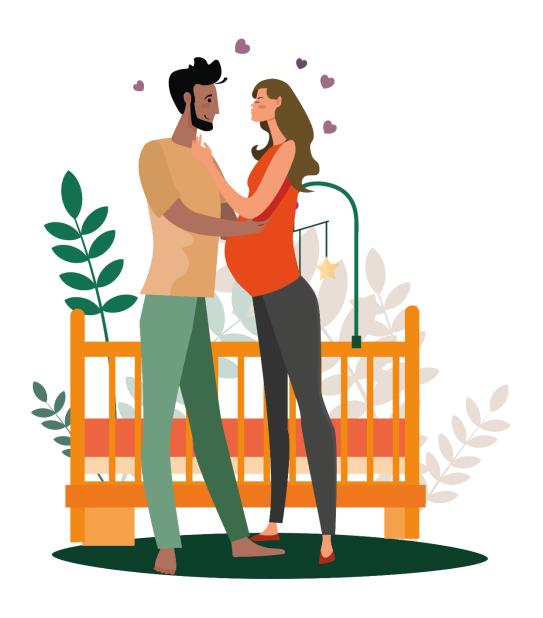
# A new way to approach the next generation parents

Getting Generation Z on board





A new value proposition for the next generation parents November 6th, 2020 Word count: 26029

#### Author

Martine de Haan

#### **Master thesis**

Delft University of Technology Faculty of Industrial Design Engineering Strategic Product Design

#### Chair

Sylvia Mooij, Dr. Faculty of Industrial Design Engineering Department of Design, Organisation and Strategy

#### Mentor

Bart Bluemink, Ir.
Faculty of Industrial Design Engineering
Department of Design, Organisation and Strategy

#### **Company mentor**

Emma van der Veen Venture and Solutions Product Manager Philips Avent

# **Acknowledgement**

Dear reader,

This master graduation report is my last individual project after which I finish my master Strategic Product Design at the Faculty of Industrial Design Engineering at the TU Delft.

For the past 6 months, I have worked on this inspiring project commissioned by Philips Avent.

I had to work on the project fully from home due to the Corona crisis. This made it an extra challenge for me to graduate during these unusual times since I get motivated and inspired by being around and talking to people. Still, I can be proud of myself now that I have completed this project.

I had six pleasant study years in Delft and I can look back on an unforgettable time full of personal developments, friendships and wisdom.

First of all, I would like to thank my mentor from Philips, Emma van der Veen, for the opportunity to graduate at Philips Avent. She guided me during my graduation project, had weekly meetings with me and inspired me to get the best out of this project. I really appreciate the time and effort she gave me.

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Enjoy reading my master graduation report!

Kind regards,

Martine de Haan

## **EXECUTIVE SUMMARY**

To stay relevant to its consumers, Philips Avent should meet the needs and values when innovating. These consumers are the next generation parents, generation Z born between 1995 and 2010. In the report, research has been conducted into the needs and values of Generation Z and Parents within the field of pregnancy. The research draws on internal desk research, trend research, interviews, and a survey. The insights from the research were the guidelines for a new value proposition that has been created for this target group.

The challenge for this project was that the majority of Generation Z are not parents themselves yet, which makes it difficult to predict their future desires. This led to the research question: How to create a new value proposition for Philips Avent that corresponds to the future needs, values, and behaviour of the next generation parents, Generation Z, while the majority of this generation is not yet in this phase of their life?

The internal analysis, consisting of strategy, product portfolio and target audience analyses, revealed the potential value of the app in the way Philips Avent approaches their target group. Furthermore, Philips Avent wants to become more present for parents in the pregnancy stage. At the moment, Philips Avent only focuses its portfolio on specific childcare routines leaving the partner or other relatives out.

Philips' strategy shows that Philips is moving towards a connected healthcare system, which means that connected products and services involving clinical information ensure that data can be converted into better healthcare for their consumers.

Trend and desk research, consisting of global, parenthood en generation Z trends revealed that omnichannel as a retail strategy, personalised experiences, consumers' health and wellbeing, doing things from home online and inclusivity are becoming more important to people in life. Furthermore, in parenthood, the parent's own life, equal parenting, their health, and parenting apps are important aspects during this stage of life.

Lastly, Generation Z shows that they are health-conscious, they find transparency and responsibility important in companies, they rely on multiple sources when it comes to their health and buying products, experiences are more important than products, they are influenced by social media and are targeted the best through digital storytelling.

After determining pregnancy as a scope, interviews and a survey with Generation Z and expecting mothers have been conducted and were validated through a questionnaire amongst mothers of all generations. The insights showed that Generation Z can feel insecure about the future when it comes to climate change and the corona crisis, their purchasing behaviour is mainly influenced by social media and Philips as a company did not stand out to them. Pregnant women can feel insecure when it comes to being prepared for parenthood, combining normal life with pregnancy and the feeling of not knowing what is normal during their pregnancy.

A three horizon strategy is proposed, including advertisements showing real pregnancy situations, a personalised omnichannel experience and new products and services that fit the whole pregnancy experience building up to a future vision. This strategy is based on the findings from the research and a creative session with people from Philips and the target group. A design of the Parenting+ platform is presented, together with a storyboard that shows the interaction of the target group with the designed strategy's solutions.

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# 1. INTRODUCTION

This chapter describes the graduation project for the master Strategic Product Design at Delft University of Technology, commissioned by the electronics company Philips. The relevant aspects of the project, what will be researched and the outcome are discussed. Furthermore, the research question and the assignment will be explained. A step-by-step description of the approach and methods used for the project and the goal will also be presented.

## 1.1 Project description

This graduation project for the master Strategic Product Design of the faculty Industrial Design Engineering at the Technical University Delft is commissioned by Philips Avent, which is a part of the Dutch global leading electronics company Philips. Philips Avent has a global presence in the baby care domain as it produces baby bottles, breast pumps and other baby food and health accessories. The competition in this branch is fierce for well-established brands as well as new entrants, varying from start-ups to larger companies. For Philips Avant to stay relevant in this market, they must keep meeting the needs of their target group through innovation. This assignment is part of Philips's mission to design future products or services that correspond with what Generation Z desires in the future.

Philips Avent focuses on the first years of parenthood, from pregnancy up until the baby is 1-2 years old.

The current generation of parents mainly consists of millennials, born between 1980-1994. The future generation of parents, Generation Z consisting of people born from 1995 to 2010, come with their own needs, values, attitudes and beliefs when it comes to parenthood (Francis & Hoefel, 2018). As connectivity increases in the world, generational global shifts may play a more important role. Research shows that Generation Z is now the largest generation in US history and is estimated to become the US's largest consumer population in six years (Toplin, 2019). As a growing consumer population, Generation Z will have an impact on people of all ages and incomes, as well as on how they consume and relate to brands and therefore important to target as a company (Francis, 2018).

As Philips Avent stated in their assignment, they should be relevant to their future target group in the way they offer their product and service portfolio.

The challenge here is to investigate what Generation Z will consider important during parenthood and how they look for information and products while the majority of this generation are not yet parents themselves. The opportunities lie in looking for values, needs and behaviour of this generation that can be linked to the parenting process. Important is the difference between the current generation parents, Millennials and Generation Z during their parenthood to determine what Philips Avent will have to change for the next generation parents.

Philips is shifting its focus from the lightning, flat-screen television and monitor market to the health care market including personal health and mental health (Philips: our transformation over the last 5 years to become a Health focused company, 2018). This has to be kept on the top of mind when designing new value propositions.

Although the world connectivity increases through the use of the internet and in specific the use of social media, parenthood is not the same for every country. Philips Avent is present in different countries all over the world. It thus has to be taken into account that each country has different needs. This research specifically focuses on the Netherlands, the United States of America and the United Kingdom. The United States of America is the largest market for Philips Avent and is therefore the greatest added value for the company. The Netherlands and the United Kingdom are the countries whose language is spoken by the researcher, therefore easier to research within this limited amount of time available for the project.

Lastly, it is important to analyse how Generation Z currently interacts with today's global trends and developments and to understand their consumer behaviour. Their current behaviour is important to predict how their future behaviour will relate to parenthood.

## 1.2 Research Question

To stay the most relevant player in the baby technology field, Philips Avent's mission is to develop a global product strategy for their future target group, generation Z. This strategy will contain a change in the way they offer their current portfolio, but most importantly a new value proposition that will result in a product, service or partnership that will meet the needs, values and behaviour of the new future generation of parents, Generation Z. The challenge for this assignment is that the majority of Generation Z is not parents themselves yet, which makes it difficult to predict their future desires.

This leads to the question:

How to create a new value proposition for Philips Avent that corresponds to the future needs, values and behaviour of the next generation parents, Generation Z, while the majority of this generation is not yet in this phase of their life?

## 1.3 The approach

The design will be a new product-service solution for Philips Avent that will support Generation Z during their first years of parenthood. To achieve this design the business strategy of Philips and Philips Avent, Philips Avent's current portfolio, global trends, Generation Z and current parent needs and values are researched.

By conducting this research, it will create insights on what the target group will look for in parenting products or services in the future and how this can be influenced by Philips Avent and what should be changed and added to their current product portfolio. These insights will give a foundation for the new product-service solution that this research will present.

Along with a product-service solution, a roadmap for the coming years will be created. This explains the strategy along with the product-service solution and makes sure that the value proposition will be integrated into Philips Avent. Furthermore, most important, stakeholders within the company will be involved to make sure that the project stays relevant for Philips. Research will be done inside the company, involving the internal stakeholders but also outside the company with the new target group. The methods used during the project will be explained in the next chapter.

#### 1.4 Methods

This project is approached with the Double Diamond Design Process, as seen in Figure 1. The content of the Double Diamond is inspired by the approach of Dan Nessler (2018).

The process starts when nothing is known yet, up to the delivery of the end product. In addition, the process consists of diverging (Discover & Develop) and converging (Define & Deliver) in two major phases that are represented by the diamonds. In the diverging phase of the two diamonds, converging will be done, to be able to conclude the way. This process is explained below.

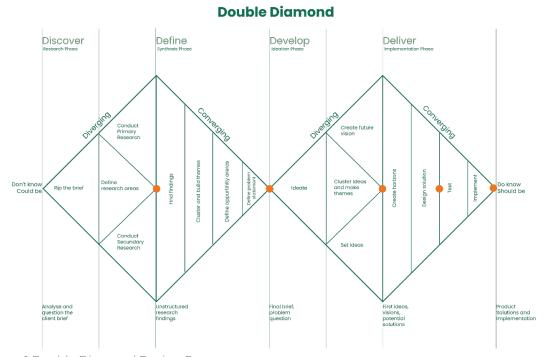


Figure 1 Double Diamond Design Process

#### Discover - Research Phase

The Rip the Brief phase is about analysing the initial situation and questioning the project brief received from Philips, the client. Within this part, the methods, planning and the broader scope are defined.

After that is done, the primary and secondary research starts. For this project, the secondary research started with a literature and desk study. The results of the secondary research were used in a SWOT analysis which helped to define the research area.

This also provided a focus for the primary research, which consists of interviews with the target group. This research was then validated through a survey.

The output for this phase is: unstructured research findings and documentation.

#### Define - Synthesis Phase

In the define phase, the various findings are clustered and converted into themes.

These themes are based on recurring findings from the research phase and fit within the context of the project. These themes are the basis for the opportunity areas. From here a problem statement is defined. This is the basis for the ideation phase.

The output for this phase is: themes as opportunity areas and a problem statement.

#### Develop – Ideation Phase

This phase consists of ideation, to generate as many ideas and potential solutions as possible for the problem statement. Two creative sessions with stakeholders and the target group were executed to generate the ideas.

The second part of this phase consists of clustering all the ideas and simultaneously creating a future vision and possible solution areas.

The output for this phase is: set of ideas, a future vision, possible solution areas.

#### Deliver - Implementation Phase

The last phase is about building the horizons for the roadmap, detailing the solution, testing the solution with the target group and finally the means to implement the solution.

The output for this phase is: the final solution, roadmaps with the implementation and elaboration of the solution.

#### 1.5 Stakeholders

To make sure this project is relevant for Philips, several stakeholder meetings have taken place throughout this project. These stakeholder meetings are indicated through the orange dots in figure 1.

The stakeholders consisted of the following functions of people from Philips: Venture & Solutions leader, MI&A Business partner Mother & Childcare, Portfolio Marketing Leader Mother & Childcare, Director Mother & Childcare, Marketing Insights & Analytics and Venture & Solutions Product Manager. These stakeholders are relevant for this project because they are people with several years of experience in the field of product design, marketing, research and strategic value propositions within the company. Their expertise provided input in terms of quality and relevance to Philips. In addition, they each provided feedback for this project from their specialisation. During the stakeholder meetings, the outcomes of each phase were discussed and there was room for input from the stakeholders. In this way, it was ensured that the results achieved fit both the target group and Philips. The stakeholders were also involved in decisions that had to be made or directions that had to be chosen during the project. However, the needs of the target group and the assignment context were always kept in mind in this decision process.

This resulted in relevant outcomes for the stakeholders in Philips by end of the project.

Moreover, the target group of this project was a relevant stakeholder. The target group consists of people within Generation Z who do not have children and are also not currently pregnant, people within generation Z who are currently pregnant or have young children until 1 year old and people from other generations that are pregnant or have young children until 1 year old. The target group is involved through interviews, a survey, during the generation of ideas and in the validation of the solution. This was important to do as they are ultimately the target audience that will use the solution and indicate their problems and needs that affect them. In addition, they are the consumers that will ultimately generate sales for Philips by buying and using the solutions.

# 2. INTERNAL ANALYSIS

To get a clear understanding of the current position of Philips and its Avent department, the strategy of Philips and Philips Avent, their current target audience, the current product portfolio and competitors are discussed. By understanding their current strategy and product portfolio, it will be clear later in the process what Philips needs to continue to do and what they need to change to remain relevant to the new generation of parents.

## 2.1 Origin of Philips and Philips Avent

#### **Philips**

Gerard Philips and his father Frederik founded the Philips company in 1891. Initially, the company started as a light bulb factory. Philips was so successful in manufacturing incandescent lamps that it was able to buy up many competing incandescent lamp manufacturers in the years that followed. The takeover of a machine factory followed in 1908, after which Philips was able to make its machines to manufacture the light bulbs (More than a century of innovation and entrepreneurship, 2020).

The success of the company allowed Philips to expand into other product lines. A metal, glass and paper factory followed. These other products were also all used in the manufacture of incandescent lamps. In the 1930s, Philips became one of the largest companies in the Netherlands. In 1948 Philips created the well-known logo incorporating their trademarks of light and radio production, shown in figure 2 (More than a century of innovation and entrepreneurship, 2020).

After World War 2 the company continued to grow, and they launch several products in the field of multimedia. Important innovations characterize the period of growth such as the audio cassette, CD and the Philips shave.

After 2011, Philips increasingly focused on equipment for the medical industry. From 2014, the new focus will be on the "Healthcare" and "Consumer Lifestyle" departments, which together form the new term "HealthTech". This helped Philips to create more focus as a company within the healthcare field without getting distracted by other business markets (Lent, 2020).



Figure 2 Philips logo (Philips)

Since January 2019 Philips is divided into 3 segments:

Diagnosis & Treatment, which focusses on precision diagnosis and disease pathway selection and minimally invasive treatments, Connected Care, which focuses on patient care solutions, advanced analytics and patient and workflow optimization inside and outside the hospital and Personal Health, which focuses on healthy living and preventative care of consumers (Philips realigns the composition of its reporting segments, 2019).

#### **Philips Avent**

The name AVENT originated from the sub-brand "Avent Naturally". This brand was originally created by Connon Rubber, from which Philips took over the brand in 2006 (Bentley, 2014).

Connon Rubber created the brand in 1984 to launch a new innovative type of baby bottle that was anti-colic because of its natural shape, a short teat with a wide neck and body, shown in figure 3. This bottle is known today as Philips Avent classic baby bottle. Avent became the primary infant feeding company to provide teats from odourless and tasteless silicone in addition to different solutions such as their steam and microwave steriliser and breast pumps. After Philips acquired the brand it was renamed Philips Avent, they created the logo as it is known today, seen in figure 4 (Japaar, 2013).



Figure 3 Avent Naturally first baby bottle



Figure 4 Philips Avent logo (Japaar, 2013)

#### Philips Avent as part of Philips

Philips Avent is the brand from the Mother & Childcare department, part of personal health, one of the 3 segments, within Philips. Figure 5 shows the organizational structure of the Mother & Childcare department. This project is executed within the Venture and Solutions Team, the team that contributes to innovations within the Mother & Childcare department. (Martin-Degraeve & Bonomini, 2019).

