Like Trader Joe's Safeway QFC, type stuff.

Safeway was also pretty consistent. Also, on like a weekly basis. So, but it's just other than that, I didn't go to any other stores.

Q2F: Okay? How often did you visit did, or do you visit the DM compared to other dining places on campus?

Uh let's see dining places on campus. So like like HUB or Local Point. Um, I would definitely visit. The DM a lot more consistently than yeah, the other dining places.

How often did you visit The other dining places then?

Oh probably like once a month.

Q2F: Okay. Uh, why would you choose to visit the DM instead of other stores or dining places?

The DM is just a lot more convenient. Just because I'm good when I live back by campus it was West Campus and like the DM was just like right there to walk through. So pretty easy.

Q2F: Okay. Alright. And um, how much of your food comes from the DM?

Oh, definitely not a lot. I would say the DM, Uh, I would really only go there for like, drinks or like snacks, not really any like, uh, Meals like dinner or breakfast.

Okay. Um a lot of these questions are in present tense but you can think of them in present or past tense depending on how you want to answer. Sure.

Q3: Okay. What times of the day or week do you visit the DM?

*Rationale Q3: Understand the shopping habits at the DM.* 

Uh, days of the week. Honestly, just like depends on what I'm feeling, but definitely, I would never go on the weekends mostly weekdays and probably around in, like the afternoonish. So like like five or six.

Like after classes?

Yeah, after classes.

Q3F: Okay. How long would each visit be?

Probably like, If it's me, choosing items, like maybe five minutes, max, but waiting in line is also dependent. Yeah.

How much time would you spend choosing items versus waiting in line? Like, would it be more time Spent choosing your items and then line is relatively efficient or the other way around? It's the other way around. Yeah.

Q3F: How often would you shop in bulk? Or would you be shopping for each meal or just like that snack instead?

Uh yeah I usually just like single out items rather than like buying things in bulk.

Q3F: Did you ever use the shopping baskets or carts that the DM provides?

No. No.

Did you know that they provided shopping baskets?

Yeah.

Q4: Okay. Um, What kinds of food do you get from the DM? You kind of mentioned that a little but.

Rationale Q4: Understand the interaction with different areas of the DM.

Okay. Uh let's see, yeah usually like Food wise, I mean I just get like chips mainly but uh sometimes if like if I'm really hungry I would get like a burrito or a sandwich. Yeah, in their to-go meals.

*Q4F: What do you think about the food options the DM has?* 

I think they have like a nice like variety of choices in terms of quality, I don't think it's like that great. But I mean, it is what it is. As long as you can eat it, it's fine.

Q4F: Okay. Um, What affects how you choose what kind of food you get? or like just what items you get with DM?

Uh, let's see.

Like I guess sometimes you said sometimes you would get like something if you were really hungry or like would it be if like if you hadn't eaten at all that day? Or like just if you felt like it? Yeah, definitely like the severity of hunger.

*Q5: Okay. Um, How often do you get food from the hot bar or the soup bar at the DM?* 

*Rationale Q5: Understand thoughts about the layout of the hot food sections.* 

Let's see, I definitely like Not at all. Like I probably went one time for the hot food for just for chicken tenders and that was about it.

Okay? What did you think about the food?

It's, it's okay. It's okay. It's okay.

What did you think about the, uh, The experience of getting it so like ordering it because the West Campus one has like a person there, right?

Oh yeah, um, I mean, I thought it was fine like, it's very easy. Okay. Yeah, very easy very quick.

Have you ever been to the north campus hot food bar or so far?

No, no.

Okay. Um, Would you prefer ordering with a person or just being able to get how much you wanted and then have it weighed afterwards?

Uh, I would prefer getting it with the person.

Okay. What for what like rationale I guess?

I mean, just so when someone could pick out the food for me.

*Q6: Okay. Um, okay. How often have you gotten boxed meals from the DM?* 

Rationale Q6: Understand thoughts about the layout of the boxed meal sections.

Boxed meals. Uh, let's see. So like how often?

Yeah.

Okay. Uh, like Like once a month.

Once a month?

Yeah, at least once a month.

What kind of box meals would you get?

Boxed meals? Uh, Depends, I remember getting like, Like tikka masala, that. Um, yeah.

Anything with rice pretty much

Anything with rice. okay, would they usually be like meat meals?

Yeah.

Okay. Um, In your impression, how are box meal like cases or sections or whatever set up in the DM?

