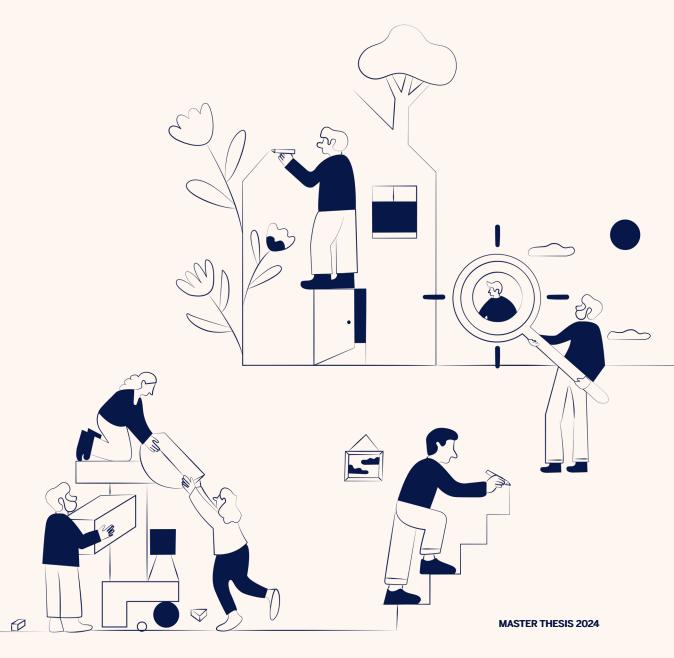
A strategic design approach for attracting and retaining Generation Z

Redesigning Yonderland's fading loyalty programs into a paid membership service that is tailored to Gen Z.



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Master thesis

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Rotterdam, March 2024

Preface

"I want to contribute to sustainable, circular solutions and products through the IDE study, in order to keep the world liveable for us and the generations after us." is what I wrote down when applying for the Industrial Design Engineering program at Delft University of Technology.

Reflecting on these words today, I understand that my ambition was not just about pursuing a degree; it was a commitment to becoming a catalyst for positive change. As I present my thesis, I am reminded of the responsibility that comes with being an Industrial Design Engineer. It is a commitment to continue pushing the envelope, to keep learning, and to apply my skills and knowledge towards creating solutions that contribute to a liveable world for us and future generations. I am grateful for the opportunity to study at TU Delft, which has equipped me with the tools to make a meaningful impact. As I move forward, I carry with me the lessons learned and the passion to make a difference, inspired by the very words that started it all.

So, when I began searching for an interesting graduation project, the first criterion I established was the desire to work with a brand that highly valued sustainability, produced high-quality, enduring products, and felt that it could further enhance its brand presence. Preferably, a Dutch brand with a rich history and decades of experience as a market leader in its sector. Combined with my passion for outdoor and sports, I knew Yonderland was the right opportunity for my graduation project.

This thesis concludes that Yonderland can successfully attract and retain Generation Z by aligning its strategies with the demographic's preferences for authenticity, community-building, and most importantly their environmental and societal values. And for having made this possible, I would like to thank a number of people.

First, I would like to thank Willemijn for being my mentor during the research project. I could always count on you and you were more than times the cheerleader I needed. With your sense of humor and hilarious puns, you got me through my graduation.

Second, I want to thank Erik Jan for the supervision during this research project. Your enthusiastic attitude, and your in-depth expertise helped me tremendously. Together, your energetic support and critical viewpoints brought my research to a higher level.

In addition, I would like to thank Floor for giving me this opportunity at Yonderland and your infinite willingness to help me, your enthusiasm, and your critical eye. Also a big thanks to all the others from the team: Arnoud, Stef, Stefan, Alexandra, Pita, Lisa, Jacqui and Patrick

Finally, I would like to thank my friends, roommates and fellow students for the fantastic years in Delft. Thanks dad, mom, and my brothers for the supportive words and all the help.

That all said, hereby my gradution report. Enjoy reading!

Tim van Tooren



Executive summary

This Master's thesis investigates strategies for Yonderland, Europe's largest premium outdoor retailer, to attract and retain Generation Z, a demographic not previously targeted by the company. Through extensive research, including qualitative and quantitative methods, a literature review, interviews with stakeholders, and multiple creative sessions, a comprehensive strategy was formulated for Yonderland and the focus subsidiaries — Bever, A.S Adventure, and Cotswold Outdoor — to appeal to Generation Z's unique preferences and behaviors.

Key findings reveals Generation Z, born between 1995 and 2010, as digital natives who value social consciousness, authenticity, and transparency in their brand interactions. This demographic heavily relies on social commerce and peer recommendations, incorporating digital seamlessly into their lifestyles, which influences their loyalty and purchasing decisions. Despite an interest in premium outdoor products, Yonderland initially overlooked the potential of engaging with this demographic, missing significant sale opportunities.

The research suggests a strategic pivot towards building authentic connections with Generation Z by emphasizing environmental and social values, and utilizing digital platforms like TikTok for effective engagement. Highlighting the role of over a million Gen Z creators on social media, the strategy focuses on leveraging these influencers to foster genuine interactions and product discovery, emphasizing the importance of authenticity and relatability in marketing efforts.

The research critiques Yonderland's existing loyalty programs for their transactional focus, which fails to resonate with Generation Z's values of self-expression, inclusivity, and personalization. It further identifies issues such as a one-size-fits-all approach, lack of meaningful customer journey integration, and underutilization of customer data for personalized experiences. This misalignment underscores the need for a strategic overhaul of Yonderland's loyalty programs to resonate with Generation Z's values of self-expression, inclusivity, and personalization.

To address these challenges, the thesis suggests an overhaul of these programs to better align with Generation Z's expectations, needs and values. It proposes a shift towards a premium paid membership propositions that emphasizes customer engagement, community building, and personalization through the introduction of a Customer Data Platform, Atelier Café, and Membership App.

The new strategy aims to enhance customer engagement, loyalty, and community building, positioning Yonderland to better meet Generation Z's sophisticated needs while redefining retail customer experiences through connectivity and a focus on sustainability.

The Customer Data Platform is designed to enable Yonderland to play a more relevant role in their customers' digital lives, transitioning from fragmented customer insights to a comprehensive understanding of customer needs and behaviors. This marks a shift towards more relevant digital engagement.

The Atelier Café is introduced as a community hub for member events, circularity, and craftsmanship, serving as a focal point for community engagement, workshops, and events that resonate with Generation Z's values focused on sustainability and craftsmanship.

Meanwhile, the Membership App enhances discovery, community, and personalized experiences across its Discovery, Shop, Service, and Community Pages, revolutionizing Yonderland's engagement and diverging from conventional retail practices towards embracing sustainability and community. This integrated approach signifies a move away from traditional retail models, fostering a more connected and personalized customer experience.

This approach, along with leveraging TikTok as the primary marketing channel and launching the Member Days, aligns closely with Generation Z's preferences, aiming to boost brand visibility, loyalty, and growth by fostering authentic connections. To seamlessly integrate this new paid membership proposition into Yonderland's offerings, a future-state service blueprint has been developed alongside a strategic roadmap.

The thesis concludes that Yonderland can successfully attract and retain Generation Z by aligning its strategies with the demographic's preferences for authenticity, community-building, and environmental and societal values.



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Reading guide

This Reading Guide is designed to enhance your understanding and engagement with the material presented. Each chapter is assigned a unique color, assisting readers in easily identifying their location within the research thesis. There will be a brief introduction and a description of the content before each chapter begins.

At last, each chapter of the research phase ends with a page that summarizes the key takeaways and design guidelines.

Introducing the project

Understanding how to attract Generation Z

Understanding how to retain customers

Analyzing the current approach of Yonderland

Design focus

From ideas to future concept

Each chapter is assigned a unique color, assisting readers in easily identifying their location within the research thesis.

Presenting the concept

Execution strategy

Design evaluation

Conclusion & Discussion

There will be a brief introduction and a description of the content before each chapter begins. Every chapter has a coordinating color.



Chapter 1

Key takeaways and design guidelines

Yonderland operates as Europe's largest premium outdoor retailer, encompassing more than 190 physical stores and seven eCommerce platforms across six countries. The brand oversees distinct subsidiary brands in each nation, each with a rich history and expertise spanning over four decades.

The subsidiary brands within Yonderland cater to diverse customer preferences. Juttu focuses on fashion trends, while Bever, A.S. Adventure, Cotswold Outdoor, Runnersneed, and Snow + Rock specialize in premium outdoor gear, with further specialization in highly specialized outdoor gear by Punnersneed and Snow + Rock

The graduation project will develop a unified solution for the closely aligned brands - Bever, A.S. Adventure, and Cotswold Outdoor. These brands share a similar customer base, exclusively concentrate on the outdoor experience, and predominantly sell outdoor-related goods.

Research context

Yonderland recognizes the need to diversify its customer base due to the aping profile of its existing clientele and the rapidly evolving consumer landscape. The focus is on strategically exploring and attracting Generation Z, a currently untapped market. This research project aims to explore their values, drivers, consumer behaviour and eventually evaluate their business potential for Yonderland.

Additionally, the objective is to elevate Customer Lifetime Value by building stronger and enduring relationships within the existing customer base. As the current customer, places an order only one or twice a year, the objective for Yonderland is clear: to increase customer loyalty.

Hence the research question is formulated as: How could Yonderland strategically attract and retain the untapped demographic of Generation Z?

Yonderland insights:

- The companies, acquired rather than naturally merged, maintain distinct identities, leading to occasional resistance to cross-collaboration due to the "Not Invented Here" syndrome.
- due to the "Not Invented Here" syndrome. Cultural differences among the companies,

coupled with limited cross-collaboration i loyalty operations, pose significant challenges. Yonderland's organizational structure include silos within and between individual companies broderin collaborative initiative.

lacking comprehensive documentation.

All companies primarily operate as retailers
emphasizing a retail-centric approach rathe

Design guideline

- If possible, the design solution should enable shift from selling products to selling service:
 The design solution should prioritize the integration of service-oriented features an experiences within the design to enhanc customer engagement beyond product transactions.
- The design solution should mitigate resistance and the not invented here syndrome by adopting a wireframe look and feel.

 The design solution should resonate with the
- 4 The design solution should resonate with th values and behaviour of Generation Z whil maintaining a customer-centric approach to the existing clientele.



Each chapter of the research phase ends with a page similar to this one that summarizes the key takeaways and design guidelines.

O1 Introducing the project

This initial chapter provides an introduction to the research context, detailing the problem statement and the purpose of the study. Additionally, it introduces the main stakeholder Yonderland and the focus subsidiary brands: Bever, Cotswold Outdoor, and AS Adventure. The chapter concludes by outlining the design process employed in this research study.

Research: attract Gen Z

Understanding the context

Research: retain customers

Atmosphere photo 2: provided by Studio Bever.



Content

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 - 1.1.1 Project background

 - 1.1.2 Problem statement1.1.3 Purpose of the thesis
- 1.2 Introducing the client
 - 1.2.1 Europe's largest premium outdoor retailer
 - 1.2.2 Yonderland structure
 - 1.2.3 Understanding the client context
 - 1.2.4 Organizational insights
 - 1.2.5 Stakeholder overview
- 1.3 Structuring the design process
 - 1.3.1 Design activities

1.1 Introducing the research context

Navigating through the dynamic landscape of retail has become an intricate dance due to the rapid technological advancements, economic shifts, and societal changes. As younger consumers increasingly embrace digital platforms and demand more personalized experiences, retailers find themselves at the intersection of innovation and adaptation.

1.1.1 Project background

Generation Z, generally encompassing individuals born between 1995 and 2010 (Francis & Hoefel, 2018), represents a crucial and influential consumer demographic for retailers due to several key factors.

Gen Z is a sizable demographic, representing 30% of the total global population (Jayatissa, 2023). As they enter adulthood, their purchasing power is increasing, making them a significant market force. Unlike previous generations, Gen Z has grown up in a world dominated by digital technology. They are true digital natives (Francis & Hoefel, 2018), adept at using smartphones, social media, and e-commerce platforms. Gen Z possesses an inherent capability to seamlessly integrate digital elements into the core of their lifestyle (Francis & Hoefel, 2018; Dolot, 2018). This hypercognitive generation not only demonstrates comfort in collecting and crossreferencing information from diverse sources, but also excels in effortlessly blending virtual and offline experiences (Francis & Hoefel, 2018).

In essence, Generation Z's upbringing in the age of technological advancement has shaped them as a demographic that navigates the digital landscape with ease, incorporating it as an integral part of their existence.

Retailers need to embrace digital channels and create seamless online experiences to engage with this tech-savvy generation. A strategic approach is needed to attract and retain Gen Z customers.

1.1.2 Problem statement

This project is conducted in collaboration with the Yonderland group. Established in 2021, Yonderland stands as Europe's largest premium outdoor retailer, operating six distinct subsidiary brands in five countries. All subsidiary companies offer a wide range of outdoor products, gear and fashion.

Yonderland is confronted with the fact that their current clientele is aging over time, with their main target group now being between 45 and 65 years old, as illustrated Figure 1. As the current customers place an order only once or twice a year, the objective for Yonderland is clear: to increase customer loyalty and to attract the younger demographic of Generation Z, a currently untapped market.

Figure 1: Has been moved to the Confidential Appendix

Considering the contemporary business landscape, where competition is intense and consumer expectations are ever-evolving, customer loyalty emerges as a key factor in customer retention and engagement. A rule of thumb is that acquiring new customers costs five times as much as retaining an existing one (Bain & Company, 2003). While the ongoing relevance of this rule may be debated, maintaining customers should take priority over acquiring new ones to cut expenses and ensure long-term viability.

The mission for Yonderland is therefore to attract and retain a younger target group. The goal is to transform both this group and their current customer base into long-term members committed to more than just transactions. To realize this mission a new approach is needed.

1.1.3 Purpose of the thesis

In the context of this graduation project, I will be developing a unified solution for the three most closely aligned brands within the Yonderland group: Bever, A.S. Adventure, and Cotswold Outdoor. As will be further elaborated in section 1.2.2, these companies exclusively concentrate on the outdoor experience, share an almost identical customer base, and predominantly sell outdoor-related goods. The project will be executed at the offices of Bever.

The preceding sections shed light on two pivotal aspects of Yonderland's strategic objectives: to attract the currently untapped and younger demographic of Generation Z and to retain and increase customer loyalty for this group to ensure long-term viability. Ultimately, transforming this new audience and their current customer base into long-term members committed to more than just transactions.

Therefore, the research question to be answered by this project is as follows:

How could Yonderland strategically attract and retain the untapped demographic of Generation Z?

The research focuses on exploring Generation Z's values, drivers, and consumer behavior, alongside evaluating their business potential for Yonderland. Additionally, this research focuses on understanding the concept and development of loyalty and the deployment of loyalty programs. Furthermore, it analyses the current loyalty approaches of Yonderland.

The purpose of this thesis is to describe a new framework, in which a comprehensive strategic design solution is developed that focuses on a membership program specifically to attract and retain Gen Z.

1.2 Introducing the client

1.2.1 Europe's largest premium outdoor retailer

Established in 2021, Yonderland stands as Europe's largest premium outdoor retailer, boasting a robust presence with more than 190 physical retail stores and operating seven eCommerce platforms across six countries. As depicted in Figure 3, Yonderland strategically oversees distinct subsidiary brands in each nation, including A.S. Adventure and Juttu in Belgium, France, and Luxembourg; Cotswold Outdoor, Snow + Rock, and Runners Need in the United Kingdom and Ireland; and Bever in the Netherlands.

Each subsidiary brand carries a rich history, with each boasting cumulative expertise spanning over four decades, demonstrating their commitment to serving outdoor enthusiasts with a diverse range of essential gear for memorable outdoor experiences.

For additional contextual insight into Yonderland, comprehensive background information can be accessed in Appendix A.

Fashion Outdoor Outdoor Specialized outdoor JUTTU AVACUCHO designed for penerations FINANCE SPECIALIZED OUTDOOR FUNDERS NEED ROCK

Figure 2: Yonderland's vast store network across Europe.

1.2.2 Yonderland structure

Collectively, these brands provide a broad spectrum of products and services tailored to meet the distinctive requirements and preferences of their customers. As illustrated in Figure 2, Juttu places a greater emphasis on fashion. In contrast, Bever, AS Adventure, Cotswold Outdoor, and Ayacucho focus on delivering premium outdoor gear, while Runnersneed and Snow + Rock specialize even further by offering highly specialized outdoor gear.

For additional background information on each subsidiary brand, consult Appendix B.



Figure 3: Yonderland's vast store network across Europe.

1.2.3 Understanding the client context

Extensive research has been conducted, to gain a deeper understanding of the client and the project's context.

A competitor analysis was conducted to understand the competitive landscape and identify opportunities for gaining a competitive advantage, with a particular focus on Generation Z. The insights derived from this analysis, illuminating the relative positions of competitors on the competition axis, can be found in Appendix C.

Additionally, a context analysis was conducted to construct a vision of the world of tomorrow. Within this context analysis, relevant and significant trends are gathered, and categorized using multiple techniques of trend research. The detailed findings of this context analysis can be found in Appendix D.

1.2.4 Organizational Insights

This section has been moved to the Confidential Appendix.

1.2.5 Stakeholder overview

This graduation project is conducted in collaboration with Yonderland's Digital Group. The project primarily centers on three subsidiary brands: Cotswold Outdoor, AS Adventure, and Bever, each with its distinct internal stakeholders. Oversight of the project is entrusted to the Group Digital Manager, with the ultimate responsibility resting on the E-commerce managers (see Figure 4).

The complexity of stakeholder dynamics is amplified by the different internal interest and stakes within the group and the relatively recent consolidation of these brands under the Yonderland umbrella, highlighting the challenges of navigating stakeholder relationships in a multi-brand environment.

Key stakeholders within Yonderland include Arnoud Draisma, the Digital Solutions Manager at Group IT and Floor van de Leur, UX designer at Yonderland. Their expertise is crucial for guiding the project's digital strategy and ensuring a user-centric design approach, aligning with both technical requirements and the end-users' needs.

For Bever, the strategy on customer relationship management is shaped by key stakeholder Lisa van Stigt-Thans. As a CRM Marketer, she crafts and implements strategies that align with Bever's market positioning and audience expectations.

At AS Adventure, the key stakeholder is Patrick van Haver, who brings critical insights as a CRM Analyst, focusing on enhancing customer engagement and loyalty.

Cotswold Outdoor's key stakeholder is Jacqui Brown, the Customer Loyalty Manager. Her extensive experience in customer loyalty and retention strategies is instrumental in tailoring approaches that effectively resonate with the brand's clientele.

A significant aspect of the project is its focus on Generation Z, a demographic that holds potential yet remains largely untapped, underscoring the need for strategies that resonate with this younger audience.

Furthermore, Delft University of Technology plays a crucial role, with project chair Erik-Jan Hultink and project mentor Willemijn Brouwer offering guidance and support, representing the educational stakeholder's perspective.

As the project unfolded, the Visual Merchandising and Marketing teams also became stakeholders.

In conclusion, this stakeholder overview highlights the collaborative effort required to navigate the complexities of a multi-brand digital transformation project. Furthermore, it underscores the importance of strategic alignment, stakeholder engagement, and adaptability in achieving a successful outcome that meets the evolving needs of the market and the intended end-users.

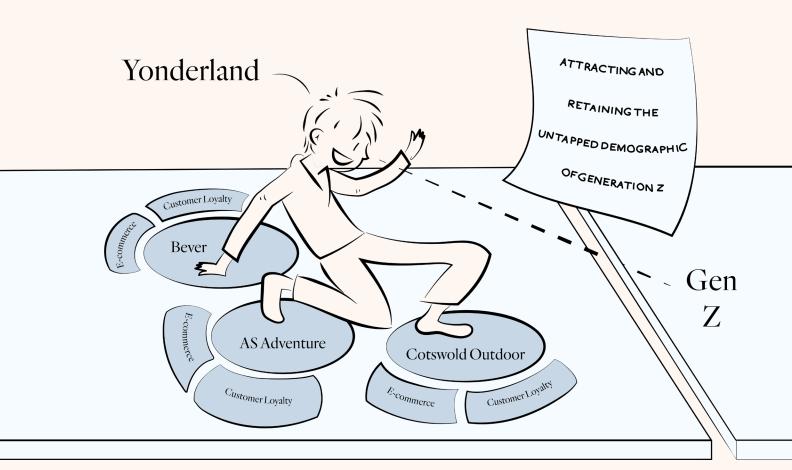


Figure 4: Stakeholder overview.

1.3 Structuring the design process

During this thesis a strategic design approach is employed. Strategic design leverages design principles and methodologies to address complex, systemic issues, facilitating the development and execution of strategies that yield innovative benefits for both individuals and organizations (Calabretta et al., 2021). Strategic design transforms problem-solving processes, uncovers actionable opportunities, and fosters the creation of robust, comprehensive solutions (Calabretta et al., 2021). It ensures that the outcomes of the design process align closely with user needs and preferences.

To structure the design process of this graduation project an extended version of the Double Diamond Approach is utilized, as illustrated in Figure 5. This method, originally popularized by the British Design Council in 2005, is characterized by two diamonds that embody the dynamic process of initially exploring the issue at hand with breadth and depth (divergent thinking), before narrowing down to specific and precise actions (convergent thinking).

Additionally, techniques from the Delft Design Guide (Van Boeijen et al., 2022), as well as methods from the book Brand-driven innovation (Abbing, 2010) are integrated to enrich this approach.

The first diamond represents the research phase, focusing on identifying and defining the problem area, essential for developing an appropriate solution. The subsequent diamond reflects the design phase, centered on creating and testing solutions to ensure they are developed effectively and meet the intended goals.

In this adapted approach, additional diamonds are introduced to the framework to more accurately represent the comprehensive range of design activities executed in the project.

This nuanced expansion allows for a deeper exploration of the design space, ensuring a thorough and iterative process that addresses the complexities of strategic design comprehensively.

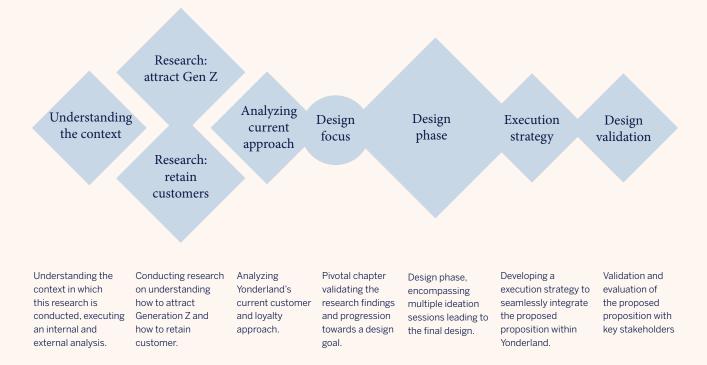


Figure 5: Extended version of the Double Diamond Approach.

1.3.1 Design activities

The design process encompassed the following research and design activities:

To understand the business context



Desk research on the Yonderland context, including internal analysis



Interviews with internal stakeholders on Yonderland context



Interviews with internal stakeholders on competitive landscape



Desk research on relevant trends and developments



Qualitative interviews with 4 industry experts in the domain of consumer retail and branding

Analyzing the current approach



Desk research and analysis on the current customer and loyalty approach



Qualitative interviews with main stakeholders on loyalty approach



Quantitative loyalty program research (n=147)



Desk research on loyalty best practices by analyzing competitors



Interviews with industry experts on their perspective of loyalty best practices and the future of loyalty



Customer Experience Summit in Utrecht

To understand bow to attract Generation Z



Qualitative consumer research with 8 participants



Desk research on understanding how to attract Generation Z

Defining the design focus and design goal



Interviews with internal stakeholders about their perspectives on a future approach



Future of Loyalty Workshop with key internal stakeholders

To understand bow to retain customers



Literature research on building meaningful brand relationships, Memberful Design principles, loyalty and loyalty programs



Interviews with internal stakeholders and external experts to understand loyalty programs



Quantitative research conducted by Bever (n=1400) on Dutch sustainability view

From ideas to future concept



Ideation session with the designers of group Digital



Further brainstorm on how to attract and retain Generation Z



Clustering and deciding on final direction



Deep-dive with main stakeholders, deciding on final proposition

Delivering the final proposition



Creating a paid membership strategy for Yonderland, tailored to Gen Z



Crafting a Customer Data Platform strategy to increase digital relevance



Developing the Atelier Café strategy focused on community



Prototyping the Membership App tailored to Generation Z



Developing a new art direction for the final proposition

Developing an execution strategy



Developing a future-state service to blueprint to seamlessly integrate the proposed paid membership proposition



Developing a strategic roadmap to outline a pathway for integration



Crafting a marketing strategy with TikTok as primary marketing channel



Developing a Member Days initiative to kickstart the proposed proposition

Design evaluation



Evaluating the final proposition



Assessing the impact on the current customer base

Chapter 1

Key takeaways and design guidelines

Yonderland operates as Europe's largest premium outdoor retailer, encompassing more than 190 physical stores and seven eCommerce platforms across six countries. The brand oversees distinct subsidiary brands in each nation, each with a rich history and expertise spanning over four decades.

The subsidiary brands within Yonderland cater to diverse customer preferences. Juttu focuses on fashion trends, while Bever, A.S. Adventure, Cotswold Outdoor, Runnersneed, and Snow + Rock specialize in premium outdoor gear, with further specialization in highly specialized outdoor gear by Runnersneed and Snow + Rock.

The graduation project will develop a unified solution for the closely aligned brands - Bever, A.S. Adventure, and Cotswold Outdoor. These brands share a similar customer base, exclusively concentrate on the outdoor experience, and predominantly sell outdoor-related goods.

Research context:

Yonderland recognizes the need to diversify its customer base due to the aging profile of its existing clientele and the rapidly evolving consumer landscape. The focus is on strategically exploring and attracting Generation Z, a currently untapped market. This research project aims to explore their values, drivers, consumer behavior and eventually evaluate their business potential for Yonderland.

Additionally, the objective is to elevate Customer Lifetime Value by building stronger and enduring relationships within the existing customer base. As the current customer, places an order only one or twice a year, the objective for Yonderland is clear: to increase customer loyalty.

Hence the research question is formulated as: How could Yonderland strategically attract and retain the untapped demographic of Generation Z?

Yonderland insights:

 This section has been moved to the Confidential Appendix.

Design guidelines

- 1.1 If possible, the design solution should enable a shift from selling products to selling services.
- 1.2 The design solution should prioritize the integration of service-oriented features and experiences within the design to enhance customer engagement beyond product transactions.
- 1.3 The design solution should mitigate resistance and the not invented here syndrome by adopting a wireframe look and feel.
- 1.4 The design solution should resonate with the values and behavior of Generation Z while maintaining a customer-centric approach for the existing clientele.



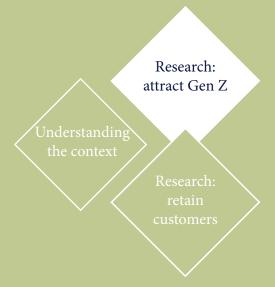


Atmosphere photo 3: provided by Studio Bever.

