



+ InCluso Research.

Improving grocery shopping at Albert Heijn for the visually impaired





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+ summary

Executive Summary

Improved services

In this proposal we offer Albert Heijn improved services for low vision and blind (LV/B) people. The LV/B population relies on human assistance while shopping. However, interviews held with LV/B people, Royal Dutch Visio and Oogvereniging, two of the leading organisations supporting and providing for LV/B people in The Netherlands, revealed that LV/B people struggle in getting the human assistance they need.

The solution

We designed a solution to improve the present situation. In collaboration with Royal Dutch Visio, we are offering an online training based on videos to the employees of Albert Heijn, which will improve the employees' ability to approach and assist LV/B customers while shopping. The training videos focus on four topics: communication for approaching LV/B shoppers, navigation for better safety, product information and selection for proper assistance, and appointment booking with LV/B shoppers. The four videos, each lasting three minutes, will be accompanied by test questions. This training minimizes mind wandering, and promotes high knowledge transfer. In addition, we are proposing the introduction of a hotline, through which LV/B customers can make an appointment to be guided by a trained employee while grocery shopping. This two-part solution is offered for 104,300 € and is both time- and cost-efficient.

The intervention

We propose to test our intervention at Albert Heijn XL in Leiden. Following the production of the training videos, the employees of Albert Heijn XL will participate in the online training. Subsequently, we will launch an 8-week-long testing period. We measure employee and customer ratings prior to the testing period for baseline values. During 2 of the 8 weeks, LV/B customers who were recruited will visit Albert Heijn XL and rate their shopping experience. Following our intervention, we expect the grocery shopping experience of LV/B customers to improve. We also predict that Albert Heijn will gain a better reputation among all customers and increase its revenue by becoming the evident choice for LV/B people.



+ the company

About us



+ CEO

Lennart Jan Reitsma

As a result of his experience working with blind people, Lennart felt the need to take it into his own hands to improve the experience of LV/B individuals. His experience, empathy, and management skills make Lennart a trusted and knowledgeable CEO of InCluso. Prior to his work at InCluso Lennart specialized in helping the visually impaired at Bartimeus.



+ CFO

Jan Moritz Gerbracht

Following his international experience and hands-on competence Jan is a great addition to the InCluso team. Jan spent most of the past four years in Asia managing Cure Blindness Technologies, Ltd., a development company focused on ocular diagnostics. We value Jan's leadership and his practical know-how to advise in operational planning and oversight.



+ EDITOR IN CHIEF

Yasemin Kap

With her analytical approach and structured thinking, Yasemin is the perfect Editor in Chief to keep a look at the overall progress at all times. With professional editing experience as well as excellent communication skills, the task to merge all the work into one final project is in safe hands.



Introduction

Our plan

Grocery shopping, a process predominantly reliant on visual cues, is a substantial challenge for low vision and blind (LV/B) people.^{[1][2][3]} To overcome this challenge, we are collaborating with Royal Dutch Visio, the centre of expertise for partially sighted and blind people, and the Oogvereniging, the association for emotional support and advice for LV/B persons.^{[4][5]} Together with these important organizations, we propose the following solution that will make Albert Heijn a pioneer in social inclusiveness. Our video-based, time-efficient online training made for Albert Heijn employees will make grocery shopping simple for LV/B customers. This training, based on psychological expertise, will enable employees to offer knowledgeable and thoughtful assistance. Furthermore, we will introduce the opportunity to book appointments through the in-store number. This 'hotline' will foster the inclusion of LV/B shoppers at Albert Heijn by making sure a trained employee is ready to guide the LV/B shopper when they arrive at the store. Creating an optimal service for LV/B consumers will make the notion of inclusion visible for everyone, thereby improving Albert Heijn's image and reputation across all customers.^[6]

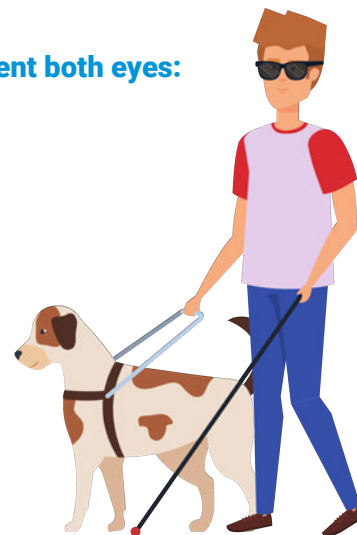
The numbers

The estimated number of people in the Netherlands suffering from a visual impairment in both eyes (visual acuity less than 0.3) is roughly 300,000. Approximately 40,000 of those are blind (visual acuity less than 0.05), and 250,000 have low vision (visual acuity between 0.3 and 0.05).^[7] Currently, an inclusive experience is not available in any supermarket chain in The Netherlands. Based on the interviews we conducted, we found that LV/B people, as well as their family members and friends, will be more likely to choose Albert Heijn as their grocery store once our inclusive approach is implemented.^[2]

Visual impairment both eyes:
300,000

Fully blind:
40,000

Low vision:
250,000



"Kindness is the language which the deaf can hear and the blind can see."

