

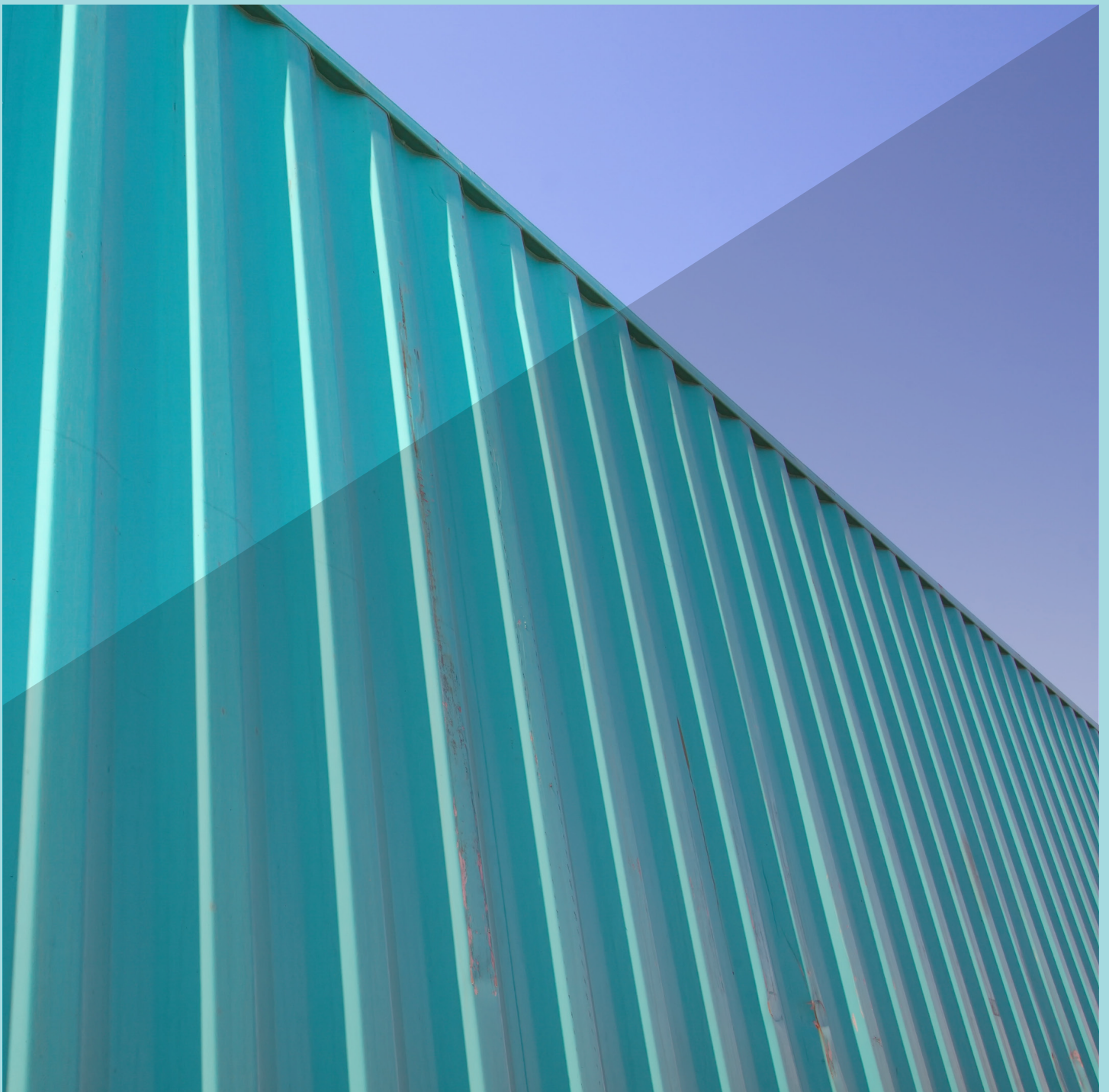
SPD x Eveon



Graduation report

Thinking outside the container

Reinventing container trading for the future



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Thinking outside the container

Reinventing container trading for the future

This book is part of a series created for the project
“Thinking outside the container, reinventing container trading for the
future.”

Thinking outside the container

Reinventing container trading for the future

Master thesis by Jurriaan van Rijswijk



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Acknowledgements

Dear reader! Thanks for your curiosity and interest in this unique project. “Thinking outside the container” is all about how a small start-up in Rotterdam can grow into a global leader - about how Eveon Containers can make the container change the world again. In this report, I share my approach, research, and ideas. But above all, my thoughts. I hope you enjoy reading this work and become as excited about containers as I am after reading.

The result of six months of inspiration and hard work together with an amazingly dynamic and energetic start-up is the thesis in front of you, and I would like to thank a few people for helping me make this possible.

First, I would like to thank Pinar and Jo for all their constructive feedback, suggestions and ongoing support during the project. And especially the freedom in discovering how a master thesis and strategic design project could come together.

I would like to thank everyone from the Eveon team for their creativity, participation, and involvement in this project. You made it possible to take this project a step further.

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I would like to thank my family and friends for their endless support during this project and the honest but critical opinion about my often limitless ideas. You were always there to celebrate the successes and guide me in the right direction.

Jacqueline, thank you for always lending an ear and showing me the positive sides of the project (and life).

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Amanda, thanks for the endless number of memes, conversations about the important things in life, and of course, the concept of the “Oxford comma”. And above all, thanks for taking my English skills to a higher level.

Tatiana, thanks for all the sparring, thinking along, being there when I needed it. For learning how life works and how it does not. I think it’s finally time to open that bottle of champagne.



Cecile and Rene, thank you for your support and interest in my project and for keeping me motivated.

And a final thanks to all the people that participated in this project, interviews, surveys, and discussions. Your ideas and honest opinions were crucial to this thesis.

Enjoy reading!

Jurriaan

Reading guide

Please follow this reading guide to get the most out of the report and your understanding of the project.

“SPD x Eveon” - Graduation report is one of the 6 reports describing the project “Thinking outside the container, reinventing container trading for the future.” It is the academic support of the project. An additional deliverable to the 5 books delivered to Eveon, which consist of the research results, developed concepts and strategic advice;

Book 1; “The container” - A deconstruction of the market
Book 2; “The future of container retail” - Trend report 2030
Book 3; “Thinking outside the container” - Brand strategy 2030
Book 4; “The road to the future” - Roadmap 2030
Book 5; “25ft” - 25 principles book

This report serves as a substantiation of the deliverables and is divided into seven parts. Each part explains the main activities of the project’s phases and answers the why, what and how. References are made to the books, as they visualise the outcomes and concepts. In the last part, Conclusion & Reflection, I reflect on the entire project and conclude the process and findings. If you are short on time, every part starts with the key findings and reflection. To give an overview, the report is divided into these seven parts;

Part 1: Introduction
Part 2: Research
Part 3: Stories
Part 4: Brand strategy
Part 5: Acts
Part 6: Roadmap
Part 7: Conclusion & Reflection

References

For understanding the way of referring to internal chapters and the different books, the following structure is used;

This is a reference to another book

This is a reference to an internal chapter

This is a reference to a Figure or Table

(This is a reference to an external source)

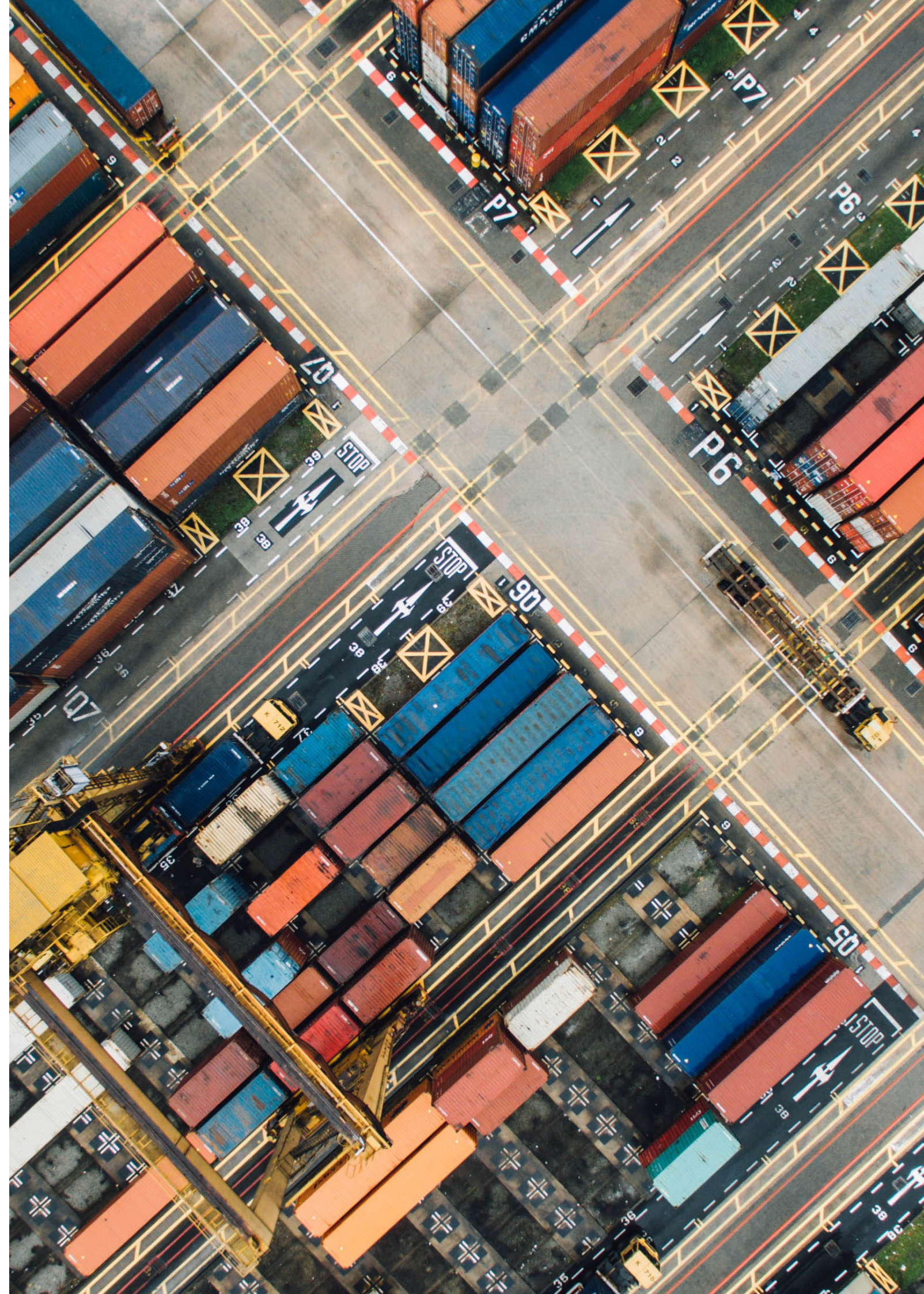


**The idea can
sometimes
only be
thought out in
its realisation.**

Beat Zoderer

An introduction to the project

This chapter introduces the goal of this Master thesis, Eveon Containers, and the container market.



The structure

This project is executed in collaboration with Eveon Containers, a young start-up in the online retail of containers, as part of my Master thesis. In consultation with Eveon Containers, I decided to integrate the project and implement the results directly within the current business processes and assignments. The ideas and results solved the current needs and problems within the start-up. As a result, this master thesis may deviate from the “standard” structure and design process you may be familiar with. All to have it better aligned for the company’s understanding. The different parts of the project are explained below. Figure 1 visualises how different elements are related to the double diamond process used to structure the project. The table in Figure 2 lists the research activities and describes the methods and outcomes that resulted from those.

Introduction

This chapter introduces Eveon, the container market, and the project. I explain the design assignment and the reason for this project. In addition, I describe how I have shaped the project based on the double diamond process.

Research

This chapter explains the methods used and the process of the research phase, which forms the basis for the design choices made during the project. Furthermore, I present the conclusions and iterations of the Context research, Customer research, Competitor analysis, and Brand competition analysis.

Stories

The stories build the bridge between the research, the trend research, and the 2030 brand strategy. It visualises the current and future pains and opportunities within container retail and serves as a rationale for strategic design choices and the new brand positioning.

Brand strategy

In the chapter brand strategy, I describe the strategic direction to distinguish Eveon from the market according to the method of Contrarian Branding (Vorst, 2017). In addition, I show how this strategic direction led to the creation of the new brand Eveon, consisting of a brand DNA, internal communication, and a concept for a brand guide. I also explain the iterative process in collaboration with Eveon.

Acts

To visualise what can be achieved with the new direction of the 2030 brand strategy, I have described how Eveon should act. The *acts* visualise each of the main steps of realising the future vision and support the different horizons of the tactical roadmap. In addition, I explain the ideation and conceptualisation of new products and services and how these relate to the *acts*. I have developed three products and services for all concepts contributing to the future vision.

Roadmap

The roadmap, a visual portrayal of design innovation elements, shows the path towards the future vision. In this chapter, I describe the tactical roadmap and the implementation of the 2030 brand strategy. Next to that, I explain the roadmap development in collaboration with Eveon.

Figure 1 - Project structure and methodology

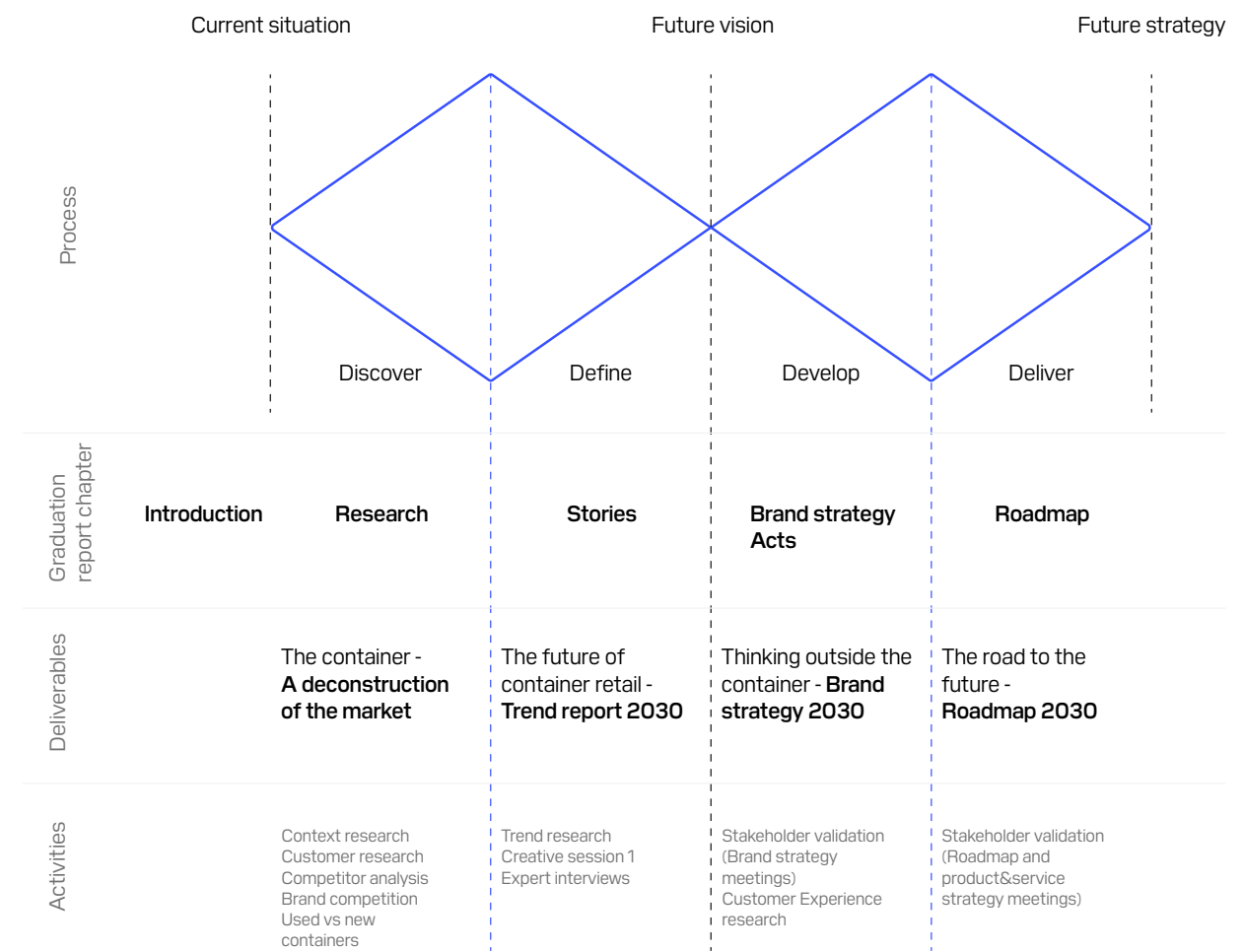


Figure 2 - Research activities

Description	Research method	Models/Methods used	Remarks	Outcomes	Deliverable	Graduation
Context research	Primary research; Stakeholder interviews, Participation in business meetings Secondary research	4C SWOT	Interviews with 3 internal experts Daily team calls	Deconstruction of the market, the company, the e-commerce market, and container retail. Findings summarised in a SWOT.	Book 1; The container	Part 2; Research
Customer research	Primary research; Online survey, Interviews, NPS analysis, Customer service recordings analysis, LinkedIn poll, Facebook group surveys	Semi-structured interviews Online survey Value proposition	0 Facebook respondents 1 Interview 2 Votes LinkedIn 31 Survey respondents 57 NPS reviews 14 Customer recordings	Overview of customer needs and pain points. Summarised in a Value proposition. A target group description.	Book 1; The container	Part 2; Research
Competitor analysis	Primary research	Competition levels (Lehmann & Winer, 2007)	5 playing fields 140 competitors 13 direct competitors	Overview of how different stakeholders in different markets compete with each other and Eveon's position in the market.	Book 1; The container	Part 2; Research
Project: Used vs new containers	Participation in meetings with Climate Neutral Group		7 meetings	Insights in CO2 emissions of production containers and Eveon, substantiation of the strategic direction not to sell new containers	Book 1; The container	Part 2; Research
Trend research	Primary research; Expert interviews Secondary research; Different media sources and literature	Future scenario planning (Soneji, 2020) ViP (Hekkert & van Dijk, 2016) Semi-structured interviews	147 trends clustered into 22 clusters	A full trend analysis, driving forces, and a 2030 vision. Concluded in future stories and personas shaping the container retail of 2030.	Book 2; The future of container retail	Part 3; Stories
Creative session 1	Digital workshop as an introduction of the project and brainstorm with the team about the container of the future	Creative facilitation	12 participants	Exploration of the future, Ideas about the container of 2030, New products and services, Ownership of the project, and Internal company values.	Book 2; The future of container retail	Part 3; Stories
Expert interviews	Interviews with experts in the field of sustainability, politics, digitalisation and logistics	Semi-structured interviews	2 experts (TNO, Extinction Rebellion)	Future vision validation, Initial reactions and validation of early concepts.	Book 2; The future of container retail	Part 3; Stories
Customer Experience research	Primary research; Online survey	Online survey	21 results	Overview of likeliness of purchase, easiness of purchase, and the brand image.	Book 3; Brand strategy	Part 4; Brand strategy
Brand competition	Primary and secondary research		Brands analysed of shipping lines, container lessors and traders by analysing mission statements and positioning. Additional literature research.	An analysis of how the market is branded and Eveon's position in that market.	Book 3; Brand strategy	Part 4; Brand strategy
Stakeholder validation (Brand strategy meetings)	The organisation of meetings with various stakeholders (internal and external) regarding marketing, strategy, branding, and internal communication	Creative facilitation	6 internal pitches & feedback sessions 2 external pitches with third parties	Initial reactions (internal & extern), feedback and optimisation.	Book 3; Brand strategy	Part 4; Brand strategy
Stakeholder validation (Roadmap and product&service strategy meetings)	The organisation of various meetings with internal stakeholders	Creative facilitation	3 management stakeholders 2 pitches/feedback sessions	Initial reactions (internal), feedback and optimisation.	Book 4; Roadmap	Part 6; Roadmap

A first meeting

9 July 2020, Eveon containers, HNK Rotterdam

It is a Friday afternoon when Aad and I continue our conversation from a few weeks before somewhere in a hallway. An explorative conversation with on Aad's side a need for inspiration, a vision for the future, and an academic view. On my side, the need for a graduation project within a dynamic company. After an hour full of inspiration and passion about the future, we made a plan driven by possibilities within the container market. The rest is history.

Design brief

Creating a service and brand strategy for Eveon Containers to become the international leader in future container retail.

Eveon has successfully stepped into the future by focusing on and creating a fully digital and transparent purchasing experience - a unique position as they are one of the few container traders who sell containers via a webshop. But for how long? And will their future lie in the online retail of containers? Eveon used to position itself as the digital leader in the container market, but they are already looking beyond just the digital during this project. Therefore, a sustainability team has begun working towards a sustainable future in the container market, researching the CO2 footprint of containers. As the market becomes more aware of the need for innovating efficiency and sustainability (Remes & Saxon, 2021), systems and processes within the market will change radically in the coming years. For Eveon to stand out and position itself in this transforming market, not just today but also in the future, they need a coherent and future-proof brand strategy.

Design assignment

Based on interviews with the Eveon team and my initial research into the container trading market, I chose a specific focus in consultation with Eveon;

1. What will the container market look like in about ten years, who are potential buyers, and what might their needs be?
2. What will Eveon be selling in ten years? A container or a service?
3. Does Eveon's future lie in being the leader in digital container retail?
4. How would a transformation of the market start?

The assignment is formulated as: Create a service and brand strategy for Eveon Containers to become the international leader in future container retail.

The project's scope

In light of my initial research findings, Eveon and I decided that the project should be scoped on the retail of used containers and focused on the United States.

It could have been of interest to look into opportunities within the supply chain, but this is beyond this project's scope as 1. Eveon is already automating and innovating this, and 2. to limit the project's scope. Moreover, as the future of the container market will centre around sustainability, new containers are irrelevant in this context as they are less sustainable than used ones (Climate Neutral Group, 2021).

For more information about the container and the difference between a used and new container, see [The Container](#).

Design approach

This Master thesis was executed following the double diamond process to gain a solid understanding of the complexity of the container market and create a future-proof strategy. Within this process, I adapted multiple other methods and techniques to structure the research and substantiate results and processes.

As already described, the project consists of seven parts: Introduction, Research, Stories, Brand strategy, Acts, Roadmap, and a general reflection. Figure 1 shows the seven parts plotted on the well-known double diamond process. In addition, the table in Figure 2 visualises an overview of the primary research and validation activities and outcomes.

The double diamond process

The double diamond process consists of four main phases;

Discover and Definition

Through desk research and semi-structured interviews with Eveon's experts and experts within the current container market, supply chain, and sustainability, a solid understanding of the complexity and context of the container market is formed. Furthermore, a deeper look into these topics using Future Scenario Planning (Mileha Soneji, 2021) and ViP (Hekkert & van Dijk, 2016) enabled me to better understand the expected market changes in 2030.

Development and Delivery

The development of the 2030 strategy is done in cooperation with Eveon, as I believe this is the only way to convince them of necessary strategic decisions regarding the future vision and give them a sense of ownership. New services and products are presented as concepts, and the brand strategy is tested by multiple brainstorming and feedback sessions.

Explanation of deliverables and project

The project resulted in a practical solution presented as a vision for the coming eight years. I present five deliverables that address important future subjects such as sustainability, the changing needs of customers, and market transformation. These deliverables, see Figure 3, take the form of a research report deconstructing the container market, a trend report looking at the upcoming eight years, a brand strategy to stand out in the market as the leader in container trading, and a roadmap with services and products that re-shape the value of a container. Additionally, I designed a book for the internal branding and culture of the company.

I believe everyone can develop a strategy, but not everyone can convince the organisation about a strategic vision for the future. As such, each of these deliverables is or will be supported by creative sessions. As a result, it gives Eveon a greater sense of ownership of the project and clarifies their future direction. Additionally, this allowed me to test concepts and ideas and gain information from the team.

This combination of deliverables and workshops enabled me to create a self-explanatory document that Eveon can use together with the roadmap to integrate into their business plan.

The container

“The container” contains a large part of the results from the initial research phase. The book briefly introduces the container and its history, provides an overview of the container market and Eveon’s 2021 positioning, their communication strategy, and forms a general picture of their customers.

During the project, I regularly experienced difficulties explaining how the market and the system function and how Eveon deals with the retail of containers differently. Therefore I designed the first part of the book to be used by Eveon for explanation and communication in collaboration with external parties or during the onboarding of new team members. In addition, this deliverable also helps to understand the project and the need for the 2030 strategy.

Trend report

We live in increasingly uncertain times. This is not something to be afraid of. It is the perfect opportunity for inspiration and innovation. The trend report gives you a look into the future of the container retail market and important developments in the world. Future changes will create new needs for people and businesses. In order to stand out, Eveon has to understand which needs will be useful.

This book consists of the building blocks for the brand strategy. I describe, among other things, the trend and developments in 2030, the future

vision, and I explain how the four stories and four personas, which resulted from the research, will change the future of container retail.

Brand strategy

A strong brand strategy is the way to stand out in a radically changing industry. Eveon’s current brand strategy (2021) performs well but will not stand out in 5 years. Therefore, a new brand strategy is needed. This deliverable translates the future scenarios, needs of future customers, and opportunities in sustainability and digitalisation into a strong and unique brand strategy. This deliverable also provides the rationale for the team to understand the new brand positioning and delivers a concept for a new brand guide.

Roadmap & Future services and products

The roadmap combines the current business plan (2021), the new brand strategy, future vision, and concepts for products and services in a ready to use plan. It describes how Eveon can implement the 2030 strategy. New products and services are presented as concepts to support the brand strategy and work towards the future vision.

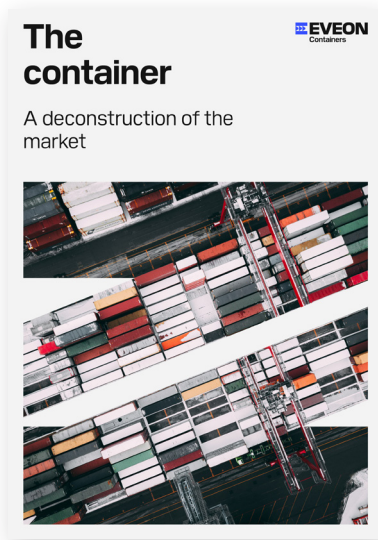
Creative sessions

During the project, I planned creative sessions to ensure Eveon’s team felt ownership and allowed them to provide feedback. The initial idea was to plan four workshops around the main deliverables. However, due to COVID-19, planning technical issues, and the needs of Eveon, only one workshop was planned. The other three workshops (and more) have been included in the books, providing guidelines to continue building Eveon together. A summary or plan of the workshops is presented in each book. Figure 3 gives an overview of how the workshops relate to the different deliverables.



Figure 3 - Project deliverables

Reading guide



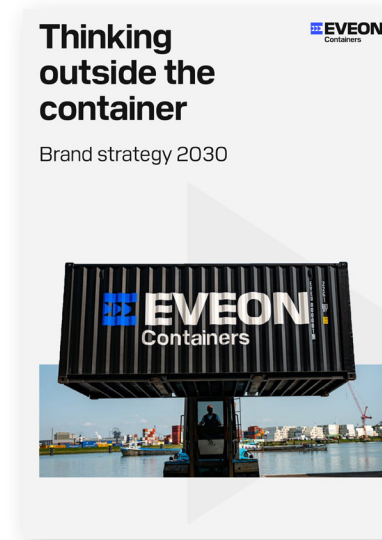
The container
A deconstruction of the market



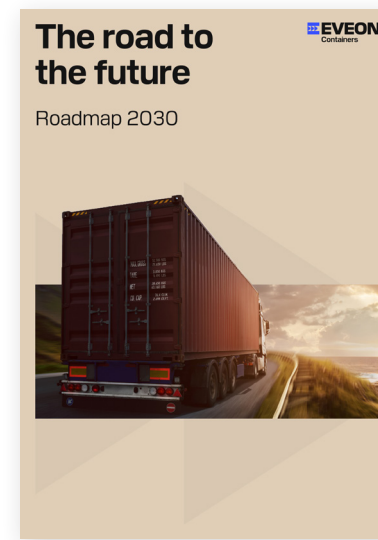
The future of container retail
Trend report 2030



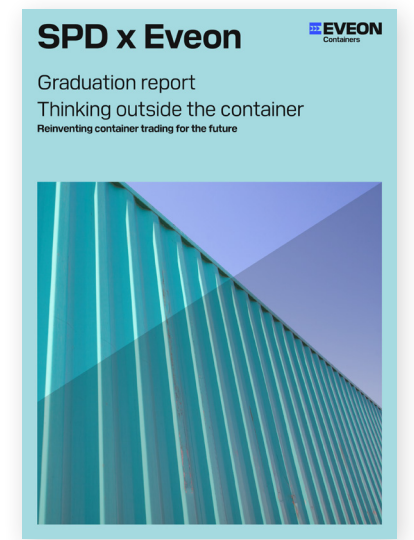
25ft
25 principles book



Thinking outside the container
Brand strategy 2030



The road to the future
Roadmap 2030



SPD x Eveon
Graduation report



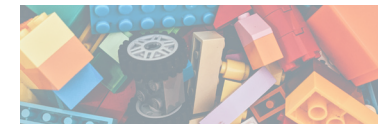
Creative workshop #1
Looking into the future of container retail



Workshop VIEpeople
(Workshop by external company)



Creative workshop #2
To become the international leader in the future of container retail



Creative workshop #3
Thinking outside the container



Creative workshop #4
Roadmap 2030

*Workshop 2, 3, 4 and 5 have not taken place or have been developed for future implementation of the strategy.

Research

This chapter explains the methods used and the process of the research phase, which forms the basis for the design choices made during the project. Furthermore, I present the conclusions and iterations of the Context research, Customer research, Competitor analysis, and Brand competition analysis.



A deconstruction of the market

The container market, or the maritime market, is complex and conservative. During the research into how the market functions, the stakeholders, and their relationships, it turned out that how simple a container as a product is, the world around it is amazingly complicated. For the research into the container market, I conducted a thorough 4C analysis and concluded the findings by looking at the strengths, weaknesses, opportunities and threats. Based on these findings, I defined the scope for exploring the future. You can find a summary of the 4C analysis and SWOT on page 56 and page 60.

To fully understand the container (retail) market, its stakeholders, current way of operating, and the container as a product, I designed the book; [The container](#). For a quick read and understanding of the main problems and opportunities, the following key points are sufficient but feel free to explore the container market as I did by reading [The container](#).

Together with the future vision, the deconstruction forms the theoretical substantiation of the 'stories shaping container retail for the future' described in the chapter *Four stories shaping the future of container retail* on page 130.



Inefficiencies in the market

It is an industry-wide, sociopolitical problem that makes improvements in the container market on efficiency and sustainability difficult and slows down the modernisation of the supply chain and shipping process. For example, most ports still use manual and paper-based processes without access to digital technology, creating a polarised environment (Shrives, 2021). For retail, container trading is a traditional, opaque process still using old practices; prices are not published and depend on how much experience you have in trading. Next to that, many parties are involved, between the moment a container is sold by a shipping line and the final purchase by the end-user. A, not at all, modernised process compared to today's retail and e-commerce. The inefficient process is caused by the lack of knowledge, lack of trust, difference in interests and expectations in the market, and the nature of the maritime industry (Poh Chua, 2021). Other reasons for inefficiencies in the market are caused by a difference in export and import recourses and needs. The result of this is the congestion at ports, the empty movements of containers (Sanders et al., 2021), and the extreme high pick-up fees for new containers in China (Remes & Saxon, 2021).

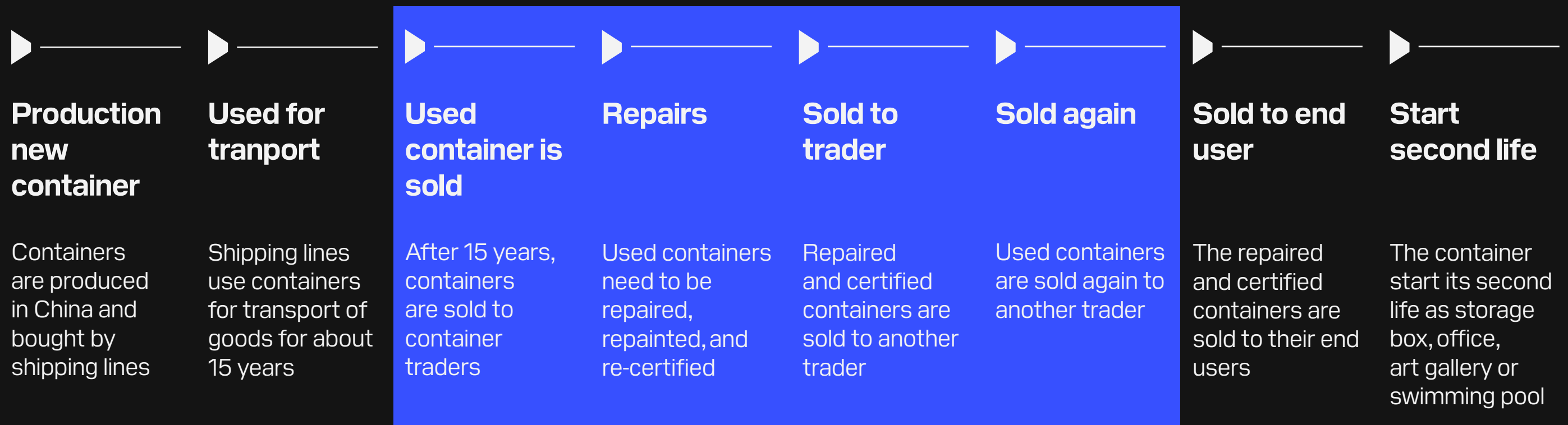
Eveon has succeeded in making significant steps towards the future by focusing on and creating a fully digital and transparent purchasing experience for containers, a concept that ties in with the trends predicted to change the market. The start-up, founded on 1st October 2020, is active in online container trading. They sell, buy, and take care of the logistics of containers for (mainly) businesses via their webshop, a new concept within the market. They are active in Germany and the United States and will soon launch in other countries. Eveon brings the benefits of the digital world to the container market, cutting inefficiency from the value chain and bringing clarity and transparency to their customers so they can regain control. Good quality is delivered quickly for the best price and in a completely transparent process, which, according to Eveon, is what the perfect container deal should look like.

To give a brief introduction to the new, efficient, and transparent process of Eveon, see Figure 4. Usually, new containers are bought by shipping lines and are sold after 15 years to container traders to be refurbished and sold for a second life. Eveon buys directly from the shipping lines & partners, who have the containers repaired and re-certified (only EU). The containers are then sold directly to the end-user without the intervention of other traders. Via the webshop, they offer a transparent and efficient way of selling second-hand containers for the end-user. This also provides advantages for the shipping companies. Since Eveon only sells directly to the end-user, the margins remain high for both the shipping lines and Eveon.

“While containers are a fundamental piece of the global economy and used to transport equipment and goods, the common process of procuring containers is old-fashioned, not digitised, and the market is very opaque. Product prices are not readily available with traditional dealers; they’re either not published, or prospective customers need to manually submit a written query or call someone to begin the purchase process. This leads to two major problems: incomplete cost comparison between potential suppliers and an unknown, dramatically lengthened purchase time with the customer unsure whether they paid a fair price in the end.”

- Eveon Containers (2021)

Figure 4 - Eveon's process



 **EVEON** Containers

Eveon buys directly from the shipping lines & partners, who have the containers repaired and re-certified (only EU). The containers are then sold directly to the end user without the intervention of other traders via the [webshop](#).

A transparent and efficient way of selling second-hand containers for both the end user and the shipping lines.

Stakeholders

This overview is to give an idea of the complexity of the market. The large variety and mix of companies, global politics, and market shares create a web of different interests and relations. Since this project focuses mainly on container trading and specifically on online retail for end-users, Eveon deals with fewer stakeholders. The primary stakeholder groups for Eveon are container leasing and selling companies, end-users, transport and logistic companies, and depots. The overview of Eveon's direct stakeholders and how we interact with them is visualised in Figure 6. More company-related and detailed information about the stakeholders and Eveon can be found in [A deconstruction of the market](#).

Figure 5 - Stakeholders

Container lessors

Container lessors lease shipping containers or manage fleets for investors. Their operations include acquisitions, leasing, re-leasing, and sale of intermodal containers, as well as sales activities (Frese, 2019).

Shipping lines

Shipping lines are the companies that ship containers from a to b, specifically from port to port. They own and operate ships, are responsible for transporting cargo, and control a large part of the containers in the world.

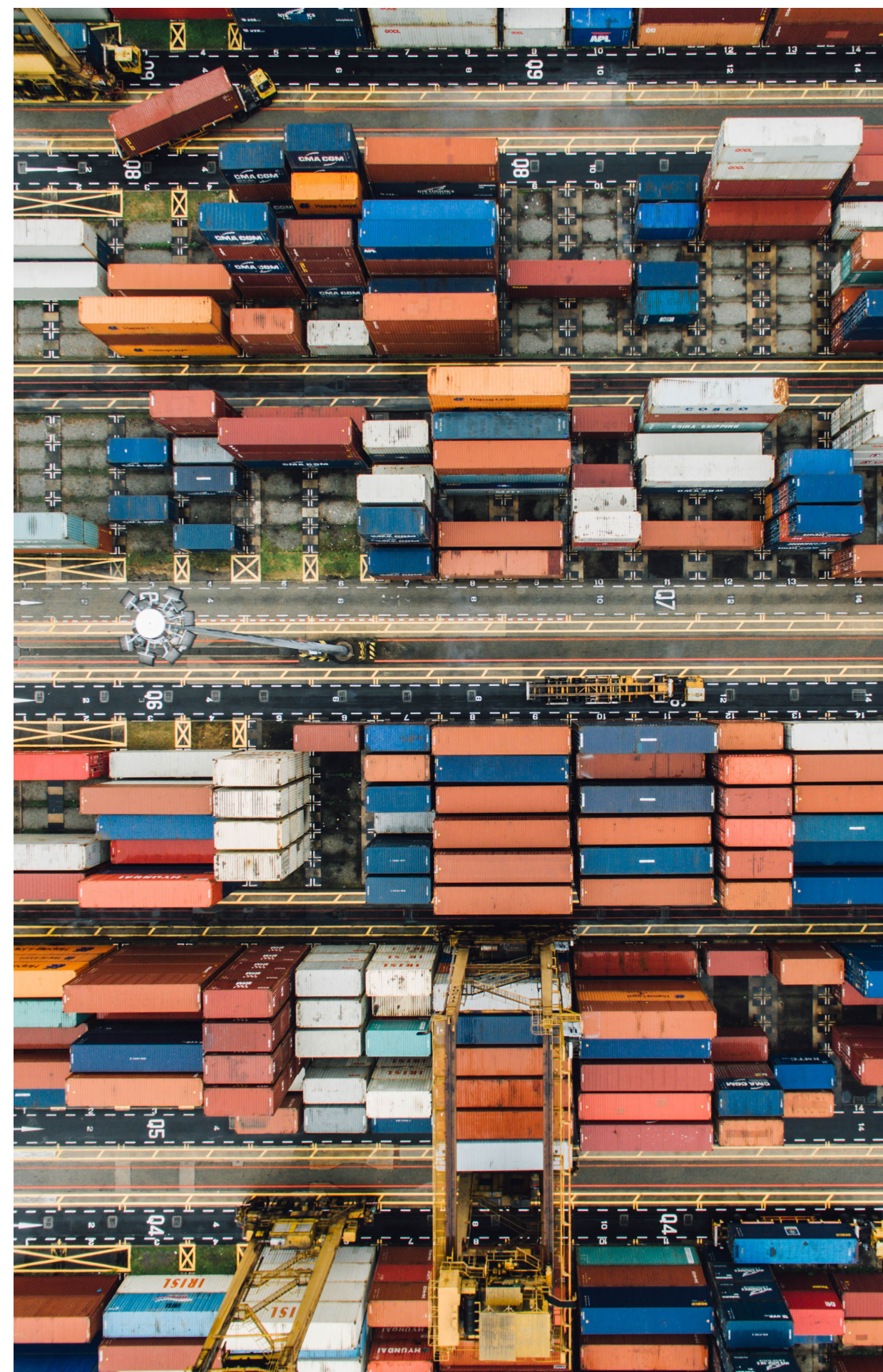
Transport and logistic companies

Besides the sea, containers get moved on land, from depot to depot or last-mile delivery via road (trucks) and rail (trains). Some major container traders and lessors have their own transport and logistics departments. However, for the average company, a logistic partner is the way to go. Eveon has, for example, for each location different trucking partnerships to be able to deliver containers in the US and Germany.