## Organizational structure

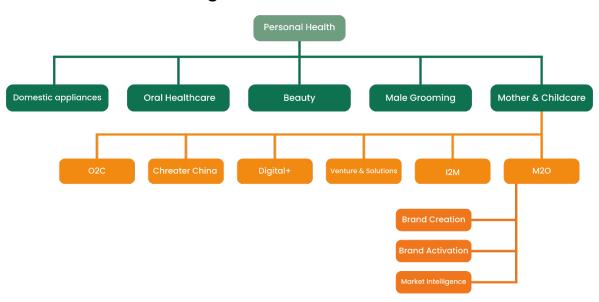


Figure 5 Organizational structure Philips Avent (Martin-Degraeve & Bonomini, 2019).

## 2.2 Company strategy

To include Philips' strategy in developing a value proposition, the strategy of both Philips and Philips Avent is described below.

#### **Philips Strategy**

Philips describes its strategy through a vision and mission statement, which together serve the purpose of the company.

Philips describes their vision as: "We strive to make the world healthier and more sustainable through innovation." (Vision & mission, 2020)

Philips' mission is to improve people's lives through meaningful innovation (Vision & mission, 2020).

Supporting their mission, Philips states: "With our global reach, deep insights and leading innovations, we are uniquely positioned in 'the last yard' to consumers and care providers, delivering:

- Connected products and services supporting the health and well-being of people
- Integrated modalities and clinical informatics to deliver definitive diagnosis
- Real-time guidance and smart devices for minimally invasive interventions
- Connected therapeutic products and services for chronic care patients.

Underpinning these solutions, and spanning the health continuum, our connected care and health informatics solutions enable us to:

- Connect patients and providers for more effective, coordinated, personalized care
- Manage population health, leveraging real-time patient data and clinical analytics." (Vision & mission, 2020)

Philips visualizes a connected care system to enable its strategy as shown in figure 5. This system facilitates healthy living, medical technologies that help clinicians to deliver better diagnosis and treatment, and cloud-based technologies that support data sharing and analysis to enhance the patient experience, improve health outcomes, lower the cost of care, and improve the work-life of care providers (Our strategy focus, 2020).

For this project, it would mean that the connection between products and digital services will be playing an important role to support people in their health and well-being and provide data for the Philips connected care system. Moreover, integrating clinical information within smart solutions will fit Philips' strategy.

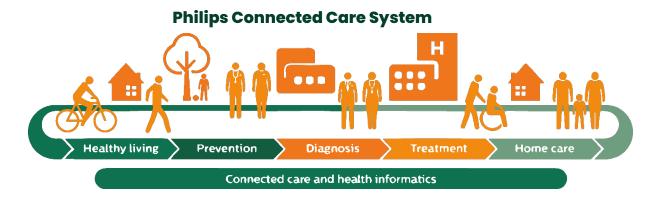


Figure 6 Philips Connected Care System (Our strategy focus, 2020).

#### Philips Avent strategy

In addition to the Philips strategy, Philips Avent also has its strategy aimed at their target group.

The focus of Philips Avent is to continue to drive core innovations for new parents whilst also enriching their hospital presence, since health care professionals play an important role in the parent's buying decision of Mother and Childcare products. Philips Avent wants to deliver meaningful innovation addressing core unmet needs to babies and claims, strengthen the solutions and services and build a strong professional channel. Philips Avent expresses its strategy through: digital expertise, platform solutions combined with professional and clinical expertise (Martin-Degraeve & Bonomini, 2019).

The top 5 markets that account for 60 percent of Philips Avent business are: North-America, Germany, Latin-America, China and Asia (Martin-Degraeve & Bonomini, 2019).

As a result, Philips Avent focuses the majority of its strategy on these 5 markets.

Lastly, Philips Avent's current brand campaign is to drive consideration of Philips Avent feeding solutions with pregnant women earlier in the pregnancy journey (Martin-Degraeve & Bonomini, 2019). This means that Philips Avent will slowly expand their solutions to the pregnancy market.

## 2.3 Target audience

#### **Target audience Philips Avent**

The target audience of Philips Avent are first-time pregnant and mothers (age 25-40) with 0-24 months old children and who have medium or upper incomes. Their secondary target group is repeat mothers.

How they support and offer solutions to their target group and children per parenthood phase is shown in Figure 7 (Martin-Degraeve & Bonomini, 2019).

The figure also shows the presence of Philips Avent services and products during the parenthood phases.

#### Presence of Philips Avent during each stage of parenthood



Figure 7 Presence of Philips Avent during each stage of parenthood (Martin-Degraeve & Bonomini, 2019)



## 2.4 Current portfolio Philips Avent

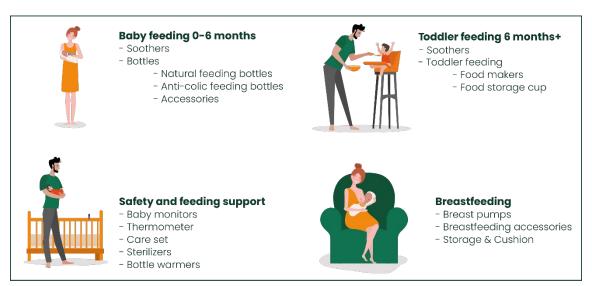


Figure 8 Product categories Philips Avent

The product portfolio, shown in figure 8, is divided into categories: baby feeding 0-6 months, toddler feeding 6 months, safety and feeding support and breastfeeding. Figure 9 shows an image overview of the products Philips Avent offers.

At this moment most of the products are sold offline in stores, mostly mass merchandisers (48%), however, there is a shifting trend to online channels and baby specialty stores become smaller. This means that Philips Avent will have to focus its strategy more on online retail in the coming years.

The prices of the Philips Avent products are high compared to products within the same market, however, Philips promises high-quality products in return (Martin-Degraeve & Bonomini, 2019).



Figure 9 Image of product portfolio Philips Avent (Philips)





Figure 10 Pregnancy + app and Baby+ app (Martin-Degraeve & Bonomini, 2019).

Next to products, Philips Avent offers free apps shown in figure 10: Pregnancy+ (1.2 million daily active users,) to track your and your baby's health during the pregnancy and Baby+ (150k daily active users), to track your baby's growth.

Next to tracking all stages of your pregnancy and child, the apps furthermore contain articles written by different sources e.g. mothers, medical professionals and Philips itself.

Philips Avent uses the app to collect data to learn more about their consumers, but also to advertise their products. For example, sponsored articles and advertisements regularly appear in the apps (Martin-Degraeve & Bonomini, 2019).

It is striking that the app does not connect with the products and that, apart from the advertisements, it has no connection with the products that Philips Avent offers.

Consumers could therefore feel that the app is separate from Philips Avent, however, that there is a lot of advertising from Philips Avent in the app. This has been included in the solution of this project.

A further chapter examines whether consumers feel that Philips Avent understands what information the users of the app are looking for.

## 2.5 Competitors

To get a better picture of what the market in which Philips Avent operates looks like, the competitors are described.

Philips Avent describes 4 different types of competitors which are shown in figure 11. These companies are current competitors of Philips Avent.

It differs per country and product category which competitors type are the strongest for Philips Avent.

That is why Philips Avent looks at which competitors are the strongest per product segment. More and more parenting companies offer more than just products. They offer a total experience around the services of their products. These kinds of companies offering parenting platforms, services and connected devices will also become competitors if Phillips moves towards smart tech solutions (Martin-Degraeve & Bonomini, 2019).

Philips Avent must continue to distinguish itself from these competitors and in addition to offering parenting products, also develops itself in offering parenting services to remain relevant.

## **Competitors**



Figure 11 Competitors Philips Avent

#### 2.6 Conclusion

Philips strategy shows that Philips is moving towards a connected healthcare system, which means that connected products and services involving clinical information ensure that data can be converted into better healthcare for their consumers. Philips Avent therefore also wants to involve health care professionals, more than they do now, in their products or services. Furthermore, they want to expand their brand dominance into the pregnancy phase, starting early in the parenthood journey. In this way, they can connect with the mentioned targeted consumer types for Philips Health who take decisions during this phase in their life, to create value for them.

Philips Avent mainly has individual products in its portfolio that belong to certain childcare routines. In addition, they offer apps that have many users and a lot of potential to build a stronger bond with the target group starting at pregnancy. Philips Avent only advertises and collects data in the app as valuable means for their company. There is little consistency between the products and the apps, although there is potential to add more value to the app and the connection with the products. The information that can be found in the app mainly comes from healthcare professionals instead of other sources that may also be relevant to the target group such as a parent forum or informing videos from other parents. Further research will be conducted to determine whether the target group obtains enough information from health care professionals and what other sources they use to obtain information from about pregnancy.

Finally, it is important that Philips Avent continues to distinguish itself from its competitors and offers more than just product solutions. To stay relevant, they need to switch to services that provide solutions for the whole parenting journey.

These conclusions will be converted into the strengths and weaknesses of Philips, which will be included in a swot analysis later in chapter 3.3.

# 3. GLOBAL AND CONSUMER TRENDS

A trend analysis via desk research and a literature study has been conducted in order to understand current developments happening in the world and around parenting. Furthermore, a more focused trend analyse on the target group, Generation Z will be discussed. The trend analysis has been approached from different points of view and focuses on relevant developments for this project.

#### 3.1 Trends

A trend analysis has been conducted to create a foundation for the primary research. The most important findings are discussed below. The full trend research can be found in appendix 2.

#### **Global Trends**

#### **Omnichannel**

Retail stores are losing their leverage in the digital world, and are encouraged to expand their reach with omnichannel strategies. Meaning not only separating channels for selling but also a full retail experience including all channels, for instance: apps, websites and stores. Consumers are more focused on a shopping experience rather than a quick buy in-stores (GlobalWebindex, 2020). This means that Philips Avent should expand their retail experience and make a strategy that includes all channels. This will make sure that Philips Avent will keep their consumers on board.

#### **Trust**

People fear that technology companies have too much control over what news and information we see (MCC Resight, 2020). Consumers nowadays expect transparency within companies. For companies, it is important to deepen their relationships with consumers and build trust or develop products and services that add enough added value for consumers to encourage them to share. Thus, consumers are willing the share that data, as long as the company gives something in return (MCC Resight, 2020). To take away that fear Philips Avent should be transparent in their information and in the way they advertise their products to gain more trust for the consumer.

#### Health and wellbeing

Focus on mental needs and wellbeing is becoming more important. One in four adults in the western world suffers from anxiety. To cure these mental health issues, people are moving away from traditional stress relief products like alcohol and cigarettes towards less harmful solutions. They want helpful and goal-oriented products that address their mental wellbeing needs, that prevent stress and help them sleep better(Zak, 2020).

Philips' current strategy is already aware of the importance of (mental) health and that its products and services should promote this.

#### Moving from offline to online

Multifunctional Homes is a trend where consumers' homes evolve beyond the traditional function of living and sleeping and more towards a place for many life activities such as work, shop and exercise (Zak, 2020). Technology enables this for consumers to do most things from home and on their phone or computer.

Furthermore, life-like interactions are growing online, people are increasingly able to interact online and do things that they would normally do physically (MCC Resight, 2020). This means that the functionality and doing things at home from the apps that Philips Avent offer could become more important.

#### Importance of personalized experiences

Consumers expect direct and seamless experiences, wherever and whenever they want it. Not only should they be seamless but also personalized. Consumers do not want to waste their time and money. People expect brands to tailor their products and services to them. Convenience and experiences are what drives consumers to invest in smart devices. Furthermore, they expect empathy and engagement of companies on a human level (MCC Resight, 2020). This means that Philips Avent should personalize the products and information they offer for the consumer. The focus should be on the experience around the product rather than only the product itself.

#### Inclusivity

Consumers also demand inclusivity. Companies should offer products and experiences that are accessible to the entire spectrum of consumers. Meaning that the target audience should extend beyond the majority and should also include minority groups and desires. (MCC Resight, 2020). Right now, Philips Avent only focuses on the mother and her child. However, this is an old fashioned way to perceive parenthood. It could also be that the a (same sex)partner, other relatives or friends plays an important role in the parenting of the child.

#### Parenthood trends

#### Importance of parent's own life during parenthood

baby breastmilk instead of formula (MCC Resight, 2020).

Parents put more focus on themselves instead of the child only then before. They want to combine their personal life with parenting and they want a more convenient and relaxing way to raise children.

Most of the moms combine motherhood and their career. Seventy percent of the moms with kids younger than 18 were employed in 2017 compared to 47 percent in 1975. More than 75 percent of those working moms are employed full-time. Moreover, mothers are the primary breadwinners in 40 percent of households in the United States (Carter, 2020). Hence, women are balancing working and domestic responsibilities which is called the Double burden syndrome. Consequently, being able to breast pump at work is important to mothers, they want to feed their

Furthermore, this also means that the parent role is shifting to being more equal. Mothers and their partners have the same share in raising their children. Hence, separated couples are coparenting more and have a more equal share in parenthood (Muller, 2019).

For Philips Avent, this means that they have to be more inclusive of the partner in their solutions. Furthermore, the involvement of the parents' life in the solutions of Philips should be more important.

#### Parents' Health

During pregnancy, the focus shifts from baby focus only to also the health of the mother. Health subjects that are important to mothers during pregnancy are: nutrition, mental health, being comfortable sleeping, the quality of sleep, body skin and facial skin (Muller, 2019). This means for Philips Avent that there is an opportunity to develop health solutions focused on the parents as well.

#### Parents as consumers

Shopping for baby products is shifting from offline to online stores. Baby bottles are the number one products that are obtained before the birth of the baby by parents (MCC Resight, 2020). Furthermore, the use of pregnancy apps is enormous amongst pregnant mothers, 70 percent of pregnancy tracking is done via apps. After pregnancy, the use of baby development apps stays consistent compared to pregnancy apps. (MCC Resight, 2020). In addition to tracking the development of pregnancy or the baby via apps, parents are also increasingly turning to online resources such as apps and forums when it comes to parenting advice (Auxier, Anderson, Perrin, & Erica, 2020).

This means that there is an opportunity for Philips Avent to put more focus on the parenting apps and get more value from it.

#### Conclusion

In conclusion from the global trends, Philips Avent must extend its retail focus to an experience that includes all retail channels to meet consumer needs. In addition, Philips Avent should be transparent in the communication of their information and products that they provide, to create a bond and trust among their consumers.

Philips' strategy to focus on the (mental) health of the consumer is in line with the parents' need to also focus on their health during pregnancy, next to the health of their baby.

This means that there is a possibility for Philips Avent to develop parent solutions that are focused on (mental) health.

Furthermore, an opportunity for Philips Avent is to develop more functionalities in the apps they now offer as people are increasingly doing more from home and using apps as a means for that. Moreover, Philips can better address their consumers' needs by offering personalized information and products to quickly offer the right content for their consumers.

In addition, Philips Avent should focus on the experience surrounding the product than the product itself.

Finally, in addition to traditionally the mother, Philips should also involve other possible relatives to the mother in parenting solutions, as consumers consider inclusivity important.

Figure 12 concludes the parenting trends compared to the current situation at Philips Avent These trends are taken into account for the design direction of this project.

# Perspective of parenthood

#### Philips Avent parenthood focus right now Attracting mothers through parenting apps Mothers at home New generation parents aspires Specific daily routines Baby's health A parent role that is more Parents are not only equal traditionally male and female Product usage Parenting advice Parent's well-being as important as child Convinient and relaxing way to During co-parenting, raise child involvement both parents is important Important to be able to combine work with parenting

Figure 12 Difference between Philips' Avent Focus and new generation parents

#### 3.2 Trend and desk research on Generation Z

Literature and desk research has been conducted to understand what the upcoming Generation Z parents desire. The most important desires are discussed below.

#### A health-conscious generation

Generation Z is health-conscious in comparison with previous generations. They want to live their best and most healthy life possible and to be in control of their health. They want to keep track of their health and take action to respond to the needs of their well-being. For Generation Z, realism matters more than perfection. Consequently, they are more open about their health and it important to them that they can talk about physical as well as mental health with others. Health topics that are taboo for other generations are more open to this generation (Generation Z Insight Accelerator, 2020).

As mentioned in the previous chapter, this is in line with Philips' strategy to focus on consumer's health. Again, the focus of Philips Avent should, next to the baby's health, shift to the health of the parents and they must enable the new generation parents to be in control of their own health.

#### Importance of transparency and responsibility

This generation is more inclusive in comparison to other generations. They are accepting differences in people and are more eager to fight for equality. Generation Z values individual expression and avoid labels (Francis, 2018).

Compared to millennials (born between 1980-1995) who are optimistic, Generation Z is more realistic. They are pragmatic and moving from seeing to doing by for instance contributing in socially grounded demonstrates all around the world. Furthermore, they believe profoundly in the efficacy of dialogue to solve conflicts and improve the world. They are eager to talk about societal problems more than previous generations (Francis, 2018).