02

Understanding how to attract Generation Z

This second chapter focuses on understanding how to attract Generation Z. It explores this demographic's values, needs and drivers through qualitative consumer research and desk research. Furthermore, it examines Generation Z's role and behavior as consumers. At last, it evaluates the business potential of Generation Z for Yonderland.



Atmosphere photo 4: provided by Studio Bever.



Content

- 2.1 Understanding Generation Z
 - 2.1.1 Qualitative consumer research and desk research on Gen Z
- 2.1.2 Exploring the values of Gen Z
 2.1.3 Exploring the needs and drivers of Gen Z
 2.2 Generation Z as consumer
 2.3 The business potential of Gen Z

2.1 Understanding Generation Z

Generation Z, generally encompassing individuals born between 1995 and 2010, is often characterized as true digital natives (Francis & Hoefel, 2018).

Growing up amidst rapid technological development, Generation Z has an inherent capability to seamlessly integrate digital elements into the core of their lifestyle (Francis & Hoefel, 2018; Dolot, 2018). This hypercognitive generation not only demonstrates comfort in collecting and cross-referencing information from diverse sources, but also excels in effortlessly blending virtual and offline experiences (Francis & Hoefel, 2018).

In essence, Generation Z's upbringing in the age of technological advancement has shaped them as a demographic that navigates the digital landscape with ease, incorporating it as an integral part of their existence.

2.1.1 Qualitative consumer research and desk research on Gen Z

In order to better understand this demographic, qualitative consumer research has been conducted with eight participants as well as desk research. Qualitative consumer research aids in comprehending individuals' verbal expressions and actions, facilitating an understanding of the social and cultural context within which consumers operate (Myers, 2009).

The qualitative consumer research aimed to explore the values, motivations, shopping habits, and loyalty expectations of Gen Z. A semi-structured approach was used, allowing for freedom to go deeper into topics that arose during the interviews. The selection of eight interviewees was drawn from my own personal network, a deliberate choice made due to the challenges associated with Generation Z's limited engagement as shoppers at Yonderland.

This section delves into the key insights gathered from the named qualitative consumer research and the conducted desk research, focusing on the values, drivers, consumer behavior, and expectations on loyalty of Gen Z.

2.1.2 Exploring the values of Gen Z

Socially conscious, civically active

Gen Z has grown up in a time of unprecedented social and environmental challenges, including the pressing issues of climate change, social inequality, and human right violations. These challenges have significantly shaped their values and priorities. Notably, Gen Z is acknowledged for its idealism, representing a fresh wave of inclusive consumers and socially progressive dreamers. As digital natives, they actively leverage social media platforms to advocate equality, accountability, and increased opportunities for diverse backgrounds Moreover, Gen Z is not afraid to dump the brands and retailers who do not live up to their standards and ideals. Holding businesses accountable for their societal and environmental impact.

"After seeing Zara's campaign with mannequins resembling images of people from Gaza affected by bombings, I decided to stop buying from them. It's disgusting that no one within the company spoke up about this resemblance." IntO3

This generation values proof over promises, and brands that demonstrate a profound understanding and connection to Gen Z's ideals through authentic experiences will not only stand out in relevance but also foster long-lasting loyalty.

Authenticity and vulnerability

The introduction of social media brought an idealized image of perfect lifestyles. However, this perfection now seems increasingly detached from reality. Today, society values authenticity and vulnerability, leading consumers to prefer brands that celebrate their true selves. This shift marks a move toward a more authentic and accepting consumer culture, where people seek brands nurturing their genuine selves and focusing on well-being rather than unrealistic ideals.

"I'm tired of seeing these perfectly curated lives on Instagram. I much better prefer these analog photos and real videos on TikTok by people that are relatable to me and have the same vibe." IntO2 Notably, 82% of Gen Z expresses heightened trust in companies incorporating images of actual customers in advertising campaigns (Marketing Dive, 2020), reflecting a cultural shift from constant "thriving" to embracing imperfections. Mental health takes center stage in a world where digital interactions replace physical ones.

Transparency and truth

The primary driver guiding the choices of Generation Z is the pursuit of truth, as highlighted by Francis and Hoefel (2018). Francis and Hoefel (2018) identify four behavioral aspects characterizing Gen Z: radical inclusivity, a preference for dialogue over confrontation, and pragmatic realism, all grounded in the pursuit of truth and transparency.

However, establishing trust alone may not suffice to convince Gen Z of a company's suitability to their needs. The critical and pragmatic nature of their realism demands that companies not only articulate their offerings, but also actively embody their values in support of moral causes (Francis & Hoefel, 2018).

2.1.3 Exploring the needs and drivers of Gen Z

From the qualitative consumer research conducted, key insights were derived regarding the needs and drivers of Generation Z.

Driving a "for me" culture

Gen Z propels a "for me" culture, seeking to stand out rather than conform. This inclination is evident in the surge of personalized hair care routines, customized vitamin plans, and precisely matched skincare cosmetics. Signifying a desire for companies to tailor their offerings to their unique requirements and preferences. This generation places great importance on self-identity, with self-expression, individuality, inclusivity, and the demand for personalization emerging as their driving forces.

"I actually buy all my skincare products from the Ordinary and CeraVe. I have quite sensitive skin and they explain very well both on social media and via their online regimen builder what is and what is not suitable for my specific skin. I often then also look up the reviews on TikTok" Int08

Sense of belonging

In a world seemingly more connected, 79% of Gen Z acknowledges experiencing loneliness at times (Cigna & Ipsos, 2018), earning them the label of the loneliest generation. The paradox of a hyper-connected world fostering loneliness is counterintuitive and troublesome. Yet, it is humanity's new reality.

"..sometimes I also feel quite lonely when I've been on TikTok and Insta all day again. Because who have I really seen or spoken to?" Int08

While this generation highly values self-identity, there is a simultaneous pursuit of a sense of belonging. Brands can play a pivotal role in addressing and alleviating the prevailing loneliness among Gen Z, turning their focus toward fostering a sense of community and belonging.

Community and meaningful conversations

Gen Z values meaningful conversations over traditional marketing approaches. They seek authentic connections and discussions, preferring depth over surface-level interactions and one size fits none approaches.

"I actually get all my clothing inspiration from TikTok via things like fit checks haha [...] at least there they look like me [...] I ask them in the comments what the brand is and what size they are wearing [...] it is so nice that people show off their favorites and explain more about them" IntO5

An overwhelming 86% of Gen Z actively participates in online communities, with TikTok serving as a primary hub (Konstantinou et al., 2022). Moreover, 76% of Gen Z considers fellow online community members as friends (Tapatalk, 2023), while 64% believe that these virtual communities better understand their passions than their family and real-world friends (Tapatalk, 2023). Finally, 62% of Generation Z users share TikTok videos with friends through direct messaging, immediately following their viewing (Tapatalk, 2023).

These virtual communities, spanning from subcultures such as gorpcore and fairycore to trends like lemontok, not only facilitate interpersonal connections, but also increases a sense of belonging.

2.2 Generation Z as consumer

Gen Z, the digitally native and socially conscious generation, exhibits unique consumer behavior that significantly impacts the retail landscape.

Growing up in an always-on retail world, Gen Z is fully in control and adept at shaping their shopping journey. Mobile has become their primary gateway to the consumer world with an expected 42% increase in time spent on shopping apps compared to the year before (Business of Apps, 2023). They actively seek out new and cutting-edge experiences as they navigate the retail landscape.

"No one uses Whatsapp anymore though, just my parents... My friends and I just *Snap* or talk via *Insta* and TikTok" Int.02

Based on the conducted qualitative consumer research, the next section will present essential insights into the consumer behavior of Gen Z.

Gen Z's expectations are reshaping retail

The battle for attention within the omni retail ecosystem is fierce, and success hinges on understanding what consumers desire at the right time, place, and format. Brands must prepare to cater to the connected, ever-present consumer that can be reached around the clock. Gen Z consumers seek highly curated, personal, and purpose-driven experiences, both in the products they choose and the stores they visit.

Social discovery shoppers

Unlike previous generations, Gen Z doesn't actively search for products; they discover them. Relying on social media algorithms, they organically shape their purchasing decisions, earning them the label of social discovery shoppers.

"I actually get all the trends via TikTok haha [...] yes I have the Salomons, duh [...] never thought that was a shoe for me, but well fashion huh" Int.06

TikTok has become an integral part of Gen Z's daily life, capturing their attention for an average of 95 minutes per day per person globally and over 1.16 billion hours are spent on TikTok daily (SensorTower,

2023). This deep engagement has transformed how Gen Z not only consumes content, but also approaches shopping. Social commerce, which involves the direct purchase of goods and services within social media platforms like Instagram or TikTok, reigns supreme among Gen Z consumers. With over 80.4 billion views on TikTok the hashtag #tiktokmademebuyit reveals TikTok immense impact on product discovery and buying. This influence is further emphasized by the fact that 97% of Gen Z relies on social media for discovering new products and drawing inspiration aligned with their unique passions (Kastenholz, 2021). Which drives impulse purchasing up to 83%, because the content is so relatable and entertaining (Kastenholz, 2021). This highlights the growing significance of digital platforms culture and community development.

Trust in social media Creators

Gen Z has revolutionized the retail landscape by turning to their peers for style inspiration and product recommendations. Evident in a staggering 503% increase in searches for fashion-related items compared to Google (Rise at Seven, 2024), TikTok's dominance in search is undeniable.

"I always look up all the nice places for my holidays via TikTok, much *chiller* than via Google. Then I can see what it really looks like instead of all those boring Google pictures. And, then you don't go to those standard places" Int.01

Bite-sized videos have become the preferred medium for discovering and sharing fashion trends. Allowing for direct access to accessible products endorsed by trusted peers as a significant 76% of Gen Z social platform users perceive TikTok Creators as reliable (TikTok Trend Report, 2023).

"Yes I do often find people on TikTok really more trustworthy than those pushy brands. They just want to sell, but I just want to see relatable people who honestly do or don't recommend things to me.

Don't you?" Int.05

Moreover, 41% of Gen Z social platform users say TikTok inspired them to buy something recommended by a Creator on the platform (TikTok Trend Report, 2023). Furthermore, 58% of Gen Z TikTok users leverage the platform to research new products or brands (TikTok Trend Report, 2023).

"I look up almost all the products I buy first via Insta and Tiktok" Int.01

Notably, Gen Z TikTok users are 2.8x more likely than other platform users to create a post showing off a product on social media (TikTok Trend Report, 2023).

Yes I make fit checks myself haha [...] I always get compliments about my clothing and people asking me where I bought them" Int.06

The days of relying on traditional retailers for the latest trends are fading for Gen Z. They now place trust in creator content generated by their peers rather than professionals or brands. Authenticity, relatability, and peer-to-peer influence drive their loyalty and purchasing behaviour.

"I think I have actually bought the last 10 items entirely based on TikToks from people I follow." Int.08

Social commerce

Within this context, social commerce has emerged as a defining force. As defined by Liang and Turban (2011), social commerce utilizes social media technologies to facilitate online interactions and user contributions, aiding in the acquisition of products and services.

Diverging significantly from traditional e-commerce models, social commerce integrates buying and selling seamlessly into entertainment and content that fosters a genuine sense of community, connection, and peer-to-peer influence. It represents

a departure from conventional transactional experiences, adding layers of engagement and shared experiences.

At the core of this paradigm shift are what I term Key Opinion Consumers – micro-influencers who play a pivotal role in propelling social commerce. These influencers rely on authentic, word-of-mouth recommendations within their personal networks, forming a direct-to-community approach. This emerging retail standard not only reshapes the way products are discovered and embraced but also reinforces the power of genuine connections and shared opinions in driving consumer behavior.

In conclusion, retailers have been struggling to adapt to the seismic shifts in discovery and shopping driven by Gen Z. The industry's historic glut of inventory and stock-outs illustrate their lack of understanding how young consumers behave. While most companies are still struggling with omnichannel, TikTok and Instagram have raised the bar. Social commerce has disrupted nearly every aspect of the consumer journey - discovery, research, community, recommendations, influencers, and purchasing of any product imaginable. Weaving buying and selling into entertainment and content that resonates through a real sense of community, connection and peer-to-peer influence.

For Yonderland, the key lies in recognizing that in the realm of TikTok, everyone has the potential to be the next retailer provided that the content is relatable, authentic and engaging enough. Gen Z prefers their content digital in short form video format by community peers they can relate to. Crucially, advice, expertise, peer-to-peer influence, and social proof have all transitioned into the digital realm for Gen Z. Unfortunately, Yonderland has yet to establish a robust presence on these channels. Therefore, the most significant competitive threat to Yonderland as a retailer will not just be other retailers, but over a million Gen Z Creators.

2.3 The business potential of Gen Z

While companies have long understood the importance of understanding and catering to younger generations, Generation Z represents more than just the consumers of tomorrow; as highlighted in the preceding sections they are bringing systemic change to the business landscape.

Catering to new generations used to be a straightforward task for businesses. In the past, societal change unfolded gradually, allowing businesses to adapt their products and services to meet the evolving needs of new generations. However, as the pace of change accelerates, companies are faced with the challenge of maintaining and increasing their success amidst evolving customer expectations, technological advancements, and competitive landscapes.

This era of unprecedented change is the backdrop against which Generation Z is coming of age. Rarely has a generation experienced such rapid and multifaceted change within their lifetimes. These profound changes have given rise to a cohort distinct from any previous generation, presenting both challenges and opportunities for retailers and businesses alike. Raised as digital natives, Generation Z has developed sophisticated consumer behaviors at an early age, exposed to the world and influenced by a myriad of digital sources from an increasingly young age. With an estimated \$450 billion in purchasing power (Noenickx, 2023) Gen Z demands attention from businesses striving to connect with savvy consumers who are shaping the future of commerce.

Successful companies recognize the imperative of innovation and strategic foresight in this dynamic environment. They understand the need to balance innovation within their current business models while making strategic investments to shape the future of their industries. This strategic agility is essential for staying ahead of the curve and uncovering new avenues for value creation.



Figure 6: Outdoor expert Stien, Bever's current 'archetype'.

Amidst the rapid changes, Yonderland faces the risk of overlooking the shifting dynamics of their customer base. While Yonderland's reputation has been built over generations and passed down from parent to child, relying solely on this past success to capture the attention of Generation Z may prove insufficient. Despite their potential, Generation Z remains an untapped market for Yonderland, driven by an internal belief that this generation lacks the purchasing power for their premium outdoor products.

However, a brief exploration of platforms like TikTok reveals significant interest in premium outdoor brands among Generation Z. Products such as the Arc'teryx Beta Insulated Jacket and Salomon XT-6 hiking shoe have garnered substantial attention and sales within this demographic, despite their premium price tags.

Despite its premium price tag of 600 euros, the Arc'teryx Beta Insulated Jacket captured significant attention and purchases from Generation Z, with nearly 1 billion views on TikTok, making it one of the prominent trends among this demographic in the past year. Arc'teryx's renowned reputation as a top-tier outdoor brand known for innovation would have naturally positioned it as a logical addition to Yonderland's product lineup. However, it was noticeably absent from their offerings.

Similarly, the Salomon XT-6, labeled as a type B/C hiking shoe, emerged as the most sought-after footwear choice of the previous year. Despite its availability in various trendy streetwear boutiques and mainstream stores like Bijenkorf, it was notably missing from Yonderland's offerings. Boasting over 57 million views on TikTok and commanding a premium price tag of 190 euros, this shoe could have seamlessly integrated into Yonderland's current offerings, representing a missed opportunity for the company.

The remarkable success of Salomon and Arc'teryx among Generation Z is not solely confined to their popularity on TikTok but is also evident in their impressive revenue growth. Arc'teryx's revenue reached \$941.2 million in the nine months ending September 30, marking a significant 65% increase compared to the previous year, as reported by Schaneman & Schaneman (2024). Similarly, Salomon experienced substantial revenue growth, reaching \$949.3 million in the same period, reflecting a notable 34% increase over the prior year (Schaneman & Schaneman, 2024).

Additionally, an emerging trend within Generation Z is the rise of the "granola boy or girl," as evidenced by over 505.5 million views on TikTok. Granola individuals are characterized by their love for the outdoors, environmental consciousness, and low-maintenance lifestyle. They often engage in outdoor activities such as camping, hiking, and skiing, support local small businesses, opt for fresh organic foods, and strive to reduce their carbon footprint. Yonderland could capitalize on this trend and engage this generation of consumers.

"Yes you can definitely say that the VanMoof, Arc'teryx jacket, Salamon XT-6 and the Adidas Samba shoes were the biggest trends for a while. You saw them everywhere" Int.04

In conclusion, Generation Z presents a significant opportunity for Yonderland to expand its market reach and capitalize on emerging trends. By aligning with the evolving preferences of this demographic and adjusting its product offerings accordingly, Yonderland can position itself for sustained growth in the dynamic retail landscape of the future.

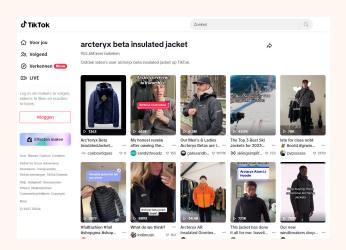


Figure 7: Arc'teryx jacket search results on TikTok.

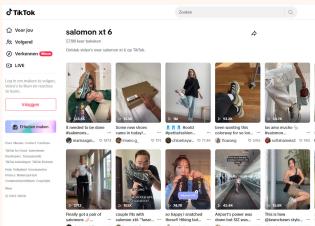


Figure 8: Salomon XT-6 shoes search results on TikTok.

Chapter 2

Key takeaways and design guidelines

Characteristics of Generation Z:

- Born between 1995 and 2010, Generation Z are considered true digital natives.
- They seamlessly integrate digital elements into their lifestyle, excelling in blending virtual and offline experiences.

Values of Generation Z:

- Socially conscious: Gen Z is socially conscious, advocating for equality, accountability, and environmental issues.
- Authenticity and vulnerability: authenticity and vulnerability are valued, with a shift toward focusing on well-being rather than unrealistic ideals on social media.
- Transparency and truth: Gen Z prioritizes truth and transparency, seeking brands that align with their ideals and expecting proof over promises.

Needs and Drivers of Generation Z:

- "For Me" culture: this generation places great importance on self-identity, with self-expression, individuality, inclusivity, and the demand for personalization emerging as their driving forces.
- Sense of belonging: despite being hyperconnected, Gen Z is often labeled as the loneliest generation. Brands can play a pivotal role in addressing and alleviating the prevailing loneliness among Gen Z, turning their focus toward fostering a sense of community and belonging.
- Community and meaningful conversations: Gen Z values authentic connections, meaningful conversations, and community engagement. Preferring depth over surface-level interactions and one size fits none approaches.

Consumer Behavior of Generation Z:

- Gen Z expects highly curated, personal, and purpose-driven experiences in both products and stores.
- Unlike previous generations, Gen Z doesn't actively search for products; they discover them.
 Relying on social media for product discovery, particularly through platforms like TikTok. Bitesized videos have become the preferred medium
- Trust in peers for product recommendations is high. Authenticity, relatability and peer-to-peer

- influence drive their loyalty and purchasing behavior.
- Social commerce, facilitated through social media, has become a significant force in shaping consumer behavior.
- The biggest competition for Yonderland extends beyond traditional retailers to over a million Gen Z Creators.

The business potential of Generation Z:

 Yonderland's underestimation of Gen Z's interest in premium outdoor products has led to missed opportunities, highlighted by the success of brands like Arc'teryx and Salomon on platforms like TikTok.

Design guideline

- 2.1 Yonderland needs to adapt its strategies to align with Gen Z's preferences, including a robust digital presence on platforms like TikTok and preferences for short-form video content and community engagement.
- 2.2 The design solution should focus on discovery and leverage short-form video content and image sequences.
- 2.3 Yonderland should align its digital strategy with Gen Z's digital fluency and ensure intuitive user experiences and seamless interfaces.
- 2.4 Yonderland needs to further demonstrate their commitment to environmental and societal values and keep leading by example.
- 2.5 Yonderland should leverage authenticity, relatability, and vulnerability in their marketing efforts. Adopting an inclusive approach.
- 2.6 The design solution should tailor products and experiences to cater to Gen Z's "for me" culture, emphasizing personalization and self-identity in product offerings to increase relevancy.
- 2.7 The design solution should foster a sense of belonging through community-building initiatives. Recognizing the importance of meaningful conversations, authentic connections, and share-able content.
- 2.8 Yonderland needs to embrace social commerce, integrating buying and selling seamlessly into entertainment and content.
- 2.9 The design solution should adopt a mobilefirst strategy and evaluate the need of a dedicated shopping app that is tailored to Gen Z shopping preferences.



Atmosphere photo 5: provided by Studio Bever.

O3 Understanding how to retain

customers

This third chapter, explores strategies how to retain customers. Through a literature review it aims to provide a deeper understanding of loyalty, brand-consumer relationships, and brand resonance. It then examines loyalty programs, analyzing their variety and significance. The chapter concludes by discussing the advantages of paid loyalty programs and addresses the challenges and considerations associated with implementing these strategies.



Atmosphere photo 6: provided by Studio Bever.



Content

- 3.1 Understanding loyalty
 - 3.1.1 Brand meaning
 - 3.1.2 Symbolic value of brands
 - 3.1.3 Loyalty
 - 3.1.4 Defining brand relationships
 - 3.1.5 Building meaningful brand-consumer relationships
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- 3.2 Understanding loyalty programs
 - 3.2.1 What are loyalty programs?
 - 3.2.2 How do loyalty programs work?
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 - 3.2.4 Why are loyalty programs used?
 - 3.2.5 Traditional loyalty seems to be broken
 - 3.2.6 Paid loyalty
 - 3.2.7 Challenges and considerations

3.1 Understanding loyalty

Throughout the day, you are unconsciously surrounded by countless brands. A seemingly mundane activity like making yourself a cup of coffee exposes you to numerous distinct brands. Some brands boldly grab your attention with advertisements, distinctive logos, or memorable slogans. These are the brands that effortlessly capture our conscious awareness. Yet, for every brand that boldly asserts its presence in our lives, there are countless others that operate beneath our conscious radar.

In today's dynamic and highly competitive business environment, the key focus is on identifying which brands resonate with consumers, cultivating enduring connections that encourage repeated engagement. Creating a meaningful brand-consumer relationship is a complex and multifaceted endeavor that requires a profound understanding of how customers establish and nurture connections with the brands they encounter.

This chapter aims to understand how to increase customer loyalty and retain Generation Z. By investigating the intricate processes of how customers develop meaningful relationships with brands through an extensive literature review.

The literature review initiates with an exploration of brand meaning and value, followed by in-depth examinations of loyalty, brand relationships, and strategies for their nurturing. Subsequently, it conducts a comprehensive exploration of the profound concept of brand resonance. It concludes with an examination of the principles that govern Memberful Design, emphasizing its objective to transition users into committed members, fostering enduring connections.

3.1.1 Brand meaning

To understand how customers establish relationships with brands, it is crucial to comprehend what a brand is and how a brand develops meaning inside the customer's mind. As explained by Ishak & Ghani (2013), a brand is traditionally defined as a name, term, design, symbol, or any other element that sets apart one seller's product or service from others. However, one can argue that this definition primarily focuses on functional attributes and does not encompass elements like emotional attachment or the perspective of end-users.

In his book Brand Management (2021), Michael Beverland underscores this perspective, asserting that brands essentially exist solely within the mental constructs of customers, based on their knowledge of the brand. This aligns closely with Holt's (2004) definition, where a brand is defined as a collection of emotional, distinctive, and relevant associations residing in customers' minds.

The Cultural Brand Model, as developed by Douglas Holt, aims to clarify the process by which this meaning takes shape. Within this model, Holt explains that a brand's significance and meaning are not solely crafted by the company itself; instead, it's a product of collaborative construction among the four "brand authors": firms, users, influencers, and popular culture (see Figure 9). This model underscores the notion that even though a company may seek to convey a particular meaning, the interpretation of the brand can significantly diverge in the minds of different stakeholders.

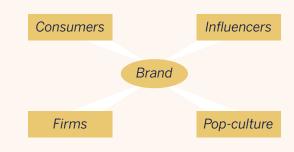


Figure 9: The four brand authors of the Cultural Brand Model.

3.1.2 Symbolic value of brands

Furthermore, brands have been characterized as potential assets for consumers in their pursuit of identity objectives (Merz et al., 2009). Consequently, brands can be defined by the symbolic value they provide. Holt (2003) categorizes this symbolic value into three groups:

1. Identity value

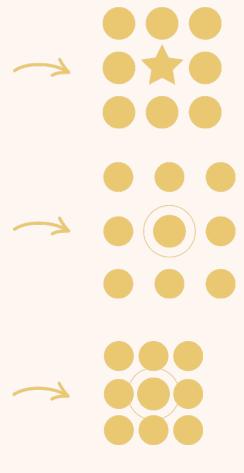
Purchasing a brand aligns you with the attributes of the brand. In this context, consuming a brand generates emotional benefits tied to the brand's image. This experience can sometimes defy logic because the perceived reality may not necessarily match the actual truth. For example, people who wear Nike clothing while exercising may feel a heightened sense of athleticism due to the brand's association with these attributes.

2. Social distinction

Purchasing a brand helps you distinguish yourself from others. Brands serve as a powerful means of self-expression, representing ideals and values. They allow consumers to convey their identity, aspirations, and distinctions within their community. The concept of "inconspicuous consumption," defined by Eckhardt et al. (2015), aptly captures this notion.

3. Communal affiliation

Purchasing a brand associates you with the community of the brand. Acquiring specific brands showcases affinity with like-minded individuals and forms the basis for communities of consumers. This notion revolves around the concept that selecting a particular brand fosters a sense of belonging to a collective group.



3.1.3 Loyalty

Having gained insights into the essence of brands and their role in shaping meaning and value within the customer's cognitive framework, this paragraph will further explore the concept of loyalty.

Loyalty is often categorized into two primary facets: brand loyalty and customer loyalty. These concepts represent fundamental elements in comprehending the ways in which consumers engage with and establish relationships with brands and products.

Brand loyalty

According to Jacoby and Chestnut (1978), brand loyalty implies "the consistent repurchase of a brand, resulting from a positive affection of the consumer towards that brand." Furthermore, they underscore the importance of commitment as a crucial element of brand loyalty, distinguishing it from mere repeat purchasing. Holt (2004) builds upon this concept by emphasizing that brand loyalty signifies a customer's commitment to a specific brand, even in the face of enticing alternatives from competitors. This brand loyalty implies a willingness to remain faithful to a trusted brand, regardless of the allure of other options.

David A. Aaker (1991) introduces another dimension by defining brand loyalty as the measure of a consumer's attachment to a brand. He emphasized that brand loyalty reflects the likelihood of consumers switching brands when confronted with changes in price or product features.

As can be seen in Figure 10 Aaker's Brand Loyalty Pyramid (1991) provides a structured view of brand loyalty and outlines five distinct tiers representing different levels of brand loyalty.

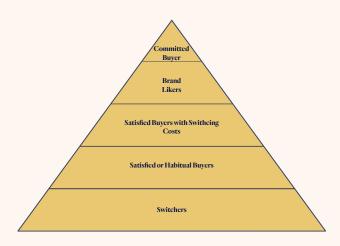


Figure 10: Aaker's Brand Loyalty Pyramid (1991).

