



Psychological and Behavioural Science

SWEET SEDUCTION OF MEAL-DEALS:

Treating the Augustus Gloop Syndrome of Modern Prosumption

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**PB403 Psychology of Economic Life Summative coursework
March 2024**

**Course convenors: Dr. Fred Basso & Prof. Saadi Lahlou
Other teachers: Dr. Maxi Heitmayer**

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Oompa-Loompa Dedication Serenade

** Please imagine our entire course dressed as Willy Wonka's helpers
with a mini-orchestra in the background*

In the halls of LSE, where bright minds intertwine,
A course stands out, crossing disciplines fine.
“Psychology of Economic Life,” a quest so bold,
With Professor Saadi Lahlou, stories of change are told.

Oh, Doctors Basso and Heitmayer, too,
Guiding us through what installations can do.
In the maze of the market, your theories shine light,
Helping us understand economic life's plight.

Oh, Frédéric, with eidetic insights so keen,
On how our minds shape what we've seen.
Dear Maxi – moustached guru – adds to the lore,
With digital realms we've yet to explore.

Together, they weave a tapestry, so vast and free,
Of actions, thoughts, and the landscape of psychology.
In lectures and readings, their knowledge we seek,
To make sense of the world, unique and oblique.

So here's to the mentors, in their scholarly glee,
Who show us how deeper our understanding can be.
With theories and data, the future we'll face,
In the world of economic life, we find our place.

Thank you, dear masters, for the paths you've paved,
In the quest for knowledge, we're inspired and saved.
With Lahlou, Basso, and Heitmayer's guide,
We navigate life with our eyes opened wide.

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Case Background

The post-pandemic Totaljobs (2022) report reveals that an average lunchtime break lasts only 16 to 28 minutes from the legally allowed minimum of forty. This shift represents not just a mere change in routine but reflects a deeper cultural transformation where efficiency and productivity became synonymous with over-working required to stimulate hypothetical success in the current hyper-growth socio-economic environment. Time-constrained and pressure-filled workplaces catalyse western Gen Zs and Millennials to value quick consumption during their breaks as paramount, with both groups reporting to combine food intake with secondary socialisation (see Compass Group Global Eating at Work Survey, 2023). In this ecosystem, the *meal-deal* stands as a cornerstone of British lunch culture, offering a convenient combination of food, snacks, and beverages at the intersection of affordability and transience.

However, this seemingly rational choice has broader implications, disclosing two harmful consequences. The burgeoning health concerns tied to *meal-deals* are at the forefront of modern public health debates, with escalating obesity rates and diet-related ailments underscoring the urgency in scrutinising these food options. Leek & Afoakwah's (2023) recent study casts a spotlight on their adverse health impacts, highlighting that 23% exceeded the UK Government's recommended 600-kcal limit for lunch. This trend of increased calorie intake is a significant factor in the rising tide of weight gain, revealing a complex challenge at the heart of modern dietary habits, where the ease of access to high-calorie bundles intersects with broader societal health issues (see Vandevijvere et al., 2015).

Namely, the 2021 Health Survey for England outlines the ramifications of suboptimal dietary habits, revealing that around 26% of adults are classified as obese, with a further 38% considered overweight (see NatCen & UCL, 2023). These conditions act as precursors to a range of severe health issues like type-2 diabetes, asthma, and a range of cardiovascular diseases, exerting a tangible impact on individuals' work capabilities and overall quality of life (see Swinburn et al., 2011). The financial toll of these conditions is staggering, as highlighted by the OECD's (2019) estimation of an annual £74 billion cost attributable to high BMI-related ailments in the UK. This figure encapsulates various economic burdens, including reduced workforce productivity, diminished life expectancy, and significant NHS expenses, estimated at around £6.5 billion yearly (see DHSC, 2023).

Alarmingly, 70% of snacks offered in *meal-deals* are categorised as high in fat, sugar, and salt (see Action on Salt, 2022). This prevalence of HFSS options is not merely a footnote in nutrition discussions but a glaring indicator of the ease with which unhealthy food infiltrates daily diets. The criticality of confronting this trend is underscored by a PHE (2021) report, which found that the consumption of HFSS foods contributes to approximately 64,000 deaths annually from diet-related diseases. This statistic accentuates the hidden health costs associated with convenient eating habits, compelling a reevaluation of *meal-deals* in the context of public health by highlighting a critical gap between consumer convenience and nutritional well-being. Addressing the saturation of HFSS components in *meal-deals* transcends dietary advice, becoming an urgent public health imperative, vital for efforts aimed at reorienting eating habits towards a healthier trajectory (see *Figure i*).

Figure i: Meta-analysis results from studies in reduced SFA intake

Outcome	Participants (Studies)	Relative Risk	95% Confidence Interval
Myocardial infarction	53,167 (11)	0.90	0.80, 1.01
Non-fatal myocardial infarction	52,834 (8)	0.97	0.87, 1.07
Coronary heart disease events ¹	53,199 (11)	0.83	0.68, 1.01
Total stroke	50,952 (7)	0.92	0.68, 1.25
Cardiovascular events ²	53,300 (12)	0.79	0.66, 0.93
Coronary heart disease mortality ³	53,159 (9)	0.97	0.82, 1.16
Cardiovascular disease mortality ⁴	53,421 (11)	0.94	0.78, 1.13
All-cause mortality	55,858 (12)	0.96	0.90, 1.03

¹Coronary heart disease events include fatal and non-fatal myocardial infarction, angina, and sudden cardiac death
²Cardiovascular events include cardiovascular death, myocardial infarction, angina, stroke, heart failure, peripheral vascular events, atrial fibrillation and cardiac revascularization
³Coronary heart disease mortality includes death from myocardial infarction or sudden cardiovascular disease death
⁴Cardiovascular disease mortality includes deaths from myocardial infarction, stroke or sudden death

Summary is based on Hooper et al.'s (2020) research:

Researchers analysed data from 15 RCTs involving over 59,000 adults lasting at least 24 months and a median follow-up of around four years. With layered interventions, these studies demonstrated significant differences in SFA intake between treatment and control groups. It is important to note, however, that while all interventions reduced SFA consumption, many also involved other dietary changes. These included lower total fat and salt consumption, higher intake of fruits, vegetables, and dietary fibres, and increased consumption of unsaturated fatty acids.

Woefully, the negative consequences of the pervasive *meal-deal* culture extend beyond health considerations, manifesting in tangible ecological costs. Each *meal-deal*, typically comprising three components, escalates packaging use, predominantly employing plastics and cardboard for preservation and ease of consumption. The environmental ramifications of such extensive packaging use, cumulating in approximately 11 billion waste items in the UK yearly (see Smithers, 2019), highlight a pressing need for sustainable alternatives. Exploring eco-friendly packaging solutions becomes imperative to mitigate the severe ecological footprint, thereby aligning consumer convenience with environmental stewardship.

Moreover, Espinoza-Orias and Azapagic's (2018) analysis reveals a startling carbon footprint for these meals themselves, ranging from 989 to 1761 grams of CO₂e – akin to the emissions from driving an average car over 4.5 miles (see *Figure ii*). This impact is predominantly attributed to ingredient production, accounting for 37.3 to 67.1% of total emissions. Within the *meal-deal*, the sandwich, often laden with animal-based proteins notorious for high GHG factor, constitutes the majority of this environmental burden by occupying the range of 69.8 to 85.2%, with the drink contributing 10.1 to 22.7% and the packet of potato crisps adding another 4.5 to 8.1%. This data further underscores a critical need for a paradigm shift in the prosumption patterns, particularly concerning protein choices, accentuating the disproportionate environmental impact of animal-based ingredients compared to plant-based alternatives (see Carlsson-Kanyama & González, 2009).

Figure ii: Environmental impact of core sandwiches in the meal-deal



Estimation are based on 100Green's (2022) research:

The study commenced by pinpointing the most favoured sandwich or wrap options and identifying their primary fillings based on available data. This was then correlated with the nation's preferred snack and beverage – Walkers crisps and Coca-Cola, respectively. These elements together accounted for a baseline carbon footprint of 250g CO₂e (with sandwich packaging contributing another 39.7g CO₂e). By amalgamating the key components of the sandwich, snack, and drink, a comprehensive CO₂e figure was derived, allowing for an assessment of the various elements typically included in a *meal-deal* (with bread excluded from this calculation). For a clearer understanding of these emissions along with car travel equivalent, the study drew a parallel with turning on a standard household light bulb. Using a conventional 100W bulb as a benchmark, emitting 172.6g CO₂e over four hours, provided a relatable point of comparison for the CO₂e values calculated from the *meal-deal* components.

Altogether, the case of the *meal-deal* phenomenon is not optimal. Various actors in its epistemic ecosystem maintain its physical viability by endorsing and reinforcing a lifestyle millions have unwittingly adopted. Such a lifestyle fosters a self-perpetuating loop where mindless habits lead to significant health problems and environmental harm, residing behind the façade of a highly profitable industry that feeds on and simultaneously cultivates the appetite for 'convenient' consumption. This ouroboros will continue biting its own tail unless disruptive actions are taken to alter the underlying systemic dynamics across various layers of the socio-cultural fabric of the current milieu.

Introduction

Envision Augustus Gloop, Roald Dahl's emblematic figure from *Charlie and the Chocolate Factory*, navigating the labyrinth of a contemporary supermarket. His gaze, filled with an insatiable yearning, settles on the *meal-deal* – a compact symbol of modern convenience. This scene, reminiscent of Augustus' unquenchable thirst leading him to the chocolate river, strikingly parallels the allure of *meal-deals* for modern consumers, often blithely unaware of the significant adverse consequences their seemingly innocuous lunch choices entail. *But how can this trend be shifted in the era of immediate gratification?*

To answer this question, our essay explores the sweet seduction of *meal-deals* and Augustus Gloop's syndrome of modern presumption. As the world grows increasingly conscious of sustainable and healthful lifestyles, we critically unravel the pernicious interplay between consumer behaviour and systemic practices to propose a multi-layered intervention anchored to the UK socio-cultural context. Prior to this, however, it is essential to understand why the seemingly pragmatic lunch bundle embodies such a pressing issue.