Not only is Generation Z taking action themselves but they also expect that from companies, as explained in the trends of the previous chapter. They are smart and conscious about their purchases and they expect transparency, responsibility and accountability from companies. Moreover, they care about companies that express this realness in both their business and their products. Examples of subjects they consider important are climate change, fair trade, social problems such as equality and discrimination and realistic portrayal of situations (Generation Z Insight Accelerator, 2020). A company like Nike is one of the most trusted brands among generation Z. Through their campaigns around body positivity, racism, climate change and the representation of reality, they have ensured that they have a strong bond with Generation Z (Elven, 2018).

An example of a Nike campaign about racism can be seen in figure 13. This image was widely distributed on social media, magazines and billboards (LBB, 2018).

Philips needs to respond to this desire of Generation Z for transparency and responsibility if they want to be relevant.

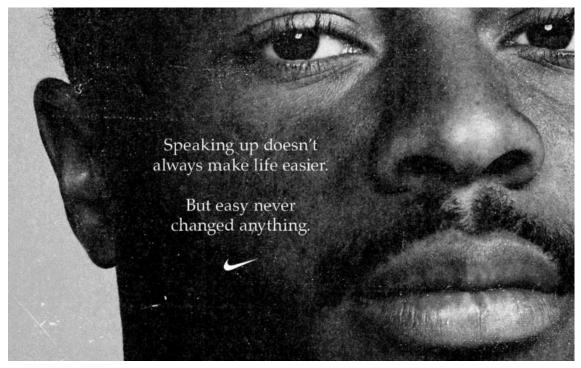


Figure 13 Nike campaign on racism (LBB, 2018)

#### Smart and inquiring generation

Generation Z does not only rely on the advice of the professional or company when it comes to health and information about products, but they consult multiple sources.

This is can for instance be seen in their buying behaviour when they do targeted research before purchasing a product. Generation Z relies on friends for purchase advice and it is more difficult to influence them by standard advertising campaigns. Not only are they doing target research but they are also more demanding and have a wider set of purchase criteria. Compared to other generations they are more willing to share personal data if the company is transparent in how they will use their data (Generation Z Insight Accelerator, 2020).

#### **Experiences for Generation Z**

As discussed in the previous chapter, experiences have become especially more important for Generation Z. To Generation Z it is more important to spend on experiences that enrich their everyday lives, such as hobbies and home entertainment. Millennials are more likely to splurge on things like travel and luxury hotels (Gen Z Trends Session, 2020).

Experiences when shopping is also important to them. They demand a seamless shopping experience. It is important that both online and offline shopping are connected and aligned with each other. Generation Z is therefore more inclined to purchase services. They want to be part of the solution, they want to be offered smart solutions: products with a long term value and services that provide access instead of ownership. Quality and convenience are key drivers.

Generation Z easily shifts between brands and is rather loyal to products that are part of the experience than the brand. Moreover, Generation Z wants to stand out, not fit in, brands are not as important to them. Rather, they are looking for the next unique product or service. They think brands try too hard to be cool, trying to be express values and beliefs that are not and that can come across as inauthentic (Gen Z Trends Session, 2020).

#### Digital storytelling

Generation Z are true digital natives. Most of their purchases are made online, they are constantly shopping, because they are always connected. They buy on any device and in any format or channel (Francis, 2018). In addition, they only have an 8-second attention span, images through short videos, pictures, animations and gifs attract more their attention (Design Trends Gen Z, 2020). If Philips wants to appeal to them, they will have to make more use of images and videos instead of text.

#### Influences

Almost 40 percent of adult Generation Z (age 18 to 23) say their purchasing decisions are most influenced by social media, more than traditional ways of advertising through for instance television commercials or billboards. Millennials are in comparison less influenced by social media. Furthermore friends and family are the second biggest influence for Generation Z(Francis, 2018).

#### Conclusion

Figure 14 visualises the most important characteristics of Generation Z based on the trendresearch

Important for Philips Avent is the fact that Generation Z is health-conscious. From a young age, they are concerned with their health and own various products and apps that contribute to good health.

Furthermore, Generation Z easily switch between brands. An experience that contributes to their life is more important than the brand. Philips must take into account the fact that for Generation Z it is no longer about the brand experience, but about the cohesion between the products and the experience that it provides.

Moreover, Generation Z obtains information from various sources. When it comes to their health, the information obtained from the Health Care Professional is not enough. They search the internet and social media for different articles, opinions and experiences in order to draw a good conclusion. Not only in health but when it comes to purchasing products they research in advance to decide on their purchase. It is important to them they find a product that fits their lifestyle.

Finally, transparency is important to Generation Z. Companies will come across as unreliable when they are not transparent about their practices. Generation Z appreciates openness about sustainability, but also social issues such as how they deal with different types of consumers. In addition, they often want the information that companies provide to be properly validated before they believe it.

More in-depth research on these subjects will be done through qualitative and quantitative research with the target group.

#### **Generation Z characteristics**



Figure 14 Generation Z characteristics

## 3.3 Defining a research area

A SWOT analysis has been conducted to find a more defined scope and opportunities for the primary research. The SWOT analysis ensures that the scope is defined by global trends, trends from the target group and fits Philips Avent as a company.

#### **SWOT** analysis

From the trend analysis, the most striking and applicable trends have been selected concerning the project assignment. These have been translated into opportunities and threats for Philips. The strengths and weaknesses of Philips Avent come from the company analysis and talking with Philips employees. These factors have been placed in a SWOT analysis, shown in figure 15, to form opportunities and a direction.

#### **SWOT ANALYSIS**

#### **Strengths**

- Strong brand recognitio
- Present and well known all over the world
- Reliable through years of experience and high-quality products
- Good relationship with medical professionals
- Present in all 3 beginning stages of parenthood (pregnancy, baby toddler)
- -Supporting health and well being of their consumers

#### Weaknesses

- Primarily focussed on child's health and less focused on/leaving out parents' health
- Mainly use of advertisements to attract new customers instead of using other ways
- to reach the customer: missing potential customer groups
- Premium pricing: products are not affordable for everyone
- Focused on specific childcare routines than the total experience of parenthood
- Focused on individual products only: missing cohesion or a total ecosystem
- Primarily offering information from health care professionals to consuers instead of using other souces of information that might be relevent to them as well

#### **Opportunities**

- Online parenting advise is popula
- Use of pregnancy/parenting apps is enormous
- Expectation of seamless experiences
- Expectation of personalized experiences
- Gen Z is health consious, wants to be in contro
- Smart solutions with a longterm value, easy access, less ownership
- Parents are looking for convienient/relaxing way to raise child

#### **Threats**

- Gen Z fears: big tech companies control information that is being spread
- $\mbox{\rm Gen}\ \mbox{\rm Z}$  is difficult to influence by advertising campagnes
- Gen Z does targeted research and relies on multiple sources
- Uniqueness of experience more important than brands
- Gen Z shifts easily between brands

Figure 15 Generation Z characteristics

### **Ranking SWOT**

To understand how relevant the factors are that are linked to the company, the strengths and weaknesses were rated on a scale of 1 to 5 by eight employees from different departments within Philips Avant. These 8 employees have different roles within Philips, they know the company very well and understand what is important. The participants also had the option to add strengths or weaknesses if they felt that they were missing. The outcome of the ranking can be found in appendix 3.

#### **Linking SWOT**

To form a direction the Strengths and Weaknesses related to the Opportunities and Threats were linked to each other. The relevance of each factor ranked by Philips is shown by the order number,

number one being the most important and number six being the least important. The factors without numbers are added by the employees. This shown in table 1.

## Strengths linked to

## Opportunities

1. Reliable through years of experience and	Smart solutions with a long term value, easy
high-quality, clinical proven products	access, less ownership
2. Strong brand recognition	
3. Present and well known all over the world	
4. Good relationship with medical	Generation Z is health-conscious, wants to be
professionals	in control
5. Supporting the health and wellbeing of	Generation Z is health-conscious, wants to be
their consumers	in control
6. Present in all 3 beginning stages of	Expectation of seamless experiences
parenthood (pregnancy, baby, toddler)	
Own app that connects to their target group	The use of pregnancy/parenting apps is
in an early stage during	enormous, online parenting advise is popular

#### Weaknesses linked to

#### Threats

1. Focused on individual products only: missing cohesion or a total ecosystem	Uniqueness of experience more important than brands + Generation Z easily shifts between brands
2. Focused on specific child care routines rather than the total experience of parenthood	Expectation of seamless experiences
3. Primarily focused on child's health and less focused on/leaving out parents' health	Generation Z is health-conscious, wants to be in control
4. Premium pricing: products are not affordable for everyone	
5. Mainly the use of advertisements to attract new customers instead of using other ways to reach the customer: missing potential customer groups	Generation Z is difficult to influence by advertising campaigns
6. Primarily offering information from health care professionals to consumers instead of using other sources of information that might be relevant to them as well  No local relevance (global instead of glocal)	Generation Z does targeted research and relies on multiple sources

Tabel 1 Strenghts and weaknesses linked to opportunity and threats

#### 3.4 Conclusion

From the connections between the SWOT factors and the insights of previous research, the possibilities for Philips Avent have been described and a research direction within the project assignment has been formulated.

#### **Opportunities**

The opportunities would include a Philips Avent ecosystem in which the health of parents and child is central, where it is easy to get in online contact and have multiple information sources available. In this way, it will provide Generation Z a long-term value together with guidance through parenthood as a seamless experience. Philips as a brand will be less important since Generation Z is looking for a unique experience that enriches their daily life rather than brand loyalty. Meaning the focus will be more on the product/service solution, with the help of an ecosystem to build a relationship with Generation Z.

#### Scope

The scope of this project will be **pregnancy** and how Philips Avent could step in and help during this stage. This stage is the **beginning of the ecosystem** and where the **relationship** with Generation Z begins. By creating an experience at the beginning of this new stage in the consumer's life, Philips will create a strong relationship with Generation Z which will increase the likelihood of them choosing Philips services/products in the future.

In addition, the scope is in line with the new brand campaign of Philips Avent to attract parents earlier during pregnancy and with the two consumer types targeted by Philips Health who make important decisions in this stage of their lives.

#### **Next steps**

Since there is little in-depth literature available on the motives and values of Generation Z and how they will later be as parents, primary research is conducted and discussed in the next chapter. This chapter consists of qualitative and quantitative research aimed at Generation Z and parents during pregnancy, the scope of the project. The aforementioned opportunities that arose from the SWOT are included in the research and will provide more insights.

#### 4. UNDERSTANDING THE TARGET GROUP

The target group is Generation Z who will become parents in 5 to 10 years. Since the majority of Generation Z is not yet pregnant, qualitative research is conducted in two parts. The first part is from the perspective of the pregnant mother and the second part is from the perspective of Generation Z in general. Then the insights from the qualitative research are validated through quantitative research amongst different generations of parents. At the end of the research, both studies are combined and the results of the research of Generation Z are linked to pregnancy and parenthood. These results have been formulated into a design goal and different opportunity areas.

#### 4.1 Interviews with the target group

To better understand the target group, a total of 11 interviews were conducted with people within the target group. The target group consists of generation Z who are not pregnant yet and relatively young pregnant and new moms women between 24 and 29 years old to get deeper insights into both generation Z and parenthood.

Six pregnant and new moms were interviewed and 5 people, both male and female, within generation Z.

Since only a small amount of people within generation Z is expecting a child, the pregnant women and new moms that have been interviewed did not all fit in the age range of Generation Z. However, the women that did not fit the age of Generation Z were close to the age range.

The interviews with Generation Z were intended to better understand the norms and values of this generation and to find out what concerns them in life. The questions for Generation Z are based on secondary research from the previous chapters. Later it will be discussed whether their norms and values can later be linked to pregnancy.

The outcome of the interviews will be taken as a rough guide for, and validated through, quantitative research to find out to what extent the findings are applicable for a larger group of people.

#### Research method interviews

The qualitative research is done via one-on-one interviews. Since the interviews took place during Corona, the interviews were held over the phone.

One of the advantages of this method is that it provides a great opportunity to gather data about what people believe and what their motivations are. It also enables the researcher to ask follow up questions that will help them collect more information (Cankurtaran, 2017). The interviews lasted between 45 to 60 minutes. The interviews were conducted as an exploratory conversation about different topics. These are displayed for each target group below. The interviews were semi-structured, meaning that during the interview, the follow-up questions were adjusted to the answers of the participants, thus, not every interview is completely equal in terms of follow-up questions that were asked (Cankurtaran, 2017). The questions could be quite personal, so before the interview, a relaxed and friendly atmosphere was created with the interviewee.

#### Interviews with pregnant women and new moms

To better understand pregnant women and to find out what the possibilities are in this direction, six interviews have been conducted with Dutch women between the age of 24 and 29 who are closest to generation Z in terms of age. One woman was in the second trimester of pregnancy, two women in the third trimester of pregnancy and three women had their baby less than three months ago, for one of them it was her second child.

The interview guide can be found in appendix 4.

#### **Findings**

The findings are divided into general findings and findings related to the needs and problems that occur during pregnancy. These needs are shown in table 2 that, in addition, describes the underlying needs and problems, along with the current solutions. Most relevant general information is discussed below, the full outcome can be found in appendix 5.

#### **General information**

#### Use of the pregnancy+ app

Five out of six women used Pregnancy+ a few times a week, they really like the app. They mostly used the app for articles and information about the development of the child.

#### Purchasing behavior

Most products for the baby were purchased between the 5th and 9th months in pregnancy, some are gifted and some were bought by the parents themselves. However, there were a few things purchased after birth such as breast pumps (reason: big investment and women do not know if they can breastfeed) and baby carriers. New moms are also trying out different types of bottles and pacifiers, thus these types of products can switch after giving birth.

Three women purchased products via Marktplaats (an online marketplace), because they were not able to afford to buy all the products new.

#### Sustainability and convenience

Sustainability was more important to them before having a baby than after having a baby. The reason was that they preferred comfort, convenience and ergonomics which sustainable products sometimes did not offer.

#### Sources of information

Youtube, online blogs and "mother influencers" on for example Instagram are popular sources of information amongst the moms, next to midwives, books, the internet and friends.

#### Role partner

The role of the partner was not very big during their pregnancy. The partner mostly helps with nutrition, buying new products, reminders to relax and carrying heavy things.

#### Physical problem during pregnancy

Back and pelvic complaints and fatigue are the most common complications amongst the interviewed moms.

#### Opinion on Philips Avent

The moms think Philips Avent has a good reputation, and pleasant to use products. Most of their friends are using the breast pump from Philips Avent. Next to Philips Avent, they use a lot of different types of brands, they have no real preference for a brand.

One of the moms mentioned that Philips Avent is not very modern and that they are a bit behind in development. She also said that they don't have beautifully designed, ergonomic and sustainable products because they are white and sterile. A beautiful durable design is missing.

#### Needs and problems

# of women mentioned the need	Needs	Cause of needs	<b>Problems</b> - # of women mentioned the problem	Current solutions
6	Reference and comparison pregnancy	Not knowing to expect during your pregnancy. Confirmation of what is normal. Feeling insecure.	Information midwives is too practical and focussed on health. Some blogs on the internet can be too personal. No place where this information is collected – 6	Different sources: friends and family, YouTube, "influencer mothers", midwifes, internet
6	Want to know what kind of products are necessary and will work for me in preparation for birth	Not wanting to spend too much money or buy products that you will never use. Want to be well prepared. Too much information can make you insecure. What works what not?	A lot of information is influenced by big companies trying to sell all their products, too many lists available on the internet -5	Different sources: friends, midwife, YouTube, comparing checklists
6	Information about what to expect after birth and that connects pregnancy with the weeks right after giving birth, before giving birth already	Wanted to be well prepared, don't want any negative surprises after giving birth	Maternity nurse tells most information when baby is already there. In need of wanting to know before hand, after birth too tired to deal with these problems - 4	Friends, midwife, books, internet

6	Balanced information about the right nutrition and supplements during pregnancy	Wanting to eat healthy and safe for the baby but don't want to feel too restricted	Too much restrictions leading to not able to eat comfortable especially when there are complications related to nutrition, not knowing which choices to make between restrictions - 2	Collecting information from midwife, books, the internet, apps
6	Support posture while lying, sleeping, sitting and walking	At the end of pregnancy, the pregnancy belly becomes heavier and harder to carry which results in discomfort	Not finding the right position while sleeping, sitting/standing/walki ng can hurt because of the weight of the belly - 2	Pregnancy pillows, exercise ball to sit on, maternity wear with support, firm mattress
2	Products that will fit your baby or you without having to buy them first in order to test them	Not wanting to spend too much money or buy products that you will never use, want to find the right fit for the baby and mother	Not enough information on the internet on what to buy (especially in Dutch), no reference - 2	Sources: friends, midwife, internet, YouTube, stores
2	Information about sustainable and safe products and nutrition.	Sustainable and safe products and nutrition are important	Information on this subject is hard to find - 2	Friends, family, internet
1	Separate page for partners in app	Partner is in need for information	In pregnancy+ app, information for the partner is on the bottom of the page and too small	
6	Sleep	Being pregnant can make you more tired		Naps, sleeping more than normal
6	Prevention stretch marks	Don't like the stretchmarks		Using lotion, accepting it
3	Exercise	Prevention of back problems, faster recovery after pregnancy, more stable posture, staying healthy		Walking, personal trainer, pregnancy gym, physiotherapist
3	Reminders to relax	Exhausting yourself		Help of partners, family and friends
Table 2 None	c and problem of pr	roanant mothers		

Table 2 Needs and problem of pregnant mothers

#### Most important findings and quotes

The core insights from the needs and problems are listed below. To get a better impression of the findings, the quotes associated with the findings and show an example have been added.