Can you repeat that?

*Like where in the DM? Are they placed? All of the different kinds of box meals.* 

Oh yeah. Right next to the hot foods.

Q6F: Okay. Um, Is there any anything inconvenient about how they are like, set up on the shelves?

Anything inconvenient. No, I don't think so, but actually, I could see if like you were shorter, it would be harder to reach for the meals.

Okay, but that has not affected you?

Oh no.

Q6F: Okay. How has your experience been getting like utensils such as forks and Chopsticks, Um, or also napkins, sauces, other stuff that you would want with your meal from the DM?

Honestly, I don't remember ever getting utensils from, at least from the to-go section. I would always have to use home utensils. Yeah.

Would you be bringing those meals home to eat? Or would you be, like, bringing your utensils to campus?

I would usually be bringing it home. Just because a lot of the meals like start out cold so I just like want to microwave at home.

So, if you If the meal were hot, then, would you still take it home? Or would you no longer feel that need?

No, I would rather just go to campus.

Q6F: Okay. Um, Okay, so if you were to get a meal you were just like that would just be it that you I wouldn't like get a, an additional item with it to go with it?

No.

Q7: Okay. Um, Concluding questions, have you ever had any particularly positive or negative experiences when visiting the DM?

Rationale Q7: This question aims to follow any user stories the interviewee may have regarding particular situations or pain points at the DM.

Um, no, every time I visit, it's been like fine. Yeah.

Q7F: Okay. What are your general feelings about the DM as a customer?

As a customer, I would say the overall experience. Just feels like any other convenience store where like yeah, I would find like all my items that I need. I've never looked at it or went there for like groceries, so I don't know how that aspect is but overall it feels pretty good.

*Um, one of the like main concerns people tend to have about the DM is like the pricing. Have you ever considered that?* 

Yeah, I have sometimes especially my chips. Yeah I'll be like why, why is this like bag of chips for like five dollars when at Safeway it's like three dollars?

But you would still buy it anyway?

Yeah. Just because out of convenience.

Q7F: Yeah. Okay. Do you have any other comments you want to give about shopping at the DM? Um, no. I think it's a fine place for students.

#### **Interview 3**

Participant: P3 Location: apt living room Time: 16:30–16:45 pm Date: Saturday, November 2nd

Q0: Are you a first year student?

No, I'm a third year.

Q1: What is your current housing or commuting situation?

Rationale Q1: Understand the context for their meal situation.

I live in an apartment with a friend.

Q1F: Okay. Do you have dietary restrictions?

Not really. No, I'm not allergic to anything food related.

Q1F: How often do you cook your meals, eat at restaurants, eat on campus, etc?

How often do I? What do you say? Cook meals?

Yes. How often do you cook your meals?

Cook meals. Usually two or three times a week. And in bulk. Um, What are the other two?

Eat at restaurants.

Um, A solid like, Four or five times a week.

Okay. What about eat on campus?

Eat on campus. I used to Like, you are referring to the HUB or like

Anywhere on campus.

I don't anymore, but I used to, in freshman year a lot.

Q1F: Okay. How would you ideally want to get your food like among those options? And why is that different from what you currently do?

Um, ideally I cook basically everything but just because of scheduling is kind of difficult to cook everything. But in terms of, in terms of pricing, Um, cooking is the best but it just takes too much time.

Q2: Um, okay, so about the DM, how often do you visit the DM compared to other stores off campus?

Rationale Q2: Understand the context for using or not using the DM.

Currently, I don't go to the DM at all, but when I was a freshman, it'd be like, Three or four times a week. Um, sophomore year, it was like twice a week.

Why did that decrease?

Because, After moving off campus, you're no longer required to like, put funds into that account for like custodies. And the DM isn't exactly. Location wise, it isn't great anymore, it's kind of far. And also price wise, it's not great either. Like the only reason anyone would usually go is because they have to So, Or for convenience because, like, right next to whatever Hall you live in.

But you would still visit it like two times a week even though you weren't on the dining plan?

Uh, yeah. So like, uh, sophomore year when I was in Mercer. Just because like the like, the closest grocery shop. If I just needed an item or two, I'd go.

What kind of item or two?

Usually milk or like eggs. Cuz the eggs are actually decently priced.

So like produce?

Uh yeah or like if my friends want to bake something I just buy a cookie mix. Like a snack. Actually snacks were pretty often.

Q2F: How often do you visit the DM compared to other dining places on campus?