Mark Twain



The challenge for LV/B

It is a challenge for LV/B customers to navigate through the store from the entrance to checkout.^[1] The obstacles they face are locating specific aisles, discriminating packages, reading product information, locating check out registers, and mapping the overall store layout.^[6] Simply put, the entire shopping experience is difficult. Experts are calling for equal opportunities to be created for the often-forgotten LV/B people.^{[9][10]} Once our solution is implemented, Albert Heijn will highlight the commitment it has for all its customers, regardless of visual disabilities. We believe that Albert Heijn cares as much about this issue as our team does.

Assistance and hotline

Our team designed a data-based, two-part solution. Firstly, in-store assistance is going to be made faster, more proficient, more assertive, and more welcoming by training staff members utilizing training videos made specifically to answer the needs of LV/B customers. Secondly, a hotline for booking appointments will make it easier for LV/B customers to convey their needs for an upcoming visit to Albert Heijn.

Two part solution

This two-part solution is approved by Royal Dutch Visio and the Oogvereniging. Royal Dutch Visio will share knowledge for the development of these videos.

Our solution is based on extensive literature research and interviews. In order to learn more about personal experiences and opinions, we interviewed low vision and blind people from the organisation Bartiméus.^[2] Overall, the interviewees wished for a simple solution and support from other humans, as opposed to technical aid. They appreciated our suggestion of an employee training, so that staff could efficiently guide them through the supermarket.

In the following sections of our proposal, we will demonstrate why we believe our solution to be effective and how exactly we test the outcomes of our solution.



+ overview

Understanding the Barriers

Albert Heijn & Low Vision/Blind Shoppers

Current situation Albert Heijn

The corporate statement of Albert Heijn has inclusiveness at its heart.^[11] In this spirit, we found that including LV/B people in basic services has the potential to increase life satisfaction, improve mental health, and contribute to more physically and mentally healthy days.^[12] However, we understand that a company with high turnover and several ongoing innovative projects needs finely streamlined solutions in order to effectively implement them. We propose easy-to-implement and resourceful ways for Albert Heijn to break the barrier of fully including LV/B customers in basic grocery shopping. We are certain that the time is now and that our solutions will not only benefit Albert Heijn and LV/B people, but society at large.



Importance of Inclusion

The magnitude and reach of Albert Heijn offer an opportunity to promote an important message: Inclusion is about intentionally planning for the security of all customers. In an interview for the website lamexpat, the administrator of Passend Lezen, Jellie Tiemersma, stated that creating an environment that integrates everyone's needs can bring low vision people back in touch with local and global society. We spoke with Herman Evers, the accessibility expert at Royal Dutch Visio, who supports new solutions benefiting LV/B individuals. Moreover, the Oogvereniging (Eye Association of the Netherlands) fully supports implementing new services to assist LV/B people. Assisted grocery shopping is the best solution for Albert Heijn to facilitate this process.



+ overview

Customer reach & effects on Albert Heijn

We expect Albert Heijn to increase its customer reach by making their service more accessible. The interviews with LV/B people revealed that they feel discouraged to engage in daily grocery shopping. They mentioned the unavailability of employees and the employees' hesitance to provide help, due to inexperience and lack of knowledge in interacting with LV/B people. The number of potential LV/B customers is over 300.000 in The Netherlands. Once a clear message of inclusiveness has been sent out, a relatively large increase in market gain can be expected.^[7]

There are implications for the impact on the brand of Albert Heijn among LV/B people. Through the interviews we conducted, we found that LV/B people would appreciate grocery stores taking active steps to include them. The Albert Heijn brand is not yet known as an inclusive grocery store for this social group. We believe Albert Heijn can increase their reputation as an inclusive grocery store to seize their full potential and maximise their market share.

Effect on LV/B

Effects of visual impairment may include lower life satisfaction, poorer mental health, and more risk of depression and anxiety.^{[13][14]} Regardless of visual abilities, each individual should be able to carry out basic daily activities to fully function in society; grocery shopping is an essential part of daily life.^[12] Since the built environment of grocery stores is not fully accessible for LV/B customers, they may associate grocery shopping with negative emotions and insecurity. In the long run, these emotions can lead to mental health issues due to feelings of isolation, inadequacy, and low self-esteem.^[3]

Current situation LV/B

Sighted people use visual cues to match their environment to the cognitive schemas they already have, e.g. what a grocery store should look like. LV/B people do not have the same opportunity to use visual cues and instead rely on auditory and tactile information. Thus, when an environment is predominantly designed with visual cues, they cannot match their experiences with their environment. This creates uncertainty, discomfort, and insecurity.^[15] Due to these obstacles, LV/B shoppers ask for assistance from family members or friends. However, necessary help from close contacts can limit the shopping experience to certain familiar stores and specific times, making it a difficult task to carry out. As one LV/B person stated "Friends don't buy what you want.", referring to relatives taking over the shopping process.^[16] A well-trained and caring workforce aids LV/B people in experiencing their environment as pleasant, as well as promoting their full participation in grocery shopping. Our solution would provide exactly that.