Trucking companies are a crucial part of Eveon's business model. The trucking companies transport the containers sold via the webshop, from the depots to the desired delivery location. Trucking companies are often local companies, which means that Eveon needs a partnership with a trucking company for every area they want to sell containers. Without a reliable trucking partner, Eveon cannot operate. In addition, transport companies are often challenging to reach since they cannot be visited without getting on the plane, and because the business model of Eveon is a new concept for them. Because of this, transport companies are holding back and search for a feeling of reliability. As such, finding a reliable transport partner is often an intensive process of time and money.

Ports, terminals and depots

Ports and terminals act as the hubs where containers are loaded and unloaded from ships to trucks or trains, and vice versa. The ports and



terminals are the connecting parties of the world. Some port and terminals have their own depots. Depots often store, load, and unload containers inland. Depots are responsible for quality checks and maintenance of containers. Depots are an interesting area of tension for container traders; they are a necessary piece of infrastructure but at the same time often act as competitors since they sell containers themselves.

Container producers in China

China's four largest container builders produce more than 97% of containers; CIMC, Shanghai Universal Equipment Logistics, Singamas, and CXIC (Drewry Maritime Research, 2021).

Container traders

Eveon positions itself as a container trader. Container traders buy the containers from shipping companies and resell them to end-users or other traders. In the case of Eveon, the containers are purchased directly from the shipping company and sold directly to the end-user without the intervention of other traders.

End users

As for Eveon, the end-users are companies and consumers who need containers for transport, storage, and other solutions. Chapter "Customer" on page 48 describes the different end-users of Eveon.

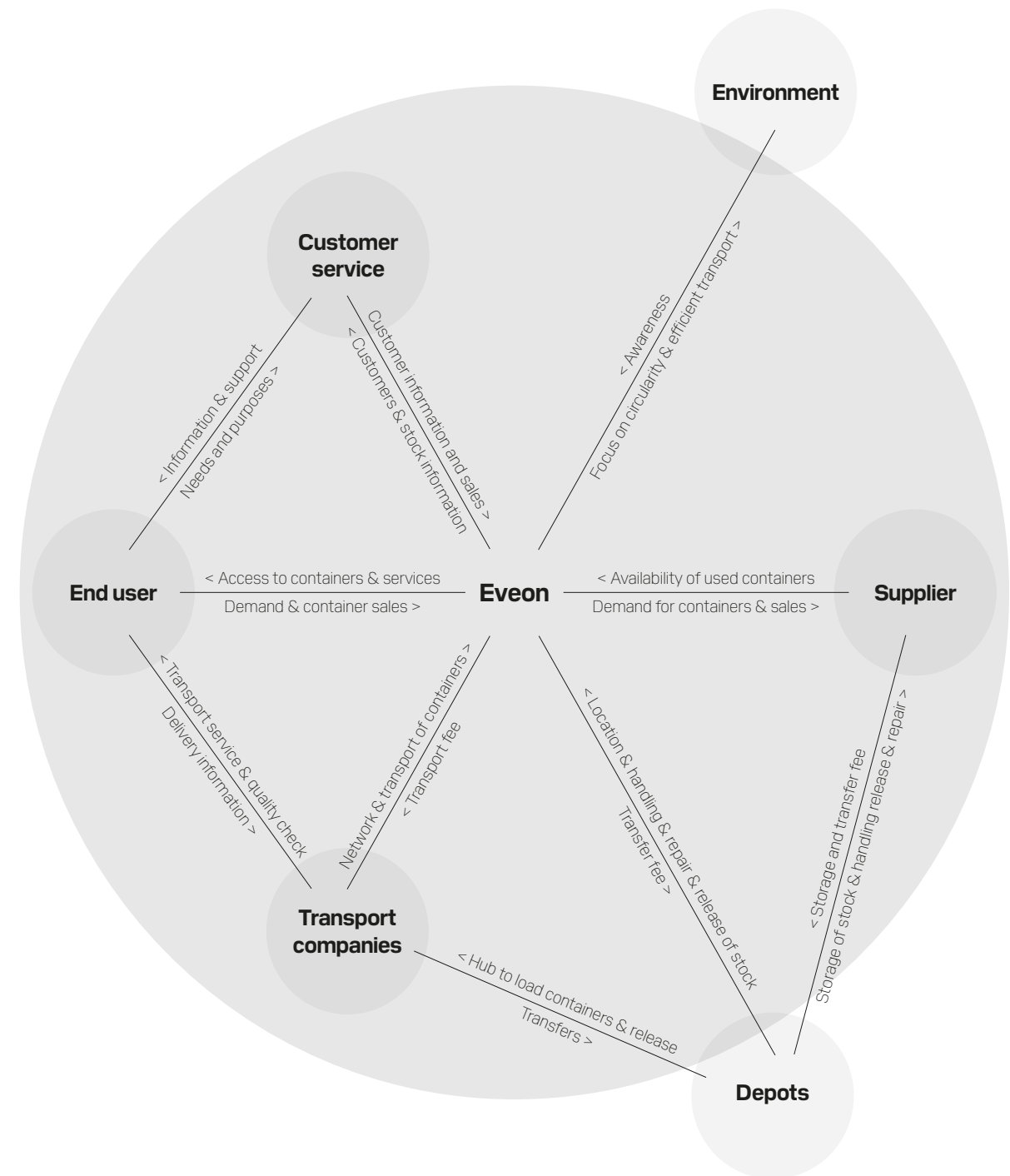
Customer service

Customer service is outsourced to local parties to provide customers with the best possible service. Customers can ask questions in their own language and culture. The customer service is available for questions about orders or containers in general.

Environment

The rising awareness of climate change and the need to reduce CO2 emissions slowly begin to play a role in the container and maritime industry. The industry used to focus on economic growth and less on investing in the climate. Large shipping lines, for example, have invested extra in their fleet in the past year.

Figure 6 - Stakeholder map



Competition

To understand Eveon's position in the market, I conducted a competitor analysis by looking at competition in different playing fields. In the first exploration of the competition, I focused on rather online container traders. However, considering that the maritime sector's future will digitalise and expected trends concerning the growth of the B2B e-commerce market, the project aims to create a competitive advantage within different competitive fields. Furthermore, during the customer and trend research, I uncovered interesting competition on different levels and in other markets beyond container retail. The various playing fields, as I call them, help understand how Eveon can position themselves for the future.

Following Lehmann and Winer (2007), the different competition levels helped me explore unseen opportunities. Four levels can be distinguished;

- Product form competition - similar features with similar values
- Product category competition - same product category
- Generic competition - fulfilling the same need
- Budget competition - same dollar/euro

Since the scope of the competitor analysis already covered several "different" kinds of competition similar to "same dollar/euro", I did not consider the budget level. Besides, a container is often an essential product, and therefore customers don't consider different expenses. The list in Figure 7 explains the various playing fields and their competitive levels. Figure 8 maps the different competitors in relation to each other. Appendix A maps only the direct competition. A full list of the competitors can be found in [A deconstruction of the market, "C. Competitor list" on page 116](#).

Figure 7 - List of playing fields

Container trading

Container retail market contains many players; online traders, traditional traders, depots, shipping lines, and consumer marketplaces are all watching each other while the dynamic of demand and supply changes every day. However, the container market is seen as the most important playing field. Therefore, I made a competitor wheel for competition on container trading, which can be found in Appendix A.

Form - Direct competition by container traders offering a webshop

Category - Traditional container traders

Generic comp. - Other ways to purchase a container

Sustainability

We are competing against and with the environment. Sustainability will be the most important driver for everything. But really everything. New strategic decisions with sustainability as the central value will lead the future. Sustainability becomes a stakeholder and customer. You can't exist if you don't welcome sustainability as your new partner as a company. (*"Clusters" on page 69*)

Form - Direct competition by container traders focussing on sustainability
Category - Businesses in the maritime industry focussing on sustainability

Generic comp. - Other businesses focussing on sustainable values

Retail and e-commerce experience

Buying a container is now officially as easy as buying a pair of shoes. The B2B market has started to implement the experiences from B2C e-commerce. It's only a matter of time before the retail of containers will follow the B2C e-commerce (*"Clusters" on page 69*). Next to that, every new experience a customer has online creates new expectations for the future and other online platforms. Therefore the competitor analysis also looks in the field of e-commerce.

Form - Direct competition by other webshops offering containers

Category - Webshops offering general or other products

Generic comp. - Businesses offering a general shopping experience (physical or online)

Transport

Shipping containers come in all sizes and qualities, but it's the cargo worthy container that is mainly used for shipping or transport by train or truck. Is the container the most effective and cost-efficient way for transport? Or do customers have other solutions for their transport needs? As a container trader of cargo worthy containers, who are you competing on transportation solutions?

Form - Direct competition by other traders selling shipping containers

Category - Businesses facilitating in transport

Generic comp. - Other ways of transport

Storage

9 out of 10 containers sold by Eveon are used as a storage facility (*"Main findings customer research" on page 57*). Therefore, a significant share of Eveon's value lies in the storage market. Who are the other suppliers of storage containers, and what are the different solutions for storage?

Form - Direct competition by other traders selling storage containers

Category - Businesses facilitating storage products and services

Generic comp. - Other ways of storage goods

The changing market

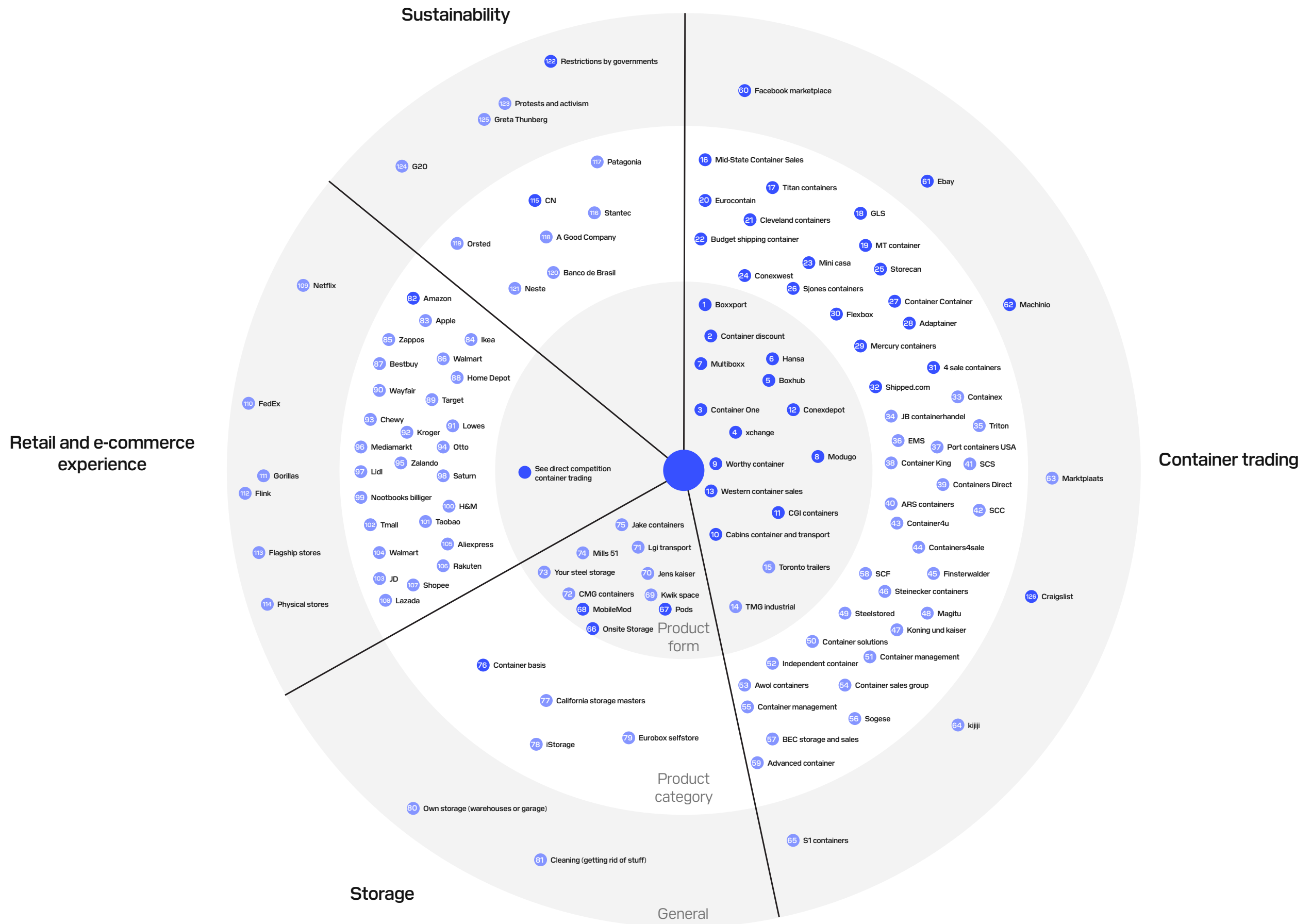
Besides the competition with other container traders and playing fields, the dynamic and changing container market can also be seen as a competitor. Logistic inefficiencies, current port congestions, availability of truckers, and availability of stock - these insecurities are there to stay and create a daily challenging competitive environment.

The digitalisation of the maritime industry

The digital disruption of the maritime industry will impact container traders. When the supply chain, ports, and shipping lines improve their handling and logistics efficiencies, new insights into where containers are, conditions, and demands change how shipping lines and depots sell containers. New entrants, such as tech start-ups, are leading the digital disruption and are necessary to keep an eye on.



Figure 8 - Competitor wheel





Direct competition

During the market analysis on online container retail, I used the worldwide web, search engines, and a VPN to simulate the local search experience. I searched for container traders in the United States, United Kingdom, Canada, and Germany - since Eveon is active or interested in those locations (October 2021). [A deconstruction of the market, Appendix "A. Used search words competitor analysis" on page 114](#) gives an overview of the used search words.

The different playing fields help understand how Eveon can position themselves for the container and future markets. However, the main competition for the following years comes from the direct, product form competition; container webshops. Therefore, I conducted a more in-depth analysis by rating the main competitors on the aspects which were found interesting during interviews with the Eveon team;

- Rating of customer experience (1 = bad, 5=good)*
- If a webshop publish prices
- If a webshop focuses on sustainability
- If they offer other types than the standard 20ft, 40ft, and 40ft HC
- If they specifically offer containers for other purposes than storage and shipping
- Where they are located
- If they offer a lease, rent or a service model for containers
- If they get supply by Eveon's supplier
- Other key competitive advantages

The battle of the webshops

The table in Figure 9 gives an overview of all the container webshops active in the US and Germany and Eveon's current position in the market. The competitors are mapped and scored on the above left aspects. The following aspects can be concluded:

- These are the only companies that sell containers via a webshop. The research explored the differences in quality levels, brand messages, types of containers and additional services.
- Most companies focus on container sales and are less focused on the customer (and user) experiences. This while the customer experience will become essential for companies to win the hearts of their customers (*"It starts at the end (user)" on page 69*).
- With the growing awareness of climate change and sustainability, I expected that at least half of the competition would mention their contribution to sustainability on their webshop.
- 9 out of 13 competitors are from or located in the US, and only two webshops are active in Germany, where one of them, Hansa, uses eBay to sell containers, which is not even a webshop.
- Eveon also competes on the supply of their main container lessor, since some direct competitors also rely on the same partner.

Figure 9 - Container webshop competition

	Container discounts	Container ONE	Boxhub	Conexdepot	Western / northern / railbox	Boxxport	Containex	Modugo	Worthy container	Cabins	CGI	Xchange	Hansa
CX	5	3	4	2	4	5	4	5	2	2	3	5	2
Publish prices	Yes	Yes	Yes	Yes	Yes	Need an account	Yes	Yes	Yes	Yes	Yes	Need an account	Yes
Focus on Sustainability	No	No	No	No	Green business bureau	No	Green technology	No	No	No	No	Not directly*	No
Product other than standard (20-40ft)	10ft & 45ft	10ft & 53ft	No	No	Storage, reefers & more	No	Up to sanitary cabins	Reefers, door placement, 45ft	All sizes, reefers, door placement	All sizes, reefers, door placement, flat pack	No	No	Reefers & customs
Other purposes	No	No	No	No	Storage	No	Buildings & facilities	No	No	Cabins & modification	No	No	No
Location	US	US	US	US	US	Worldwide	Worldwide	US	US	US	US	Worldwide	DE
Leasing / CaaS	No	Yes	No	No	No	No	No	Yes	No	Yes	Yes	No	No
Supply by Caru	No	Yes	Yes	Yes	Yes	No	No	Yes	No	No	No	No	No
Key comp. adv.	Webshop & education	Webshop, education, community & rent2own model	Webshop	Their "happy customers"	Container selector & storage	Platform for sellers and buyers	Variety of applications & 40 years experience	Education, & rent2own model	Webshop	Modification	Part of a depot	Platform for sellers and buyers	Modification & sells via Ebay

Research

The main findings of the competitor analysis

The competition is low on the customer and user experience. In the coming years, we will see a trend in the increased focus on the customer experience, enabling companies to increase sales and brand image. A small user experience research, see Figure 16, found that Eveon, together with Modugo, Container Discount, and Boxhub, offer the best online experience. On the other hand, the non-webshop competition hardly provides an online experience and falls behind.

Eveon has a strong position in online container trading compared to other traders based on sales and customer experience. However, the dependence on the supply could have its weakness. Therefore, Eveon should invest in a competitive advantage over the other competitors who get supply from the same partner.

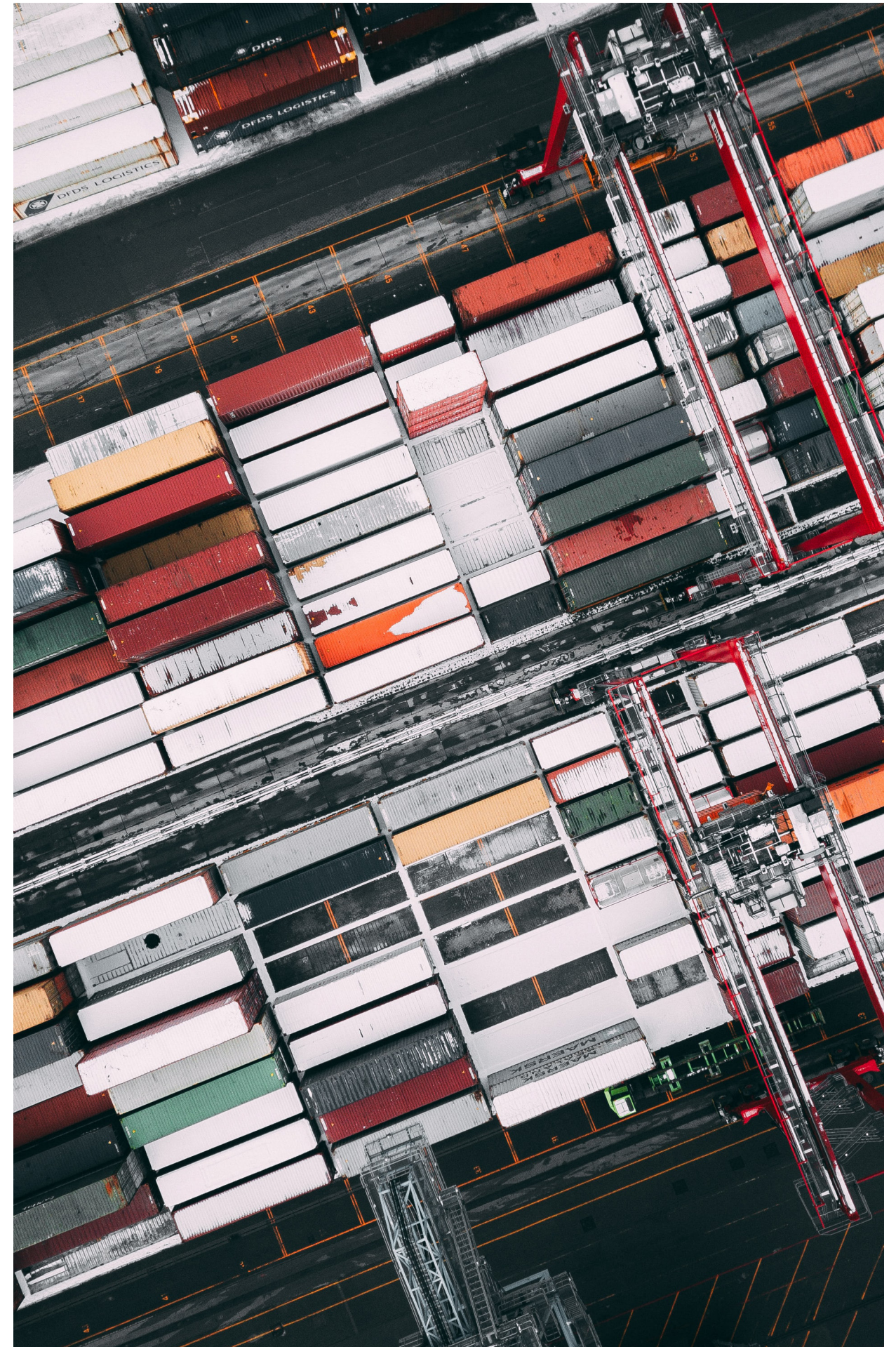
Eveon offers a small range of products and services. An aspect that can have an advantage, such as standardising sales and communicating less, is more. It can also be a disadvantage as Eveon cannot meet all customer needs. It is vital to stay in touch with the customers, to stay up to date with new trends and needs.

While getting more awareness in the container market, sustainability is not yet adopted and communicated by the competition. Therefore, it leaves a short-term opportunity for Eveon to differentiate and share its role concerning sustainability in the market and to customers.

The competitive environment in which Eveon acts will radically change in two to three years. Eveon will compete on storage solutions, with e-commerce platforms, online experiences, sustainability and digitalisation.

The current competitive element in the market is - besides the availability of stock - the price of a container and delivery rate. As was found in the customer research, customers will easily purchase a container from another trader based on better prices. The reason for this is the low margins and the exceptional high container prices (as was found during the customer interviews). Although the latter will probably become less important as customers trends show an increase in the focus on purposeful companies (*"The search for sustainable balance"* on page 83), the price remains the decisive factor.

A future competitive element will be adopting and integrating data and other digital technologies. This aspect cannot be compared because the market is behind these elements. It is unknown whether direct competitors are investing in it or to what extent. Nevertheless shows the trend research that it will become an essential element within five years.



Customer

Airlines/Aviation, **Agriculture**,
Automotive, Banking, Building
Materials, Chemicals, Civil, Engineering,
Computer Software, **Construction**,
Consumer Services, Design,
Electrical, Electronic Manufacturing,
Environmental Services, Food
Production, Hospitality, Hospital
& Health Care, Import and Export,
Individual & Family Services, Insurance,
Judiciary, **Landscaping**, Logistics and
Supply Chain, **Machinery**, **Mechanical
or Industrial Engineering**, Medical
Devices, **Mining & Metals**, Music,
Primary/Secondary Education, Printing,
Professional Training & Coaching,
Real, Estate, **Religious Institutions**,
Renewables & Environment,
Research, Restaurants, **Retail**, **Sports**,
Telecommunications, **Transportation/
Trucking/Railroad**, Wholesale

Who would buy a container?

To answer this question, I initially tried to define a target audience and describe the persona based on Eveon's customer database. However, early in the process, I concluded that there was quite some data about company sizes, revenues, and search behaviour on the webshop, but not about the reason for purchase, the usage of containers, and potential customer needs. Therefore, I've used different methods to understand better the reason for purchase and the customer needs. I collected the data using the following approaches;

- Interviews
- Survey
- NPS analysis
- Customer recordings analysis
- Facebook container groups survey
- LinkedIn poll

Interview

Due to the relative "small" customer base and the context of container retail, I used qualitative methods to gain better insights and expand the research understanding. Furthermore, there is limited existing research in this industry. Therefore, I (later) validated the findings and hypotheses by quantitative research and more in-depth market analyses.

The interviews concentrate on Eveon's Gold and Silver customers - the customer groups are related to the purchase frequency. Initially, the focus was on US customers, but because of the low response rate, German customers were invited as well. Unfortunately, only one interview took place. *Expert interviews, on page 120* describes the findings of the interview. Because of the low response rate, I decided to send out a survey as an addition to the interview.

Survey

I designed a survey to support the interviews in better understanding the current customers, reasons for purchase, and market needs. The survey was custom-made by me to communicate with Eveon's CRM system and sent using an email campaign to Eveon's contacts, consisting of current customers and email subscribers. Furthermore, the survey (and interview guide) is developed in collaboration with the Product Owner and delivered as a final product to continue obtaining data. You can find the survey in "*Survey format*" on page 299 and "*Customer research methods*" on page 292 or as a live version; <https://survey.eveoncontainers.com/en-us/step-1>.

Unfortunately, the response rate to the survey was also relatively low, and I, therefore, could only make assumptions based on the limited collected data.

NPS score and customer recordings

I analysed a total of 57 comments on the NPS and 14 customer service recordings. The combination of this analysis, the interview, and the survey results were sufficient to make assumptions. However, Eveon should later validate the design directions, ideas and concepts based on these assumptions to make sure it fits customers' needs. You can find the data



and analysis of the NPS and recordings in [The container, “NPS score and customer recordings” on page 94.](#)

Besides, I attempted to get information via a LinkedIn poll and an anonymous, non-Eveon related survey in container sales groups on Facebook. You can find information about both attempts in Appendix Figure 48.

Main findings customer research

Customers feel a lack of reliability in the market

- Customers indicate that they don't have confidence in the market and container traders. This can also be seen due to the concerns about the reliability of the company, the remarkable surprise among customers when they experience what it is like to receive an Eveon container, and the non-transparent communication within the market.
- Nearly 70% of customers say they are concerned about the company's reliability.
- An aspect that adds to the trustworthiness and reliability of a company is the quality of the containers. The most mentioned aspects of the quality of the containers are the quality of the floor, amount of rust and dent, and working doors.
- Furthermore, customers mention being suspicious about unforeseen costs.
- Customers seek a guarantee that everything will be good and desire more confidence during purchase.
- A highly valued aspect of Eveon's ordering process is the excellent customer service team.

Customers want to be responsive

- Customers mention time as a crucial element in the purchase of containers. They want to experience more responsiveness, aim for more efficiency and flexibility. An example of this was given in the customer interview, in which the company mentioned that waiting for CSC certificates to come available unnecessarily slows down their business processes and costs them money.
- Customers mentioned that the margins around containers are low. Responsiveness and reliability are also observable in the desire for a partner whom customers can trust. Therefore, waiting for delivery or availability, unforeseen costs, and high prices make them less responsive and the trader less reliable.

Uncertainties and guidance

- For new businesses and consumers, I found that they have no familiarity with the market. Because of how the market is shaped, it's not easy to get an understanding without trial and error.
- A more consumer-related finding is the high uncertainty about their purchase. In the customer recordings, people asked many questions regarding their needs, suitability, and if they could see the container before ordering. This is less of a topic within the B2B sales.
- The research often revealed transportation concerns. A lack of clarity about delivery caused customers to consciously or unconsciously indicate that the location was suitable for a container. However, in many cases, the site turned out to be unsuitable for trucks, or the customer wasn't happy with the location after the container was placed.
- Customers seek a hassle-free ordering and delivering process. The container is often a necessity, and orders must be as efficient as possible, without any problems.
- Many customers asked customer service for advice regarding the size, quality, and process.

Personal contact

- Eveon's webshop was found to be most "personal".
- Many customers are pleased about the customer service and how they helped during the ordering process.
- Customers ask for a personal contact person, besides the webshop.
- Customers experience no personality in the market, and the more digitalising trade makes customers more questionable. Many new customers are still looking for personal contact first.

Price

- Of the ten valuable recordings, nine people had questions and concerns about the price of the container. The main question was about the costs of the container and delivery. In addition, some had their concerns about the rising and dynamic prices of containers.
- Currently, customers value price over sustainability.
- The delivery rates are a reason for customers to choose or not to choose order by Eveon.
- Customers worry and complain about the dynamic changing prices.
- Customers look for good quality, new - good looking - containers, and cheap containers.

Purpose

- 9 out of 10 containers are sold as a storage facility.
- Containers are used to send materials and products, send as fast as possible, and store goods clean and dry.
- A container could help customers save money. For example, they buy a container instead of hiring a storage location.
- The majority of customers are working in or businesses in construction, machinery, agriculture, automotive, mining & metals, transportation, and trucking.

Value Proposition

To visualise the value Eveon creates and summarise the customer needs and pains resulting from customer research, I chose a Value Proposition Canvas. In addition, because this project looks at both current and future customers, the value propositions were examined based on customer research, as well as future visioning and determining future customers. As a result, I have created a complete picture of the value and strategic choices for both short and long terms, considering future changes.

The main findings on the previous page captures the conclusions of the customer and trend research and value propositions. The full canvas can be found in the Appendix B. The canvas shows the customer pains, gains, and the jobs customers want to have done. The pains are about pricing, reliability, and the container's quality. There are several gains customers expect or desire, such as personal contact, responsiveness, trust, certainty, and peace of mind. The customer jobs are about storing or transporting goods, having confidence and getting a fair deal.

Finally, you've got the pain relievers, gain creators, products and services. This part of the canvas resulted from the ideation of the results and conclusions from the pains, gains, jobs-to-be-done, and research conclusions. Eveon could relieve some customer pains and create gains by being a reliable partner. To offer more than the online platform in advice, personal contact, guidance, and personalised content. Furthermore, customers can be satisfied by ensuring they have an exceptional experience, meaning no hassles in the ordering process or delivery, having enough stock, and offering a seamless user experience.

The products and services presented focus on personal contact and touchpoints with customers, online, virtual and physical. Such as a delivery app, documentation on choosing the right container, a guarantee program, service integrations, and a personalised account.

The canvas visualised in Appendix C focuses on Eveon's future customers, the forward-thinkers (as explained later). Future pains and gains are centred around innovating towards a more sustainable and digital future. Time and knowledge are often limiting factors, and future people need more knowledge, guidance, collaboration, and responsiveness. The forward-thinkers also want to do something good for the world themselves and expect the same from their partners. So they are looking for ways to move forward and stay ahead of what is possible digitally and sustainably.

The opportunities for Eveon lie in education and guidance in the field of smart container solutions, but also innovating together, setting up new partnerships and initiatives, and making the need for sustainability known in the market through communication and setting up purposeful projects.



The 4C's summarised

The market is stuck in the old processes, which create a significant opportunity to focus more on digitalisation and sustainable ideas. We already see digital natives finding their place in the maritime industry, and I expect this to radically change and transform the markets within one or two years.

Main findings deconstruction of the market

- The container trade and maritime industry are quite conservative and stuck in old patterns. Causes can be found due to a lack of knowledge, the nature of the market, and fear of change.
- The container has shaped the world as we know it today. Containerisation changed global trade and created a more connected world.
- Containers are produced in China, used as a shipping container for around 15 years and sold to traders to start their second life. Unfortunately, the latter often becomes an inefficient and opaque process, which doesn't benefit the end-user.
- Containers, used or not, can be used for all kinds of purposes, from shipping and storage to offices and furniture.
- Two major trends will radically transform the maritime and container market in the next five years; a need for a more digital and autonomous system and worldwide awareness of sustainability.
- The production of a container creates 11K of CO2 emissions, which is acceptable when used for why it's produced as a shipping container. But less acceptable when it ends up in someone's backyard. A used container still fulfils this job. That's why Eveon has decided not to sell new containers anymore.

Main findings company analysis

- Eveon Containers is a start-up founded in October 2020.
- They sell, buy, and take care of the logistics of containers for (mainly) businesses via their webshop, a new concept within the market.
- Eveon buys directly from the shipping lines and partners, who have the containers repaired and re-certified. The containers are then sold directly to the end-user without the intervention of other traders, ultimately facilitating a transparent and efficient way of selling second-hand containers for both the end-user and the shipping lines.
- The goal is to become the leader in container retail. The focus for 2022 is on the growth and expansion of locations in the US.

Main findings customer research

- Customers feel a lack of reliability in the market
- Customers want to be responsive.
- Customers ask for more guidance in which container suits their needs and fewer uncertainties, such as the delivery process.
- Customers ask for more personal contact, besides the webshop.
- Customers value price over sustainability.
- Price is the main reason customers choose to order from a specific trader or webshop.
- Customers look for good quality, new - good looking - containers, and cheap containers.
- 9 out of 10 containers are sold as a storage facility.
- Containers are used to send materials and products, send as fast as possible, and store goods clean and dry.
- A container could help customers save money. For example, they buy a container instead of hiring a storage location.

Main findings competitor analysis

- The competition is low on the customer and online experience. The focus on customer experience will increase and brings more sales and a stronger brand image in the coming years.
- Eveon depends on the supply of Caru containers and competes with the main competitors on Caru's supply. Therefore, Eveon should invest in a competitive advantage over other competitors.
- Eveon offers the least diverse range of products and services of all competitors.
- Sustainability leaves an opportunity for Eveon on short term competitive advantage and to differentiate from the market.
- Eveon will find itself in the coming years, competing on storage solutions, with e-commerce platforms, online experiences, sustainability and digitalisation.
- The current competitive element in the market is - besides availability - the price of a container and delivery.
- A future competitive element will be adopting and integrating data and other digital technologies.



SWOT

By looking at the deconstruction of the container market, I found several strengths and weaknesses of the container as a shipping and storage solution and identified external factors that form opportunities or threats for container retail. Below gives the summary of the SWOT analysis.

Strengths

- Start-up mentality. Everything is possible; Eveon is not stuck in old patterns, like the rest of the market
- Eveon has +5 years of experience in the container market
- Standard-sized containers, no special requests or logistics
- Focus on digitalisation. Estimated 25% of total potential.
- Transparent and easy buying experience
- High margins, without the interference of other traders
- Published prices and webshop
- Fast and easy testing of concepts and ideas
- The US offers a new business model for transport companies
- Caru as a partner and main supplier
- Plug and play webshop, an easy way to grow and launch in other countries.
- No stock, Eveon follows a dropshipping model

Opportunities

- No innovation in the market last 50 years
- A radical transformation of the market on digitalisation
- A great demand for storage facilities in the US
- Using data to monitor needs, demand and supply
- Launch more countries (Canada, Italy, UK, more depots in the US)
- Awareness and attention for sustainability
- Deliver on-demand
- Delivery of containers to dislocated areas

Weaknesses

- No local employees & experience in new or other locations
- Located in the Netherlands (all the problems regarding banking and communication)
- Heavy reliance on data and partnership Caru
- Dependent on external trucking companies for logistics
- Extreme dynamic market, weak against market influenced by external events
- Dependent on external parties for container handling, challenging to check on product quality
- Active in a market with a lot of pressure from other parties on sustainability and innovation
- Freshly started, lot of investments in marketing

Threats

- No stock due to container shortage
- Competition from depots or other internal stakeholders
- Extreme high prices due to external factors (COVID and port congestion)
- Competition from the major container traders
- Caru not willing to provide stock
- Conservative market, not able or willing to adapt or change
- Competition from local traders
- Cultural differences
- Trucking companies not able to deliver
- Problems with containers; damage or wrong delivery, results in unsatisfied customers
- No stock due to shipping lines not willing to sell
- Caru launching webshop in other markets than Benelux
- Difficult to find trucking companies

Strategies to make use or minimise SWOT results

Based on the strengths, opportunities, weaknesses and threats, I also looked at which strategic directions could strengthen or minimise these. This was the first ideation phase.

Strategies to make use of Opportunities to minimise Weaknesses

- Using data insights and analytics to predict changes in the market and customers' needs.
- Expand global supply with multiple trading partners to minimise risk with Caru as the only supplier.
- Improvements on the supply chain make it easier to improve the sustainability of business processes, such as the delivery on dislocated areas.
- Work with local companies to increase the efficiency and sustainability of processes and reduce CO2 emissions.
- Starting with a blank sheet within the market is an excellent strategy to deal with the market dynamics and old patterns, such as shifting to demand and not supply.

Strategies to make use of Opportunities through the Strengths

- Develop a standardised toolkit for a more efficient launching campaign in new locations, both business and marketing related.
- Use data analytics more efficiently to decide the next place to launch.
- Use data from partners to locate containers faster and offer them to customers.
- Develop a platform for others in the container trading market to make their life and business more transparent and easy.

Strategies to minimise the potential dangers lying in sectors where Weaknesses meet Threats

- Withdraw in countries in which sales are low.
- Sell a unique product as your competitors.
- Dynamic marketing and promotion based on supply.
- Buy and invest in a local trucking company in areas where competition is high.
- "Be there for the customer, not for the market".
- Build an authentic and solid brand and marketing strategy.

Strategies to prevent Threats through the Strengths

- Improve and extend the partnership with Caru.
- Act as an online retail company and not as a traditional container trader, for example, by branding differently.
- Invest in digitalisation.
- Focus on building partnerships with indirect stakeholders and young start-ups within the container market.
- Use customer insights to improve on quality and development of new products.
- Hire a multinational team to get culture, understanding of the market and excellent team dynamics.
- Grow incredibly fast.