At the base, "Switchers" lack any brand allegiance, swiftly changing between brands. One tier above, "Satisfied or Habitual Buyers" show consistent preference without intense attachment, choosing out of habit and moderate satisfaction. The next level, "Satisfied Buyers with Switching Costs," involves loyalty rooted in positive experiences and barriers discouraging brand changes. Moving higher, "Brand Likers" signify heightened emotional connection, representing true brand enthusiasts with primarily emotional affinity. At the pinnacle, the "Committed Buyer" reflects the deepest loyalty, marked by robust dedication, repeat purchases, and advocacy. In this tier, the brand actively integrates into the buyer's daily life, evoking pride in association, aligning closely with personal values.

Customer loyalty

Customer loyalty, as elucidated by Oliver (1999), encompasses a deep commitment to consistently repurchasing a preferred product or service. For instance, in the outdoor gear sector, this could be seen in a consumers consistent choice of Arc'teryx jackets: "For all my hiking adventures, Arc'teryx has been my go-to for weather protection. Their jackets have never let me down."

This loyalty transcends situational influences and marketing efforts that might otherwise encourage switching behavior. Oliver's model further posits that consumer beliefs shape attitudes, which, in turn, drive behavioral decisions, all contingent on the strength of these attitudes. Another perspective on customer loyalty comes from Dick & Basu (1994). They define customer loyalty as the strength of the relationship between an individual's attitude and repeat patronage.

Once a brand establishes itself as a purveyor of shared narratives and experiences within a community of insiders, followers, and contributors, individual customers find it exceedingly difficult to break away. The fear of severing social connections and losing the benefits provided by this network serves as a powerful deterrent (Holt, 2004). Holt (2004) contends that for iconic brands, loyalty often hinges on emotional branding, where customers connections develop profound emotional resembling interpersonal bonds. This emotional tie discourages switching as it risks disrupting this relationship between the brand and consumer. However, this emotional perspective doesn't encapsulate the full scope of loyalty. Many customers adhere to iconic brands due to their participation in a broader social network. It's not just about the bond with the brand itself; it's about the relationships within this network (Holt, 2004). Understanding both brand and customer loyalty is essential for businesses seeking to cultivate strong, lasting relationships with their target audience.

So in essence, brand loyalty refers to a consumer's commitment to repeatedly purchase products or services from a specific brand, driven by a strong preference for that brand over others. Brand loyalty is built on positive experiences, trust, and emotional attachment to the brand. It's about the consumer's dedication to a particular brand due to its perceived superiority or personal significance. For example, someone might always choose Nike shoes not just because they meet a functional need, but because they identify with the brand's image and values.

Customer Loyalty, on the other hand, encompasses a broader relationship between a consumer and a company or brand, often reflected through repeat purchases. It can be driven by factors like convenience, price, service quality, and overall satisfaction with the customer experience. Customer loyalty might not only be about the product but also the service and overall experience the company provides. For instance, a customer might remain loyal to a supermarket not just for the products it sells but for the rewards program, customer service, and shopping convenience it offers.

3.1.4 Defining brand relationships

Defining brand relationships involves examining the interplay between consumer attitudes and behaviors towards a brand and reciprocally, the brand's attitude towards the consumer, as outlined by Aaker & Biel. (2013) This exploration transcends mere transactions, delving into the profound processes through which individuals establish enduring connections with seemingly inanimate products (Kumar, 2006). Tom van den Bergh emphasizes the significance of cultivating brand relationships in his book "Beyond Brand" as a strategic means for brands to maintain a competitive edge.

However, the dynamics of how individuals connect with and establish relationships with brands are undergoing significant transformation. The increasing digitization of the world has significantly expanded the ways individuals can engage with brands. These evolving modes of consumer interaction also mirror broader shifts in preferences and behaviors.

Today, consumers engage with brands not merely as products or services but as vehicles for aligning themselves with the brand's associated image (Brand Management, 2021).

Brands have become instrumental in shaping individuals' identities, providing a toolkit for personal expression. For example, choosing Nike products may signify an alignment with innovation and a creative brand image.

Furthermore, brands play a role in enabling individuals to differentiate themselves and attain specific social statuses. This emerging phenomenon, termed "inconspicuous consumption" by Eckhard et al. (2015), involves deriving social status from selectively consuming particular brands, symbolizing an exclusive inner circle or a high level of expertise.

This shift towards inconspicuous consumption underscores a changing need in brand consumption – one that underscores the quest for authentic brand experiences.

3.1.5 Building meaningful brand-consumer relationships

Brand consumer relationship is the complex interplay between brands and consumers, emphasizing the need for brands to actively engage, innovate culturally, and understand the psychological motivations behind consumer behavior in order to foster meaningful and lasting relationships. Creating meaningful relationships between brands and consumers goes beyond merely attributing human characteristics to brands. It necessitates active engagement by brands as contributing members within the consumer-brand relationship, as emphasized by Fournier (1998). This perspective underscores the pivotal role of brands as not mere entities but as dynamic contributors actively interwoven within the complex fabric of the consumer-brand relationship. Holt (2004) places significant emphasis on the importance of cultural innovation and mythmaking in this context. He argues that iconic brands don't merely follow existing market trends; they pro-actively shape and redefine culture.

By introducing novel cultural meanings and narratives, they establish connections that resonate deeply with consumers. Through this active participation, brands can elevate their status, becoming instrumental in cultivating robust

and emotionally resonant connections with their customer base (Fournier, 1998) and foster a sense of belonging and identity (Holt, 2004).

But why do individuals actively or passively engage in the development of relationships?

Drawing from relationship theory, Fournier (1998) discerns three fundamental psychological goals that underpin the human inclination to establish relationships.

First and foremost, relationships serve as a mechanism for addressing existential inquiries surrounding one's identity and purpose. They provide a channel through which individuals seek meaning and validation within the broader context of their existence. Secondly, relationships play a pivotal role in facilitating the pursuit of significant life projects and objectives. These projects encompass a wide spectrum, ranging from personal interests and hobbies to more profound endeavors entailing the establishment, sustenance, or re-evaluation of one's core self. Lastly, relationships prove instrumental in assisting individuals in the execution of day-to-day tasks, rooted in immediate concerns and contributing to the seamless facilitation of daily routines. They serve as a framework for addressing the practical, often mundane, aspects of life.

While these three motivational underpinnings serve as the bedrock for the initiation and perpetuation of relationships, it is noteworthy that relationships are inherently dynamic entities.

Fournier's (1998) research enhances our comprehension by revealing that five significant sociocultural factors—age/cohort, life cycle, gender,

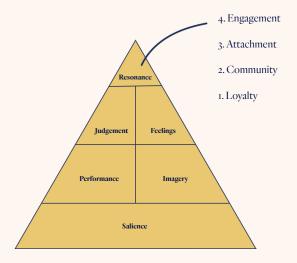


Figure 11: The Brand Equity Pyramid of Keller (2001) and the four distinct levels of brand resonance by Raut and Bitro (2014).

family/social network, and culture — profoundly impact the strength, drivers, types, styles, and ease of developing or terminating relationships.

According to this theoretical framework, shifts in an individual's sociocultural milieu can significantly reshape the nature and proclivity of the relationships they seek. Life-altering events or transitions to distinct cultural contexts can wield transformative effects on an individual's relationship landscape.

3.1.6 Defining brand resonance

Brand relationships, exploring consumer attitudes and behaviors towards a brand, provide the groundwork for the subsequent concept of brand resonance. In 2001, Keller introduced the concept of brand resonance in his published article in the Journal of Marketing Management. Here he introduced the well-known brand equity pyramid, which posits that brand resonance represents the pinnacle achievable by satisfying the lower tiers of the pyramid, namely brand identity, brand meaning, and brand response. With brand resonance denoting a profound psychological connection and the highest level of engagement. It reflects the strength of the emotional, psychological, and social bonds consumers form with a brand through foundational elements progressing from brand identity to brand meaning and response, ultimately culminating in brand resonance.

Therefore, brand resonance represents the deepest and most profound level of connection and engagement between a brand and its customers. At this level, customers have a strong emotional attachment to the brand, and the brand becomes an integral part of their lives. This concept is pivotal in managing customer relationships and cultivating lasting brand equity (Moore & Wurster, 2007).

Complementing Keller's work, scholars such as Raut et al. (2019), Bourbab and Boukill (2008), Stratfold (2012), and Rindfleisch et al. (2005) have also likened brand resonance to the dynamics of a relationship between consumers and a brand. However, it's essential to emphasize that brand resonance is not an instantaneous outcome, as highlighted by Kumar (2006). Much like genuine human relationships, it requires an investment of time and consistent effort to forge a profound connection.

Remarkably, individuals who develop a strong resonance with a brand often cultivate a community around it, as noted by Raut and Bitro (2014). Users of a particular brand come together to create an emotional bond and a sense of belonging among

themselves. This phenomenon is similar to what Holt (2004) discusses when he explores the role of brand communities in building iconic brands. These communities are made up of loyal members who identify with the brand's myth and actively participate in its culture.

As this community expands, it becomes an enticing draw for new consumers who desire to align themselves with this group. Iconic brands often create rituals and traditions that consumers can participate in, serving as bridges to strengthen the bond within the community. The product usage then symbolizes affiliation with the brand's cultural significance, acting as a badge of membership and a means of expressing belonging.

3.1.7 Brand resonance levels

When exploring the concept of brand resonance further, Raut and Bitro (2014) delineate four distinct levels of brand resonance in their research: loyalty, attachment, community, and engagement (see Figure 11) . The four levels of brand resonance represent a hierarchical progression, with each level signifying a more profound connection between consumers and the brand: demonstrating a deep and sustained connection.

1. Loyalty

At the foundational level of brand resonance, consumers exhibit loyalty to the brand but do not actively seek further interactions. They may purchase the brand's products regularly, but there is no strong inclination towards deeper engagement.

3. Attachment

Moving up the hierarchy, attachment signifies consumers who form an emotional connection with the brand, going beyond functional benefits to experience emotional resonance.

2. Community

The next level of brand resonance is community. At this stage, consumers take a more proactive role in their relationship with the brand. They actively seek out and connect with others who share a similar affinity for the brand, creating a sense of community and shared identity.

4. Engagement

Lastly, at the pinnacle of brand resonance is engagement. Consumers who actively and eagerly seek opportunities to engage with the brand.

3.1.8 Memberful design: elevating brand relationships

In line with Raut and Bitro's (2014) study on the four distinct levels of brand resonance, Dunnink (2022) argues that genuine depth in brand relationships is achieved when customers' attachment goes beyond mere product appreciation. It is when conventional "users" evolve into engaged "members" who wholeheartedly embrace the brand's mission and actively contribute, extending beyond mere financial support. In contrast to traditional users, these members display remarkable loyalty, remaining committed well beyond the typical engagement cycle. This perspective aligns with Keller's (2001) viewpoint, which suggests that when consumers invest their time, effort, and financial resources in consuming a brand, it signifies heightened brand engagement—a clear indicator of strong brand loyalty.

The principles of Memberful design

Meaningful memberships are founded on the principle of identifying loyal customers and seeking their support. Additionally, members should serve as a constant reminder for companies to align their operations with their mission, fostering a mutually beneficial, two-way relationship. Dunnink (2022) defines seven guiding principles for organizations to become more 'memberful', namely:

- I) Members understand your mission: they should have a clear understanding of the organization's mission, values, and purpose, fostering a sense of shared responsibility.
- 2) Members receive benefits they actually want: they should know what they receive in return for their contributions, whether it's money, time, or knowledge, and understand how these benefits are provided.
- Members see people at the center of your organization: your organization should have a human face, and members should be able to engage with the community, creating a personal connection.
- 4) Members get an experience that cultivates calm: they should be designed with simplicity and aesthetics in mind, providing a calm and focused experience.
- Members have a seat at the table: the relationship should be collaborative, with member's input valued, and clear pathways for them to contribute to the organization's work.
- 6) Members are empowered to become ambassadors: they should be encouraged to take on the role of ambassadors, spreading the brand mission within their own communities and advocating for your cause.
- Members gain useful insights in story form: stories should be used to convey practical and actionable insights that help members make informed decisions, as stories are effective in connecting with emotions and information.

3.1.9 Conclusion

There has been significant work done in the domain of brand relationship building, but it remains an emerging research area (Raut et al., 2019). Fournier's 1988 article continues to be widely regarded as the most influential work in this area. This section has explored the theoretical framework underpinning brand-consumer relationships, brand resonance, and the emerging concept of Memberful Design. Understanding the complexities of these dynamics is crucial in today's ever-evolving landscape, where brands play a central role in shaping consumer identities and fostering lasting connections.

Rooted in a profound understanding of the emotional and symbolic significance associated with brands, retailers should focus on and proactively contribute to establishing meaningful brand-consumer relationships. Loyalty surpasses mere repeat purchases; it involves grasping emotional values, fostering commitment, and building deep connections. Besides, loyalty is influenced by shared narratives within a community, making it difficult for individuals to switch brands. Aspiring to achieve high levels of brand resonance — covering loyalty, attachment, community, and engagement — the objective is to transform users into devoted members who actively contribute. Following Memberful design principles for lasting connections.

At last, it is essential for Yonderland's sustained success, to recognize the role of brands in providing identity and community affiliation. This involves redefining its subsidiary 'retailers' as brands through the strengthening of their brand identities.

3.2 Understanding loyalty programs

In today's competitive business landscape, attracting and retaining customers is crucial for long-term success. Loyalty programs have emerged as a powerful tool for businesses to build lasting relationships with their customers.

This section delves into the concept of loyalty programs, examining their operations, various types, and the advantages they offer to both businesses and consumers.

3.2.1 What are loyalty programs?

At its core, a loyalty program is a structured marketing strategy designed to incentivize customers to continue to shop at or use the services of a business by offering rewards to customers who demonstrate repeat business to a particular brand (Krafft & Mantrala, 2010). Whether in the form of discounts, points, or exclusive access to products or services, these rewards serve as powerful motivators for customers to choose a particular brand repeatedly.

The notion of loyalty programs has undergone a notable transformation throughout the years. Originating from basic punch cards or stamp-based systems, it has evolved into advanced, data-driven initiatives. Top-performing loyalty programs harness technology, data analytics, and personalized marketing to craft a seamless and captivating customer experience.

3.2.2 How do loyalty programs work?

Loyalty programs traditionally operate on a simple premise: customers earn points or rewards for each purchase or engagement with the brand. These earned rewards can then be redeemed for discounts, free merchandise, or other exclusive benefits. The more a customer interacts with the business, the more rewards they accumulate.

To implement a loyalty program, businesses often utilize membership cards, mobile apps, or online accounts to track and manage customer activity.

3.2.3 Types of loyalty programs

Loyalty programs come in diverse forms, catering to various business models, customer preferences and specific customer demographics. Based on the conducted loyalty program benchmark, the following four primary types of loyalty programs have been identified:

1) Enroll-and-enjoy

Customers immediate receive rewards upon enrollment or joining the program in a one-size fits all manner

2) Points based

Customers earn points for every purchase or action, that can be used to redeem discounts, rewards or other benefits

3) Tier based

Customers are segmented into different tiers based on their loyalty level, where they are rewarded accordingly

3) Payment based

Customers pay a membership price to get access to loyalty benefits, which must be seen as more valuable than the fee

3.2.4 Why are loyalty programs used?

Loyalty programs serve as powerful tools for retaining customers by providing incentives for repeat business. Derived from insights gained in qualitative interviews with three industry experts in customer loyalty, the subsequent discussion will initially delve into the benefits for businesses, followed by an exploration of the advantages for consumers.

One of the primary objectives is customer retention. By providing incentives for repeat business, loyalty programs reduce the likelihood of customers switching to competitors. Beyond retention, loyalty programs contribute to increased spending as customers actively seek to accumulate rewards. This increased customer spending directly impacts revenue and profitability.

Moreover, loyalty programs serve as valuable tools for data collection, and analysis. As customers engage with the program, businesses gather information on preferences, purchasing habits, and trends. This data-driven insight empowers businesses to create targeted marketing campaigns, personalized offers, and a more relevant overall customer experience.

Furthermore, satisfied and loyal customers often become brand advocates. Through positive wordof-mouth marketing, these advocates promote the business within their social circles, contributing to organic brand growth and reputation.

At last, well-designed loyalty programs also provide a competitive advantage, attracting and retaining customers in a crowded market. Ultimately, loyalty programs serve as a strategic tool for businesses to enhance customer relationships, drive revenue, and gain a competitive edge.

From a consumer perspective, engaging with loyalty programs offers a range of compelling advantages, enhancing the overall shopping experience and providing practical benefits Cost savings are a prominent advantage, with discounts, free products, and exclusive offers providing practical financial benefits. Personalization is another key benefit, as loyalty programs often lead to tailored shopping experiences with customized recommendations and offers. Recognition is a crucial aspect for consumers participating in loyalty programs. Feeling valued and acknowledged for their loyalty fosters a positive relationship with the brand.

Additionally, access to exclusive offers, events, or early product launches enhances the overall

experience, making customers feel like valued members of a community.

In essence, loyalty programs, from a consumer standpoint, contribute to a more enjoyable and rewarding shopping journey by providing tangible cost savings, personalized experiences, a sense of recognition, and exclusive access to special offers.

3.2.5 Traditional loyalty seems to be broken

At a time where loyalty has never been more important, customers seem to be progressively disengaging from brands' endeavors aimed at cultivating such loyalty. The average consumer is actively involved in just 6.7 out of the 14.8 programs they belong to (Belli et al., 2021). So while a majority of consumers enroll in various loyalty programs only a few genuinely engage and find value in these initiatives.

Recent statistics highlight that 78.6% of companies with existing loyalty programs are planning to revamp their approaches in the next three years due to changing consumer preferences (Antavo, 2023). Research done by Capgemini (2017) further underscores this significant gap between customers and retail brands when it comes to loyalty and engagement. Stating that 90% of consumers have a negative perception of loyalty programs, 54% of loyalty memberships are inactive, and 28% of consumers abandon loyalty programs without redeeming any points.

With 60% of European brands having adopted loyalty programs (Bombaij & Dekimpe, 2020), the crucial question arises: are they truly succeeding in capturing consumers' hearts and do they genuinely connect consumers with the brand promise? No the loyalty programs as we know them now seem to be broken.

90%

of consumers have a negative perception of loyalty programs (Capgemini, 2017) 54%

of loyalty memberships remain inactive (Capgemini, 2017)

70%

of consumers abandon loyalty programs without redeeming any points (Capgemini, 2017) The main pitfall of these traditional loyalty programs lies in the fact why they were created in the first place, the tendency to encourage customers to shop more often, buy more items, interact with the brand more often and recommend it to others.

Once successfully created with the idea that consumers will keep buying the same things from you if you provide the right incentives, this concept now becomes obsolete. The era traditional loyalty marketing, as we have known it, is waning. Today's customers are not motivated by the sole purpose of earning points to make another purchase. Instead, in this new era of digital-based competition and customer control, people are increasingly buying because of a brand's relevance to their needs in the moment and consumers are seeking more than just transactional relationships with brands.

Moreover, these traditional loyalty programs follow a linear trajectory, conditioning clients to anticipate rewards that increase over time. While effective in the short term, this rewards arms race is unsustainable and ultimately detrimental to all parties involved. Since this approach often leads to merely transactional exchanges, a sense of entitlement among consumers, and the unsavory practice of solely extracting value from loyalty programs. Exclusively offering rewards in the form of points and discounts can lead customers to feel exploited, resulting in disloyal behavior. Furthermore, businesses have to deal with increasing costs and diminishing perceived value, impact, and return on investment associated with these rewards.

So, the irony lies in the fact that traditional loyalty programs are not at all centered around true loyalty. Rather, they are predominantly oriented towards economic transactions, placing a stronger emphasis on financial exchanges rather than fostering a genuine sense of brand affinity. This form of "bribery" tends to draw in the least valuable and least loyal audience—consumers primarily driven by claiming rewards rather than a genuine brand commitment. As a result, traditional loyalty programs fail to meet the emotional demands of their customers and fail to connect customer desires with the brand promise.

Therefore, future loyalty necessitates a reimagining of the fundamental building blocks and paradigms that have characterized loyalty programs for decades.

3.2.6 Paid loyalty

Paid loyalty programs have emerged as a beacon of innovation and strategic investment for companies aiming to redefine their relationships with customers. Unlike traditional free loyalty programs, paid schemes require a higher level of commitment from consumers.

When implemented effectively, paid loyalty programs elevate the overall consumer experience by offering tailored, high-value rewards and creating an exclusive community centered around a shared brand ethos. These programs not only encourage spending but also reshape consumer behavior, as research indicates that members tend to increase their spending on the brand post-subscription, thus boosting revenue and enhancing customer lifetime value (Boudet et al., 2020).

With 43% of consumers being more likely to buy weekly after joining and 62% being more likely to spend more on the brand, paid loyalty programs drive a higher purchase frequency and basket size compared to free programs (Boudet et al., 2020).

Additionally, paid loyalty programs foster stronger connections between customers and brands, leading to higher levels of brand affinity and loyalty (Boudet et al., 2020). When customers perceive that their loyalty is appreciated and rewarded, they are more inclined to become advocates for the brand and make repeat purchases.

Furthermore, paid loyalty programs provide valuable data and insights into customer behavior and preferences. By analyzing customer interactions and engagement levels, companies can gain a deeper understanding of their target audience and refine their marketing strategies accordingly. Improved

In conclusion, paid loyalty programs represent a strategic investment for companies looking to drive revenue, build stronger relationships with customers, and improve customer retention. By offering exclusive benefits, a sense of belonging and enhanced experiences, companies can build stronger relationships with customers and unlock new opportunities for growth and success.

3.2.7 Challenges and considerations

While loyalty programs offer numerous benefits, businesses, navigating the implementation and maintenance of loyalty programs poses various challenges and considerations for businesses. Striking a balance between rewards and costs is crucial, requiring appealing incentives without compromising profitability. The implementation and upkeep of efficient loyalty program platforms pose technological hurdles. Ensuring seamless integration, robust data security, and user-friendly interfaces are vital for leveraging technology effectively.

Continuous assessment and updates are necessary to align loyalty programs with evolving consumer preferences and technology. Clear communication with consumers is essential for building trust, as ambiguity can lead to participant dissatisfaction.

Simplifying the program structure and ensuring clarity in earning and redeeming rewards enhances user experience and engagement. In crowded markets, businesses must differentiate and ensure the uniqueness of their loyalty programs. Adapting to technological advancements is vital, requiring ongoing investment and commitment.

Effectively addressing these challenges is imperative for businesses developing successful loyalty programs that resonate with consumers and foster long-term relationships.

Chapter 3

Key takeaways and design guidelines

Concept of loyalty:

- Building meaningful brand-consumer relationships requires a profound understanding of how customers establish and nurture connections with brands.
- As explained by the Cultural Brand Model of Douglas Holt, brand meaning is collaboratively constructed by the four brand authors: firms, users, influencers, and popular culture
- Brand meaning exists within the customer's mind based on their knowledge and emotional associations (Beverland, 2021)
- Brands provide symbolic value through identity, social distinction, and communal affiliation (Holt, 2003)
- Loyalty can be categorized into brand loyalty and customer loyalty and involves consistent repurchase and deep commitment.
- Aaker's Brand Loyalty Pyramid outlines different tiers representing levels of brand loyalty.
- Brands play a role in shaping individuals' identities and facilitating inconspicuous consumption for social status (Fournier, 1998).
- Through active participation, brands can elevate their status, becoming instrumental in cultivating robust and emotionally resonant connections with their customer base (Fournier, 1998) and foster a sense of belonging and identity (Holt, 2004).
- Brand resonance, introduced by Keller (2001), signifies a profound psychological connection, and the highest level of engagement. It represents the strength of emotional, psychological, and social bonds between consumers and the brand.
- Raut and Bitro (2014) delineate four levels of brand resonance: loyalty, attachment, community, and engagement, representing hierarchical progression.
- Genuine depth in brand relationships is achieved when customers evolve into dedicated members who actively contribute (Dunnink, 2022).
- Memberful design principles include understanding the mission, providing desired benefits, emphasizing human connection, cultivating calm experiences, collaborative relationships, empowering members as ambassadors, and conveying insights through stories.

Concept of loyalty programs:

- Loyalty programs are structured marketing strategies designed to incentivize repeat business by offering rewards to customers.
- Rewards can take various forms, such as discounts, points, or exclusive access, serving as powerful motivators for customer loyalty.
- Loyalty programs have evolved from basic punch cards to advanced, data-driven initiatives.
- Successful programs incorporate technology, data analytics, and personalized marketing for a seamless customer experience.
- The primary objectives of loyalty programs include customer retention, increased spending, data collection, and brand advocacy.
- Loyalty programs can provide a competitive advantage, contributing to enhanced customer relationships and revenue.
- Paid loyalty programs represent a strategic investment for companies looking to drive revenue, build stronger relationships with customers, and improve customer retention.

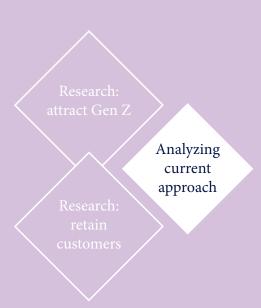
Design guidelines:

- 3.1 Yonderland should acknowledge that loyalty extends beyond repeat purchases and involves understanding emotional values, fostering commitment, and building deep connections with consumers.
- 3.2 Yonderland should proactively contribute to establish meaningful brand-consumer relationships.
- 3.3 The design solution should incorporate strategies that foster a sense of community, recognizing the influence of shared narratives.
- 3.4 The design solution should integrate Memberful design principles to turn users into devoted members that actively contribute
- 3.5 Yonderland's loyalty strategy should recognize and prioritize the role of brands in providing identity and community affiliation
- 3.6 Yonderland should establish a framework for continuous assessment and updates to align its loyalty programs with evolving consumer preferences and technological advancements.
- 3.7 The design solution should ensure clear communication with consumers to build trust and avoid dissatisfaction, addressing any ambiguity in program details.
- 3.8 Consider paid loyalty to drive revenue, build stronger relationships with customers, and improve customer retention.

04

Analyzing the current approach of Yonderland

This chapter presents a thorough analysis of the current approach of Yonderland and each of the subsidiary brands. At first, an analysis of the current customer base and customer approach is given. Subsequently, the loyalty strategies of each brand are examined through a comprehensive analysis using both quantitative and qualitative research methods. The chapter concludes by synthesizing insights into Yonderland and its subsidiaries' current strategies, offering a comprehensive overview of their effectiveness in fostering customer loyalty.



Atmosphere photo 7: provided by Studio Bever.



Content

- 4.1 The current customer approach
 - 4.1.1 The current customer base
 - 4.1.2 Analysis of customer approach
- 4.2 The current loyalty approach
- 4.3 Analysis of the current loyalty approach
 - 4.3.1. Quantitative loyalty program research 4.3.2 Qualitative loyalty program research 4.3.3 Conclusion

4.1 The current customer approach

4.1.1 The current customer base

As explained by Lisa van Stigt- Thans, CRM Marketeer at Bever, the primary target audience at Yonderland and its subsidiary brands currently consists of individuals aged 45 to 65.