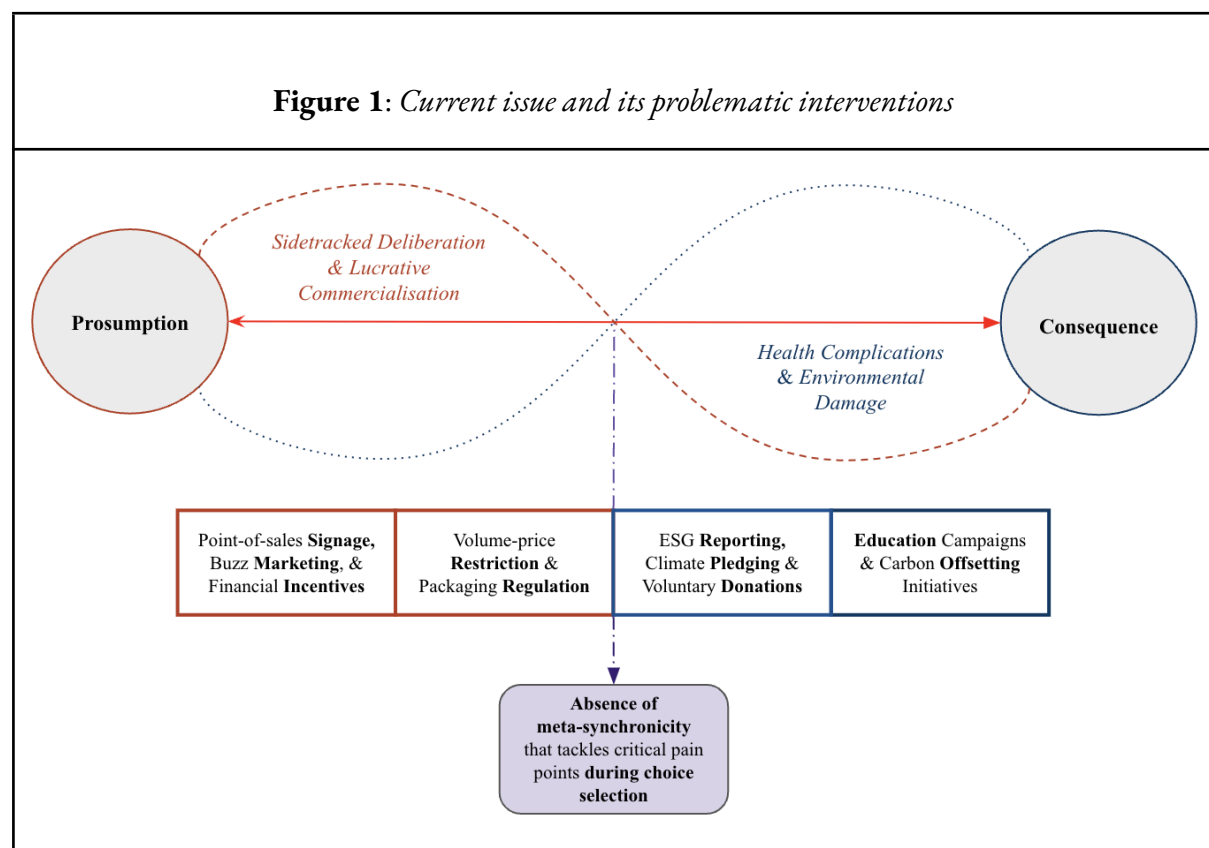
→ Problem Definition

In British lunchtime customs, the *meal-deal* emerges as a quintessential emblem, fusing convenience with affordability through an appealing combination of food, snacks, and beverages at an attractive price point. The significant surge in Greencore's (2023) post-pandemic revenue to £495 million, primarily driven by 52% in *meal-deal* sandwich sales, further showcases the complex and lucrative relationship between market dynamics and consumer behaviour pertaining to the Grab&Go model. Yet, as *Table 1* reflects, beneath this veneer of expediency lies a complex web of implications, necessitating a closer examination of the nutritional and ecological landscapes the *meal-deal* cultivates.

Table 1: <i>Duplet of issues</i>		
Health Impact <i>*UK-context</i>		
<i>Problem</i>	<i>Elaboration</i>	<i>Reflection</i>
23% of the <i>meal-deals</i> evaluated exceeded the UK Government's recommended 600 kcal limit . Worryingly, 70% of snacks offered in meal-deals are categorised as high in fat, sugar, and salt. The associated increased calorie intake factors for the rising tide of weight gain .	26% of adults are classified as obese, and an additional 38% are overweight . These conditions predispose individuals to type-2 diabetes, hemochromatosis, Gaucher's disease, and asthma . Given their widespread availability, HFSS foods are implicated in around 64,000 annual deaths due to diet-related illnesses.	High BMI-related ailments cost £74 billion annually , including lost workforce productivity, shortened life spans, and £6.5 billion in NHS expenses . This urges a review of <i>meal-deals</i> to address the disconnect between consumer convenience and nutritional health .
Environmental Detriment <i>*UK-context</i>		
<i>Problem</i>	<i>Elaboration</i>	<i>Reflection</i>
Multiple packaging materials within <i>meal-deals</i> contribute to the increased environmental burden , with a typical purchase resulting in four or more items of packaging that cumulate in approximately 11 billion items of waste yearly . Moreover, the <i>meal-deal</i> carbon footprint is calculated to be between 989 and 1761 grams of CO₂e per meal , GHG equivalent to driving an average car for a distance of 4.5 miles .	Having multiple components in <i>meal-deals</i> leads to more packaging waste. The packaging for most <i>meal-deals</i> typically includes plastics and cardboard to preserve quality and make consumption easier for the customer via convenient transportability. Furthermore, ingredient production significantly impacts the carbon footprint, contributing 37.3-67.1% . In meal-deals, sandwiches account for 69.8-85.2% of the impact, drinks for 10.1-22.7%, and crisps for 4.5-8.1%.	The data signals a critical need for a paradigm shift in prosumption patterns . Reliance on segmented packaging and prevalence of animal-based ingredients underscores the importance of exploring sustainable alternatives to reduce the environmental impact of <i>meal-deals</i> in the form of CO ₂ e, plastic and food waste.

Various interventions have been attempted in response to these challenges, though with limited success, given their disjointed conceptualisation and implementation. Supermarkets' point-of-sale signage and financial incentives have been employed to amplify the visual salience of nutrition information to encourage healthier choices. However, PHE (2020) spotlights the failure of these strategies in swaying consumer behaviour on a systemic level, only materialising in a modest and often short-term reduction in calorie intake that still allows for the proliferation of HFSS products, particularly sugar-concentrated items (see Monteiro et al., 2018). Similarly, efforts to use commercial marketing to shift preferences towards healthier alternatives have been overshadowed by the appealing advertising of favourably primed and framed 'junk' options (see Coates et al., 2019). In this vein, the UK government's recent regulations, including volume-price and advertising restrictions, represent a step towards addressing these issues. When paired with ESG-themed policies such as the 2022 packaging tax and *simpler recycling rules* aimed at tackling food and plastic waste, they highlight a clear push towards promulgating eco-wellness prosumption.

Nonetheless, the effectiveness of these predominantly *ex-post* measures in changing deeply ingrained habits remains to be seen. Their libertarian leniency still enables companies to freely craft unhealthy and unsustainable *meal-deals*, incurring negligible costs unless they voluntarily opt for product reformulation or portion adjustment, while simultaneous adherence to consumer rationalism results in failed behavioural interferences that neglect the critical fallacies in human psychology (see *Figure 1*). Thus, as Augustus and others like him navigate their daily food choices, the real challenge lies in transforming the lunch break experience to encapsulate more mindful considerations. This highlights the need for a holistic approach that addresses immediate concerns and considers the broader *ex-ante* cultural and systemic factors that shape our daily choices. By understanding and altering these underlying dynamics, we hope to gradually move towards a more optimal equilibrium, breaking the cycle of mindless convenience for the benefit of well-being and the environment.



Method of Solution

Our collective project adopts a reverse engineering methodology to dissect the *meal-deal* model. It aims to identify and rectify its inherent flaws and the entrenched systemic elements perpetuating its existence to forge a multilayered intervention within the F&B domain. This proposal embodies a trinomial roadmap leading towards reimagining the model in question by striking a harmonious balance between convenience, health, and sustainability. Our analysis, thus, begins with deconstruction that focuses on dismantling socio-cultural underpinnings of the *meal-deal*.

→ Deconstruction

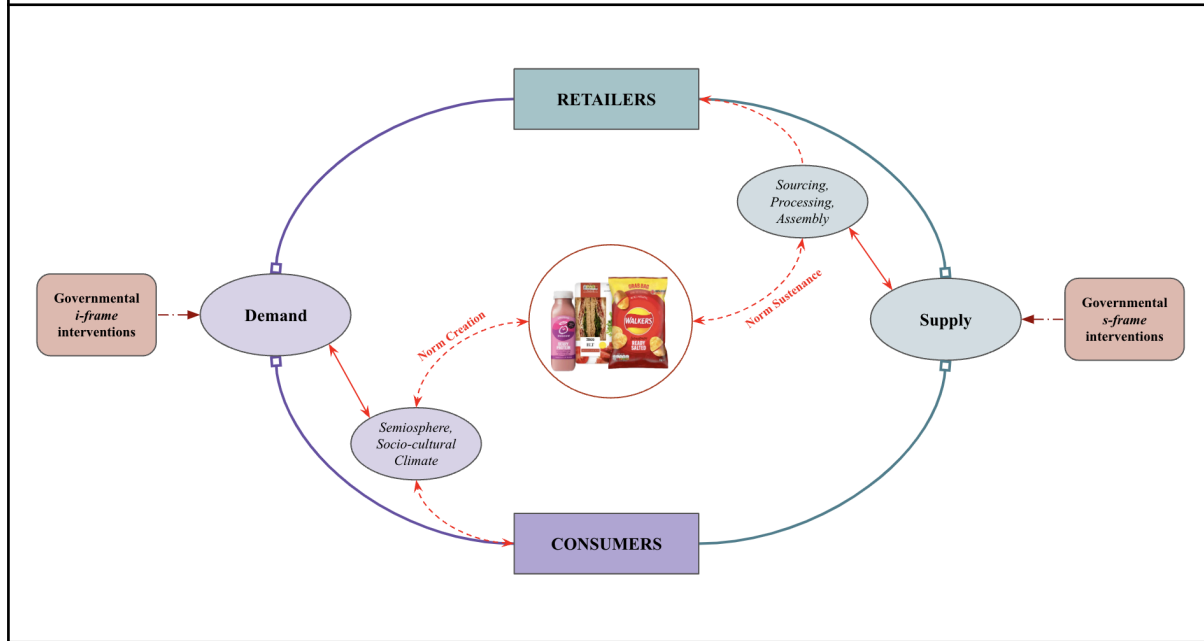
MACRO-view: why does *meal-deal* happen to persevere

The problems outlined in the previous section cast light on a complex ecosystem of stakeholders, encompassing consumers, retailers, manufacturers, and government entities, each playing a pivotal role in the *meal-deal* narrative. To forge effective behaviour-changing solutions and mitigate the identified concerns, an initial dive into the intricacies of this *macro*-ecosystem is imperative.

Guided by our exhaustive breakdown of the *meal-deal*'s lifecycle (see *Appendix A: Table i*), we infer that its model is underpinned by a mutually reinforcing relationship between consumer demand and retailer offerings, creating a self-sustaining cycle favouring the status quo. Consumers seemingly prioritise convenience, taste, and affordability due to modern lifestyle pressures (see Juliano, 2019). This demand shapes retailer strategies, which, in turn, cater to these preferences by offering quick, accessible, and cost-effective meal options that are often unsustainable and unhealthy. Considering that the UK food retail market is highly competitive, major players like Tesco, Sainsbury's, and Asda dominate its landscape by leveraging economies of scale and sophisticated, often in-house supply chains to offer *meal-deals* at competitive prices, consequently reinforcing consumer habits and expectations (see Trewern et al., 2021). For this, retailers and manufacturers form a symbiotic relationship where product lines are developed and marketed to maximise profitability and efficiency in meeting artificially cultivated consumer expectations, often at the expense of nutritional value and environmental sustainability. And although motivated by public health and sustainability goals, governance bodies face challenges in influencing this entrenched system due to the complex interplay of market forces and consumer behaviour (see OECD, 2021).

Our stakeholder analysis, which sidelined the potential roles of media, academia, and NGOs to ensure a concentrated examination of the primary forces at play (see *Appendix A: Table ii*), further strengthens the proposition that the *meal-deal* ecosystem is a product of socio-economic justifications deeply rooted in prosumption culture. This ecosystem is characterised by a high degree of path dependency, where decisions prioritising convenience and cost-effectiveness create a market environment resistant to pro-social change, maintaining a negative feedback loop where consumer preferences influence retailer offerings, consequently shaping consumer behaviour (see *Figure 2*).

Figure 2: Meal-deal ecosystem



Overall, the leitmotif of suppliers at large remains their profit orientation, serving as an opposing force to creating a pro-social solution due to its potential disruption of an existing mechanism within a broader system of economic incentives and market forces. When paired with a dynamic interaction between consumer demand and retailer practices, this reinforces the presence of a *meal-deal* in the symbolic arena, explaining the ‘relaxed’ change processes wherein current efforts at addressing the issue aim to embellish the status quo rather than reconfigure it. Akin to Willy Wonka’s self-reinforcing Chocolate Factory, this epistemic ecosystem is then further consolidated in implicit and explicit norms, maintaining its viability as a socio-cultural phenomenon. Therefore, targeting consumer demand and retailer practices offers the most strategic leverage for breaking this pervasive cycle.

MICRO-view: *how* does *meal-deal* happen to persevere

Our broad stakeholder analysis paves the way for a *micro-view* centred on the target consumer. This granular perspective is crucial for discerning the underlying psychological drivers prompting young professionals to opt for unsustainable and unhealthy *meal-deals*. By delving into the motivations and cognitive processes that influence Augustus’ choices, we uncover the web of factors that guide his behaviour in the marketplace, substantiating the propositions laid in the *macro-review* by replacing the uni-dimensionality of his character with a deeper inquiry into his actions.