Trend research

The future scenarios and vision reveal the complexity of the future and make you understand it. They force you to think outside the container. It is not about covering all eventualities but discovering the boundaries of the future. Future scenarios are elaborated based on what the world may look like, who the consumer may be, and what role containers will play in that world. Future changes will create new needs for people and businesses (based on Future Scenario Planning, Soneji (2020) and Future visioning, Jurriaan van Rijswijk (2020)). It helps identify and analyse customer needs and business opportunities to develop a strategic vision and new product ideas (Delft Design Guide, 2014). To stand out, Eveon has to understand its future customers' needs.

Let's explore the future!

We live in increasingly uncertain times, which you can see as a source of fear, but for me, this is a source of inspiration and opportunities. Nevertheless, we cannot neglect the uncertainty of today's world. We live in an area of disruption where global forces decide how we live and what our future will look like. We are out of balance with nature and get aware that climate change is not a choice. The future is shaped by two significant developments: the digital transition and the role of sustainability in that transition. The container trading market finds itself in the middle of those two topics and will be subject to radical changes. Sustainability and digitisation go hand-in-hand, creating opportunities, innovations, uncertainties, excitement and fear. They shape a new world.

The process

The trend research ensures a wide variety of factors. Factors can be trends, developments, principles and states (Hekkert & van Dijk, 2016) and are checked on their diversity by using a method for the external analysis of macro factors described as the DEPEST analysis (demographic, economic, political-legal, environmental, socio-cultural and technological factors). These factors will take place in the coming years up to 2030 and shape the container trading market. The factors are the building blocks of the future, each labelled within a specific playing field and clustered on similar subjects or combined in promising directions that offer the possibility of new opportunities. All drivers vary in the level of impact and are mapped in the future accordingly to this.

The factors are clustered into common quality clusters, which are combinations of factors that all go in the same direction and emerging

quality clusters that bring together various factors into new emerging trends (Hekkert & van Dijk, 2016). Together, these clusters form the narrative of the future, you can find the story about how the world will look in *“The story” on page 118*

A total of 150 factors and 20 clusters have been collected through desk research and validated by expert interviews and a creative session with Eveon. *The future of container retail, Appendix “A. Trends list” on page 94*, shows an overview of all the drivers, clusters, their impact, and focus field.

Iteration - Combining methods

In the initial project brief, I described the process of Future Scenario Planning (2020, Mileha Soneji) to explore a new way of creating a future vision, besides the for me familiar method of Vision in Product Design (Hekkert & van Dijk, 2016). However, while working on the power dotting phase (one of the elements of Future Scenario Planning (Soneji, 2020)), I found it insufficient to cluster the dynamic and diverse future. Moreover, considering the wide variety of playing fields defined in the research phase, I found it would limit the freedom to explore different scenarios. Therefore, I decided to combine Future Scenario Planning with Vision in Product Design.

The reason to explore another method besides ViP was, in my experience, the loss of information in creating a strategic roadmap, since the main focus of the ViP process is about creating a product based on a future storyline and associated character traits and emotions.

The playing fields of the future

These factors, also referred to as drivers, will take place in the coming years up to 2030 and shape the container future of retail. As described before, the future of container retail has its impact beyond the container market and consist of more than just the main trends on digitalisation and sustainability. The (online) container trading market crosses multiple other industries and playing fields (Figure 10), such as; sustainability, digitalisation, maritime industry, storage, supply chain and logistics, e-commerce, and B2B retail. These playing fields are the same as used for the competitor analysis.

Figure 10 - List of playing fields trend research

Sustainability

Besides Eveon’s focus on sustainability, being a relevant field, sustainability is also a subject that currently gets much awareness. A future without sustainability doesn’t exist, literally and figuratively.

Digitalisation

While digitalisation is being adopted and implemented within the maritime industry, Eveon is one of the first container traders to embrace the digital world.

Maritime industry

What are the developments within the Maritime industry regarding sustainability and digitalisation? What does the rise of digital natives within the maritime industry mean for container trading in general and webshops? What can we expect from the existing players, and what are the opportunities for new competitors?

Storage

Because used containers are mainly used as storage facilities in the US (*“Main findings customer research” on page 57*), researching trends and developments within the storage market is interesting as well. For example, what alternatives for storage facilities do we see in the future? And what is the demand for storage in the future?

Supply chain and logistics

There are a lot of improvements and innovations in digitalisation within the supply chain and logistics, which has a significant influence within the maritime industry. So what does the future of logistics look like, and what changes do we see influencing the maritime industry and container trading market?

E-commerce

Because Eveon is one of the first webshops that bring e-commerce to the container trading market, it’s essential to look at the future of e-commerce and how that is of any value for the container trading market.

B2B retail

Eveon mainly focuses on B2B retail. Since we see a shift in the B2B retail caused by innovations and improvements in customer experience within the B2C industry, it’s a promising playing field. What changes do we see, and how can we implement this within the container trading market.

By clustering and building a narrative using the format provided by Future Scenario planning, I created a first general overview of the world.



Clusters

Cluster name	
1	A novel by Gen Z
2	Blended ecosystem revolution
3	E-commerce available for everyone
4	Data is the new language in which the story of the world is written
5	Facilitating the personal mission
6	Focus on "green and smart" last mile transport
7	The greenwashing battle
8	The container autopilot
9	It starts at the end (user)
10	The forced sustainable transition
11	The search for a sustainable balance
12	Container innovation
13	The rise of digital natives
14	Focus on decarb
15	The smart sustainable transition
16	Virtual becomes the bridge between personal and digital
17	Online is the new standard
18	More need for storage
19	Second becomes first & waste is gold
20	Reshoring

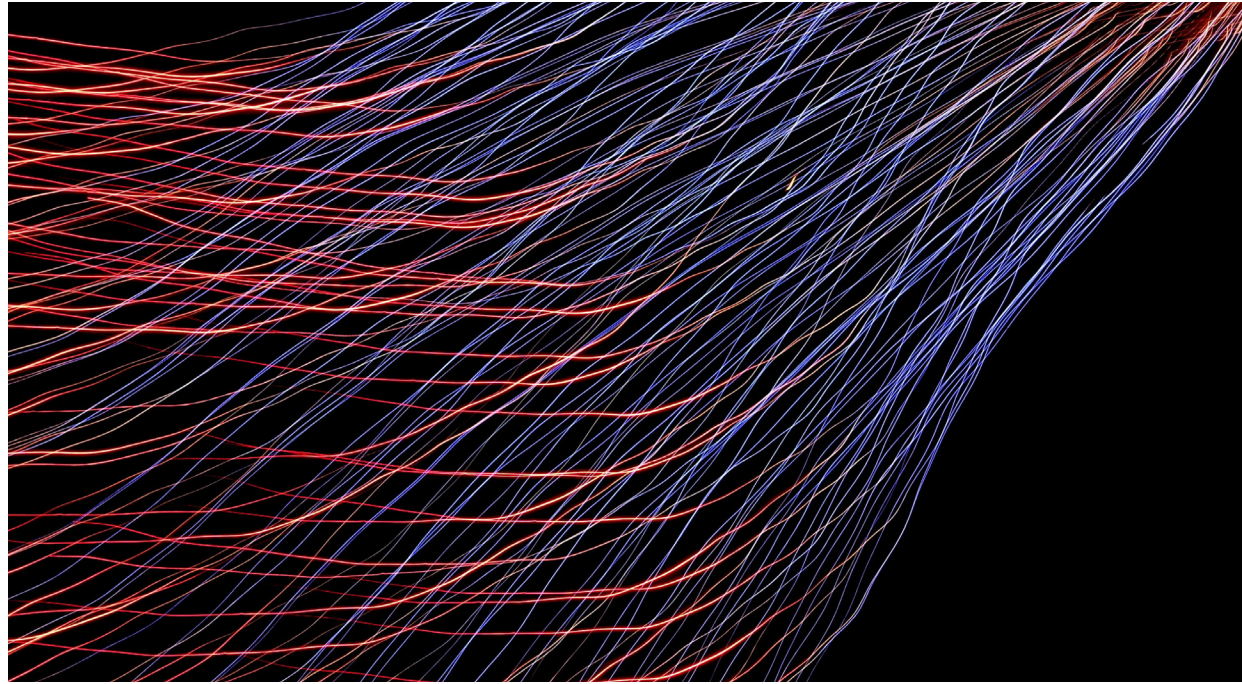
1 A novel by Gen Z

The Gen Z revolution is starting and will only grow since 9 out of 10 Gen Z'ers live in emerging markets. The first generation born into an online world is now entering the workforce and making other generations adapt to them. Gen Z is adopting more sustainable behaviours than any other group; it has more diverse backgrounds with different views, perceptions, and desires. They write their own story about how the world should interact and be shaped for the future. The container market has to keep up with these new expectations and needs. According to this new vision, the system needs to be radically changed and the supply chain redesigned.



2 Blended ecosystem revolution

A critical and accelerating process appears to reshape the economy by 2030 significantly. The rapid blurring of old industry boundaries and new cross-sectoral ecosystems connects multiple actors and result in partnerships and relationships that are competitive, collaborative, and co-creative. We see more and more projects emerging in which large organisations work together towards more sustainable goals and the growth of innovations in sustainability. Is this because people want to work on a more sustainable future, or is this more marketing-related? At the same time, digitalisation makes it easier to create new partnerships and ecosystems. As a result, the world becomes one ecosystem.



While we experience the third wave of globalisation, the importance of e-commerce is also increasing. The combination of digital advantages, an improved supply chain, a more connected world, and the entry of e-commerce in B2B sales will ensure that e-commerce will soon be available worldwide and for everyone.

3 E-commerce available for everyone

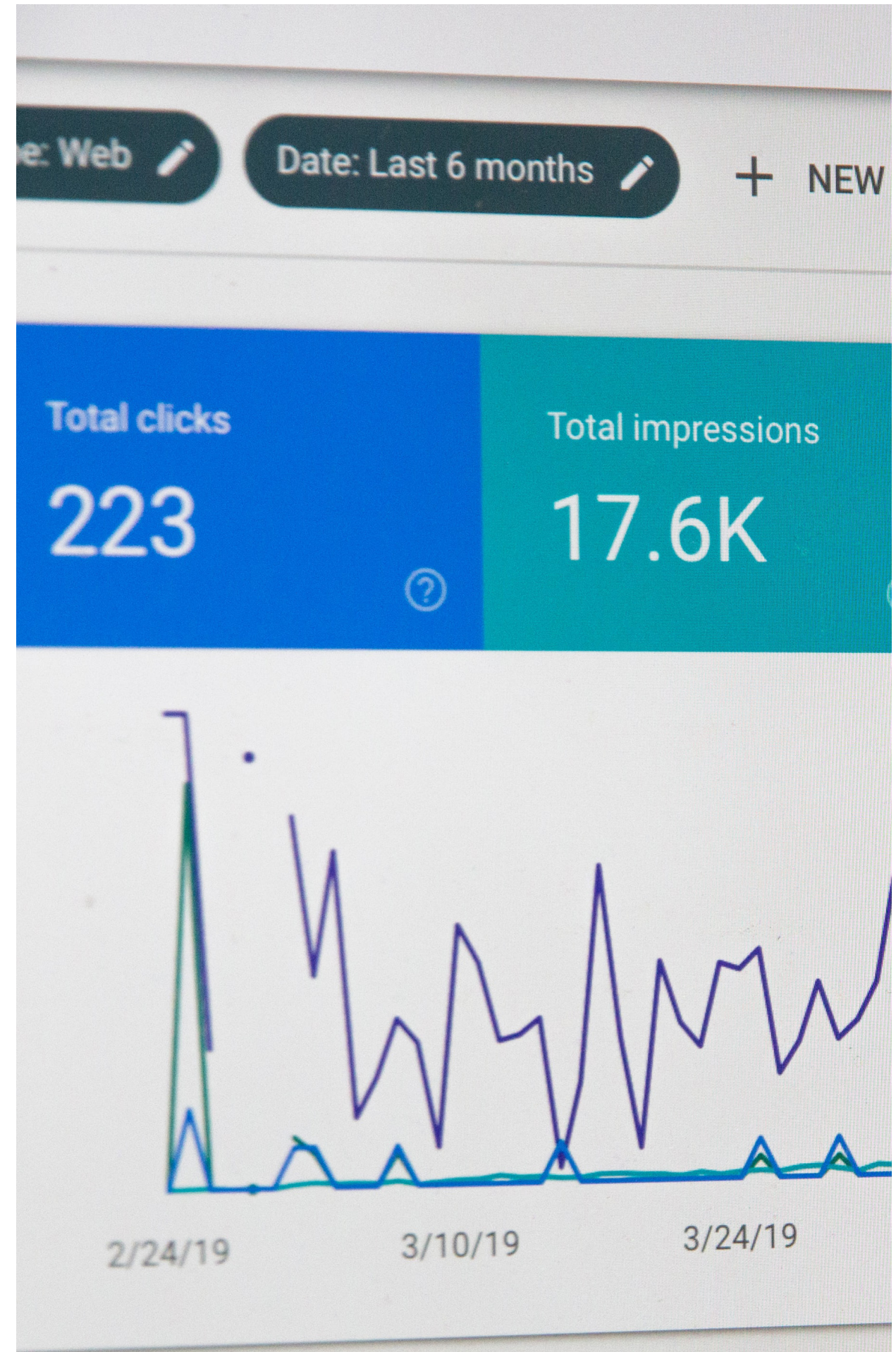


4

Data is the new language in which the story of the world is written.

Data, AI, and analytics become essential assets in creating value. Companies will use strategic platforms equipped with advanced these to look at future possibilities. Not only can the excellent use of data ensure more efficiency and transparency - for example, concerning emissions - it also offers the opportunity to more efficiently and dynamically anticipate unmet customer needs. Data has already been introduced and will occupy an even more prominent position in the coming years, especially in the container market. Data becomes the new language in which the story of the world is written. New strategies emerge, and the existing system will be reinvented. This trend becomes visible in the container market and will form a significant transformation. The container and its stakeholders - ship, terminal, and customer - will be extensively more connected in information and communication.

It is a new way of communicating in the world. However, we have to keep looking out the window and see what the data means in the real world. The increased use of automated, digitalised and connected platforms also increases the vulnerability to cyber-attacks and discrimination.



5

Facilitating the personal mission

Sustainable awareness will only grow in the coming years. At this moment, it is even the number one reason customers specifically choose to go with a company. People no longer experience a feeling of control and influence about the future and sustainable decisions. Customers are looking for a way to meet their sustainable mission with the help of the brands they choose. Companies need to embrace sustainability principles to survive.



While we experience the third wave of globalisation, the importance of e-commerce is also increasing. The combination of digital advantages, an improved supply chain, a more connected world, and the entry of e-commerce in B2B sales will ensure that e-commerce will soon be available worldwide and for everyone.

6

Focus on “green and smart” last mile transport



7

The greenwashing battle

The greenwashing battle is about companies doing good versus companies acting good. Who will win, the ethical brands or the strategic brands? In the next few years, we will see a certain amount of companies conveying a false impression or providing misleading information about how environmentally friendly their strategies and products are. At the same time, customers will be asking what the real purpose of a company is. This will determine the trustworthiness of companies. A critical opinion is emerging towards the “in 2050 we will be completely CO2 neutral”-phenomenon. Only by being sincere and offering transparency do you win the hearts of your customers.

Research



79

8

The container autopilot

Transportation (of containers) will shift towards autonomous and sustainable solutions. The maritime market invests in all kinds of projects and innovations. With autonomous trucking, smart containers, 5G, data integration and robotics, the handling and logistics at ports and transport of containers will radically change to a (fully) digital system within the next five years. Therefore, we can expect a new way of communicating to emerge, jobs are changing, and there is more reliance on data as an essential source of knowledge.



The everyday consumer, who is increasingly enjoying the speed, flexibility, convenience, and low cost of online shopping, has entered container retail. The container market used to focus on selling containers and less cared less about the needs of the actual end-user. Due to more flexibility and digitalisation, this end-user becomes more significant. New ecosystems will address and satisfy human needs more directly, affordably and sustainably. Because companies are scared to lose their market share in the overflowing markets, companies are intimidated by the rise of activism and the individualised and increasingly digitised customer expectations; we are currently in the era of the consumer to business. It will cause the market to adapt to the new customer expectations.

9

It starts at the end (user)



Suppose we focus on our economic problems and create strategies based on economic and political drivers; we head toward a forced sustainable future. While governments try to “act” as if they care about environmental problems, consumers move companies to change their strategies. Without an approach based on - for consumers good values - you don't exist as a company. We are heading towards a world full of rules, legislation and protests.

10

The forced sustainable transition

Research



11

The search for sustainable balance

83

Sustainability is not only about environmental problems (environmental sustainability) but also about how we interact with each other (social sustainability) and how we deal with our economic course of affairs (economic sustainability). In the coming years, we will look for a balance between these different aspects.

12

Container innovation

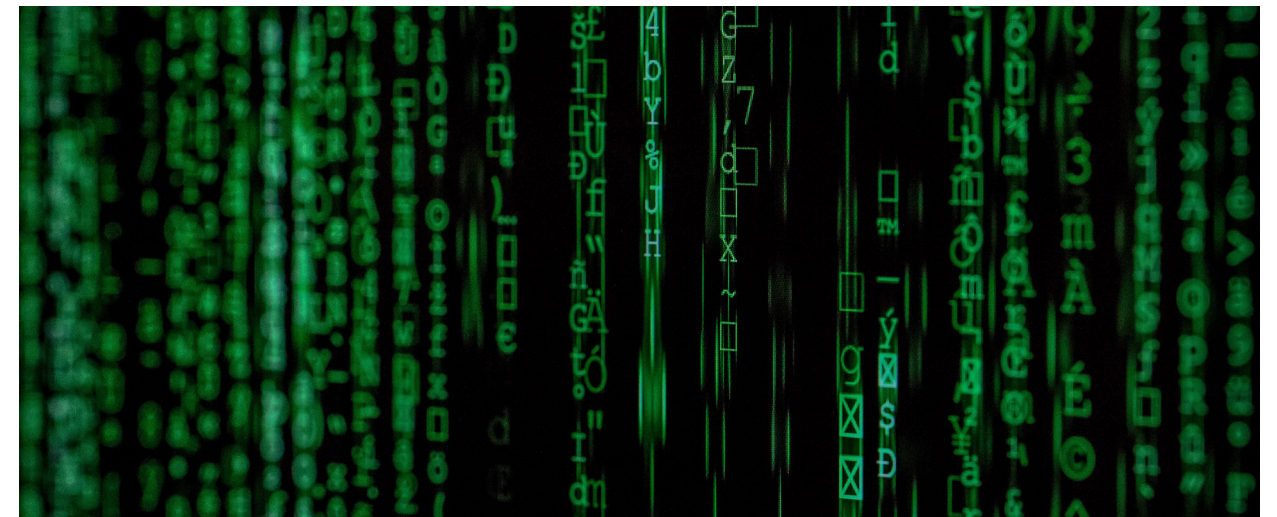
It's a matter of time when the container as we know it will change. There is an end to the growth of containerisation, but that does not mean there is no space for further improvements. Innovations will occur in the coming years around the container as a product.



13

The rise of digital natives

While the rest of the world makes itself ready for the rise of the next generation, the maritime sector has to deal with the rise of the digital native. New entrants (start-ups and e-commerce) use digital technology, data, and analytics to optimise the end-to-end value chain.



14

Focus on decarb

CO2 emission is currently the topic in the discussion for a more sustainable future. That is why we see many companies making promises about their emissions. Furthermore, with new technologies and data access, it becomes easier for companies to understand the CO2 impact of production processes and materials. However, it is only used as a marketing instrument to communicate sustainable promises until now. Nonetheless, decarbonisation will be valued more in the coming years.



15

The smart sustainable transition

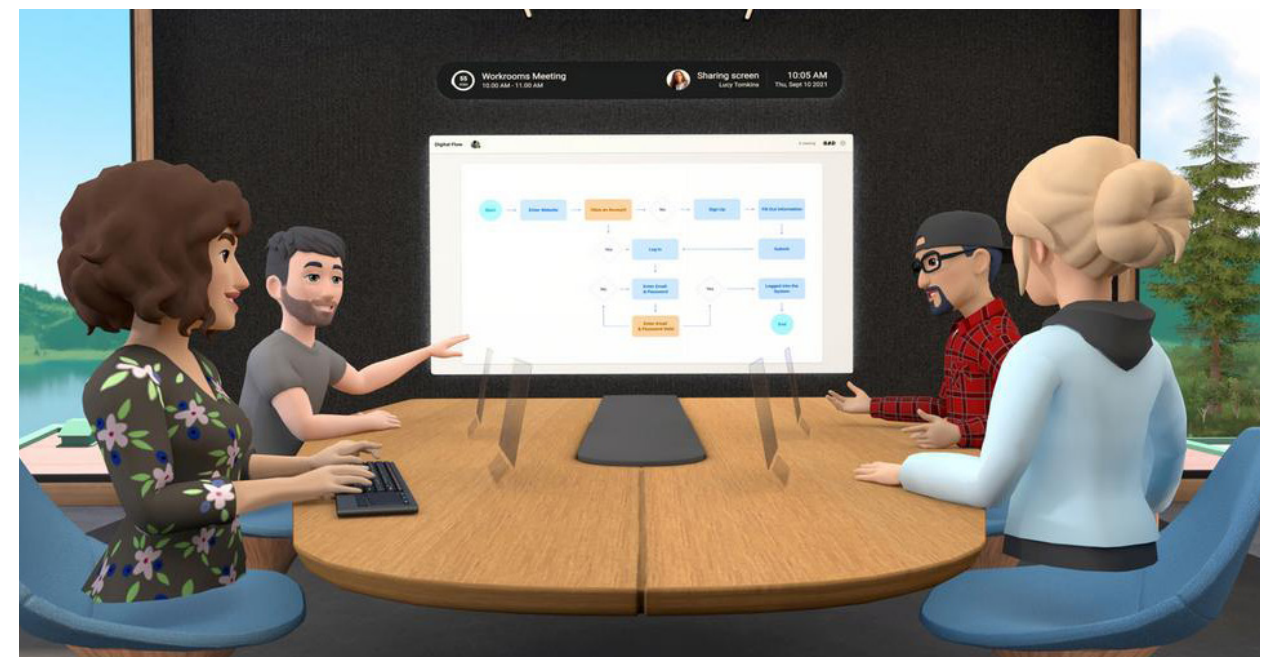
What if we combine the sustainable and the digital world? The endless number of possibilities the digital world brings us has some yet to discover opportunities for a sustainable world. It is one of the possible scenarios the future hold for us. It is a scenario in which the world decides to work together, embrace the new digital and virtual world, and change their economic and political-based strategies to sustainable strategies. We seek a balance between us humans, humans and nature, and the digital and physical world.



16

Virtual becomes the bridge between personal and digital

The digital world has accelerated thanks to COVID-19. Meetings via Teams and Zoom are now our daily activities. This digital world to which we have now become used will remain but will never replace face-to-face contact. In the coming years, we will look for how we can combine the efficiency of the digital world with the emotional value of physical contact - both for meetings and for online shopping and entertainment. Netflix group sessions and Metaverse are just the beginning. Virtual becomes the bridge between the digital and physical world.





17

Online is the new standard

89

Each time customers get exposed to an improved digital experience, their expectations are immediately set to a new higher level. Competition is not anymore about who has the best product and service or about the most appealing marketing campaign. Next to the ethical reasons customers choose specific brands - like sustainability - companies compete on the digital experiences. As a company, you need to offer engaging and intuitive e-commerce solutions to buyers during the entire customer journey. And this is not just a B2C trend. B2B buyers get influenced by their experiences as consumers. The B2B buyer is shifting from buying products to buying online experiences - your new salesman is your IT department.



18 More need for storage

We expect that there will be an increase in demand for storage facilities, caused by the trends of; producing locally, urbanisation, smaller and more sustainable living.

The interest in second-hand products and awareness in the reuse of products will only increase in popularity. This interest will also translate to the business market. Waste becomes gold, material passports, thinking about a new production and construction waste destination, and upcycling are becoming the new standard.

19 Second becomes first & waste is gold



20

Reshoring

The pandemic has taught us that the current production and manufacturing system makes us highly dependent on suppliers. As a result, governments seek more control over supply chains. In addition, the interests in sustainability and digitisation make people think about the current way of manufacturing, resulting in new international trade routes and an increased focus on developing regional supply chains. As a result, a more balanced trade flow will emerge in the coming years, in which the reshoring of production and manufacturing activities closer to consumer markets can and will offer more advantages.





Step into the future

During this first workshop, we had a look at what the world may look like in about ten years. The team got an understanding of the possible scenarios, the opportunities, and the risks of Eveon's future in container retail.

The workshop's main goal was to get familiar with the possible scenarios of the future. For example, which trends do we see in the container trading market? What are the future needs of customers? How do you position yourself in the future? People were asked and dared to imagine themselves as a container in 2030. They explored what it felt like to be a container in 2030. It resulted in surprising ideas, looking outside the container, and they continued to build on each other's creativity and the possibilities for the future.

The workshop consisted of two parts. In the first part, which served as inspiration, I took the team into the future of the container market. This future vision was based on the first structure and visualised in . With the knowledge about the sustainable and digital possibilities and future changes, the team split into smaller groups to work on their vision for 2030. I provided each group with a canvas to design their 2030 container. The questions were intended to empathise as a container in the future. From giving character traits to imagining how they would experience the world if they were a container in 2030. What would be their greatest adventure? And what would they be afraid of?

Afterwards, the different container visions were presented and discussed with the team. You can find the results of the workshop in - 12 and in Appendix D.

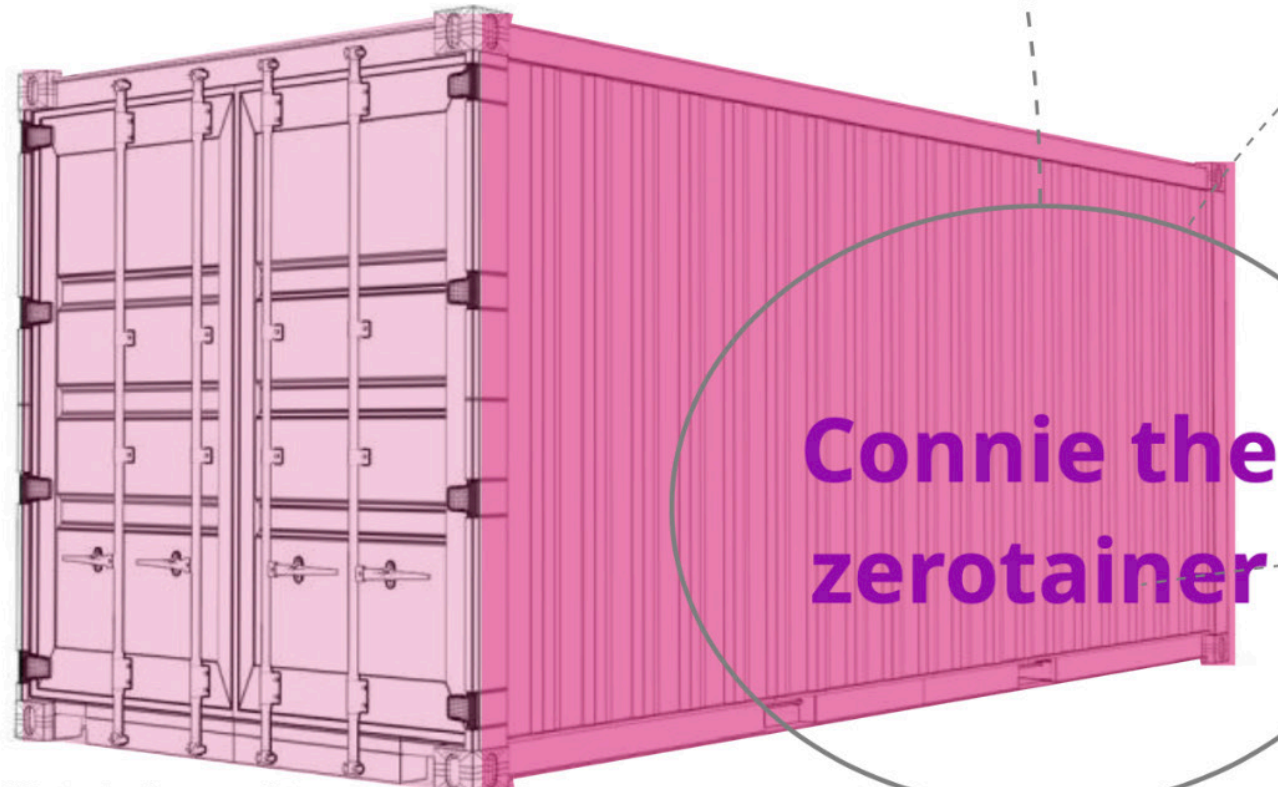
The workshop provided Eveon with a first insight into the possibilities of the future and an insight into the team's strength. The workshop also showed a large amount of creativity and the power to think beyond the known. Something that was perhaps not expected at first. As a result, the container was no longer just a steel box. It is much more than that. During the workshop, the team saw the possibility of looking at the container differently. Next to that, the first building blocks were created for the internal branding of the 25ft book. Both add to the four stories that are changing the future and the future customers of Eveon.

Figure 11 - Welcome to the future - Creative session - Team 1

Team 1

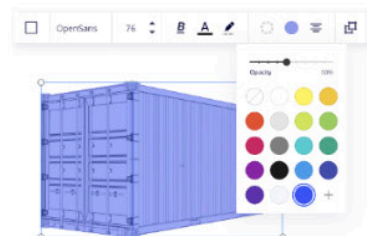
Your 2030 container

What's the name of your future container?



Connie the zerotainer

What color does your future container have?
(click on the container to select its color)



This future container is designed by these 3 awesome future explorers

Nicole Damiano Tim

My most unique quality

This can be a digital quality, a personality trait. What do I carry inside?

only second hand goods

Simple and clean

I am as tough as they get

My biggest adventure in 2030?

Brainstorm and summarise one final adventure.

containers which are to damaged using for grow coral(topgear)

My biggest adventure is to get as old as I can get and see life passing by from behind my steel doors

be as useful as I am now

Knowledge, skills, and traits

What do I know? What am I good or bad at? What are my personality traits?

I am intuitive

I am flexible

I am innovative

I am trustworthy

I am TOUGH

Create one yourself

What is my biggest fear?

that there are still companies who are not sustainable

My biggest fear is that we move to the not so sustainable future and people are too busy fighting wildfires

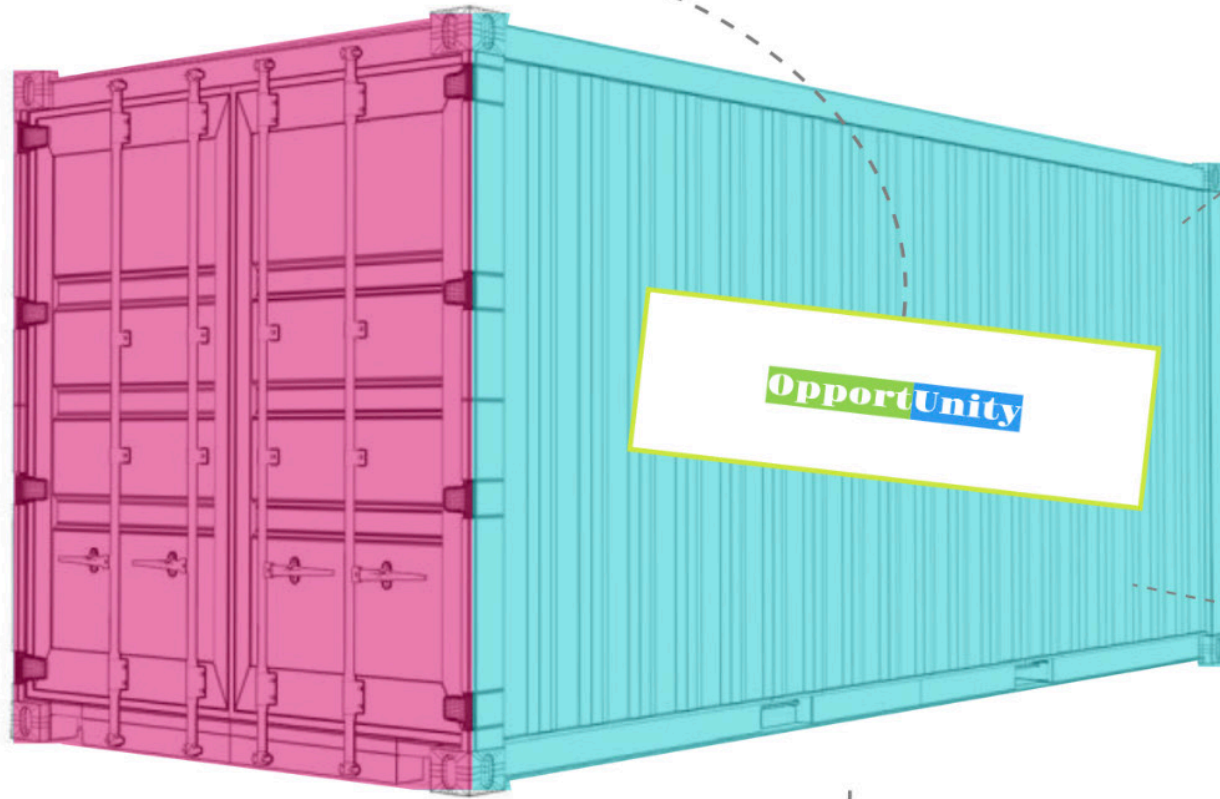
be new and grow old in a courtyard

Figure 12 - Welcome to the future - Creative session - Team 2

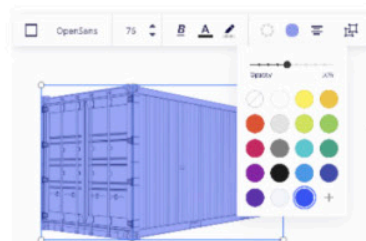
Team 2

Your 2030 container

What's the name of your future container?



What color does your future container have?
(click on the container to select its color)



This future container is designed by these 3 awesome future explorers

Tatiana

Denis

Yuliya

My most unique quality

This can be a digital quality, a personality trait. What do I carry inside?

I am a good friend of environment

Relaible

Reusuable endless times

I give an opportunity to create

useful

My biggest adventure in 2030?

Brainstorm and summarise one final adventure.

I've been used for 100 different ways

I've seen a new discovery

I have a new family

I have been travelling across the world several times

Knowledge, skills, and traits

What do I know? What am I good or bad at? What are my personality traits?

I am intuitive

I am flexible

I am innovative

I am trustworthy

Create one yourself

Create one yourself

What is my biggest fear?

Am I still used in the future? How will I be used? Do I end on the bottom of the sea or will I be recycled?

I'm just a waste of space

I'm not in use any more

The one who needs me couldn't find me

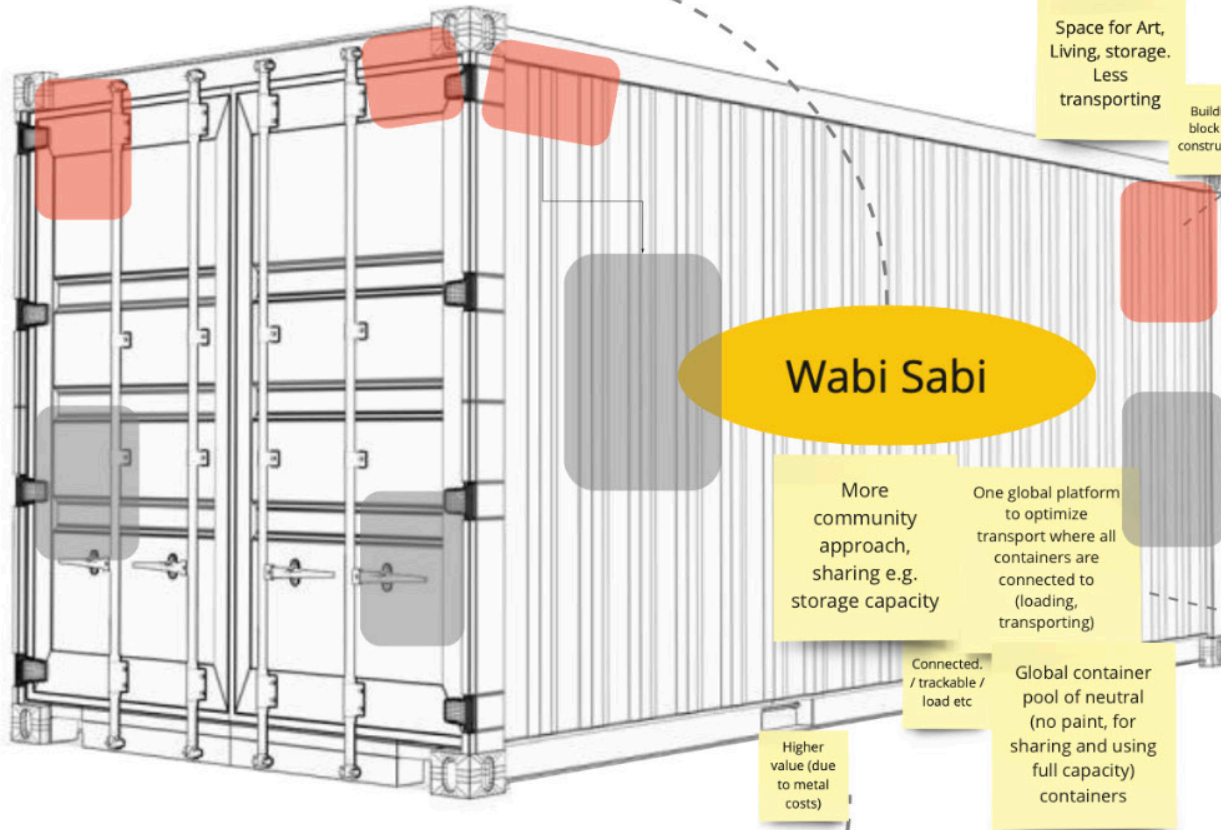
I am became dangerous

Figure 13 - Welcome to the future - Creative session - Team 3

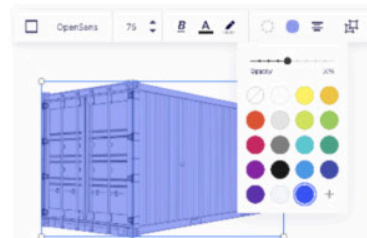
Team 3

Your 2030 container

Container with its Story and Sole



What color does your future container have?
(click on the container to select its color)



This future container is designed by these 3 awesome future explorers

Aad — Sonja — Alex

My most unique quality

This can be a digital quality, a personality trait. What do I carry inside?

the beauty of imperfection

Container with its Story and Sole

My biggest adventure in 2030?

Brainstorm and summarise one final adventure.

Efficient use

Personalize container more: canvas for Art, color depending on the purpose

Knowledge, skills, and traits

What do I know? What am I good or bad at? What are my personality traits?

I am intuitive



I am flexible



I am innovative



I am trustworthy



I am connected



I am shared



What is my biggest fear?

Am I still used in the future? How will I be used? Do I end on the bottom of the sea or will I be recycled?