Positives	Negatives	Suggestions
Limited options to call ahead	Willingness of staff	Simple offer of help
Sometimes staff helps when asked	Availability of staff	Guidance through the store
App may assist shopping	Recognition of LV/B	Open communication
	Structure of shopping	Time slot with extra attention
	Awkwardness of staff	Calling ahead of store visit
	Clarity of layout store	Systematic route
	Product availability invisible for LV/B	Employee training

Table 1. LV/B interviewees summary.

+ overview

Our solution

Solution Part 1: The Training

A major factor that influences the shopping experience of LV/B people in a grocery store is the employees themselves. Supermarket employees do not have adequate training or experience in interacting with LV/B customers. This absence of training and experience leaves employees unaware of the appropriate way to help when asked, as well as hesitant to approach LV/B customers.^{[2][17]} According to our interviewees, LV/B people associate grocery shopping with negative emotions. It is the consequence of lack of staff or busy and inattentive employees when LV/B customers are in need of help.

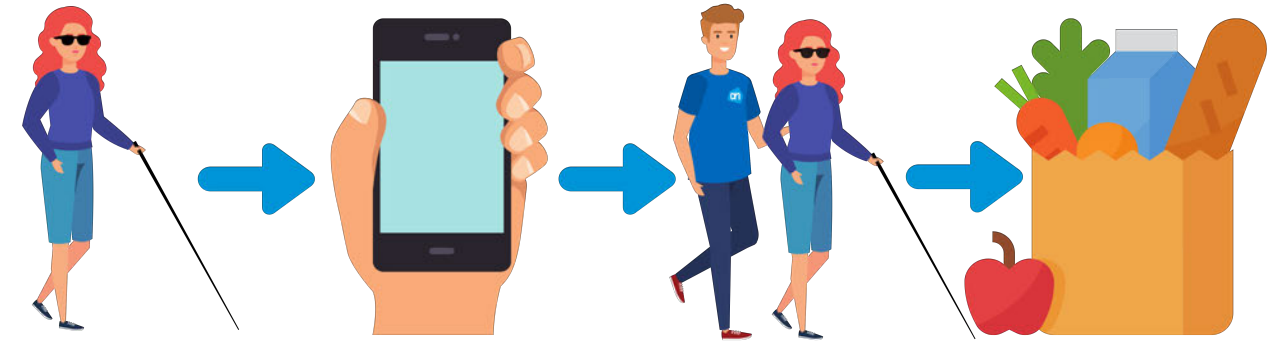
Dependence on untrained assistance can cause additional problems for LV/B people. The assistance may be inadequate, resulting in more time-consuming shopping. In other cases, partial and inaccurate product information can lead to wrong or insufficient products being bought. Sometimes assistance cannot be found at all.^{[2][3][16]}

To overcome these challenges, we propose the implementation of an online training developed in collaboration with Royal Visio. By focusing on how to approach and assist LV/B customers, our training can increase safety for both employees and shoppers. The training will not only benefit staff's interactions with LV/B customers, but also the general corporate culture and employee conduct.^[18] Contents, method of delivery, and phases of the training are explained in the intervention section below.

Solution Part 2: The Hotline

The second part of our solution is a 'hotline,' which LV/B customers can use to make an appointment for assisted grocery shopping. Royal Dutch Visio will use their community outreach to make LV/B people aware of this service. During the pilot study, the hotline refers to the already existing in-store number of Albert Heijn XL in Leiden.^[19] Once the trial is completed successfully, we suggest installing a phone number specifically for LV/B customers.

+ overview



The hotline will be designed to connect the LV/B customer with the store of their choice, which can easily be automated. When connected to a specific store, an employee will make an appointment with the customer. Thanks to the appointment system, when LV/B customers arrive at the store they will be met by a trained employee who will help optimize their shopping experience. Social engagement, interacting with the environment, and feeling welcomed were found to be the most important factors of an integrative grocery shopping experience.^{[1][20]} Thus, a hotline for appointment booking would provide an ideal beginning to the shopping experience.

After conducting a comprehensive analysis, it is clear to us that changes need to be made to include LV/B people in the Albert Heijn shopping experience. The unavailability of a solid solution, which maximizes Albert Heijn's gains and minimizes its costs, may have been the reason for the lack of appropriate assistance for LV/B customers. We propose a simple, testable, complete, and cost-efficient project for Albert Heijn to become a leader in inclusivity and reach out to hundreds of thousands of potential customers.