Our 30-participant survey provides empirical grounding for an analysis steeped in the decision-making theories under uncertainty and cognitive biases (see Appendix A: *Figure iii*). The data revealed convenience and cost as the linchpins of *meal-deal* choices for young professionals, often overriding their internal preferences for healthier and eco-conscious options (see *Table 2*).

Table 2: Meal-deal selection factors		
Factor	Description	Negative Impact
Convenience	The <i>ease of access</i> and <i>speed of transaction</i> .	Drives <i>immediate choice</i> , often at the expense of health.
Cost	The <i>economical appeal of a bundled meal</i> at a lower price.	<i>Encourages frequent purchases</i> , overshadowing quality concerns.
Taste	Preference for <i>familiar, palatable options</i> .	<i>Sways decision</i> towards less nutritious items.
Impact	Understanding of <i>nutritional and ecological value</i> .	May conflict with the above factors, leading to status-quo-leaning <i>cognitive dissonance</i> .

Applying Kahneman & Tversky's (1979) *prospect theory* to *meal-deals*, we argue that the immediate cost of time or effort involved in preparing a healthier meal is perceived as a loss that looms larger than the prospective health benefits, lying in the domain of uncertainty of the unpromised future. Furthermore, the young professionals' indicated tendency to choose quick, ready-made *meal-deals* aligns with the principles of *bounded rationality* (see Simon, 1956). Constrained by time and cognitive resources, they make decisions that satisfice rather than optimise, often resulting in the selection of readily available, typically unhealthy and unsustainable food options. The associated concept of Ariely's (2008) *predictably irrational behaviour* elucidates these choice inconsistencies, demonstrating how immediate gratifications subvert rational decision-making wherein the sensory and cognitive appeal of taste and calculated convenience often supersedes the abstract values of eco-wellness.

Critical Inference I	
Loss aversion	<i>Immediate inconvenience</i> of preparing a healthier meal is <i>perceived as a greater deterrent</i> than the potential health benefits.
Certainty effect	Disproportionate valuation of <i>assured immediate rewards of meal-deals</i> , such as saving time and money, over the uncertain long-term benefits of eco-wellness.

Extending Lahlou's (2018) perspective, we suggest that the interplay between external and internal drivers creates a pervasive context that catalyses the choice of *meal-deals* in a localised retail setting. In turn, the skills developed in navigating the practicalities of this *retail installation* reflect the structural constraints of a fast-paced socio-cultural field dictating the installation's regulation.

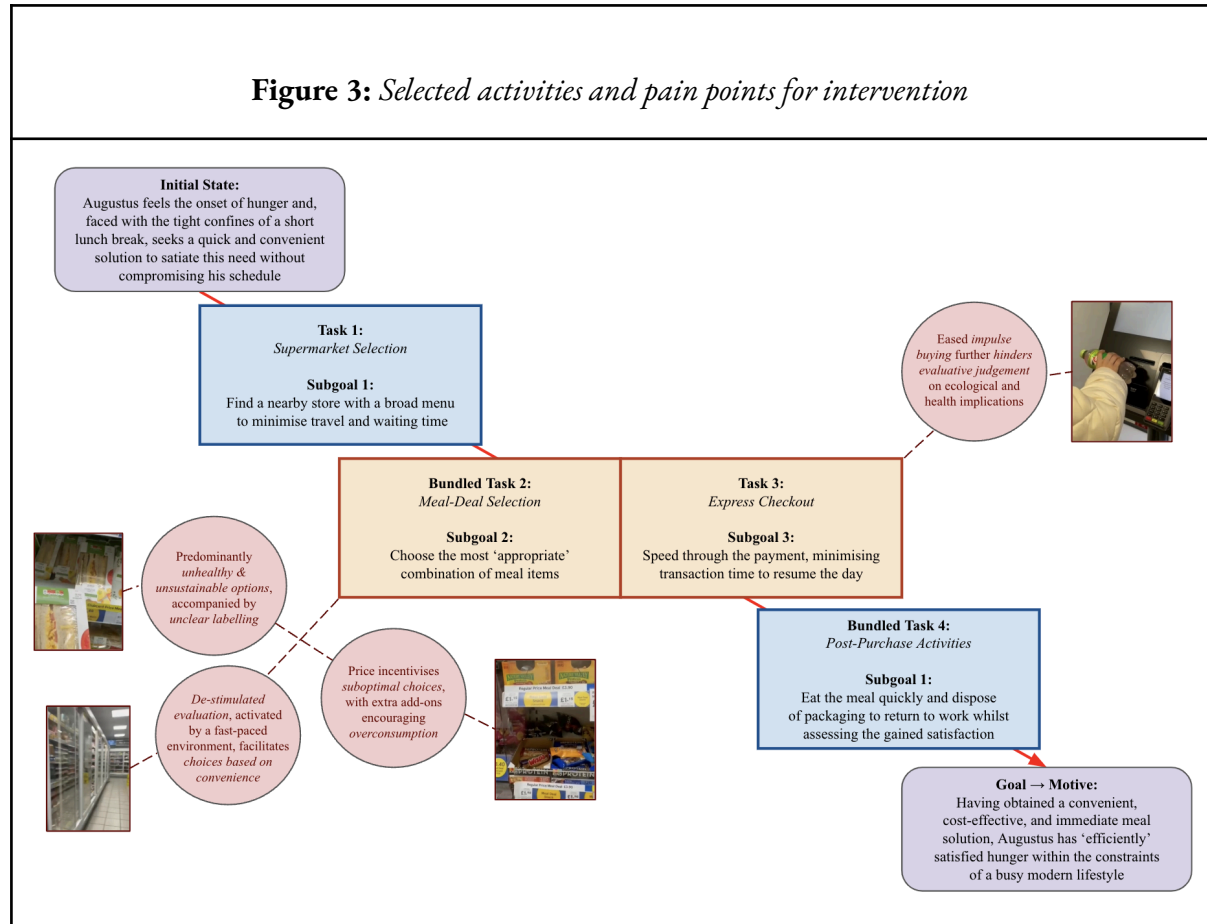
Critical Inference II		
External Drivers	Work climate	The <i>fast-paced, high-pressure work environments</i> significantly shape meal choices, <i>fostering a culture</i> where <i>time efficiency</i> and <i>quick solutions</i> are paramount. This climate creates a <i>structural preference</i> for <i>meal-deals</i> , which serve as a convenient, time-saving option amidst demanding schedules.
	Economic factors	The allure of cost savings with <i>meal-deals</i> emerges as a compelling factor, especially in an <i>economic context where financial prudence is prized</i> . The perceived value derived from the cost-effectiveness of <i>meal-deals</i> illustrates a <i>calculative rationale</i> , balancing monetary savings against potential health costs.
Internal Drivers	Perceived value	The <i>immediate utility of saving time and money</i> through <i>meal-deals</i> is perceived as a <i>direct, tangible benefit</i> . This perception of value is rooted in a cost-benefit analysis that prioritises short-term gains, revealing a <i>pragmatic approach</i> to daily meal decisions.
	Risk assessment	The <i>avoidance of 'loss'</i> — in this case, the time invested in preparing a healthier meal — is a significant internal driver. This assessment is influenced by a <i>risk-averse mentality</i> where the surety of convenience outweighs the potential, uncertain benefits of healthier, eco-conscious eating habits.
	Health consciousness	Despite an underlying preference for healthier choices, this <i>consciousness is often overridden by the immediate practicalities</i> of work life and the convenience offered by <i>meal-deals</i> . This indicates a <i>conflict between aspirational health goals and the realities</i> of young professionals' lifestyles.

Accordingly, our *micro*-deconstruction reflects a complex matrix of decision-making factors influenced by psychological biases and outer pressures. Though often internally motivated to choose healthier options, young professionals yield to the powerful external compulsions of modern work life. The goal, then, is not only to offer healthier options but to reconfigure the localised installations that shape the decision-making processes of young professionals, encouraging them to align their short-term choices with their long-term eco-wellness aspirations. Hence, it is essential to outline the existing issues in the specific *retail installation*, using the most prominent market actor – *Tesco* – as an exemplary primary stakeholder.

MICRO-view: Augustus' activities in context

In the landscape of consumer behaviour within the retail store environment, our Augustus navigates through a series of decision-making processes akin to traversing the diverse parts of the Chocolate Factory. Here, Activity Grid serves as an analytical scaffold, assigning structure to Augustus' experience broken down into manageable segments for deeper examination to uncover flaws in their design (see *Appendix A: Table iii*). The adapted *SEBE* technique aimed to highlight the existing challenges and pinpoint addressable areas that could realign young professionals' daily choices with eco-wellness aspirations. *Figure 3* encompasses this

analysis, illustrating distinct pain points and offering a visual narrative of the selected areas ripe for intervention – such as *Meal-Deal Selection* and *Express Checkout*.



The suboptimal outcome in the current equilibrium results from the absence of mutually-reinforcing interaction of elements within physical, mental, and social spaces. Our systematic analysis of behavioural determinants in each layer, thus, provides a landscape for design-, training-, and rule-focused interventions to induce equilibrium-shifting change in the *retail installation* by targeting the outlined pain points.

→ *Adaptation*

The adaptation phase pivots on leveraging the insights from the preceding deconstruction to architect a nuanced, Multi-layered Installation Design (MID) strategy localised within a singular London-based Tesco store (see Lahlou et al., 2022). This hinge underscores the transition of consumer intention into guided, actionable behaviours, mirroring the transformative journey of Augustus from a narrative of indulgence to one of mindfulness. By reimagining the traditional Grab&Go *meal-deal* through the innovative Make&Go model – an in-house brand initiative – we aim to realign consumer habits with eco-wellness.

The essence of this design rests on the synergy of interconnected elements across the threefold installation layers – affordance, embodied competence, and social regulation (see Lahlou, 2018). Enacted through a *deep design* approach, this adaptive strategy targets specific components for installation change, specifying and implementing these alterations within a localised context (see Meadows, 2009; Norman,

2013). This deliberate *redesign cycle* represents not merely a modification of layers but a fundamental reshaping of consumer engagement with food, inviting a holistic reconsideration of consumption patterns and a broader paradigm shift in the discussed presumption culture.



Layer 1: AFFORDANCE

a. Provide a Make&Go container-plate

- Fashioned from plant-based plastic, this key affordance signifies a shift towards a product-service system, operationalising the concept of mindful consumption by embedding it in daily practices. According to Coelho et al. (2020), such systems enhance the consumer experience by melding product utility with service provision, fostering a deeper, more conscientious consumer engagement. Furthermore, the container's reusability and material choice are informed by the *theory of planned behaviour* (see Ajzen, 1991), materialising consumers' positive attitudes towards sustainability and health by empowering them with a practical tool to exercise their intentions. Container-plates characterise themselves, featuring adjustable compartments and microwave safety, cater to diverse dietary needs and lifestyles, encouraging their repeated use and further implanting eco-wellness considerations into the matrix of consumption culture (see Aschemann-Witzel & Peschel, 2019). Hence, this approach leverages the *endowment effect* (see Kahneman et al., 1990), with target consumers ascribing higher value to this affordance, thereby increasing the container's usage frequency due to its perceived value.

b. Boost sourcing & variability of Make&Go puzzle-components

- Enhancing the availability of sustainable F&B options demonstrates a significant potential to shift consumer purchasing patterns (see Garnett et al., 2019). This strategy, in line with Herrero et al.'s (2023) findings on the influence of accessible, sustainable products on mindful consumer behaviour, incorporates choice architecture principles into the retail environment. The expansion of choices subtly nudges consumers towards mindful selection, adhering to *soft paternalism* principles without compromising perceived choice freedom (see Schnellenbach, 2012). Here,

repackaging near-expiry food items through a Too Good To Go-inspired internal tracking system optimises the resource use. Managed in-store, this system would flag approaching due-date items, facilitating their selection for repackaging into colour-coded puzzle-components, ready for display and purchase the next day, thus ensuring their efficient utilisation. This process leverages *construal-level theory* (see Trope & Liberman, 2010), making the benefits of mindful consumption immediate and attractive, simultaneously employing the *scarcity principle* (see Cialdini, 2001) by rendering daily sustainable selections as unique and exclusive, thus boosting their desirability and laying a foundation for dynamic pricing.