The following insights on the current customer base have been moved to the Confidential Appendix.

Within its Yonderland portfolio, both similarities and differences among the subsidiary brands, reflecting the diverse approaches and market strategies are present. These brands cater to various niches within the outdoor and retail sector, each offering distinct product focuses and consumer targeting strategies.

A detailed exploration of the positioning, approaches, and target audiences for each brand is given in Appendix E.

4.1.2 Analysis of customer approach

This section has been moved to the Confidential Appendix.

Figure 12: Has been moved to the Confidential Appendix.

4.2 The current loyalty approach

Examining the loyalty programs of the subsidiary brands of Yonderland, the conclusion can be made that all three subsidiary brands of Yonderland employ a standardized loyalty strategy, rather than adopting a more tailored or personalized approach.

All three brands embrace an enroll-and-enjoy loyalty system, which are relatively uncomplicated. They primarily utilize a combination of marketing analysis, customer data, and configurations to provide discounts, vouchers and exclusive benefits to all their members, as opposed to personalized benefits to individual members.

An overview of the current loyalty programs and their benefits per brand can be found in Appendix F,

"There is no loyalty system where points are saved. Local business units use a enroll and enjoy system for their members and they follow a one-size fits all approach."

- Business Application Manager at Yonderland



Bever Buitenvriend

Buitenvriend lets you discover more of the outdoors and of Bever. Buitenvrienden are the first to know and receive many advantages.



Cotswold Outdoor Explore More

Explore More is the benefits club for customers of Cotswold Outdoor, Snow+Rock and Runners Need that want to enjoy their membership benefits.



AS Adventure Explore More

Loyal A.S.Adventure customers can enjoy extra benefits and become a member by signing up for the Explore More program.

Atmosphere photo 8: provided by Studio Bever.

4.3 Analysis of current loyalty approach

This section provides a thorough analysis of Yonderland's loyalty programs, combining quantitative insights from the Buitenvriend (Bever) program evaluation survey with qualitative findings from expert interviews. The study highlights brand connection, community-building challenges, and program benefits.

Overall, it offers a holistic view of current status and potential future directions for loyalty programs in Yonderland and its subsidiaries.

4.3.1 Quantitative loyalty program research

In the context of my graduation, CRM Marketeer Lisa van Stigt-Thans administered an extensive survey. Exploring the potential for redesign based on the findings. The survey, distributed to 2,000 individuals in July 2023, received responses from 147 participants. The subsequent section will delve into the key insights obtained. However, it's important to acknowledge that with a participation rate of only 7%, the insights derived might be subject to bias.

The following insights from the quantitative research have been moved to the Confidential Appendix.

4.3.2 Qualitative loyalty program research

Through expert interviews with key stakeholders responsible for Yonderland and its subsidiary brands' loyalty programs, valuable insights were gained regarding the current program and its effectiveness. The subsequent section will explore the primary findings and discussions arising from these insights.

Focus on transactional benefits

Yonderland subsidiary brand adopt an enrolland-enjoy loyalty program that almost exclusively focuses on transactional benefits, with no intent of building relationships.

Loyalty maturity differs

Loyalty program maturity levels differ among the subsidiary brands. AS Adventure possesses the least mature loyalty program, primarily relying on straightforward transactional discounts. Cotswold Outdoor employs a transactional program but is actively transitioning towards a partnership ecosystem through collaborations with relevant agencies. On the other hand, Bever actively engages in emotional loyalty initiatives and is advancing the maturity of their loyalty program, though they currently lack a dedicated platform to consolidate these efforts.

Additionally, each organization imparts its unique twist on loyalty functions, lacking a clear method or policy. This is evident in the presence of three distinct job titles—Customer Loyalty Manager, CRM Marketer, and CRM Analyst—each performing comparable roles across the three brands.

Infopoint data is not sufficient

The first paragraph of this section has been moved to the Confidential Appendix.

The absence of a Customer Data Platform limits their knowledge about their customers. Unfortunately, Infopoint also suffers from duplicate data issues and manual deduplication processes, rendering it inadequate for comprehensive customer data management. This lack of holistic customer insights, such as customer service interactions, interests, and preferences, poses challenges in delivering relevance to the customers.

The following two pararaphs with insights have been moved to the Confidential Appendix.

4.3.3 Conclusion

Although the individual loyalty programs of Yonderland's subsidiaries are probably performing okay financially, they are characterized by a lack of a centralized Customer Data Platform, minimal customer data insights, and an inherent one-size-fits-all approach. It's evident that all companies are far from achieving a comprehensive 360-degree view of their customers.

The current approach to loyalty, therefore, falls short of resonating with their mission. Besides, traditional loyalty strategies involving points and discounts do not align with Yonderland's core proposition, which is to promote product longevity and meaningful purchases.

Additionally, it's imperative to understand that all three brands must place a high priority on data now - otherwise, they risk falling behind rapidly. Considering that the future is heavily influenced by data-driven elements and the emergence of Generative Al and Large Language Models, it's clear that data will play a central role in steering transformative developments. It's noteworthy to stress that all three entities are conspicuously lagging in this vital domain.

In conclusion, the findings from both research outcomes highlight critical areas for improvement within the loyalty programs. Laying the groundwork for a possible strategic redesign aimed at fortifying brand connection, clarifying communication, fostering community, integrating seamless customer journeys, optimizing benefits utilization, and amplifying member engagement.

Chapter 4

Key takeaways and design guidelines

All three subsidiary brands utilize an enroll-and-enjoy loyalty system, focusing on relatively uncomplicated methods like discounts, vouchers, and exclusive benefits for all members, rather than personalized benefits for individuals.

Quantitative insights:

• The key takeways and insights from the quantitative research have been moved to the Confidential Appendix.

Qualitative insights:

 The key takeways and insights from the quantitative research have been moved to the Confidential Appendix.

Design guidelines:

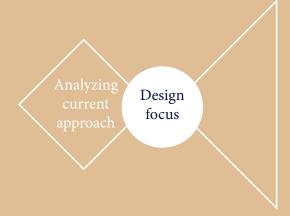
- 4.1 The design solution should adopt a more tailored and personalized approach rather than a standardized loyalty program strategy.
- 4.2 Yonderland should prioritize strategies that enhance brand connection, addressing vulnerabilities in brand affinity identified in the research.
- 4.3 The design solution should address the weaknesses in the current program understanding by enhancing communication strategies, focusing on clarity and engagement to improve participation.
- 4.4 The design solution should be seamlessly integrated into the customer journey, providing a smoother experience for members.
- 4.5 The design solution should maximize program utilization by understanding member motivations and promoting program benefits effectively.
- 4.6 The design solution implement initiatives to transform satisfied members into enthusiastic advocates, leveraging positive experiences for program growth.
- 4.7 The design solution should balance the loyalty program's focus between transactional benefits and relationship-building.
- 4.8 Yonderland should establish clear standardization in loyalty functions, job titles, and approaches across the subsidiary brands. Yonderland should invest in a centralized
- 4.9 Customer Data Platform to overcome data limitations, ensuring a 360-degree view of customers.
- 4.10 Yonderland should revise the newsletter strategy to ensure relevance, reaching out to customers based on their interests and experiences.
- 4.11 Yonderland should encourage collaboration among subsidiary brands, fostering joint loyalty initiatives and shared systems for improved synergy.
- 4.12 Yonderland should prioritize data-driven strategies for the future, considering emerging technologies and the pivotal role of data in transformative developments.
- 4.13 Yonderland should redesign its loyalty strategy to align with their core values and their core proposition of promoting product longevity and meaningful purchases.



Atmosphere photo 9: provided by Studio Bever.

05 Design focus

This pivotal chapter focuses on validating the research findings with key stakeholders from Bever, AS Adventure, Cotswold Outdoor, and Yonderland during the "The Future of Loyalty" workshop, marking a progression towards the design goal following the research phase. Following this, the chapter synthesizes and categorizes the design guidelines derived from the research. The culmination of these efforts directs the path towards establishing a clear design goal.



Atmosphere photo 10: provided by Studio Bever.



Content

- 5.1 Research validation with stakeholders
 - 5.1.1 Preliminary qualitative interviews
 - 5.1.2 Future of Loyalty Workshop
 - 5.1.3 Workshop insights
 - 5.1.4 Conclusion
- 5.2 Design focus
 - 5.2.1 From insights to action
 - 5.2.2 Rethinking Yonderland's loyalty approach
 - 5.2.3 Actions to attract and retain Gen Z
 - 5.2.4 Design guidelines for the development of the new proposition
 - 5.2.5 Additional advice
 - 5.2.6 Identifying themes for the design goal
- 5.3 Design goal

5.1 Research validation with stakeholders

Following the completion of the research phase, the research findings were validated with key stakeholders from Bever, AS Adventure, Cotswold Outdoor, and Yonderland. To facilitate this essential dialogue, a workshop titled "The Future of Loyalty" was organized, aimed at creating a collaborative environment for these discussions.

5.1.1 Preliminary qualitative interviews

Prior to the workshop, preliminary qualitative interviews were conducted with each of the main stakeholders to understand the current state of loyalty at their company, their vision for the future of loyalty, and their wishes and expectations from the workshop session.

5.1.2 Future of Loyalty workshop

The Future of Loyalty Workshop took place on October 12th, bringing together key stakeholders for a two-hour session online, facilitated through Microsoft Teams and Miro.

Session goal:

Involving the main stakeholders, discussing the research insights, exploring a future design direction, and ultimately deciding on the Loyalty North Star and design goal with the main stakeholders.

The main stakeholders consisted of:

- Lisa van Stigt-Thans, CRM Marketeer at Bever
- Jacqui Brown, Customer Loyalty Manager at Cotswold Outdoor
- Patrick van Haver, CRM Analyst at AS Adventure
- · Floor van de Leur, UX designer at Yonderland

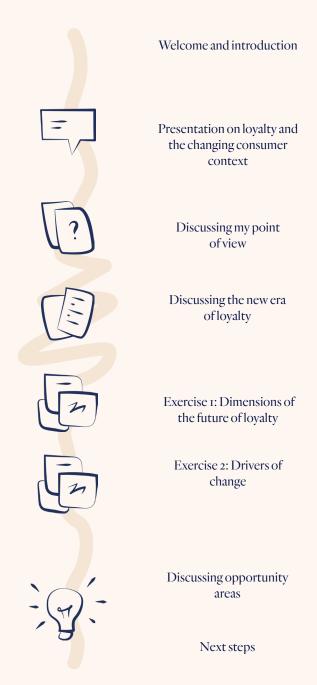


Figure 13: Session plan of the Future of Loyalty Workshop

The workshop started with a Discovery phase, where I presented my research insights on loyalty and the changing consumer landscape. This was followed by a presentation of innovative approaches to loyalty program design, drawing on industry best practices.

Next, during the Discuss phase, the essential elements of future loyalty were examined to pinpoint which aspects Yonderland should focus on, aiming to boost the program's impact. These discussions were followed by two exercises in Miro in which participants indicated and discussed which dimensions and drivers they considered most important

The workshop wrapped up with the Define phase, where participants collectively defined the Loyalty North Star, pinpointed opportunities, and set a strategic design goal, establishing a clear direction for Yonderland's loyalty initiatives.

5.1.3 Workshop insights

The diverse group of stakeholders had only been acquainted with each other in name, having never engaged in direct conversation prior to this workshop. As a result, this gathering marked a critical step towards fostering synergy and setting the stage for future collaborations.

The discussions brought to light the complexities involved in crafting a successful loyalty program. It was observed that currently teams operate in isolation, each employing their unique set of tools and methodologies. In addition, it was discussed that cultural differences prevent the application of a unified loyalty approach across groups.

Jacqui Brown pointed out a significant challenge: "There is a big gap in what we're capable of obtaining from customers in terms of data. I find that a real

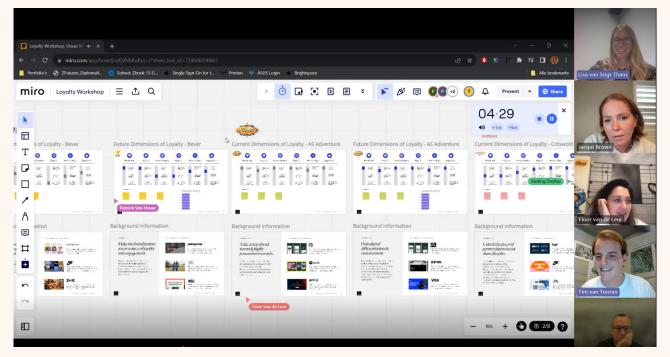


Figure 14: Future of Loyalty Workshop, impression

barrier to a massive opportunity that could make us best in class." This sentiment underscored the collective understanding of the critical need for innovation to remain relevant.

"We rely very heavily on that we are a premium outdoor brand and that we've been around for many many years, so people are just loyal to us for that"

Furthermore, the overreliance on the brand's premium status and longstanding history as the sole driver of customer loyalty was questioned. The lack of real-time functionality in their current loyalty systems is a major hindrance to effective omnichannel management, customer profiling, and real-time personalization throughout the customer's journey. There was a unanimous agreement on the vital need for a Customer Data Platform to enhance segmentation and personalization efforts.

The future of loyalty was envisioned to be centered around purpose, emotional engagement, personalization, and experiential offerings. Identified as pivotal to driving this evolution were community engagement, customer data platforms, partnership ecosystems, and cutting-edge technologies such as Web 3.0 and blockchain.

"Customers are so tired of just another discountdriven program, which is why I believe we should shift our focus from a loyalty program to a membership program. Because there's that value of investing in something truly beneficial that they want to be a part of, rather than just shoving it

Moving forward, there was a shared resolution to redefine the essence of loyalty. The consensus leaned towards transitioning from traditional discount-centric programs to membership schemes, focusing on creating real value and a sense of belonging for customers.

Jacqui Brown provided insights into the prospects of implementing paid loyalty programs. Following her input, there was a unanimous agreement that, while the concept of paid loyalty holds considerable appeal, establishing a solid groundwork is essential before it can be effectively pursued.

"Paid loyalty works, I can tell you from a customer UK based perspective, we had a lot of positive I think 33% would would pay for a membership. However, I'm very much of the opinion we can't sell them a fancy bike, if we haven't learned to crawl ourselves yet. The foundation for paid loyalty is

This workshop underscored the need for a holistic approach to loyalty, leveraging technology and data to create personalized and meaningful customer experiences while recognizing the challenges of cultural diversity, data acquisition, and the necessity of breaking down operational silos.

5.1.4 Conclusion

By involving all key stakeholders in this converging process, the groundwork for a future-oriented loyalty program was laid that would resonate with the collective ambitions and customer expectations of attracting and retaining Generation Z.

Incorporating input from all key stakeholders, the direction for the future of loyalty was shaped, leveraging insights collected from the workshop, preliminary interviews and research activities.

These insights were integrated into the design guidelines and outlined in the Design Focus section. Building on this detailed groundwork, a definitive direction was established, with the following sections exploring the defined design goal.

"Thank you for the extremely insightful workshop yesterday. The discussion was exciting and thought provoking – definitely shining a light on a huge opportunity"

5.2 Design focus

The insights gained from the engaging dialogues with key stakeholders from Bever, AS Adventure, Cotswold Outdoor, and Yonderland during the Future of Loyalty workshop have shed light on the future direction.

This collective exploration not only deepened the understanding of the current loyalty landscape, but also crystallized the aspirations and challenges inherent in designing a program that resonates with Generation Z's unique preferences and values.

The next step is to refine these rich insights into actionable design guidelines. The subsequent sections will address the strategic considerations, suggestions for Yonderland, creative strategies for engaging and retaining customers, and the foundational design principles for creating a loyalty program that not only attracts Generation Z but also engages it in a meaningful way.

At its core, the progression from validation to design is a transformative journey. It bridges the gap between understanding and doing and guides the creation of a loyalty program that is both visionary and grounded in the reality of today's retail landscape.

5.2.1 From insights to action

In the pursuit of crafting a transformative design solution for Yonderland, the focus lies on not only attracting the untapped Generation Z demographic, but also deepening the relationships and retaining them. To effectively attract and retain Generation Z, Yonderland should systematically align its strategies with the distinctive characteristics and preferences inherent to this demographic.

To advance from the 32 accumulated design guidelines to a concrete and actionable design goal, a two-step approach will be utilized (see Figure 15). First, a reverging phase will organize the varied design guidelines into a structured overview. Following this, a convergent phase will refine this overview into a concrete and actionable design goal.

In the initial reverging phase, key takeaways and design guidelines from the conducted research and workshop will be clustered using the the Spontaneous clustering method (Tassoul & Buijs, 2007) as explained in the book "Road Map for Creative Problem Solving Techniques" by Katrina Heijne and Han van der Meer (2019). This step aims to provide a comprehensive overview.

The subsequent convergent phase will focus on distilling a focused and actionable design goal from the structured overview, using the Spontaneous Clustering method once more (Tassoul & Buijs, 2007; Heijne & Van Der Meer, 2019).

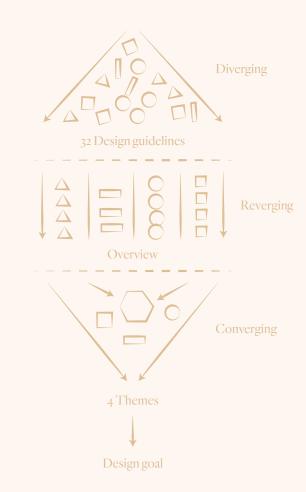


Figure 15: Design focus approach.

5.2.2 Rethinking Yonderland's loyalty approach

Before a new proposition should be developed, Yonderland should take into account the following considerations:

- 3.1 Yonderland should acknowledge that loyalty extends beyond repeat purchases and involves understanding emotional values, fostering commitment, and building deep connections with consumers.
- 3.2 Yonderland should proactively contribute to establish meaningful brand- consumer relationships.
- 3.5 Yonderland's loyalty strategy should recognize and prioritize the role of brands in providing identity and community affiliation
- 3.6 Yonderland should establish a framework for continuous assessment and updates to align its loyalty programs with evolving consumer preferences and technological advancements.
- 3.8 Consider paid loyalty to drive revenue, build stronger relationships with customers, and improve customer retention.
- 4.2 Yonderland should prioritize strategies that enhance brand connection, addressing vulnerabilities in brand affinity identified in the research.
- 4.3 Yonderland should address the weaknesses in the current program understanding by enhancing communication strategies, focusing on clarity and engagement to improve participation.
- 4.13 Yonderland should redesign its loyalty strategy to align with their core values and their core proposition of promoting product longevity and meaningful purchases.

Adopting these considerations will enable Yonderland to develop a loyalty model that resonates more profoundly with consumers, aligned with the evolving landscape of consumer expectations and technological advancements.

5.2.3 Actions to attract and retain Gen Z

To effectively attract and retain Generation Z, Yonderland should implement the following strategies:

- 2.1 Adapt its strategies to align with Gen Z's preferences, including a robust digital presence on platforms like TikTok and preferences for short-form video content and community engagement.
- 2.2 Focus on discovery and leverage short-form video content and image sequences.
- 2.3 Align its digital strategy with Gen Z's digital fluency to ensure intuitive user experiences and seamless interfaces
- 2.4 Demonstrate their ongoing commitment to environmental and societal values.
- 2.5 Leverage authenticity, relatability, and vulnerability in their marketing efforts and adopt an inclusive approach.
- 2.6 Tailor products and experiences to cater to Gen Z's "for me" culture, emphasizing personalization and self-identity in product offerings to increase relevancy.
- 2.8 Embrace social commerce, integrating buying and selling seamlessly into entertainment and content.

5.2.4 Design guidelines for the development of the new proposition

In developing the new proposition around attracting and retaining Generation Z, the following guidelines should be considered for the design of the new framework:

- If possible, the design solution should enable a shift from selling products to selling services.
- Prioritize the integration of service-oriented features and experiences within the design to enhance customer engagement beyond product transactions.
- Mitigate resistance and the not invented here syndrome by adopting a wireframe look and feel.

- Resonate with the values and behavior of Generation Z while maintaining a customer-centric approach for the existing clientele.
- 3.3 Incorporate strategies that foster a sense of community, recognizing the influence of shared narratives in enhancing loyalty.
- 3.4 Integrate Memberful design principles to turn users into devoted members that actively contribute.
- 3.7 Ensure clear communication with consumers to build trust and avoid dissatisfaction, addressing any ambiguity in program details.
- 4.4 Be seamlessly integrated into the customer journey, providing a smoother experience for members.
- 4.7 Balance the loyalty program's focus between transactional benefits and relationship-building.

For Gen Z specifically, the design solution should:

- 2.4 Lead by example and showcase Yonderland's dedication to environmental and societal values, aligning with the conscientious nature of Gen Z.
- 2.7 Foster a sense of belonging through community-building initiatives. Recognizing the importance of meaningful conversations, authentic connections, and share-able content for this demographic.
- 2.9 Adopt a mobile-first strategy and evaluate the need of a dedicated shopping app that is tailored to Gen Z shopping preferences.
- 4.1 Adopt a more tailored and personalized approach rather than a standardized loyalty program strategy.

5.2.5 Additional advice

Additional advice and actions for Yonderland should be to:

- 4.5 Maximize program utilization by understanding member motivations and promoting program benefits effectively.
- 4.6 Implement initiatives to transform satisfied members into enthusiastic advocates, leveraging positive experiences for program growth.

- 4.8 Establish clear standardization in loyalty functions, job titles, and approaches across the subsidiary brands.
- 4.9 Invest in a centralized Customer Data Platform to overcome data limitations, ensuring a 360-degree view of customers.
- 4.10 Revise the newsletter strategy to ensure relevance, reaching out to customers based on their interests and experiences.
- 4.11 Encourage collaboration among subsidiary brands, fostering joint loyalty initiatives and shared systems for improved synergy.
- 4.12 Prioritize data-driven strategies for the future, considering emerging technologies and the pivotal role of data in transformative developments.

5.2.6 Identifying themes for the design goal

To transition from the broad overview of guidelines formed during the reverging phase to a concrete and actionable design goal, it was necessary to converge and cluster the guidelines once more using the Spontaneous Clustering method (Tassoul & Buijs, 2007; Heijne & Van Der Meer, 2019). Through this process, four key themes emerged, guiding the development of the new proposition.

These themes, derived from the research insights, serve as the foundation for defining the design goal. This structured approach ensures that the strategy is evidence-based and closely aligned with the nuanced needs and preferences identified.

The following four themes have been identified:

- A. Lead by example
- B. Increase relevancy for customers
- C. Foster a community and increase emotional loyalty
- D. Build an ecosystem around the customer

Theme A: Lead by example

- 1.1 If possible, the design solution should enable a shift from selling products to selling services.
- 1.2 Prioritize the integration of service-oriented features and experiences within the design to enhance customer engagement beyond product transactions.
- 1.4 Resonate with the values and behavior of Generation Z while maintaining a customercentric approach for the existing clientele.
- 2.4 Lead by example and showcase Yonderland's dedication to environmental and societal values, aligning with the conscientious nature of Gen Z.

Theme C: Foster community and increase emotional loyalty

- 2.9 Foster a sense of belonging through community-building initiatives. Recognizing the importance of meaningful conversations, authentic connections, and share-able content for this demographic.
- 3.1 Yonderland should acknowledge that loyalty extends beyond repeat purchases and involves understanding emotional values, fostering commitment, and building deep connections with consumers.
- 3.2 Yonderland should prioritize strategies that enhance brand connection, addressing vulnerabilities in brand affinity identified in the research.
- 3.3 Incorporate strategies that foster a sense of community, recognizing the influence of shared narratives in enhancing loyalty.
- 3.4 Recognizing and prioritizing the role of brands in providing identity and community affiliation for consumers.

Theme B: Increase relevancy

- 2.3 Align its digital strategy with Gen Z's digital fluency to ensure intuitive user experiences and seamless interfaces.
- 2.6 Tailor products and experiences to cater to Gen Z's "for me" culture, emphasizing personalization and self-identity in product offerings to increase relevancy.
- 4.1 Adopt a more tailored and personalized approach rather than a standardized loyalty program strategy.
- 4.9 Invest in a centralized Customer Data Platform to overcome data limitations, ensuring a 360-degree view of customers.
- 4.10 Revise the newsletter strategy to ensure relevance, reaching out to customers based on their interests and experiences.
- 4.12 Prioritize data-driven strategies for the future, considering emerging technologies and the pivotal role of data in transformative developments.

Theme D: Build an ecosystem around the customer

- Preferably, the design solution should enable a shift from selling products to selling services.
 - Prioritize the integration of service-oriented
- 1.2 features and experiences within the design to enhance customer engagement beyond product transactions.
- Create a robust digital presence on 2.1 platforms like TikTok, harnessing the power of short-form video content and community engagement.
- Embrace social commerce, integrating buying
- 2.8 and selling seamlessly into entertainment and content.
- Be seamlessly integrated into the customer journey, providing a smoother experience for members.

5.3 Design goal

Redesigning Yonderland's fading loyalty programs into a paid membership service that is tailored to Gen Z.



A. Lead by example

The membership service should:

- A. Lead by example, embodying the transition to more circular business models.
- B. Increase relevancy for customers
- C. Foster a community and increase emotional loyalty for customers
- D. Build an ecosystem around the customer to achieve lock-in



B. Increase relevancy



D. Customer ecosystem

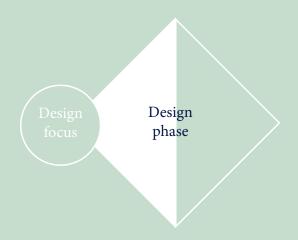


C. Foster community

06

From ideas to future concept

This chapter outlines the comprehensive ideation process aimed at developing a final proposition focused on attracting and retaining Generation Z, starting from the foundational Future of Loyalty Workshop which engaged key stakeholders to set the design direction and goals. Subsequent brainstorming sessions with UX designers from group Digital and further refinements led to the creation of two final concepts. During the Loyalty deep-dive key stakeholders were once again involved to decide on the final proposition.



Atmosphere photo 11: provided by Studio Bever.



Content

- 6.1 Ideation approach
- 6.2 Ideation session with group Digital
 - 6.2.1 Ideation session with group Digital
 - 6.2.2 Insights from ideation session
 - 6.2.3 Further brainstorming
 - 6.2.4 Reverging and clustering
 - 6.2.5 Converging to a final concept
- 6.3 Loyalty deep-dive
 - 6.3.1 Loyalty deep-dive with main stakeholders
 - 6.3.2 Future vision

6.1 Ideation approach

Based on the design goal and the focus on attracting and retaining Generation Z, several ideation sessions were held to develop a final proposition.

Initially, as mentioned earlier, the Future of Loyalty Workshop was held to involve the key stakeholders and determine the design focus and design goal. The initial ideas generated during this workshop were fed into the subsequent brainstorming sessions.

Subsequently, a dedicated ideation session was held with the UX designers from group Digital. During this ideation session several methods from "Road Map for Creative Problem Solving Techniques" by Katrina Heijne and Han van der Meer (2019) were used to brainstorm on the design goal and the four themes.