An Effective Solution

Why is the project we propose the right one? We found any other solution to be costly and inefficient. Technical devices work only for a small segment of LV/B people and physical adjustments, like altering store design or changes in layout, come with a vast array of costs and problems of their own. LV/B shoppers suggested making changes such as standardizing bag locations, putting navigation flooring in stores, standardizing floor layout, and adding auditory signs, which require tremendous physical changes and related expenses to each store.^[3]

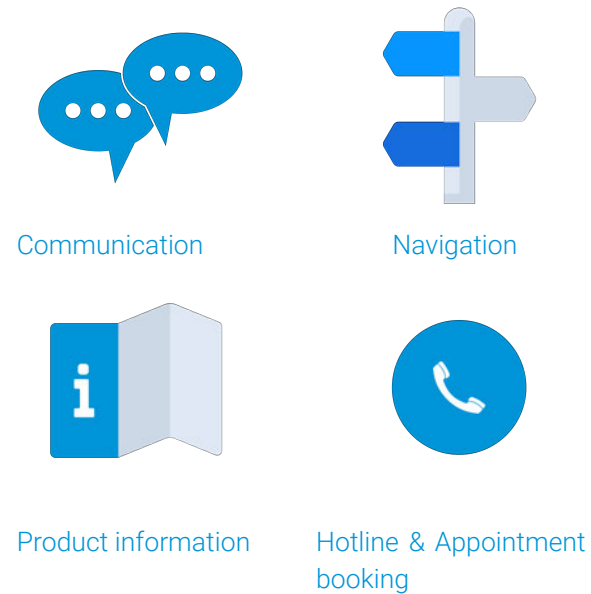


Our intervention

Objective

The objective of our intervention is creating an environment in which low vision and blind (LV/B) people can take the lead in their own shopping experiences. At the moment, support from employees for the LV/B customers is highly store dependent, irregular, and of varying quality. Our intervention will enable the employees of Albert Heijn XL in Leiden to provide the level of inclusive service that the brand strives to achieve. This will add value to Albert Heijn's public relations, reputation, and increase its customer base. Ultimately, Albert Heijn will become 'the place to shop' for LV/B people.

We offer a two-part solution. The first part of the solution is an online training consisting of the following four topics:



Communication

Navigation

Product information

Hotline & Appointment booking

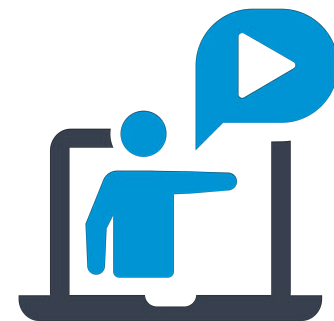
The second part of the solution is a hotline used to make appointments with LV/B customers. This hotline will be the pre-existing Albert Heijn XL phone line during the testing phase.

Solution 1.1: Online training

Online training: structure

Four videos will be created, each lasting approximately three minutes, and focusing on one of the knowledge topics: (1) communication, (2) navigation, (3) product information, and (4) appointment booking. The videos will portray LV/B customers in the supermarket, interacting with Albert Heijn employees. During the training, employees will first watch a video and be encouraged to take notes on the information seen in the video. Afterwards, employees will be asked to answer multiple choice questions based on the information in the video. If they answer correctly, they will be able to proceed to the next video and the next set of questions. If they struggle, they will be able to go back to the video and watch it again. The videos will be shown in the order of the four previously mentioned knowledge topics.

This training is easy to implement, since Albert Heijn already utilizes online training. Online training is time-efficient, and when designed effectively, knowledge acquisition is equal to in-person learning.^[18] A common issue in online training programs is mind wandering. To tackle this, we decided on four short videos (three minutes each) accompanied by knowledge tests.^[21]



Online training: content

We will prepare the content of the videos in collaboration with the specialized occupational therapists of Royal Dutch Visio (see Appendix B for details). The structure of the training is based on an empirical approach and our psychological expertise. Video creation will be outsourced to Ninjatropic Training.^[22] Ninjatropic is a well reputed company that focuses on e-learning. They have ample experience in making instructional videos. Collaborating with Ninjatropic will therefore ensure that our videos are of the highest quality and help make our training as effective as possible.

The ultimate goal of introducing a training program is to increase the work competence of employees utilizing knowledge, technology, and attitude.^[23] Video content will involve realistic scenarios that frequently occur between a LV/B person and an Albert Heijn employee. When information can be visualized through realistic scenarios, it has a direct positive effect on employees' learning performance.^[24] The four main topics of videos were chosen based on the research and feedback we received from the interviews with LV/B people.