Currently?

Yeah. Did or do, like how often across the trends?

Okay well currently zero. So. But, Uh, freshman year. Grocery store wise, it was like, Want to go to most often cuz I had funds that to use for it and it felt like fake money just because of that and also it's like right there. Um, So I go pretty often. I just avoid buying like cereals or whatever was overpriced. Yeah. So freshman year is a lot more often than other grocery stores. And then sometimes I stop by HMart, Um, Second year. I'd usually if I could just because I didn't have like Anymore. I just go to. Mainly HMart and Safeway but then yeah, the DM sometimes I just wanted the snack.

What about like? Like places where you would get your meals from. Like if you went to Local Point or like if you got your meals at the HUB or something, how often would you go to the DM compared to those places?

Compared to the Local Point or HUB? Uh, Freshman year is about equal just because Local point doesn't have many options and sometimes the line is long. So I'd go to the DM instead because their food was actually pretty good and they had pasta which was like decently priced and also pretty good. So it was just like Yeah, freshman year about equal to Local Point. I didn't really I have never dined in the HUB actually. So. My only comparison is Local Point.

You said, Local Point doesn't have many like options. Does the DM have more options?

It's not necessarily that like the DM Doesn't rotate, but it has. I'd say, like, The hot food section, which is just like chicken, tenders and chips. Pasta and then like, there's a shelf. Where it rotates like random pastas and curries and whatnot. And bagels and sandwiches. So, in terms of like

actual food items, it's about equal to Local Point, but sometimes It's just easier to grab those or slightly cheaper, so.

So it would be based on like convenience?

It was largely based on convenience. Cuz everything kinda tastes bad. So.

Q3: Um, okay. Uh, given you don't visit the DM anymore. Um, back when you did, what times of the day or week would you be visiting?

Rationale Q3: Understand the shopping habits at the DM.

Usually never the weekend because on the weekends I had enough time to go to an actual grocery store. But. It was usually like after classes. So that would range anywhere from like, 12 to 4, I guess.

*Q3F:* How long would each visit take?

Like at most 10 minutes. Usually five because I know what I want and just grab it, get out.

What would be like the limiting factor for how long it took?

If there was a line or like, if I didn't really know what I wanted to get.

Q3F: Okay. How often would you shop in bulk from the DM as opposed to shopping for each meal?

Um, I mean the most I do in bulk is like buy two meals instead of one.

*Q3F*: Do you ever use the shopping baskets or carts that the DM provides?

Never.

So you've never needed to?

No.

Okay.

Q4: What kinds of food do you get from the DM?

*Rationale Q4: Understand the interaction with different areas of the DM.* 

Um, I got their pastas a lot. I'd sometimes get the hot food which was like the chicken tenders and fries. Um, They also had like breakfast sandwiches that were decent. Um, Specifically like meals?

Yeah. Well just well you can talk about like snacks or like produce or whatever, just food things.

Usually I wouldn't get produce because it was Pretty expensive there, except for bananas. Then for snacks. It's usually just like a type of chip. But yeah.

What about drinks?

I would rarely get drinks because they were very expensive.

Q4F: What affects how you choose what kind of food you get? Like cuz you mentioned cost a lot.

Well, because everything, isn't that great like not no single food item is that better than one of the others? So it's usually which is the least expensive like per calorie.

Okay. So your like calorie worth?

Yeah.

Q4F: Okay. What do you think about the food options the DM has?

It's shit. It's so sad. They don't rotate like the pasta. I think is the best thing there. But, Like you can't be feeding college students chicken tenders every day. And like it's very overpriced for the quality. I low-key think it's a scam. But The actual food isn't like it's passable but it isn't great.

Q4F: If there was, if you could change anything about the DM, would that be like the first thing you would change? What else would you change? The DM food options.

Well I feel like a DM wouldn't exist. If there wasn't a forced like Husky Account fund. Because that's why you if you ever talk to anyone Who's living off campus. They never go to Local Point or the DM, like anymore. Basically. So, I would think a lot of things would need to change, including like, pricing And what is actually available. Because in terms of trying to compete with like an actual grocery store, They can't really do that.

Q5: Okay. Um, How often would you get food from the hot bar or the soup bar? Just those two areas in the DM.

*Rationale Q5: Understand thoughts about the layout of the hot food sections.* 

Um I usually get When I was a freshman, hot bar maybe once or twice a week, soup bar probably once a week. The soup was actually decent.