To serve wrong purpose (transportation of cheap new stuff)

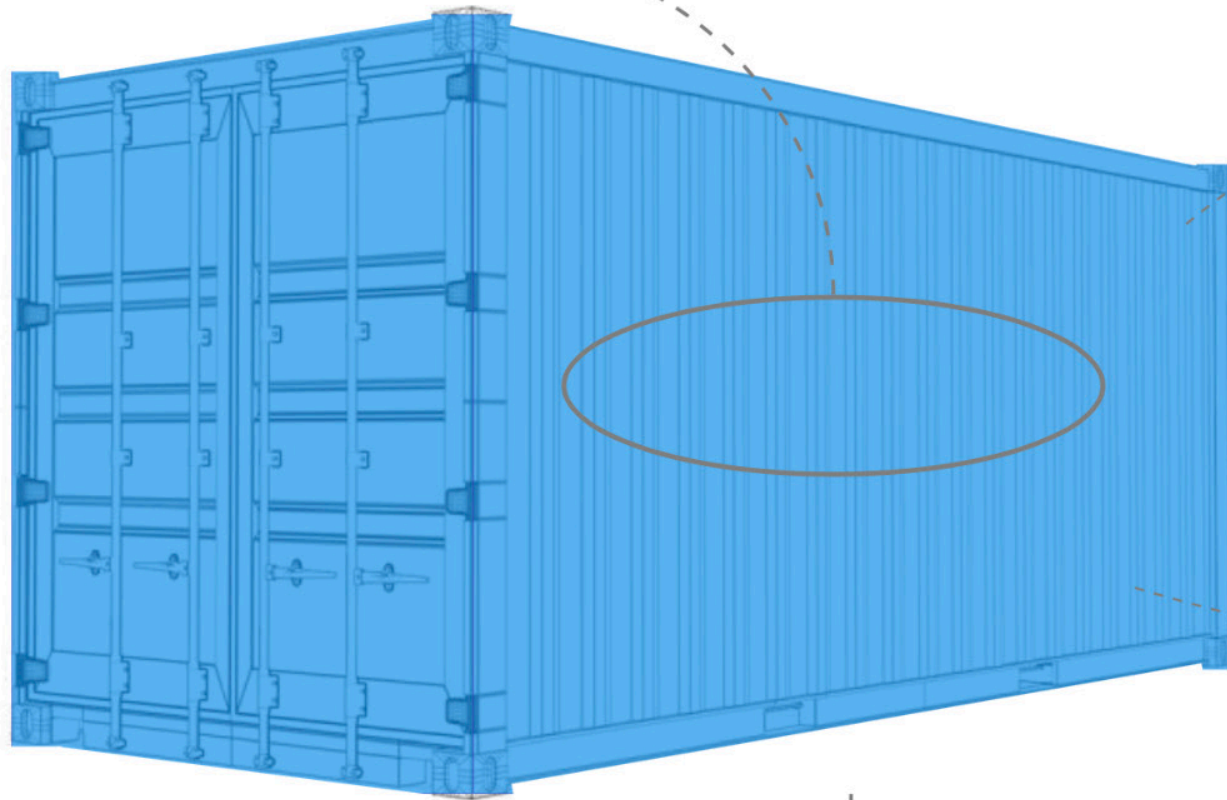
to be transported empty

Figure 14 - Welcome to the future - Creative session - Team 4

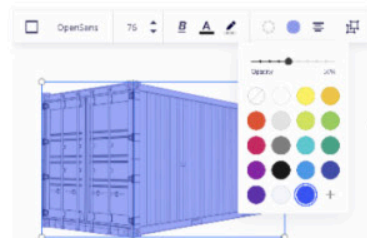
Team 4

Your 2030 container

What's the name of your future container?



What color does your future container have?
(click on the container to select its color)



This future container is designed by these 3 awesome future explorers

Sven Hanna Nikhil

My most unique quality

This can be a digital quality, a personality trait. What do I carry inside?

- I'm not metallic anymore!
- I made of recycled materials
- I'm super strong and biodegradable
- I look good even in your living room ;)
- I don't degrade in quality
- I am not square anymore
- I don't have sharp edges anymore

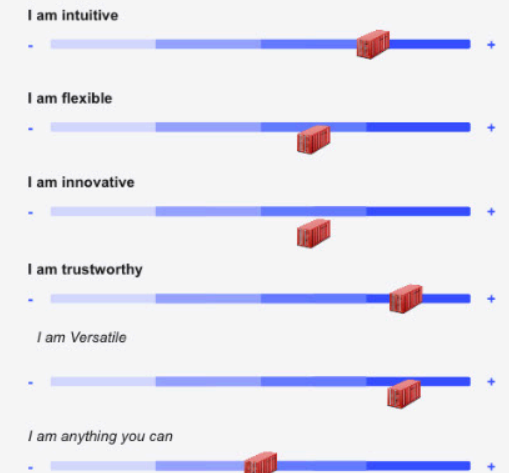
My biggest adventure in 2030?

Brainstorm and summarise one final adventure.

- Supplying deep space operations
- I can be located ANYWHERE
- I can go ANYWHERE
- No transport over seas anymore, we use underground tubes
- I am independant
- I am a canvas for ART

Knowledge, skills, and traits

What do I know? What am I good or bad at? What are my personality traits?



What is my biggest fear?

Am I still used in the future? How will I be used? Do I end on the bottom of the sea or will I be recycled?

- I'm not needed anymore
- CO2 emission is still high
- Not being given a proper burial
- I die too soon because I wasn't made well
- I am not treated well
- I'm being used for anti social activities
- Container market not stepping into the future

Brand competition

The container market is shaped by several major players in the shipping industry, container lessors, and container traders. Together they create and form the personality in the market.

Market research

To stand out, you need to camouflage the competition (Vorst, 2017). Therefore, in addition to the earlier competitor analysis, I analysed the market by looking at how the major players - shipping lines, container lessors, and container traders - position themselves. This resulted in a competitor brand analysis. I created an overview of the companies' mission statements, promises and positionings, visualised Figure 15. Immediately noticeable is that all companies are saying more or less the same thing. Everyone is the market leader and promises the best quality for the lowest price.

Furthermore, the analysis gives a good overview of the saturated market values and a good starting point to create polarity. For example, Eveon is not the only company claiming to be transparent. Transparent is a characteristic that most companies in the market says they are. Therefore, it is a saturated characteristic. To differentiate from all brands that are in some way transparent, Eveon should say they are crystal clear. Crystal clear is an absolute. You can't be a little crystal clear or more crystal clear than others.

Everyone is a leader

The container market is shaped by a number of major players in the shipping industry, container lessors, and container traders. Together they have created the image and personality of the market. The small companies fill in the gaps. It is interesting to see how these major players position themselves and differentiate. The question is whether they try to differentiate or whether the market is shaped so that everyone has their own market share without the need to compete on branding. When we look at the mission statements and promises on the websites of these companies, it is immediately noticeable and quite amusing; everyone is saying more or less the same thing. Everyone is the market leader and promises the best quality for the lowest price, they offer all the best customer service and so on. An overview of this phenomenon is visualised in Figure 15. Try to think about it yourself, how would Eveon fit in this saturated market, and how could Eveon differentiate itself.

We could compare this lack of authentic brands to the lack of innovation and vision for the future as described in *"A deconstruction of the market"* on page 26. It's not only the system that is stuck in 1960, have a look at the overview of websites and visual style of communicating Figure 17. The brand language is quite generic and old-fashioned, without a vision for the future.

Simpler, more agile and interconnected - Innovative - Timely, professional and courteous - Reliable - Track record - One of the world's largest - Enrich people's daily lives - Exploring - Global leading - Leading expert - Operational excellence - Unsurpassed inventory - Strength and expertise - One click - Simple, human, transparent, and fun - Lowest prices - Best quality - Service - Oriented - Automated - International reach - Reduce the environmental impact - Respect and integrity - Smooth delivery - Long term partner - World's largest - Largest inventory - Aware of our responsibilities - The world leader - Accommodate the needs of both residential and commercial consumers - More responsible, more efficient and more seamless - Leading the container leasing industry - High standard of service - Long - Over 28 years - Knowledge - Better serve you - Long - Connect the world - Friendly local service - As easy as 1-2-3 - Wide range of products - Lowest possible prices - 50 years of leading - Simple process - Upfront pricing - Increasingly digital focus - Leading shipping container supplier - Help customers grow and thrive - Broad range of expertise - World leading - Experience and knowledge - High level of professionalism - Quality and innovation - Direct & save - Continuous improvement - Connecting and simplifying - Efficient - Nationwide leader - Lot of experience - As easy as it is to book a hotel online - Most sustainable, technologically - Most reliable and responsive - Experts - Digital technologies - Easy to use - Creative and proactive - One of the largest - Integrity, responsibility and respect for the environment - Together - Personal advisor - Never overpay - Long established business relationships - Access - Diversified fleet - Lasting relationships - Best tailor made solutions - Best possible customer service - Professional and human - Hand in hand with our customers - Pioneering - Trust - Best price - Global leader - As easy as possible - High quality equipment and excellent service - Establishing long - Reliable - Simplify - Wide set of offers - One of the largest traders - Knowledge - Simple, efficient and transparent - Straightforward and transparent - Experience - Unprecedented pricing, technology and service - Knowledge, professionalism and care - Impressive heritage of pioneering success - Trade, grow and thrive - Reliable and sustainable - Highest quality equipment - Sustainable - Lowest prices - Term partnerships - Local service - Society - Advanced and customer focused - Consolidated inventory - Term relationships - Great customer service



Eveon 2021 brand

Eveon started in a small office in Rotterdam, just three ambitious people setting up a webshop. A success story like the big ones. A progressive strategy with a concrete idea. At that time, Eveon had a straightforward brand strategy, no extensive positioning, no personality. Less was more. A simple brand guide, a strategic objective and a leading principle formed the basis for the Eveon brand in 2021. It was enough at that time. Eveon created a unique position as one of the few container traders who provided a fully transparent and digital buying experience.

However, at the same time, they had the ambition to keep innovating and change the market. The brand strategy didn't provide enough room to meet the increasing sustainability and digital awareness. Thus the question raised is, what is next? How can Eveon stand out in the future of container retail?

Current communication

Eveon communicates that they offer a fully transparent purchasing experience for their customers, and they are on a mission to transform the containers trade. The best online price and a transparent, straightforward process for ordering a container. Eveon is able to use all the advantages of the digital world.

Brand positioning 2021



Competing on customer experience

As mentioned before, the main competition for the next 2 to 5 years comes from container webshops - based on the interview insights with TNO; between 2025 and 2027, some significant developments in electrification and automation are changing the world of logistics and transport. This will have a considerable influence on container retail. As concluded in the competitor analysis, Eveon is competing on the customer experience of the webshop, the UX, and the supply of Eveon's supplier.

Therefore, I mapped the position of Eveon concerning the other container webshops. Figure 17 gives an overview of the different webshops, and Figure 16 shows the results of the small research involving the likeliness of purchase, easiness of purchase and brand image. In this research, a random group of people (age, gender, nationality) was asked to purchase containers of the seven competing webshops and rate on;

- how likely they were to purchase a container if ever needed one;
- how easy they experienced purchasing a container;
- their first thought about the brand image.

The research, which is limited in size, shows that based on the customer experience, Eveon is competing with three other webshops, Modugo, Container Discount, and Boxhub.

Less is more found to be the key, in this case. The easiness of purchase relates to the amount of information and call to action displayed at first sight. The clear communication in the guidance of purchasing a container of the four webshops is found stronger than the others. This is also true to a lesser extent for the brand image. From the participants' comments and explanations about the likeliness of purchase, the feeling of personal contact was found the primary consideration.

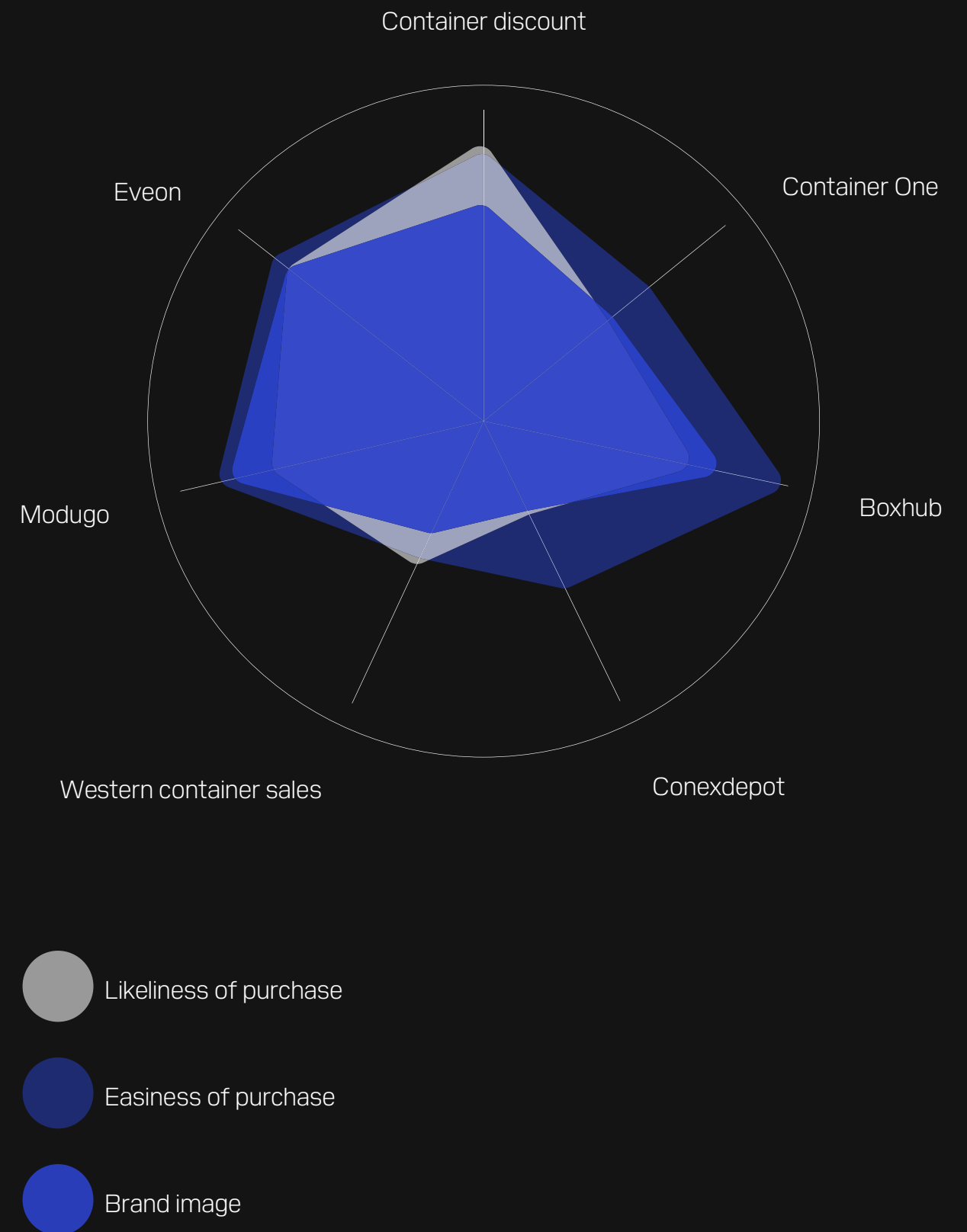
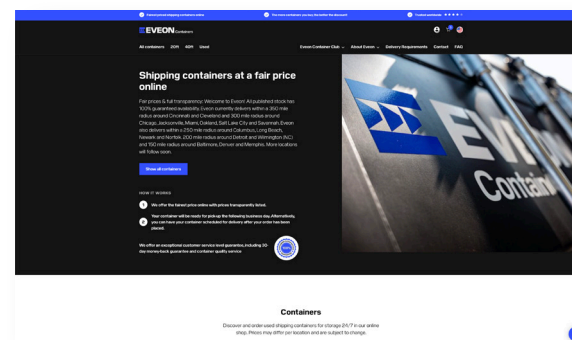
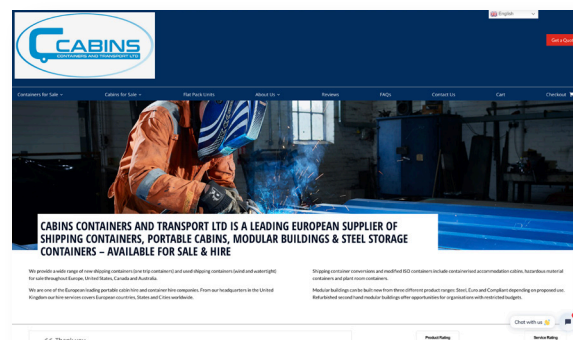
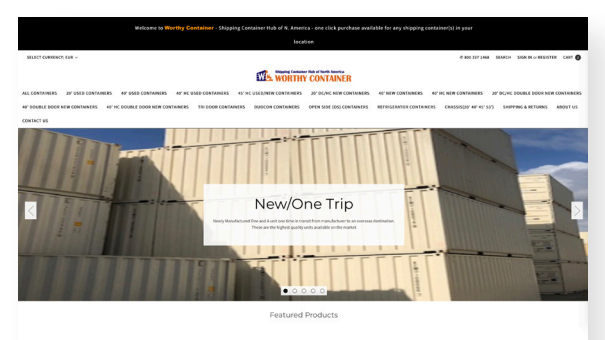
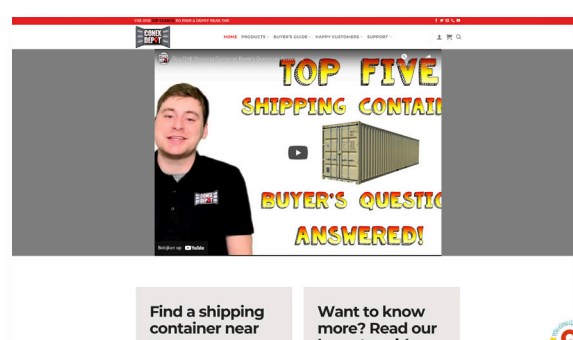
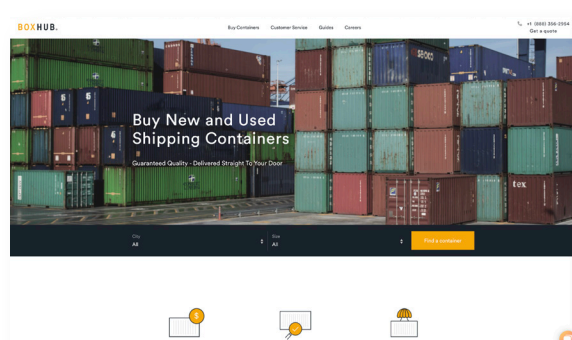
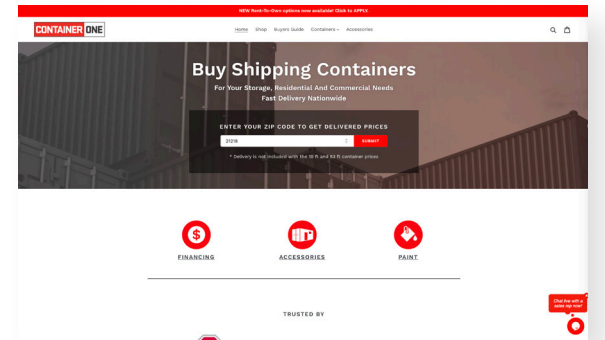
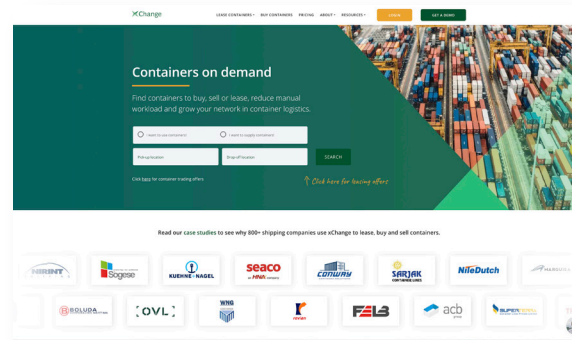
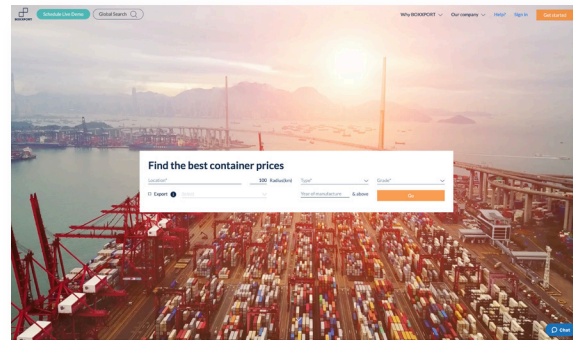
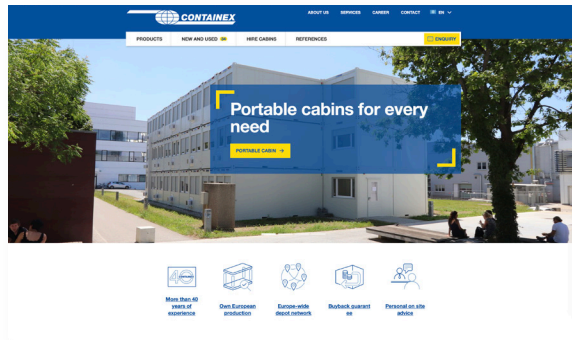
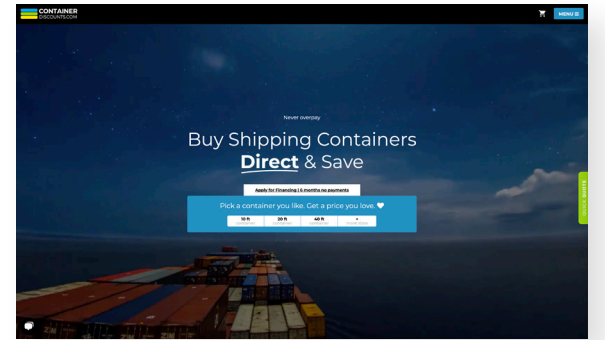
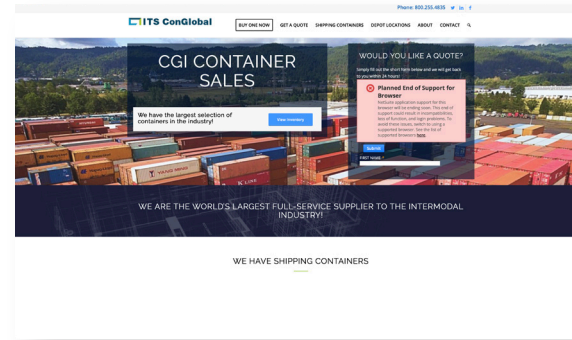
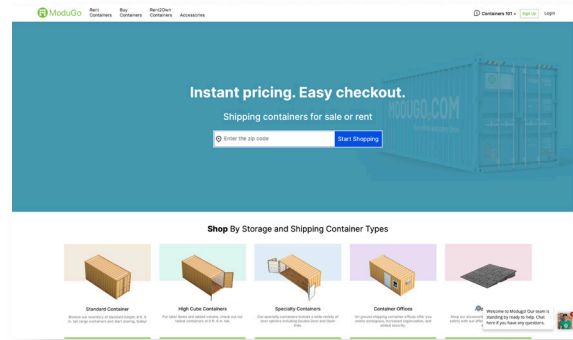
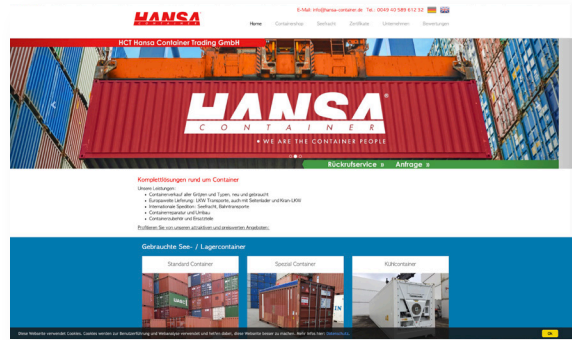


Figure 16 - Customer brand and webshop experience

Figure 17 - Container webshops



Stories

The four stories that shape the future of container retail build the bridge between the research - market, customer, brand, and trend research - and the brand strategy 2030. This chapter visualises the current and future pains and opportunities within the container retail and gives and serves as a basis for strategic choices and building a new brand positioning.



Future visioning

During the process of creating a future vision, I combined the insights from the creative workshop “Welcome to the future” (see , , ,), reflective thoughts from within the team and the interviews with experts to structure the narrative. Coming to a clear and coherent future vision required several iterations.

A second scenario

We are heading towards a digital world where sustainability plays a significant role. At some point, I got stuck in this view of thinking. Every decision or trend within the container market would have to do with either the sustainable goal or digitalisation. Of course, a reason for this has to do with the container market running behind on these topics (Poh Chua, 2021). However, these two major trends wouldn’t let me think outside the container and develop a unique brand and service strategy for Eveon to stand out in the market.

Therefore, I created a second structure for the future vision by looking at the clusters and drivers and combining the findings from earlier research. I combined the customer pains and needs, insights into the market, how competitors position themselves, the future drivers, and found a pattern describing four strategic directions, called the four stories shaping the future of container retail.

The first structure described the future based on the two significant trends in the coming years within the container market (and the world); the transition to a sustainable and digital world. This first structure did not look much further than general trends and developments and was used for inspiration during the first creative session. Structure two complements the first “limited” vision with more insights and conclusions from the research on the container market and customer needs. Finally, I wrote the future story based on this second structure and created four critical topics that will shape the container market in the coming eight years.

The story

The future vision of container retail shows that we are transitioning towards a digitalised future focusing on sustainability. The market struggles with this transformation and the fast development of innovations, new strategies, and new competitors' threats. Although we see the first signals already happening within the logistics and supply chain, retail of containers has yet to follow. A lack of knowledge, uncertainties and a fear of change slows down the innovation. Several major players have shaped the system as we know it today around old patterns and profitable strategies.

We see major players struggle with positioning themselves in the market. How can we keep growing while also doing good for the world? The difference between greenwashing and the implementation of an honest, sustainable strategy is almost invisible. With the arrival of digital natives, pressure from customers and regulations from the government, we are on the eve of a radical change. At the same time, the possibilities are endless, and with data, a new way of communicating and knowledge is developed.

The role of the container is also changing. Whether through regulations or intrinsic motivation, companies are looking for ways to make the supply chain and logistics more sustainable through digitisation and automation. This means that the container - the key within logistics - has to change to meet the new requirements and expectations. Although the most significant challenge lies with the stakeholders themselves - ports, distribution locations, production and manufacturing plants - we see that the container should easily move around in this future.

But should the container take this dependent and subsequent role? Or should the container act as the catalyst for change? Could the container change the world again, as it did with its introduction in 1956? Or does the container disappear in the background? And gets a less favourable status, like a rusty box made of scares material, an inefficient way of transportation, and as a waste of 11k CO2?

While trade and production still take place on a global scale and depend on "production china", the digitisation and focus on sustainability creates an opportunity for reshoring production - moving production and manufacturing more local and closer to the customer. This means that the container has potential in a more local and responsive position. The smart container, for example, is the solution for a more efficient supply chain for large distribution companies - which by the way, are also experiencing the effects of the radical transformation and have to change too because of customer expectations.

A new type of customer, led by Generation Z, creates a new purchasing behaviour. The behaviour driven by sustainable awareness establishes the expectation that the consumer is in charge and influences how companies implement their strategies and services. Growth in e-commerce and an improved customer experience formed by the virtual world means that the B2B market has to change towards a more digital sales platform. B2B

follows the B2C market, and in turn, the B2C market follows the consumer - a new market of C2B.

Back to the possibilities of the future; they are endless. We no longer limit ourselves in our thinking, but we strive to look for the unconventional and think out of the box. Autonomous transport, hyperloop, deep space operations may still lie far in the future for the general public, but between 2025 and 2027, it is expected (*"TNO" on page 120*) that the first companies will take the chance to change their strategies radically. Out of the box also means looking outside the boundaries of the market. The digital world makes it possible to look beyond the current ecosystems and unique global partnerships.

Currently, we are competing against and with the environment. Sustainability will be an essential driver for everything. But really everything. New strategic directions with sustainability as primary value are developed. Sustainability becomes a stakeholder and customer. You can't exist if you don't welcome sustainability as your new partner as a company. We see two scenarios for the future sustainable world;

Suppose we focus on our economic problems and create strategies based on economic and political motivations; we head toward a forced sustainable future. While governments try to "act" as if they care about environmental problems, consumers move companies to change their strategies, fulfilling their personal missions. Without an approach based on - for consumers good values - you don't exist as a company. We are heading towards a world full of rules, legislation and protests. And if not, it looks like the only other scenario is a not so sustainable planet.

But, what if we combine the sustainable and the digital world? The endless number of possibilities the digital world brings us has some yet to discover opportunities for a sustainable world. It is one of the possible scenarios the future hold for us. It is a scenario in which the world decides to work together, embrace the new digital and virtual world, and change their economic and political-based strategies to sustainable strategies. We seek a balance between us humans, humans and nature, and the digital and physical world.

Much is uncertain about 2030, but one thing is for sure; regardless of how we do it, we are standing at the forefront of what will result in a radical change in how we live and interact with each, digitally and sustainably. It may sound intense and terrifying, but it is precisely this change that creates an endless number of new opportunities for the container market. So let's embrace the possibilities of the future and empower each other to move forward together.

Expert interviews

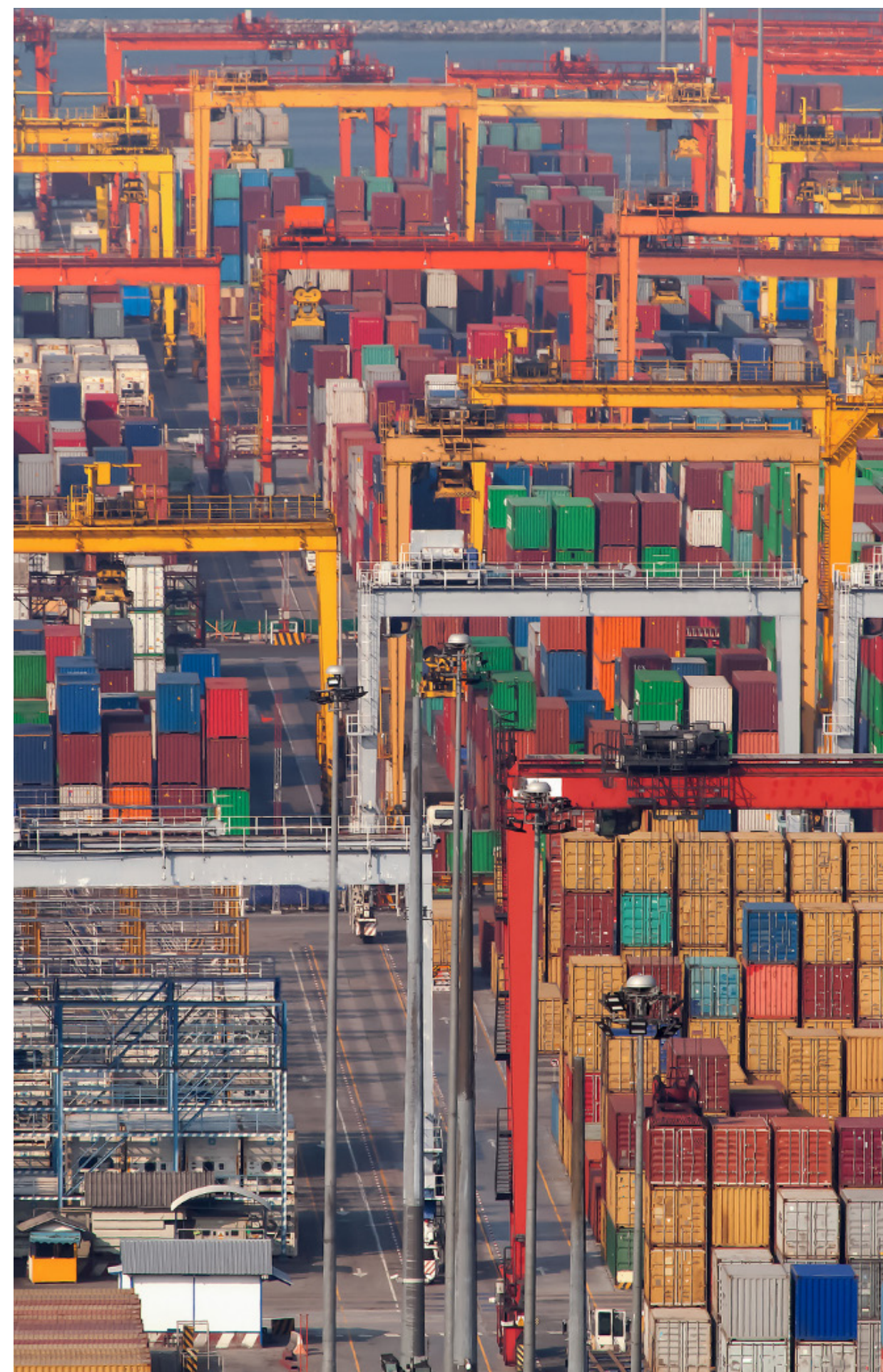
To validate the future vision and the sustainable and digital world scenarios, I discussed different views and ideas with Managing Director Traffic & Transport TNO and Regional Coordinator Extinction Rebellion & Advisor schooling PvdA. Respectively with a cup of coffee and a freshly tapped beer, the various scenarios were discussed, adjusted and enriched with ideas about the future based on their expertise, from concrete ideas about how Eveon can change the container market to a social discussion about who is responsible for what. The contrast between these two experts was of great value. It highlighted both the business side and the consumer, more human side. Goal-oriented and positive against exploratory and concerned. This chapter describes the main conclusions and highlights.

TNO

- 1 Every product must be circular, including a container
- 2 Need to make the supply chain efficient
- 3 Just in time delivery is upside down
- 4 Flexible capacity of storage
- 5 Need for smart containers and better quality for the end customer
- 6 Smart containers
- 7 Automation in supply chain and logistics

Extinction rebellion (XR)

- 1 We don't have much time
- 2 Forced sustainable future
- 3 Companies are asking themselves about their purposes
- 4 Power also lies with the citizens
- 5 The influence of innovation and digitalisation
- 6 It takes more than just innovation



During the interview with TNO, we looked into the future of the digitalisation of the transport and logistics sectors worldwide. We discussed that the only way to increase efficiency within these sectors is to electrify and ultimately automate processes. We explored the circular role of the container and the need for temporary storage solutions due to the transformation of the supply chain and end of just in time delivery. A second-hand product could be of real value.

Furthermore, we discussed the timeframe of technological trends until 2030. In 2025 and 2027, the most significant changes and developments will take place in electric and autonomous transportation. That's relatively faster than most expected. But, of course, it has to be said that this focuses on changes in Europe and especially the Netherlands. Therefore, this trend will impact the modern world sometime later, in eight years.

1. Every product must be circular, including a container

That is why a material passport becomes interesting. Besides the fact that this had benefits for customers in the construction and production industries, it could give Eveon an advantage over other container traders by offering material passports as one of the first.

With the entire discussion about sustainability, I expect that circularity of raw materials will play a significant role. [...] Especially because there is currently a relatively huge supply problem in the entire construction world. Raw materials are scares. [...] raw materials must become circular. Therefore, every product needs to be identified, including a container and must be able to handle raw materials circularly, so a raw materials passport.

2. Need to make the supply chain efficient

Within logistics and transport, we will see the results of a forced sustainable world in the coming years - where regulations determine what companies must do to act sustainably. This is where issues and needs arise for customers that can be met with the help of containers.

[...] every transport company must become transparent about their CO2 footprint. So transporting containers that contain nothing, but also with which you move unnecessarily because you have not optimised your logistics process, will soon be penalised. The fact is that the ultimate shipper and the main transporter have to report on their CO2 footprint down to the deepest level.

3. Just in time delivery is upside down

Just in time assumes everyone has their stocks in order, and I see two developments here that may also be relevant for the container market. Just-in-time delivery stops. You will see that every manufacturer will keep stocks because of the production uncertainty and because just in time has been interrupted (read: due to the pandemic), there you can do nothing but keep stock yourself. Because then you are independent of temporary interruption. So Corona, but also the changed world situation, means that fewer and fewer stocks are coming from China - there is also a bit of circularity there.

And so, there is a significant demand for storage demand. [...] our (TNO) prediction is that just in time is past its peak. This means that the container market, the use of a container for storage, is likely to become booming.

4. Flexible capacity of storage

As a result of the cessation of just-in-time delivery (and other trends such as reshoring), other needs arise within the logistics and supply chain, especially at distribution centres. TNO expects an increase in the demand for temporary, flexible storage that communicates with its own systems in the coming years. This, in combination with the demand for more sustainable and efficient solutions, offers the possibility for used containers to be rented out as an intelligent storage solution.

[...] that the container responds very cleverly to the fact that those logistics hubs always have a variable demand for storage capacity, you are not going to build all of that, you build for 80 per cent, and 20 per cent are flexibly supplemented with suitable temporary storage, like a container and that container you have, talks to your smart program and it says: I'm needed until tomorrow, then I can be picked up", and then you know "oh there's one left", and "oh here comes another question", so those containers register themselves, to a planning program and depending on the demand you use those containers, they also indicate exactly when they need maintenance. Whether they are damaged, yes or no, and they also report themselves to the transport company that works with you, who says: hey, damn, we have a lot of cargo from this shipper, we have to report that there are two extra needed at that unloading location.

[...] In this way, you get a communicating system between the production, transport, the distribution centre and flexible storage (solution). They will arrange this together with the arrival of people as little as possible because that is also dangerous, and that is one of the reasons why autonomous driving is so important at that distribution centres because quite a lot of accidents happen, a lot of damage is caused. However, people are also hit, and in this way, you are a link in a very clever chain. You reduce the footprint because you are at the bottom of that chain, is that your containers are used smartly to ensure that perishable goods can be stored, but that can also be stored so that no unnecessary kilometres are driven, and your containers registered with such a passport are also circular.

5. Need for smart containers and better quality for the end customer

The future of the container is the smart container. This fits in with the vision for 2025 - 2027. Smart containers offer many possibilities, especially for the user, including the sustainable field. For example, the smart container offers the possibility of CO2 reduction in transport and more efficient movements.

[...] the container is now a dumb thing, so if you make that container very smart, it will play a very crucial role in that (transport) chain. So we believe (TNO) that soon directly integrated chains will be created between what we call the supply chain, i.e. the real production and the supply, and that immediately the container will be delivered to the end-user, with a smart transporter, at the lowest possible CO2, the least possible loss of air quality, as few unnecessary kilometres as possible. Which is actually a composite package of product quality and quality of delivery.

6. Smart containers

Smart containers are also a good way of repurposing the used container. A used container with added features is suddenly no longer a used container but a new, smart container.

By going along with that trend, taking up a disruptive position, because your container can very quickly talk to a shipper and a transporter and distribution, which gives you a real distinctive position in the fact that these are not used containers, but containers with an added function that are indispensable for getting something to its destination with as little CO2 footprint as possible.

7. Automation in supply chain and logistics

A confirmation of the trends in the transition to a more sustainable and digital world.