Communication

The communication video will show how to approach, introduce and communicate, using a welcoming and friendly tone of voice. Appropriate communication with LV/B people is different from communication with sighted people. It is important to instruct employees on the proper way of communication, as it predominantly involves using auditory and tactile cues. The employee's voice is the only sensory cue the customer can draw conclusions from (e.g. they cannot see someone smile, but they can hear the cheerfulness in their voice).^[25]

Communication



Hi Lisa, I'm Kim and I can help you today. How would you like to be assisted?

Hi, I'm here for my weekly grocery shopping and would like you to guide me and help me find the products I need.

+ intervention

Navigation

The video will show how a shopping assistant is supposed to guide a LV/B person. The focus will be on how to give clear and useful directions, and to help employees create a route that improves LV/B customers' cognitive schemas of the store layout and product locations. Most LV/B report a lack of sensory cues that aid them in efficient navigation through the store. In addition, busy stores have moving obstacles and tend to be noisy, which negatively affects their shopping experience. Ensuring a standard, logical route is essential for LV/B customers. A structured route helps them create a mental schema, which has positive implications for future shopping trips.^[8] The safety of visually impaired people is paramount when helping them navigate through the store.

Navigation



Product information

The video will show an employee assisting a LV/B customer in finding the right product. The main focus of the video will be on how to present product information to the customer (e.g. expiration date, sale bundles, brands, nutrition information). Currently the shopping experience of LV/B customers is very different from that of sighted customers. Most product information is only presented visually. Accordingly, it is of the utmost importance that employees learn how to offer and convey this information efficiently and ethically when assisting LV/B customers. It is important that employees remain neutral and not instigate the purchase of products with the highest profit margins. LV/B customers should have the same opportunity to shop for the items they want and not what others choose for them. The goal is not only to assist, but to enhance the current shopping experience.

Product information



+ intervention

Appointment booking

The video will show how to arrange appointments for LV/B customers. Employees of Albert Heijn will be shown the process of booking appointments and how to clearly communicate during the interaction with the LV/B customer. There should be no confusion as to what time LV/B customers will arrive at the store. Furthermore, the employee on the phone is the first point-of-contact for the LV/B customer. Therefore, it is essential to let the customer know what to expect upon arrival at the store. The LV/B customer needs to be informed that they will be expected at the information desk, where they will meet the employee who will guide and assist them.

Appointment booking



Solution 1.2: Hotline

LV/B customers report that they almost never go shopping spontaneously. Instead, they plan their shopping ahead of time.^[2] Therefore, an appointment booking system will certainly be advantageous for LV/B people.

What we call the 'hotline' is a phone line that LV/B customers can call to make an appointment. Thanks to the appointment system, employees will be ready for the arrival of the LV/B customer. During the pilot study, the in-store phone number of Albert Heijn XL in Leiden is used as the hotline.

We understand that employee organization needs to be highly efficient to save time and money. Appointment making will allow senior employees who are aware of the store's employee availability to arrange appointments for LV/B customers when feasible. Similar systems are used in multi-national stores such as Target and appear to work very well.^[26]

Target audience

All employees should be trained in order to raise awareness and enhance necessary skills for the improvement of interactions with LV/B customers. Cashier B and managers will be trained on all topics, since both will answer the hotline. Shelf-stackers might not be assigned to assist LV/B people. However, it is important for them to be trained at least on the topic 'Communication.' This ensures that encounters with LV/B customers go smoothly and both parties are satisfied with the interaction.

+ intervention

Four stages of the pilot study

Our pilot study will take place at Albert Heijn XL in Leiden. In four stages, we will implement our intervention and test the effectiveness of our solution.

Stage 1

In the first stage, we will recruit 25 LV/B participants to shop at the Albert Heijn XL in Leiden. The recruitment for the study will be advertised through a local Royal Dutch Visio branch. Participation will be incentivised by offering LV/B customers 10€ Albert Heijn vouchers to spend in the store. These participants will be part of the pretest (and in stage 3 the posttest), where we will measure customer satisfaction levels with the Customer Effort Scores (CES).^[27] We will also conduct pretests of current employee performance with self evaluation graphic scales.^[28]

Stage 2

In the second stage, we will implement our two-part solution: Online training of the employees and introduction of the appointment booking system. The Albert Heijn employees that receive the training are Cashier B and shelf-fillers with 16-hour contracts. After the employees complete the online training, we will continue onto the third stage of the pilot study. If employees do not complete the training successfully, either by not answering the questions or answering them incorrectly, they will not be assigned to assist LV/B customers.

+ intervention

Stage 3

In the third stage, we will ask previously recruited LV/B participants to go shopping again. After they are done shopping, a posttest measuring the Customer Effort Scores will be performed. The employee performance scores will also be collected. With this method, the change in customer satisfaction and employee performance will be measured before and after the implementation of the solution.