#### 1. Women feel insecure when it comes to purchasing products.

"I watch a lot of YouTube videos and blogs to find out what you really need to prepare your child. What should I buy and what should I not buy? What are really things you need and what are the luxury options?"

"Around 4/5 months, information about preparation for the arrival of your child is missing. The internet is trying to sell you so much nonsense for your child. It is difficult to discover what is and what is not needed."

"Selling companies of apps, for example, want to sell you a lot of things, which can lead to high costs. It takes a lot of time to find out what suits you."

#### 2. Women have the feeling of being unprepared for birth and post-partum with a newborn baby.

"In apps, I miss information about the connection between during and just after your pregnancy."

"There is a lot of practical information available (what you can eat, how many kilos you can gain, what you will feel, what your baby would need). Information is missing about when you have just given birth, what is involved in diaper changing, how does a child sleep?"

There is a lot of reference and information missing that you would like to know earlier than after the delivery. I need information in advance, what is necessary?"

#### 3. Women have the feeling of being uneducated about what can happen during pregnancy and they don't know what is normal.

"What is normal during my pregnancy? What are the averages? Apps do not give specific information to this because it is different for every woman.

Sometimes I would like to know if certain things are normal in my pregnancy such as a certain weight or blood pressure."

"It is nice to know if other women also have the same complaints. I think this is very important."

"I have only 1 friend who is pregnant, I have few friends around me who are also pregnant where I can get information from. That is why it is difficult for me to filter information with what you do and do not need now."

"If you are specifically looking for a topic you will be able to find it but there is no one place that tells you about everything about preparation and information on pregnancy. The information that is available now is either very medical or too personal and specific." "If you get something, is it normal? This information is missing from the midwife. Some discomforts or ailments cannot be directly linked to the pregnancy."

#### 4. Women feel discomfort in posture when being pregnant, it is hard to deal with that discomfort.

"Sleep is very important, at the beginning I had little trouble with complications during my pregnancy. But I was very tired and that's why sleep is very important."

"I would like to get more information, what are physical discomforts for pregnancy?"

"Because of my pregnancy I cannot stand for as long and I have trouble bending over. I am also very tired during my pregnancy which can sometimes get in the way."

#### 5. For women it is hard to find balance in nutrition restrictions and happiness.

"What can I and cannot eat. I started reading a lot about that. It is a lot that you are no longer allowed. So it's good to find a middle ground in that."

"At one point there is so much to pay attention to in terms of food that I let go a bit to enjoy life still."

#### Interviews with Generation Z

The interviews with generation Z were done to gain insight into what is going on in their daily life, their norms and values, what they find important in life, and how they see the future. Five interviews were conducted with Dutch participants between 17 and 25 years old, both male and female. Only the older side of Generation Z has been interviewed because they are already adults and therefore have a better idea of what concerns them in life and have a better idea of how they see the future.

The interview guide can be found in appendix 6.

The interview guide with generation Z was divided into ten topics. An overview of these topics and outcomes from the participants can be found in appendix 7.

The most important findings that emerged from these topics are discussed below

#### Further education as a basis for the future

The interviewees were asked to what extent they think their further education affects their future. All interviewees agreed that a degree offers more job opportunities later in life.

"You won't get some jobs if you haven't studied, it offers more opportunities. I think you can do fewer things if you haven't studied." Some also mentioned that it is important to study something that you enjoy and to figure out for yourself what you like doing. Furthermore, getting a degree after high school will help with your development and to become mature. Lastly one of the interviewees mentioned that there is pressure from society to follow higher education to succeed and have a good job later in life. It can be stressful for people who do not have a higher education degree.

#### Difference between generations

The interviewees were asked if they see a difference in generations and if they do, how they would describe the difference between their generation and other generations.

This generation feels like they are more open-minded than other generations. They are more open to societal and humanitarian issues. "I think my generation is more open-minded than my parents' generation." "I think progress is also being made for the acceptance of the LTBTQ community, that is more accepted in my generation, we are more open-minded."

This generation thinks that older generations feel that future concerns are not their problem, because they feel that some people exaggerate their feelings.

Furthermore, the interviewees mentioned that for older generations, study and work were the most important in life, Generation Z is freer to do what they want to. For them, doing what you like is important and enough. "For older generations like my parents, your studies and job are very important, and your future, regardless of whether you like it or not." "My generation is easier, just do what you like and everything will be fine."

#### The future for their children

All the interviewees said that they would like to have children in the future. They were asked how they would raise their children and what they think is important for the future of their children. The interviewees mentioned that their children should feel free to make choices in life without feeling pressure from others. "When raising my children want to give them that freedom, to do whatever you want. Don't let anyone tell you to do anything else." Independence is important to

them and their future children as well. They should not be dependent on other people to live their life. Lastly, transparency, honesty and respect are important to the interviewees. They believe that their children should be able to speak openly about their problems and that it is okay to have a different opinion from your parents or someone else.

#### Their interests at the moment

Since the interviews took place during the period in which the Black Lives Matter protests were taking place, many of the interviewees indicated that this topic was important to them. Some also said they were involved in the Black Lives Matter protests.

In general societal problems on social media or the news kept them busy. "Certainly things in the news, such as black lives matter. In general, things like that, with social context, are what I'm thinking about a lot."

Furthermore, they were involved in politics, especially during the Corona pandemic, in a time wherein society not everything is going well.

One of the interviewees also mentioned that he thinks sustainability is an important subject, especially that we are seeing the consequences.

#### Concerns for the future

De two topics that were mentioned the most about their concerns for the future were climate change and Donald Trump, the current president of the United States of America.

The interviewees were concerned about what the impact of climate change will be, also related to the future of their children. "I am not really worried about my own future, but about climate problems. I don't know what it will look like for my children, I find it difficult to estimate." Moreover, they fear what Donald Trump's power will do to the rest of the world. He is often in the news and they fear the consequences of his government.

The economy and the impact of social media were also mentioned. Due to Corona, they are concerned about the impact it will have on the economy in the future. "Maybe I am exaggerating a bit, but now also the economy with corona, I can't really imagine how that will turn out well in the future."

#### Dealing with climate change

All interviewees felt that climate change should be a higher priority in the world than it has now. It was striking that they considered it a very important topic that should be addressed, and they would like to do more to counteract climate change, however, they indicated that laziness prevented them from actually doing something about it. "Yes, I think I can do more, but laziness makes me do less." "Not really, also because I'm a bit too lazy and don't want to put too much effort into it."

One interviewee mentioned that it should be a bigger subject for politics, people on their own cannot do enough, except for voting for the political party that is concerned about this matter.

#### Health

The interviewees were concerned with their own health, especially sports and nutrition were important to them. Some of them indicated that they were using apps or a sport watch to keep track of their health and to set goals to keep them motivated. One interviewee even mentioned that he thinks that his generations is very concerned with health.

Mental health is a subject that was mentioned during the interviews as well. "Mental health too. Sometimes I spend too much time indoors and have to meet more with friends to make myself feel better." "First be healthy yourself, mentally, before you can be yourself completely." One of the interviewees mentioned that sleep and losing weight is an important health subject to her. "For a while, I had an app for evenings, for sleeping, because I was thinking too much, with soothing music, so I could get to sleep."

#### Social media

All the interviewees are using social media, especially, YouTube and Instagram was very popular. They mainly use it for entertainment and to keep in touch with their friends. "I use it against boredom and I find it interesting to see the lives of others. YouTube and Tiktok is mainly entertainment. I watch YouTube for vloggers or funny videos."

Others also used it to learn more about healthy living and body positivity. "I watch YouTube videos to learn about nutrition." "I watch videos about healthy living on YouTube."

".. on Instagram too and body positivity things I follow."

#### Consumer behaviour

All interviewees mentioned that quality, durability and design were the most important things they look for when buying products. "With a product, I pay attention to how long it can last, what the quality is, whether I think it looks beautiful. That especially."

In addition, 4 interviewees said that they think that brands are less important than the product itself. "I really don't like brands. I think an iPhone is a nice product. But I don't have a MacBook. I only have an iPhone. For me, it is therefore about the product and not the brand." Moreover, the interviewees mentioned that if they find a product that they really like, they will stick to it and keep buying it again. "I have had the same mascara for years. If I really like something, I'll stick with it." When it comes to influences on their buying behaviour, every interviewee mentioned that they were influenced by personalized social media advertisements on for example Instagram. "I am sensitive to social media advertisements. Sometimes I don't even notice that a post has been sponsored."

"I think Instagram, in particular, influences me, they (the advertisements) also say whether there is a sale somewhere, for example at the H&M and then I go and have a look." They are influenced by family and friends as well but only if they are looking for a specific product they want to buy, they go to them for advice and their experience with these products.

In addition, if they are going to buy a product with high monetary value they research by searching the internet for articles and reviews. "I usually go to a site first to see what the options are. And then lots of reviews and YouTube and just googling."

"And there are those separate review sites, I don't know what they are called. Then you search for reviews of a certain product from Naked, for example, and then I look at how other people have experienced it."

Four of the interviewees mentioned that they use subscription-based services, such as Spotify, Swapfiets and Netflix. The reason that they choose for these services is, that it offers convenience and that they use the service a lot. "I use it almost every day so I think it is well worth my money."

#### **Opinion about Philips**

All interviewees mentioned that they know Philips because of their tv and light bulbs. It was striking that 4 of them did not know whether they owned a Philips product themselves. One of the interviewees did own Philips beauty products. "I do have products that I use. Like the beauty products, shaver and laser thing for your legs."

The interviewees have the impression that Philips makes products of good quality and that they are a large global but also impersonal company. "Very good appearance can compare them with Sony, good quality." "Large-scale, not very personal, very global, large."

Philips was not a really cool brand to them. "I don't think it's a really cool brand, but it is useful."

#### 4.2 Survey with pregnant women and new mothers

#### The survey

Based on the outcome of the interview a questionnaire was set up. The survey's target group were pregnant women or mothers who recently gave birth of all ages. The purpose of the survey was to validate the results of the interviews and to see if there is a significant difference between generation Z mothers and older generation mothers. The survey was distributed in two ways. The Pregnancy + app from Philips Avent contains many users and also young pregnant women below the age of 25.

It was decided to approach only the mothers because they are easily approachable in the Pregnancy+ app of Philips Avent and due limited time for this project.

Since it took a lot of time to distribute the survey via the app, the survey was also distributed via own network (Linkedin, Whatsapp and Facebook). This was also a good opportunity to see how the survey would be received by the participants and whether the survey was easy to understand for them.

#### The questions

The survey consisted of five parts. The first part asked for general information about the age, whether it was the first pregnancy or whether they have been pregnant before and what semester of their pregnancy they are in or whether they have already given birth. In addition, they were asked about the level of education.

The second part consisted of statements regarding their norms and values. The participant could either strongly agree, agree, neither agree nor disagree, disagree, or strongly disagree. These statements are mainly based on the interviews with generation Z to see if there is a difference between the different generations. The topics in the chapter about the interviews with generation Z were used.

The third part was about how the women experience or have experienced their pregnancy. For this, the needs that emerged from the interviews with pregnant women and women who have just given birth were used to validate them. This part also consisted of statements.

The fourth part was about how the participants look for information about their health and their purchasing behaviour, to see whether there is a difference per generation.

The last part was about how they see Philips and whether they feel or understand what information pregnant women are looking for.

The women were able to elaborate on their answers if they wanted to the open sections of the questions.

The survey consisted of 33 questions in total. The questions of the questionnaire can be found in appendix 6.

#### **Participants**

The survey was distributed in the Netherlands, England and the United States.

In the Netherlands, 119 people completed the survey via Linkedin, Facebook and Whatsapp and there were 153 Dutch participants via the Pregnancy + app.

The survey was completed by 287 people through Pregnancy + in the United Kingdom and 205 people completed the survey in the United States of America.

The biggest part of the participants were pregnant first-time moms. Only a small part of the participants had already given birth. The participants will be described here as 'moms', whether they are pregnant or recently given birth.

The questions from the survey were not all compulsory, the number of moms who answered the questions may vary per question. This is stated per question. For the results from the Netherlands, some results from the surveys distributed through Pregnancy + and social media have been combined, to increase the number of questions answered.

#### The results

The outcome of the survey is visualized through an infographic figure 16. The most striking results have been used in the visualization. The survey is divided into 3 themes, shopping, information and discomforts in the infographic.

For each question where a significant difference can be seen between generation Z (moms that are 25 and younger) and the other generation of mothers, a difference between the generations is indicated.

The topics about how the mothers decide on their purchases, which sources they use as information about their health and about which topics they feel most insecure are shown in a top 5 most indicated. A complete overview of the number of subjects can be found in appendix 7.

#### Elaboration on the results

#### Shopping

The results show that mothers are confused about what to buy in preparation for parenthood. From the interviews emerged that expecting moms do not want to spend too much money or buy products that you will never use. However, at the same time they want to be well prepared. One of the moms indicated in the open questions: "Buying baby products, sometimes it feels like I need to buy the most expensive product to be a good mum."

Too much information about what to buy can make them feel insecure.

Another moms said: "I have not so much friends around me who are also pregnant where I can get information from. Then it is difficult to filter information with what you do and do not need." The pregnant moms try to look online to decide on their purchase, they do research what kind of products they want to buy.

In addition, generation Z, but also most of the other generations, expect shopping, both online and offline, to give them a unique experience. As Generation Z also pointed out in the interviews, they will be inclined to buy if personalized content is offered that advises them to purchase something or to buy a product they are interested in is offered at a discount.

#### Information

54% of the moms feel overwhelmed by the information that is available about pregnancy. During the interviews with pregnant women, they mentioned that they don't know what to expect during their pregnancy. The information from midwives is too practical and focussed on health. Some blogs on the internet can be too personal.

There are few places or sources available where they can find all the information that applies to them.

Women use their Health Care Professionals, Friend and Family but also articles and blogs on the internet and google as information sources about health.

It was furthermore striking that most women (54%) get more information about pregnancy from their own sources than they get from their Health Care Professional. In the interviews, the moms stated that this kind of information can be hard to find as well.

#### Discomforts

The results show that 78% of Generation Z but also a big part of the other generation moms can feel insecure because they don't know what is normal. During the interviews, they stated that they are looking for confirmation on what is normal to feel more secure about themselves. A big part of the moms (50%) feel that there are topics about pregnancy that are taboo. The biggest taboo subject amongst the moms is physical discomforts. This is also the topic, next to their baby's health, where they can feel most insecure about.

Examples of physical discomforts they mentioned were: incontinence, nausea, fatigue, constipation, hemorrhoids, the impact of pregnancy on their vagina, anus and pelvis. Some of these discomforts also stayed after giving birth.

Moreover, being unhappy during the pregnancy, miscarriage, stress, combining normal life with being pregnant and the difficulty of recovery after giving birth are also big taboo subjects. One of the moms mentioned in the open questions: "People often say pregnancy is not a disease and we just have to do everything as we do normally while resting and small adjustments are better for mother and baby. Plus, breastfeeding and pumping are really not normal yet."

Another mom mentioned: "Not immediately being happy with a pregnancy and the physical discomforts after pregnancy are hard but: "You shouldn't complain because you have a healthy child after all."

Next to the taboo subjects, combining normal life with being pregnant was also a subject where they felt insecure about. In addition, they felt insecure about, exercise, fatigue, preparing for birth and post-partum but also their own health.

#### Uncategorized findings

In addition, two other outcomes were striking. The minority of women do not yet feel that Philips understands what kind of information pregnant women are looking for. Not many mothers disagreed, however, the majority were neutral about the statement. This could indicate that Philips Avent is not yet fulfilling this need.

In addition, it was striking that most of Generation Z feels pressure from society on their achievements in life. This could also add to the uncertainty they feel during their pregnancy and in how they combine pregnancy with their normal life.