Following this ideation session with the UX designers from group Digital, a second brainstorm was conducted, concentrating on generating new ideas and refining the most promising ones.

After both ideation sessions, a reverging phase took place where the ideas generated were synthesized. Utilizing the C-box technique, the most significant concepts were refined into a cohesive final concept.

During the Loyalty deep-dive, key stakeholders were involved once again to discuss, refine, validate and agree upon the final concept. This led to the formulation of the final proposition, detailing the program's benefits and outlining a loyalty transformation roadmap.

The ideation process is illustrated in Figure 16, providing a visual representation of the conducted steps.

The subsequent sections will provide a detailed discussion on each step of the ideation process.

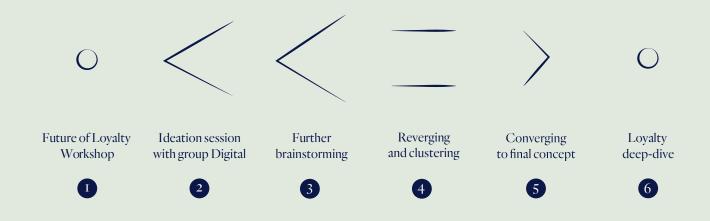


Figure 16: Ideation and selection approach.

6.2 Ideation session with group Digital

6.2.1 Ideation session with group Digital

The UX designers of group Digital of Yonderland were invited for an ideation session at the Bever office to brainstorm on the chosen design direction and the four themes.

Session goal:

Exploring the design focus, expanding the solution space and generating ideas.

A workshop room was prepared with all the needed materials (flip-over sheets, post-it's, markers) for brainstorming. I acted as facilitator and prepared a session plan, based on the techniques provided in the books "Road Map for Creative Problem Solving Techniques" by Katrina Heijne and Han van der Meer (2019) and the Delft Design Guide (Van Boeijen et al., 2023). Participants were briefed on key brainstorming guidelines:

- · Criticism is postponed
- Freewheeling is welcomed
- 1+1=3

The session began with me presenting a concise overview of the research findings and key insights using PowerPoint. After which, the design focus was further explored and the solution space was expanded.

Following this, participants engaged in individual brainstorming sessions focused on each theme, aiming to rapidly produce a wide array of creative concepts. The emphasis was placed on generating a large quantity of creative ideas in a short amount of time, valuing diversity and breadth.

The ideas were then discussed and evaluated collectively. After which there was further iteration on these ideas. Finally, participants discussed all the ideas generated and assessed them on impact.

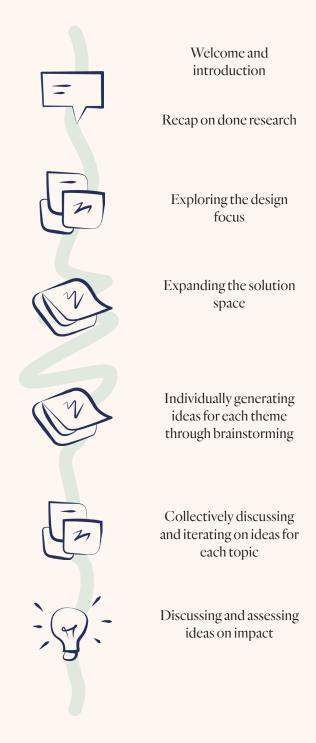


Figure 17: Session plan of the ideation session.

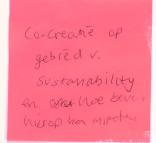
6.2.2 Insights from ideation session

The ideation session aimed at generating a wide array of ideas. A subset of these ideas is presented in Figure 18. On this spread, five ideas are highlighted, each accompanied by a key insight linked to the design goal outlined in Section 5.3.

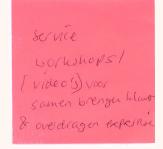
After this first ideation session with the UX designers from the Digital group, a second brainstorm session was held, focusing on refining the most promising ideas.

Figure 18: Selection of the generated ideas during the ideation.

Lonnoor abbo Lufting







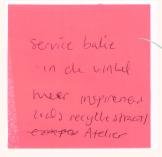
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Idea: Host service workshops to bring members together and to transfer expertise

Insight: The store does not have to be just a retail place, but can also become a meeting/event place



Idea: Membership app tailored to Gen Z

Insight: Engaging with the new generation doesn't necessarily require using the same platforms. It might even be more effective to approach them through distinct channels.





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douche in de winkel

Creators integreren op platform

Atelier in de winkel

Idea: Put a service counter in the store, such as the recycle street and the studio

Insight: Combining and repositioning existing elements to achieve greater impact

Idea: Using blockchain to follow a product, from production to recycling

Insight: Enhancing products by adding a digital passport, to support the sustainability initiatives.

Idea: Creating event pages both online and within physical stores.

Insight: Boost the exposure of current events to raise awareness and foster a sense of community.

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ev events met weeting pleh in de lokale uinkels Block chain, pecycle & volg je product. Zie wat het ge wech is & koop deze evatuel tends. Community building

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Bonus Box interacties engagement Storegielling

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In shop

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RENTAL SERVICE

6.2.3 Further brainstorming

Following the ideation session with Yonderland's UX designers, a second brainstorm was conducted. This second brainstorm aimed to both generate new ideas and refine the most promising ones, focusing on elevating their quality and transforming them into actionable ideas.

6.2.4 Reverging and clustering

After both ideation sessions, a reverging phase took place where the generated ideas generated were synthesized and clustered (Heijne & van der Meer, 2019).

During this phase, the ideas were grouped into different types of clusters based on common themes, similarities, or complementary aspects. By clustering the ideas, I aimed to identify overarching patterns, pinpoint areas of potential synergy.

This approach not only enhanced the clarity of the brainstorming outcomes, but also laid the groundwork for a more cohesive and targeted exploration of concept development.

6.2.5 Converging to a final concept

After the reverging phase, a C-box matrix was utilized to determine which ideas should be considered for further development. The C-box is a 2x2 matrix designed to provide a comprehensive overview of numerous ideas, typically using two criteria: innovativeness and feasibility, as described by Van Boeijen et al. (2023). From this process, five concepts were chosen for further development. To narrow down to a final concept from these five, in-depth discussions were held with both the design team and the key stakeholders from Yonderland.

The process involved a detailed presentation and explanation of each of the five concepts to the stakeholders, which was followed by thorough discussions evaluating the strengths and weaknesses of each concept.

Roughly, the following criteria for judging the concepts were used during the evaluation.

- How promising or impactful is the concept?
- How well does the concept align with Yonderland's strategic goals?
- Will the concept attract or retain GenZ?
- Is the concept scalable?

Based on a careful comparison of each concept against these criteria, and considering their benefits and limitations, two concepts were identified for further refinement:

- 1. An Atelier Café, which serves as a communal space as well as offering an in-store atelier.
- 2. A dedicated membership app that is tailored to the values and needs of Generation Z.

6.3 Loyalty deep-dive

6.3.1 Loyalty deep-dive with main stakeholders

The key stakeholders were invited once again for a Loyalty deep-dive to discuss, validate. refine and agree upon a final concept.

Session goal:

Define the final proposition, set the loyalty roadmap and detail the content of the program.

During the Loyalty deep-dive, the most promising ideas were presented to key stakeholders. Their valuable opinions and feedback were gathered during the discussion that followed, guiding the decision-making process towards one final proposal.

During the discussions, a collective decision was made to incorporate both concepts into one final proposition centered around paid membership. This decision was influenced by the understanding that before introducing a paid membership, Yonderland would need to make significant investments to ensure customers perceive true value in the offer.

The Atelier Café concept was recognized as a vital initiative to build the necessary community engagement among members. Simultaneously, the Membership App was identified as essential for customizing Yonderland's offerings to align with Generation Z's shopping habits. Moreover, the acquisition of a Customer Data Platform was deemed critical to underpin both initiatives effectively.

Concluding the session, a future vision was formulated along with an initial outline of the program's benefits and a roadmap for its transformation.

The subsequent chapter will delve into a detailed elaboration of this final proposition.

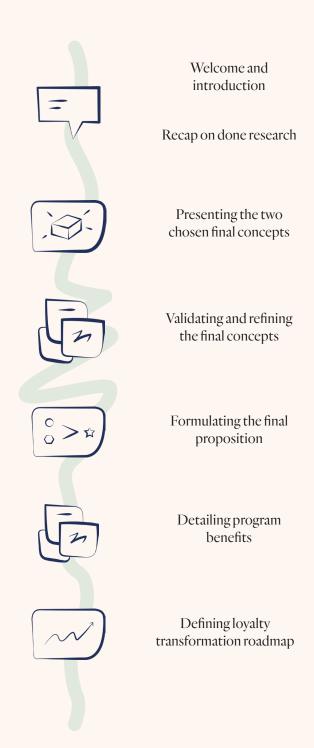


Figure 19: Session plan of the Loyalty deep-dive.

6.3.2 Future vision

As outlined, the Loyalty deep-dive session concluded with a collective agreement on a vision for the future. A future vision functions as a focused direction and strategic reference that provides motivation for stakeholders in the design process (Fiegenbaum et al., 1996). According to Simonse (2017), a future vision is an articulation of a desired future.

Future vision

"I envision that by 2030 Yonderland should shift its emphasis from product sales to service offerings. This transition will be grounded on a membership-driven approach. Creating the foundation that connects members, products, services, and the environment."

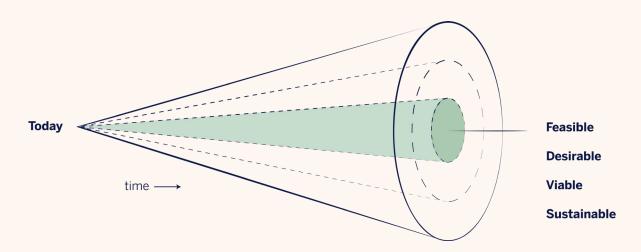
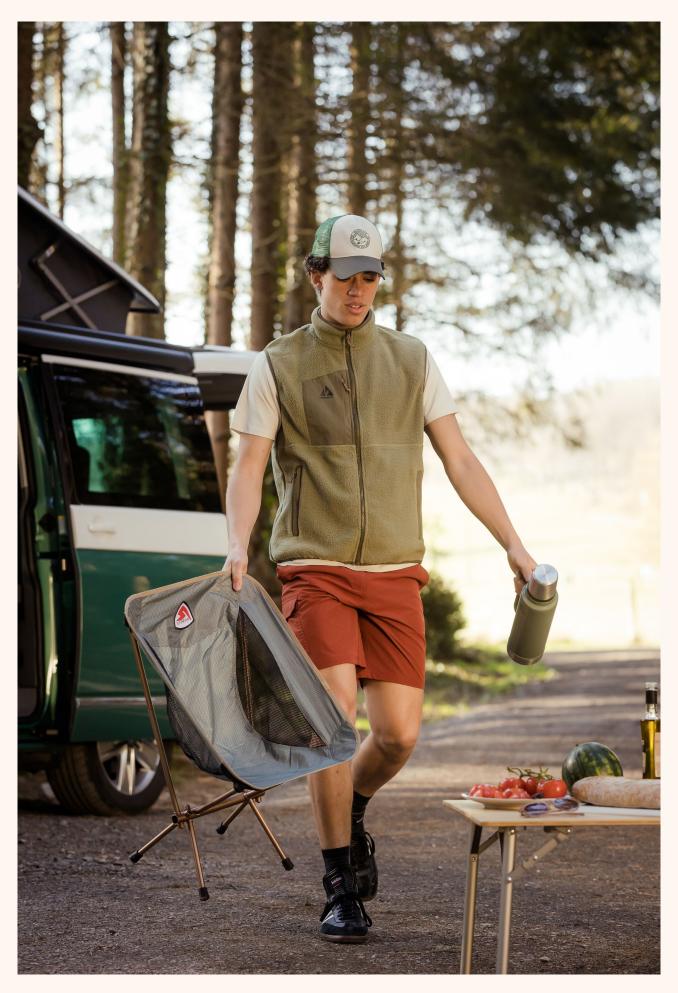


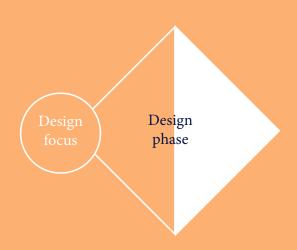
Figure 20: Visualization of Future Vision.



Atmosphere photo 12: provided by Studio Bever.

O7 Presenting the concept

The seventh chapter describes the new design concept: a paid membership strategy. The proposed paid membership strategy introduces a comprehensive transformation for Yonderland, bringing together a Customer Data Platform, Atelier Café, and Membership App in one cohesive proposition. To reflect and enhance the newly proposed paid membership proposition, a new art direction has been developed.



Atmosphere photo 13: provided by Studio Bever.



Content

- 7.1 Introducing the concept
- 7.2 Paid membership benefits 7.3 Customer Data Platform
- 7.4 Atelier Café
- 7.5 Membership App
 - 7.5.1 Discovery page
 - 7.5.2 Shop page
 - 7.5.3 Service page
- 7.5.4 Community page 7.5.5 My Profile page 7.6 New art direction
- - 7.6.1 Art direction
 - 7.6.2 Typography
 - 7.6.3 Messaging
- 7.7 Impact of the proposed proposition

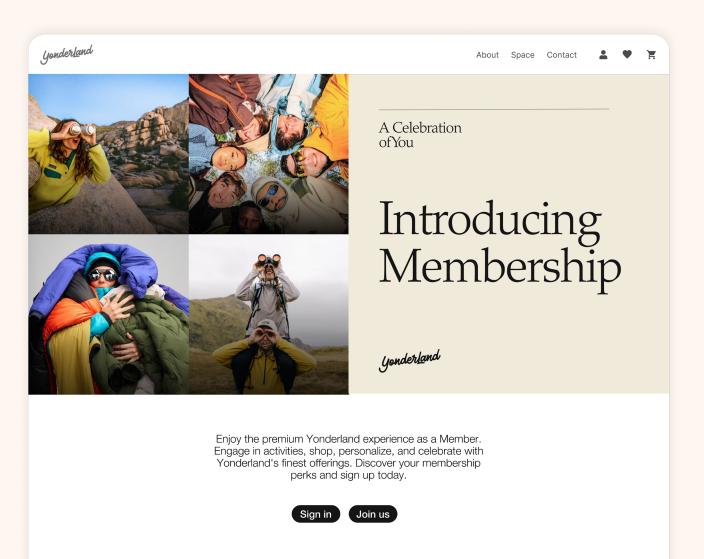
7.1 Introducing the concept

Introducing a best-in-class membership service that transforms the subsidiary brands of Yonderland from retailers with a fading loyalty program into membership brands.

This concept matures and elevates the existing loyalty programs, Buitenvriend and Explore More, into a premium paid membership service. Offering new customers not just a vibrant community and dedicated Membership App, but also a seamless entry into Yonderland's circular service offerings.

At the heart of this transformation lies membership, serving as the essential link that connects various existing journeys, current initiatives and future ventures. Ultimately, connecting members, products, services and the planet within one unified membership proposition.

Figure 21: Visualization of 'Introducing Membership' webpage.



The proposed paid membership strategy introduces a comprehensive transformation for Yonderland, bringing together a Customer Data Platform, Atelier Café, and Membership App in one cohesive proposition (see Figure 22).

To support this new proposition, Yonderland must focus first on establishing a strong foundation by acquiring a Customer Data Platform, essential for playing a significant digital role in customers' lives.

The introduction of the Atelier Café is pivotal in enhancing emotional loyalty and fostering a community, serving as one of the two main components of new proposition. It aims to create a sense of belonging and prioritizes emotional loyalty drivers like community, purpose, personalization, and partnerships, shifting Yonderland's focus from transactional to emotional loyalty.

The second critical component of the proposition is the Membership App, tailored to the preferences and shopping behaviors of Generation Z. It is intended to be the gateway into Yonderland's ecosystem and introduces new care and repair services,

To reflect and enhance the newly proposed paid membership proposition, a new art direction has been developed.

This strategic initiative not only enhances Yonderland's current operations, it reimagines and redefines how customer engagement, loyalty, and community are fostered at Yonderland.

By harmonizing these components, Yonderland not only meets the sophisticated needs and values of Generation Z, but also sets a new standard for customer experiences in the retail domain.

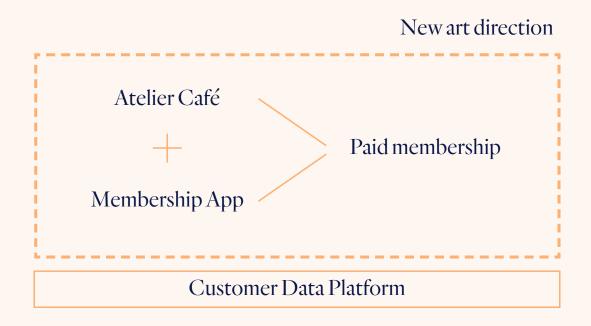


Figure 22: Visualization of the proposed paid membership proposition

7.2 Paid membership benefits

Drawing from the insights of Jacqui Brown's research with global market research company 2CV (referenced in Chapter 9.1) and thorough consultations with the key loyalty stakeholders, a set of paid membership benefits has been established.

These benefits not only stand on their own, but also enhance and synergize with key proposition elements like the Atelier Café, the Membership App,

and the Customer Data Platform, weaving together a compelling narrative for members.

The pricing strategy of this paid membership proposition has been based on the mentioned research conducted by 2CV and Jacqui Brown.

This has resulted in a membership fee of 3 euros per month or an annual fee of 36 euros.



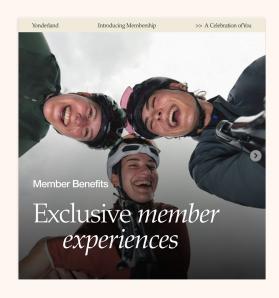
Exclusive care and maintenance

- Free APK Service: Have your gear checked for free anytime, ensuring your equipment is always in top condition.
- Complimentary In-Store Alterations: Enjoy free alterations such as sleeve and trouser adjustments, buttonhole additions, and waistband takings, enhancing the fit and longevity of your purchases.
- Annual Ski/Snowboard Wax: Prepare for the slopes with a complimentary wax service for your ski or snowboard once a year.
- 20% Discount on Services: Enjoy a perpetual 20% discount on all our services, offering you great savings on top-notch care for your gear.



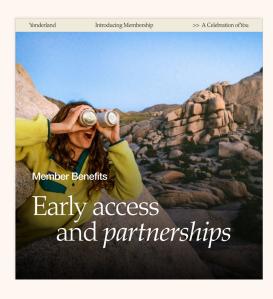
Celebrating you

- Welcome Gift: Upon joining, choose your own Welcome Gift from a selection of 3 high-quality products.
- **Birthday Gift**: Celebrate your special day with the option to select a Birthday Gift, making your birthday even more memorable.



Exclusive member experiences

- Free Coffee at the Atelier Café: Treat yourself to a free coffee at our Atelier Café, a perfect spot to relax or catch up with fellow enthusiasts.
- Create Your Own Bag with Scraps: Express your creativity and commitment to sustainability by designing your own small bag using high-quality scraps.
- Discounted Event Access: Enjoy discounted access to organized events, connecting you with experiences that cater to your adventurous spirit.



Early access and partnerships

- **Early Access**: Be the first to explore new products and sales, ensuring you never miss out on the best deals.
- Partnership Ecosystem: Dive into a world of outdoor partnership rewards, unlocking exclusive discounts and special offers.
- Discounted Event Access: Enjoy discounted access to organized events, connecting you with experiences that cater to your adventurous spirit.



Convenience and peace of mind

- Free Delivery & Returns: Say goodbye to second-guessing your purchases. Enjoy the flexibility of hassle-free shopping with free delivery and returns on all items.
- Extended 3-Year Warranty: We stand by the quality of our products. Gain additional security and peace of mind with an extended warranty covering all products for three years.
- 365 Days Returns Policy: Shop with the utmost confidence knowing you have a whole year to decide if the product meets your expectations.

7.3 Customer Data Platform

Playing a more relevant digital role at scale in the lives of our customers, through segmentation and personalization.

As a supporting factor for all new proposition components, Yonderland must prioritize establishing a robust loyalty foundation through the acquisition of a Customer Data Platform. The implementation of this Customer Data Platform is crucial to play a more relevant (digital) role in their customers' lives.

The introduction of a Customer Data Platform is foundational in transitioning Yonderland from fragmented and limited customer data to a comprehensive 360-degree understanding of the customer. This transformative shift empowers Yonderland to comprehend and anticipate customer needs.

With this infrastructure in place, Yonderland initiates the process of customer segmentation, allowing them to categorize their audience into distinct groups based on shared characteristics. Harnessing insights derived from the 360-degree view facilitated by the Customer Data Platform, Yonderland can provide personalized advice, explore

opportunities for upselling and cross-selling, and organize personalized events in collaboration with their partner network.

Moreover, the valuable insights gained from the 360-degree customer view enable Yonderland to refine and personalize their newsletter content. By aligning the content with each individual's past interactions, purchase history, and preferences, the newsletter transforms into a potent tool for engaging customers on a highly individualized level. Yonderland can now deliver content that resonates with customers through personalized advice, product recommendations, and tailored promotions.

By leveraging these customer insights, customizing content to individual preferences, and showcasing expertise, this foundational step paves the way for a loyalty era that not only enhances relevance but is also intricately tailored to meet the unique needs of each customer and especially the Gen Z customer.

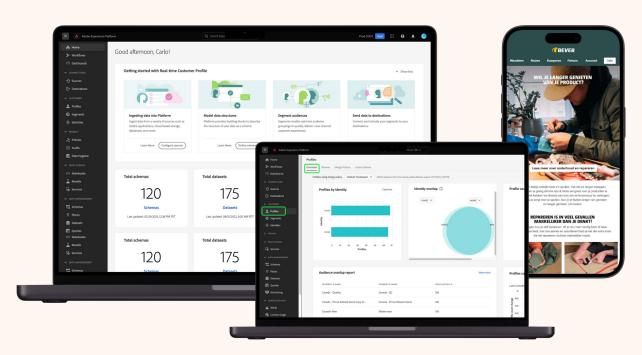
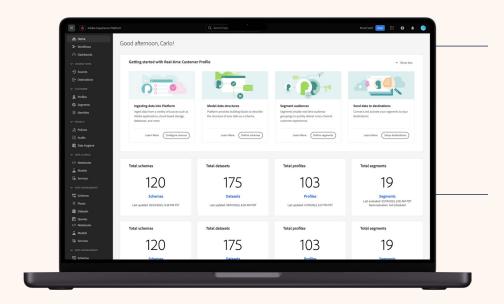


Figure 23: Visualization of Customer Data Platform

Customer Data Platform

Implementing a Customer Data Platform, such as the Adobe Real-time CDP or Salesforce CDP, lays the foundation for playing a more relevant digital role by centralizing and organizing crucial customer information. Merging data into real-time updating unified profiles.

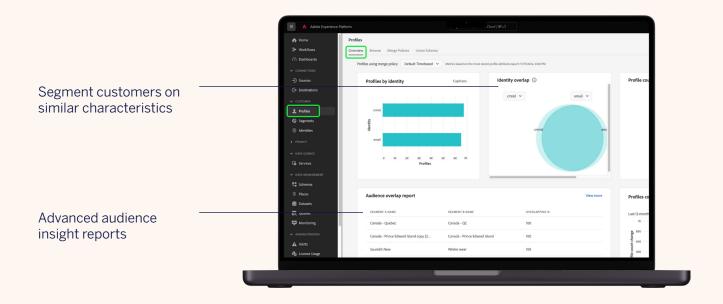


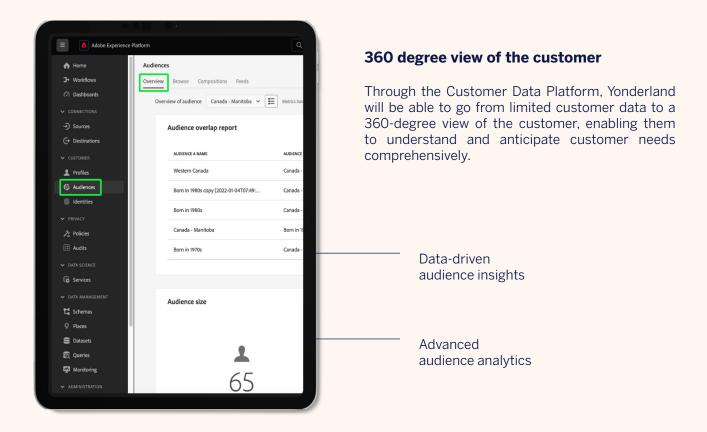
Comprehensive dashboard overview of the Customer Data Platform

Quick insights into current datasets, profiles, segments and marketing campaigns

Customer segmentation

Utilizing the Customer Data Platform, Yonderland can initiate customer segmentation. Enabling the categorization of their audience into specific customer segments with similar characteristics.

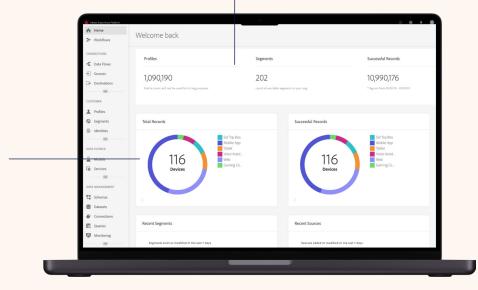




Personalization & increased relevancy

Leveraging insights from the 360-degree view this approach enables Yonderland to offer personalized recommendations and opportunities for upselling and cross-selling.

Dashboard giving quick overview of current defined profiles and segments

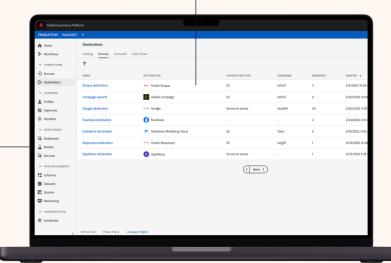


Clear insights in profiles, segments and preferred devices

Data-driven marketing workflows

Using the Customer Data Platform, Yonderland can improve its marketing with data science and Al-driven analytics for the creation of highly personalized campaigns. Providing Yonderland with the ability to dynamically optimize its marketing campaigns, making real-time adjustments to messaging, content, and distribution channels independently of IT support.

Implement tailored marketing campaigns for specific audience segments



Optimize marketing campaigns in real-time



Personalized newsletter

By aligning content with customer data based on each individual's past interactions and preferences, the newsletter could be transformed into a potent tool for engaging customers on a highly individualized level. Yonderland could deliver content that resonates with customers through personalized advice, product recommendations, and tailored promotions.

7.4 Atelier Café

Fostering a community where all explorers belong, through the Atelier Café experience.

A central element in strengthening emotional loyalty and nurturing a sense of belonging is the introduction of the Atelier Café. The Atelier Café is one of the two main facets of the paid membership strategy.

The Atelier Café is dedicated to fostering a community where all explorers belong. By introducing a new membership service that prioritizes emotional loyalty drivers such as community, purpose, personalization, and partnerships, Yonderland shifts its emphasis from primarily transactional loyalty to emotional loyalty. In many aspects, the Atelier Café leverages the loyalty foundation laid through the Customer Data Platform. Placing members at the core of the overall program's strategy and value proposition.