Stage 4

In the last stage, the data gathered will be analyzed and a report on the overall effectiveness of the intervention will be provided. The intervention will be deemed a success if Customer Effort Scores and employee performance scores are significantly higher after the intervention has been implemented. A successful intervention can be followed by expanding the intervention to other Albert Heijn branches.

INTERVENTION TIMELINE

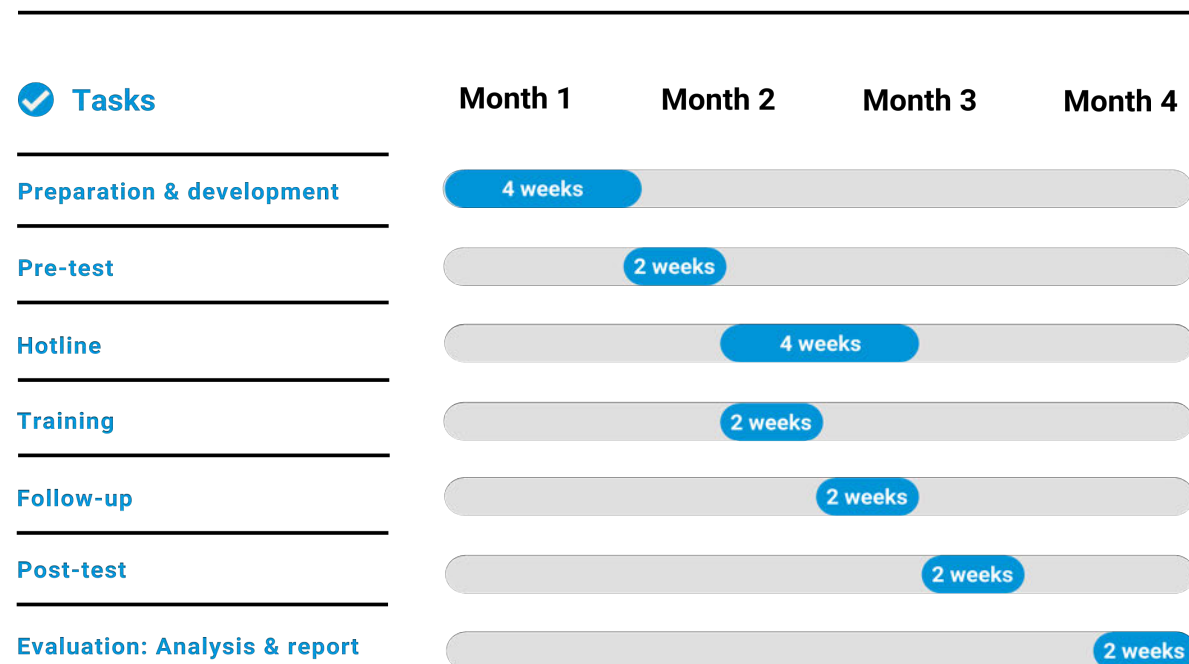
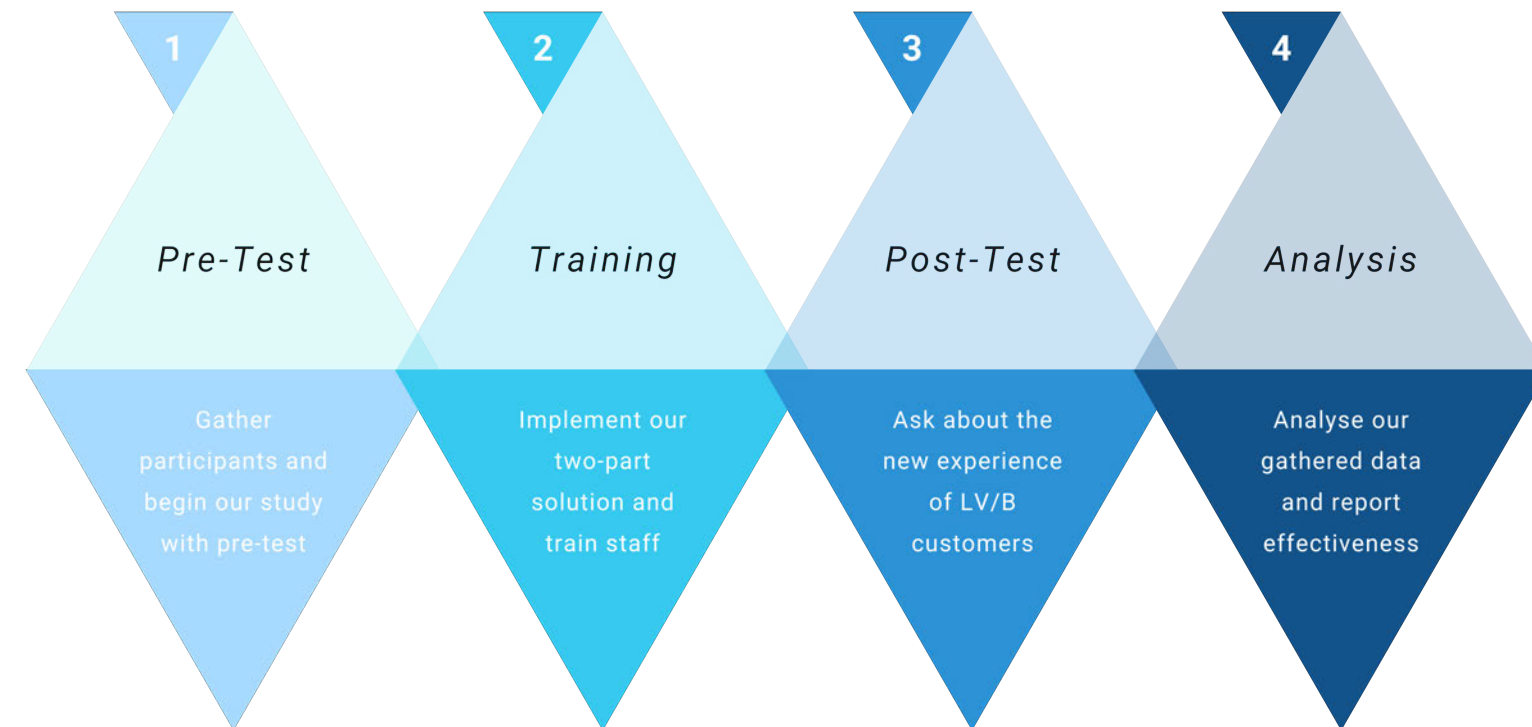