#### **Evaluation**

For further research for Philips Avent, it would be interesting to dive deeper into the findings and see at which times during the mom's pregnancy these findings occur and how they experience for instance the different discomforts during their normal life or when they encounter problems or have questions about their pregnancy.

In addition, it would be interesting to validate the findings with an even larger group of Generation Z.

also as this generation gets older and more and more people of this generation have children, to keep meeting their needs and interests and to stay relevant.

Finally, it would be interesting to see to what extent the participants have the idea that the app is offered by Philips Avent and how Philips Avent as a company could offer them better information in the app.

It would also be interesting to look at how expecting partners experience pregnancy, especially towards the end in preparation for parenthood and how the partner's life changes.



Search the internet for eviews and articles

Based on advise from

family and friends

test the product

UK

66% of Gen Z moms feel

lost in what kind of

parenthood

products they should

buy in preparation for

**SHOPPING** 

77% of Gen Z moms find it important that

shopping, both offline and online, gives

them a unique and personal experience

Most moms search online in order to decide on their purchase

Search the internet for

reviews and articles

Based on advise from

Have chosen the product based

Go to the store to physically test

USA

UK

## Needs and behaviour of pregnant and new moms

Insights into the new generation moms, Generation Z (born between 1995-2010)

Search the internet for

reviews and articles

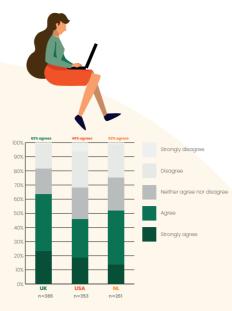
Go to a store for advise

test the product

Go to the store to physically

Based on advice from family and

54% of all moms feel overwhelmed by all the information that is available about pregnancy



## **INFORMATION**

#### Information sources pregnant women use about health



Family, friends, Google + Healthcare

professionals

Blogs, articles, books or

Social media

colleagues or peers

Healthcare professionals

Family, friends,

colleagues or peers

Blogs, articles, books or

Google + Blogs, articles, books or magazines

Health care professionals

Family, friends, colleagues or

NL

## UK **USA**

78% of Gen Z moms feel a lot of

pressure from society on their

achievements in life

56% of all moms get more information about pregnancy from their own sources than they get from their HCP

#### 78% of Gen Z moms can feel insecure because they don't know what is normal during their pregnancy

**GENERAL INFORMATION** 

**Amount of times pregnant** 

First time pregnant

First trimester

11-15 years old

26-30 years old

Second trimester

Second time or more pregnant

Recently gave birth to first child

Gave birth (less then 6 monts ago)

31-35 years old

36-40 years old

Recently gave birth to second or more child



50% of all pregnant women agree that there are topics about

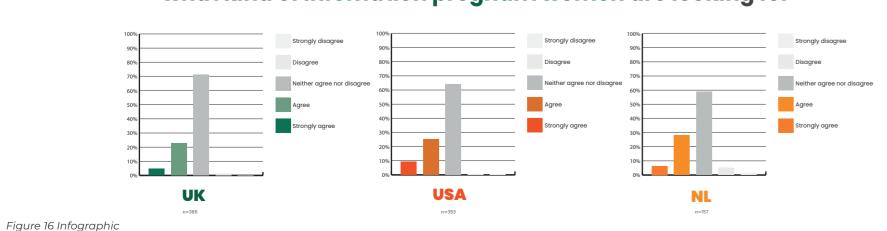
**Physical** discomfort is the biggest taboo subject arount moms



UK



## what kind of infomation pregnant women are looking for



## 67% of the moms do not directly feel that Philips understands

USA

# NL

### **DISCOMFORTS**

#### After the baby's health moms feel most insecure about physical discomforts



#### 4.3 Conclusion

#### Design goal

In conclusion from the research, a design goal has emerged for the ideation phase. The research has shown that it is important not only to focus on the health of the baby but also on the mother and the life in which she has to combine pregnancy with normal activities. These are topics they could feel insecure about and it could be perceived as a taboo topic that is not easily talked about. Philips Avent should focus on parents with broader perspectives than just their pregnancy.

The design goal for the ideation phase is: How can Philips Avent focus on the parents behind the pregnant parents?

The design goal is to find a solution that will enable the expecting parents to combine pregnancy with their normal life without feeling insecure and unprepared.

Knowledge and solutions for topics they feel insecure about will provide them security. The topics about health can be both physical as mental.

#### Opportunity areas

Within this design goal, different opportunity areas that arose from the research can be tackled. These include the insecurity around purchasing products. Philips Avent could give them the feeling that they are making the right choice for them and their child. The focus here, according to the research with Generation Z, should be on the experience and not about the brand or product. Furthermore, Generation Z is willing to pay for services instead of buying products if it gives them convenience and if they will use the service regularly.

Another opportunity area is to provide more personal information about pregnancy to answer the questions pregnant women have about this subject but also to structure all the available information.

Lastly, there is an opportunity area to bring more light to subjects that are taboo around pregnant women. Enabling them to have more information about what is normal during pregnancy but also provide solutions that will help solve taboo problems, such as physical discomforts. This will also be in line with the Generation Z research where they care about social issues and expect transparency and responsibilities from parents.

In the ideation phase, discussed in the next chapter, these opportunity areas and the design goal will be explored through creative sessions.

#### 5. IDEATION

For the ideation phase two creative session were organized in order to create solutions for the design goal. The first session was with people within Philips, to dive deeper into the problem from the perspective of the company and see what Philips employees would find interesting ideas in this direction. The second session was with two Generation Z women who have recently given birth, to explore opportunity areas and to discover when and if and how they experience the findings in their pregnancy from previous

#### 5.1 Creative session 1 with people within Philips

#### Goal

The purpose of the creative session was to dive deeper into the problem statement 'How can Philips focus on the parents behind the pregnant parents?'. The primary ideas within this direction from the people who work at Philips and who know the market very well are presented. In addition, it provides an accessible way to do a digital creative session with internal people.

#### **Participants**

The participants in the creative session were several people within Philips Avent with the following functions: Solution Product Manager, Experience Design Business Partner, Research Intern, Strategic Designer and a Associate Design Director. Two of them have been pregnant themselves and shared their experiences with pregnancy during the session.

#### Method and process

Both sessions took place digitally because of Corona. The Microsoft Teams program was used to communicate during the session and the program Miro was used as a whiteboard and guidance of the process.

Since the session took place digitally, the creative flow was less than in physical sessions and it sometimes took longer for the participants to write down their ideas.

The structure and methods used during the two creative sessions come from the book 'Road Map for Creative Problem Solving Techniques', which explains how to facilitate creative sessions (Heijne & Van der Meer, 2019).

During the first session, the focus was on understanding the problem statement and delving deeper into it and to create as many ideas as possible.

This was done by starting with an ice breaker game to get to know everyone better and loosen up the atmosphere. Then the context of the session and the purpose of the session were explained. Participants were also reminded of the three guidelines of a creative session to postpone judgment: 1. To hitchhike – meaning hitching build upon their ideas and the ideas of others, 2. to freewheel – meaning to keep up the fluency of the brainstorm, the more ideas the better no matter how good or bad they are 3. and quantity breeds quality – meaning thinking outside the box, there are no mistakes that can be made (Heijne & Van der Meer, 2019). Each participant had chosen his or her post-it colour.

Subsequently, the participants were able to do a first purge. This is a brainstorm on the problem statement as given to write down the first ideas that the participants can think of (Heijne & Van der Meer, 2019). The problem statement as given was: How can Philips Avent focus on the woman behind the pregnant mom?

Then a guided fantasy method was used, where you tell a story to get the participants into the mindset of the target group. Since the majority of the participants have had no experience with pregnancy, through the guided fantasy about a pregnant woman's life, participants were able to get in the mindset of what it would be like if they were pregnant.

Then, the participants delved deeper into the problem by using the hidden presumptions technique (Heijne & Van der Meer, 2019) and formulated a new problem statement in how they think it comes across more clearly. The new problem statement was: How to manage the mental

load on pregnant women? Which is called 'the problem statement as perceived' (Heijne & Van der Meer, 2019).

After going deeper into the problem statement, the idea generation phase followed.

The participants brainstormed on the new problem statement. After that, they chose their most interesting ideas. From these ideas, they hitchhiked on each other's ideas to come up with even more ideas.

The last activity was clustering all ideas and subdividing them into different solution themes.

The creative session ended with a discussion of the final outcome of the clusters.

During the session, the two women who were pregnant gave a lot of input about their experience with pregnancy.

In addition, I also told them about the results of my previous research and asked about their view on the outcomes. This added value to the results of my research and the ideas that emerged from this creative session.

#### Outcome

The first purge on the problem statement, the problem as given, can be found in appendix 9. The outcome of the purge together with the ideas from the hidden presumptions technique is then used to formulate a new problem statement, the problem as perceived by the participants. The ideas on formulating the new problem statement can be found in appendix 9. The problem statement was formulated in a way that it was more tangible and easier to brainstorm on.

The problem as perceived was formulated as: How to manage the mental load on pregnant women?

Figure 17 shows the result of the clustered ideas based on the problem as perceived during the session. The clusters consist of: healthy check and positive habits, baby's Health, online mental health doctor, dad related, preparation, work-related, support network and 'real campaigning'.

These clusters of ideas are used together with the second creative session as input for the final solution, this will be explained later.

#### **IDEA CLUSTERS**

#### **POSITIVE HEALTH HABITS ONLINE MENTAL HEALTH DOCTOR** Nutrients scanner for mom to get an idea of her own nutrition subscription model for mental health support during the difficult period Advice what you can do to decrease 'negative' experiences Online mental health doctor with a "virtual experienced mom connected as a chatbox Help guide through what mental challenges you might have and what to 'do' about it Something that is taking the pressure/ monitoring. The only info I get is: Its alright helping you when you are experiencing (mental) health issues **BABY'S HEALTH DAD RELATED** Baby status scanner to detect if your baby has enough nutrients. monitor during pregency. To let mom knows their baby is ok. "REAL CAMPAIGNING" **PREPARATION WORK RELATED** Having a game where you can get points with preparation information help colleagues to understand mom's physical discomfort guide to deal with difficult situations at source of information to just know everything when teaming up **SUPPORT NETWORK** Support network with other mums to connect with

Figure 17 Idea clusters

#### 5.2 Creative session 2 with pregnant women

#### Goal

This session aimed to gain further insights into the discomfort women experience during their pregnancy. In addition, the goal was to get input from the target group and generate ideas from their perspective.

#### **Participants**

The participants were 2 Dutch women of 24 and 25 years old who had just given birth. In addition, the company's coach and a woman with the function MI&A Business partner Mother & Childcare from Philips Avent was also present to help think along with the ideas at the end.

#### Method and process

This creative session started with a round of introductions and an icebreaker to loosen up the atmosphere and make everyone feel at ease. Then the context and purpose of the creative session was explained.

The women were presented with 4 statements that were the most important insights from the research among pregnant and recently given birth women.

These were the statements that came out the strongest in quantitative research and are also the most interesting within the context of the project.

#### The 4 statements:

I can feel insecure because I don't know what is normal during my pregnancy.

I feel lost in what products I should buy in preparation for parenthood.

I feel unprepared for the period immediately after delivery(post-partum).

I feel that there are certain topics about pregnancy that are taboo.

For each statement, the women were asked whether they agreed or disagreed with the statement. They were asked whether they could explain their opinion and name moments to substantiate the statement. All four women agreed with every statement. They were asked if they could write down examples on sticky notes of moments when they experienced the situations the statements described. Because the women had a lot to tell and could not write down their full experience, the beginning part of the session eventually turned into a conversation. This conversation was recorded and used later for the results and substantiation of the solution.

After the statements, the women were asked to make a top 4 of the topics within pregnancy that they were most concerned about.

Then there was time during the break to turn the topics that were most interesting in 'How could you's.

A brainstorming technique in which you describe parts of the problem statement as 'How could you..' (Heijne & Van der Meer, 2019).

Finally, all participants participated in the brainstorm on 3 'How could you's:

- 1. How could you prepare someone for post-partum without scaring them off?
- 2. How can you help someone in a personal way to buy products in preparation for the arrival of the child?
- 3. How can you help pregnant women answer questions they have during pregnancy? At the end, the ideas of the brainstorm were discussed.

#### Outcome

#### Interesting quotes from the statements

While talking about the statements with the moms, the moms came up with many of their examples related to the quotes. These examples mainly confirm the statements already made in the previous research. These quotes provide insight at what time during their pregnancy or how these women experienced the statements. In figure 18 shows an example of the board with one of the statements is given and how the women responded to the statement.

#### I can feel insecure because I don't know what to expect during my pregnancy

"I had a different midwife each time so I had to repeat my questions very often.

As a result, I had many questions that I did not get answered. So later in my pregnancy, I asked about my sister-in-law who also has small children about how they experienced some things during pregnancy."

"During my pregnancy, I could often be insecure about certain things."

#### I feel lost in what products I should buy in preparation for parenthood.

"At one point I was just obsessively compiling those baby-equipment lists because I just had no idea what a baby needs. Also for the maternity week, I got a maternity package that scared me a lot: bandages, scissors, stitches. If you open that too early, you will think: 'no'."

"I knew that I wanted to breastfeed, but I did not know if I should buy a breast pump during pregnancy. Should I buy it already? Can I rent a pump? Is that hygienic? Do I want that? Which pacifiers should my child have? Also with bottles, you have a hundred different types of bottles. I was very overwhelmed by the amount of bottle types. Which one should I have? Then I ordered the best rated one on bol.com. I just looked at which one was rated the best and which people recommend in the store."

"I already wanted to buy a lot of things while I knew it was better to wait and see whether it was necessary."

"My brother tried 5 different baby monitors with a camera via bol.com to see which one worked best. He sent the rest back. It was very useful to try all the different monitors."

"We were in a shop when I was still pregnant, and then we ended up in front of a rack with all kinds of breast pumps. Then we looked at each other a bit despondently like, what should we do with 20 different breast pumps, which one should we choose? And then someone from the store came to me and said, wait until after your delivery because it would be a shame if you buy a breast pump for 400 euros and you are not able to breastfeed."

#### I feel unprepared for the period immediately after delivery. (post-partum)

"With hindsight, I was not prepared enough for my maternity week and I would have liked to have been better prepared. Some of the things I worried about during my maternity period would have been nice if I had known them in advance. Some things were harder than I expected. But you don't want to scare pregnant women. It's a bit of expectation management."

"Different stories about different women's postpartum period could have helped, as information during your pregnancy."

#### I feel that there are certain topics about pregnancy that are taboo.

"For sure. Our pregnancy was planned and I also wanted to get pregnant. But I was not as happy with the pregnancy as I thought I would be. I think there is too little attention to depression during pregnancy. There is a taboo on that."

"Midwives only check whether you have had psychological problems beforehand and whether they are still there and only then can something be done for you.

I feel there is no room to discuss this with your midwife."

"People also always just assume that the baby is healthy. It can be very difficult if you know that this is not the case."

At the end of the part with the statements, to validate and summarize what the main topics were for these women, the women were asked to write down a top 4 of things they were most concerned about during their pregnancy:

#### Woman 1

- 1. The development of my child
- 2. The movement of my child
- 3. My own health
- 4. If I give birth at home, what happens if something goes wrong? What are the risks?

#### Woman 2

- 1. The baby's health (first the heart beats, then if the NIPT is okay, then 20 weeks ultrasound, then the growth and finally the delivery)
- 2. Being able to give birth at home
- 3. Did I enjoy my pregnancy enough? (Should I have taken more photos? Do more things?-> '9 months fair' for example)
- 4. This concern only came at the end: will I get my 'own' body back?

The goal was to use this as input for the 'how could you's in the ideation phase. However, in the end, the participants did not use this input for the 'how could you's, but together they together looked at what could be important to help women during their pregnancy since the subjects they mentioned were too specific for them.

#### The ideation phase

The first phase was used as a basis for the ideation phase. The outcome of the first phase has been used to formulate 3 'how could you's.:

How could you prepare someone for post-partum without scaring them off?

How can you help someone in a personal way to buy products in preparation for the arrival of the child?

How can you help pregnant women answer questions they have during pregnancy? In figure 19 the outcome of the brainstorm on the 'how could you's can be seen.