Layer 2: EMBODIED COMPETENCE

c. Guide the meal assembly

- By incorporating adjustable, colour-coded compartments that mirror the eco-label palette of puzzle-components into the container's design, this adaptation catalyses visual heuristics and cues to influence healthier consumer decisions without overt persuasion (see Magnier et al., 2016). Despite prioritising green colours prompting more vegetarian-based picks and reduced portion sizes (see Jeffery et al., 2007; Smith & Ditschun, 2009), this still allows for consumer's 'guided' control over dietary choices, promoting autonomy and competence that foster a sense of empowerment critical for a sustained behaviour change (see Schrader, 2007). The psychological underpinning here moves beyond nudging towards *boosting* (see Hertwig & Grüne-Yanoff, 2017), where the meal assembly becomes a cognitive exercise in dietary mindfulness, bridging the gap between intention and action through tangible, interactive means. This strategy, therefore, invites consumers to engage with their food choices more reflectively through their *embodied interactions* with material culture (see Malafouris, 2018), stimulating considerations regarding the implications of their choices.

d. Utilise zone layout & audio-visual cues

- Our model also integrates sensory marketing principles through audio-visual cues, employing *colour & auditory psychology* to influence consumer behaviour. Calming teal hues would dominate the layout, leveraging research that indicates blue and green tones positively affect purchasing decisions by creating a serene shopping ambience that encourages thoughtfulness (see Bellizzi & Hite, 1992). Concurrently, the auditory experience will be curated with nature-inspired sounds, such as gentle water streams and rustling leaves, paired with subtle instrumental music, aiming to enhance mood and foster a connection with the environment (see Michel et al., 2017).
- Digital displays, strategically placed near the shelves with puzzle-components, will rotate through vivid visuals of lush landscapes and agricultural scenes, underscored by brief narratives highlighting the importance of eco-wellness eating choices, with an emphasis on a 600-kcal limit per meal. This approach leverages *sensory priming* (see Krishna, 2012) and further taps into *grounded cognition* (see Barsalou, 2008), with directed multisensory engagement significantly impacting value-perception and decision-making processes. This synergistic sensory experience will enrich the consumer's interaction with the retail space by aligning specific activities with tailored environmental cues within designated zones, making meal assembly more engaging and emotionally resonant (see Spence et al., 2014).

Layer 3: SOCIAL REGULATION

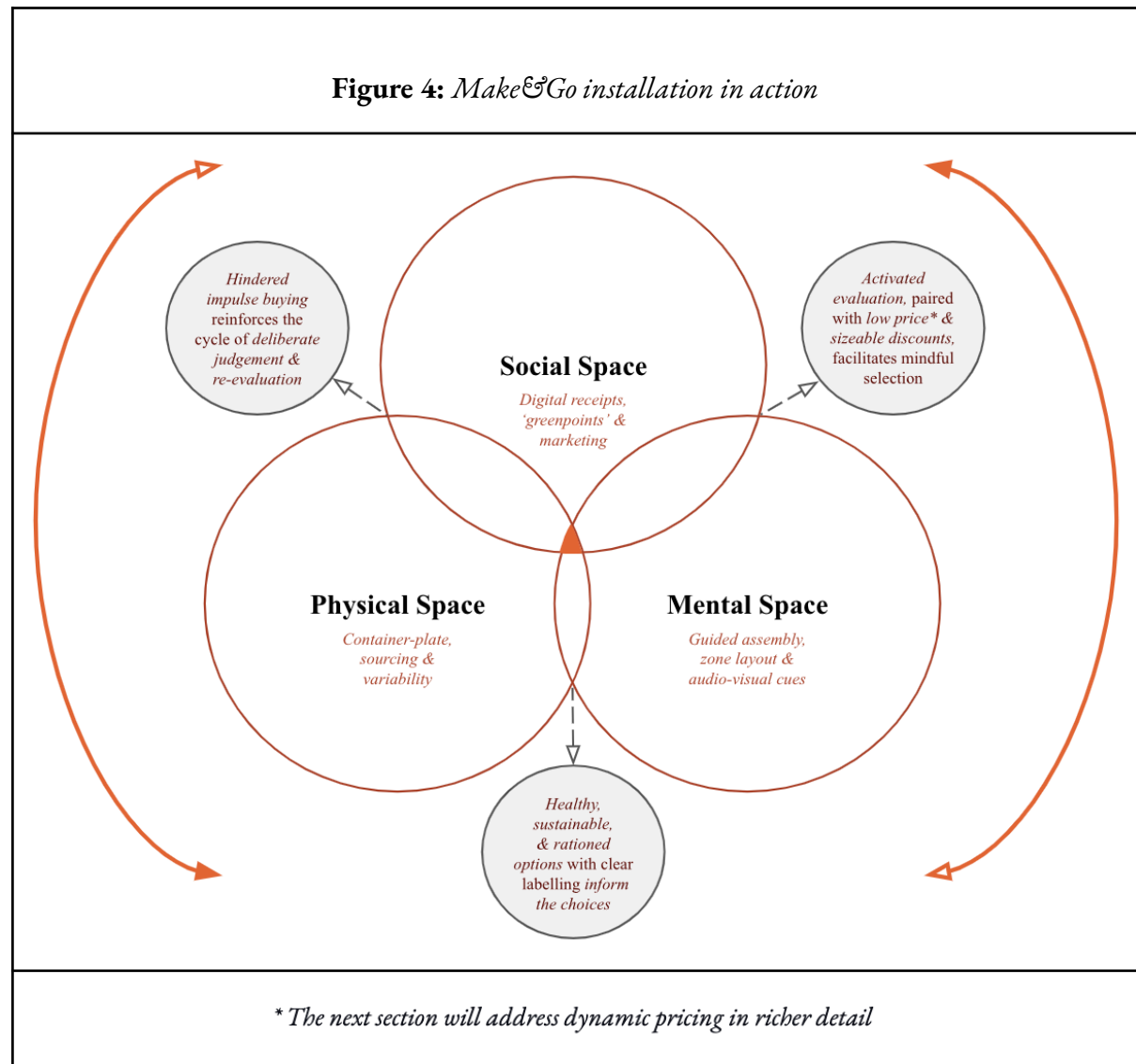
e. Leverage digital receipt technology & loyalty card for ‘green points’

- Integrating carbon-tracked Make&Go products into Tesco’s digital receipt ecosystem would enable consumers to receive carbon impact information alongside their receipts, fostering mindful consciousness at the post-first-cycle point of transaction (see Bhole, 2017). Detailed with carbon footprint data, these receipts act as a *direct feedback mechanism*, informing consumers of their purchases’ environmental and health consequences. This informational nudge would trigger *cognitive dissonance* among conscientious aspirers, serving as a powerful motivator for deliberate behavioural change by prompting consumers to align future purchasing choices more closely with their espoused values (see Festinger, 1957; Nijssen et al., 2023), ensuring that eco-wellness remains salient and encouraging a gradual but steady shift towards more mindful behaviour.
- The green loyalty scheme, integrated into Tesco’s Club Card, further capitalises on this by embedding the *commitment-consistency principle* into the shopping experience (see Baca-Motes et al., 2013). By rewarding consumers with ‘green points’ for making mindful choices that translate into monetary discounts, the program incentivises initial interest and binds consumers to a consistent behaviour pattern. This reinforcement would nurture the *self-concept* of a mindful consumer, making the continuation of associated behaviour more likely considering the inherent desire for consistency in self-perception (see Gecas, 1982). Beyond the transaction, the rewards program would maintain engagement with consumers, reminding them of their accumulated points through targeted communications, with an accentuated option to donate their green funds towards carbon offsetting initiatives run by Tesco’s current ESG department, thereby fostering collective mindfulness to drive systemic change toward a greener economy.

f. Enact norm-based education-marketing campaigns

- This strategy harnesses the compelling influence of *social proof* (see Cialdini et al., 1999), where showcasing the copybook practices of leading ‘green points’ earners via physical banners and digital clips not only serves as a vivid demonstration of sustainable living but also redefines the social norms surrounding consumption (see Sparkman & Walton, 2017). By carefully selecting and highlighting individuals who epitomise mindfulness, the campaign leverages *exemplar-based persuasion*, providing tangible models for others to emulate. The underlying psychology here leverages the concept of *social identity theory* (see Turner et al., 1994), with the campaign encouraging individuals to align their behaviours with a visible cohort of green consumers, fostering a collective move towards a more conscientious group identity. One such campaign may showcase the repeated use of the container-plate, revolving around a policy of additional cost attached to their re-acquisition akin to a 2021 UK plastic bag charge (see Allison et al., 2022). This would capitalise on *loss aversion* (see Kahneman & Tversky, 1979), prompting consumers to retain and reuse their containers by integrating an economic incentive with a collectively-promoted moral imperative. The synergy of these psychological and economic strategies will cultivate a culture of mindfulness, where making eco-friendly choices becomes a shared value and a new dynamic norm.

Altogether, the outlined adaptations converge to create a resilient, threefold coalition, scaffolding the expected behaviour and outcomes by addressing the previously-outlined pain points in the same space-time locus (see *Figure 4*). The adaptations in the physical space represent crucial first steps, setting the stage for deeper engagement with the subject. This progression signifies an affordance-led shift towards enhancing consumer knowledge and skills, further embedding eco-wellness in the day-to-day decision matrix. In turn, adaptations that tap into the social regulation layer reinforce such competences by creating a feedback-forward loop where the visibility of mindful behaviours encourages wider adoption, gradually embedding these resilient practices into the collective consciousness.



→ *Reintegration*

The success of our Make&Go model depends not just on its multi-layered design but crucially on its acceptance of a pilot run and consequent wide-scale implementation by Tesco. Informed by our open data market analysis (see *Appendix B: Table iv*), the essence of our persuasion lies in presenting a clear, evidence-based rationale that highlights the potential for tangible benefits that balance economic incentives with ESG considerations by framing sustainable change as a pro-social financial opportunity (see Belz & Binder, 2015; Markman et al., 2016).

Benefit 1: *Revenue uplift*

The Make&Go initiative is strategically positioned to catalyse revenue growth for Tesco by capitalising on its compelling value proposition. Anticipating a conversion of 50% from traditional *meal-deals* to Make&Go purchases, our projections indicate a substantial uptake – yielding 250 purchases on weekdays and 125 over the weekend – cumulatively reaching 1,500. This translates to an estimated annual *sales volume* of 78,000 units in one central London store, priced at £4.99 per standard Make&Go meal to reflect the higher demand for an eco-wellness bundle of puzzle-components and a 500ml ‘green’ drink, generating approximately £390,000 in *annual revenue* – excluding the additional earnings from initial purchases of the reusable container-plates. This robust financial outlook positions Tesco at the forefront of the prosumption evolution, setting a new benchmark for integrating economic success with environmental stewardship.

Additionally, *exclusive partnerships* with suppliers to repurpose nearing-expiry products as Make&Go components diversify the product mix and reinforce Tesco’s leadership in sustainable retail. The *dynamic pricing* strategy attached to these exclusive partnerships allows Tesco to adapt prices based on sustainability credentials and market demand, potentially capturing a premium on eco-friendly options (see Biswas, 2016). This approach could be complemented by the prospective Make&Go *recipe subscription* model, transcending traditional retail boundaries to embrace a service-oriented approach (see Fosker & Cheung, 2021). This model would offer customers tailored meal planning solutions tied to their Tesco Club profile, leveraging the puzzle-components for curated, healthy, and sustainable meal options. This, coupled with the outlined *targeted recommendation swaps* on digital receipts, would deepen consumer engagement, fostering brand loyalty and further elevating profit margins.