Due to climate change and demands on CO2 and air quality and the enormous shortage of personnel, there is an enormous need for automation and digitisation.

Extinction rebellion (XR)

1. We don't have much time

The modern world has not yet reached full capacity to transition to a sustainable world. What does that mean for the less wealthy countries, which also have to go through this transition? Combined with the need for a short-term change, this is a difficult situation. We need to change within a few years with the whole world.

[...] because if you look at the IBCC report and how fast we need to reduce our emissions, we need to be carbon neutral by 2030. That's extremely fast. And to think that the countries that do not have the resources to make this transition so quickly, to become climate neutral, say if they do everything they can, by 2040. This means that rich countries, such as the global west, must be climate neutral by 2025. Only then can we save this, then I think: that's four years, that's so short.

2. Forced sustainable future

It is difficult to transition to a CO2 neutral world and a sustainable future because people's behaviour has to change. People need to make offers in their behaviour, and their norms and values need to change. During the interview, we discussed that this would be the hardest part. That people need time to change. Contradictory enough, there's no time left. We cannot wait for people to change their behaviour. Therefore the responsibility and the power for this transition to a sustainable world should be at the government - restricting businesses and society, restricting the amount of emission and the number of purchases of new products. Restrictions on driving cars, flying to exotic places. The government is the only stakeholder in the future which can force this transition.

Businesses cannot make this change since there are too much interest involved. Businesses are afraid of losing market space and revenue. It's still about economic interest. This is logical in one way, though we mentioned that there are many opportunities in the future sustainable world during the interview. Therefore as a short-term solution since, governments have the power to make a change immediately by restricting emissions and avoiding companies and consumers to keep pushing the world's boundaries.

That is why I am very much in favour of legislation that very strictly defines what must be done, which ensures that people have a climate obligation, an emission obligation and that it simply takes effect as soon as possible because I would also rather have a nice conversation. However, that time is simply not there, because if we don't do something now, then we start something, or we are doing that already, which simply cannot go back.

One line on paper for a member of parliament can change 1000000 lives. You can see that, for example, with the allowance affair. You can also see that with a climate policy. For example, if you can force a certain company to do something in the Netherlands, then they have to stick to it and you can actually only enforce

that as a government because I can stand there every day with my sign, but that doesn't matter.

3. Companies are asking themselves about their purposes

We also explored if companies should ask themselves about their purposes and contribution to the world. During the interview, we discussed the decision of the ABP to stop investing in fossil fuel and Shell. Companies should ask themselves if strategic choices are going to make money in the short term or if it's a company's purpose to - in this case, the ABP - give people a pension and have them enjoy their retirement. It's a paradox because economic growth is often necessary - or seen as important - to maintain a workforce and processes, but at the same time, it also destroys the world, leaving the workforce with no future to enjoy.

So if you look at ABP's role, it represents the interests of people's pension, then that means making a switch now. So you just have to look at your company differently. And at your responsibility and how much money you still earn. If the harbour here (Rotterdam) is flooded, how much money can you still make, and so again, how many limits are you willing to go over?

4. Power also lies with the citizens

Although it was mentioned that the responsibility for a sustainable future should lie with the governments and businesses, there is much power for people to stand up and expect specific changes from companies. A movement that we will see more and more in the coming years. Governments are waiting, that's why citizens are going to choose their own future. New expectations for companies regarding sustainability are the result.

Ultimately, there is more power in the hands of citizens if we start to expect certain things from companies. There is more power in numbers; the power ultimately lies with the citizens. But let's have every citizen with their noses pointing in the same direction. That just doesn't work.

I think that the absolute power ultimately lies with the citizens, but you have to enforce it in a certain way. For example, by setting up a citizen consultation, in which citizens receive a direct mandate. But they need to be well informed because you always notice that it is an information issue. There has just been one in Amsterdam. They have made really big strides when it comes to tackling the climate crisis. It's not perfect, but if you put power in the hands of the citizens, they often opt for much more far-reaching solutions than politics. Because politicians are worried about being elected again in four years' time, they all have relations with companies, etc. In the end, they make those choices with all those interests in mind.

5. The influence of innovation and digitalisation

Another thing we discussed is the influence of innovation and digitalisation. Two topics were discussed during the interview. First, the digital world is not sustainable for us, since we already live in a quite digitalised world, but it hasn't connected us more. We still don't know what is happening on the other side of the world.

But when it comes to the digital world, we already have a pretty big digital world, but it hasn't gotten us to the point where we see how bad things are going in

Nigeria, Kenya, and Madagascar, for example, we don't see that yet. So what's the point of being digital if it doesn't bring us together so much that we feel a little solidarity with people who are dying because of our choices.

The second point we discussed is that innovation led to a mindset that everything will be all right, that the solution is innovation. Although innovation brings many opportunities, it is limited. A solution would be the economic de-growth - an economy in which we stop focusing on growth and focus on what we have right now and improving that. This is not an easy road since most companies have their strategies created and based on growth.

Companies should find other ways to keep customers happy and compete with others who are still focusing on economic growth - being a disruptor in the market by not focusing on growth but on the things you already have. Try to reuse, refurbish and recycle. Give things another purpose. Creating a circular economy, not an economy focused on growth.

And that's the only problem I do have with innovation. We always think it's going to be okay. Do you know that we always say: then build higher dikes. But at some point, that is no longer possible. You can't deliver things that quickly, and so as we said, once that disaster starts, it gets exponentially heavier.

No company really deals with the shrinking economy, reusing and re-valuing stuff. No company makes really good money with it, so they can't afford that.

6. It takes more than just innovation

Innovation must be accompanied by ethical guidelines - something we have often seen going wrong in the past. We will see an increase in this and more awareness of innovation's impact on society and the world.

Only focusing on innovation will make that (read: everything you eat and drink and use is produced by someone), I think, will be forgotten. So I guess it's an "and and". But I do see a lot of opportunities for innovation. First, though, you have to look at it right from the start with an ethical team and the climate team. Not just from a profitable perspective. That's what we've done now and that's just not the solution. That just doesn't work. That brought us to where we are now.

Innovation has proven quite often, if you don't frame it, if you don't immediately sit down at the table with an ethical team, then it has a lot of black pages in the history of, for example, a Facebook or Facebook TikTok or an Instagram.

Relevance of the container in 2030

Container, box, storage box, world explorer, shipping container, new television, office, art, swimming pool, toilet, building block, coral, way of living, and an invention. Some of the many views of the container invented in 1956.

The invention changed the world of global trade and replaced the labour-intensive tasks of unloading and loading goods. It made it possible that we now expect that our packages arrive the next day. It made it possible to meet virtual using our laptops and make a delicious turkey in our oven for our family during Christmas. It made it possible that tomorrow morning we wake up due to the annoying sound of our alarm set on our smartphone and that we step into our car made of parts shipped by containers. It made it possible that we can explore the world. That invention, the container as we know it today, helped us shape our lives as we know it. An invention that didn't change for the last 50 years but has to change now.

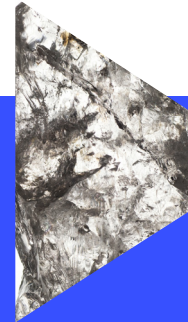
That box made of metal will soon be seen as a scares material, inefficient transportation, ugly rusty box, a pain in the ass, and a waste of 11k CO₂. That beautiful invention which was so valuable for our lives and created so many opportunities has to change. The container is stuck in the old way of thinking, shaped by our image of the past. We now have to imagine a future outside this box. It has to be reinvented to explore again and access new opportunities. Again it will help us create less labour-intensive work using automation. It will again explore a new world, the digital world. It will help us celebrate Christmas again with our grandchildren in a sustainable world and enable us to build a virtual world. The container will again change history by creating the future.

The container

Shaped by history, containing our future

Four stories shaping the future of container retail

The four stories that shape the future of container retail build the bridge between the research - market, customer, brand, and trend research - and the brand strategy 2030. It visualises the current and future pains and opportunities within the container retail and gives and serves as a basis for strategic choices and building a new brand positioning.



Reliability

Currently, the container market - shipping, trading and retail - has a bad reputation on reliability and trust. Besides that container trading being an opaque process, the market also finds itself stuck in these old patterns.



Personality

There is a lack of personality in the market. With the digital transition, customers are searching for more human acting companies. However, it also offers opportunities to work more efficiently and look for other ways to fulfil customers' needs.



Purpose

Communicating a purpose offers an opportunity for the container market to look differently at how the system of container retail is shaped. Currently, the container traders don't communicate their purpose yet.



Knowledge

New knowledge is needed to develop new technologies, business models, and innovations. In addition, knowledge will add additional value for customers.



Reliability

There is a lack of reliability and a sense of trust in the market.

Currently, the container market - shipping, trading and retail - has a bad reputation on reliability and trust. Besides that container trading being an opaque process, the market also finds itself stuck in these old patterns. Eveon's customers demonstrate this and find themselves amazed by the delightful experience of purchasing containers online. An indication that they are used to a lower standard of trustworthiness and expectations.

In the coming years, the trustworthiness and reliability of companies will also seem to be the primary consideration for customers to choose for specific companies or brands. We will see various strategies in how companies act in doing good for the world. Customers no longer believe the sustainable promises of a marketing campaign and know how to distinguish between greenwashing brands and those moving towards the future.

At the same time, major players in the container market are struggling to align their communication and strategy in acting reliable. By showing the value of your actions instead of saying you are trustworthy as a company, you differentiate yourself from the market. Future customers make conscious choices for brands and companies based on sustainability principles and attach more value to the experience than the actual product and the price. Therefore, reliability is a cross-market issue and an opportunity to build towards a strategic future and easily differentiate as a brand.

Based on research

Customer research

- Customers' biggest worry is the reliability of a company
- Customers are relieved after they find out how smooth the process is. It suggests that they don't expect this at all.
- The likeliness of purchasing again and customer loyalty is high (NPS 71).

Trend research

- The greenwashing battle
- Stuck in the old
- Facilitating the personal mission
- A novel by Gen Z

Market research

- Opaque and shady businesses
- Scams
- Old fashioned - Stuck in the old. The market has experience with the old way of trading.

Brand research

- Everyone is a leader and has the best quality and customer service.

Personality

There is a lack of personality in the market. With the digital transition, customers are searching for more human acting companies.

The container market at the moment lacks the personal aspect. The majority of companies and brands position themselves without a unique and authentic personality. This while customers are looking for personal contact during the purchase and ordering process. It applies not only to container retail but also to e-commerce companies in other markets. With e-commerce becoming available for everyone, we can expect an increase in the demand for personal contact. But how?

With the focus on digitalisation and automation, there is a chance that companies forget about the personal aspect. But, at the same time, it also offers opportunities to work more efficiently and look for other ways to fulfil customers' needs. Virtual, for example, becomes the bridge between personal and digital.

Based on research

Brand market research

- Everyone is a leader and offers the best quality for the lowest price.
- Brands lack a unique and authentic personality.
- Brands lack a social (more human focussed) personality.

Trend research

- Online is the new standard
- Virtual becomes the bridge between personal and digital
- It starts at the end (user)
- Data is the new language in which the story of the world is written
- E-commerce available for everyone

Market research

- With the focus on digitalisation and automation in the market, we forget about the personal aspect.

Customer research

- Customers are asking for more personal contact or a personal contact person.
- Customers highly appreciate the excellent (personal) customer service.



Purpose

Why are we here? The answer is going to shape the future of container trading.

“Why are you here?” is a question that we will hear more and more in the coming years within the relationship between customer and company. “Why are we here?” is the question that helps to reflect on your business operations, strategy, and the value you offer your customers for the future. Various markets, such as fashion and food, have already adopted this trend of purposeful brands - their reason for existence. This trend offers an opportunity for the container market to look differently at how the system of container retail is shaped. Currently, the container traders don't communicate their purpose, and I assume they don't even have a purpose - they mainly focus on selling containers.

Communicating a purpose, a deeper belief, in the conservative market, might create uncomfortable situations for both Eveon, competitors and customers. However, if we look a few years ahead, a purpose-driven generation of customers will enter the market. If we take it one step further, combining personality with purpose will ensure that we are in direct contact with the customers, unlocking new collaborations and insights to look at the container as a product.

For Eveon, this should be a feasible strategy since the team has an extraordinary passion for containers and ambitions for the future. Eveon was built based on a purpose to think differently in the market. By using this strength to look differently at the container and the container retail, Eveon can move towards the future.

Based on research

Brand market research

- No brands with a global purpose; they mainly focus on selling containers.

Trend research

- Facilitating the personal mission.
- The rise of digital natives
- The smart sustainable future
- A novel by Gen Z

Company research

- The team has an extraordinary passion for containers and ambitions for the future.
- Eveon thinks differently
- What a lot of creativity!

Customer research

- Customers at the moment choose price over more purpose-driven aspects. However, this will change within a few years.



Knowledge

Who and where is the knowledge in the time of a radical transition?

Knowledge will have its role on two different levels. First, the container market is on the eve of a radical transformation to a digital and more sustainable future. This creates new technologies, business models, innovations, and thus, knowledge.

In addition, knowledge could add additional value for customers. Not only is the container market, but the entire world is in a transition towards a digital and sustainable world. It means that customers also have to run their business, meet their sustainability goals, and not drown in digital technologies. Customers have to deal with many things. By informing and inspiring them, Eveon can guide customers to achieve their goals, make them more responsive and lead them to the digital and sustainable transition.

Based on research

Brand market research

- The threat of new entrants, digital natives, and other competition focused on digitalisation and sustainability.

Trend research

- Blended ecosystem revolution
- The creative force called “sustainability”
- The smart sustainable transition
- Data is the new language in which the story of the world is written
- Container innovation

Market research

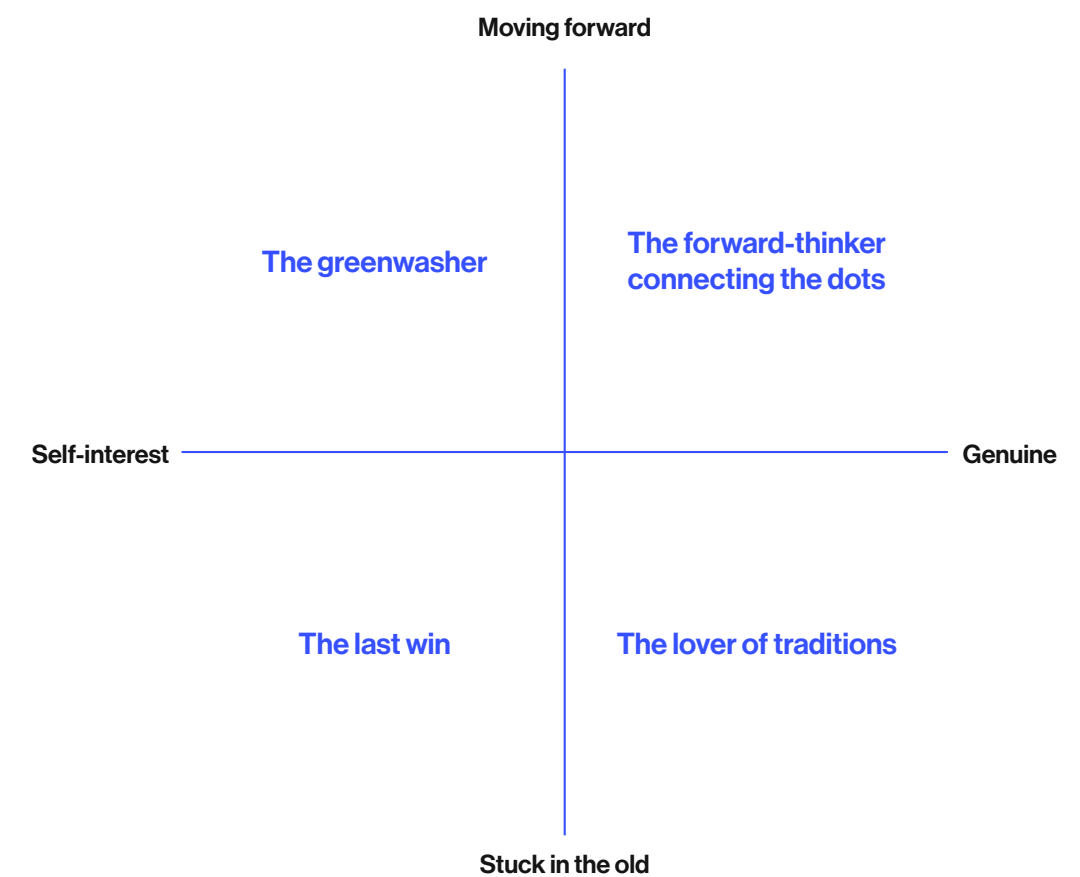
- Innovation is time-consuming; companies adopt a wait-and-see attitude and fear change.
- The market has aged. It’s old fashioned, used to and familiar with the old way of doing things.

Four persona shaping the future of container retail

The radical changes in the world mean that customers and their needs in 2030 will also differ from today. Therefore, I looked at future behaviours in addition to the current persona. The stories and underlying meaning form the basis for a future behaviour matrix. Within this matrix, unique combinations of opposing underlying values of the stories describe four behaviour types. These four persona shape container retail's future.

I decided to choose one future persona as the leading persona for the 2030 strategy based on Eveon's current personality and ambitions for the future. Since Eveon tries to look ahead and want to change the market, only one persona fits this ambition: the forward thinker connecting the dots. In a way, Eveon itself is also a forward thinker connecting the dots, and this project is the perfect example. Eveon wants to look ahead but is still struggling with accomplishing that. This project gives Eveon a vision and a strategy for the future - what the forward thinker needs while connecting the dots. That is why Eveon stands for forward thinkers. Several design choices are based on this during the project. Including the direction to empower customers and support them in moving to the future, and the Eveon Consultancy service described later.

Figure 18 - Four future persona matrix



The greenwasher

The greenwasher, you probably know him; the person who knows how to convince everyone on birthdays of how great he is. After 30 years of listening to his stories, with promises becoming bigger every time, you start to wonder if there's anything of it true. The greenwasher in the container market does precisely that. These companies show themselves as a container trader who looks at the future, who values the environment and the customer. But in reality, it is just a mask, a marketing trick. Branding yourself as a company doing good doesn't mean you are. The greenwasher promises radical changes and persuades you to believe in it, using virtue words to make it sound convincing. The greenwasher is strategically very handsome and acts like he leads the way. But for how long?

Example; let's not beat around the bush; we all know Shell.

The lover of traditions

We all have traditions, whether it is the typical Christmas dinner with family or a way you greet your friends. The lover of traditions sticks to what they know. Afraid to change, or somewhat scared to lose what they love. That's why the lover of traditions is an honest person. It's not a strategic, profit-driven choice but about the emotional relationship. A human characteristic we all have. Because these companies hold on to a human characteristic, an emotion, customers experience these companies as trustworthy. The lovers of traditions are fair companies without the potential to look at other perspectives. They aren't inspiring or have ambitions, but it feels pleasant and familiar.

Example: Hema/Nokia/Kodak

The last win

The last win is about those who want to take a good hit one more time, companies who know that they should act for the future but are too stuck in old patterns. They are faced with a choice: move forward by rethinking their strategy or keep going until it's over. Even though these companies know the only "right" option would be to look at the future, they decide to try a last strategic action. These companies are happy with how things are now, business is running smoothly, and profits are still high. But not for the long term. One last action to close an era, to be able to start again or to stop.

Example: gaswinning groningen

The forward thinker connecting the dots

The forward thinker connecting the dots are the companies who see the opportunities and possibilities and are eager to step into the future. However, they are also realistic and honest about the fact that this is a challenging and uncertain direction. They are doing things differently than we are used to. Forward thinkers see the opportunities of the future. They don't wait for others by standing still. They move forward. The container market is stuck in the old, and you have to stand up and think in unconventional directions to move forward. Running a business, making sure you meet your sustainable goals and don't drown in the digital world. High customer expectations and low margins. A new world, new partnerships. The forward thinkers have to deal with many dots.

Example: Patagonia, Apple

From research to strategy

With the acquired knowledge about the container market and future vision, I updated the design brief for the second half of the project. The updated design brief summarises the research phase. Furthermore, it explains my vision for the brand and the direction I took with the 2030 strategy and services.

Eveon needs a brand repositioning

At the beginning of 2022, Eveon decided to stop selling new containers - a bold move that speaks for the drive and ambitions within the team. In cooperation with Climate Neutral Group, Eveon concluded that the CO2 emissions of producing containers are incredibly high, which would be acceptable if a container is used for what it's made, serving 15 years as a shipping container at sea. However, it would be less sustainable if these containers were in industrial areas and backyards as storage containers. Especially since a used container, a container that has been in service for 15 years, is still sufficient. It may look a bit less beautiful and has some visual life experience, but structurally a used container still suffices as a storage container, pop-up shop, office or building.

Eveon believes containers should have a second life on land after their shipping life. Eveon wants to give used containers a second life as much as possible and help their customers make that happen. They want to provoke the audience to assess their own choices. Do customers really need new containers – or are used ones just as good? Eveon intends to encourage companies to consider their operations and opportunities to be more sustainable.

Two projects come together

Eveon needs a brand repositioning to inform their customers and other stakeholders on addressing the industry's issues. In addition, a long term brand strategy will guide Eveon in evaluating whether strategic decisions, new products and services, or marketing campaigns align with the brand strategy.

Eveon worked on the brand strategy separately with creative designers and design agencies during this project. After pitching my idea for the 2030 brand strategy, we decided to improve the brand strategy based on my initial concept. So from here on, this project has become an internal branding project. My conceptual direction, as described above, seemed to fit perfectly with Eveon's strategic direction and its ambitions to change the market by focusing on sustainability and being a disrupter.

Eveon's first idea was to have values such as sustainability reflected in the positioning. Their assignment for me was to find a way to include this in the brand positioning for 2030.

Personal mission

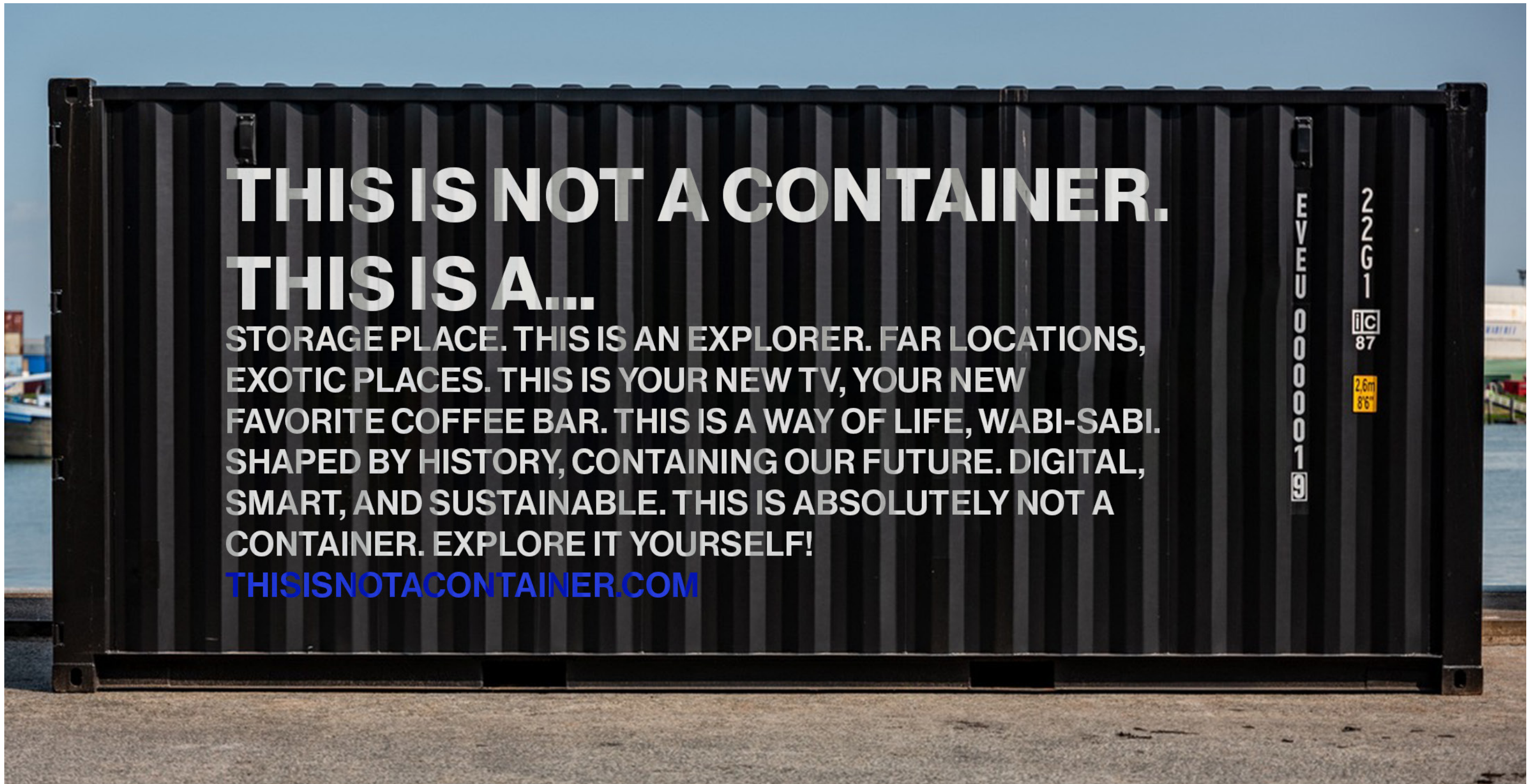
I want Eveon's purpose not just to be the changing force in the container industry but in the entire world, shaping the way forward.

Design vision

The image below summarises the vision of the container, of 2030 and its opportunities.

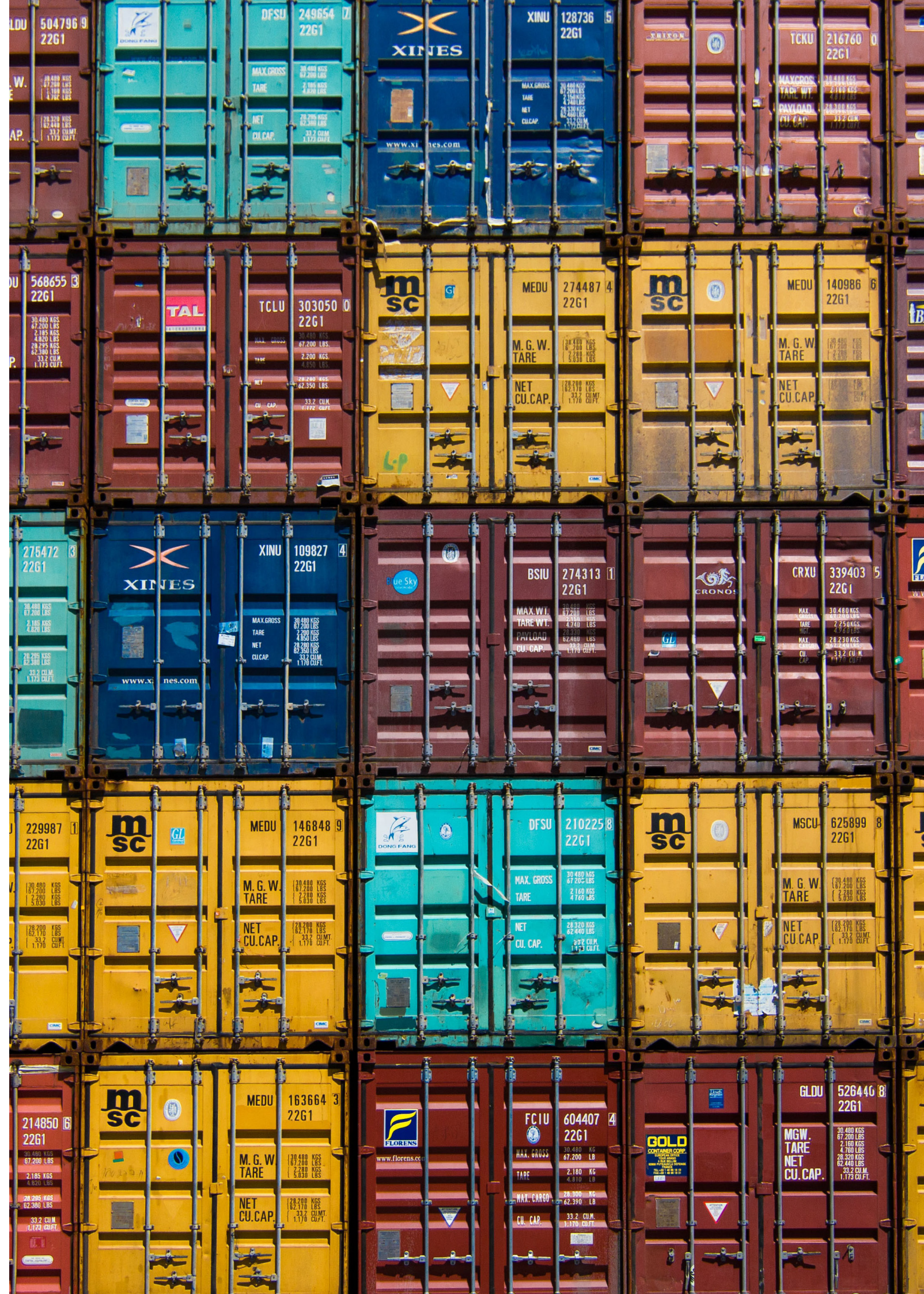
Design deliverables

- A clear and coherent future vision
- A strong brand strategy for 2030
- A strong brand positioning and personality for 2022, so Eveon can start communicating their new positioning
- Don't build a brand. Instead, build a community - an internal branding document
- A roadmap towards 2030 to build a strong brand
- A concept for a modernised brand guide
- Product and service creative workshop
- Brand strategy workshop



Brand strategy

Based on the design vision and strategy direction described earlier, this chapter explains the developed concept for a new brand strategy, following the structure and method of Contrarian branding (Vorst, 2017).



Camouflaging the competition

Based on the design vision and strategy direction described in the earlier chapter From research to strategy, I developed the first concept for a brand strategy. I followed the structure and method of Contrarian branding (Vorst, 2017). What can Eveon bring to the market that creates polarity and sets Eveon apart from the rest?

Eveon should be a container changer, not a trader

While in the iterative process of testing different ideas, I got stuck in the structures of Eveon as the liberator, the reliable, the affordable, and the regular guy. Making the container trading market look old fashioned, unreliable, and opaque. However, Eveon would find itself next to the other container webshops with this idea, and such a strategy wouldn't last for long. To break free from the old patterns of container trading, I used a more fundamental approach.

The container becomes subject to change, as shown by previous research. Looking at the personality and ambitions of Eveon, I concluded that Eveon does not sell containers but creates change. And it is precisely that how Eveon can differentiate themselves. Eveon is not a container trader, but a container changer.

A position that immediately creates a polarity between Eveon and other traders in the market. Eveon looks ahead and innovates, the rest in the market is old fashioned and stuck in the old. Eveon invests in the future of the market and the world, the others only focus on growth and sales. For Eveon, the container is a valuable product with a history, for all the others, the container is no more than a commodity. You can already feel it; Eveon versus the rest.

Is Eveon competing against the world or container traders?

Eveon no longer competes solely with other container webshops but within multiple playing fields by considering the container a catalyst for change. It offers the opportunity to innovate in the sustainable and digital domains, and it provides opportunities to enrich customers with more than just an online experience. Moreover, it set's the way towards new markets and ecosystems. In short, it creates the opportunity to become a container changer. The next page shows the 2030 brand vision developed to communicate this direction.

Welcome to Eveon.

Born from the commitment to let our passion, creativity and ambitions enlighten the system's transformation, which we all rely upon, Eveon was founded in 2020. We have grown into a global platform that makes it possible for people to realise their dreams, save money, use time more efficiently, and initiate innovations. From selling containers through our first webshop in 2020 to our first container festival in 2026, to hyperloop transport and exploring deep space operations, we explore exceptional opportunities and ideas that shape the way forward. From a fast online ordering process to a seamless automated integration for logistics companies. From new to used to smart containers. We even integrated AR and VR! Who would have thought that all this was possible with just a simple steel box?

We don't just sell containers anymore. We enable you to be responsive and remain at the forefront of what is possible - digitally and sustainably. Our drive and passion for reinventing the container have never stopped and have only grown since. It eventually became our motto; thinking outside the container, reinventing the container for the future.

And tomorrow is just a new day to explore the future.

Welcome to 2030.

Welcome to Eveon.

The brand DNA

Eveon's current brand strategy model (*"Brand positioning 2021"* on page 109) does not translate their market ambitions and goals. Besides that, it also lacks sufficient freedom for a purpose, which will become an essential driver for brands in the coming years, and an authentic personality, which is a customer need. Therefore, I decided to use the brand DNA model to build a coherent and authentic brand that would stand out based on the earlier described strategic direction. The new model consists of a brand purpose, positioning, and personality and fits better to the current position of Eveon in the market.

Don't build a brand, build a community has been the underlying goal for the 2030 brand strategy. Together with the lack of reliability, purpose and personality in the market, it made an excellent opportunity for Eveon to differentiate and add a new kind of value to the market. With the competition lacking a purpose and coherent vision and positioning, a container trader with an authentic and purposeful brand would be unique.

Validation through collaboration

The final brand DNA results from five pitches and brainstorm sessions with involved stakeholders from Eveon.

The first pitch

The first pitch would have been a creative workshop in which I would have looked together with Eveon at the future positioning of the brand. However, due to COVID-19 related issues, I pitched my first concept of the new brand strategy and DNA for 2030.

The most crucial feedback was about the brand strategy and DNA being too future-oriented to implement today. So I had to find a way to translate the 2030 positioning to the present. For me, this is a perfect example of how the container trading market is hesitant to innovate. Next, I received some questions about competing on price in my brand positioning and enabling customers to be a pioneer. Two topics - not mentioning price and enabling customers for the future - that focus on not being just a container webshop.

A more present positioning

This project mainly focuses on container retail in 2030. To meet Eveon's need for a more present strategy, I have slightly refined and rewritten the proposed brand positioning towards the present. The positioning still contains future elements to build towards 2030, but it is more written for today's customers. In addition, I proposed a plan to implement the positioning in two phases: a short-term and long-term strategy.

A more concrete strategy

Since, according to Eveon, the two-phased model lacked the ambition and challenge of the vision for 2030, I restructured the story for the final version. How does the brand strategy and DNA match the results of the research? What connection do they have?

By rewriting the four stories and incorporating them into the positioning, a brand DNA was created that originated from the ambitions and passion of the people within Eveon, meets the customers' needs and creates the possibility to move forward towards the future.

2 phases

Because this project looks to 2030, the proposed brand positioning has been slightly refined and written more towards the present to meet Eveon's need to reposition the brand and communicate the strategic decision of not offering new containers anymore. The updated positioning still has future elements but fits better with the current customers. However, this is just a short-term repositioning. The positioning consists of two phases. In the first phase, Eveon builds a clear future vision applicable to current customers. In the second phase, Eveon will reposition for 2030. Because customers' needs will change in the next five years, it is necessary to tighten up the positioning. This keeps Eveon focused on the future, keeping an eye on the needs of their customers, continuing to differentiate themselves from competitors, and connecting products and services seamlessly. What will change in the second phase?

The forward thinker

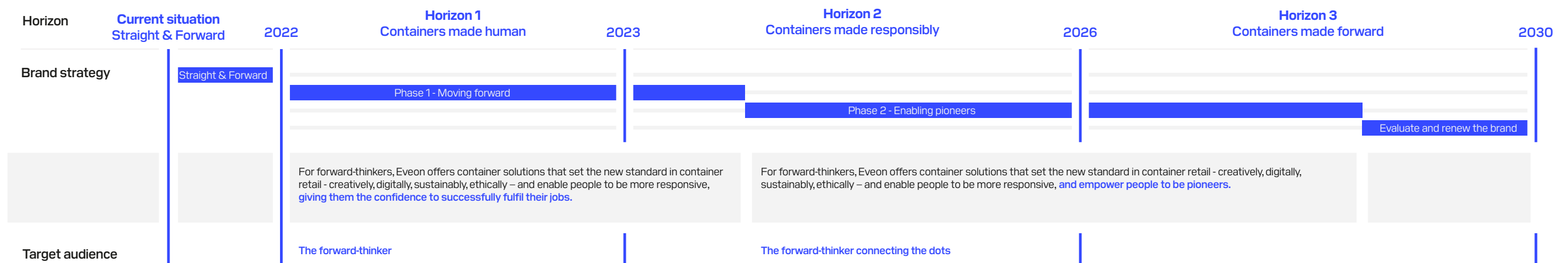
The target audience is aimed at customers willing to think ahead - customers who dare to move away from the known and join the transition to a digital and sustainable future. The forward thinker can be a company that invests in sustainable energy and is happy to join Eveon. But the forward thinker can also be the plumber who dares to buy a container via a

webshop. Over the next five years, this group of forward-thinkers will grow significantly under pressure from the changing world.

That is why I specified the target audience in the second phase to "The forward thinker, connecting the dots". This gives Eveon the freedom and opportunity to invest in the education and support of customers and partners towards the digital and sustainable future. Moreover, their products and services ensure that the customer experiences more responsiveness in connecting the dots.

Because it is currently difficult to say that the plumber who buys a container wants to be a pioneer, the positioning is divided into two phases. The forward thinker in five years is no longer just looking for the confidence to successfully run their business. No, the forward thinkers who buy a container from Eveon in five years dream of being at the forefront, innovating, and pioneering in their market. Therefore, in the second phase, we say we empower people to be pioneers.

Figure 19 - Brand strategy implementation timeline



How do the three elements add up to each other?

The research shows a lack of reliability and personality, a need for a purpose, a future vision and a need for innovations and knowledge within the container market and beyond. Therefore the new brand strategy is built on the idea that the container - a once beautiful and impactful innovation - should be reinvented to change the world again.