#### AN EXAMPLE OF THE BOARD WITH ONE OF THE STATEMENTS



Figure 18 An example of the board with one of the statements

#### **IDEA CLUSTERS**

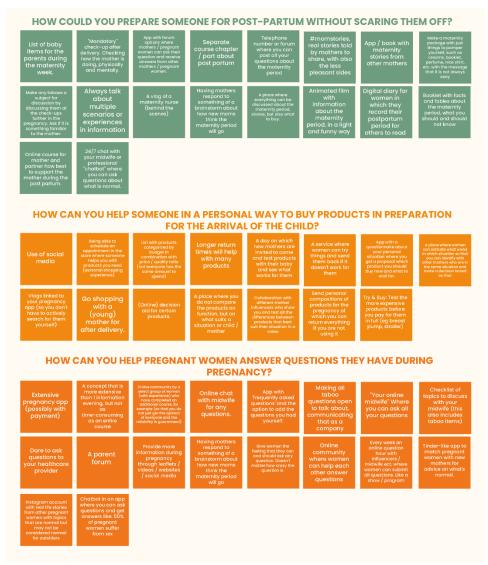


Figure 19 Brainstorm on the 3 statements

#### **CLUSTERS OF MOST RELEVANT IDEAS**

#### Support around being prepared for parenthood

#### **Product/service solution**

#### **Personal shopping**

- App with a questionnaire about your personal situation where you get a proposal which product to buy now and what to wait for
- Being able to schedule an appointment in the store where someone helps you with your decision process (personal shopping experience)
- (Online) Personalized help with making choices for baby products.
- A place where women can indicate what works in which situation so that you can identify with other mothers who are in the same situation and make your decision based on that
- A place where you do not only compare the products on function, but on what suits a situation or child / mother
- On-/offline personal shopping assistent

#### Try & buy

- Send personal compositions of products for the pregnancy of which you can return everything if you are not using it
- An on demand (renting) solution to get products/ services when needed
- A service where women can try things and send them back if it doesn't work for them
- Long return policy
- Try & Buy: Test more expensive products before you pay for them fully (eg breast pump, pram)

#### **Equipment list**

- "Equipment list" for the mother or parents during the maternity week.
- "Equipment list" by budget in combination with price / quality ratio (not everyone has the same amount of money to spend)

#### Marketing

- Using influencers in different situations to try out Philips products
- A day on which new mothers are invited to come and test products with their baby and see what works for them
- Vlogs linked to your pregnancy app (so you don't have to actively search for it yourself), preferably in collaboration with the consumer association for example

#### Support around combining normal life with pregnancy

#### **Product/service solution**

#### Coaching

- Focus on the positives and celebrate the small milestones.
- Something that is taking the pressure/ monitoring. The only info I get is: Its alright
- 'Strava' like platform to pep mothers to mothers during the stages.
- Coaching by an online doula

#### **Health support**

- Turn it around, get points when you take mindfulness exercises, yoga classes or had a good night's sleep
- Health habit Guide during the morning-daytime-evening-sleep
- How physical activity can help mental 'difficulty' during pregnancy
- Food checklist: Can I drink coffee? How much can I have? Create personalized suggestions and recipes that fit what you want to consume vs. what's best for the baby
- Nutrients scanner for mom to get an idea of her own nutrition

#### **Maternity package**

- Making a maternity package containing things to pamper yourself, such as creams, booklet, perfume, nice shirt, etc. and then with the message that it is not always easy
- Subscription for pregnant women and moms that sends you beauty, wellness, fun products only for you throughout your pregnancy and first year

#### Partner

- Partner tool in P+
- Have a tool to transfer some load to partner

#### Marketing

- Campaign to share what pregnancy really feels like
- Discussion guide to deal with difficult situations at work and to talk to your manager.

#### Figure 20 Clusters of most relevant ideas

#### Support around insecurity about what is normal during pregnancy

#### **Product/service solution**

#### Online community

- App with forum options where mothers/pregnant women can ask their question and receive answers from other mothers / pregnant women.
- Online community by a select group of women -> experience experts who have completed an additional course, for example (so that you do not just get everyone's opinion and the reliability is quaranteed)
- Online community where women can help each other answer questions

#### **Providing information**

- Checklist of topics to discuss with your midwife (this also includes taboo items)
- Booklet with facts and fables about the maternity period, what you should and should not know
- App / book with maternity stories from other mothers
- With machine learning generate a ton of data around what other moms are experiencing and show that this is normal
- Digital diary for women in which they record their postpartum period for others to read

#### **Answering questions**

- "Your online midwife" Where you can ask all your questions
- Telephone number / forum where you can post all your questions about the maternity period
- 24/7 chat with your midwife or professional "chatbot" where you can ask questions about what is normal +advice what you can do to decrease 'negative' experiences
- App with frequently asked questions
- Tinder-like app to match pregnant women with new mothers for advice on what's normal

#### Marketing

- A vlog 'day in the life of a maternity nurse' (behind the scenes)
- Show multiple pregnancy experiences / scenarios
- Share real life stories on philips social media platforms. Indeed showing it is alright what you're experiencing
- #momstories, sharing real stories told by mothers, with also the less pleasant sides
- Provide more information during pregnancy in the form of leaflets / videos / websites / social media
- An online question hour with influencers / midwife ect every week, where women can submit all questions. Like a kind of show
- Instagram account with real life stories from other pregnant women with topics that are normal but may not be considered normal for outsiders

#### **Vision**

- As a company, communicate that you are there for the pregnant woman and that you understand them
- Making taboo subjects open to discuss
- Make all taboo questions open to talk about, showing that as a company to the customers
- Give women the feeling that they can and should ask any question. Doesn't matter how crazy the question is.
- Help understand different cultural 'stigmatisation' around pregnancies

#### 5.3 Conclusion

Supporting Generation Z parents in both the beautiful and difficult moments

#### Gen Z is focused on personalised experiences rather than buying products Being prepared for **Personalised** parenthood content on all **Philips' Channels** Insecurity about what is Gen Z is health consious and finds taking care of their well-being important normal during **SOLUTIONS** pregnancy **Parent focused** solutions around pregnancy **Empathizing with** the real situation around pregnancy Combining Gen Z cares about transparant, accountable and responsible companies

Figure 21 Opportunity areas and solutions topics

The solutions from the clusters will lead to one future vision. To achieve that future vision, Philips Avent must go through several steps to appeal to the new generation of parents visualized through a road map. The future vision must solve the need of expecting parents and fit into the total experience of parenthood, from pregnancy until the child is 2 years old. The way to integrate the solutions and opportunity areas will be explained in this roadmap as well. The implantation and the further explanation of the solution, links with Generation Z needs and values and opportunity areas will be discussed in the next chapter.

pregnancy with normal life

#### 6. SOLUTION

In this chapter the solution is explained in the form of two roadmaps, a new design of a parenting platform visualised through an app and website and a user story board. The roadmaps shows the steps towards the future vison. The redesign of the app and website shows an example of what the experience of the solution can ultimately look like. Finally, the story board shows what the context looks like to the user outside the app and website. Lastly, the app is tested with user in order to validate the design

#### 6.1 The Roadmap

#### **Future Vision**

The future vision arose from the underlying needs of the target group. The research showed that the majority of pregnant women do not feel that Philips shows that they understand what pregnant women need. It showed that women can feel insecure during the pregnancy period. This insecurity affects several areas: not knowing what is normal during pregnancy, in purchasing products and in inconveniences that are not easily discussed. Moreover, if Philips Avent wants to remain relevant to the next generation of parents, Generation Z, they will have to communicate transparently to their target group and show that they understand the target group and that they want to show that through their solutions for this health-conscious generation. Both in the beautiful and difficult times.

There is a lot of information available to the target group, but it does not give them the personal information they are seeking for and a means to find this kind of information. This is a need that Philips Avent can respond to. It is about the feeling of security that Philips Avent can give to their consumers. Based on this, the following future vision for 2024 has been formulated:

Expecting parents feel that Philips Avent provides them security during the beautiful and the difficult times in a personal way.

#### Roadmaps and business model canvas

Several steps are required to arrive at the future vision. These steps are subdivided into horizons, these horizons indicate per period up to 2024 what is needed to achieve this future vision. These steps are shown in a strategic design and tactical roadmap. The roadmaps are a visual portray of design innovation elements plotted on a timeline. With elements such as: user values, new products and service but also market segments (Simons, 2014).

The strategic roadmap presents a future vision and strategy on a generic level without going into detail. It presents several horizons and the corresponding value, product and service touchpoints that lead to this future vision. This roadmap is meant for communication towards external stakeholders such as departments within Philips outside of Philips Avant and partner companies. The tactical roadmap presents the innovation strategy, the horizons and short- & long-term design solutions. The roadmap provides a detailed in-depth overview of the strategy which describes all the separate steps that lead to the future vision and is meant for internal use. It does so by addressing the several components the strategy consist of: the value propositions, the proposed products & services, the required technology and data, and the corresponding insights.

A business model canvas has been set up as the basis for the input for both roadmaps. This canvas is intended to map out the business plan with 9 building blocks. It describes the key partners, key activities, value propositions, customer relationships, customer segments, channels, cost structure, and the revenue streams(Osterwalder & Pigneur, 2014).

The content of the business model canvas is used to substantiate the roadmaps. The Business Model Canvas is shown in figure 22.

The horizons of both roadmaps are discussed below.

#### **Business Model Canvas**

#### **Key Partners**



#### Other Philips departments

Philips Avent will integrate products and services from other Philips departments that can contribute to the vision of Philips Avent.

#### Partner companies

Partner companies will contribute solutions to the programs that Philips will provide, such as online classes and coaches on the Parenting+ platform or services and products that contribute to the experience of pregnancy.

#### Parent influencers partnering with Philips Avent

These influencers provide information and reviews for the app, and they also promote Philips solutions and share parent stories on their own social media accounts.

#### Health care professionals

Health care professionals will offer content for the app through articles and advice on the parent forum of the Parenting + platform.

#### **Key Activities**



#### **Horizon 1**

- Designing advertisement campaigns for different types of media

#### **Horizon 2**

- Combining Pregnancy+ and Baby+ into one app: Parenting+, implementing the new design of the app.

Also implement the Parenting + account in the website and offer options in stores as well. Aligning the strategy in the omnichannel.

#### Horizon 3

- Developing and combining products, new innovations and online classed as programs in their product portfolio, focussing on experiences rather than routines.

#### All horizons

- Finding partner companies to include into Philips' Avent solutions
- Finding parent influencers to partner in order to create information and campaigns for the offered services

#### **Key Resources**



#### Horizon 1

Campaign team who will run the campains with influencers to share their parent

Design team who will design the new advertisements for different channels

#### **Horizon 2**

Developers and UX designers who will create the Parenting+ platform A team who will lead the content for the Parenting+ platform

#### Horizon 3

Product development department to create new solutions

A new team who will create partnership between Philips Avent and other companies and departments for new solutions

#### **Value propositions**



#### Horizon 1

Philips Avent will create recognition and security for Gen Z parents through empathizing with expecting parents and being transparent about beautiful and difficult moments in pregnancy.

#### Horizon 2

Philips Avent will give parents a secure feeling about that they know what they need and want, through tailored information, services and products for every parents situation on all channels.

#### Horizon 3

Philips Avent will solve parents' problems by offering a full supporting and securing experience around pregnancy through the introduction of new solutions, partnerships and integrating products and services of other Philips seaments.

#### **Customer Relationships**





Empathizing with expecting Generation Z parents through advertisements.

#### Horizon 2

**Horizon 1** 

Offering personized and tailored information and services, creating a bond with the Generation Z parents.

#### Horizon 3

Offering a full supporting experience around pregnancy, helping the Generation Z parents in both the beautiful and the difficult moments.

#### All horizons

Connecting with the Generation Z parents through influencers campaings.

#### Generation Z pregnant women

**Customer segments** 

Pregnant women are first customers who will create the parenting+ account and use the services and products offered through this account.

After the pregnant woman has created an account, it is possible to add relatives to the account.

#### Generation Z expecting partners and relatives

Expecting partners and other relatives who have created a page in the account of the pregnant women, are also offered personalized content and solutions that apply to them and their family.

Philips Avent products, services and offered Parentina+ content respond to the personal data provided by the pregnant woman, the expecting partner and relatives.

#### Channels



#### Starting from:

#### **Horizon 1**

- Advertising channels (tv, billboards, commericals, magazines)
- Social media (Instagram, Twitter, Tiktok, Youtube and facebook)

- Parenting stores
- Parenting+ platform on app and website

#### Horizon 2

#### **Cost structure**

#### Starting from: **Horizon 1**

- Paying and partnering with influencers
- Advertisements and promotional materials

#### **Horizon 2**

- New app and website development, possibility to access the platform in-store as well
- Paying Health Care professionals and other authers to write articles for the app

#### Horizon3

- Paying partner companies
- New service development

Figure 22 Clusters of most relevant ideas

#### Revenue streams



- Expecting Generation Z parents are more aware of Philips Avent through the advertisements and affiliate links of parent influencers. Causing more traffic on the Philips website and stores, generating more sales.

- Product and service subscription sales through Parenting+ account. The try and buy option of the product and services will cause more sales as well.
- Via the app it is possible to share content with people outside the app. This creates awareness outside the app for the platform and thus more traffic on the platform, which leads to more sales. In addition, other women in the app will recommend products and services to the user of the platform via the parent forum or parent stories, who will therefore be more likely to buy those products.

#### Horizon3

- Sales through new added products and services subscriptions

#### Roadmap

#### Horizon 1 – Awareness among expecting Generation Z parents

#### Advertising real pregnancy situations



Figure 22 Advertising real pregnancy situations

#### Product and service

The first horizon, which can be executed in 2021, is about creating awareness among the target group. In this phase, Philips shows that they understand and empathise with what kind of things expecting parents are going through shown in figure 22. Through advertisements, they show different situations in an expecting parent's life, both the difficult and the beautiful moments. They show that they care about all the different moments during pregnancy and the ways Phillips can offer empathy and solutions. These advertisements will be shown both online and offline, examples are: social media and tv commercials, press, radio and on billboards. Philips can also portray this message through its visual information on the website, social media and apps.

At the same time, collaborations with parent influencers will be used to share the message of Philips. These influencers share their stories about their pregnancy on social media in partnership with Philips. Philips will pay for the partnerships with these influencers.

#### Business model

Value for Philips Avent

In this horizon, the first two target audiences, the pregnant Generation Z moms and their partners will be more aware of Philips Avent through advertisements and the stories of partner Influencers. The partner influencers will use affiliate links of Philips Avent in their social media content. Companies use affiliate links to record the traffic that is sent to their website(Enfroy, sd). The advertisements and social media content provided by influencers in partnership with Philips Avent will empathize with expecting parents, create awareness and recognition for Generation Z parents and transparency in what pregnancy can be like.

This will cause more traffic on the Philips website and stores and eventually result in more product sales.

#### Company & resources

Within Philips Avent, all teams must be aligned with the future vision to execute its value. Furthermore, all content that is created on the channels of Philips Avent must also be in line with the future vision.

Philips will assign a team that will create campaigns with the parent influencers to communicate their parenting stories and partnership on social media. Another team will be set up to create the advertisements and design parenting scenarios as content for the advertisements. The advertisements contain different content for different advertisement channels, sharing different types of parenting experiences and how Philips Avent steps in.

#### Technology

Through measuring the engagement of users and the traffic on the Philips Avent channels, such as stores, websites and apps, data will be generated. This data is used to know if the advertisements have created more traffic and sales through the advertisements and influencer campaigns.

#### Expecting generation Z parents

Value, market and trends

Through the advertisements and parent stories, expecting parents will recognize themselves in different situations. Ranging from all sorts of experiences, such as feeling conflicted about with combining work and pregnancy or being a single mom and having to do everything by themselves.

Because the expecting parents will recognize themselves in the advertisements, the advertisements will stick better with them and stand out. The expecting parents will create a positive association with Philips Avent and feel more at ease.

The expecting parents will feel more understood and they will see that they are not alone in dealing with insecurity about what is normal and with discomforts. Philips fulfils these needs that emerged during the research with pregnant women. They will see that it is normal that pregnancy is not all about beautiful moments. Furthermore, it will normalize different discomforts and taboo subjects amongst the viewers of the advertisements and parent stories.

This is also in line with the research on Generation Z that showed that this generation considers transparency in information that shows the reality and responsibility of companies important. They consider these values important to be able to trust a company and to be attracted to the company's products and services.

Generation Z also makes extensive use of social media and its visual content, which in line with the parent influencers campaign. The insights of the research also showed that generation Z is easily influenced by social media campaigns and thus will be more eager to buy products from Philips Avent.

#### Time frame

The first horizon starts in 2021 and is relatively easy to implement as no new products or services need to be developed for these solutions. It contributes to the message that Philips wants to convey. Within a year it is possible to create advertisements on different pregnancy themes on all communicating channels and to set up several campaigns with parent influencers. The advertisements will be developed in the first six months and can be executed in the last six months.