The Atelier Café is a distinctive space designed not only to embrace craftsmanship, circularity, and repair services, but also to serve as a central hub for community engagement. It provides a dedicated and dynamic space for a variety of community events. The Atelier Café could serve as a space for expertled workshops and talks by professional athletes, but also as a place to start or conclude events.

The in-store atelier not only redefines Yonderland's image but also integrates craftsmanship into its foundational principles, thereby enhancing expertise and reputation. As part of this initiative, paid members will enjoy complimentary free instore alterations. This service allows members to customize their items on the spot — shortening sleeves and trousers, adding buttonholes or taking in waistbands — prolonging the satisfaction and longevity of their newly purchased products at zero additional cost.

At last, the Atelier Café provides a space, aiming to inspire creativity, for crafting personalized Gearbags, Packing Cubes, Tote Bags, Toiletbags, Beachbags, and Laundry bags. Using recycled materials and atelier scraps, members can engage in hands-on activities, infusing a unique and personalized touch to their belongings while contributing to sustainable practices within the community.

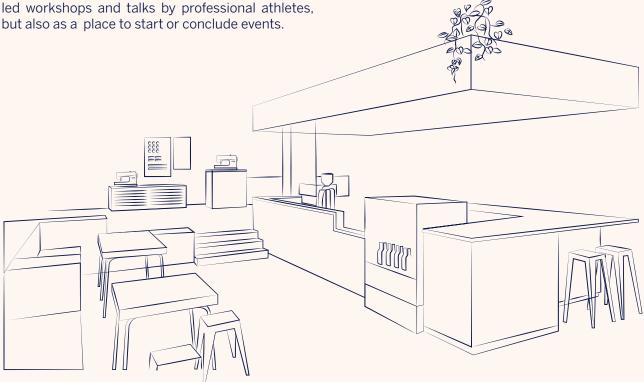
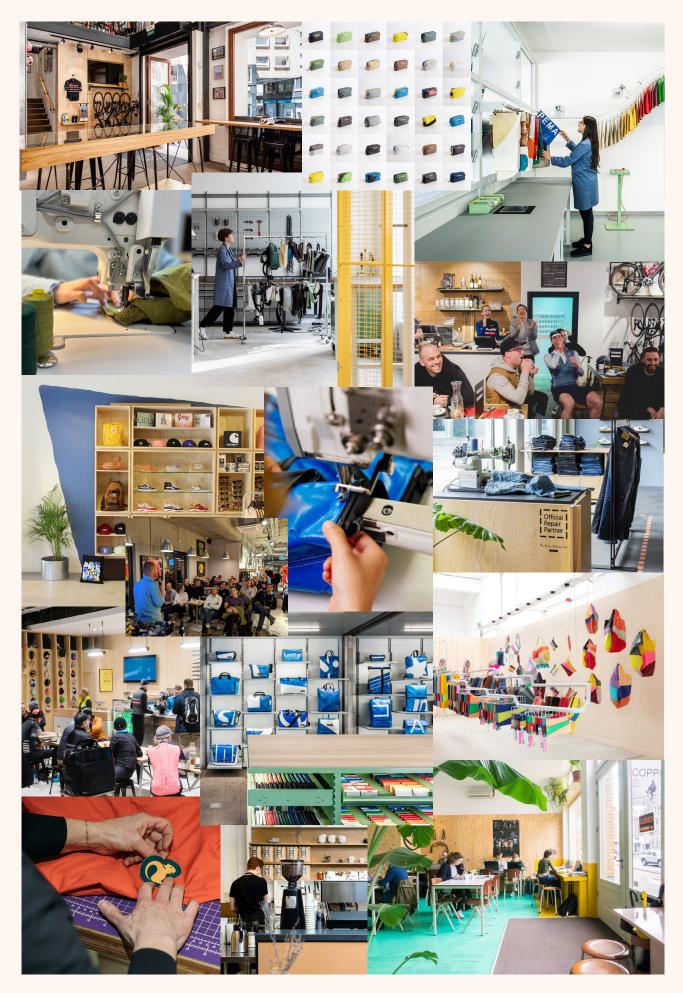


Figure 24: Visualization of the Atelier Café.



 $\textit{Figure 25: A collage providing a visual impression of how the Atelier Caf\'{e} could look \textit{like}.}$

In-store atelier

The in-store atelier lets Yonderland's valued paid members enjoy complimentary in-store alterations. Allowing members to customize their items on the spot — shortening sleeves and trousers, adding buttonholes or taking in waistbands — prolonging the satisfaction and longevity of their newly purchased products at zero additional cost.



Figure 26: Visualization of in-store atelier, showcasing Bever and Arc'teryx atelier images.

Figure 27: Visualizaton of workshops & lectures, showcasing Patagonia and Rapha talks.



Workshops & Lectures

The Atelier Café is a distinctive space designed not only to embrace craftsmanship, circularity, and repair services, but also to serve as a central hub for community engagement. The Atelier Café could serve as a space for expert-led workshops, lectures and talks by professional athletes. Aiming to involve the community and showcase expertise in innovative and interactive ways.

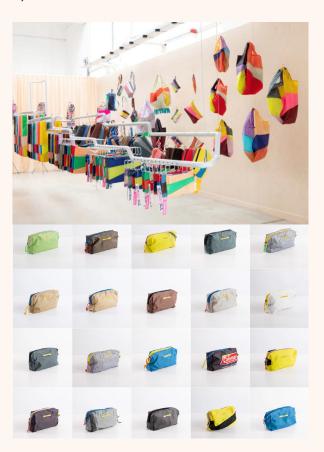
Community events

In addition to hosting workshops, lectures, and talks by experts, the Atelier Café can also function as a venue for kicking off or wrapping up community events. It can provide exclusive benefits such as event discounts and free coffee in its café for members.



Figure 28: Visualization of community events, showcasing The North Face and Pas Normal Studio events.

Figure 29: Visualization of Make Your Own, showcasing Susan Bijl and Fraenck x Buitenmens.



Make your own

At last, it provides a creative space for members to craft their own, personalized Gearbags, Packing Cubes, Tote Bags, Toiletbags, Beachbags, and Laundry bags similar to the bags offered by Susan Bijl or Fraenck. Using recycled materials and atelier scraps, members can engage in handson activities, infusing a unique and personalized touch to their belongings while contributing to sustainable practices within the community.

7.5 Membership App

Elevating membership as the key enabler to transition to selling services over products. Repositioning the membership app as the primary point of entry into Yonderland's ecosystem.

The Membership App is the second key facet of the paid membership strategy. Developed in line with the desires and shopping behavior of Generation Z, the Membership App should be the primary point of entry into Yonderland's ecosystem.

The Membership App is based on three main pillars: discovery, community and immersion. It will become the primary platform for personalized interactions, separate from the website, and further immerse members. New services, including repairs, adjustments and making appointments, are available, transforming Yonderland into a service-oriented business model.

The app offers a renewed way of interacting and discovering products, expert advice and editorial content.

The Discovery Page is designed with Generation Z in mind, emphasizing social discovery through engaging video content. It offers personalized shopping experiences, allowing users to shop directly from videos that resonate with their personal style and preferences, all curated in collaboration with creators and key opinion consumers.

On the Shop Page, users enjoy a highly personalized shopping journey. Insights from the Customer Data Platform are used to tailor recommendations in the "Recommended for You" section, supplemented by expert staff picks and exclusive Member Bundles. This approach not only personalizes the shopping experience, but also encourages a sense of community among users.

The Service Page introduces users to the envisioned circular ecosystem, facilitating direct access to repair and maintenance services. With Digital IDs and coded labels, users gain insights into product origins, materials, and care resources, fostering a deeper connection between members, their products, and the community while promoting sustainability and longevity.

The Community Page serves as the central hub for community engagement, featuring a dynamic event calendar and spaces for event-related chats. This page enhances the sense of belonging and continuous engagement, enriching the community experience and ensuring every member feels included and valued.

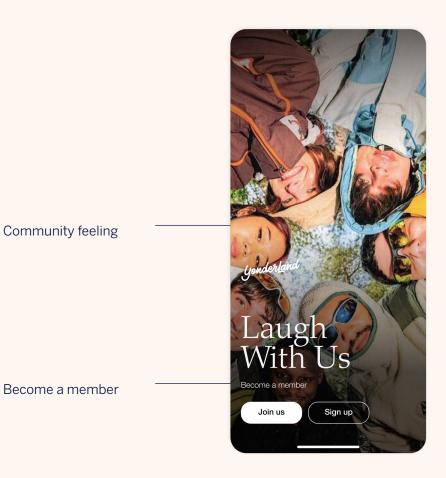
Lastly, the My Profile Page provides a detailed overview of a member's account, including purchased products and preferences. It integrates seamlessly with the system to offer personalized care and repair services, further customizing the user experience based on individual data.

Together, these features create a rich user experience that transcends mere transactions to foster a connected and conscious community, highlighting our dedication to personalized service, community building, and sustainability.

The features will be further explained in the following sections.



Photography and messaging tailored to resonate with Gen Z

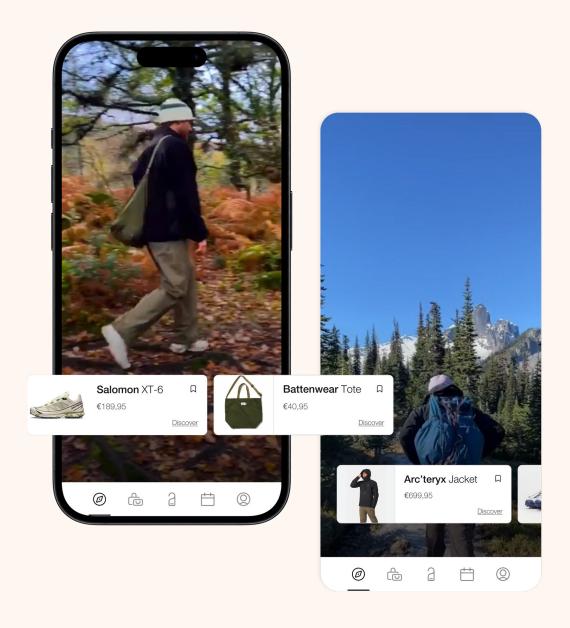


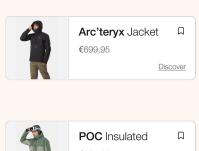


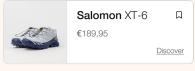
Discovery page

The Discovery page, a key feature of our Membership App, is designed with Generation Z's shopping habits in mind, focusing on social discovery through engaging videos.

It utilizes customer data from the Customer Data Platform to offer personalized content that aligns with each user's preferences and style, ensuring a deeply personal resonance with the product and content showcased. resonates on a personal level. This page provides an immersive and personalized shopping experience that allows users to shop the look directly from videos, curated in collaboration with influential Creators and Key Opinion Consumers. Offering users authentic shopping options that resonate. The integration of dynamic video content reflects Generation Z's preference for engaging and interactive social commerce, making shopping seamless and directly connecting inspiration with purchase.



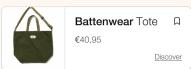




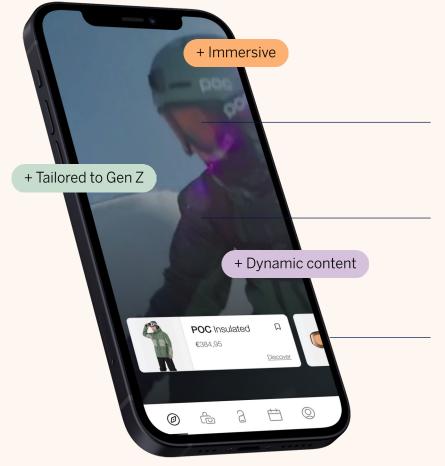












TikTok style video format

Immersive and dynamic content

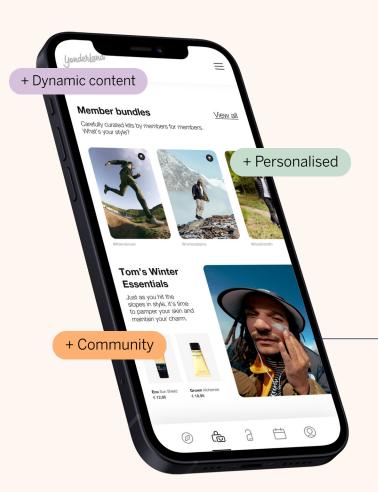
Shop the look

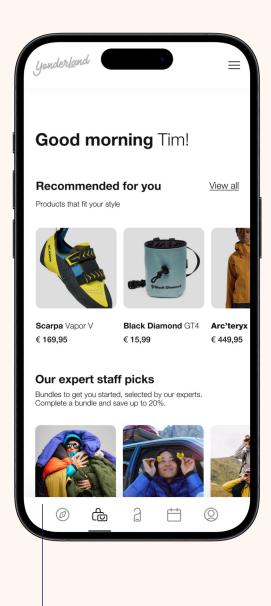
Shop page

The Shop Page offers a personalized shopping experience, designed to meet the unique preferences of each user. It leverages insights from the Customer Data Platform for tailored advice in the "Recommended for You" section.

Yonderland elevates this personalized experience by incorporating expert staff picks. Providing members with exclusive access to specially curated bundles that are available at discounted rates, highlighting their expertise.

Additionally, the integration of Member Bundles allows members to curate and share selections for specific activities, encouraging a sense of community and shared expertise.





Expert staff picks, available at discounted rates

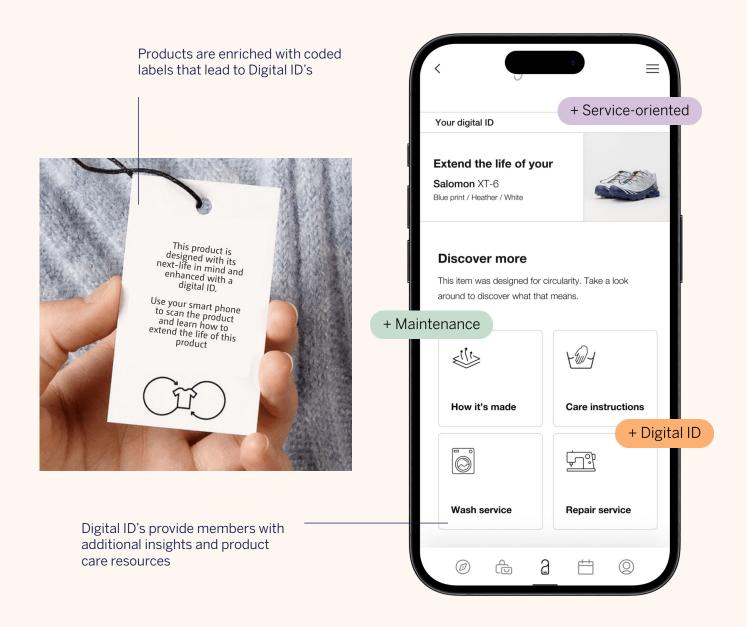
Carefully selected bundles by community peers

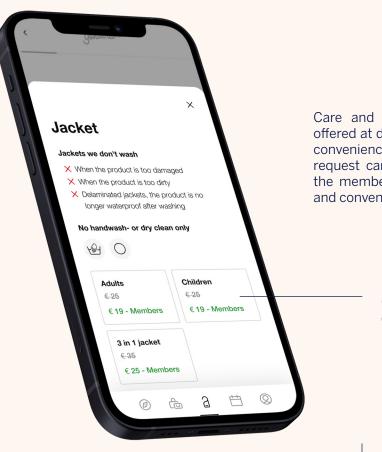
Service page

The Service Page offers users entry to the envisioned circular ecosystem, enabling members to utilize circular services directly via the app. Through the app, members can directly request repair and maintenance services. Digital IDs give users comprehensive insights into their products and suggest methods to increase their durability.

Products are enhanced with coded labels that lead to Digital IDs. These Digital IDs provide members with insights into product origins, materials, design, and offer product care resources, including maintenance videos and after-purchase services such as washing and repair, enabling customers to extend the lifespan of their products.

Through the introduction of Coded Labels and Digital IDs, the conclusive link between members, community, products, and services is established. Nurturing an ecosystem meticulously built around the customer.

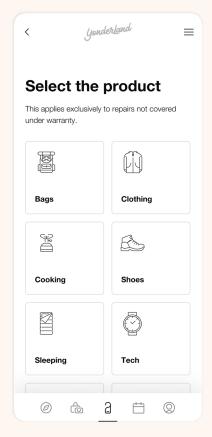


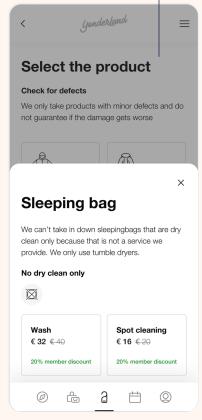


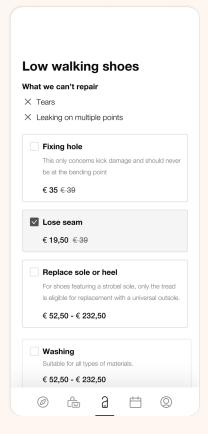
Care and repair services are personalized and offered at discounted rates based on this data. The convenience extends to members being able to request care and repair services directly through the membership service, ensuring peace of mind and convenience.

Care and repair services are discounted for members

Request care and repair services directly through the app







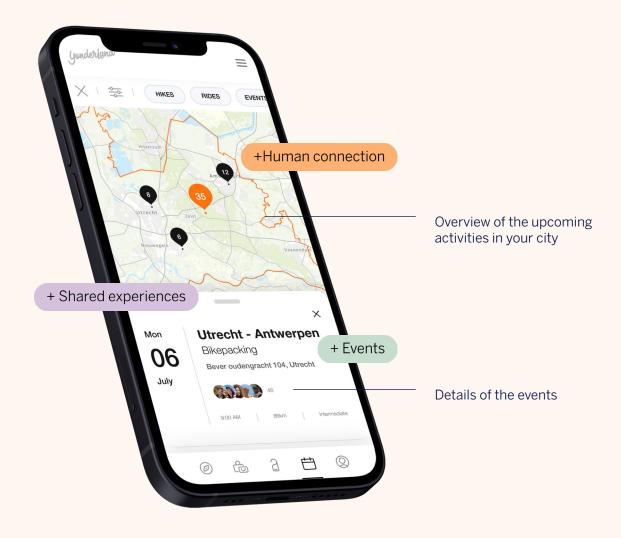
Community page

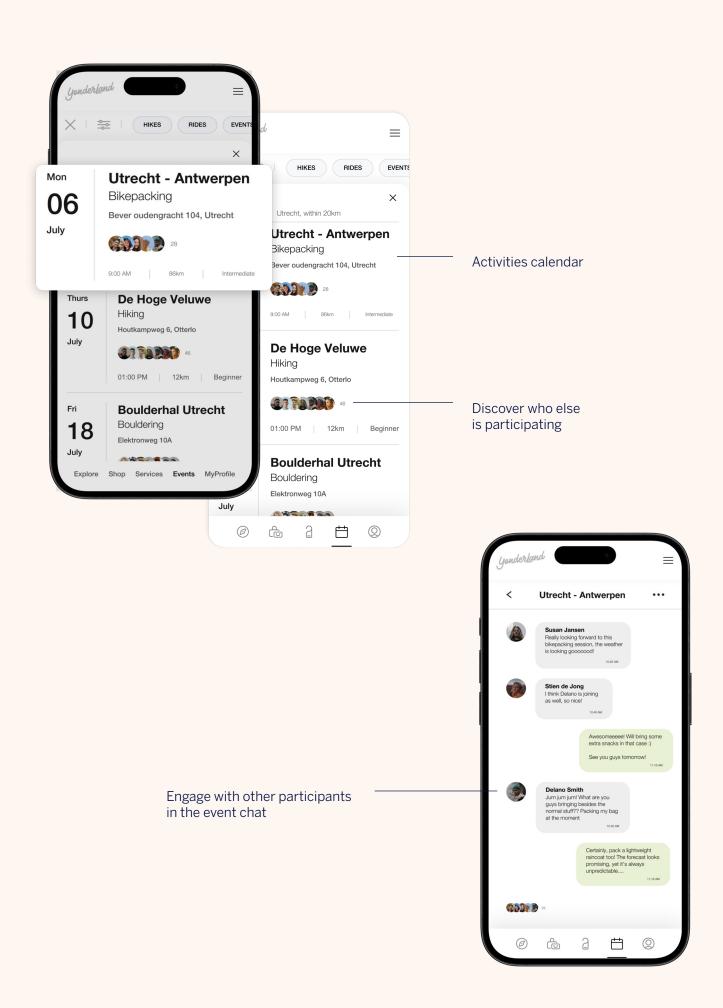
The Community Page serves as the central hub for the community, acting as a dynamic and dedicated section for a variety of community events and engagement.

The event calendar provides members with a comprehensive overview of the wide range of events they can participate in such as hikes, workshops, and expert talks. The community and event chats provide members with a space to connect, share

insights, and engage in discussions. This feature enhances the sense of belonging and continuous engagement, whether for pre-event planning or post-event discussions, enriching the community experience.

Collectively, these features not only facilitate seamless participation in community events but also strengthen the bonds within our community, ensuring every member feels included and valued.



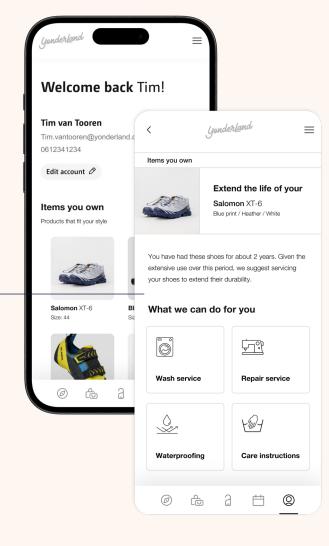


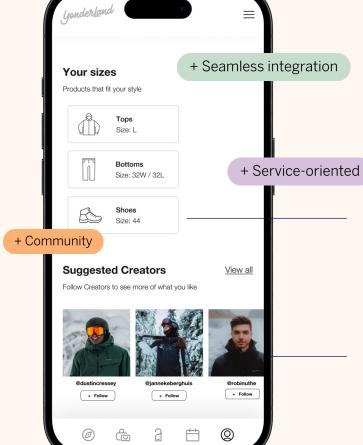
My Profile page

The My Profile page provides members with a detailed view of their account, including purchased products, sizes, and preferred Creators.

Purchased products are seamlessly integrated into a member's profile, allowing the system to monitor their lifespan and maintenance requirements. Care and repair services are personalized and offered at discounted rates based on this data.

Lifespan and maintenance requirements are monitored





Size details are stored to customize future purchases for guaranteed perfect fits

Add your favorite Creators and brands, boosting community engagement and improving personalized recommendations

7.6 New art direction

Transforming the existing loyalty program into a paid membership strategy not only alters the brand's standing from a retailer with a loyalty program to a membership brand, it also necessitates a new art direction to reflect and enhance the newly proposed proposition.

As the final proposition was designed for three different outdoor brands, the new art direction will only be discussed as an addition that aims to complement and enhance the current messaging and branding of the companies.

Consequently, this section will focus exclusively on discussing a new photography style, typography and messaging framework.

7.6.1 Art direction

To enhance the sense of belonging and community, a new art direction is thoughtfully crafted around three pivotal elements that capture the essence of this new proposition:

Shared experiences

Reimagining the typical outdoor lens of the lone wolf, to focus more on shared experiences that spark and radiate joy.

Inviting viewers into the frame

Captured in ways that invite the viewer into the frame.

True human connection

Highlighting moments of true human connection and emotion.



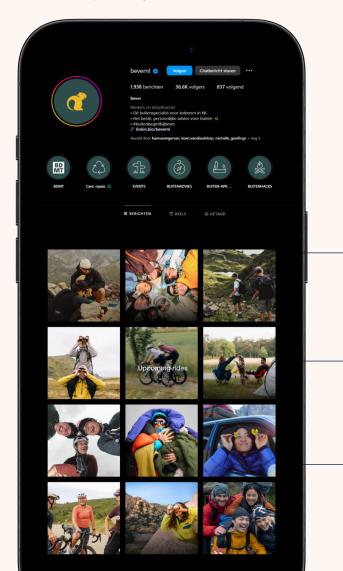
Figure 30: Visualization of the proposed new art direction



Figure 31: Current photography style of Yonderland (Bever).

Figure 32: Visualization of how the Instagram of Bever could look like after implementing the new art direction.

Reimagining the typical outdoor lens of the lone wolf



Focus on shared experiences that spark and radiate joy

Highlighting moments of true human connection

Inviting viewers into the frame

7.6.2 Typography

To convey the forward-looking direction, two typefaces are carefully selected: Palatino Light as the primary typeface and Helvetica Neue as the secondary typeface. Together, these typefaces not only enrich the visual identity, but also underscore the commitment to blending the essence of heritage with the spirit of modernity.

Primary typeface: Palatino Light

Usage: headlines, secondary headings

Palatino Light is the primary typeface of our brand. It is an old-style serif typeface, designed by Hermann Zaph and initially released in 1949. Its classic, elegant serifs and refined proportions convey a sense of heritage, elegance and timelessness, while its light weight creates an inviting tone.

Secondary typeface: Helvetica Neue

Usage: body text, non-headline communications

Helvetica Neue, a refinement of the classic Helvetica, serves as our secondary typeface. Developed in 1983 by Linotype. it is known for its clean, crisp lines, excellent legibility, and neutral appearance. Helvetica Neue ensures consistency, readability and clarity in body text and non-headline communications.

Palatino Light

ABDEFGHIJKLMNOPQRSTUVWXYZ abcdefghikjklmnopqrstuvwxyz 1234567890!@#\$%^&*

Helvetica Neue

ABDEFGHIJKLMNOPQRSTUVWXYZ abcdefghikjklmnopqrstuvwxyz 1234567890!@#\$%^&*

7.6.3 Messaging

A sense of belonging

The newly proposed paid membership proposition needed a foundation that was both simple and profound, capable of supporting a robust structure of messaging and design. The essence of this foundation is the cultivation of a deep sense of belonging, a principle that guides every facet of the communication and aesthetic. With the paid membership proposition, Yonderland has been reimagined as a community where all explorers belong.

Invitation and declaration

There are three core expressions at the heart of the messaging that are meant to serve as an invitation, declaration, and sign off (see Figure 33).

The invitation, "Explore with us", invites explorers of all types to join a community that values diversity and shared experiences.

The declaration "Where all explorers belong" emphasizes that membership is accessible to everyone, serving as a commitment to and affirmation of inclusivity.