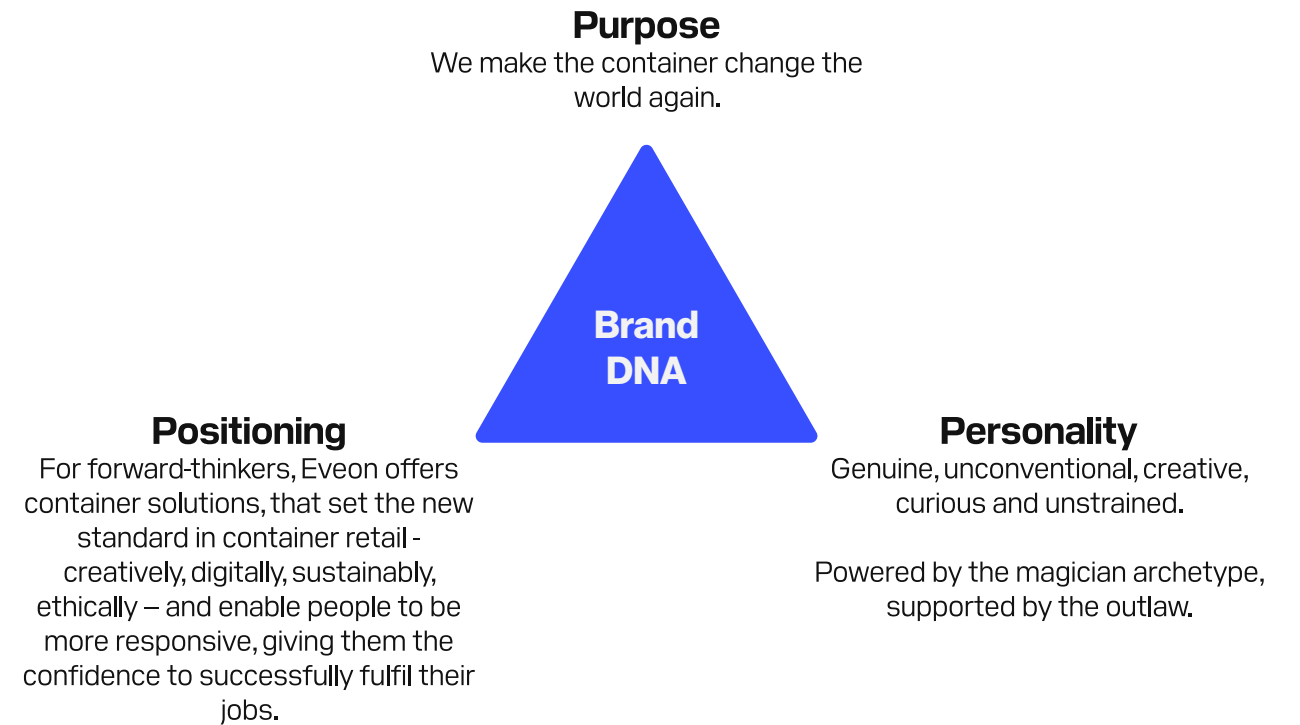
The container market is stuck in the old, and customers have to stand out and think in unconventional directions to move forward. In the next eight years, customers have to deal with many dots. Running a business during radical changes requires rethinking strategies and business processes. They have to make sure they meet sustainable targets, invest in digitalisation, meet a new kind of high customer expectations. And all this is happening while the margins stay relatively low. We will see four types of behaviour shaping the future of container retail. Eveon stands for forward-thinkers. Container changers, pioneers. Forward-thinkers see the opportunities of the future. They don't wait for others by standing still. They move forward. They want to experience the future and the unconventional - Eveon brings the future into the present and is the disrupter.

The solutions Eveon will bring to the transforming market are based on the belief that the container can and should change the world again. By moving away from the known and thinking outside the container, Eveon discovers exceptional opportunities and ideas that shape the way forward. Eveon offers customers the convenience of trusting their products and services, enabling them to be responsive and remain at the forefront of what is possible, digitally and sustainably - unleashing the forward-thinker in them.

In many cases, having a personality as a brand is of great value, but it is of even more significant value in the container market. Because of a lack of personality in the market - personal contact and brand relationship - communicating a strong personality adds value to the market and customer needs, creates a distinctive position, and sets Eveon apart from others.

Furthermore, Eveon is a self-organising team with principles instead of rules. Digital, but human and with a strong feeling of responsibility. Their new brand strategy enables them to break away from the industry's status quo and set the new standard in container retail - creatively, digitally, sustainably, and ethically. The new brand challenges others to do the same and support the forward thinkers to take the leap. The brand's communication promotes this drive for transformation and speak with confidence but responsibly about controversial topics, unafraid to be genuine.

Figure 20 - Brand DNA



Brand community

One of the starting points in this project has always been to create ownership and involvement with the team. Combined with the vision to build a community instead of a brand, it made me think about internal branding. Who is Eveon? What do they stand for? How do they want to interact with the team and customers?

I feel a strong passion, ambition, and personality within the team, but it is not yet visible in their communication or actions, which is also not reflected by the customer research. Therefore, something else is needed besides a coherent and authentic brand strategy. Based on the creative workshops and brainstorming sessions, I designed a book containing 25 principles of “good container reinvention.” Its purpose is to serve as an internal branding document, a book made for all who create Eveon. It forms the basis for the unique culture and summarises their values, beliefs, and ambitions. The 25ft book has also emerged from an iterative process with Eveon’s stakeholders.

25 principles describing a culture

The 25ft book was formed over four weeks and started with 37 principles. In collaboration with the Eveon team, I guided the project towards the final concept. Eventually, I created a final version that satisfied both the team and myself. You can find the first conceptual design as one of the deliverables, “25ft.”

For the book’s graphic design, I considered the new brand strategy and created a concept for a unique and richer brand guide. The 25ft book is the visual result.

The entire concept is so well received that it became part of the upcoming team-building week, incorporated into the design of the new office, and a final booklet will be designed and printed. Because of time and the project’s scope, I briefed a graphic designer about the product and strategy 2030. The assignment: To create a new visual language based on my conceptual visual guidelines and design the 25ft book accordingly.



25ft

25ft is a book made for all the people creating Eveon. It forms the basis for the exceptional culture within Eveon. It is a summary of our values, beliefs, and ambitions. Collected while thinking about the future together. An ode to the pioneers who dared to discover the future of the container market. A statement on how to shape the way forward. The book translates and portrays our language and personality. It describes how we work and communicate; with each other, our partners, customers, and the planet. Designed for the future. Designed with you.

1 Straight & forward	2 We believe that the container should change the world again	3 We go the extra (s)mile	4 We love containers
5 We are digital, but human	6 We strive to grow, but responsibly	7 We create impact	8 We are for everyone
9 We dare to make mistakes	10 Rust is not a bad thing	11 We take ownership	12 We are crystal clear
13 We are diverse	14 We work smart, not hard	15 We love data	16 If your dreams don't scare you, they are not big enough.
17 We're in business to extend the lifespan of containers.	18 We prefer to maintain and repair containers rather than to sell a new container.	19 We move around but consciously	20 We support and foster creative and sustainable ideas around us.
21 Be genuine	22 Be creative	23 Be curious	24 Be unconventional
25 Be unstrained			



Building a strong brand

Brand guide

In the first step of the 2030 strategy, the first horizon, “Containers made human” (see “*Horizon 1*” on page 74), Eveon will launch the renewed brand strategy and related marketing communication and introduce Eveon’s new strategy as a container changer. Communicating the new brand story with a strong personality should allow Eveon to stand out and build a relationship with customers based on reliability and trust. The focus lies on building a solid brand. The visual brand identity cannot be left behind with the new brand strategy. This is necessary to communicate the vision for 2030 accurately and powerfully.

In addition, the current visual brand identity offers little freedom for creative ideas. Besides, the current identity, which mainly focuses on straight and forward, no longer fits the purpose, positioning, and personality strategy. The brand guide presents recommendations and concepts for updating the current brand guide according to the 2030 brand identity. The concept explains a new composition and grid system, a visual language, usage of the new tagline, and a workshop to enrich the colour system and involve the team in developing the visual brand identity. The ideas serve as inspiration and insight into what is possible with the new brand. Based on this document, a graphic designer should be hired to design a final and comprehensive design guide. In addition, I proposed to plan some workshops with the team to design the brand elements together. This creates ownership and a better understanding of the new visual identity. An example is the “colour workshop” to enrich the colour palette. Furthermore, the books as part of this project are designed based on these guidelines, as well as the 25ft book.

For the updated brand guides, please see [Thinking outside the container, “Brand guide” on page 92](#). The updated brand guide elements are;

The band voice

The brand voice brings personality to life. It defines how Eveon talks to customers and tells stories. The voice creates the authentic and human character Eveon strives to bring into the market.

Typography

Pilat has been chosen for its bold character. However, currently only the regular and bold styles are used. Adding the other font weights creates more movement and a richer visual language. Something that contributes to building a solid brand image.

The composition

The composition aims to create a coherent visualisation of moving towards the future. The composition is designed to convey just that. Using the existing elements, the strong logo, the tagline “moving forward”, and the letter “E” creates an authentic and clean composition that could be used in multiple expressions. The books of this project are designed in this composition.

The tagline

The tagline is like a second name, a good movie title; it explains who you are and what you stand for. In line with the strategic changes of the business structure, *"Horizon 1 - Containers made human"* on page 17, a strong tagline should emphasise all activities that Eveon will be involved in, in the coming years. Eveon no longer only sells containers. Eveon enables customers to be responsive and remain at the forefront of what is possible - digitally and sustainably.

The colours

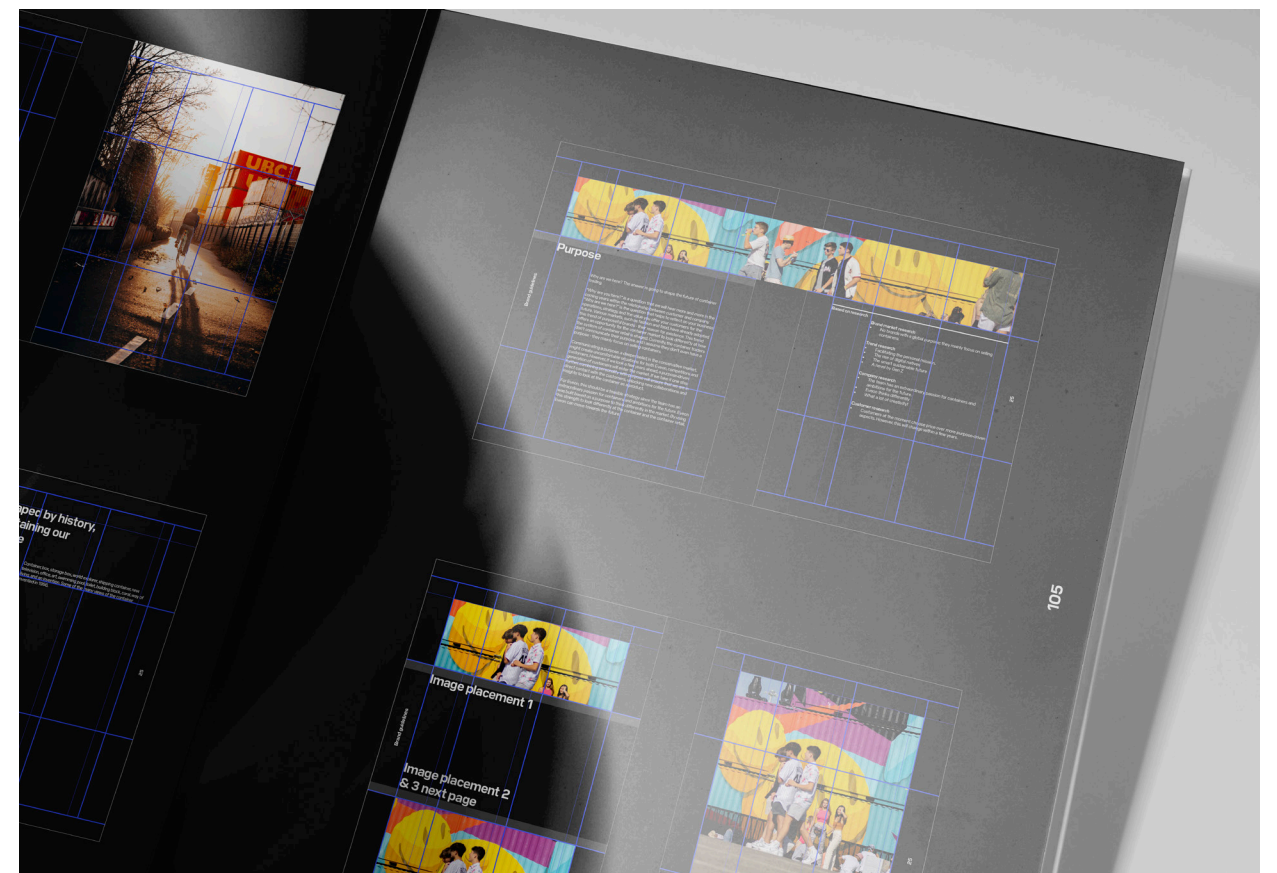
Eveon blue and Eveon black are carefully chosen to be the colours to stand out in the market. However, having one colour offers few possibilities for creative visual expressions - something that will be necessary looking at the 2030 strategy. In addition, one colour does not translate the diversity and human character of the team as well as the presence of Eveon worldwide.

Photography

Eveon's personality is not only communicated by the products and services but also by the use of visual materials and photos. When you think of a personality, you probably think of human characteristics. But, remarkably, the container market only shows pictures of containers, the ships they are transported on and the storage depots where containers are stacked. The new brand breaks with this image. A human brand that is Genuine, Unconventional, Creative, Curious, and Unstrained, shows the container and the interaction with its users, people, nature, or locations. It shows how containers are used as a storage solution and creative canvas, home or art - honest photos showing the positive future of containers and the interaction with us as people. Featuring our customers, young and old, partners and truckers, and global presence, photos made to feel how it feels to have an Eveon container for everyone.

Pitfalls / Don'ts

The brand book also shows what is not the intention and where possible pitfalls in the communication of the new brand. The pitfalls are; We are not activists, We are not discount traders, We are not just a container webshop (anymore), We are not green. For an explanation, see *Thinking outside the container*, *"Brand guide"* on page 92.



Launch campaign

Hello world! is a launch campaign designed to introduce our new brand personality - to say hello - to the market. It builds further the decision to stop selling new containers and move forward, acting responsible and sustainable.

What is the aim of this campaign?

The launch campaign will inform Eveon's customers, target audience and other stakeholders of its new strategic direction, products and future services. It aims to fill the future needs of the digitally and sustainably transforming market. The campaign and the long-term communication strategy guide Eveon in evaluating whether decisions about a business's direction, product strategy, and marketing campaigns are aligned to Eveon's brand. Furthermore, with this campaign, Eveon explains the choice of only selling used containers by showing the impact that this choice has. It challenges container buyers to consider used containers and inspires companies to also focus on re-using products that are already there. Besides this, the campaign also supports the first steps in the roadmap, among other things, by building a human character, by not only making this a marketing effort but also involving the IT team, it opens up possibilities for acting responsibly by naming presence in various locations, and acting forward through the emphasis on the digital aspect.

print("Hello world!")

A "Hello, World!" program is generally a computer program that outputs or displays the message "Hello, World!". This program is very simple to write in many programming languages, and is often used to illustrate a language's basic syntax.

Hello world! as a metaphor means that...

We are digital but human, saying "hello" to the world. It shows our diversity, being understood in every language. It describes our new standard in the market and our new language. It shows that we stand for simplicity – the smooth process of ordering a container. It shows that it has seen the world and explored it.

Hello world! has a lot of opportunities...

It is a common coding program - Eveon's IT team will be invited to be part of this campaign. They can create fun stuff and hide some easter eggs in the webshop. By introducing the IT team as the creative brain behind this, Eveon builds on their human character. It's not only a marketing effort anymore.

Hello world!
Hello Brazil!
Hello Newark!
Hello Long beach!
Hello the UK!
Hello Butting!
Hello solar panels!
Hello you ;) (valentine's day)

But more importantly...

It's not about retirement after 15 years of hard work. It's about finally starting its life.

"Hello world!"

```
1  Eveon = new ContainerMarket()  
2  
3  while(Eveon.Status == 'Online'){  
4      Eveon.ShipGlobally();  
5  }  
6  
7  Container = new Container(Eveon);  
8  
9  if(Container.age >= '15'){  
10     Container.reborn();  
11 }  
12
```



Acts

To visualise what can be achieved with the proposed direction of the brand strategy 2030, I have defined how Eveon acts. Next to the acts, I have developed a roadmap based on the brand strategy to realise the future vision in three phases, translating the different elements of the brand strategy and stories, usually referred to as horizons.



How Eveon acts

The acts visualise each of the main steps of realising the future vision and support the horizons of the tactical roadmap, described in *“Tactical roadmap” on page 58*. The acts are significant throughout the strategy over the next eight years. However, each horizon emphasises one specific act. The acts are complementary and together form the expression of the brand to the world.

In three steps building towards the future

The first horizon, about building a solid brand, addresses the market's lack of personality and reliability by showing Eveon acts human. The second horizon builds on the established brand and demonstrates Eveon's purpose, satisfying customers' needs for purposeful brands. In the last horizon, the future vision is realised. Eveon no longer sells containers but enables customers to be responsive and remain at the forefront of what is possible - digitally and sustainably. Eveon's purpose is to be the changing force in the container industry, shaping the way forward. This last horizon focuses on moving forward. The Eveon brand, by then, has built a strong customer loyalty and shown that it is more than just a container trader and is now experiencing the opportunity to push the market and its customers towards the future. Act forward embraces the digital and sustainable world with innovations and services that look beyond the sales of a container and support customers in the transition to the future - using the container as a product and the knowledge in sustainability and logistics.

Horizons

To define the horizons, I used the three horizon model of Curry and Hodgson (2008). In this model, the three horizons overlap to create continuous innovation. The first horizon begins in the current context of container retail and works towards a differentiating brand positioning while adding value to a demand for personality en reliability. The second horizon, which functions as the transition from the first horizon to the third horizon, builds a reliable and emerging brand and creates value within the market's need for a purpose. Finally, the third horizon realises the future vision and focuses on developing new desirable and viable products and services for Eveon. All three horizons and associated actions are based on the predicted stories and scenarios shaping the container retail of the future.

We...

Talk

Laugh

Tell stories

Show our faces

Build relationships

Act out of passion, not sales

We act Human

We don't hide behind the digital curtain. We show ourselves wherever our customers are with all our insecurities, passions, and differences. Where possible, we come on stage and show our faces. Our brand is not just a few empty words that describe human characteristics. We know that the market can be a bit unreliable at times and that the container trade leaves a vague and unclear picture. We break this pattern. It may sound strange, but customers can just call or email us. And when we're in the area, we even visit them for a cup of coffee and bring some delicious Dutch stroopwafels.

Products and services

- Instagram – Let's connect!
- Container stories – How I met your container
- Zoom interviews – Don't stay muted!

Roadmap

Horizon 1 - Containers made human

We...

Inspire

Support

Are accountable

Challenge and empower

Invest in purposeful projects

We act Responsibly

We are aware of the impact the container market has on the environment. It's Eveon's daily task to help organisations and impactful stakeholders to participate in the world's transition to a sustainable balance. By embracing inventions and creating stories that our customers inspire, share, and motivate to do the same, Eveon impacts customer behaviour to make sustainable decisions.

Products and services

- Eveon art line – A social canvas
- Material passport – Container identity
- Eveon consultancy

Roadmap

Horizon 2 - Containers made responsibly

We...

Dream

Transform

Are creative

Are unstrained

Do unconventional things

We act Forward

Eveon looks at containers as valuable pieces of history and sees the opportunities they contain for the future. By being creative and thinking outside of the container, Eveon strives to reinvent the container of 2030 and educate and guide the container trading and shipping market in the transformation to a fully digital and sustainably balanced future.

Thinking inside the box is what happened for too long and is why Eveon was founded. Think differently and dare to explore the unknown. Eveon is the new pioneer of containers.

Products and services

- The container experience
- AR delivery app – Eveon place
- Smart containers
- Flexible containers
- API integration – Seamless container purchase

Roadmap

Horizon 3 - Containers made forward

Future products & services

To visualise the possibilities of the 2030 brand strategy, I present the products, services, and marketing-related ideas that emerged during the earlier research and the ideation process. The products and services are accommodated in the various acts and mapped on the tactical roadmap. I developed the more strategically fundamental concepts in more detail and reflected on the desirability, viability and feasibility of these concepts - Eveon consultancy, The Container Experience and Smart container.

Iteration - Lego Serious Play creative session

For this part of the project, I designed a workshop to develop new services and products based on the strategy with the Eveon team.

With the use of Lego Serious Play, the goal of this workshop is to tap into the hidden expertise and creativity of Eveon and to harness all available knowledge in the team in order not only to find the best new services but also to get the strongest possible commitment.

While working on some challenging exercises (pressure cooker), the groups build their idea about future services and products. Finally, the groups present the ideas and concepts in a narrative and inspiring way.

This workshop has not yet taken place but would be beneficial for the team to get familiar with the brand strategy and create ownership.

Instagram – Let’s connect!

Act

Human

Stories

Personality, reliability

Clusters & Trends

1, 16, 17

Horizon

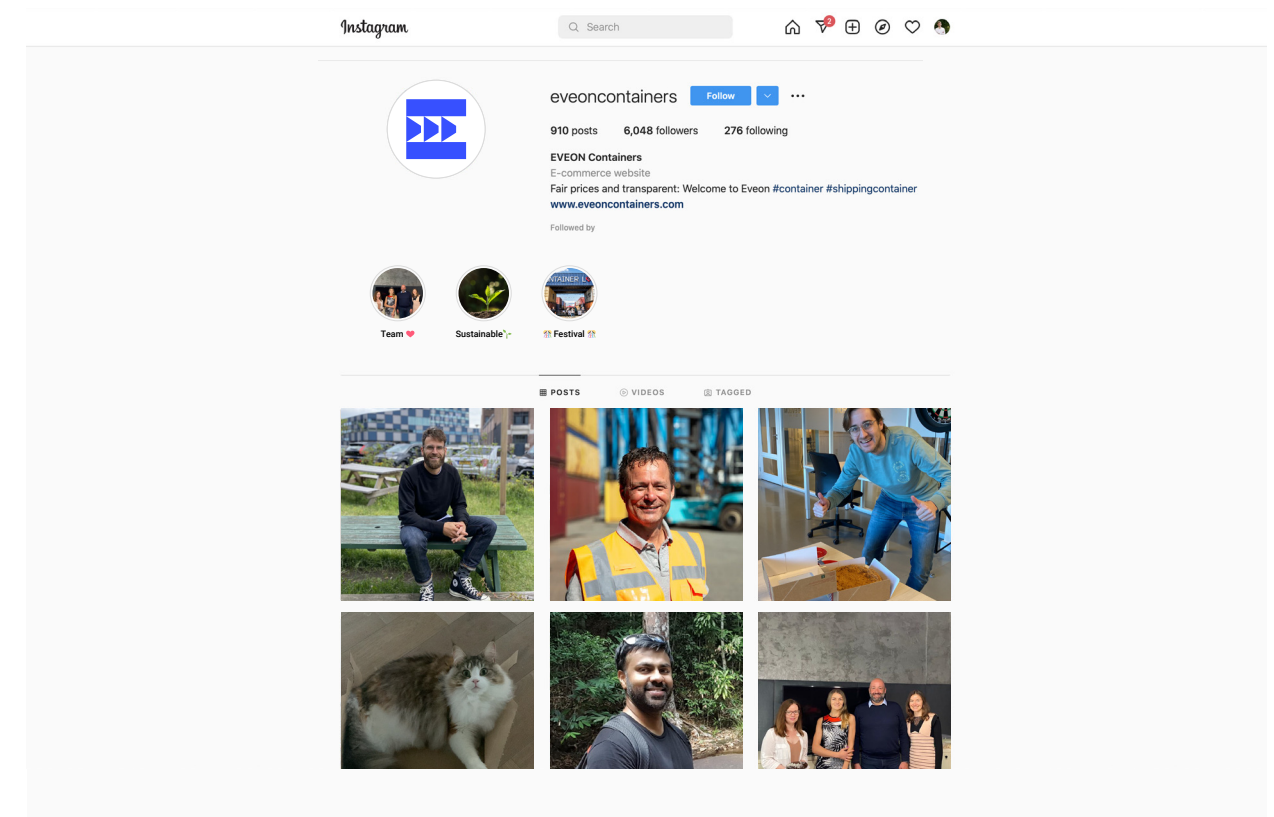
Horizon 1

Currently, Eveon isn't active on Instagram. However, Instagram is a great platform to share photo's, stories, and to show the world how you're going through life. It's a way to share your personality online. Therefore, Instagram offers an opportunity for Eveon to show the world who they are. But not by using it to share news articles and blogs. Let's use Instagram as Eveon's community platform and not for marketing!

In this way, Eveon can show that they are human by giving the team a voice. By showing the faces behind the webshop, Eveon builds a (reliable) character. Making the Instagram page a team effort rather than a marketing effort will strengthen the team's relationship with each other and the market - having fun and showing it to the world. shows how it could look like.

The first steps towards an influential Instagram page;
Upload the right logo / delete current posts / upload current photos and articles of the team / add highlights (starting with team week) / add followers / get verified

Figure 21 - Instagram - Let's connect!



Container stories – How I met your container

Act
Human

Clusters & Trends
1, 9, 12, 16, 19

Stories
Personality

Horizon
Horizon 2

Another way to interact with customers and the market is by visiting them. Filming multiple episodes about the stories behind containers with purposeful projects and customers shows that Eveon is more than a container webshop, that Eveon invests in its customers creatively and unconventionally. Eveon can show innovations, the diversity in usage and how they interact with our customers. Eveon takes customers seriously.

Multiple episodes with different purposeful and authentic customers, published every week for a period of 3 months. 12 episodes of which the first is an introduction, there will be a special of 2 episodes about one social project, meaning Eveon can visit 10 customers and projects. This gives enough room to show the diversity in customers, industries, and locations. For the production, Eveon would rely on a third local party with experience in (online) video productions.

Figure 22 - Container stories

how i
met your
container
SEASON 1



AR delivery app – Eveon place

Act
Forward

Clusters & Trends
8, 9, 12, 16

Stories
Knowledge

Horizon
Horizon 2

The customer satisfaction survey often revealed transportation concerns. In addition, a lack of clarity in the delivery guide caused customers to consciously or unconsciously indicate that the location was suitable for delivering a container. However, in many cases, the site turned out to be unsuitable for trucks, or the customer wasn't happy with the location after the container was placed.

An AR-enabled app could tackle these problems with delivery. The app (Figure 23), which customers can download, uses the latest AR technologies. They can place their container on their preferred spot using the camera on their phone. The app can decide whether delivery is suitable, if the location is accessible for a truck, and whether the surface is firm enough. Next, the customer sees how the container will look, managing expectations. Furthermore, truckers get the location information based on the saved placement in the app, so they know exactly where to place the container. This technology is very accessible and, therefore, a possible additional service to develop for Eveon. For example, Ikea uses this technology to try out furniture in your room, although in a more simple form, see Figure 24.

Figure 23 - App icon



Eveon Place

Figure 24 - Ikea app to place furniture



Zoom interviews – Don't stay muted!

Act
Human

Clusters & Trends
1, 3, 9, 16

Stories
Personality, knowledge, reliability

Horizon
Horizon 2

Another way to interact with the market is to invite Eveon's partners, truckers, customers, and everyone interested during a monthly Zoom call. Eveon could share thoughts, discuss how they can help to improve businesses, answer questions about containers and the market - building a reputation of a reliable and knowledgeable partner. And again, Eveon shows its faces and interact with our customers, even while they are a webshop.

Material passport – Container identity

Act
Responsibly

Clusters & Trends
6, 10, 11, 14, 19

Stories
Purpose, knowledge

Horizon
Horizon 3

A more sustainable way of acting responsibly, is by investing in circularity. Material passport will soon become a mandatory part of the production of products and the recycling of waste and is already mandatory in the construction sector. So why shouldn't Eveon be the first to introduce this for containers? Especially interesting for old and used containers.

Eveon art line – A social canvas

Act
Responsibly

Clusters & Trends
2, 11, 19

Stories
Personality, purpose

Horizon
Horizon 2

As a way to show that Eveon is not only about containers sales but wants to have an impact on the world, it is necessary to invest in purposeful projects. An example of this, which can be done in many other formats, is to act responsibly during the International Day of Persons with Disabilities (3 December) or World Mental Health Day (10 October). Together with (mentally) disabled people worldwide, Eveon uses the container as a social canvas. During a joint project to create awareness and raise funds for organisations working with disabled people, limited edition containers, designed and painted by (mentally) disabled people, can be sold on the webshop.

Some existing ideas

Ideas that arose during the project and were discussed with Eveon or ideas that Eveon already had themselves.

- Focus on data collection; survey on the webshop, container selector
- Subscription model
- Container matching
- Container selector
- Guarantee program
- Student participation and award
- Maintenance and repair service
- Container return program

Smart Containers

Act
Forward

Stories
Knowledge, purpose

Clusters & Trends
4, 6, 8, 12, 13, 15

Horizon
Horizon 2



Smart containers

TNO's prediction of a future with digitalised logistics using big data, IoT, AI, and autonomous vehicles, is also noticeable within the shipping industry. Due to this industry-wide focus on digitalisation and smart logistics, some early initiatives started converting traditional freight containers into smart containers equipped with sensors and tracking devices. The data of these containers show potential benefits in transparency, efficiency, predictability and effectiveness of the shipping process and show an improvement in cargo care, maintenance, and an increase in safety (Becha, 2019). All these benefits carry the potential for a more sustainable future. The same results were found during a case study on smart containers by Global Infrastructure Hub (GIHub) (Global Infrastructure Hub, 2020). This study by GIHub also shows the ease of implementation, readiness of the market and technology to start converting smart containers. A project in Rotterdam also indicates that the world is ready, and there is a lot of interest in smart containers (We Are 42, n.d.). We Are 42 is a project and a container converted into a smart container that could be followed live by a worldwide audience over a certain period via an online dashboard.

Smart containers serve as the catalyst for innovation in the market, and therefore, the strategy embraces this concept. While the smart container is becoming particularly important in the logistics and transport sector, it also adds value as a storage solution. Logistics and shipping are already making use of smart containers. However, these are new containers that will be in service for another 15 years before they become available on the container trading market. In addition, the smart container creates the chance to repurpose used containers by converting them to smart containers.

The smart container is an essential part of the 2030 strategy. Besides adding smart containers to the product portfolio, it also has a crucial role in the other products, services and represents the strategy. In 2025, logistics companies depending on transport and logistics will have to transition to an autonomous, efficient and sustainable system (TNO) - for example, Jumbo Supermarkten experiments with fully autonomous and intelligent supply chains. Furthermore, the container plays a crucial role in storing and transporting fresh products. Therefore, the container must communicate its location, what it contains, how long products can be stored, and the destination.

Let's not reinvent the wheel.

Let's not try to reinvent the wheel. In the coming years, many products will become "smart" - even containers. Besides, start-ups, such as TRAXENS are already producing smart containers. So why is it an opportunity for Eveon to enter the smart world? What innovation can Eveon offer? What are the advantages? And what exactly is Smart?

What are smart containers?

Smart containers are an essential building block to meet the emerging requirements for end-to-end supply chains (e.g. Lind et al., 2020b; Lind, Ward, Watson, et al., 2020a; Voorspuij & Becha, 2020). A smart container solution can contain the following elements;

- Smart containers are equipped with a device fixed on a container or sensors included in the container.
- A platform collecting data, analysing, and sharing with the different stakeholders via a dashboard.
- APIs for seamless integration of the data with current systems and business processes.
- Communication protocols, including wireless communications technologies, enable collaboration between devices.

Opportunities

Depending on the device and the type of sensors used, the possibilities of generating data are endless. For example, smart containers can provide insight into (We Are 42, n.d.) (Global Infrastructure Hub, 2020);

- Lighting, inside and outside
- Door openings
- Real-time video, inside and outside
- Movements, such as vibrations, acceleration, and altitude
- Climate control, for example, insights into humidity, air pressure, and temperature
- Environmental pollution
- Black box logger
- Cargo value, quality, and experience
- Sounds
- GPS location

According to the research from Becha (2019), some of the applications and possibilities of smart containers can be seen in the update of ETA, trip tracking, alerts of unexpected door opening, and temperature or humidity changes. A complete overview of the expected benefits according to Becha (2019), TNO (*"Expert interviews" on page 120*) and Global Infrastructure Hub can be seen in Figure 25.

Extend its life

Minimise the cost related to wastage by extending the container's life with technologies. Not only because, for example, a container can be repaired preventively, but also because we give the fairly "dumb" container a newer purpose for the future, making it valuable again.

Condition information

Enhance productivity and reduce the cost associated with lost or damaged cargo by ensuring optimised operations and reducing the probability that containers will be damaged or lost.

In addition, the live information provides the customer with updates on the internal quality of the container and the cargo.

Security

Reducing theft and spoilage of goods by utilising temperature control and anti-theft functionalities.

Furthermore, smart containers can observe the air quality of the environment. This can help in the local observation of dangerous levels of CO₂ or chemical substances in the air, which ensures the environment's safety.

Real-time tracking and ETA prediction

Reduce the time required to gather data on the location and condition of containers by implementing an autonomous system that provides automatic updates.

Figure 25 - Smart container possibilities

Converting used containers to smart containers has significant potential and is a critical change in the more digitalising supply chain. Therefore, it has many advantages for container traders. But not only container traders do benefit from this; many more stakeholders see benefits in the smart container. A couple of those are;

- Transport operators
- Logistic service providers
- Consignors and consignees
- Vessel crew
- Container owners
- Depot operators
- Inland and sea terminal operators
- Cross-border regulatory authorities (customs, sanitary, etc.)
- Port authorities
- Banks and insurance institutions

Risks

Of course, the sensors, cameras and digitally connected systems also bring some risks. Although, these risks seem manageable (Global Infrastructure Hub, 2020).

- Government and industry must develop new standards.
- The supply chain must have a secure communication system.
- Containers are made of steel and usually stacked several deep on shipping vessels. This can interrupt communication, which can make the data inaccurate or lost.
- May result in redundancies for existing employees.
- Data collected could be hacked or altered due to cybercrime.

So what's in it for Eveon?

The smart container is a crucial part of the strategy and the road to the future vision. Several trends and various services in the roadmap are based on the investment in smart containers. As explained above, the smart container is the container of the future. In addition to optimising the supply chain, it also offers smaller companies and Eveon's customers the opportunity to make business processes more sustainable and faster. Next to the digital, sustainable and security advantages, investing in smart container conversions also opens a world of undiscovered opportunities and innovations. For example, the development of a platform and the sales of smart containers ensures Eveon can obtain data differently. This contributes to a strong strategic position in the market since data will be of immense value in the coming years.

Eveon can adopt the smart container in their product portfolio in two different ways:

First, the simplest way; the smart container is sold as a product via the webshop. Of course, an inspiring marketing campaign is created to create awareness. The smart container equals the used container within the product portfolio and is displayed next to "normal" containers. In this case, the conversion of used containers into smart containers and communication and visualisation of data is left to third parties. Eveon is entirely dependent on these third parties.

Eveon could also take a different approach and manage data analytics and conversion in-house. An on-demand conversion of used containers into smart containers in collaboration with third parties - suppliers and depots. Eveon is not dependent on third parties' availability of smart containers. This seems to be the most favourable situation, as the availability and number of smart containers are low. It is crucial that when Eveon starts offering smart containers, sufficient stock is available - as was also the case with used containers (*"Main findings customer research" on page 57*). This situation also fits with the idea of starting more collaborations with tech companies and start-ups. One possibility is, for example, to invest in a start-up for the conversion of smart containers. In addition, some companies have developed devices that can be mounted relatively easily on a container by, for example, a depot. However, these devices do not offer all functionalities, so a trade-off has to be made about cost-effectiveness. It is good to see whether existing partnerships can provide Eveon with this demand or if they want to invest in this together.

Besides managing the conversion itself, Eveon can also develop the communication and visualisation of the data in house. Eveon can develop its own platform or use existing frameworks. This allows Eveon to manage data themselves, gain knowledge, and develop customised systems that meet customers' needs, such as API integrations or communication with existing systems. The latter is also preferable, looking at the possibilities for the Container Experience and Eveon Consult later.

To identify the strengths, weaknesses and requirements to start offering smart containers, I used the Business Model Canvas (BMC) shown in . The BMC maps the strategy and consists of several elements: your organisation, value proposition, customers, suppliers, costs, and revenues.

Limitations

The biggest challenge for Eveon lies in finding a collaboration with a supplier or depot to convert used containers on-demand to smart containers so that Eveon can stick to the dropshipping model currently used. However, the disadvantage of offering smart containers in a dropshipping model is the dependence on external parties and thus the technical maturity of these parties to set up the conversion on a large scale. Therefore, a first local pilot should be set up in collaboration with Eveon's supplier to test both models and to gain experience in the conversion, use and offering of this new product.

Eveon should further investigate the smart container and setting up a network of partners and suppliers. The most effortless and low-risk way is to set up a pilot. However, Eveon can also explore the possibilities with new partners, depots or even their truckers. Converting used containers to smart containers is already possible by assembling and installing a ready-made device. This already adds additional value to the used container, but not all possibilities are used yet, for example, solar panels and, or cameras. This more rigorous approach also requires more research and more substantial infrastructure. Eveon could explore this in a second phase.

Another limitation on the services and products developed in later phases, such as the container experience and Eveon consultancy, and the different business structures, is that I have assumed that offering and selling smart containers and additional services are feasible and viable. Even though this is an assumption on which a lot depends, looking at the research, this remains a solid strategic choice, and it is almost unthinkable that smart containers will not play a significant role in the future of container retail.



Figure 26 - BMC Smart containers

Key partners

What are your key partners to get competitive advantage?

- Supplier (or other container lessors)
- Partnership with MSC or container lessors
- UX developer for dashboard
- Telecom or IoT company
- Solarpanel solution provider
- Tech intelligence company for building smart containers
- Depots for converting used containers
- (Depots for storage Eveon's smart containers)

Key activities

What are the key steps to move ahead to your customers?

- Offer digital container solution
- Get insights and data on container usage
- Additional services for preventive maintenance
- Develop a method for conversion
- Eveon Design & Eveon Tech

Key resources

What resources do you need to make your idea work?

- Used containers
- Depot for storage (when decided for a non-dropshipping model)
- Research to new technologies and innovations
- Partnerships with tech and IoT companies
- Tech resources (such as sensors). Depending on the partnership (Conversion by an external partner, depot or supplier)

Key propositions

How will you make your customers' life happier?

- Adding value to a sustainable and circular world
- Seamless integration of container with customer's business systems
- Enabling customers to keep ahead digitally
- Adding value to the changing supply chain as described in "Expert interviews" on page 120

Customer relationships

How often will you interact with your customers?

- Containers communicate data 24/7
- Support and assistance on reading data and using the data dashboard
- A flexible leasing model for when containers are not needed anymore is possible
- A relationship is built from the first interest to the actual order, and even after that
- Customers receive updates on their data and maintenance notifications on their container

Channels

How are you going to reach your customers?

- Direct: Website
- Direct: Mailing
- Same channels as for used containers
- Partner: Customer service
- Direct: Campaign for motivating container owners and customers to convert their container to a smart container
- Indirect: Referral through customers
- Online Social / Viral channels
- Via a container return platform

Customer segments

Who are your customers? Describe your target audience in a couple of words.

- First, the focus is on businesses. Later, when the service is fully operational, Eveon can also consider expanding consumers.
- Forward thinkers connecting the dots
- MKB Retail chains
- Interesting industries: Production and manufacturing, Food and fashion

Cost Structure

How much are you planning to spend on the product development and marketing for a certain period?

- The main investment is the system and partnerships to convert containers
- Costs for the actual conversion
- Cost for the development and maintenance of the data server and dashboard
- A marketing campaign to activate container owners for this service

Revenue Streams

How much are you planning to earn in a certain period? Compare your costs and revenues.