#### Horizon 2 – Create a bond with expecting Generation Z parents

#### Personalised omnichannel experience



Figure 23 Personalised omnichannel experience

#### Product and service

The second horizon, in 2022, involves creating a bond with the consumer, the expecting Generation Z parents. Philips Avent offers a total personalised omnichannel experience, shown in figure 23, focusing on the total retail experience. An omnichannel strategy is where different company channels interact with each other and are seamlessly integrated in both the process of information seeking and the process of purchasing (Rivero Gutiérrez, L., & Samino García, R., 2020). Previously, all Philips Avent channels: offline retail stores, Pregnancy+ app, Baby+ app and the Philips Avent website, were separate from each other and did not create unity together. Through a seamless omnichannel experience, the expecting parents will be able to find their account, preferences, personalized information and products on all channels.

The two apps Pregnancy + and Baby + are merged into one platform called Parenting+. The Parenting+ platform is integrated through an app and the Philips Avent website and offers the retail aspect of the platform in stores. Thereby, pregnancy and parenthood will seamlessly merge into one experience.

The online store is one of the functions that is added to the account. Instead of advertising in the app, Philips Avent now offers the option to buy products and services through the app. In the online store, reviews from different mothers are displayed that are tailored to the user, together with recommended products and services. In addition, the current products must be offered in a way that ties in with parenting experiences rather than specific parenting routines. The offered services and products also offer a trial period, which gives the consumer the feeling that there are no strings attached.

The user will be able to login into her or his account from the website, app and in-store. Stores will have displays next to the products of Philips Avent that advertises the Parenting+ account, it's futures and the products and services online.

A mock-up of the Parenting+ app and website will be explained in chapter 6.2.

In addition, the Parenting+ platform shares reviews and parent stories from influencers and other parents who will share stories on recognizable situations for the users. These stories and reviews are not only shared through the app but also as a marketing campaign with different parent influencers trying out different products and services from Philips Avent and sharing their experiences on their social media channels.

The omnichannel strategy will offer a personalized experience. The content of the channels will be tailored through the interests and data provided by the user. The current functions of seeing the child's development and tracking the pregnancy will continue in the app. The pregnant parent will sign up by creating an account. After that, the partner or other relatives can also be involved. They can install the Parenting+ app and create their own page under the same account. In this way, he or she can also follow and share the development of the child and personalized content aimed at the partner or other relative, will also be offered for him or her.

The information that will be offered will go beyond just general pregnancy subjects. It will also discuss topics such as mental health and combining pregnancy with normal life, to bring more taboo topics to light as well.

The personalized content consists of parent stories, articles and services that match the user. In addition, the user is given the opportunity to get into contact with other pregnant women through a forum. All parts of information, products and services will connect to themes that suit every type of user.

The parent influencers campaign continues, now the parent influencers also offer content in the form of reviews videos, blogs and other social media posts for the Parenting + platform.

#### Business model

Value for Philips

On the Parenting+ platform, tailored information and services for every parent's situation on all channels is being offered, giving parents the feeling that they know what they need and would like to buy in their situation. Furthermore, the new functionalities of the platform will cause people to come back more often to the platform These will cause product and service subscription sales through Parenting+ platform. The trial period option of the product and services will cause more sales as well. In addition, the input of the data from the users of the platform will ensure that Philips knows what the user is looking for and thus can adapt their services accordingly. This in turn ensures that Philips will eventually sell more.

#### Company & resources

The different channels, website, store and apps will work together to offer homogeneous content. Developers will build the new Parenting+ platform on the app, website and a digital option for instores. A team will be assigned to manage the content of the platform and to offer their current portfolio as services that fit parenting experiences. The campaign team will expand the partnership with influencers to not only stories but also reviews and content for the app.

#### Technology

The data that is collected from the user will be processed and turned into personalized content. Developers will start design sprints and deliver through an agile way of working a continuous stream of periodic software updates for the parenting+ platform.

#### Expecting generation Z parents

Value, market and trends

The personalized omnichannel experience will offer personalized information for the expecting parents, helping them in their insecurity around pregnancy and purchasing products, these are that arose from the research, offering them the right content they are looking for. At the same time, this creates a bond with the user. The user will come back to the app more often because of the personalized content.

Furthermore, by recommending Philips Avent products and services and showing which solution fit each parent-specific situation, it will give the user a more secure feeling when purchasing the products.

This is also in line with the Generation Z research, they expect this kind of personalized shopping experience. They switch easily between brands when needed, thus creating a bond is important. Generation Z research has indicated that they are more likely to buy products if they are offered in a personalized way and respond to the needs they have in terms of information about the products.

In addition, the total experience is more important to Generation Z than the brand or product. So if Philips will offer an experience around pregnancy and parenting solution themes that are tailored to their situation, this will also appeal to them more.

#### Time frame

The second horizon is executed in the year after the first horizon. The first developments and the creating of the Parenting+ platform and omnichannel can start at the end of 2021. After development, the first tests with the new platform will be carried out in the first quarter of 2022. By mid-2022, it will be possible to market the new platform on all channels and omit the old apps. By then, the new campaigns with the parent influencers that contribute to the app will also be set up and executed. By the end of 2022, it will also be possible to access the services of Philips Avent digitally in the stores.

#### Horizon 3 – walk the talk

# Solutions that fit the total parenting experience



Figure 24 Solutions that fit the total parenting experience

#### Product and service

In the last horizon, in 2024, partnerships with other companies and Philips departments will provide a wider range of solutions, coaching and online class content, solving not only baby but also parent problems around pregnancy themes that suit the consumer and that can also continue once the child has arrived shown in figure 24.

In addition, Philips itself will also develop parenting solutions that do not yet exist. Offering a full supporting experience around pregnancy.

Solutions will be combined into programs that can be purchased on a monthly subscription basis. These programs consist of Philips products and services, but also of collaborations with other companies that offer solutions within these themes.

Collaborations are possible with for example Elvie. This company offers a product that enables women to train the pelvic floor so that women suffer less from incontinence and low back problems. This product can be used both after and during pregnancy.

Philips Avent will offer services related to a theme such as sleep or preparing for birth. Besides products being part of services are offered, themed online classes and the help of coaches are also presented in the app.

Furthermore, Philips will include products and services from other Philips departments, such as Philips beauty, as part of their parenting solutions. To help parents with their own health and to make them feel beautiful when they need it. Focusing on the experience of the parents and not just the experience surrounding the child.

In this way, Philips shows that they not only understand expecting parents but also offer tailored solutions around parents' needs. Thus, they not only make certain topics more open to talk about, but also ensure that expecting parents feel better by solving parent problems.

During this horizon, Philips is looking for companies or platforms with which they can collaborate.

Continuing with the campaign with partner influencer parents, various influencers will be asked to try and test the new solutions to create awareness for the new services of Philips Avent.

#### Business model

Value for Philips

The new partner companies and other Philips' departments that will offer solutions, together with the solutions developed by Philips itself, will generate new and more sales.

By offering solutions that apply to different phases of parenthood, the customer is more likely to remain loyal to Philips solutions and continue to purchase more services and products. The value of the total experience is expanding for the user, making them go back to continue to buy new solutions.

The influencer campaign will continue to create more traffic on all Philips Avent channels, generating more sales.

#### Company & resources

In Philips Avent, teams are appointed to look for new partners and possible existing products and services from other departments that they can add to the programs that Philips Avent offers. In addition, a team will develop new solutions that solve inconveniences that the target group has to deal with during pregnancy and afterward. The team will also develop programs, which can be followed through the Parenting+ platform, consisting of different products and services contributing to different experiences around pregnancy.

The campaign team will continue to approach parent influencers to let them try the new solutions of Philips Avent and show that to their audience.

#### Technology

Data of the offered programs will be collected to learn and improve on products, services and programs. The design sprints of the developer's team continues to generate software updates for the Parenting+ platform.

#### Expecting generation Z parents

Value, market and trends

For expecting parents, the programs with the new products and services provide solutions that tackle taboo topics such as physical discomforts or help during pregnancy moments such as combining work with pregnancy. They will feel more confident and better understood about these topics and moments because there are actual solutions offered to these problems.

The new programs offer help during different pregnancy experiences for both for the mom and her family. This will fulfil the need of expecting parents that arose from the research, of feeling insecure about combining normal life with pregnancy and the feeling that there are certain topics around pregnancy, in for example discomforts, that are taboo and harder to talk about of be offered solutions.

In addition, the solutions of this horizon is in line with the needs of Generation Z that arose from the research. Generation Z is more aware of their own health than other generations, uses more health-related products and services and feels open to talk about it. This makes them more likely to purchase products and services aimed at their own health and that make the experience of pregnancy more pleasant. Philips Avent will stand out for this generation, offering solutions around pregnancy experiences that are not easy to talk about.

Furthermore, Generation Z tend to purchase services that contribute to an experience, rather than a specific problem, which is in line with the solutions being offered as programs and not as products.

#### Time frame

From the end of 2022, external companies that could provide new pregnancy solutions and partnerships are approached. Together with products and services from other internal Philips departments, they will become part of programs that Philips offers in 2023. In addition, the first new products around pregnancy experiences from Philips Avent itself will be developed around 2023.

By 2024, a complete ecosystem of programs will be available that will contribute to the full pregnancy experience and transition into the next phases of Parenthood. At the same time, partner parent influencers will announce and promote the new programs through their own social media channels by the end of 2023 together with the advertisements from horizon 1 that Philips Avent still shares on different advertisement channels.

#### The roadmaps

The strategic roadmap is shown in figure 25 and the tactical roadmap is shown in figure 26.

# **PHILIPS**

# STRATEGIC ROADMAP - GETTING GEN Z PARENTS ON BOARD



**BUSINESS MODEL** 

**VALUE PROPOSITION** 

**TARGET AUDIENCE** 

**REVENUE STREAMS** 

**GEN Z** 

**TRENDS** 

**MARKET NEEDS** 

**PRODUCT** 

**SCENARIO** 

**SERVICE** 

TOUCH-**POINTS** 

# **HORIZON 1**

**CREATE AWARENESS** 

pregnancy.

with expecting parents and being transparent

about beautiful and difficult moments in

**●**—EXPECTING GEN Z PARTNERS –

●—PREGNANT GEN Z WOMEN

2021

Philips Avent will create recognition and security for Gen Z parents through empathizing

# **HORIZON 2**

CREATE A LOYAL BOND

2022

Philips Avent will give parents a secure feeling about that they know what they need and want, through tailored information, services and products for every parents situation on all

# **HORIZON 3**

WALK THE TALK

2024

Philips Avent will solve parents' problems by offering a full supporting and securing experience around pregnancy through the introduction of new solutions, partnerships and integrating products and services of other Philips

OTHER PHILIPS DEPARTMENTS -

PARTNER COMPANIES

HIGHER AMOUNT OF PRODUCT AND SERVICE SUBSCRIPTION SALES THROUGH MORE TRAFFIC ON ALL PHILIPS CHANNELS

SALES THROUGH TARGETED INFORMATION

**SELLING NEW SOLUTIONS AND SERVICES** 

COMPANIES THAT SHOW THE REAL SIDE OF THINGS AND UNDERSTAND THEIR CONCERNS AND WHAT IS HAPPENING IN SOCIETY

**EXPECTATION OF PERSONALIZATION IN SHOPPING** 

WANT TO BEBEING IN CONTROL AND OPENING UP ABOUT (MENTAL) HEALTH

**EXPECTATION OF SEAMLESS EXPERIENCES AROUND PRODUCTS** 

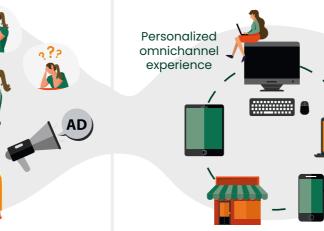
**RELYING ON MULTIPLE SOURCES** 

**PREGNANCY** 

INSECURITY ABOUT WHAT IS NORMAL

HARD TO IMPRESS WITH STANDARD ADS

FEELING LOST IN BUYING PRODUCTS



real side

Advertising real pregnancy

situations

Adressing Different situations

Avent advertisements and partner influencers and

feel understood. They will remember and develop

Expecting parents will identify with the Philips

positive associations with the brand.







Parents will have a tailored experience in the app. The information avaible for them will be more relevant, making them come back to all chanels. They will feel more confident about their purchases because they feel the products are the right fit for

OFFERING A NEW COMBINED PARENTING PLATFORM: PARENTING+, IMPLEMENTING THE NEW DESIGN IN APP AND THE WEBSITE

IN-STORE DISPLAYS THAT SHOW THE POSIBILTIES OF THE SUBSCIPTION SERVICES AND PRODUCTS.



Addressing different discomforts Focus on the experience

PHYSICAL DISCOMFORTS ARE TABOO SUBJECTS

Combining product and services

Parent will be offered more solutions for their own health during parenting. Making them stay with Philips during the whole experience. The solutions are tailored and selected around their preferences and situations.

OFFERING PROGRAMS AS EXPERIENCES ON A MONTHLY SUBSCRIPTION BASIS, IMPLEMENTING NEW PRODUCTS AND PARTNERSHIPS

NEW SOLUTION PROGERAMS OFFERED THROUGH THE PARENTING+ ACCOUNT

# **FUTURE VISION**

**Expecting parents feel** that Philips Avent provides them security during the beautiful and the difficult times in a personal way.

2024



#### **BENEFITS**

# AD CAMPAIGN ON DIFFERENT TYPES OF MEDIA

ADVERTISING CHANNELS: YOUTUBE, TV, RADIO, SOCIAL MEDIA, WEBSITE AND PHYSICAL ADVERTISING IN PUBLIC PLACES AND MAGAZINES OR NEWSPAPERS. PARENT STORIES VIA INFLUENCERS ON SOCIAL MEDIA YOUTUBE, TIKTOK, TWITTER, INSTAGRAM AND FACEBOOK

# **PHILIPS**

# TACTICAL ROADMAP - GETTING GEN Z PARENTS ON BOARD

# **AVENIT**

# **BUSINESS**

**VALUE PROPOSITION** 

**TARGET AUDIENCE** 

INSIGHTS

**GEN Z** 

**PREGNANCY** 

# **PRODUCT**

**SCENARIO** 

**CAMPAIGNS** 

**SERVICE** 

**UPDATES** 

**OPERATIONS** 

**TECHNOLOGY** 

**DATA** 

**RESOURCES** 

**PEOPLE** 

**EXTERNAL** 

**COMPANY** 

**INTERNAL** 

# **HORIZON 1**

**CREATE AWARENESS** 

●—EXPECTING GEN Z PARENTS

Advertising real pregnancy

situations

2021

Philips Avent will create recognition and security for Gen Z parents through empathizing with expecting parents and being transparent about beautiful and difficult moments in pregnancy.

# **HORIZON 2**

CREATE A LOYAL BOND

2022

Philips Avent will give parents a secure feeling about that they know what they need and want, through tailored information, services and products for every parents situation on all channels.

# **HORIZON 3**

WALK THE TALK

2024

Philips Avent will solve parents' problems by offering a full supporting and securing experience around pregnancy through the introduction of new solutions, partnerships and integrating products and services of other Philips segments.

PARTNER COMPANIES & OTHER PHILIPS DEPARTMENTS

**EXPECTATION OF TRANSPARANCY** 

Expecting parents will identify with the Philips

positive associations with the brand.

Avent advertisements and partner influencers and

feel understood. They will remember and develop

AD CAMPAIGN ON DIFFERENT TYPES OF MEDIA

ADS CONTAIN RECOGNIZABLE SITUATIONS

**FOR PARENTS** 

MEASURE ENGAGEMENT THROUGH TRAFFIC

ON AVENT CHANNELS

ALIGNMENT WITH ALL STAKEHOLDERS

**ADVERTISEMENT** 

**DESIGN TEAM** 

CAMPAIGN TEAM FOR

**PARENT STORIES** 

**AWARE OF OWN HEALTH** 

FFFLING LOST IN BLIVING PRODUCTS PHYSICAL DISCOMFORTS ARE TABOO SUBJECTS

Personalized omnichannel

experience



Parents will have a tailored experience in the app. The information avaible for them will be more relevant, making them come back to all chanels. They will feel more confident about their purchases

because they feel the products are the right fit for PARENT STORIES ON SOCIAL MEDIA PRODUCT REVIEWS FROM DIFFERENT TYPES OF INFLUENCERS

> OFFERING A NEW COMBINED PARENTING PLATFORM: PARENTING+, IMPLEMENTING THE

NEW DESIGN IN APP AND THE WEBSITE PARENTING+ CONTAINS PERSONALIZED: PARENT

FORUM, STORE, PARENT STORIES, ARTICLES, FAQ

DATA COLLECTION USER TO TURN INTO PERSONALIZED CONTENT



Parent will be offered more solutions for their own health during parenting. Making them stay with Philips during the whole experience. The solutions are tailored and selected around their preferences and situations.