Figure 1. Intervention timeline.



+ costs and benefits

Project costs and benefits

The overall costs for the implementation of this project are 104,300€ (Excl VAT.) (see table 1; Appendix A for a detailed outline). The deliverables for Albert Heijn are:

- A detailed implementation plan to achieve an inclusive shopping experience
- Close cooperation with InCluso throughout the intervention, including on-demand supervision
- Access to a 30-minute online training program on how to interact with LV/B customers, tailored for Albert Heijn employees
- Introduction of a hotline to schedule LV/B assistance
- Promotion of Albert Heijn's inclusive approach to a large network of LV/B people through collaboration with Royal Dutch Visio
- Evaluation of the intervention after the testing phase
- Follow-up after 3 months

Furthermore, we expect the implementation of our proposal to lead to:

- Greater customer numbers and sales across both LV/B and all other customers
- Increased customer satisfaction
- Improved reputation

Overall budget (excl. VAT)	€
Research & Development: Intervention & Testing	27,600
Production: Training video	27,200
Evaluation: Training success	27,340
Operational costs	8,160
Communications	14,000
Total	104,300

Table 2. Overall budget

We see Albert Heijn as the potential market leader in innovation, inclusion, and customer care. An increase in reputation is expected to positively affect customer satisfaction and sales, and lead to additional revenue. This in turn will allow investments in future projects and keep Albert Heijn in the lead.



Customer satisfaction and employee performance go up

+ conclusion

Conclusion

Summarizing, the proposed project consists of an online training program for Albert Heijn employees and a hotline to provide an optimized shopping experience for LV/B customers. Implementing our project will make Albert Heijn a highly attractive choice for LV/B people and a pioneer in social inclusiveness. The effectiveness of the intervention will be measured through the increase in customer satisfaction and employee performance.

Albert Heijn can truly benefit from building a reputation as a company with an inclusive approach. In today's world, equality and inclusion have become more prevalent and important. We are convinced that Albert Heijn can demonstrate true leadership by taking the initiative to welcome the low vision and blind people.

It is reasonable to expect that a positive, inclusive image of Albert Heijn will be reflected in greater customer numbers and sales, both by LV/B customers, due to an improved shopping experience, as well as by all customers, due to an excellent image.

We want to thank you for taking the time to consider our proposal. We are looking forward to the opportunity to work with the Albert Heijn team on this project. If you have any questions, feedback, or suggestions please do not hesitate to contact us. You can email us at InCluso@cureblindtech.com to arrange a personal meeting to discuss our project in more detail.



"It's not about asking for help, it's about getting help."