Benefit 2: *Cost savings*

By further leveraging exclusive partnerships with local bioplastic suppliers, Tesco can employ PLA-film, derived from renewable sources like cornstarch or sugarcane, for the in-store repackaging. This approach extends the shelf life of food items through puzzle-component conversion and underscores a commitment to circular economy principles (see Kirchherr et al., 2017). The transition to reusable container plates with repackaged components is projected to reduce *packaging material costs* by approximately 90% (see Auras et al., 2004). With a conservative estimate of 20% of the current *meal-deal* £3.90 retail price or roughly £0.80 per packaging unit and the container-plate’s thirtyfold reuse capability, the cost per use diminishes to a mere £0.03, equating to an *annual saving* of £60,000 for one central-London store based on the sale of 78,000 Make&Go deals – excluding the PLA-film repackaging expenses and container-plate production.

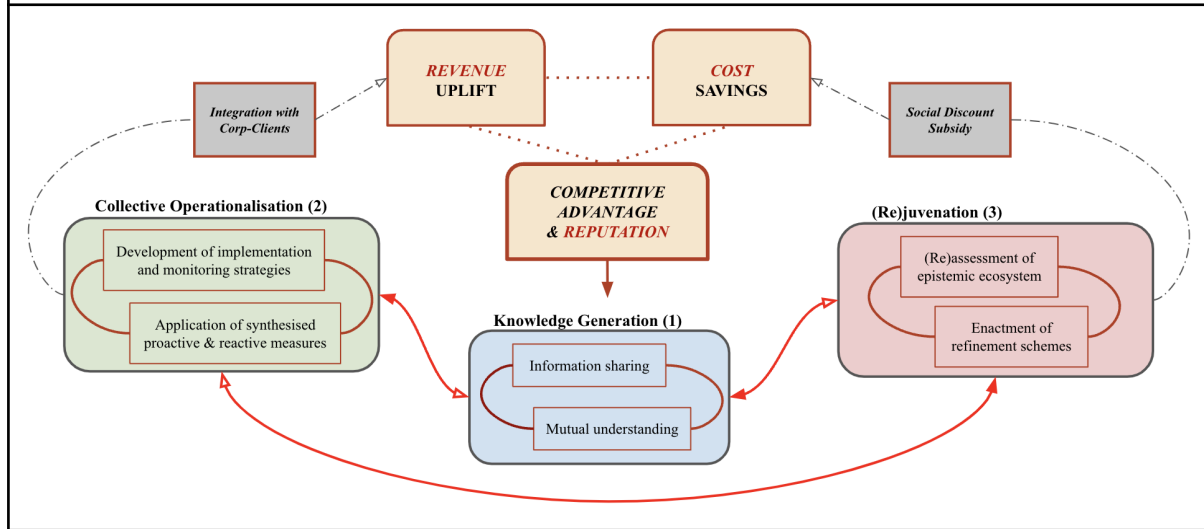
Beyond packaging efficiencies, the Make&Go model unlocks additional cost-reduction avenues, addressing the pivotal waste issue. Through repurposing close-to-expiry items, the initiative directly combats food waste, translating into tangible cost savings by diminishing the *volume of unsold inventory* requiring disposal. This strategy enhances product *lifecycle management*, reducing Tesco's expenditure on waste management services, including transportation and landfill fees (see McDougall et al., 2007). Moreover, the Make&Go transition streamlines logistics, reducing the frequency and complexity of supply chain operations considering its in-house maintenance, simultaneously lowering the utilisation of traditional plastics via PLA-film circularity. Such so, this model also positions Tesco to successfully navigate the evolving regulatory landscape surrounding ESG standards, mitigating the risk of incurring associated *fines and taxes* in the tightening regulatory space and enhancing its *brand equity*, *operational efficiency*, and *customer loyalty* in an epistemic environment increasingly driven by future-oriented considerations (see Nirino et al., 2020).

MACRO-Benefit: *Reputation & Competitive Advantage*

Altogether, the Make&Go model offers Tesco an unparalleled opportunity to cement its reputation as a pioneer in the F&B sector, setting a new benchmark for eco-wellness, boosting the values of the proposed *psychological contracts* with primary stakeholders by empowering them to enact the proposed change (see Coyle-Shapiro et al., 2019). By spearheading this paradigm shift, Tesco not only aligns its operations with cultivating consumer ethos but also carves out a distinctive *brand identity* and *lasting heritage* (see Barnett, 2007). This committed positioning is projected to fortify Tesco's competitive advantage, drawing in a demographically broader audience and fostering lasting brand loyalty through shared values associated with the early transition even before the mass market for *meal-deal* replacements is created.

The ensuing favourable cognitive assessment and dialogue based on collective identification with the outlined benefits is expected to spur the dynamic inter-stakeholder feedback loop. Following the knowledge generation facilitated by our two-way communication with the retailers, stakeholder feedback will be collected and integrated into the ongoing process of operationalisation inside the associated social network, catalysing *group decisions* to expedite the integration of the above-outlined adaptations into their respective layers for the pilot run (see Lewin, 1999; Carless, 2018). The consequent (re)juvenation of the model via selection and retention of working elements would smooth the incorporation of Make&Go into the *retail installation* beyond its trial period, kindling interest among a broader stakeholder base, including government entities and corporate clients. The associated collective efficacy and shared value creation would build a compelling case for the Make&Go model, situating it as an adaptive and scalable catalyst for systemic change that reconciles economic viability with eco-wellness imperatives (see *Figure 5*).

Figure 5: Make&Go's reintegration overview



Critically, the Make&Go model stands on the precipice of catalysing additional benefits based on a successful post-first feedback loop cycle, bridging the gap between sustainable intent and actionable corporate responsibility. Central to this vision is the prospect of a *social discount subsidy* – a strategic financial lever designed to ease the transition towards Make&Go at scale. By leveraging the government’s issuance of green bonds, retailers can earmark capital specifically for this initiative based on the redirected funds raised by the government from auction purchases by large banks and financial institutions. Such a subsidy, underwritten by the proceeds, would underscore a novel approach to funding a required paradigm shift, where the repayment mechanism – sourced from taxes on unsustainable practices of retailers who opt out from an early transition by synchronising the current regulations outlined in the introduction – ensures a sustainable financial model that rewards eco-conscious business practices. Furthermore, the potential expansion into corporate client contracts for Make&Go integration opens a new channel for Tesco-likes, broadening its market reach and service offerings. This strategic move would extend the retailer’s influence beyond its original domain, embedding its mindful ethos into the corporate culture.

However, the realisation of these non-exhaustive future benefits and the broader adoption and endurance of the Make&Go model hinge on the outcomes of its pilot run. A comprehensive evaluation, predicated on a synthesis of profitability and ESG metrics, is essential. Positive responses from the initial assessment phase, concentrated in the third (re)juvenation stage, is imperative to ensure stakeholder confidence in the model’s operational feasibility and secure long-term investment.

Evaluation Mechanism

Our composite evaluation index – *FRESH: Financial Returns and Ecosystem Sustainability Harmoniser* – is the required critical tool in measuring the model’s impact against a backdrop of ‘sustainable profitability’ (see *Figure 6*). By harmonising financial performance indicators of traditional market competitiveness with contributions towards key SDGs, *FRESH* facilitates a multi-dimensional analysis that validates Make&Go as a pioneering approach offering a blueprint for a transformative presumption culture.

Figure 6: *FRESH* mechanism

We suggest using nation-wide citizen assemblies to define the nomological network of parameter criteria alongside working groups of relevant primary stakeholders mediated by an overarching governmental body within the Food Standards Agency.

Assessment Axes			Parameters																	
			Systemic									Nationally-defined								
Profitability-orientation	Revenue		Parameter 1			Parameter 2			Parameter a			Parameter 1			Parameter 2			Parameter b		
		1*	2	g	1	2	h	1	2	i	1	2	j	1	2	k	1	2	l	
		Cluster 1	x**		x				x	x			x			x		x	x	
		Cluster 2		x			x	x		x		x	x	x			x		x	x
		Cluster n		x	x	x		x			x	x		x	x			x		x
	Costs		Parameter 1			Parameter 2			Parameter c			Parameter 1			Parameter 1			Parameter d		
		1	2	m	1	2	n	1	2	o	1	2	p	1	2	q	1	2	r	
		Cluster 1	x	x	x			x	x			x			x		x			x
		Cluster 2			x				x	x		x	x			x		x		x
		Cluster n	x				x				x		x				x		x	
ESG-focus	SDGs		Parameter 1			Parameter 2			Parameter c			Parameter 1			Parameter 2			Parameter f		
		1	2	s	1	2	t	1	2	u	1	2	v	1	2	w	1	2	y	
		Cluster 1	x	x	x			x	x			x			x		x			x
		Cluster 2				x			x	x		x	x			x		x		x
		Cluster n	x				x				x		x				x		x	

* **Numbers 1, 2, [...], and *n*** reflect *parameter indicators*. For example, *Revenue parameter 2 ‘Pricing Strategy’* can be measured by three indicators: (i) Revenue impact of dynamic pricing models, (ii) Elasticity of demand in response to Make&Go price changes, (iii) Comparative revenue per unit area for Make&Go vs traditional model.

** **Signs “x”** denote the *indicator for a given cluster in the system* and are shown arbitrarily. For instance, in the hypothetical *‘Market Dynamics’ Revenue Cluster 2*, the exemplary parameter 2 ‘Pricing Strategy’ should be investigated for indicators 2 and h.

→ *Core elements*

Operationalising *FRESH* involves establishing a systematic methodology to collect, analyse, and interpret data across profit-ESG dimensions under the supervision of a designated governmental body within the FSA (see *Appendix C: Table v* for a detailed overview). This necessitates a transparent and replicable process for measuring revenue impacts, cost savings, and sustainability outcomes, critically considering the granularity of their criteria to enable more precise measurement of impacts and facilitate a deeper understanding of Make&Go's efficacy. For instance, revenue growth can be assessed through longitudinal studies comparing sales data before and after the Make&Go model's implementation (see Certo et al., 2016). Simultaneously, the health impact could be evaluated through new consumer response techniques (see Torrico et al., 2018) and health outcome studies (see Tao et al., 2020) to gauge changes in dietary habits and their long-term effects, whereas sustainability metrics could involve detailed life-cycle assessments (see Guinée et al., 2011) of container-plate compositions in comparison to default *meal-deal* bundles to quantify environmental offsets.

Critically, the *FRESH*'s effectiveness hinges on its adaptability. As market conditions, consumer preferences, and sustainability challenges evolve, so must the index. This requires a flexible framework that can integrate new data, adjust criteria weightings, and reflect emerging trends. Incorporating machine learning algorithms for real-time data analysis, explicitly concerning emerging mixed-method approaches involving AIA (see Moss et al., 2021), could enhance the index's responsiveness, thus ensuring it remains a robust tool that continuously engages *ex-post* metrics for *ex-ante* adaptations.

→ *Psychology of (re)learning*

FRESH's ultimate ambition extends beyond business model evaluation to fostering a shared value system that harmonises profitability with sustainability beyond the F&B sector. This vision aligns with the concept of 'Ba' (場) – a Japanese-inspired philosophy signifying a shared space for emerging relationships (see Nonaka & Konno, 1998). By facilitating a *meta*-stakeholder assembly via a meaningful change in the cross-dimensional assessment model, *FRESH* acts as a catalyst for creating a communal context where businesses, consumers, policymakers, and activists converge to share knowledge, align objectives, and collaboratively push towards a balanced future.

Here, *FRESH*'s data and insights provide a foundation for these discussions, enabling stakeholders to transcend traditional silos and engage in a dynamic spiralling process of participatory interaction (see Schuler & Namioka, 2017). This shared context fosters intersubjectivity, where the explicit knowledge of financial and environmental impacts intertwines with the implicit understanding of societal values and individual aspirations. Through this process, stakeholders collectively navigate the complexities of integrating sustainability into the business fabric, neutralising the ineffectiveness of stakeholder capitalism currently subjected to a mental model of shareholder interest maximisation. Hence, initiated by Make&Go's pilot's findings, this interactive process could encourage a continuous re-examination and recalibration of strategies, ensuring *FRESH*'s *meta*-synchronicity through iterative attunement to the shifting landscape of presumption culture, regulatory environments, and global ESG objectives by reinterpreting added monetary value through the lens of sustainability, concomitantly safeguarding Make&Go's long-term viability and impact.