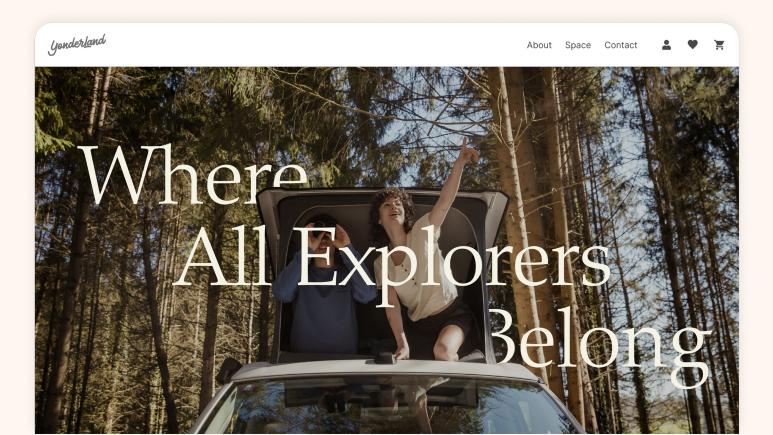
The sign off "Thanks for being with us" reminds Yonderland and all its employees to always thank their customers for being with them.

These expressions aim to nurture a space where everyone feels welcomed, valued, and connected.

Explore With Us.

Where Thanks
All Explorers For Being
Belong With Us.

Figure 33: Visualization of the intended invitation and declaration.



7.7 Impact of the proposed proposition

The proposed paid membership proposition, encompassing the Customer Data Platform, Atelier Café, and Membership App, represents a pivotal transformation for Yonderland. This strategic initiative is not merely an enhancement of current operations, but a redefinition of customer engagement, loyalty, and community building. By harmonizing these components, Yonderland not only meets the sophisticated needs of Generation Z, but also establishes a new standard for customer experiences in retail.

Expansion of the target audience

By tailoring its products, services, and experiences to meet the expectations of this younger demographic, Yonderland not only secures a foothold in a currently untapped market segment with increasing purchasing power, but also builds a foundation for long-term brand loyalty. This demographic, despite its current lower disposable income, represents a significant consumer group whose spending power and market influence are set to increase as Gen Z continues to enter the workforce. Capturing a portion of their spending can lead to immediate revenue growth.

Reinventing customer engagement

The transition to a 360-degree customer view marks Yonderland's move from fragmented data insights to a holistic understanding of customer preferences and behaviors. This transition is not just about better data; it's about leveraging this data to predict and meet customer needs proactively. The Customer Data Platform enables Yonderland to tailor its offerings and communications, ensuring that every interaction is relevant, personalized, and timely. Significantly improving customer satisfaction, loyalty, and customer life time value. Moving from no personalization capabilities to offering real-time, tailored experiences at scale.

The Membership App serves as a pivotal tool to engage the digital-native Gen Z, focusing on discovery, community, and immersion. Through personalized shopping experiences, direct access to services, and community engagement, the app serves as the primary touchpoint for members.

The Atelier Café becomes a hub for engagement, where members can participate in workshops, connect with like-minded individuals, and enjoy

personalized services. This move not only elevates Yonderland's brand image, but also strengthens its community ties and emotional loyalty, making customers feel valued and understood on a deeper level

Becoming a membership brand

Through the proposed proposition Yonderland transitions from a retailer with a diminishing loyalty program to a membership brand with a vibrant, engaged community. This initiative transcends traditional retail concepts by creating a space where craftsmanship, circularity, and community converge. Members gain access to bespoke services, events, and content, enhancing their loyalty and sense of belonging. This model not only encourages repeat business and word-of-mouth recommendations, but also aligns with modern consumers' expectations for brands to provide value beyond the product itself.

Change of business model

Central to the impact of the proposed concept is the strategic shift from a product-sales oriented business model to a service-oriented business model. By integrating the Customer Data Platform, Atelier Café, and Membership App, Yonderland moves beyond traditional transactional retail models to prioritizing customer relationships, experiences, and circularity. This service-oriented model not only aligns with the increasing consumer demand for sustainable and personalized experiences, but also enhances Yonderland's competitive advantage. It signifies a shift towards creating ongoing value for customers, fostering deeper connections, and building loyalty through continuous engagement rather than one-time transactions.

Enhancing circular image

Integrating care and repair services into its core offerings, Yonderland champions circularity and responsibility. This strategic augmentation positions Yonderland as the go-to destination for outdoor gear repairs and maintenance.

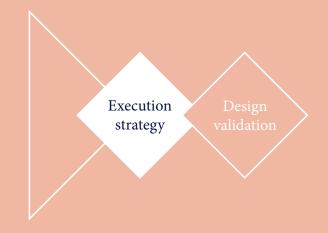
The emphasis on community, mobile shopping, real-time personalization, and circularity aligns with the evolving preferences of consumers. specially Generation Z, who seek brands that offer more than just products, but a meaningful experience and shared values.



Atmosphere photo 14: provided by Studio Bever.

O8 Execution strategy

Chapter 8 outlines a strategic roadmap for implementing the paid membership proposition, detailing a future-state service blueprint and discussing a marketing strategy that leverages TikTok. It concludes by proposing Member Days as an initial step to launch the paid membership offering.



Atmosphere photo 15: provided by Studio Bever.



Content

- 8.1 Future-state service blueprint 8.2 Strategic roadmap 8.3 Marketing strategy 8.4 Member Days

8.1 Future-state service blueprint

To seamlessly integrate the newly developed paid membership proposition within Yonderland, a future-state service blueprint has been made (see Figure 34). A larger, high-resolution version is provided in Appendix G.

This strategic tool, as described by Stickdorn and Schneider (2012), enables individuals and organizations to craft detailed visual representations of a service's anticipated future interactions, touchpoints, and processes, thereby considering emerging trends and technologies. It encompasses customer actions, frontstage (visible interactions), backstage (internal operations that

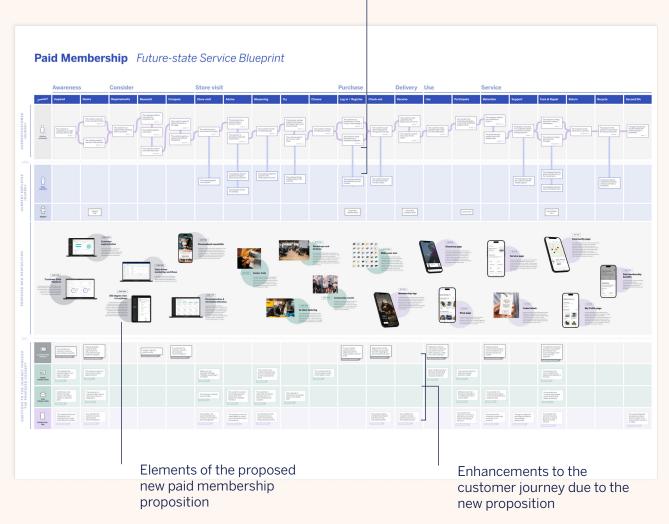
support the frontstage), and support processes and is commonly used in the field of service design and user experience.

This approach ensures a seamless and integrated service experience by aligning all elements with future technological and societal shifts.

These blueprints are aimed at delivering enhanced customer experiences in the future context, meticulously planning each aspect of the service encounter to anticipate changes, innovate proactively and deliver customer-focused services that are prepared to meet future demands.

Figure 34: Future-state service blueprint.

Current customer journey (frontstage and backstage), provided by Bever



8.2 Strategic roadmap

In this section, a strategic roadmap is presented (see Figure 35), outlining a pathway towards the incorporation of a paid membership service into Yonderland's portfolio. A larger, high-resolution version is provided in Appendix H.

According to the method described by Lianne Simonse (2018) design roadmapping is a crucial tool for aligning key stakeholders in the innovation process. A strategic roadmap offers a clear, highlevel view of the concept over time, outlining the activities linked to each step (Simonse, 2018).

Therefore, the strategic roadmap serves dual purposes: it acts as a guiding instrument and a collaborative mechanism, detailing the necessary actions to fulfill long-term organizational objectives via targeted design strategies.

It functions as a visual representation of the desired future state and the journey to reach it, promoting cross-functional collaboration and ensuring a common understanding and commitment to the strategic direction.

Figure 35: Strategic roadmap.

A phased approach with shortterm, medium-term, and longterm stages



8.3 Marketing strategy

Social commerce has the potential to transform digital commerce from a matter of convenience, price and availability into a content-rich and inspiring experience that connects humans and creates fans.

In the rapidly evolving digital marketplace, social commerce is emerging as a transformative force, projected to constitute 17% of e-commerce sales by 2025, according to Statista (2023).

This innovative approach to e-commerce leverages social media platforms for the publication and distribution of content tailored to specific target groups. Unlike traditional e-commerce, social commerce offers something radically different by weaving buying and selling into entertainment and content that resonates through a real sense of community, connection and peer-to-peer influence.

It transforms the digital commerce landscape, turning it into a content-rich and inspiring experience rooted in community, connection, and peer-to-peer influence.

TikTok plays a pivotal role in the lives of Gen Z, capturing their attention for an average of 95 minutes daily (Sensor Tower, 2023). With over 80.4 billion views on TikTok the hashtag #tiktokmademebuyit reveals TikTok's immense impact on product discovery and buying. With its unique content discovery approach, TikTok has become a powerhouse for product discovery, inspiring impulse purchasing due to its relatable and entertaining content.

On the 12th of September 2023 TikTok released its own online shopping ecosystem in the United States, stepping into the e-commerce sector and radically changing the landscape from discovery to fulfillment. As TikTok shifts its priority to social commerce, its impact will extend beyond just music to fashion and beyond.

TikTok Shop is currently generating an estimated \$70 million in revenue every week in the United States and in only 12 weeks they passed the 1 billion revenue mark, an astonishing achievement for a program that officially launched in late September this year (Business of Apps, 2024). Bolstered by the appointment of a new Growth Executive for Europe and the remarkable success witnessed in the United States, it appears that TikTok Shop is poised to make waves in Europe in the coming year.

The arrival of social commerce has disrupted nearly every aspect of the consumer journey - discovery, research, community, recommendations, and purchasing of any product imaginable.

TikTok as primary marketing channel

Given its aim to attract and retain Generation Z, and recognizing TikTok's significant influence on this demographic, Yonderland should adopt TikTok as its primary marketing channel. This strategy aligns with Gen Z's preferences and behaviors by focusing on creating content that is both engaging and authentic, reflecting the values and interests important to this group.

To effectively engage with Generation Z, Yonderland is encouraged to pursue a community-first strategy. This involves identifying relevant communities, crafting targeted content strategies, and producing content that resonates with Gen Z's values.

Employing the "stay and play" framework, Yonderland should actively participate in both familiar and new communities to foster trust and build cultural resonance.

As depicted in Figure 36,The "stay and play" framework is defined as follows:

Stay: Familiarity builds belief and trust

- Stay in expected communities of your brand
- Grow your current audience
- Focus on category, cause and interest

Play: Tapping into new communities builds cultural resonance

- Play in unexpected and new communities
- Reach new audiences
- Focus on culture, values and innovation

This entails a meticulous process of identifying and engaging with communities that align with the brand's core values and interests, such as #outdoors (52.9B views) and #gorpcore (1.5B views) for nature enthusiasts or #cleantok (102.5B views) and #asmr (1000.5B views) for those seeking novelty and relaxation.

Most importantly, Yonderland's engagement strategy on TikTok should emphasize the 'why' over the 'what', focusing on inspiring discovery, fun and connection rather than promoting products and pushing sales.

As a start, initiatives could include showcasing favorite outdoor #hotspots for inspiration or engaging with the #ootd (outfit of the day) trend to highlight lifestyle alignment.

By prioritizing engaging, fun content over sales pitches, Yonderland can warmly introduce newcomers to the brand, fostering a genuine connection and enhancing brand loyalty among Gen Z consumers.

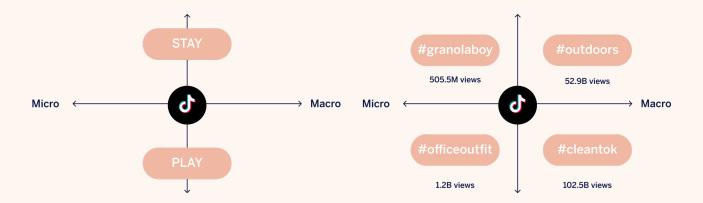


Figure 36: Visualisation of the Stay and Play TikTok framework.

8.4 Member Days

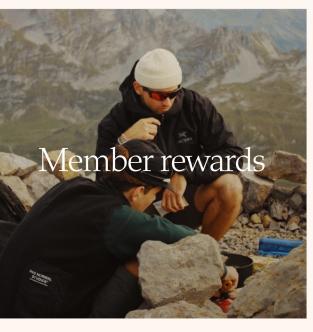
Introducing Member Days, an initiative to kick start the newly proposed paid membership proposition.

To kickstart the paid membership proposition, Yonderland could put its members in the spotlight through the introduction of Member Days. Aimed at showing appreciation, and enhancing their experience with every new interaction.

Run over five days, Member Days will provide members with exclusive deals, events, and promotions, celebrating the newly formed community and strengthening interpersonal bonds. This initiative serves as a compelling incentive for both existing and prospective members to participate and join the brand.

By showcasing the value and exclusivity of membership, Member Days aim to inspire both existing customers and prospective members to join the community and partake in its enriching offerings.

The Member Days extend beyond mere perks; they are about cultivating a sense of belonging, strengthening bonds, and creating unforgettable experiences for every member. This initiative underscores Yonderland's ongoing commitment to place its members at the core of everything they do.









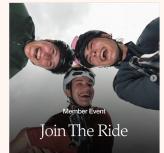






Figure 37: Visualization of the Membership Rewards of the Member Days.

Figure 38: Visualization of the Member Days webpage.



A Celebration of You

08 Nov - 12 Nov

About Space Contact

Member Days

Yonderland

We've compiled almost a week's worth of rewards as our way of saying thank you for being with us. Sign in to discoverw what's waiting for you, and don't forget to mark your calendar for some exciting member events. Not a member yet? No problem. we can change that.

Sign in

Join us









09 Design evaluation

Chapter 9 delves into the evaluation and validation of the proposed paid membership proposition, drawing upon key insights from Jacqui Brown's research to refine and validate this version. It aligns the proposition with established design guidelines, assessing its feasibility, viability, and desirability. The chapter concludes by evaluating the potential impact of the proposition on the existing customer base.



Atmosphere photo 16: provided by Studio Bever.



Content

- 9.1 Design evaluation9.2 Innovation sweet spot9.3 Impact on current customer base

9.1 Design evaluation

In the context of my graduation, Jacqui Brown, Customer Loyalty manager at Cotswold Outdoor hired global market research firm 2CV to evaluate Cotswold Outdoor's current loyalty program and her version of the proposed paid membership proposition. 2CV conducted qualitative consumer research with six participant groups and quantitative consumer research through a 20-minute online survey amongst 1015 respondents in the United Kingdom.

The research aimed to understand customer expectations of loyalty programs, assess awareness and perceptions of the current scheme, determine the viability of introducing a paid membership, and identify which benefits would be most valued and appealing.

Although Jacqui's proposed paid membership model didn't align perfectly with my own proposal, there was substantial common ground, particularly regarding the benefits associated with paid membership.

This section will delve into the key insights that emerged from the research, particularly those relevant to my proposal. Jacqui's tested features are detailed in Figure 39, providing a foundation to compare with my own suggestions, with further elaboration available in Appendix I.

One of the standout findings was that loyalty schemes are particularly well liked among women and the younger demographic of 18-34 year olds. The paid proposition lands well among Cotswold Outdoor core customers and frequent shoppers, particularly appealing to a younger audience.

The research also highlighted a growing interest in paid memberships, which are valued for providing tangible benefits in return for a fee. Customers more actively engaged with the Cotswold brand exhibit a stronger emotional connection, which correlates with a higher likelihood of signing up for the paid membership.

Additionally, clarity and comprehensibility of the paid membership benefits are consistently rated highly across different demographics.

The research identified in-store services and bundled product offerings as particularly attractive and valuable, with added services further increasing the desirability of maintaining a membership that encompasses these features.

Moreover, free delivery and returns emerged as critical value propositions, underscoring the need for these benefits to be prominently highlighted in marketing efforts to effectively communicate the investment's value to prospective members.

FEATURE	FREE	PAID
Early sale access	X	✓
Warranty	Standard warranty per brand	Extended 3 year warranty
Return policy	60 day returns policy	100 days returns policy
Free delivery & returns	X	✓
Welcome gift	No welcome gift	Thermos mug worth £32
Birthday gift, either £10 off next purchase or water bottle worth £32	✓	1
Services	1 free footwear protection treatment per year	6 free footwear protection treatments per year worth £5 per treatment 1 free down wash per year worth £35 per wash 20% off product care services
Outdoor partnership rewards	Limited access	Full access
Free & discounted event access	Limited access	Full access
App access	X	50% discount on OS Maps or Komoot when you sign up
Scheme cost per year	FREE	PAID

Figure 39: Overview of the features of the paid membership proposition of Jacqui Brown.

The TURF analysis provided further insights (see Figure 40), quantifying the additional audience each component of the paid membership could attract.

This paragraph on the insights from the TURF analysis has been moved to the Confidential Appendix.

The research underscores the necessity of a significant investment of the paid proposition when it launches, noting that the current low awareness levels are a potential barrier to its success.

Different audiences place different value on the birthday and welcome gifts, suggesting opportunities for customization or personalization to maximize appeal.

Optimal pricing for the paid membership proposition, determined through Van Westendorp's Price Sensitivity Model, was found to be around 20 pounds a year, allowing for some flexibility based on customer sensitivity and value perception.

This paragraph on the insights from the TURF analysis has been moved to the Confidential Appendix.

The findings from 2CV's study shed light on the potential effects, value, and customer perceptions of the proposed paid membership. Given the notable similarities between the two paid membership models and the insights garnered from the research, the study's paid proposition demonstrates considerable potential. Additional insights from this research will be discussed in the future recommendations of this study.

The subsequent section offers additional details to clarify how the paid membership proposition aligns with the established design goal, design themes, and design guidelines.

The proposed proposition for Yonderland's transition to a premium paid membership service aligns well with the established design goal, themes, and guidelines laid out for rethinking Yonderland's loyalty approach and attracting and retaining Generation Z.

Rethinking Yonderland's loyalty approach

- Emotional values and deep connections: The proposition acknowledges loyalty beyond repeat purchases by introducing services like the Atelier Café and Membership App, fostering community and emotional loyalty. This addresses the need for understanding emotional values and building deep connections.
- Meaningful brand-consumer relationships: By prioritizing services and experiences that enhance brand connection, Yonderland proactively contributes to establishing meaningful relationships.
- Identity and community affiliation: The introduction of community-centric spaces and services, like the Atelier Café, aligns with recognizing the role of brands in providing identity and community affiliation.
- Continuous assessment and updates: The integration of a Customer Data Platform for continuous personalization and the adaptability of services indicate an ongoing effort to align with evolving consumer preferences and technological advancements.
- Paid loyalty to drive revenue and relationships: The paid membership model is a direct application of considering paid loyalty to enhance customer retention and build stronger relationships.

Actions to attract and retain Gen Z

- Digital presence and short-form video content: The Membership App's focus on discovery through engaging video content directly targets Gen Z's preferences for short-form content.
- Environmental and societal values: The proposition leads by example in demonstrating commitment to environmental and societal values, resonating with Gen Z's expectations.
- Personalization and "For Me" culture: Tailoring products and experiences, the proposition addresses Gen Z's desire for personalization and self-identity in product offerings.

Design guidelines for new proposition

- Shift from selling products to services: The service-oriented features of the proposition, like the Atelier Café and Membership App, demonstrate a clear shift towards selling services rather than just products.
- Integration of service-oriented features: These features are designed to enhance customer engagement beyond product transactions, directly adhering to the guidelines.
- Community and Memberful Design principles: The proposition fosters a sense of community and integrates Memberful design principles, turning users into devoted members.

Additional Advice

- Maximize program utilization: By understanding member motivations and promoting program benefits effectively, the proposition aims to maximize utilization.
- Customer Data Platform for a 360-degree view:
 The acquisition of a Customer Data Platform addresses the guideline directly.

Identifying themes for the design goal

- Lead by example: The proposition embodies a transition to more circular business models, directly aligning with Theme A of the design goal.
- Increase relevancy for customers: By tailoring experiences and leveraging a Customer Data Platform, the proposition increases relevancy, addressing Theme B of the design goal.
- Foster a community and emotional Loyalty: The introduction of community spaces and services, like the Atelier Café, enhances emotional loyalty, meeting the objectives of Theme C of the design goal.
- Build an ecosystem around the customer: The comprehensive approach of connecting members, products, services, and the planet within a unified membership proposition fulfills Theme D of the design goal.

Conclusion

The proposed membership service for Yonderland meticulously aligns with the design goals, themes, and guidelines. It not only addresses the specific needs and preferences of Generation Z, but also redefines Yonderland's loyalty approach by emphasizing emotional values, community affiliation, and a service-oriented business model.

9.2 Innovation sweet spot

Finding the optimal strategy for innovation involves achieving a balance among desirability, feasibility, and viability. The IDEO model (2009), as shown in Figure 41, illustrates that the "innovation sweet spot" is attained when there's a harmonious alignment between human needs, business objectives, and technological capabilities. Deviations from this alignment can render an idea excessively costly, unfeasible, or irrelevant. This concept serves as a foundational framework for evaluating the proposed transition of Yonderland into a premium paid membership model.

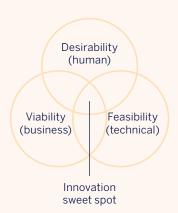


Figure 41: The innovation sweet spot model by IDEO (2009)

Feasibility analysis

The feasibility of transforming Yonderland into a premium paid membership service primarily depends on the company's ability to navigate challenges across technological, and operational domains.

Technologically, the integration of a Customer Data Platform and the development of a bespoke Membership App are critical. This transformation demands considerable IT capacity and infrastructure investments, alongside ongoing support to ensure functionality, security, and compliance with data protection laws, particularly to address Generation Z's privacy concerns.

Operationally, shifting to a membership model necessitates Yonderland undergoing significant changes in customer service, IT, marketing, and staff training to foster a service-oriented culture. Achieving organizational cohesion across various departments and brands within the Yonderland umbrella is challenging and requires a strong commitment to change management and a culture that supports collaboration and innovation.

Viability analysis

The viability of Yonderland's transition to a premium paid membership model primarily depends on three key factors: the membership pricing strategy, the perceived value of membership benefits, and the effectiveness of data-driven insights in enhancing customer engagement and loyalty.

From a financial perspective, the initiative demands significant upfront costs, and continuous investments in technology to maintain functionality, security, and user engagement. This applies to both the digital components, such as the Customer Data Platform and Membership App, and the physical elements like the Atelier Café. The Customer Data Platform, for instance, requires an annual investment ranging from 200 to 300 thousand euros.

A key element of Yonderland's strategic shift involves moving from selling products to offering services and introducing a paid membership model. To ensure the success of this new direction, it's essential to attract a large customer base, enhance engagement, and boost both customer lifetime value and retention rates to make the model profitable. This research will have to deliver on its promises that a paid membership program will lead to increased store visits, higher purchase frequencies, and increased basket sizes.

Yonderland's ability to position itself within an existing market gap, namely becoming the premier destination for the repair and maintenance of outdoor gear and apparel significantly increases viability

The adoption of a Customer Data Platform enhances the viability of Yonderland's premium paid membership model by enabling personalized customer experiences and targeted marketing strategies. Simultaneously, it increases customer satisfaction and loyalty, making the membership more appealing and valuable. Additionally, it supports revenue growth by boosting sales potential through improved insights into upselling and cross-selling opportunities.

Desirability analysis

The desirability of Yonderland's membership proposition hinges on its alignment with customer values, stakeholder engagement, and the brand impact it promises to deliver.

The membership proposition is based on conducted user research, reflecting a deep understanding of this demographic's preferences for unique experiences, personalization, social connectivity, and brands that embody a lifestyle and foster communities they can relate to. Yonderland's focus on personalization and relevance directly addresses these desires, further amplifying the proposition's desirability.

Initiatives like the Atelier Café and Membership App are designed to resonate with Generation Z's values of community, sustainability, and personalized experiences, enhancing the proposition's appeal and positioning Yonderland as a brand that mirrors their lifestyle and aspirations. These efforts are expected to drive customer engagement, increase lifetime value, and elevate the brand's reputation, setting a new precedent in the retail industry.

The transformation's success also depends on securing the support and engagement of key stakeholders, including employees, partners, and customers. Effective communication strategies are crucial to articulating the benefits and cultivating a shared vision for Yonderland's future as a membership-centric brand.

Key performance indicators

Additionally, Yonderland could track relevant Key Performance Indicators (KPI's) to measure the success and effectiveness of newly proposed proposition. These KPI's are crucial to evaluate the design and to be able to make changes to the design which are data-driven. In this way Yonderland can make informed decisions to optimize the program, enhance member satisfaction, and drive sustainable growth in membership revenue. Recommended KPIs to track include:

- Customer Lifetime Value (CLV): A measure of the total revenue expected from a customer over the entirety of their relationship with the company.
- Membership Growth Rate (MGR): Reflects the pace at which new members join, shedding light on the effectiveness of marketing strategies and promotional activities in drawing new subscribers.
- Churn Rate (CR) and Membership Retention Rate (MRR): CR indicates the proportion of members who discontinue their subscriptions or choose not to renew, potentially signaling dissatisfaction with the program or its benefits. Conversely, MRR measures the percentage of members who renew their subscriptions, with a high rate indicating perceived value in the program and fostering long-term loyalty and engagement.
- Average Revenue Per Member (ARPM): Represents the average revenue generated from each member on a monthly or yearly basis, providing insight into the financial performance of the membership program and its contribution to overall revenue.

First program pilots launched

Yonderland's commitment to the proposed model is evidenced by ongoing discussions about acquiring a Customer Data Platform and the recent launch of the Service Hub in its Rotterdam store as a pilot (see Figure 42). This proactive approach indicates a strategic effort to align with the innovation sweet spot, balancing desirability, feasibility, and viability to ensure the success of the premium paid membership model.

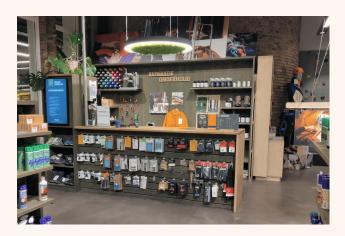


Figure 42: Repair hub pilot at the Bever in Rotterdam.

9.3 Impact on current customer base

Implementing the proposed paid membership strategy for Yonderland, which transforms its subsidiary brands into membership brands, introduces a significant shift in customer engagement and loyalty. This strategy, tailored to attract and retain Generation Z by launching a Customer Data Platform, Atelier Café, and a dedicated Membership App, represents a new direction for Yonderland with a strong focus on digital transformation, fostering community, and moving from transactional to emotional connections with customers.

However, this new direction might spark concerns among Yonderland's existing older clientele. The shift towards digital-centric offerings and a deeper emotional engagement strategy could potentially affect the older generation's customer base in various ways, challenging their traditional expectations of loyalty programs.

Bridging the digital divide

The emphasis on digital transformation, including the introduction of a Customer Data Platform and the Membership App, might pose a challenge for older customers less comfortable with technology or preferring traditional shopping methods. Ensuring the Membership App is user-friendly and accessible for all ages will be crucial to prevent the alienation of the older demographic. This underscores the importance of designing with inclusivity in mind, to bridge the digital divide and welcome customers from all walks of life into Yonderland's evolving digital landscape.