- Lease: You pay a monthly fee for the container rent and data services. Customers can choose between monthly rent or yearly rent.
- Owning: You pay the price of a used container + additional data services. The data services will be offered in different plans (Basic and Premium)

Container Experience

Act
Responsibly / Forward

Stories
Personality, reliability

Clusters & Trends
2, 6, 9, 12

Horizon
Horizon 2/3



Customers can touch, smell and see how Eveon shapes the way forward.

Eveon invites you to experience the container of the future. As part of Eveon Containers, they show customers what the future looks like, where the opportunities lie for customers and their company. Eveon presents the latest technologies and applications in the use of containers. Through demonstrations, keynotes from pioneers, and experimental workshops, customers will discover unprecedented innovations during this unique interactive experience. At this event, customers can interact with like-minded, forward thinkers and curious minds, explore new strategic partnerships, and find out how they can work together towards a more sustainable balanced and digital world.

Customers are invited to learn how the container of the future can help them become even more efficient and successful. Customers are challenged to work together during experimental workshops in building new products and solutions in our container lab. A team of ambitious, revolutionary, and knowledgeable students are driven to bring creativity to the table and work out promising concepts with them.

The event is meant for forward thinkers connecting the dots, trying to become pioneers.

For Eveon, The Container Experience is a platform to interact with different audiences, whether potential customers, logistic partners, or just curious minds. It aims to be a platform to show technologies and developments and promote innovative startups - a way to differentiate from the old fashioned container traders, who only look at containers as commodities.

The Container Experience responds to the increased focus on customer experiences and adds value to the market by acquiring new knowledge and allowing a moment of personal contact. Eveon shows its face by being physically present at this event and offers customers the opportunity to interact with them.

Furthermore, The Container Experience responds to:

- Since there are no events for transport (last mile) companies and truckers, Eveon allows suppliers, partners, transport companies, and potential customers to interact with each other on their events.
- To show that the container can change the world. It is an excellent way to differentiate from the old fashioned container traders, who only look at containers as a commodity. Eveon can show they value the potential of the container, work on improving the sustainable balance, create more efficiency in the value chain, increase logistics handling, and enable customers to innovate and evolve their businesses.
- Differentiate from other traders, shipping companies and digital natives by not selling containers but an experience.
- Improve relationships with society, become a loved brand, not only by customers but also those who would probably never buy a container but know Eveon as “the” container trader. The Container Experience creates a community of people who get to love containers and Eveon.
- To display and show innovations and new technologies.
- Give students and start-ups a podium.
- Eveon shows they act human and personal. There is no better way to show their personal character than by talking in real life to people.
- It shows Eveon’s commitment to their purpose and adds to the reliable character.
- Last, The Container Experience can be combined with building customer relationships through The Container Club.

To identify such an event’s strengths, weaknesses, and requirements, I used the Business Model Canvas (BMC) shown in . The BMC maps the strategy and consists of several elements: your organisation, value proposition, customers, suppliers, costs, and revenues. To map the different interactions between stakeholders and the value for each, I used a model by strategyzer.com, Appendix E.

Figure 27 - BMC Container Experience

Key partners

What are your key partners to get competitive advantage?

- Tech start-ups or digital natives
- B-corps and other sustainable aware companies
- Unique locations for a container event
- Supplier of containers
- Knowledge - learn more about future technologies and possibilities!
- Innovative and sustainable trucking companies
- Customers - a ticket plan can be made accordingly to gold and silver customers
- Telecom provider
- Shipping lines representatives

Key activities

What are steps to move ahead to your customers?

- Get market insights about the needs of the various stakeholders
- Test new services and products (are they fulfilling the needs and are the products feasible, viable, desirable)
- Promotion of (new) services and the Eveon brand
- Supporting customers in innovating by inspiring and empowering
- Build a stronger and larger customer base and develop and facilitate partners with new business models

Key resources

What resources do you need to make your idea work?

- A widely spread marketing campaign for the event
- Human resources
- Physical assets (such as stands, servers, monitors)
- Containers
- Research to new technologies and innovations
- Partnerships with tech companies and purposeful start-ups
- Inspirational location

Key propositions

How will you make your customers' life happier?

- Visitors, partners and customers get inspired about the future of containers and logistics, the developments and possibilities
- The target audience gets touchpoints and support to "connect the dots."
- All stakeholders feel valued and heard, which increases the reliability of the company
- New business models and partnerships get developed. For example, to create a more efficient supply chain and logistics system
- A unique and physical experience
- First to hear and experience new technologies and knowledge

Customer relationships

How often will you interact with your customers?

- An opportunity to meet and interact on location
- Building a relationship, business meeting and new business opportunities
- Start of a project or investment in start-ups
- Subscription to the presented data and knowledge base
- Customers get the opportunity to meet their contact person

Channels

How are you going to reach your customers?

- Direct: Website, mailing, webshop order
- Direct: Campaign for motivating container owners and customers to visit the event
- Partner: Trucking companies
- Partner: Customer service
- Partner: PR
- Partner: Shipping lines or suppliers
- Indirect: Referral through customers
- Online social / Viral channels

Customer segments

Who are your customers? Describe your target audience in a couple of words.

- Customers (different levels; different tickets)
- Students
- Partners: (Potential) trucking companies
- Partners: Customers service
- Partners: Communication and PR
- Everyone interested in containers
- Forward thinkers (connecting the dots)
- Existing market (also competitors, to show we move forward)
- The first edition could be only for customers as a pilot
- Other relations in the container, sustainable, and logistics market

Cost Structure

How much are you planning to spend on the product development and marketing for a certain period?

- The main goal is to generate a brand position as a knowledgeable partner
- Secondary goals are container sales, new partnerships, and new customers
- Indirect investment in start-ups by promotion and giving them a podium to present their idea and do business
- Invest in event setup and marketing campaign

Revenue Streams

How much are you planning to earn in a certain period? Compare your costs and revenues.

- Pricing mechanism: Enabling an experience
- Revenue through customer loyalty, new container sales, sales of new products and services, and new partnerships
- Eveon sells and promotes its platform, containers, new products and services, and its personality
- Data about needs of the market and our customers and potential new market trends developments
- Feedback on products and services

Eveon Consultancy

Act
Forward

Stories
Knowledge

Clusters & Trends
2, 4, 6, 10, 12, 15

Horizon
Horizon 2/3



Consulting? As a webshop?

Eveon Consultancy is the ultimate goal and service of the 2030 strategy. This chapter describes the concept resulting from the research findings and development of the 2030 strategy. The idea is based on the needs of the future market, persona, the strengths within the team, and is incorporated in the brand strategy. The concept describes the possibilities of when all products, services and components from the brand strategy come together. However, it is not yet a ready-to-implement plan. It presents a vision for the future. Nevertheless, such a concept would be a unique and viable addition to the current business model.

Eveon stands for forward-thinkers connecting the dots. Eveon's future customers are in the middle of the sustainable and digital transition. Radical changes that require flexibility and convenience from Eveon's new services. Eveon has delved into the possibilities and knowledge in the sustainable and digital field following the roadmap elements. Now it is the turn to empower, challenge and support customers with this knowledge. Eveon responds to the unconscious needs of the customer and offers them the opportunity to make their business processes and structure more efficient and ready for the future.

Eveon Consultancy is a combined team of experts and young talents. A combination of consultants, service and business designers, data analysts, and IoT technology experts. This team is in charge of the service Eveon offers besides container sales via the webshop. As the name suggests, it is a service to develop suitable solutions for specific issues of customers (and potential customers). With this service, Eveon offers companies with a need in containers, in one of many possible sectors, guidance in the transition to the future with the knowledge obtained from data, research and partnerships. Eveon identifies its customers' problems and develops solutions, which can take the form of technology-based tools and data-driven decision-making systems. The solutions are always container related, whether used for transport, storage, or other purposes.

Eveon also offers a unique platform of experts with diverse expertise, experience, and knowledge. The goal of Eveon Consultancy is to build long-term customer relationships besides the more traditional webshop businesses. It fulfils the need to bring new knowledge to the market and motivate and enable customers to stay ahead in the digital and sustainable field.

Furthermore, the platform is based on the principles that "together" is essential in the future and that more efficient and powerful products are created when we all move forward.

Digitally, the service will mainly be about analysing data and advising more efficient design of sustainable and digital business processes and ultimately connecting different parties. Physically, the service will consist of events in which impact is generated through inspiring speakers, demonstrations of innovations and interactive workshops to bring the future into the present. An example of this is The Container Experience, as described before.

Eveon Consultancy adds value to the market by responding to the needs and problems of future customers - the forward thinkers connecting the dots. In addition, it created value in the market on the need for new knowledge, human contact, a digital platform, and it gives meaning to the 2030 purpose to let the container change the world.

In addition, Eveon Consultancy connects all elements of the 2030 strategy and the roadmap. From building a strong brand position and reputation - knowledge and expertise of the container market, sustainability, digitalisation, data analytics, and IoT - to creating a diverse team with innovation and strategic design skills - the Eveon Design team and Eveon Tech. It also builds on the investment in smart containers and the relationships with tech companies and start-ups for The Container Experience.

Furthermore, Eveon Consultancy does precisely what is described in the positioning, enabling customers to be responsive and remain at the forefront of what is possible - digitally and sustainably. Unleashing the pioneer. Eveon helps customers in the digital and sustainable transition of the container market. We are moving forward, together.

To identify this new start-up's strengths, weaknesses, and requirements, I used the Business Model Canvas (BMC) shown in . The BMC maps the strategy and consists of several elements: your organisation, value proposition, customers, suppliers, costs, and revenues. Figure 28 shows a concept for the visual communication of the service in the form of a website.

EVEON Moving forward

Containers | Cases | Services | About | Consulting

Containers of the future

We help you to move forward.

Reinvent your business by moving forward - digitally and sustainably.

Our services

Remain at the forefront of what is possible - digitally and sustainably

We offer you the convenience of trusting our products and enable you to be responsive and remain at the forefront of what is possible, digitally and sustainably - unleashing the pioneer in you.

01 Data & logistics insights

Data & logistics insights

We trust in data as the new language in which the story of the world is written. But not without looking out the window and seeing what the data means in the real world.

[Learn more](#)

About us

We believe that the container should change the world again.

We are a digital-driven company that reinvents the container for the future to make all the possibilities and opportunities with containers accessible for everyone, everywhere.

02 Design & Development

Design & Development

We bring fresh perspectives, new outlooks, and seek to find ways to improve the existing system. Be the disrupter in your market by thinking outside the container!

[Learn more](#)

03 Sustainability & B-corp

Sustainability & B-corp

We believe shipping containers should have a second life on land after their shipping life. We are here to give used containers a second life as much as possible.

[Learn more](#)

Some of our purposeful cases

Let's have a chat!

EMEON Containers

Let's reinvent the container Together!

Innovation centre
 Willemskade 18B, 3016 DL
 Rotterdam

How to reach us
 moving_forward@eveoncontainers.com
 +49 201 56578880

Eveon Container

This site is part of Eveon Containers. For the container sales, please visit the webshop!

Figure 29 - BMC Eveon consultancy

Key partners

What are your key partners to get competitive advantage?

- Developers, consultants, and researchers
- Network of experts on various topics, such as sustainability, container, logistics, IoT, and data
- A network of digital and sustainable focussed transport companies

Key activities

What are steps to move ahead to your customers?

- Education and training on sustainability (b-corp) and digitalisation
- Research (knowledge about sustainability, digitalisation, data, and future developments and needs)
- Software and solution development
- Building an environment for ideation, innovation, prototyping, and entrepreneurship
- Initiating (digital) change for more efficient and sustainable business systems and processes
- Cooperating with start-ups

Key resources

What resources do you need to make your idea work?

- Knowledge and expertise on the container market, sustainability, digitalisation, data analytics, IoT
- Strategic design skills
- A diverse team of expertise, background and culture
- Strong brand position and reputation and global presence
- A platform for innovation (The Container Experience)

Key propositions

How will you make your customers' life happier?

- Bringing a culture of innovation to the client's business operations
- Staying ahead of what is possible digitally and sustainably
- Growth and increase of efficiency through innovation
- Offering a complete service, from problem exploration and advice to implementing a container solution
- Taking care of customers' many dots by providing knowledge, digital solutions and data analysis

Customer relationships

How often will you interact with your customers?

- Longterm and close relationships with customers and business partners
- Co-creating relationships and partnerships
- Contact through consultancy team
- Contact through The Container Experience events
- Contact via container sales

Channels

How are you going to reach your customers?

- Direct: Website, mailing, and marketing
- Direct: With a webshop order
- Remote consulting and analytic services
- Co-creating and creative consulting formats, such as The Container Experience
- Partner: Trucking companies

Customer segments

Who are your customers? Describe your target audience in a couple of words.

- Start-ups in different stages from idea exploration to becoming scale-ups
- Not yet digitised companies
- Forward thinkers connecting the dots
- Focus on business
- MKB Retail chains
- Interesting industries: Production and manufacturing, Food and fashion

Cost Structure

How much are you planning to spend on the product development and marketing for a certain period?

- The main goal is to create and start new partnerships
- Secondary goals are to build on the reputation of a knowledgeable partner and sell containers
- Indirect investment in start-ups by promotion and giving them a podium to present their idea and do business

Revenue Streams

How much are you planning to earn in a certain period? Compare your costs and revenues.

- Pricing mechanism: Free consulting when decided to implement and order containers from Eveon
- Revenue through customer loyalty and new container sales
- Promoting innovations, start-ups, and container solutions
- Eveon Consulting should let to have more containers sold to larger companies

Tactical roadmap

The roadmap can be seen as a visual portrayal of design innovation elements plotted on a timeline (Simonse et al., 2018). The path towards moving the container market forward is visualised in the tactical roadmap. The roadmap orientates itself on implementing and building the 2030 brand strategy and assigning value to the stories shaping the future of container retail.



Building blocks of the future

A tactical roadmap

For now, I have chosen to focus only on the tactical roadmap - a detailed representation of all steps linked to the elements that contribute to realising the future vision and meant for internal communication (Simonse et al., 2018) - for two reasons:

1. the necessity and need within Eveon for building a solid brand and;
2. the possibility of creating a strategic roadmap - meant for external communication towards stakeholders and communicating the vision - together with the team, customer service, communication, and PR to create ownership and familiarity with the topic and strategy. The roadmap consists of different elements:

Horizons

Horizons describe the different spaces of opportunity moments (Simonse et al., 2018) and focus on implementing and communicating the 2030 brand strategy. This roadmap consists of three horizons, each with a specific act as the main direction of focus. The three horizons are mapped in 2022, 2023 - 2025 and 2026 - 2030, respectively.

Acts

The three acts, Human, Responsibly, and Forward, are mapped on time. The acts are present throughout the strategy, but each act has a focus period. The roadmap shows how the acts build towards the future vision of Eveon as a container changer.

Trends

The trends mapped on the roadmap consist of the 20 clusters that emerged from the trend analysis and the most important events or developments for the container market.

Brand strategy

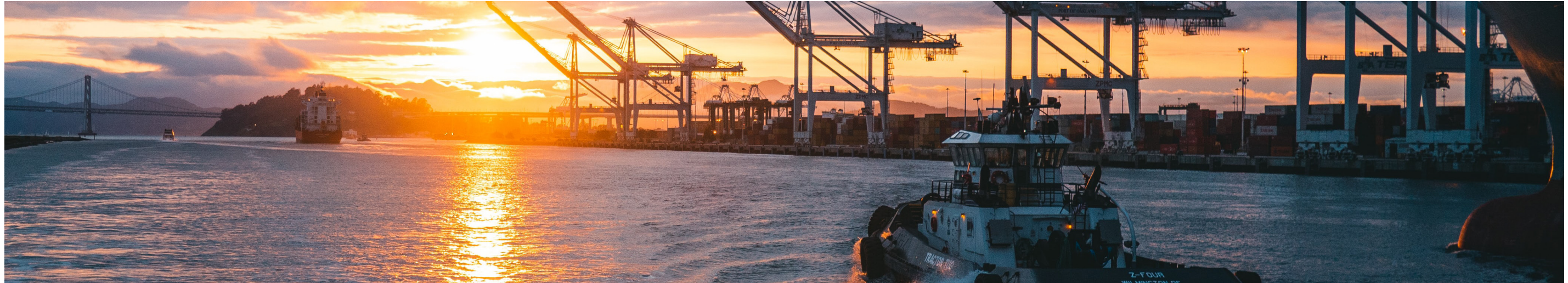
The brand strategy will be implemented in 2 phases. The roadmap starts with repositioning in the first horizon. Then, in the second horizon, the positioning will be updated towards the future.

Products and services

This roadmap element maps the new products and services' different concepts and ideas. The products and services are strongly related and arise from the acts. However, the moment of development or rollout is more related to the trends.

Business structure

The business structure describes the proposed internal resources and restructuring of the team.



Horizon 1 - Containers made human

January 2022 - January 2023

The first part of the strategy is called “Containers made Human”. The main focus is communicating Eveon’s story. This horizon, mapped for the first year, builds a human character and a strong brand identity. That means active marketing, showing faces, and being present for the customers. The primary elements in this phase are the 2030 brand strategy, online communication, brand guide, and user experience of the webshop. Besides that, this phase looks at the responsibilities and processes within Eveon’s team. After two years of building the startup, Eveon set a direction for growth and the transition towards the future. In preparation for phase 2, “Containers made responsibly”, it’s needed to take a fresh look at the products and services that Eveon currently offers.

Act

The first horizon focuses on Act Human.

Stories

In this first phase, Eveon focuses on the opportunities of bringing a personality and purpose to the market. Communicating the new brand story with a strong personality should give customers a more reliable feeling toward Eveon. While a sense of reliability depends on many other factors, showing the team’s faces and acting human allows customers to meet the people behind the webshop.

Business structure

The first phase mainly aims at establishing the Eveon brand, Eveon Moving Forward.

Partnerships

The (online) communication requires a partnership with a marketing agency in the short term. However, after a strong communication plan is built and rolled out, it would be possible to do this internally.

Brand strategy

The renewed brand strategy and related marketing communication will be launched in this first horizon, which is currently taking place (February 2022). Eveon now positions itself as the container changer.

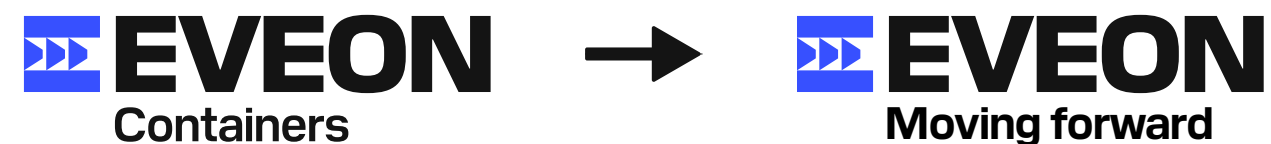
Due to the need to start communicating the new strategy before mid-February and collaborations with external parties, this step is subject to change.

For the organisation

Take the time and attention to set up the foundation and story properly. Everything that will be developed and implemented should support the 2030 strategy.

Furthermore, the team will need some time and attention to get familiar with the new brand strategy, brand DNA, and the 25 principles book. The suggested workshops can be used to create understanding and ownership.

Figure 30 - Business structure horizon 1



Horizon 2 - Containers made responsibly

2023 - 2025

From “Containers made Human” to “Containers made Responsible”. The second phase mainly shows that Eveon wants to act responsibly in the future. Eveon demonstrates that their passion and ambitions for the future go further than just selling containers. They live their purpose; Eveon makes the container change the world again. A deep dive into the customer’s definition of responsibility and struggles in the changing market become essential. With just a marketing campaign, Eveon will not convince their customers. It has to come from their actions changing the world.

Towards the second part of this phase, Eveon takes the expert role in sustainability and digitisation within the container market by organising small events, “pop-up workshops”. These are the kick-off for the container experience centre in the third phase. It’s important to know what is going on now and in the future industry and what keeps customers moving. The transformation to a sustainable and digital world creates different expectations of organisations that impact customers and their businesses. Therefore, Eveon starts working closely with customers to implement customised solutions and inspire customers to see the future’s opportunities. Eveon inspires and empowers their customers to move towards the future using our products and services. Eveon creates a new role as a consultant. In addition, in this horizon Eveon starts building a new service, Eveon Constultancy.

Act

The second horizon focuses on Act Responsibly.

Stories

A responsible character is formed by creating knowledge and building on top of the realised personality in the first horizon. Eveon inspires, supports, and invests in purposeful projects.

Business structure

We see the most significant change and expansion of Eveon’s business model in this phase. In addition to the webshop, we will create two separate teams; Eveon Design and Eveon Containers. You can find an overview of the proposed structure in .

A new business structure in which the partners do not work for, but with Eveon. In which startups and customers can use our expertise and move forward together.

Eveon Containers

The team working on the webshop will continue to exist. However, where in 2022, the focus is still on improving the UX, pricing and expanding the

webshop with extra functionalities, horizon two expands the retail of containers with additional services. Although the focus on the webshop is undoubtedly a strength within the team, this project shows different needs in the future. Eveon will compete beyond the container retail industry, and future customers expect a different experience and more than just a well-designed webshop. Therefore, Eveon must expand its services and shift the focus to the 2030 strategy. The team involved with the webshop is still an essential element but no longer the only focus within this horizon. A new team, Eveon Design, will take care of the strategic activities next to the webshop functionalities.

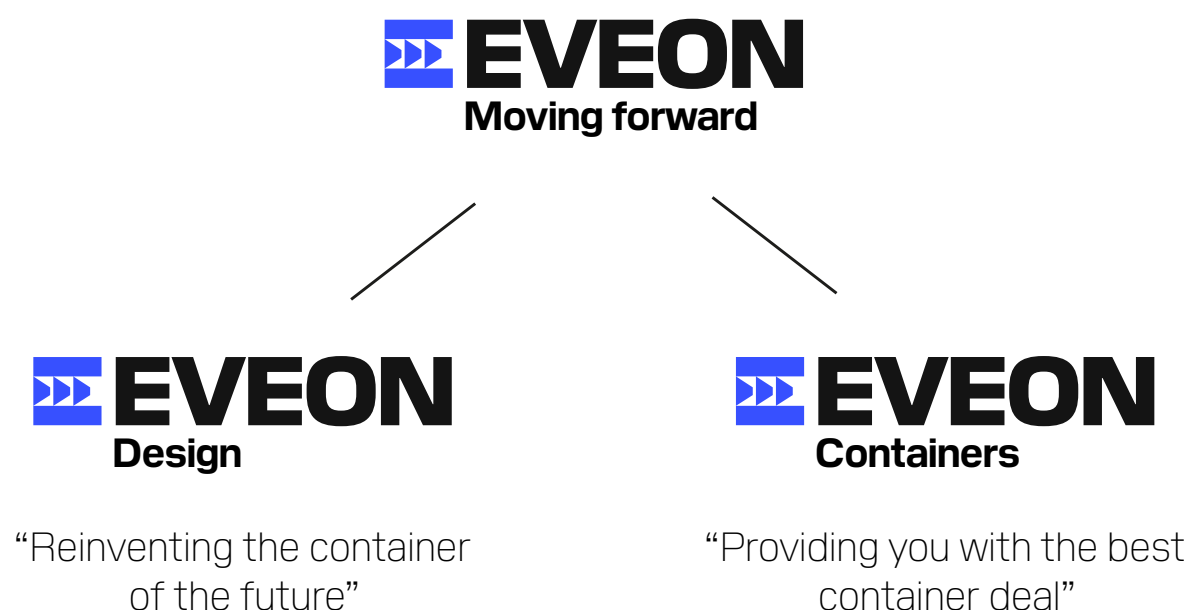
Eveon Design

Eveon Design is the team that focuses on the future of container retail, storage and transport. The team is in charge of the innovation and development of new products and services and concerned with creating and collecting new knowledge, insights into the use of data, customer needs, and new technologies in the market. In addition, the team prepares the possible innovations for the final phase. An important project for this team is developing and testing the new service, Eveon Consultancy. Eveon Design is in charge of the development and the actual “consulting”. Later, in Horizon 3, Eveon Design will support a bigger team of technology experts, data analysts and more, referred to as Eveon Consultancy (not to be confused with the service in this horizon).

Partnerships

Act responsibly means establishing new partnerships in knowledge acquisition, for example, collaboration with universities and students. There are also opportunities for partnerships with research agencies when internal research is not an option.

Figure 31 - Business structure horizon 2

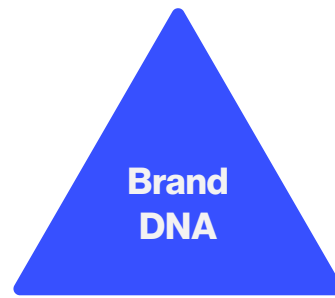


Brand strategy

In the second horizon, there will be an update of the positioning of the Eveon brand and the 2030 strategy. This horizon finds itself in the middle of the digital and sustainable transition. Besides the container market, Eveon's customers are also experiencing problems and challenges. As a result, the target audience has also changed. Therefore, the positioning is updated to maintain a clear vision for the future and continue meeting the customers' needs. For the actual implementation and execution of the brand strategy and its different phases, see "The brand DNA" on page 154. The figure below, Figure 32, describes the updated brand strategy.

Figure 32 - Phase 2 brand strategy

Purpose
We make the container change the world again.



Positioning
For forward-thinkers connecting the dots, Eveon offers container solutions, that set the new standard in container retail - creatively, digitally, sustainably, ethically – and enable people to be more responsive, empowering them to be pioneers.

Personality
Genuine, unconventional, creative, curious and unstrained.
Powered by the magician archetype, supported by the outlaw.



Horizon 3 - Containers made forward

2025 - 2030

“Containers made forward” is the last phase in the 2030 strategy and focuses on the opportunities in the future. With “Act forward”, Eveon move forward. The Eveon brand should now have a solid and unique position in the market. Eveon is seen as a responsible and personal partner in container solutions. This final phase proves that Eveon lives up to our purpose. Eveon shows that the container can innovate and that the container can change the world. Data, AI, events, hyperloop, everything is possible if you dream big. The last phase works towards the future vision; Eveon doesn’t just sell containers anymore. They enable their customers to be responsive and remain at the forefront of what is possible - digitally and sustainably. Eveon’s purpose is not just to be the changing force in the container industry but in the entire world, shaping the way forward.

Act

The last horizon focuses on Act Forward.

Stories

A new world, full of sustainable and digital opportunities. Eveon has built an expert role within the market and brings knowledge and purpose. Eveon is creative and helps to transform their customers. Unstrained and unconventional.

Business structure

Because technological development has never gone so fast and Eveon has now embraced the digital world of containers, an extra team will start in this final phase to support Eveon Design and Eveon Consulting. This team, Eveon Tech, is busy building new collaborations and relationships with tech companies and startups. In addition, they are in charge of innovations of smart container solutions, transport and logistics, and they fulfil an advisory role for Eveon Consulting in the implementation and creation of new digital solutions for customers. Eveon Tech originates from Eveon Design and remains closely connected. However, from now on, Eveon Design only focuses on the strategic development of new products and services, the needs of customers, and trends in the market.

The combination of this structure, Eveon Design, Eveon Tech, and Eveon Consulting, provides a good foundation for setting up The Container Experience. At this event, all three elements come together; marketing, new products and services, a future vision, knowledge exchange, new technologies, workshops and the creation of new business models and collaborations with customers and partners.

Eveon Consultancy

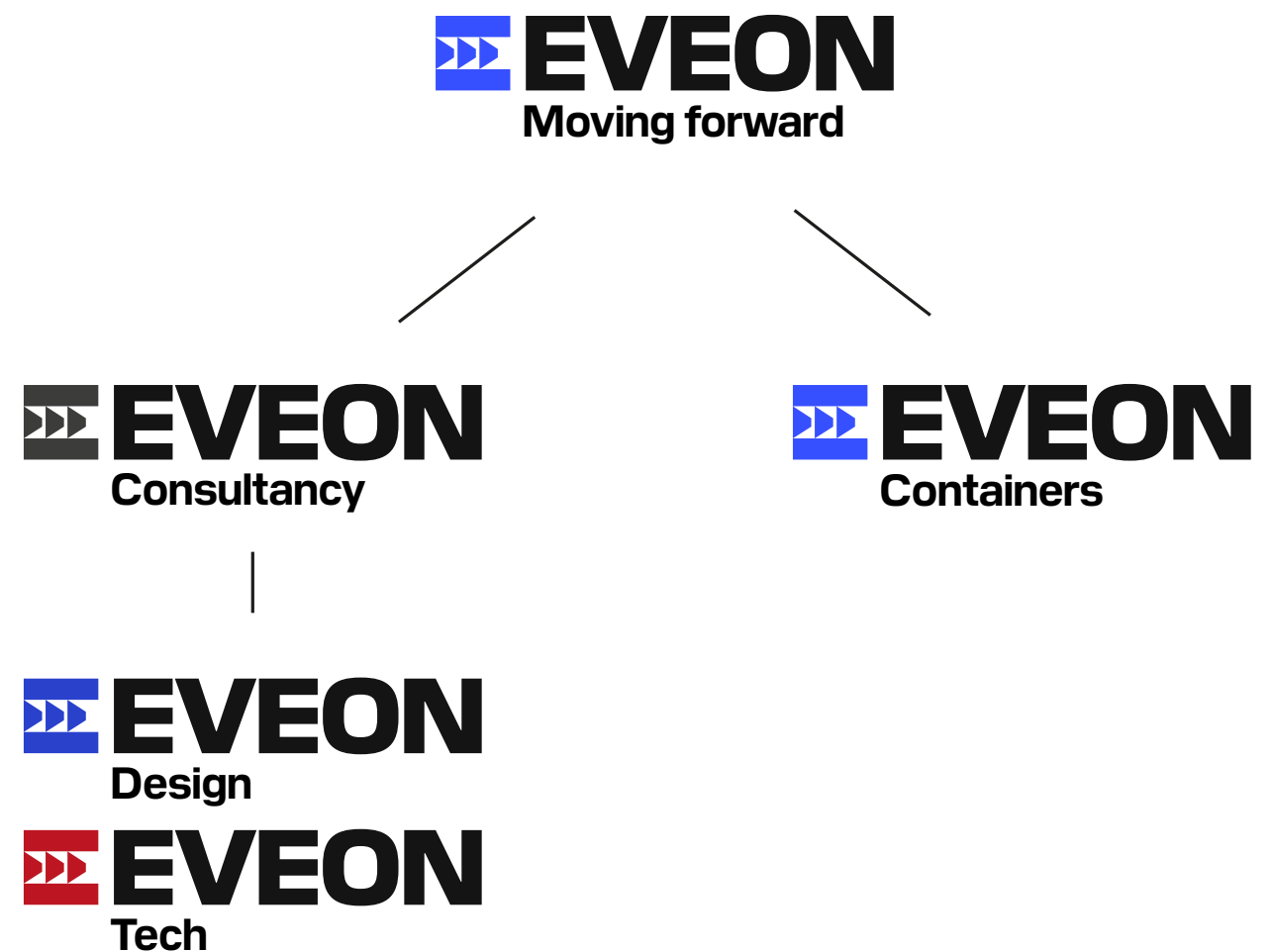
Eveon Consultancy is a combined team of experts and young talents. A combination of consultants, service and business designers, data analysts,

and IoT technology experts. This team is in charge of the additional service Eveon can offer besides container sales via the webshop. As the name suggests, it is a service to develop suitable solutions for specific issues of customers (and potential customers). With this service, Eveon offers companies with a need in containers, in one of many possible sectors, guidance in the transition to the future with the knowledge obtained from data, research and partnerships. More details about this service and team are described in “Eveon Consultancy” on page 69.

Brand strategy

Towards the end of the third horizon, it is good to evaluate Eveon’s position in the market and the current strategy. Does the strategy still meet the customers’ needs, and what significant changes and trends are visible in 2040? A perfect moment to ask the question again; why are we here?

Figure 33 - Business structure horizon 3



A validated map to 2030

Additionally, I have validated the strategic roadmap and new products and services with the management of Eveon during an online feedback session. The roadmap and value propositions have been presented and evaluated; How does management receive the entire plan - brand strategy, products and services - presented in a roadmap? In addition, in this chapter, I also reflect on how the new products and services fit the primary goal of this project and the proposed brand strategy.

Value of the roadmap

The roadmap offers Eveon a vision and a plan to change the current way of trading containers and start a movement within the market. While the most significant value is created for Eveon and its customers, the roadmap also adds value for partners, such as trucking companies, suppliers and start-ups in the market. Vital is that all stakeholders understand the new strategy and are involved.

Value for Eveon

The value for Eveon is created by the vision and plan for the future. The roadmap inspires the management and enables them to look beyond the container market. In addition, the team's ambitions are translated into new possibilities and opportunities while value is being created for customers. Smart containers are a great addition to the current (March 2022) idea of offering refurbished containers - used containers being refurbished and repainted. One of the questions from the management was about how smart containers are related to the other products and the idea for refurbished containers.

"How do the smart containers compare to refurbished containers?"

Refurbished containers give customers the idea that they bought a container of good quality - it simply looks better. Converting used containers into smart containers provides additional value for a used product. Refurbishing could be an extra service to smart containers. In the long term, smart containers are not an addition to the product portfolio but the only product that customers demand in the future.

Smart containers serve as an entrance ticket for the future. The development of smart containers makes it possible to introduce the technological world to the container market. The Container Experience is a very nice platform for this. It offers both Eveon and all stakeholders insights into the future, new and more efficient business processes and the possibility to introduce sustainability and digitisation within business strategies. Furthermore, Eveon Consultancy ensures that Eveon can build a relationship with new and existing customers in a more personal way. In addition, it provides indirect insight into the needs of the market and customers. Finally, all these elements are made possible by introducing the new and coherent brand.

Value for customers

The roadmap and strategy enable Eveon to create value for their customers by actively looking for new possibilities in the use of containers and to get away from the digital curtain of the webshop. In the radical and constantly changing world we currently live in, it is becoming increasingly complex - but necessary - for companies to keep up with the new demands and wishes of customers and governments. It requires new business strategies to make processes more efficient and digital. The roadmap is working towards a position for Eveon in which they can support their customers in this transition in the field of containers, transport and logistics. Eveon's customers are challenged and invited to look at the possibilities in the future and enabled to do so with Eveon's smart solutions. In addition, the various acts offer more personal contact, customer relationships, and trust.

Value for partners

When creating value for partners, you have to think of transport companies, suppliers, possible future partnerships with tech start-ups, and sustainable initiatives. By positioning Eveon as a knowledge platform within the container trade, and, more broadly, the container market - including logistics and transport - the roadmap creates value for many stakeholders. An example of this is making container transport more sustainable in collaboration with local transport companies. In addition, the platform, The Container Experience and the possible initiatives that arise from Eveon Consultancy, offer partners the opportunity to innovate and take on their role in value creation for Eveon's customers. Eveon is not a logistics company or container lessor, but it does offer the option of connecting different parties. New business models, innovations, products and services are examples of the value the roadmap creates for partners.



Summary of the roadmap's value

Horizon 1

Eveon:

- A strategic vision and inspiration for the future of container retail, sustainably and digitally.
- A strong brand position that translates their ambitions and ideas for the container market.
- Building strong customer relationships based on personal contact and reliability.

Customers:

- Customers will have a feeling of trust and reliability, which is missing today.

Partners:

- A more reliable feeling towards working with and for Eveon.

Horizon 2

Eveon:

- Introducing smart solutions provides a variety of possibilities and benefits; another way of collecting data, repurposing used containers, and a unique product in the market.
- Enables Eveon to show their real personality as a more purposeful brand.
- The suggested business structure allows Eveon to build towards the future while focusing on webshop improvements.

Customers:

- Enables customers to do something good, reduce CO2 emissions and work towards a more sustainable future.
- Empower and challenge customers to look at the future with the support and guidance of a knowledgeable and trustable partner.

Partners:

- Indirect benefits from the more purposeful products and services Eveon offers - working for and with a purposeful partner.

Horizon 3

Eveon:

- Data insights in usage and needs of customers and market trends.
- A future-proof business model and authentic strategy focussing on future opportunities rather than selling used containers.
- New partnerships with direct stakeholders, purposeful projects and innovative concepts.

Customers:

- Guidance and solutions to join the transition to a sustainable and digital world.
- Knowledge and inspiration on developing and changing current business processes and strategies.
- An innovation platform.
- Products and services that fit their current IoT and data powered processes.

Partners:

- Knowledge and inspiration on developing and changing current business processes and strategies.
- Ideas for new business models and partnerships on working towards a sustainable and digital future.
- A more efficient and sustainable process in container trading.



Conclusion & Reflection

In this last chapter, Conclusion & Reflection, I look back on the project as a whole and sum up the process and findings. Finally, I discuss the limitations of the project and recommendations for further development of the strategy and future research.



Summary of the design process

The project started with how Eveon could stand out in the future of container retail, a market that will radically change in the next five years. Eveon has successfully stepped into the future by focusing on and creating a fully digital and transparent purchasing experience. However, for Eveon to stand out and position itself in this transforming market – not just today, but also in the future – they need a coherent and future-proof brand strategy.

The project aims to inspire and challenge Eveon and the entire container market to start the transformation in the retail of containers. By creating a service and brand strategy, Eveon will stand out and become the international leader in future container retail.

During the project, Eveon decided to stop selling new containers due to the high level of CO2 emissions involved in the production of new containers. As a result, they needed a brand repositioning and communication strategy to inform their customers and other stakeholders of their stance towards addressing the industry's issues. Therefore, a significant part of the project focuses on the brand strategy development that will guide Eveon in evaluating whether strategic decisions, new products and services, or marketing campaigns align with this goal of transforming the market.

The project consists of seven parts: Introduction, Research, Stories, Brand Strategy, Acts, Roadmap, and Conclusions & Reflections, and is delivered in six deliverables: Graduation Report, The Container, Trend Report, Brand Report, Roadmap, and 25ft.

Research

This chapter explains the process of the research phase and the methods used, which forms the basis for the design choices made during the project. Furthermore, I present the conclusions and iterations of the context research, customer research, competitor analysis, and brand competition analysis.

Stories

The stories bridge the research, the trend research, and the 2030 brand strategy. They visualise the current and future pains and opportunities within container retail and serve as a rationale for strategic design choices and the new brand positioning.

Brand strategy

This section describes the strategic direction to differentiate Eveon in the market following the method of Contrarian Branding (Vorst, 2017). In addition, I show how this strategic direction led to the creation of the new Eveon brand, consisting of a brand DNA, internal communication, and a concept for a brand guide. I also explain the iterative process in collaboration with Eveon's management.

Acts

To visualise what can be achieved with the new direction of the 2030 brand strategy, I have described how Eveon should act. The acts visualise each of the main steps of realising the future vision and support the different horizons of the tactical roadmap. Additionally, I explain the

ideation and conceptualisation of new products and services and how these relate to the acts. I have developed three products and services in more detail, contributing to the future vision.

Roadmap

The roadmap, a visual portrayal of design innovation elements, shows the path towards the future vision. In this chapter, I describe the tactical roadmap and the implementation of the 2030 brand strategy. Next to that, I explain the design process in collaboration with Eveon.