Limitations & Outlook

All-in-all, our Make&Go model represents a pivotal initiative within the F&B sector, aiming to intertwine sustainability with health by reconfiguring the suboptimal presumption culture with its current *meal-deal* manifestation. Its foundational design, rooted in MID, seeks to modify consumer behaviour by addressing the pervasive pain points in the consumer's lunchtime interaction with the *retail installation*. The outlined redesign cycle transcends misguided libertarian paternalism and hard-touch regulations, instead fundamentally transforming the existing ecosystem by cultivating and consolidating a mindful ethos supported by its maintenance through *FRESH* and a wider inter-stakeholder feedback loop.

However, the transition from concept to implementation surfaces inherent limitations within the Make&Go model. The primary challenge lies in the scarcity of comprehensive financial data, hindering a complete assessment of the model's economic sustainability and scalability. Such data is crucial for understanding the financial implications of widespread adoption and tailoring the model to diverse market conditions and consumer preferences (see *Appendix B: Table iv**). Furthermore, the initial focus on a localised pilot restricts the ability to generalise findings across different geographies and demographics. This underscores the importance of expanding the model's application beyond a single setting to capture a broader spectrum of consumer behaviours and preferences. Future research must, therefore, provide a more detailed financial analysis based on closed data access – accompanied by a stakeholder cross-impact-interest analysis (see Mariconda & Lurati, 2015) superimposed onto the sustainability-profitability axes – and explore the model's adaptability to various consumer landscapes via mixed method research.

Lastly, the future evolution of the Make&Go model, mainly through the lens of corporate client partnerships, underscores a strategic avenue for building momentum for more comprehensive systems-think interventions. Such partnerships could serve as catalysts for broadening the model's applicability and integrating sustainability and health-centric innovations into mainstream corporate practices, thereby demonstrating the potential for hybrid organising to enact enduring systemic changes (see Battilana & Lee, 2014). In this vein, Augustus Gloop's transformative journey accentuates society's potential shift towards eco-wellness, challenging the foundational goals of shareholder-centred Wonkas of the world to reimagine the very ethos of their factories. In essence, the path to revolutionising any system lies not in avoiding the proverbial Chocolate Factory's hazards but in redefining its core purpose from within.

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Appendix A: Analysis

Figure iii: *Target consumer survey*

Questions

1. **How often** do you buy a lunch meal deal from a shop or supermarket?

- ☐ Everyday
- ☐ A few times a week
- ☐ Once a week
- ☐ Once/a few times a month
- ☐ Never

2. **Why** are you buying lunch meal deals? (multiple answers possible)

- ☐ Convenience & Time
- ☐ Taste & Variety
- ☐ Money - it's a Deal!
- ☐ Everybody does it
- ☐ Lack of other lunch options

3. What is your **favourite** part of the meal deal?

- ☐ Sandwich (or other main)
- ☐ Chips (or other snack)
- ☐ Soda (or other drink)

4. **How much** do you typically spend on a lunch meal deal?

- ☐ £0-£1.99
- ☐ £2 - £2.99
- ☐ £3 - £3.99
- ☐ £4 - £4.99
- ☐ £5+

5. What are **reasons not** to buy a meal deal? (multiple answers possible)

- ☐ Environment
- ☐ Nutrition
- ☐ Price
- ☐ Taste
- ☐ Other

6. Which part of the meal deal would you make **healthier**? (multiple answers possible)

- ☐ Sandwich (or other main)
- ☐ Chips (or other snack)
- ☐ Soda (or other drink)
- ☐ None

7. Based on the last question, **what** would you **change** it to?

Enter your answer

8. If there was a **healthier alternative** of the typical meal deal, would you buy it?

- ☐ Yes - regardless of price
- ☐ Yes - only if it same price or less
- ☐ No

9. Do you consider the meal deal as essential part of **British culture**? (1=no; 5=yes)

1

2

3

4

5

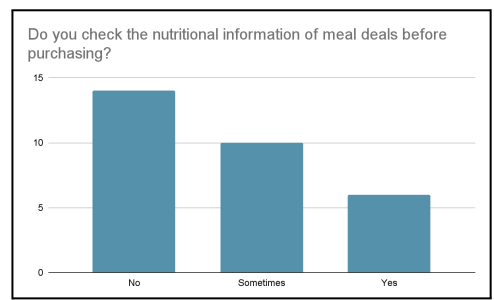
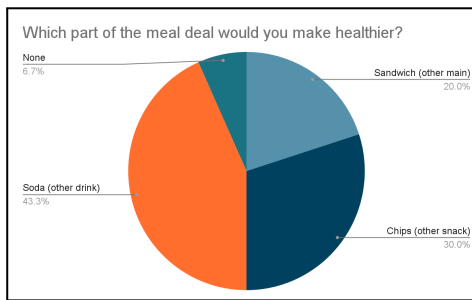
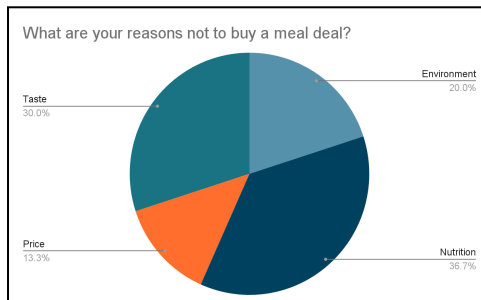
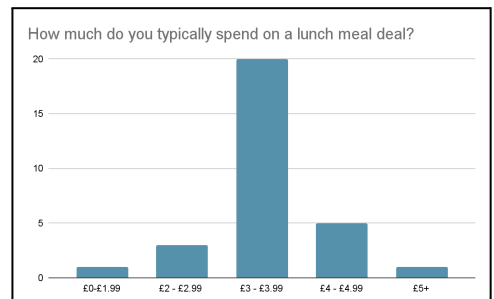
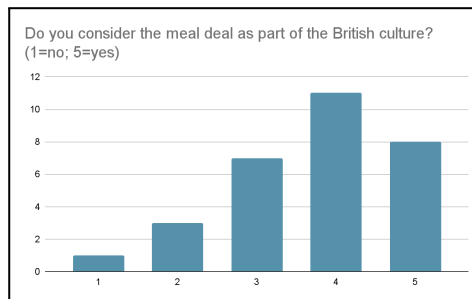
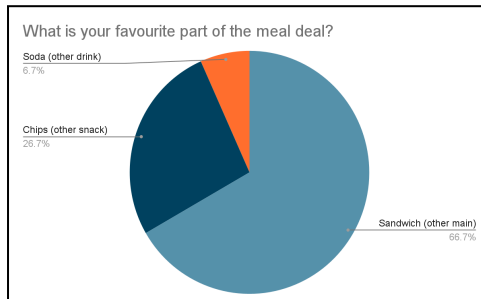
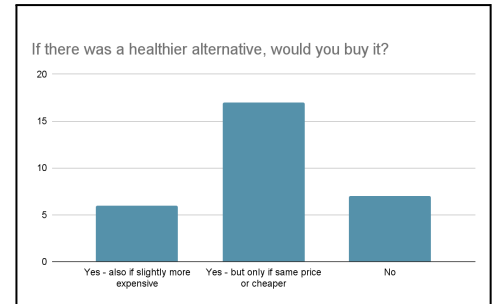
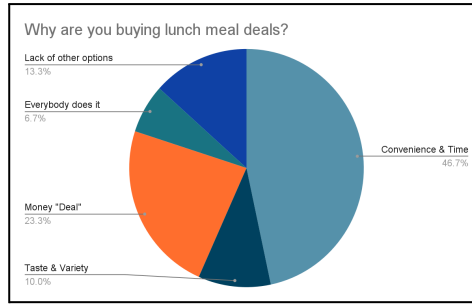
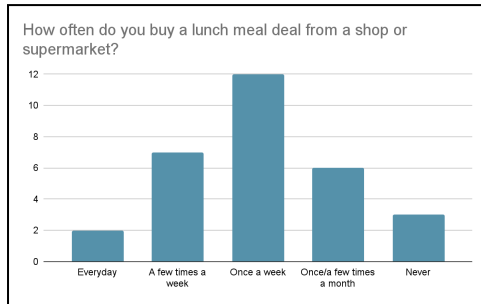
10. Do you check the **nutritional information** of meal deals before purchasing?

- ☐ Yes
- ☐ Sometimes
- ☐ No

Submit

Never give out your password. [Report abuse](#)

Responses



Interpretation

- The dietary habits of young professionals, exemplified by Augustus, reveal a complex interplay between the **immediate appeals of convenience and the undercurrents of systemic pressures**. The survey results distinctly point to convenience and monetary considerations as the predominant forces shaping *meal-deal* choices, a behaviour that is emblematic of a work climate fraught with time scarcity that cultivates a series of **trade-offs** between the certain **time-saving value** and the **potential risk** of health impacts.
- Additional insights into predictably irrational behaviours shed light on how **immediate rewards**, such as the **sensory gratification** from a tasty but unhealthy snack, often eclipse the **abstract value of long-term health benefits**. Thus, it is the external environment, characterised by relentless demands on time and the allure of cost-efficiency, that steers the internal drivers towards choices that might contradict Augustus' own health and sustainability ideals.
- This dialectic between the external and internal spheres is critical to understanding the consumption patterns of young professionals in the context of *meal-deals*. Thus, the essence of this synthesis is that the **external work environment and societal norms** exert a significant influence on Augustus, shaping his **internal value judgments** and leading to choices that **prioritise immediate convenience and economic benefits over long-term health and sustainability**.

Table i: Exhaustive activity list concerning meal-deal lifecycle

** Substages in GREY are immediately addressed in our Make&Go model, whereas those in ORANGE are left for future post-pilot developments*

Stage	Substage	Activities	Conventional Practice	Sustainability & Health
1. Ingredient Sourcing	<i>Selection</i>	Choosing available ingredients based on cost and supply.	Often opting for the cheapest suppliers without regard for ethical farming practices.	May involve monoculture, pesticides, and non-organic farming, impacting biodiversity and potential chemical residues in food.
	<i>Harvesting</i>	Using mechanised methods to gather ingredients quickly.	Large-scale use of machinery leading to soil compaction and erosion, high energy consumption.	Potential over-harvesting reduces soil fertility, affecting the nutritional value of food.
	<i>Quality Control</i>	Basic health and safety checks for compliance.	Minimal testing for pesticides and contaminants to meet regulations.	Overlooked contaminants and the pressure to pass tests could compromise long-term health.
	<i>Transportation</i>	Shipping ingredients over long distances.	High reliance on fossil fuels for transportation, refrigeration.	Carbon footprint from transportation contributes to greenhouse gases, freshness may be compromised.
2. Processing	<i>Cleaning</i>	Using high volumes of water and chemicals to clean ingredients.	Significant water usage and potential chemical runoff into water systems.	Residual chemicals on food and water waste issues.
	<i>Preparation</i>	Mass production line preparation of ingredients.	High-speed processing, often sacrificing ingredient integrity for efficiency.	Over-processing can reduce the nutritional content and introduce additives.
	<i>Cooking</i>	Industrial cooking using preservatives for longer shelf life.	Use of additives and preservatives to extend shelf life and enhance flavour.	Preservatives and additives can be unhealthy, and mass cooking reduces food diversity.
	<i>Preservation</i>	Refrigeration and addition of preservatives.	Energy-intensive cold storage and chemical preservatives to prevent spoilage.	Excessive energy use and potential health risks from preservatives.
	<i>Packaging</i>	Plastic and non-biodegradable materials for packaging.	Widespread use of plastics and other materials that are not eco-friendly.	Plastic waste contributes to environmental pollution; packaging may leach chemicals.
3. Assembly	<i>Recipe Development</i>	Creation of <i>meal-deal</i> options based on cost-efficiency.	Focus on popular and cost-effective items rather than nutritional balance.	Often leads to high-calorie, low-nutrient meal choices that contribute to poor diet habits.
	<i>Portioning</i>	Standardised portioning without considering dietary guidelines.	Portions that prioritise cost-saving may lead to over or under-sized servings.	Portion sizes often exceed dietary recommendations, contributing to waste and overconsumption.
	<i>Combining</i>	Assembling meal components with a focus on appeal and cost.	Attractive presentation often takes precedence over nutritional content.	Attractive combinations may pair unhealthy items, promoting unbalanced eating habits.