Q5F: What do you think about the like the layout like was it was there anything inconvenient about it?

Um I think the way the hot bar was positioned made it difficult for a line to form because you're just kind of blocking everyone. Because like the line would form and then it's just blocking people who want pasta. or anything else. There's usually not a line at the soup place but.

Would the line, like go along the counter then, or like, into the aisle?

I feel like it depends on the day. Depends on the people there and how like aware they are. But sometimes it'd just go into the pasta area. Then sometimes it'd go into the middle. Neither is that good though.

How long would the line usually be?

There usually isn't the line unless you are hitting like dead rush hour and like a lot of students want to eat food or are like getting off classes. But if you don't hit that period, you usually don't have a line.

Q5F: How has your experience been like getting, ordering your food from the person serving it to you? Like is there like miscommunication or like repeated questioning like inconveniences about that?

Um, I mean, the inconveniences usually with service are because the person's new and so they don't really know what. each order is I guess, or they might take a bit longer, but I feel like that's to be expected.

Would you prefer to have a person serving you the food, or would you prefer to get it yourself?

I think I prefer to serve it myself but also I think overall it's better to have someone serving it because I think if everyone is serving themselves it would get very messy in a college. Like this. So. I think a lot of people would die of poisoning.

Q6: Um, Okay. And then how often do you get boxed meals from the DM? Like, including like sushi, salad, the other meat meals.

Rationale Q6: Understand thoughts about the layout of the boxed meal sections.

I think two or three times a week freshman year. Yeah.

Q6F: Uh, what do you think about the layout of those areas in the DM?

I think that area is fine. Um, If there were more traffic, it'd be kind of bad but there isn't. So I don't see a problem with it.

*Q6F: Um, have you gotten like forks, chopsticks, napkins, sauces, stuff like that?* 

I usually avoid getting those because Like, if I just have my own utensil, At home. I wouldn't want to waste. Even though it's compostable, it's not compostable naturally, you have to still industrially compost it. So I try to avoid using those.

As like a sustainability thing?

Yeah.

Would you take your meal home? Or would you bring like your utensil with you or something?

My ass was not eating in the DM.

Okay, yeah. Where would you eat your meal then?

At home in my dorm.

You would not like to go to campus or something?

No.

Well I guess after class.

Mhm.

Yeah. Okay.

Q7: Overall, have you had any particularly positive or negative experiences when visiting the DM?

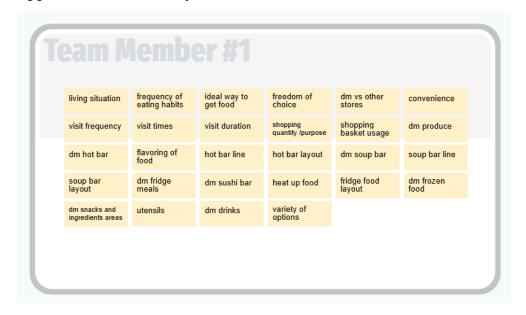
Rationale Q7: This question aims to follow any user stories the interviewee may have regarding particular situations or pain points at the DM.

I wouldn't say there's anything particularly Pleasant. I mean, some of the people Like the cash registers are very friendly, which is nice. Um, I can't say there's anything super negative that's happened, either. It's usually just very passable. Yeah.

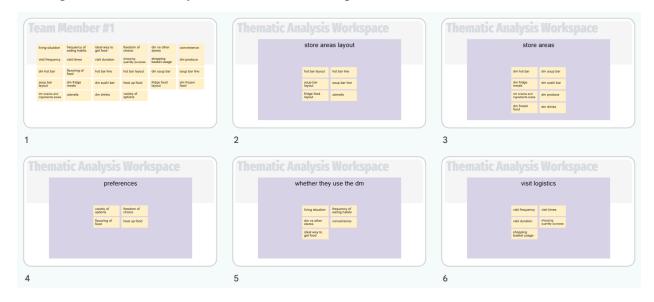
Q7F: What are your general feelings about the DM as a customer?

Um, I don't I don't like it that much. Just because again, like it can't compete against an actual grocery store, and if there were not Husky funds, it would not exist. They would go bankrupt.

## Appendix 3. Data analysis materials



**Fig. 1.**Codes generated from analysis of interview transcripts.



**Fig. 2.** 

Thematic analysis.

Slide 1: Codes, shown in detail in Fig 1.

Slides 2-6: groupings of codes into five themes.