The container

“The Container” contains all the results and conclusions of the initial research phase. Among other things, I conducted research into customers and their needs, created a competitor analysis, and carried out a deconstruction of the market. This deliverable also helps with understanding the project and the need for the 2030 strategy. The first part of this book is designed so that Eveon can use it for explanation and communication in collaboration with external parties or during the onboarding of new team members.

Trend report

The Trend Report gives an insight into the future of the container retail market and important developments in the world. This book explains the building blocks for the brand strategy, 150 trends and developments, a future vision, and the four stories and personas that will change the future of container retail.

Brand report

The Brand Report translates the future scenarios, needs of future customers, and opportunities, such as sustainability and digitalisation, into a solid and unique brand strategy. It also provides the rationale for the team to understand the new brand positioning and delivers a concept for an updated brand guide, launch campaign, and recommendations for the future development of the strategy.

Roadmap

The roadmap combines the current business plan, the new brand strategy, future vision, and concepts for products and services in a ready-to-use plan. In short, it describes how Eveon can implement the 2030 strategy. New products and services are presented as concepts to support the brand strategy and work towards the future vision.

25ft

Based on the creative workshops and brainstorming sessions, I designed a book containing 25 principles of “good container reinvention.” Its purpose is to serve as an internal branding document – a book made for all who create Eveon. It forms the basis for the unique culture and summarises their values, beliefs, and ambitions.

**Being a
designer is
whispering to
yourself “this
idea is shit”
99% of your
working day.**

But I managed that 1%.

Design consistency

Figure 34 gives an overview of the different findings, conclusions, and design choices, and how these relate to each other and the books resulting from this project. The figure aims to prove the consistency of research findings, development of the products and services, and the brand strategy.

The books

The books serve multiple purposes, as previously described in the introduction. At the start of the project, I decided to divide it into four parts and deliver the outcomes as separate books. However, the books serve as more than just that. For example, I have designed the book “The Container” to be used during the onboarding of new team members or external partners to introduce the container market, the processes within the online retail of containers, and Eveon’s role in the market. Next to that, the books are designed to illustrate the developed visual brand identity. The covers of the books and the colours used - extracted from the photos, as described in the workshop for further development of the brand guide - display the possibilities for an updated brand guide. The designs serve as inspiration for further development by Eveon.

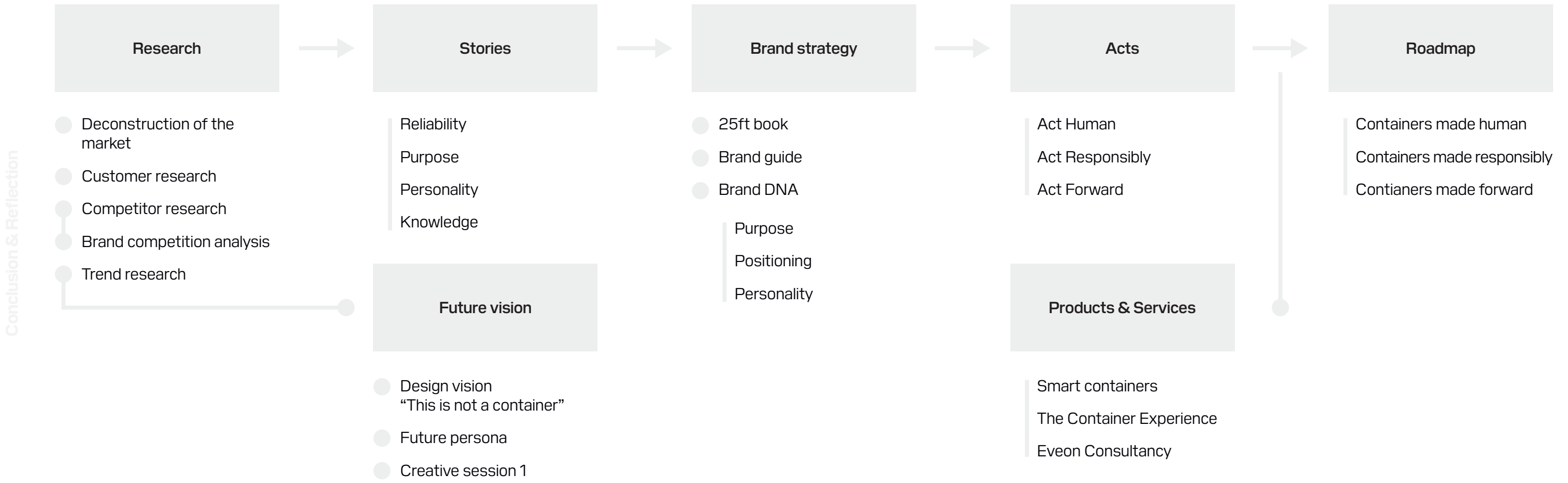
In addition, I developed the book “25ft”, in which I tried to translate the tone of voice of the 2030 brand strategy into the 25 principles describing the team’s values. In line with the other books, this book is designed according to the visual identity. Although the other books are more focused on content, results, and their presentation, I have captured the tone of voice in the other books as well.

To conclude, the books contain the results of the research, the new brand strategy, and an implementation plan in the form of a roadmap. More significantly, they are a translation of the developed strategy - Eveon being a container changer rather than a container trader - and final result of this Master thesis and project.

The methods

The methods used during this project have been carefully selected and were constantly evaluated for their usefulness based on the research’s results and feedback provided by Eveon. In this graduation report, the methods and iterations are summarised at the end of each chapter. In addition, each of the other books give an overview of the assumptions made and methods used concerning the book’s findings.

Figure 34 - Project structure summary



Double Diamond

This Master thesis was executed following the Double Diamond process to gain a solid understanding of the complexity of the container market and create a future-proof strategy. Additionally, I adapted multiple other methods and techniques to substantiate the research, results, and processes within this project.

The Double Diamond method allowed me to structure the project logically, starting with deconstructing the complex market and developing a future-proof strategy. It offered structure and, at the same time, enough room to adapt to the organisation's needs.

Contrarian branding

To develop a strong brand strategy within the container market, I deliberately used the methods of Contrarian Branding (Vorst, 2017). Earlier research (market research and competitive brand research) revealed the complexity of the market, in which companies are stuck in old patterns, positioning statements and brand values are saturated, and solid brand identities are lacking. Furthermore, from the trend research and future vision, I concluded that more than just a visually attractive brand was needed. This formed the reasoning for the choice of Roland's method. Contrarian Branding states that instead of comparing your products and services to competitors based on a relative scale, it's better to create absolute differences between you and the rest of the market. Therefore, it offered the possibility to distinguish from the market not only in terms of branding - the positioning and the visual image - but also on a more strategic level, such as considering business model opportunities.

Besides Contrarian Branding, I also looked at other methods during ideation, testing, and validating the chosen strategic direction and brand identity. However, aside from Contrarian Branding, I found that these lacked a relation to the trend research, future needs, and strategic translation.

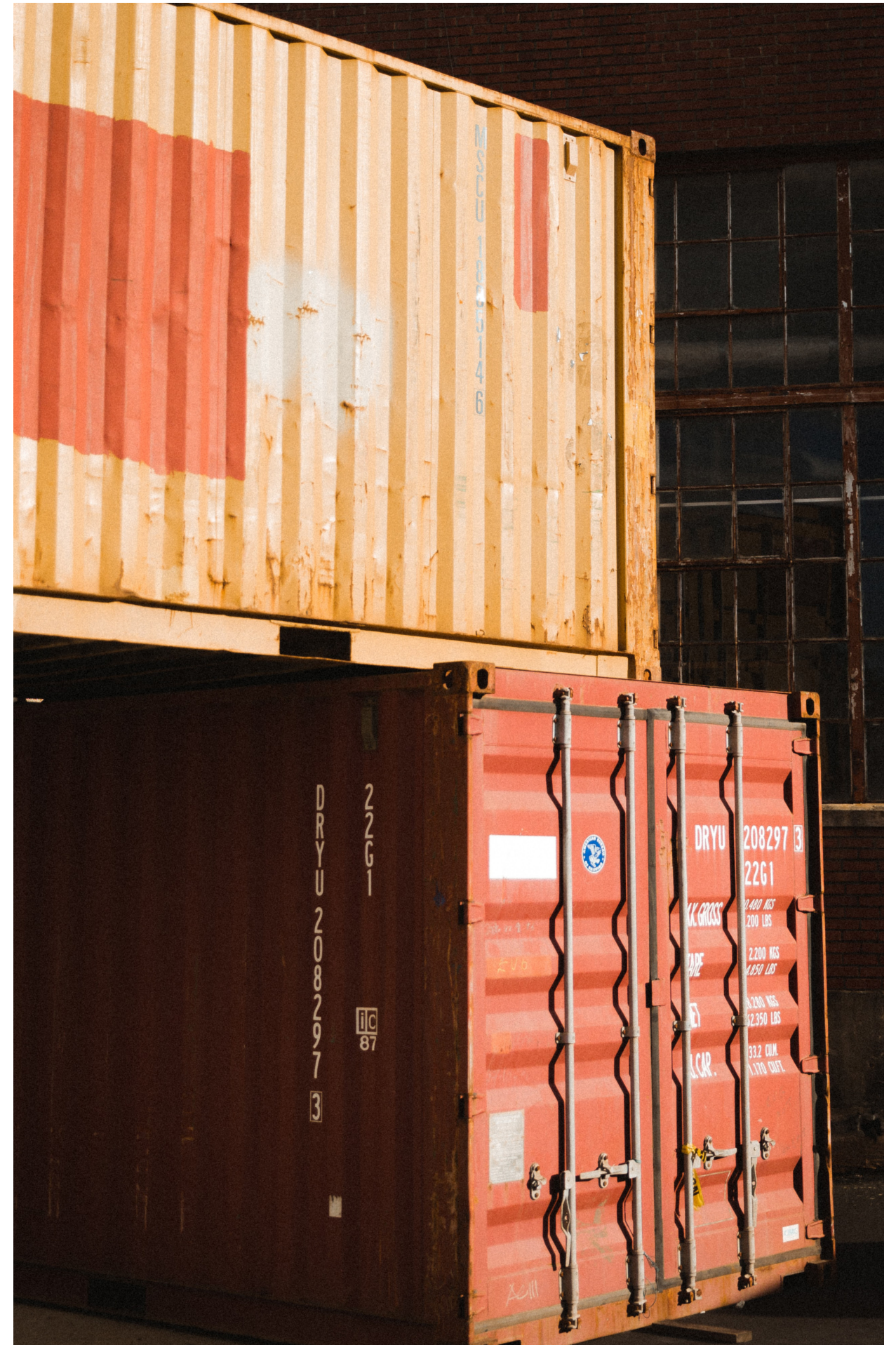
I have used the brand strategy model from Branding In Five And A Half Steps (Johnson, 2016) to develop the branding workshop (which unfortunately did not take place) and ask reflective questions, challenging Eveon's management to think about their positioning. I also utilised Brand Design (Boer, 2018) to gain more in-depth knowledge of different branding elements. Finally, I made use of the insights from Zag (Neumeier, 2006) during the ideation phase in finding a distinctive positioning next to Roland's method.

"Think of radical differentiation as the engine for a high-performance brand."

"For most companies, the problem with radical differentiation is the "radical" part. If nobody's doing it, you'd be crazy to do it yourself, right? Wrong. In fact, if you're looking to become the leader in a new market space, the rule is just the opposite. If ANYBODY'S doing it, you'd be crazy to do it yourself. You can't be a leader by following the leader."

Brand DNA

The choice of the brand DNA triangle was a logical next step. Besides my personal preference of beginning the design of a brand identity



with the brand's purpose, the need for purpose in the market - one of the four stories of the future and a frequently recurring topic in trend research - was another reason to use this structure. The brand DNA triangle distinguishes itself from other methods and models by focusing on building a brand's purpose, which runs parallel to the need for more personality in container retail and the personality element of the brand DNA. In addition, the brand DNA triangle provides a format to design a positioning statement, which gave clarity and structure for Eveon's management - something they were looking for at the time. When asked whether Eveon's old prism could be adjusted, I explained it was no longer sufficient for the market's purpose and personality needs.

Trend research

The future vision reveals the complexity of the world in 2030 and makes you understand it – it forces you to think outside the container. It is not about covering all eventualities, but discovering the boundaries of the future. Future scenarios are elaborated based on what the world may look like, who the consumer may be, and what role containers will play in that world. Future changes will undoubtedly create new needs for people and businesses. To stand out, Eveon has to understand these needs. (based on Future Scenario Planning, Soneji (2020) and Future Visioning, Jurriaan van Rijswijk (2020))

In the initial project description, I described the process of Future Scenario Planning to explore a new way of creating a future vision, besides the, for me familiar method of Vision in Product Design (Hekkert & van Dijk, 2016). However, while working on the power dotting phase (one of the elements of Future Scenario Planning (Soneji, 2020)), it became apparent that it was insufficient to cluster the dynamic and diverse future. Moreover, considering the wide variety of playing fields defined in the research phase, I found that it would limit the freedom to explore different scenarios. Therefore, I decided to combine Future Scenario Planning with Vision in Product Design.

The reason to explore another method besides ViP was, in my experience, the loss of information in creating a strategic roadmap, since the main focus of the ViP process is about creating a product based on a future storyline, and associated character traits and emotions.

Customer research

Due to the “small” customer base and the context of Eveon, the research uses qualitative methods to gain better insights and expand research understanding. It should also be noted that there is limited existing research in this industry. Therefore, I (later) validated the findings and hypotheses through quantitative research and a more in-depth market analysis.

The interviews concentrate on Eveon's Gold and Silver customers, which are customer groups related to purchase frequency. Initially, the focus was on US customers, but because of the low response rate, German customers were invited as well. Unfortunately, only one interview took place. “*Main findings customer research*” on page 57 describes the main findings of the interview. Because of the low response rate, I decided to send out a survey as an addition to the interview.

I designed a survey to support the interviews in gaining a better understanding of the current customers, reasons for purchase, and market needs. The survey was custom-made by me to communicate with Eveon's CRM system and sent out using an email campaign to Eveon's contacts, consisting of current customers and email subscribers. Furthermore, the survey (and interview guide) was developed in collaboration with the Product Owner and delivered as a final product to continue obtaining data.

As I don't give up easily, I attempted to get information via a LinkedIn poll and an anonymous, non-Eveon related survey in container sales groups on Facebook.

At the time of the survey, Eveon had no idea who their customers were, the reason for purchase, industry, or whom they competed with and why. In short, they lacked an overall persona and a position in the market. That is why I paid extra attention to researching Eveon's customers and competitors in the deconstruction of the market.

Creative sessions

I believe that everyone can develop a strategy, but not everyone can convince the organisation about a strategic vision for the future. As such, the project is supported by creative sessions. As a result, it gives Eveon a greater sense of ownership of the project and clarifies their future direction. Additionally, this allowed me to test concepts and ideas and gain information from the team. The initial idea was to plan four workshops around the main deliverables. However, due to COVID-19, planning technical issues, and the needs of Eveon, only one workshop was carried out. The other workshops have been included in the reports, providing Eveon with guidelines to continue building the 2030 strategy together.

4C and SWOT

During the research into how the market functions, the stakeholders, and their relationships, it became evident that, despite how simple the container is as a product, the world around it is amazingly complicated. Therefore, to fully understand the container (retail) market, its stakeholders, current way of operating, and the container as a product, I conducted a thorough 4C analysis.

Competition

The competitor analysis looks beyond container webshops and traders. By looking at the competition in the market through the Levels of competition and the trend research, I concluded that there are several competing forces. The various playing fields, as I call them, help understand how Eveon can position themselves for the future.

In addition to the competition on products and services, I also conducted separate research into how competitors position and brand themselves. For example, how major players in the maritime market position themselves, and how webshop brands for containers are perceived by potential customers. I mapped the online communication of major players in the trading, leasing, and shipping industry and created an additional online survey about the brand image, ease of purchase, and likeliness of purchase among container webshops.

Brand rationale

The research shows a lack of reliability and personality, a need for a purpose, a future vision, and a need for innovations and knowledge within the container market and beyond. Therefore, the new brand strategy is built on the idea that the container - a once beautiful and impactful innovation - should be reinvented to change the world again.

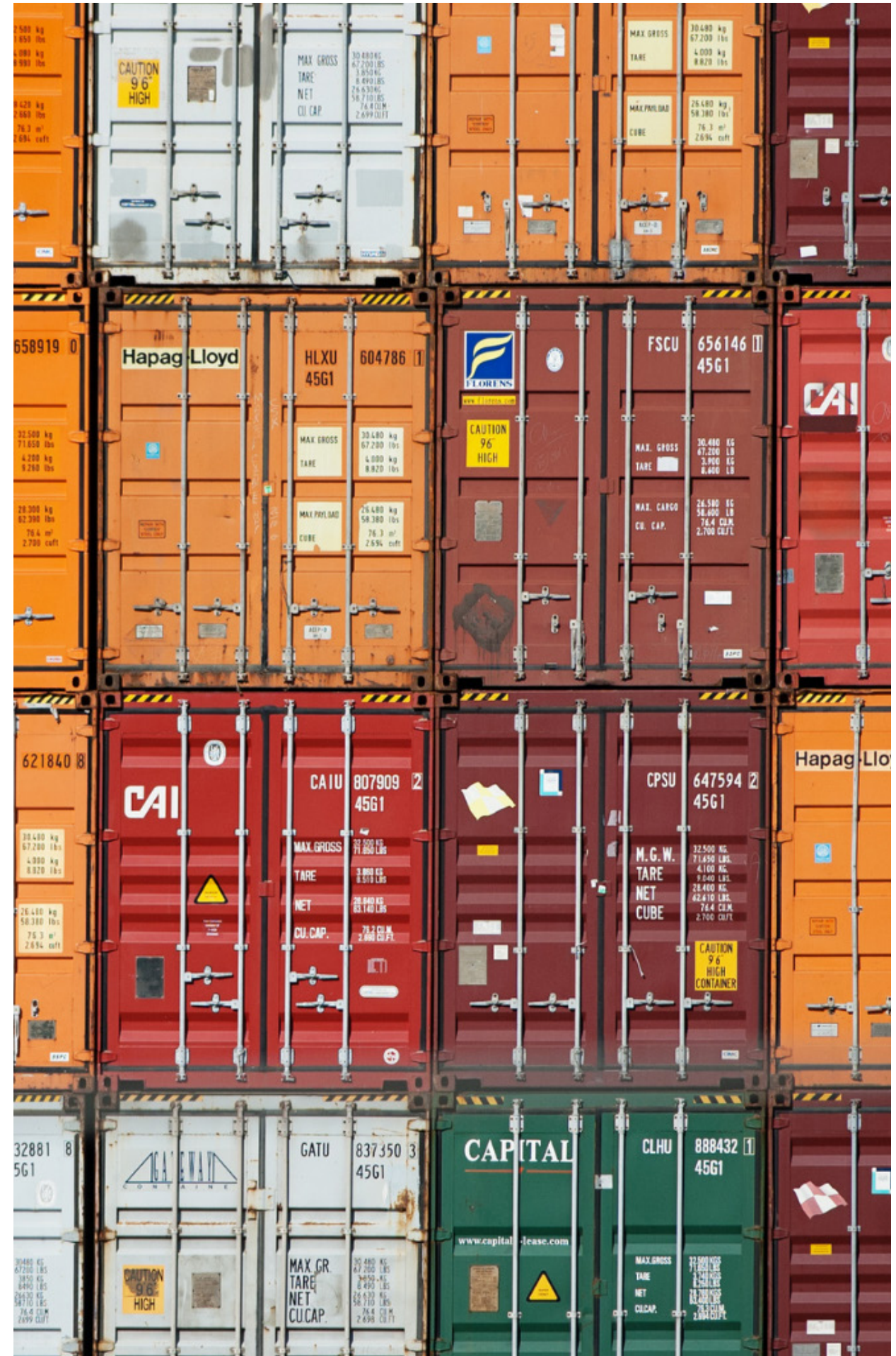
The container market is stuck in the old, and customers have to stand out and think in unconventional directions to move forward. In the next eight years, customers have to deal with many dots. Running a business during radical changes requires rethinking strategies and business processes. Future customers have to make sure they meet sustainable targets, invest in digitalisation, and meet a new standard of elevated customer expectations. And all this is happening while the margins stay relatively low.

As has been mentioned, we will see four types of behaviour shaping the future of container retail. Eveon stands for forward-thinkers. Container changers, pioneers. Forward-thinkers see the opportunities of the future. They don't wait for others by standing still. They move forward. They want to experience the future and the unconventional – and Eveon brings the future into the present and is the disrupter.

The solutions Eveon will offer to the transforming market are based on the belief that the container can and should change the world again. By moving away from the known and thinking outside the container, Eveon discovers exceptional opportunities and ideas that shape the way forward. Eveon offers customers the convenience of trusting their products and services, enabling them to be responsive and remain at the forefront of what is possible, digitally and sustainably - unleashing the forward-thinker in them.

In many cases, having a personality as a brand is a great asset, but it is of even more significant value in the container market. As there is a lack of personality in the market – namely personal contact and brand relationship – communicating a strong personality adds value to the market and customer needs, creates a distinctive position, and sets Eveon apart from their competitors.

Furthermore, Eveon is a self-organising team with principles instead of rules. Digital, but human and with a strong sense of responsibility. Their new brand strategy enables them to break away from the industry's status quo and set the new standard in container retail - creatively, digitally, sustainably, and ethically. The new brand challenges others to do the same and supports the forward thinkers in making the leap. The brand's communication promotes this drive for transformation and encourages others to speak confidently but responsibly about controversial topics. Unafraid to be genuine.



Conclusion

This project began with the assignment: Create a service and brand strategy for Eveon Containers to become the international leader in future container retail. This Master thesis and Eveon's internal project of developing a brand strategy came together halfway through the project, as Eveon needed a brand repositioning to inform their customers and other stakeholders on their stance in addressing the industry's issues. The result is an internal strategic project, transcending the Master thesis, that has brought together the visions within Eveon's management and team and given them a direction to build towards for the future.

In a six-month period, this project explored the threats of and opportunities for the future of container retail and delivered a service and brand strategy for 2030. I worked towards five deliverables, answering the four questions the project started with:

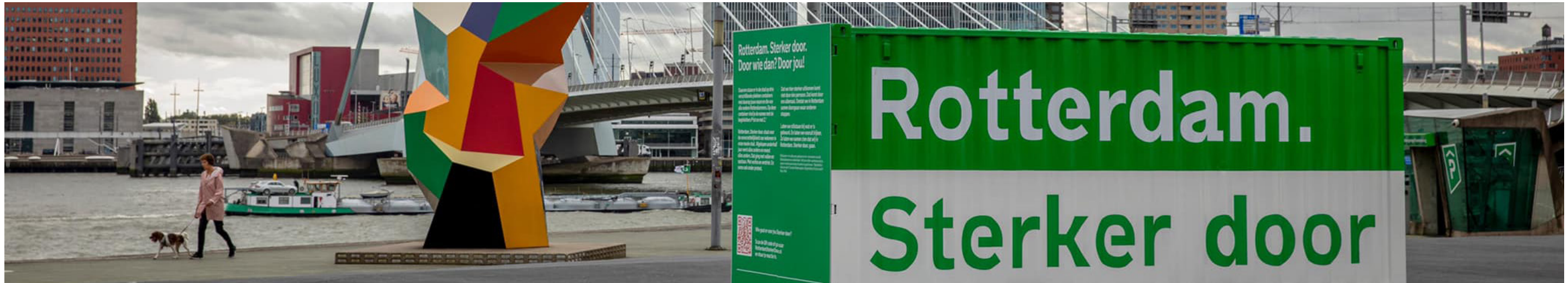
1. What will the container market look like in about ten years, who are potential buyers, and what might their needs be?
2. What will Eveon be selling in ten years? A container or a service?
3. Does Eveon's future lie in being the leader in digital container retail?
4. How would a transformation of the market start?

What will the container market look like in about ten years?

The future vision of container retail shows that we are transitioning towards a digitalised future focusing on sustainability. However, the market is struggling with this transformation and the fast development of innovations, new strategies, and new competitors' threats. Although we already see the first signals happening within the logistics and supply chain, the container retail industry has yet to follow. A lack of knowledge, uncertainties, and a fear of change slows down the innovation. Moreover, several major players have shaped the system as we know it today around old patterns and economic-driven strategies.

No more containers!

The maritime industry is the last to transition to the smart sustainable future. Since 2021, logistics have become more efficient as automation is broadly adopted across the value chain, especially on the land-side in ports and last-mile transport. Self-driving trucks and hyperloop technologies shape the last-mile delivery. Ships don't need to dock to refuel, and containers can be transshipped at sea at a floating container platform. Together with the reshoring trend, containers are slowly disappearing from the land.



Four stories

We see four major topics that will play a critical role in this transition.

Reliability

Currently, the container market - shipping, trading, and retail - has an unfavourable reputation regarding reliability and trust. Besides container trading being an opaque process, the market also finds itself stuck in the old patterns.

Purpose

Communicating a purpose offers an alternate perspective for the container market on how the system of container retail is shaped. At present, container traders don't communicate their purpose yet.

Personality

There is a lack of personality in the market. With the digital transition, customers are searching for more human-like companies. However, this also offers opportunities to work more efficiently and seek other ways to fulfil customers' needs.

Knowledge

New knowledge is needed to develop new technologies, business models, and innovations. Furthermore, knowledge will create additional value for customers.

In addition, we also see the arrival of a new group of customers within the B2B retail. If we look at the world in a few years, we see four personas that will shape container retail: The Greenwasher, the Lover of Traditions, the Last Win, and the Forward-Thinker Connecting the Dots. These personas are mapped on a matrix (*"Four persona shaping the future of container retail"* on page 140) based on trend and customer research. Eveon itself also acts as one of these future personas – which is, not entirely coincidentally, the persona that Eveon will focus on in the 2030 brand strategy. Eveon stands for forward-thinkers. The Forward-Thinkers Connecting the Dots are the companies who see the opportunities and possibilities, and are eager to step into the future. However, they are also realistic and honest about the fact that this is challenging and full of uncertainties.

What will Eveon be selling in ten years?

In the next ten years, significant trends will change how we look at sustainability, technology and digitalisation. The container as we know it today will be less, or even no longer, relevant. First of all, customers - businesses and consumers - expect more from their products regarding connectivity and the experience of purchasing and using a product or service. Therefore, it is unsurprising that the developed products, services, and strategy look beyond the container as a product. In ten years, container retail will be focused on smart containers and the additional services of data analytics and insights. Besides unique features and functionalities, an exceptionally seamless and smooth user experience will make or break a company. The 2030 strategy is based on this idea.

Furthermore, knowing your customers, their needs and struggles, and being able to guide and inspire them towards the future brings another opportunity. Eveon Consultancy aims to build such relationships. In 2030, Eveon will no longer sell containers. Instead, they will sell a service, an experience, knowledge, and guidance on how to move forward into the future. They take away the customer's hassles in the transition toward a more sustainable, efficient, and digital-enabled world, full of new regulations and expectations. The container is only a means to this.

Does their future lie in being the leader in digital container retail?

In the first two to five years, container sales via a webshop will be of significant value for Eveon and the maritime market. However, this has its limitations. As described above, customer needs and expectations are changing. Therefore, I proposed that Eveon look beyond being the leader in the digital container trade, and become the changing force in the container industry, and even globally, in shaping the way forward.

How would a transformation of the market be started?

The 2030 strategy and brand strategy are entirely focused on accelerating this transition – there is a reason that the new tagline is “Moving Forward”. Several elements from the strategy and branding actively add to this:

- The new business structure; additional teams (Eveon Design and Eveon Tech), besides the one focusing on the webshop, will be created to research trends, developments, customer needs, and new digital products and services such as the smart container.
- The brand values aim to break away from the current image of the container market. They have been chosen for their unique characteristics in the market. Genuine, Unconventional, Creative, Curious, Unstrained.
- Creative and curious are about daring to look at new products, services, processes, and experimenting. Unconventional offers fresh perspectives, new outlooks, and seeks to find ways to improve the existing system. Unstrained shows that Eveon is not influenced by the market’s stagnation and continues supporting the transformation. Lastly, by being genuine, Eveon already breaks the market’s most definite pattern by bringing honesty, trust, and transparency.
- By valuing partners, investing in start-ups, young talents, and challenging transport partners to become more sustainable, Eveon looks beyond the container and focuses on change and creating new knowledge and innovation within the market. The Container Experience is an excellent example of this.
- Finally, building a brand instead of just offering products via a webshop, actively building customer relationships, and having an authentic brand strategy express all the above points. Eveon stands out in the market and will enable the first movement towards a promising future.

Further projects & recommendations

Due to the project's scope and the limited time available, not all aspects of the strategic roadmap have the same level of detail. The project's main goal was to inspire the company and create a vision and direction for the future. In addition, several assumptions were made within the research that still need to be validated. The following topics are interesting to consider and research in more detail to further develop this project and the strategy.

Most improvements in this project lie within further development and validation of the customer research

Firstly, Eveon has limited data available about customer needs and personas. There is considerable data on company sizes, revenues, and search behaviour on the webshop, but not about the reason for purchase or usage behaviours. Therefore, I created an interview guide and online survey to gather more data from Eveon's customers. Unfortunately, the response rate on the interview and survey was too low to draw well-founded conclusions, and I, therefore, could only make assumptions based on the limited collected data, which was found in NPS comments and customer service recordings.

Currently, the data does not represent the different customer groups and does not give insights into market-specific needs – in this context, the US and Germany. I suggest that Eveon continue this customer research using the developed interview guide and survey for future improvements. The interview guide and survey could be used to achieve more in-depth findings on the customers and validate the results of this project. In addition, they could set up a process of collecting customer data more frequently – for example, by asking feedback on the webshop with a short survey or via questions by the customer service. Different ways of collecting data more regularly were already discussed with Eveon during the project.

Furthermore, I explored the possibility of hiring an external market research company. However, I found that these companies need specific guidance and information to get started, and therefore, Eveon should first have enough insights themselves to effectively brief such third parties.

Secondly, I would have liked to have done more research into future customers and their needs to purchase containers. Currently, the main conclusions are based on the trend research – sustainable and digital developments, and retail experience trends. These insights would have preferably been validated by discussing these trends and developments with customers.

The 2030 strategy and brand identity are substantiated on the trend research, strengths within Eveon, and reasonable assumptions from the customer research. Therefore, the desirability of this will be high. It is thus not advisable to do more research into future customers. A more efficient course of action is investigating and testing whether the products and services resulting from the assumptions and research are feasible and desirable for customers. A suggestion for this is given in the form of a minimum viable product (see “*Smart Containers*” on page 32).

Webshop experience

The user experience research on the webshop focus on three elements;

- how likely they were to purchase a container if ever needed one;
- how easy they experienced purchasing a container;
- their first thought about the brand image.

I conducted this research to validate my thoughts and ideas on how Eveon’s webshop compares itself to its competitors’ webshops. As such, the research gives an insight into how potential customers experience the usability of information on the webshops. However, the research is limited by the number of respondents and target audience. Therefore, further research is needed to draw valid conclusions.

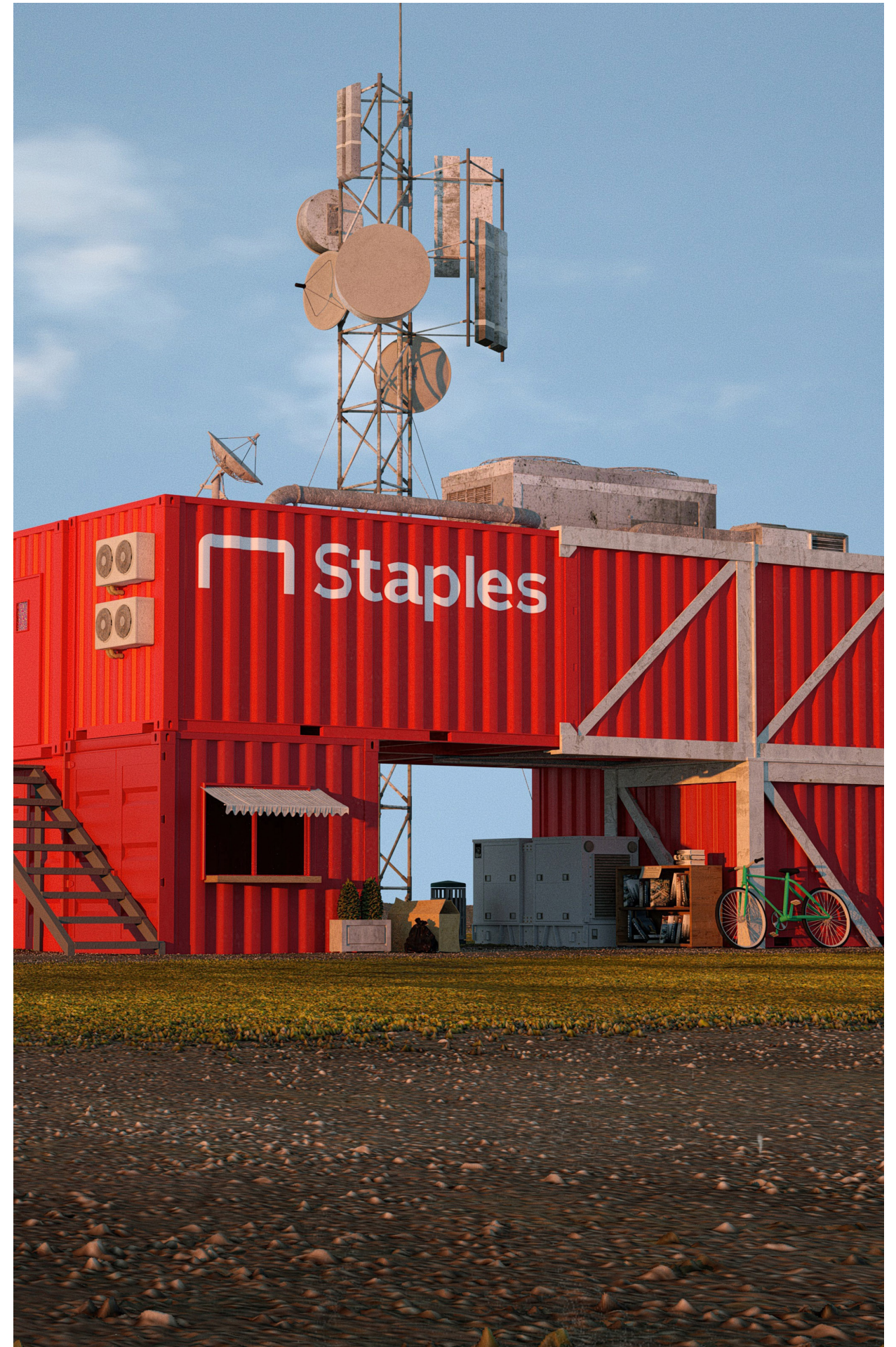
Brand strategy

The brand strategy has been developed and validated with Eveon’s management. However, as has been mentioned, Eveon should be aware of the market’s changing conditions. Therefore, keeping touch with customers’ needs and validating the brand is of great importance. Besides evaluating and updating the brand strategy, as mapped in the third horizon, Eveon should be more active in researching customer satisfaction and brand positioning as perceived by customers and the market.

Another limitation of this project is the scope of American customers and the limited research on actual customers. More research is needed into how both American and German customers receive the strategy and brand.

Brand guide

The brand guide presents recommendations and concepts for updating the current brand guide according to the 2030 brand identity. The concept explains a new composition and grid system, a visual language,



usage of the new tagline, and a workshop to enrich the colour system and involve the team in developing the visual brand identity. The ideas serve as inspiration and insight into what is possible with the new brand. Based on this document, a graphic designer should be hired to design a final and comprehensive design guide. Additionally, I proposed that some workshops should be planned with the team for them to design the brand elements together. This creates ownership and a better understanding of the new visual identity. An example is the “colour workshop” to enrich the colour palette.

Products and services

Next to how the brand is perceived, many results within the project are based on assumptions of the future vision. The world is changing radically, and is therefore not set in stone and always subject to change. This project considered a world where we are not or less limited by wars or pandemics. Due to this, Eveon should evaluate the feasibility and viability of the proposed products and services.

Moreover, due to this project’s focus on the brand strategy and the time available for this Master thesis, the validation of the products and services were only done internally within the Eveon management and ensured that they aligned with the brand strategy.

Eveon could run a Smoke test to research if there is sufficient customer demand for smart containers and additional services and test the value proposition. A Smoke test is an example of a Minimum Viable Product and is often a type of landing page centred around a strong call to action. It is a method of providing users with an insight into your concept alongside an option to purchase or sign-up. It can be used to track and quantify early demand for the products and services and validate the feasibility (Tin, 2019).

Smart containers

More thought should be put into the conversion of smart containers. The biggest challenge for Eveon lies in finding a collaboration with a supplier or depot to convert used containers to smart containers on-demand. For example, a local pilot with Eveon’s supplier to test the feasibility of converting used containers into smart containers could be conducted.

Furthermore, a potential business model for offering smart containers should be developed. To convert used containers to smart containers asks a different thinking when it should align with a dropshipping model Eveon currently uses. During the pilot with Eveon’s supplier, it should be researched if offering smart containers via the dropshipping model could work or if another model is required. In addition to this, Eveon should further investigate the possibilities of smart containers and start building a network of partners and suppliers.

Creative sessions

As mentioned in the introduction, I planned several creative sessions to ensure Eveon’s team felt a sense of ownership and provided feedback. However, due to COVID-19, planning technical issues, and the needs of Eveon, only one workshop was carried out. The other workshops have been included in the books, providing guidelines to continue building Eveon together.

Products and services

During a Lego Serious Play workshop, all available knowledge in the team gets harnessed, and the team brainstorms on new products and services in addition to the ones developed during this project. Furthermore, this workshop allows for the possibility of explaining and creating the strongest possible commitment to the presented concepts.

Roadmap

The roadmap workshop is designed to have the different elements of the project come together and present the findings and strategy to the team. It aims to design the roadmap in co-creation so that everyone understands how to take a step into the future. Additionally, this workshop could be done with partners and other stakeholders to create an understanding of Eveon’s strategic direction.

Colour workshop

Building and enriching the brand is necessary to get more diversity, culture, and personality in its visual expressions. The best source for this comes from the creativity and diversity of the team. Everyone collects one photo of how they see their own culture and one photo of a culture they would like to explore. A moodboard could be created from these photos, and four to five colours could be extracted to enrich the brand’s colour palette and create more freedom in the brand’s visual communication, as well as connect with local cultures and customers worldwide.

Future projects

Part of the 2030 strategy and the new brand is to invest in young talent. On the one hand, it helps in continuing to innovate and conducting research into products and services relevant and desirable to Eveon’s customers. On the other, it builds the brand’s personality by being more than just a webshop. That is why it may be interesting for Eveon to set up other graduation projects. Other future projects could focus on smart containers and data insights, Eveon Consultancy as an MVP, or a more marketing-related study on The Container Experience.

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The idea can sometimes only be thought out in its realisation.

Beat Zoderer