	<i>Packaging</i>	Sealing meals in convenient, single-use packaging.	Single-use plastics or materials that are convenient but not recyclable or biodegradable.	Excessive packaging waste and potential health concerns from food contact with plastics.
4. Retail Preparation	<i>Transportation</i>	Distributing <i>meal-deals</i> to various retail locations.	Use of non-renewable energy sources for distribution logistics.	Contributes to air pollution and global warming.
	<i>Stocking</i>	Manual or automated restocking of shelves.	Energy-intensive refrigeration units running continuously.	High energy use for refrigeration impacts climate change; overstocking can lead to food waste.
	<i>Displaying</i>	Attractive displays designed to maximise sales.	Energy-consuming lighting and refrigeration to enhance appeal.	Increased energy usage and potential food spoilage from exposure to varying temperatures.
	<i>Pricing</i>	Competitive pricing strategies to encourage bulk purchases.	Promotion of bulk buying can lead to overconsumption and waste.	Encourages consumption beyond needs, leading to health issues and food waste.
5. Consumer Awareness	<i>Advertising</i>	Marketing campaigns to promote <i>meal-deals</i> .	Use of persuasive advertising to promote high-sales items, often high in calories and processed ingredients.	Promotes overconsumption and unhealthy eating habits; marketing often targets vulnerable groups.
	<i>Information</i>	Nutritional information and labelling.	Often displayed in fine print or in less visible areas; can be misleading.	Inadequate information leads to uninformed choices, contributing to poor health outcomes.
6. Purchase Decision	<i>Option Evaluation</i>	Assessing <i>meal-deal</i> options.	Decisions influenced by pricing, convenience, and marketing rather than health or sustainability.	Leads to preference for cheaper, less nutritious food with higher environmental costs.
	<i>Selection</i>	Choosing a <i>meal-deal</i> .	Driven by immediate sensory appeal and discounts rather than long-term health or environmental impact.	Encourages the selection of meals with excessive packaging and lower nutritional value.
7. Transaction	<i>Payment</i>	Exchanging money for a <i>meal-deal</i> .	Fast transactions with little opportunity for considering sustainability.	Encourages impulsive buying, with little regard for environmental cost of food production.
	<i>Receipt</i>	Providing proof of purchase.	Paper receipts are commonly given, contributing to paper waste.	Paper receipts are often unnecessary and contribute to waste; digital alternatives are rarely used.
8. Consumption	<i>Eating</i>	The act of consuming the <i>meal-deal</i> .	Often eaten quickly, on-the-go, with limited appreciation of food.	Encourages fast consumption, potentially leading to overeating and reducing meal enjoyment.
	<i>Disposal</i>	Disposing of packaging post-consumption.	Packaging discarded, often not in recycling bins, leading to littering.	Single-use packaging contributes to pollution and waste management issues.
9. Waste Management	<i>Collection</i>	Gathering of waste post-consumption.	Inefficient sorting and collection systems for <i>meal-deal</i> waste.	Leads to recyclable materials ending up in landfills and increased environmental pollution.
	<i>Recycling</i>	Processing of recyclable materials.	Limited recycling of <i>meal-deal</i> packaging due to contamination and materials used.	Low recycling rates for plastics and other materials contribute to environmental harm.

	<i>Composting</i>	Organic waste management.	Rarely an option in conventional <i>meal-deal</i> waste management.	Missed opportunity to reduce waste and contribute to soil regeneration.
10. Feedback Loop	<i>Consumer Macro-Feedback</i>	Gathering consumer opinions on <i>meal-deals</i> .	Feedback mechanisms are not always straightforward or prioritised.	Lack of consumer input leads to stagnation in improving health and sustainability aspects.
	<i>Market Analysis</i>	Reviewing sales data to inform future offerings.	Focus on sales figures and profit margins over sustainability and health metrics.	Overlooks the environmental and health impact of <i>meal-deals</i> , perpetuating unsustainable practices.

Table ii: Stakeholder analysis

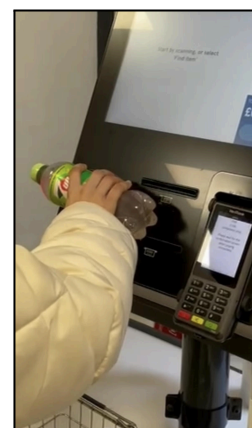
<i>Group</i>	<i>Goals</i>	<i>Motives</i>	<i>Current model's benefits</i>	<i>Barriers to change</i>
Consumers	<i>Access to convenient, affordable, and palatable meals.</i>	<i>Time scarcity</i> due to work pressures, <i>economic constraints</i> limiting more expensive options, <i>preference for convenience and taste</i> over nutritional value.	Quick, cost-effective meals require <i>minimal effort and time</i> , aligning with fast-paced lifestyles. With food inflation reaching a peak of 19.2% in March 2023, value for money becomes a significant driver for food and grocery purchases.	Habitual consumption patterns , lack of awareness or concern about health and sustainability, <i>perceived higher costs</i> of healthier or sustainable alternatives.
Retailers	<i>Maximise profits, enhance customer loyalty, and expand market share.</i>	<i>Fulfilling consumer demand</i> for convenience, maintaining <i>competitive advantage</i> , ensuring customer satisfaction to <i>foster loyalty</i> .	This <i>increased product turnover leads to profits</i> , customer loyalty through meeting demand for convenience, and <i>differentiation from competitors by offering affordable options</i> . Namely, the 'Grab&Go' market <i>increased by 31.7% in 2022 to £21.4bn</i> , even surpassing its 2019 pre-pandemic value. Discounters like Aldi and Lidl are <i>gaining market share</i> as consumers seek ways to economise on their grocery bills, further accompanied by an expediency shift in lunch break mentality.	Economic risk of altering a <i>successful business model</i> , potential loss of market share to competitors if consumer demand shifts, investment required for <i>sourcing and promoting sustainable products</i> .
Manufacturers	<i>Sustain profitability, achieve brand recognition, satisfy retailer and consumer demands.</i>	Production efficiency, alignment with retailer specifications for product development, adapting to consumer trends for market relevance.	Steady demand ensures <i>economies of scale</i> , stable relationships with retailers <i>guaranteeing market access</i> , and ability to leverage brand recognition. The surge in market growth provides these stakeholders with a stable demand for their products, encouraging the <i>continuous supply of meal-deal</i> components. The ongoing demand <i>solidifies their position</i> , offering predictable revenue streams despite the challenges posed by inflation and eco-conscious initiatives.	Cost implications of <i>reconfiguring production lines</i> , risk of losing retailer partnerships if unable to meet new sustainability criteria, <i>market uncertainty regarding consumer acceptance</i> of healthier alternatives.
Governance Bodies	<i>Promote public health, ensure sustainability, foster economic stability, simultaneously establishing stakeholder consensus.</i>	<i>Regulatory compliance</i> to maintain public welfare, stimulating economic growth while <i>balancing</i> environmental concerns & addressing public health issues to <i>boost legitimacy</i> .	Influence over market practices through policy and regulation, that trickles into <i>systemically-beneficial leverage-based psychological and physical contracts</i> with other stakeholders.	Resistance from industry stakeholders to regulatory changes, challenges in enforcing compliance without <i>negatively impacting economic interests</i> , difficulty in aligning diverse stakeholder interests towards common goals.

Table iii: Activity grid for purchasing a meal-deal from Augustus' viewpoint

Task	Actor's Motives & Goals	Actor's Contributions	Actor's Rewards	Installation: Affordance	Installation: Competence	Installation: Regulation	Pain Points
Selecting supermarket	Find a nearby store with a broad selection to <i>minimise travel and waiting time</i> .	Utilises personal knowledge or technology to determine the closest or most diverse store.	Efficient use of time, a successful shopping experience in a convenient location.	Accessibility of supermarkets, visibility of <i>meal-deal</i> promotions.	Ability to discern the best locations for quality and price efficiency.	Industry standards for food retailing, health and safety regulations & workplace norms on lunch breaks.	Limited choice in sustainable and healthy options due to market dominance by supermarkets that <i>prioritise cost-cutting and shelf-stable items</i> over fresh, organic produce.
Menu Browsing	Choose a satisfying meal within budget, <i>balancing taste and convenience</i> .	Engages in a mental evaluation of the menu based on past experiences and preferences.	Satisfaction of choosing a meal that is both appealing and fitting to the day's mood or nutritional needs.	Availability of diverse menu options, clarity of information.	Culinary knowledge, ability to align choices with dietary preferences.	Food labelling regulations, marketing practices.	Predominantly unhealthy options with HFSS content, making it <i>challenging to find balanced meals</i> . Menus often lack clear labelling of nutritional information.
Price Comparison	Achieve the best value for money spent, stimulating <i>satisfaction from smart shopping</i> .	Takes the time to compare <i>meal-deal</i> prices, possibly using a store app or labels.	Financial prudence is rewarded with the best deal, maximising the value of money spent.	Price tags, promotional displays, loyalty discounts.	Financial literacy, skill in utilising comparison tools or apps.	Consumer protection laws, pricing fairness policies.	Price often incentivizes less healthy choices , as <i>deals and discounts</i> are frequently <i>applied to fast-moving consumer goods</i> rather than fresh, wholesome foods.
Beverage Selection	Pick a drink that complements the meal and fulfils the need for refreshment, <i>enhancing the meal experience</i> .	Matches beverage to meal choice based on personal taste or health considerations.	A beverage that complements the meal enhancing the overall dining experience.	Range of drinks within reach, packaging that allows for quick selection.	Understanding of personal hydration needs, flavour preferences.	Beverage industry standards, health advisories on sugary drinks.	Beverage choices paired with <i>meal-deals</i> are typically high in sugar and calories . <i>Limited availability of natural or low-calorie drinks</i> .
Extra Add-ons	Personalise the <i>meal-deal</i> via a snack selection for <i>added enjoyment</i> .	Makes a quick decision on additional items based on spontaneous desire or habitual choices.	Tailored meal experience with added pleasure from selected extras.	Placement of add-ons near the main <i>meal-deals</i> for impulse buying.	Decision-making under time constraints, resisting or yielding to upselling.	Advertising norms, nutritional guidelines.	Add-ons are usually high-margin items like chips or sweets, encouraging overconsumption and waste. <i>Few add-ons</i> contribute positively to <i>diet diversity</i> or <i>nutritional balance</i> .
Option Evaluation	Confirm the <i>meal-deal</i> meets the day's	Balances desire for novelty with the reliability of	Confidence and contentment	Clearly marked new items vs.	Evaluative skills to weigh novelty against	Consumer rights to information, freedom of	The <i>fast-paced environment</i> pressures the consumer to make