Navigating brand evolution

As Yonderland seeks to attract a younger customer base, it must carefully balance its brand evolution to avoid alienating its older clientele. This demographic might perceive the shift in brand values and aesthetics as a move away from the traditions and experiences they value, potentially feeling disconnected from the brand they once knew. Communicating the benefits and inclusivity of the new membership model is key to reassuring these customers that Yonderland remains committed to serving their needs and preferences.

Assessing perceived membership value

Older customers might be more resistant to change, and the transition to a paid membership model might be met with skepticism from older customers accustomed to free loyalty programs.

Highlighting the added value of new membership benefits, such as annual ski/snowboard wax, and discounts on services, is essential in demonstrating the value proposition to this demographic. By emphasizing the enhanced offerings and their alignment with the interests of all customers, Yonderland can encourage positive reception, word-of-mouth, and continued loyalty.

Simplifying complexity

The introduction of these new services, such as the Customer Data Platform, Atelier Café experiences, and comprehensive care services, as part of Yonderland's transition to a premium membership model, carries the potential risk of overwhelming the older generation of customers. This demographic might find the multifaceted nature of these offerings daunting and too complex, particularly if they are used to a more straightforward loyalty program.

Therefore, it's essential to communicate the benefits of the new membership program clearly and provide support during the transition. Older customers, in particular, may require additional information and reassurance to understand the changes and how they can continue to benefit from Yonderland's offerings under the new model.

Inclusivity of Benefits

While the new proposition offers exciting benefits like exclusive care and maintenance services, exclusive member experiences, and early access, it is vital to ensure that these offerings resonate with the older demographic.

Benefits such as free delivery and returns, extended warranties, and a 365-day return policy are universally appealing and can help bridge the gap between different customer age groups.

Personalized experiences

Utilizing the Customer Data Platform to tailor the membership experience can significantly enhance satisfaction among older customers. Personalized recommendations and services, based on their customer data and preferences, can make the shopping experience more relevant and enjoyable for this group. Underscoring the importance of inclusivity in Yonderland's digital transformation efforts.

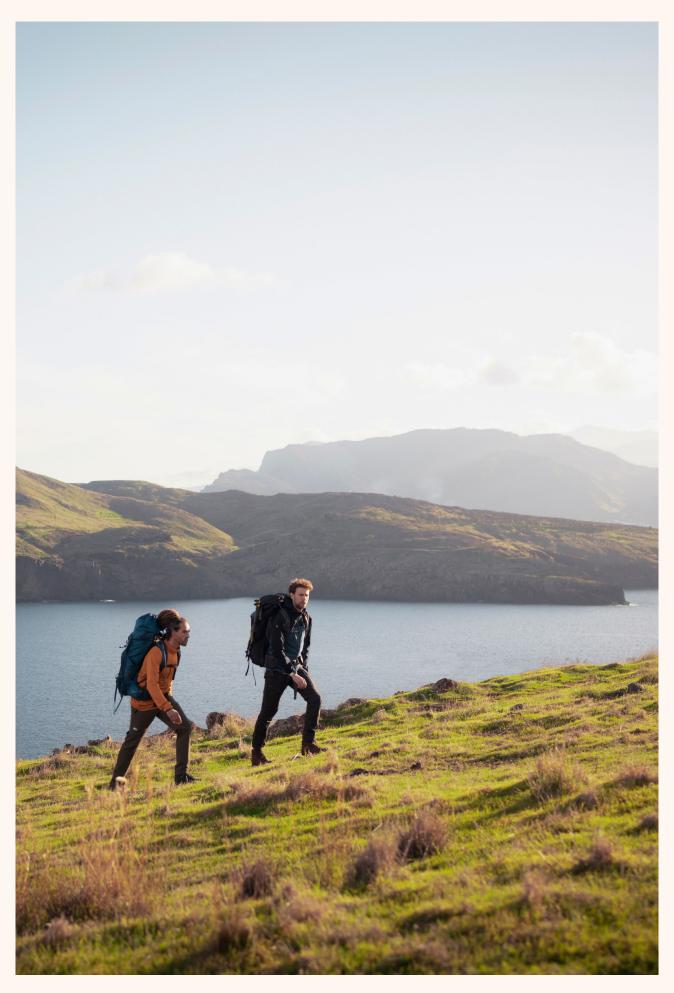
Inclusivity and community engagement

The focus on building a vibrant community and fostering emotional loyalty through the Atelier Café and Membership App could appeal to customers of all ages, including older customers seeking more than just transactional relationships with brands. The opportunity to participate in workshops, events, and crafting sessions could enrich their experience, making them feel more connected and valued.

However, ensuring that the events and community engagements cater to a broad spectrum of interests and not just those of younger consumers will be essential in maintaining the loyalty of the older generation.

To further mitigate potential challenges, Yonderland could offer personalized assistance to help older customers navigate new digital tools and services. This approach ensures they feel comfortable and confident in utilizing the new offerings.

In conclusion, while the proposed membership service aims to elevate Yonderland's brand and cater to the demands of a younger, digitally-savvy customer base, careful consideration and strategic adjustments are necessary to ensure the older generation feels valued and included. By carefully navigating these potential negative impacts and implementing strategies to engage and support the older customer base, Yonderland can successfully transition to the proposed paid membership model while maintaining and potentially even enhancing loyalty and satisfaction among its existing older customers.



Atmosphere photo 17: provided by Studio Bever.

10 Conclusion & Discussion

Chapter 10 revisits the key findings of the study before drawing a comprehensive conclusion that addresses the research question of how Generation Z can be attracted and retained by Yonderland. It also provides an evaluation of the project, highlighting the limitations encountered during the research process. Finally, the chapter offers recommendations for future initiatives, laying a foundation for continued exploration and strategy development in engaging Generation Z.

Atmosphere photo 18: provided by Studio Bever.



Content

10.1 Conclusion 10.2 Project evaluation 10.3 Future recommendations

10.1 Conclusion

In this Master's thesis, the exploration centered on how Yonderland, Europe's largest premium outdoor retailer, could strategically attract and retain Generation Z, a demographic previously untapped by the company.

Through a comprehensive analysis incorporating qualitative and quantitative research, literature reviews, stakeholder interviews, and multiple creative sessions, a unified solution for Bever, A.S Adventure, and Cotswold Outdoor was developed that caters to the distinct preferences and behaviors of Generation Z.

The research highlights that Generation Z, born between 1995 and 2010, stands out as true digital natives, emphasizing social consciousness, authenticity, and transparency in their interactions and brand engagements. This demographic is significantly influenced by social commerce and peer recommendations, integrating digital elements seamlessly into their lifestyle, which shapes their loyalty and purchasing behaviors. Despite their pronounced interest in premium outdoor products, Yonderland initially failed to fully grasp the potential of this demographic, resulting in missed opportunities.

The findings suggest a strategic shift towards fostering genuine connections with Generation Z by prioritizing environmental and societal values, and leveraging digital platforms like TikTok for effective engagement. This entails tapping into the power of over a million Gen Z creators on social media platforms, who play a crucial role in shaping consumer behavior through authentic interactions and product discoveries. The proposed approach underscores the importance of authenticity and relatability in consumer engagement, aiming to capitalize on the unique preferences and behaviors of Generation Z to drive loyalty and sales.

The following two paragraphs of the conclusion have been moved to the Confidential Appendix.

This gap highlights the need for a strategic overhaul of Yonderland's loyalty programs to better meet the expectations of Generation Z and cultivate a stronger, more meaningful connection with this demographic.

To bridge this gap, a novel proposition was crafted, transforming the existing loyalty programs into a premium paid membership service. This service is designed to elevate customer engagement, loyalty, and community building, incorporating a Customer Data Platform, the Atelier Café as a hub for community engagement, and a Membership App tailored to the desires and shopping behavior of Generation Z.

The proposed paid membership model, centered around the Customer Data Platform, Atelier Café, and Membership App, signifies a transformative approach for Yonderland. It is designed to not only meet the sophisticated needs of Generation Z, but also to redefine customer experiences in retail by fostering a connected and conscious community.

The Customer Data Platform enables Yonderland to play a more relevant role in their customers' digital lives and marks a shift from fragmented customer insights to a comprehensive understanding of customer needs and behaviors.

The Atelier Café is introduced as a hub for community engagement, workshops, and events focused on sustainability and craftsmanship, resonating with Generation Z's values.

The Membership App revolutionizes Yonderland's engagement by prioritizing discovery, community, and personalized experiences across its Discovery, Shop, Service, and Community Pages, diverging from conventional retail practices towards sustainability and community. This approach, along with leveraging TikTok for marketing and launching Member Days, aligns closely with Generation Z's preferences, aiming to boost brand visibility, loyalty, and growth by fostering authentic connections.

In synthesizing these insights and propositions, the thesis concludes that for Yonderland to successfully attract, and retain Generation Z, it must systematically align its strategies with

the demographic's distinctive characteristics and preferences. This includes demonstrating a commitment to environmental and societal values, leveraging authenticity in marketing efforts, and fostering a sense of belonging through community-building initiatives. The introduction of a paid membership model signifies a strategic pivot towards a more engaged, personalized, and sustainable approach to retail, setting a new standard for customer experiences in the sector.

In conclusion, this thesis presents a comprehensive strategy for Yonderland to attract and retain Generation Z, through a combination of enhanced loyalty programs, digital innovation, and community-focused initiatives. By embracing these changes, Yonderland can establish a new standard in customer engagement and loyalty, ensuring its position as a leader in the premium outdoor retail sector. Future research should focus on the long-term impacts of these strategies on customer loyalty and brand performance, as well as exploring additional opportunities to engage with Generation Z and other emerging demographics.

10.2 Project evaluation

The proposed transition of Yonderland to a premium paid membership service is a strategic initiative designed to align with the company's overarching goals of reimagining its loyalty approach and enhancing its appeal to Generation Z.

This section outlines the limitations that need to be considered for this research project.

Complexity challenges

The complexity inherent in the organization and the wide range of stakeholders engaged may restrict the design's effectiveness. With stakeholders bringing diverse opinions, emotions, goals, and interests to the table, finding a solution that satisfies everyone has been challenging. While the ultimate design strives to incorporate the perspectives of all stakeholders, focusing the project more narrowly might have allowed for a design that addresses the specific needs of certain stakeholders more closely.

Participant representativeness

The qualitative consumer research conducted may not offer as broad a representation of perspectives as intended. The decision to select eight interviewees from my personal network was driven by the difficulties encountered in engaging Generation Z as active shoppers at Yonderland. This approach, while necessary, could lead to a skewed understanding of the wider consumer sentiment due to the potential for bias inherent in a network-based selection of participants.

Validation and Customer Involvement

The project timeline was insufficient to test the new membership model with actual Yonderland customers, a step crucial for gathering feedback and refining the proposition based on real user experiences. Additionally, the absence of cocreation sessions with Yonderland's clientele during the design phase represents a missed opportunity. Direct input from customers would have significantly enhanced the concept's validation, ensuring the proposition's alignment with customer needs and expectations.

Time Constraints

Time limitations also prevented a thorough exploration of the concept's intricacies. While the developed customer journeys and scenarios effectively outline the foundational principles and operational mechanisms of the paid membership model, they merely scratch the surface of what needs to be elaborated further. A more detailed design process could unveil additional layers of the concept, enriching its implementation and effectiveness.

In conclusion, transitioning Yonderland to a premium paid membership model presents a strategic opportunity to revitalize its loyalty strategy and appeal to a younger demographic. However, it will be essential to incorporate broader stakeholder perspectives, engage directly with the target audience, and allocate sufficient time for iterative development and testing. Doing so will ensure the initiative not only aligns with Yonderland's strategic goals, but also resonates deeply with the needs and expectations of its evolving customer base.



10.3 Future recommendations

As Yonderland moves forward, it is imperative to consider future strategies and recommendations that align with the evolving landscape of retail, consumer behavior, and technological advancements. The following sections discusses some of the key recommendations for Yonderland to consider:

Further development of the concept

The proposed paid membership proposition and its key facets need further development and validation with actual customers.

Digital engagement emphasis

Given Generation Z's affinity for digital platforms, Yonderland should continue to prioritize digital engagement strategies. This includes active participation on social media platforms, particularly those favored by Generation Z, such as TikTok, Instagram, and Snapchat. Additionally, investing in innovative technologies like augmented reality (AR) and virtual reality (VR) to enhance the online shopping experience can further differentiate Yonderland from its competitors.

Enhancement of sustainability initiatives

Sustainability has become increasingly important to Generation Z consumers. Yonderland should continue to expand its sustainability initiatives across its product lines, supply chain, and operations. This may involve sourcing eco-friendly materials, reducing carbon emissions, and implementing recycling programs. Communicating these efforts transparently to consumers can enhance brand loyalty and resonate with Generation Z's values.

Increase investments in TikTok

Given the importance of TikTok in influencing Gen Z consumers, it is advised to further invest in establishing a robust digital presence on the platform. Create engaging and authentic content that resonates with the values and interests of Gen Z to drive long-term success.

Expansion of community-centric spaces:

Building upon the Atelier Café concept, Yonderland should consider expanding community-centric spaces in key retail locations. These spaces can serve

as hubs for experiential retail, hosting workshops, events, and community gatherings centered around outdoor activities, sustainability, and craftsmanship. By fostering a sense of belonging and connection among consumers, Yonderland can strengthen its brand community and drive foot traffic to its stores.

Continuously reinforce brand resonance

Continuously reinforce brand resonance by emphasizing Yonderland's core proposition of promoting product longevity and meaningful purchases. Communicate the brand's values and mission consistently across all touchpoints to build emotional connections with customers.

Make data-driven adaptations

Implement a robust evaluation strategy to measure the performance of the membership program. Track key performance indicators (KPIs) as indicated. Use data-driven insights to make continuous improvements and adaptations to the program.

Adaptation to emerging trends:

The retail landscape is constantly evolving, driven by technological advancements, cultural shifts, and changing consumer preferences. Yonderland should remain agile and adaptable, continuously monitoring emerging trends and market dynamics. Whether it's the rise of experiential retail, the integration of sustainability into product design, or the adoption of new payment technologies, Yonderland must be proactive in embracing change and staying ahead of the curve.

In conclusion, the future success of Yonderland hinges on its ability to innovate, adapt, and connect with Generation Z consumers in meaningful ways. By leveraging digital technologies, prioritizing sustainability, personalizing customer experiences, fostering community engagement, investing in employee development, and staying abreast of emerging trends, Yonderland can solidify its position as a leader in the premium outdoor retail sector and continue to thrive in the years to come.

List of references

All photos, especially the atmosphere photo's, are provided by Studio Bever unless otherwise stated. All illustrations and visualisations are made by me unless otherwise stated. ChatGPT-4 was employed to assist in restructuring and rewriting text authored by myself, enhancing the coherence, fluency, and grammar throughout this thesis.

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Appendices

The appendices provided below have been compiled to supplement the Master's thesis.

- [A] Background information Yonderland
- [B] Background information focus companies
- [C] Competitor analysis
- [D] Context analysis
- [E] Positioning, approaches, and target audiences of each brand
- [F] Overview of the current loyalty programs
- [G] Future-state service blueprint
- [H] Strategic roadmap
- [I] Paid membership research & evaluation 2CV / Jacqui Brown

No appendices have been attached to this Master's thesis due to the inclusion of confidential information, with the exception of the project brief, which is a required submission.

Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF

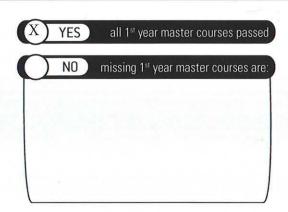
To be filled in by the chair of the supervisory team.

chair <u>Erik-Jan Hultink</u> date <u>\$ - 9 - 2023</u> signature

CHECK STUDY PROGRESS

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total:	36	EC
Of which, taking the conditional requirements into account, can be part of the exam programme	30	. EC
List of electives obtained before the third semester without approval of the BoE		

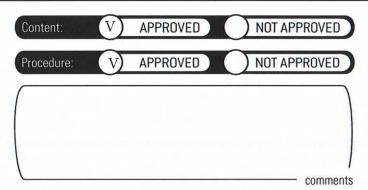


name Robin den Braber date 07 - 09 - 2023 signature RdB

FORMAL APPROVAL GRADUATION PROJECT

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?



name	Monique von Morgen	date .	- KE 19/9/2023	signature .	Monmaco

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Initials & Name T.A.F. van Tooren Student number 4672143

Title of Project Memberful design: transforming users into loyal long-term members



Memberful design: transforming users into loyal long-term members project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date <u>05 - 09 - 2023</u>

31 - 01 - 2024

end date

INTRODUCTION**

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...)

"Memberful Design: Transforming new and current users into long-term members, dedicated beyond the transactional."

This project is conducted in collaboration with the Yonderland Group, of which Bever is part of. The project will take place at the offices of Bever, one of the leading Dutch outdoor sports retailers, boasting forty stores nationwide and an extensive webshop. Yonderland Holdings oversees six similar stores in the Netherlands, Belgium, and the UK. All companies offer a wide range of outdoor products and fashion, with Bever offering over 200 renowned brands alongside its own house brand, Ayacucho. Leveraging the expertise of its experienced staff, Yonderland is dedicated to providing outdoor enthusiasts with the finest and most suitable products to ensure unforgettable outdoor experiences.

For this graduation project, I will be designing a unified solution for the three most closely aligned brands within the group: Bever, A.S. Adventure, and Cotswold. These three companies collaborate closely, focus exclusively on the outdoor experience, predominantly sell outdoor-related goods, and share an almost identical customer base.

Yonderland has expressed the desire to increase brand loyalty among its current clientele, enhance its loyalty program, and attract a younger target audience of individuals aged 25-35 without children. This initiative is driven by the fact that Yonderland's existing clientele is aging over time, with the main target group now being between 45 to 65 years old. The ultimate goal is to transform this younger demographic and the current clientele into long-term members dedicated beyond the transactional.

The traditional emphasis on individual consumers may impede progress toward this goal and potentially obscure the broader potential of a community- and Memberful design-oriented approach. Rather than categorizing individuals as mere 'consumers', people prefer to view themselves as active participants, engaging in activities of their choice. Membership fosters a sense of belonging to a movement, motivating individuals to act in alignment with causes they resonate with. Many individuals aspire to be part of a greater purpose, and by incorporating Memberful design principles into Yonderland's strategy, Yonderland could center its approach around this shared purpose, enabling members to invest themselves in both the cause and the brand.

This graduation project is conducted in collaboration with Yonderland's Digital Group and other internal stakeholders. The project targets Yonderland's current clientele and a new target group consisting of individuals aged 25 to 35 without children. The larger portion of this demographic is commonly referred to as digital natives due to their upbringing in a digital-centric world. Understanding how this segment perceives Yonderland is crucial to the project, as it seeks to evaluate whether the company's loyalty proposition, branding, marketing efforts, and perceived personality align with the preferences of this younger audience as well as their current clientele.

The stakeholders involved in this project encompass the team responsible for project execution, comprising personnel from both the university (TU Delft) and Yonderland. The collaboration with Yonderland's team provides valuable insights into the organization's culture, while my chair and mentor offer guidance throughout the project and serve as sources of expertise in their respective fields.

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Initials & Name	T.A.F. van Tooren	Student number 4672143	
Title of Project	Memberful design: transforming users into loval long-te	rm memhers	



introduction (continued): space for images

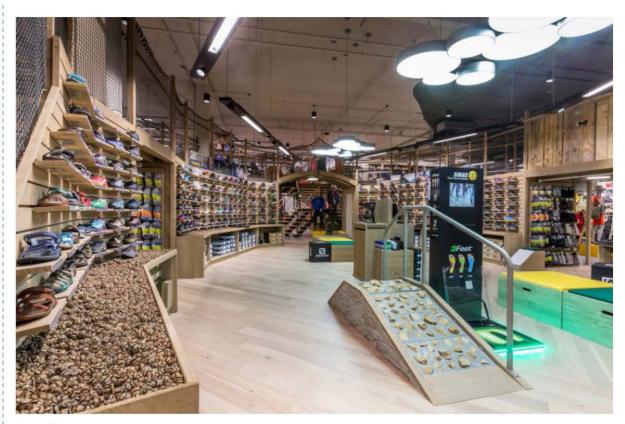


image / figure 1: A Bever store displaying its products and the opportunity to try products in simulated environments

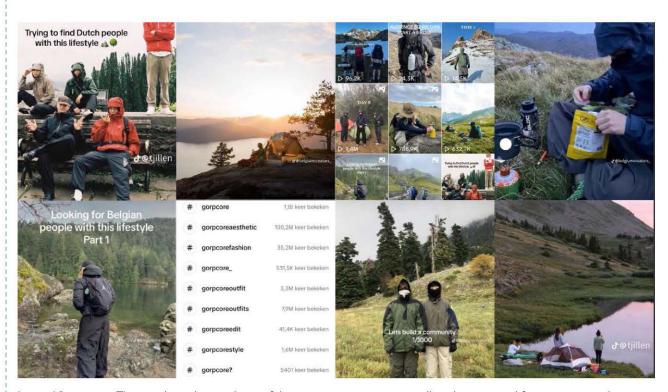


image / figure 2: ___ The needs, wishes and size of the younger segment, as well as the potential for community design

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Initials & Name T.A.F. van Tooren

Student number 4672143



Personal Project Brief - IDE Master Graduation

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

In its effort to increase brand loyalty among their current clientele, improve their loyalty program, and appeal and draw in a younger demographic of individuals between the age of 25-35 years without kids, Yonderland takes a proactive stance and wishes to transform its existing clientele and this younger demographic into long-term members dedicated beyond the transactional.

This circumstance prompts several key research inquiries to be addressed throughout this project, including:

- Analyzing the current loyalty approaches and its evolution by interviewing internal stakeholders.
- Researching the differences and similarities of the three named brands within the Yonderland group
- · Analyzing the various touchpoints between the segment and Yonderland, and evaluating the perceptions cultivated
- Researching the future of brand loyalty and loyalty programs
- Understanding the specific value that the segmented target audience seeks in Yonderland offerings
- Investigating how market trends can be leveraged by Yonderland to enhance its relevance
- Envisioning approaches to transform the younger audience of users into long-term members, dedicated beyond the transactional.
- Exploring the dimensions of loyalty and benchmarking the Yonderland against its competitors.
- Envisioning the future of loyalty and crafting adaptations to the current loyalty program of Yonderland that better cater to the needs of this younger audience.
- Assessing the need and potential impact of a brand repositioning for one of the Yonderland brands, to establish a stronger connection with the younger audience.
- Proposing strategies to create a meaningful community of brand members.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

Liwill design a member-driven brand loyalty strategy for Yonderland, to turn their current clientele and the younger demographic of individuals between the age of 25-35 without kids into long-term members dedicated beyond the transactional.

The final deliverable will focus on community design, strategic design, and branding. The deliverable will most likely include a future loyalty vision, a loyalty transformation roadmap, a modular loyalty strategy for all brands, and possibly a holistic repositioning, including a potential rebranding of one of its brands.

Additionally, principles of Memberful design will be developed through research and academic exploration of this new method.

The following challenges in the project are expected to manifest, and several have already been identified:

- Striking a delicate balance between pursuing innovative approaches to appeal to a younger audience while preserving the core essence and identity of Bever as it currently stands.
- Devising a strategy that effectively reaches the target audience while ensuring seamless integration within the organizational framework and its prevailing culture.
- Crafting a pathway for Bever that embodies a dual nature, grounded in practicality (feasibility, viability, and desirability), yet visionary in its forward-looking aspirations.

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Initials & Name	T.A.F. van Tooren	Student number 4672143	
Title of Project	Memberful designs transforming users into loval long-te	rm memhers	

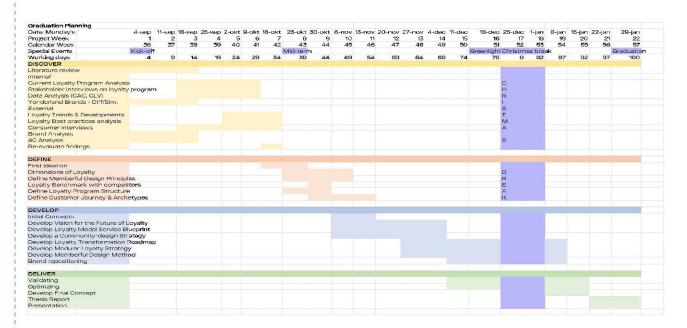


Personal Project Brief - IDE Master Graduation

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.





For my graduation project, I will be working full-time with Yonderland, with the exception of the Christmas holidays. I will adhere to IDE's academic year schedule.

As can be observed, this thesis assignment follows the Double Diamond approach, which can be roughly divided into four phases: Discover, Define, Develop, and Deliver.

Important dates and deadlines:

- During the mid-term meeting (around November 30), the findings of the analysis will be presented, along with an initial draft of the strategy.
- During the Greenlight meeting (around December 22), the vision, initial concepts, the first draft of proposed strategies, the roadmap, and rebranding will be presented, along with the documentation completed up to that point.
- The final deliverable (around January 31) will consist of the completed loyalty transformation roadmap, a future loyalty vision, a modular loyalty strategy for all brands, and possibly a holistic repositioning of one of the Yonderland brands.

IDE TU Delft - E&SA Department /// Graduation project brief $\,$ study overview /// 2018-01 v30 $\,$

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Initials & Name T.A.F. van Tooren

Student number 4672143

Title of Project Memberful design: transforming users into loyal long-term members



Personal Project Brief - IDE Master Graduation

MOTIVATION AND PERSONAL AMBITIONS

"History doesn't repeat itself, but it often rhymes." – Mark Twain

From the beginning of my studies at SPD, I have been fascinated by branding and strategic design and their potential for companies. As a designer, I have always considered myself a kind of pilgrim, venturing into unfamiliar and unexpected territories in search of expanded meaning. This expanded meaning is often hidden in plain sight; it's just that most of us are too fixated on the immediate problem to recognize its parallels. When approaching a design project, I always strive for two objectives: for my work to feel timeless, grounded in core principles that are comparable and genuine; and for my work to feel timely, so new and innovative within its category that it cannot be ignored.

So, when I began searching for an interesting graduation project, the first criterion I established was the desire to work with a well-known Dutch brand, I sought a Dutch brand with a rich history and decades of experience as a market leader in its sector. I wanted a brand that highly valued sustainability, produced high-quality, enduring products, and felt that it could further enhance its brand presence. A brand that might be in need of revitalization. I found all of this in Bever, a part of Yonderland.

Combined with my passion for outdoor and sports, I knew this was the right opportunity for my graduation project. It also aligns well with my second objective: to design something that endures, benefiting not only the current clientele but also future generations.

Thirdly, I aim to explore the principles of Memberful design and build upon the work of the design agency Momkai to further develop and formalize these principles into a cohesive method.

Fourth, I want to delve into the connection between branding, strategic design, and marketing. During my internship at froq, I recognized the importance of effective communication across disciplines. To ensure the implementation of solutions, it's crucial not only to design aspirational futures but also to communicate in the language of business, employ storytelling, and base decisions on solid data. With this graduation project, I aim to achieve and learn how to do that.

FINAL COMMENTS

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Title of Project Memberful design: transforming users into loyal long-term members