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Appendix

Appendix A. Budget - Trial Run (Leiden Albert Heijn XL)

Overall budget (excl. VAT)	€
Research & Development: Intervention & Testing	27,600
Production: Training video	27,200
Evaluation: Training success	27,340
Operational costs	8,160
Communications	14,000
Total	104,300

Table 2. Overall budget

Research & Development: Intervention & Testing	Duration	Personnel	Total hours	Rate/hour (in €)	Total price (in €)
Interviews	30h/p	2	60	80	4,800
Research	15h/p	4	60	120	7,200
Accounting	10h/p	2	20	120	2,400
Administration	15h/p	2	30	80	2,400
Management	20h/p	2	40	150	6,000
Documentation	15h/p	4	60	80	4,800
Research & Development total			270		27,600

Table 3. Research & Development costs

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Training: online video	Total price (in €)
Planning	2,500
Creation	4,700
Filming	10,500
Editing	9,500
Training total	27,200

Table 4. Training costs

Hotline Specific Telecommunications	Total price (in €)
Yearly costs	150
Hotline total	150

Table 5. Hotline costs

Evaluation: Training	Duration	Personnel	Total hours	Rate/hour (in €)	Total price (in €)
Pre-test LV/B participants	2h/p	25	50	30	1,500
Pre-test Experts	2h/p	3	6	120	720
Post-test LV/B participants	2h/p	20	40	30	1,200
Post-test Expert	2h/p	3	6	120	720
On-set Evaluator	46h/p	4	184	100	18,400
Analysis	20h/p	2	40	120	4,800
Evaluation Total	74		366		27,340

Table 6. Evaluation costs

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Operational Costs	Duration	Personnel	Total hours	Rate/hour (in €)	Total price (in €)
Management	8h/p	2	16	150	2,400
Administration	20h/p	2	40	80	3,200
Documentation	16h/p	3	32	80	2,560
Operational total	44		88		8,160

Table 7. Operational costs

Marketing & Communications	Total price (in €)
Tools and material	3,500
Message creation	4,000
Local Promotion and Channels	6,500
Communications total	14,000

Table 8. Marketing & Communications costs

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Appendix B. Content for the video (InCluso in cooperation with Royal visio and Ninjatropic)

Communication

- Employees are shown how to appropriately greet a LV/ B customer and how to introduce themselves. For example, always introducing themselves stating their name and position.
- Employees are introduced to how LV/B use auditory and tactile cues. They are taught that the employee's voice is the only sensory cue the customer can draw conclusions from (e.g. they cannot see someone smile, but they can hear the cheerfulness in their voice).^[25]
- When approaching, it is important to speak to them while entering their space to let them know you are there. Tell them who you are and how you can help (they cannot see your uniform).^{[29] [30]}
- Tell them when you are leaving so they know. Do not help other customers while you are assisting a visually impaired person. This could make them confused, there is more cognitive load. Never just touch anyone.^{[29] [30]}

Navigation

- Speaking to them how they like to be navigated through the store, ensuring a standard, logical route. A structured route helps them create a mental schema, which has positive implications on future shopping.^[8]
- The safety of visually impaired people is paramount when helping them navigate through the store

- If a visually impaired person has not shopped in a specific store before, employees should speak to them and explain the route. Giving directions such as 'the door is now right in front of you' is better than using words like 'here' and 'there.'^{[29] [30]}

Product information

- Employees must learn how to offer and convey product information efficiently when assisting LV/B customers. This is not only to assist but to enhance the current shopping experience.
- Learn to quickly find nutrition information, expiration dates, sales that are currently on offer.

Hotline & appointment service

- The video will show how to arrange appointments for LV/B customers.
- Employees will be shown how to answer the phone and communicate with a LV/B customer. The employee on the phone is the first contact point for the LV/B customer and therefore should introduce themselves and speak in a friendly tone.
- Employees will be shown how appointment booking works and how to efficiently find a time that works for the store employees and the customer.
- The LV/B customer needs to be informed that they can wait for their shopping assistant at the information desk in Albert Heijn.

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Appendix C. About InCluso

We are InCluso, and we care! We are impassioned about making LV/B people feel more included into society, starting with what may seem as a mundane activity: shopping for groceries. With our team of 17 applied cognitive psychologists from all around the world, we developed an online training for supermarket employees and a system that enables LV/B people to shop for groceries more independently.

Choosing us means increasing your market share and making LV/B people feel included in society. Why us? Our psychological expertise allows us to be up to date with the latest findings in the field. We only recently started growing, and we will therefore be completely engaged in this project as this is our chance to make a name to foster future inclusive change. Furthermore, as a small company, during our cooperation we will fully commit and focus on this project, as well as flexibly adjust to Albert Heijns needs.

Our Team

Chief-executive-officer

Chief-financial-officer

Editor-in-chief

Editors

Writers

Designers

Researchers

Treasurers

Secretary

Lennart-Jan Reitsma

Jan Moritz Gerbracht

Yasemin Kap

Joana Temelkowska

Lisa Berentelg

Felice Wulfse

Istvan Daniel Barkoczi

Merlin Radbruch

Leon Hommerich

Kirsten van den Broek

Joshua Fockens

Vesna Habič

Jamy Letzer

Pietro Manzella

Ewout Nas

Moritz Lederer

Daron Grigorjan