	requirements and satisfaction in an attempt to <i>minimise potential regret.</i>	known choices.	in meal choice, avoiding post-purchase regret.	standard options.	satisfaction.	choice.	<i>quick decisions</i> , often leading to choices based on convenience over health or environmental considerations.
Grab&Go Selection	Quickly choose the most optimal combination to reduce the lunch break's duration to <i>maximise the rest of the break and/or return to work sooner.</i>	Prioritises speed and accessibility in selecting pre-packaged options.	Time saved for other activities during the break, leading to a more relaxed lunch period.	Pre-packed meals ready for immediate pickup.	Time management, prioritising tasks to fit within the lunch break.	Fast-service operational procedures, queue management.	Options are <i>pre-packaged</i> , contributing to excess plastic use and waste . <i>Freshness and quality</i> can be <i>compromised</i> in pre-packaged meals.
Express Checkout	Speed through the payment, <i>minimising the time spent on the transaction</i> to quickly <i>resume the day's activities.</i>	Prefers automated checkouts or familiar cashiers for expedience.	Minimal time spent in queue, maximising lunch break utility.	Availability of self-checkout machines, mobile payment options.	Proficiency in using automated systems, handling payments quickly.	Transaction security protocols, queuing policies.	Encourages impulse buying <i>without</i> allowing time for <i>consideration</i> of the environmental impact of packaging or the health <i>implications of the purchase.</i>
Quick Consumption	Eat the meal efficiently to <i>quell hunger</i> and continue the day <i>productively and comfortably.</i>	Chooses a dining spot for quick eating, often multitasking.	Satiety achieved with minimal disruption to the day's workflow.	Availability of on-site or nearby seating, cleanliness of the eating area.	Adapting to eating in a limited time frame, managing spillage or mess.	Public health and sanitation regulations for eating areas.	Eating in haste can lead to overeating or not fully appreciating the meal, <i>detracting from mindful eating practices.</i>
Disposal	Dispose of packaging in a hasty manner, <i>finalising the lunch experience.</i>	Disposes of waste responsibly, sorting items if recycling options are available.	A sense of responsibility fulfilled and a cleaner environment for self and others.	Waste bins categorised for recycling, general waste disposal points.	Awareness of recycling practices, eco-friendly disposal habits.	Waste management laws, recycling initiatives.	Packaging from <i>meal-deals</i> often ends up in landfill due to inadequate recycling options and education . The environmental impact is significant due to <i>non-biodegradable materials.</i>
Feedback Loop	Inform future decisions and potentially <i>influence the meal-deal process.</i>	Provides or internalises feedback if prompted or if the experience was notably good or bad.	Potential improvement in future offerings or personal acknowledgment of preferences noted by the retailer.	Channels for providing feedback such as suggestion boxes or digital platforms.	Communication skills, understanding of constructive feedback.	Corporate policies on customer engagement, feedback mechanisms.	There is often no mechanism for consumers to <i>give feedback on sustainability or health aspects of meal-deals</i> . Without feedback channels, it is difficult for supermarkets to adjust offerings based on consumer health and sustainability preferences.

SEBE screenshots in chronological order (left → right)



Appendix B: Data for Solutions

Table iv: Market Analysis			
Comparative Meal-Deal Pricing			
Supermarket	Meal-Deal Price	Separate Purchases	Savings in %
Tesco	£3.90	£6.70	42%
Co-op	£3.75	£7.40	50%
Sainsbury’s	£3.50	£7.15	51%
Marks & Spencer	£5	£7.40	32%
Market Share & Turnover			
Supermarket	Market share in %	Turnover in £b	
Tesco	27.4	58.13	
Sainsbury’s	14.8	33.79	
Asda	13.7	23.66	
Aldi	9.9	15.87	
Morrisons	8.6	20.47	
Lidl	7.6	9.05	
Co-op	6.1	12.99	
Others	11.9		
Market Leaders Financial Report (in £m)			
	Tesco	Sainsbury’s	
Revenue	65,762	31,491	
Cost of sales	62,034	29,409	
Impairment of loss	67	78	
Gross profit/(loss)	3,661	2,004	

Administrative expenses	1,535	1,515
Operating profit/(loss)	1,525	562
Finance income	85	74
Finance cost	618	309
Profit/(loss) before tax	1,000	327
Income tax	247	120
Profit/(loss)	753	207
*Metrics Required for More Comprehensive Assessment		
Revenue Generation	This metric would include <i>total sales, average transaction value, and revenue from repeat customers</i> . It is crucial for understanding the immediate financial impact of the Make&Go model compared to Grab&Go, indicating consumer acceptance and the model's ability to attract and retain customers.	
Cost Structure	Detailed analysis of <i>fixed and variable costs</i> , including procurement, preparation, marketing, and distribution costs. This metric is vital for assessing the <i>operational efficiency and sustainability</i> of the Make&Go model, highlighting areas where it may offer cost advantages or require additional investment, specifically in producing the container-plates.	
Gross and Net Profit Margins	These margins reflect the <i>profitability</i> of the Make&Go model after <i>accounting for the costs of goods sold and all operational expenses</i> , respectively. They are essential for evaluating the financial health of the Make&Go model and its potential to generate sustainable profits over time.	
Customer Acquisition and Retention Costs	Costs associated with <i>marketing and promotional activities</i> to attract new customers and retain existing ones. This metric is important for understanding the investment needed to build and maintain a <i>customer base</i> for the Make&Go compared to Grab&Go deals.	
Waste Reduction Financial Impacts	Quantification of cost savings resulting from reduced waste through the Make&Go model. This includes <i>savings from unsold food items, packaging, and</i>	

	associated <i>waste management costs</i> . It is critical for evaluating the environmental and economic benefits of the Make&Go model's sustainability features.
Customer Lifetime Value (CLV)	Estimation of the total revenue a business can expect from a <i>single customer account</i> throughout their relationship. This metric helps assess the long-term value of the Make&Go model by comparing the CLV of its customers with those of Grab&Go, indicating its <i>effectiveness in fostering customer loyalty</i> .
Break-even Analysis	This analysis determines the point at which the revenues from the Make&Go model cover all its associated costs. It is essential for understanding the <i>viability and time frame for the model to become profitable</i> compared to the Grab&Go.
Market Penetration and Share	Measures the Make&Go model's <i>success in capturing a portion of the target market</i> compared to Grab&Go. This metric is crucial for evaluating the <i>competitive advantage</i> and market acceptance of the new model.
Supply Chain Efficiency Metrics	Analysis of <i>supply chain costs, lead times, and reliability</i> . This metric is important for assessing how the Make&Go model's sustainability and health-focused supply chain compares with the traditional Grab&Go model in terms of <i>efficiency and cost-effectiveness</i> .
Environmental Impact Financialization	Estimation of the financial benefits or costs associated with the environmental impact of both models, including <i>carbon footprint reduction, energy savings, and compliance with environmental regulations</i> . This metric is vital for evaluating the external costs and benefits of the Make&Go's sustainability features.
* Collecting and analysing these metrics would provide a nuanced financial comparison between Make&Go and Grab&Go models, highlighting areas of strength, potential challenges, and opportunities for optimisation in the Make&Go model's implementation and scaling.	

Appendix C: Composite Evaluation Index

Table v: FRESH's underpinnings

Conceptual Framework

→ **Profit Axis:**

- **Revenue Growth:** This component evaluates the incremental sales attributable to the Make&Go model, focusing on immediate revenue increases and the long-term customer value derived from enhanced loyalty and brand differentiation. Critical analysis involves examining the elasticity of consumer demand in response to innovative meal assembly options and the potential for premium pricing strategies that capitalise on the added value of sustainability and health benefits.
- **Cost Efficiency:** Beyond merely assessing cost savings from reduced packaging waste, this metric delves into the economies of scale achievable through streamlined operations and the use of reusable containers. It scrutinises the balance between upfront investments in sustainable infrastructure against the backdrop of long-term savings from waste reduction and operational efficiencies. Furthermore, it considers the potential for cost redistribution within the supply chain, fostering partnerships supporting economic and environmental sustainability.

- + **Customer Retention and Acquisition:** This indicator goes beyond traditional metrics, exploring how the Make&Go model fosters a unique value proposition that resonates with evolving consumer preferences towards sustainability and health. It assesses the model's impact on enhancing brand loyalty through engagement in sustainability practices and its effectiveness in attracting a demographically broader customer base interested in personalised, eco- and health-conscious meal options.

→ **ESG Axis:**

- **Health Impact (SDG 3):** The evaluation of health impacts is multifaceted, encompassing not only the nutritional profile of the meals but also the broader implications for public health, such as the potential reduction in diet-related non-communicable diseases. This dimension critically examines how shifts in consumer behaviour towards healthier meal options can contribute to societal well-being, leveraging the Make&Go model as a catalyst for change in food consumption patterns.
- **Sustainability of Production and Consumption (SDG 12):** This metric extends beyond the reduction of packaging waste to encapsulate a holistic assessment of the meal's lifecycle, from sourcing sustainable ingredients to the efficiency of resource use in meal preparation. It evaluates the model's contribution to a circular economy by analysing the sustainability credentials of the supply chain and the potential for reducing the environmental footprint of meal production and consumption.
- **Climate Action Impact (SDG 13):** By undertaking a comprehensive lifecycle analysis of meal components, this component measures the Make&Go model's effectiveness in minimising greenhouse gas emissions across the entire meal production and consumption process. It critically assesses the potential for innovation in the model to contribute to climate action efforts, exploring avenues for reducing carbon footprints through sustainable sourcing, energy-efficient preparation methods, and waste minimisation.

Methodology for Index Construction

→ Data Collection:

- **Quantitative Data:** The collection will be systematic, analysing sales records to discern patterns of consumer preference shifts towards the Make&Go model. Cost efficiency metrics will capture direct and indirect savings, such as reductions in material usage and waste management expenses. This phase requires meticulous record-keeping and may involve leveraging advanced analytics to parse out the specific impact of the Make&Go model.
- **Qualitative Assessments:** These will provide depth to the quantitative findings, offering insights into consumer perceptions of meal quality, satisfaction levels, and the value placed on sustainability. Surveys will be crafted to capture nuanced consumer feedback, while focus groups can explore in-depth attitudes towards health and sustainability. Expert consultations will bring a critical external perspective, benchmarking the Make&Go model against industry standards and sustainability best practices.

→ Indicator Development:

- **Indicator Weighting:** Indicators for both profit and ESG axes will be developed with input from stakeholders to ensure they reflect the strategic priorities of the retailer and align with the targets of relevant SDGs. This iterative process may involve prioritisation exercises and Delphi methods to achieve consensus on the relative importance of each indicator. The weighting process is crucial for ensuring the index accurately reflects the multi-faceted goals of the Make&Go initiative.
- **Benchmarks and Standards:** Developing indicators will also involve aligning with existing ESG reporting frameworks and health impact assessment methodologies to ensure comparability and credibility. This alignment will facilitate the retailer's ability to communicate its achievements in a recognisable and respected language within the broader sustainability and public health communities.

→ Comparison and Analysis:

- **Establishing a Baseline:** The initial step involves creating a comprehensive snapshot of the current Grab&Go model's performance across all indicators. This baseline will serve as the reference point against which the Make&Go model's impact can be measured, highlighting areas of improvement, stagnation, or regression.
- **Evaluating Make&Go:** Applying the *FRESH* index to the Make&Go model will illuminate its strengths and weaknesses relative to the baseline. This comparative analysis will dissect the model's profitability and its alignment with ESG goals, providing a nuanced view of its overall value proposition.
- **Identifying Deviations:** The critical examination of deviations from the baseline offers a roadmap for targeted improvements. This analysis will uncover underlying factors driving performance changes, guiding strategic adjustments to enhance the Make&Go model's effectiveness and sustainability.

→ Cross-Cluster Analysis:

- **Meta-Harmonizing:** By examining different clusters within the retail ecosystem, the *FRESH* index facilitates a granular understanding of how the Make&Go model performs across diverse segments. This approach enables the identification of universal benefits and sector-specific challenges, guiding bespoke interventions.
- **Scaling Strategy:** Insights from the cross-cluster analysis inform the development of a scaling strategy that leverages shared cross-cluster intersections. These insights highlight the pathways through which the

Make&Go model can be adapted and expanded, ensuring its benefits are broadly realised while focusing on harmonising profit motives with sustainability and health outcomes.

Application

Innovative models' successful implementation and scaling hinges on collaborative efforts among retailers, government agencies, and other stakeholders, propelled by a **shared commitment to profit-ESG harmonisation**. By capturing a **holistic view** of these axes, *FRESH* will facilitate a nuanced understanding of how innovative presumption models – such as Make&Go – can contribute to a more sustainable and healthy food system. The findings derived from this index could serve as a **compelling argument for primary stakeholders** to fully embrace the Make&Go model, supported by evidence of its ability to meet both commercial objectives and broader societal goals **when compared** to its **traditional Grab&Go** counterpart.