PRODUCT LAUNCH WITH INFLUENCERS

OFFERING PROGRAMS AS EXPERIENCES ON A MONTHLY SUBSCRIPTION BASIS, IMPLEMENTING NEW PRODUCTS AND PARTNERSHIPS

COMBINED SERVICES AND PRODUCTS

COLLECT DATA OF OFFERED PROGRAMS TO LEARN AND IMPROVE ON SERVICES

DEVELOP ADS FOR DIFFERENT CHANNELS DEVELOP PARENTING+, INSTORE EXPERIENCE AND WEBSITE NEW PRODUCT DEVELOPMENT AND SERVICES

**WEBSITE & INSTORE** 

DEPARTMENT

APPROACH AND KEEP RELATIONSSHIP WITH PARENT INFLUENCERS AND PARENTS FOR CONTENT

OMNICHANNEL ALIGNMENT ON NEW

**PARENTING+** 

**SOLUTIONS COMPANIES** 

COOPERATION WITH DIFFERENT DEPARTMENTS ON NEW EXPERIENCED BASED SOLUTIONS

**DEVELOP PARTNERSHIPS WITH PARENTING** 

# **FUTURE VISION**

**Expecting parents feel** that Philips Avent provides them security during the beautiful and the difficult times in a personal way.



#### **BENEFITS**

# 6.2 The app and website

To get a better feel for the overall user experience, an app and website have been designed as part of the omnichannel strategy. With the account, which the user can create in both the app and on the website, the user has access to the various content as well as the products and services that Philips offers. The experience of individual pregnancy+ as a baby+ is merged into a seamless continuous experience platform called Parenting+ offered through the app, website and in stores.

The Parenting + platform, containing new and tailored functionalities and the various solutions programs that are offered, is intended to remove the insecurity among expecting Generation Z parents. As described in the horizons of the previous chapter, the insecurity involves purchasing products in preparation for parenthood, not knowing what is normal during pregnancy and missing information, and combining pregnancy with normal life.

Not only does it respond to the needs of pregnant parents, but also to the interests and values of generation Z. For example, the app offers personalized content and responds to the experiences of the parents. In addition, it not only shows content from health care professionals but also from other parents and influencer parents. This content is displayed through social media, the visual way of displaying and posts updates attracts Generation Z.

The various open topics and the solutions programs that are not only for the child but also for the parent ensure transparency about pregnancy. Generation Z is looking for transparency and this real side in companies.

Each part of the app and website and which solution it provides to the Generation Z parents is explained below through a mock-up of the platform design.

In addition, it also indicates what existing components are in the current pregnancy + app.

#### The app

By scanning this QR code with your phone, you can view the mock-up of the app and easily click through all the pages.

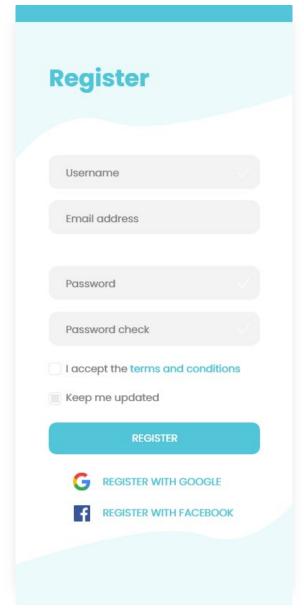


## Onboarding

The platform starts with an onboarding process to get to know the user and to provide personalized content. This onboarding process is explained below. An account in Parenting+ is created by the expecting mother the first time. Later, the partner or other relatives can log in to the same account and create their own page to also follow the development of the child and receive their own content.

Personalizing through an onboarding process is in line with the characteristics of Generation Z that emerged from the research. Generation Z expects personalized content from companies and quickly switches to other brands if the solutions do not contribute to experiences in their lives. In addition, this generation is more inclusive and it is important that the partner or other family members are involved in the pregnancy experience. This was also the result of the research on pregnancy where parents don't know where to look for information about pregnancy and products, where personalized content can help. Furthermore, parenting is developing more towards equal parenting, so the partner must be involved.



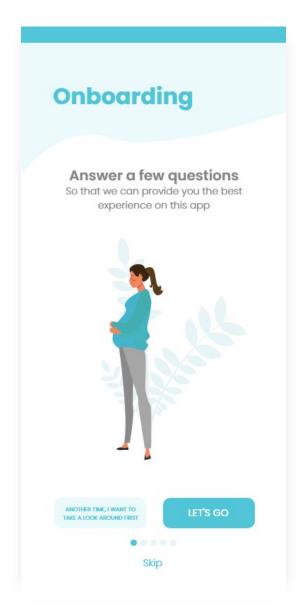


#### Log-in screen

This is the first screen the user will see when downloading the app. This is also shown in the current Pregnancy+ app. Here you can see that the app is offered by Philips Avent. The user can choose to log in or register with an existing account.

#### Register screen

This is the screen that the user will see when he or she creates an account. The user can choose to log in with his Google or Facebook account in an easier way.





#### Onboarding

After registration, the onboarding process starts here. The user can choose whether they want to start the onboarding process or skip that for a later moment in time.

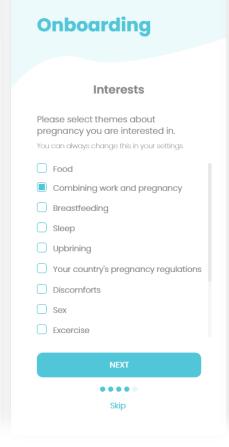
The user is asked a number of questions in order to be able to offer personalized content. The user can choose to skip the questions they do not want to answer.

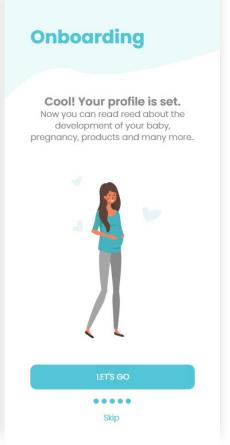
In order to keep the information up to date, questions are asked to the user at later times in the app in order to be able to offer better content.

#### Onboarding - profile

First, a few general questions are asked about the user and the child. The option of whether the child is born or not will ultimately make the difference whether the app provides content for expecting parents or parents whose child is between 0 and 24 months.







# Onboarding - pregnancy

On this screen, a number of questions about pregnancy are asked. These questions are about the woman's experience around her pregnancy.

## Onboarding -

#### interests

Lastly, the mom can indicate preferences based on her interests. These interests will also be shown in the app later.

#### Onboarding – Last

#### screen

The user will now see the screen that her profile is set and she can continue to use the app.

#### Homescreen

The homescreen is the page that the user sees by default when they open the app. This page contains the most important information about the development of the child and suggestions for various content from the app. The content that is shown, is personalised to the parents' situation and where they are in their pregnancy.



#### Home screen

This is the main page of the app. Here, the mom can see, how far she is in the pregnancy and she can view a simulation of the baby (this is also a feature in the current pregnancy+ app). On this page she sees her indicated interests per content box with recommended content. The content boxes indicate the various sections of the app, such as #parentstories, the store and articles. Furthermore, Is possible to create an account for the partner, he or she can also log in to the account on his or her phone.

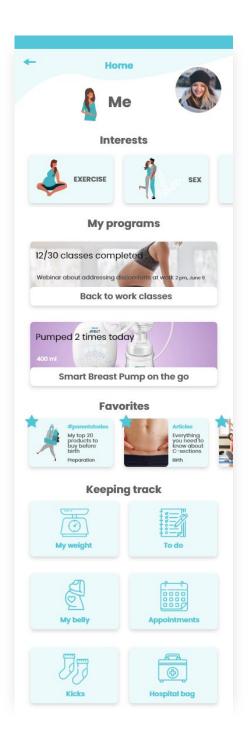


#### Home screen - partner

By long pressing on the profile picture it is possible to switch pages.

This is the partner's page from the same account. He also sees the child's development and receives his own personalized content.





#### Personal and baby page

From the home screen, by pressing the profile picture, the user can go to their personal (Me) and baby's (My Baby) page in order to track their own or baby's development.

The way parents can keep track of their child's development is the same in the current Philips Avent apps. The difference now is that the partner or other relatives can also share developments or track them in the app.

#### Personal page

At the personal page the user can track their pregnancy (this is an existing feature) and see her favourite content so that she can it read back and save content.

Furthermore, she can click on her interests to see all the content based on the specific interest

She can also find the programs she bought here and see the progress of these programs.

#### Different sections of the platform

New in the app now, is that it consists of different sections. Here the user can find all content they are looking for under the different pages. From information to various products and services through parent stories, articles, a forum, frequently asked questions and a store. Compared to the old apps, the content is better organized and easier to be found by the expecting Generation Z parents.

In the store, the products and services are shown through programs around pregnancy experiences, which the expecting Generation Z parents can purchase and follow through the app. This is based on the need of Generation Z that solutions are more about experiences than the product itself. In addition, the product is approached from the point of view of needs, which provides better information to parents who are unsure about what to buy during their pregnancy. These programs offer solutions for all kinds of aspects surrounding pregnancy that are normally not discussed or for which there is no solution.

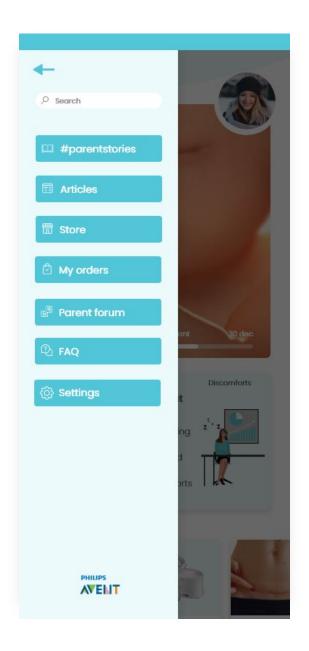
De programs offer a trial period and are also open to the partner who has an account in the app.

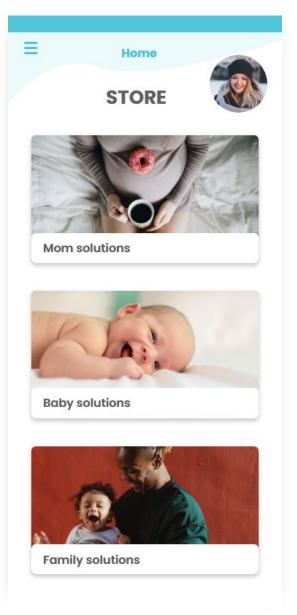
In addition, content is not only offered from the health care professional, but also from other information sources that expecting parents are often looking for.

This is a need that emerged from the research that parents obtain a lot of information from sources in addition to their health care professional. In additional, from the research also emerged that Generation Z relies on multiple sources when it comes to their health.

Parent stories are visualized in the app using social media content. This is in line with the way Generation Z is looking for information. In addition, the different sections offer the possibility to find all the information they are looking for through filters and recommended content. The content shown makes the expecting Generation Z parents feel more secure about their pregnancy and the needs they feel.

In addition, it is possible to share all content outside the app, thus encouraging others to use the app.



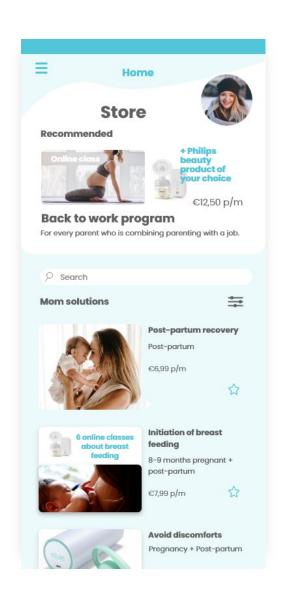


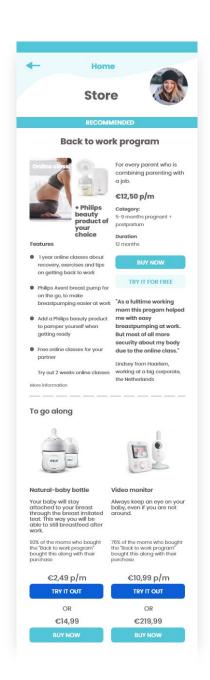
#### Menu

By pressing the three lines the user goes to the menu. Here the user sees the different sections of the app. Per section she can also find the content she saw on the main page. Furthermore, next to that content she also can go to the parent forum to ask questions or to look for subjects. Lastly she can also go to frequently asked questions or to the settings.

#### Store

From the menu, the user can go to the store in which the solutions are divided into 3 parts. Various solutions can be found for mother, baby and partner.





#### Store - mom solutions

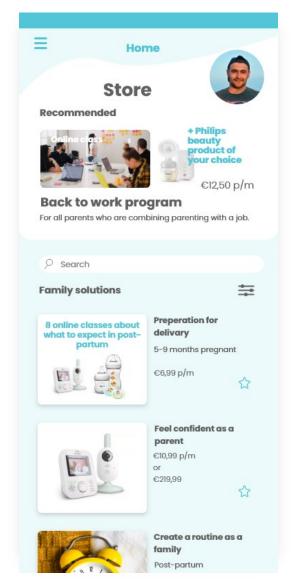
If the user clicks further on the mom solutions, she will be taken to that page with recommended programs at the top. Below that she will find various mom solutions programs the option to specify the programs shown via the filter.

It is also possible to favourite a program so that she can find it later.

#### Store - Back to work program

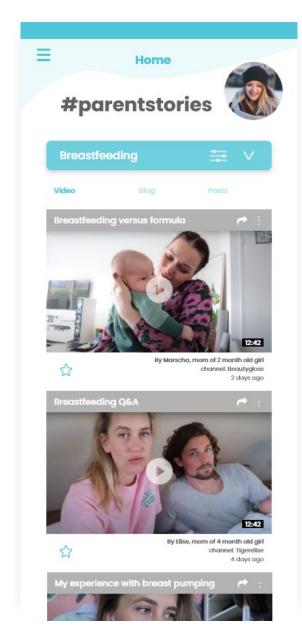
This is the page when the user clicks on one of the programs. In this case for the working mother who is at the end of her pregnancy, a Back To Work program is recommended. Here she can subscribe to the wearable breast pump, with online classes and a product from Philips Beauty. The personalized review and recommended products will make the user feel that this is the right program for her.

Part of this program is that the partner can also participate in the online classes and that she can add various products to her monthly subscription.



# Store - family solutions

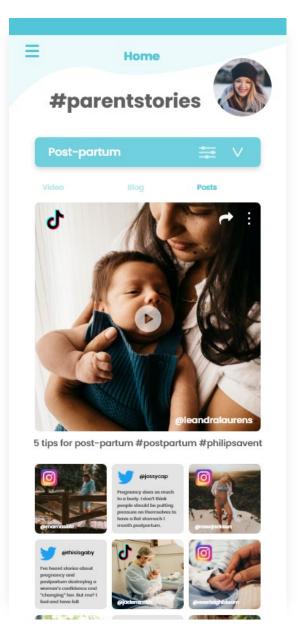
The user can also go to the family solutions page from the partner account. Here he or she sees various programs he or can buy that are aimed at the family.



#### #parentstories - video

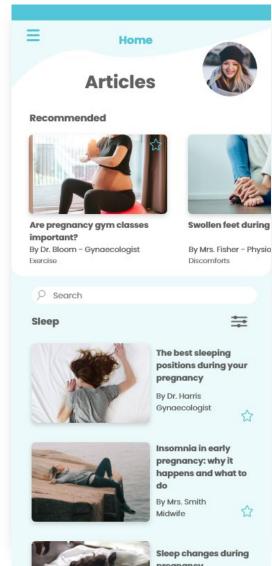
From the menu the user can go to #parentstories. Stories and experiences of other parents and parent influencers are shared on this page. This is displayed via YouTube videos from the parents' own channel, blogs and social media posts. This content is made in partnership with Philips Avent. On the video page, the user can find YouTube videos from other parents on different topics and has the option to share them with friends or family or favourite them.

The stories of other parents ensure that more information is shared on topics that are less likely to be discussed with Health Care professionals.



#### #parentstories - posts

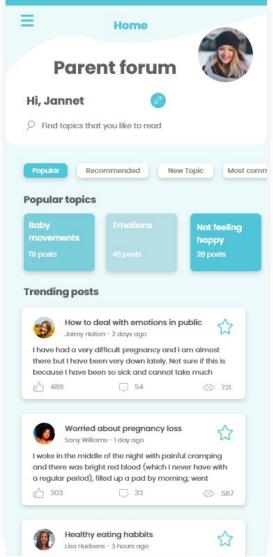
On this page the user can find social media posts from other parents on different topics within the pregnancy. These are posts from channels such as Twitter, Instagram, Tiktok and Facebook.





On this page the user can find recommended articles written by professionals based on the interests and information about the user. In addition, she can search for articles that she finds interesting. The user can favourite and share the articles with friends and family. In the current pregnancy + app, articles are already displayed but in an unstructured way and are difficult to find back.

**Articles** 



topics other users have posted in the app. She can read comments under these posts, but she can also contribute and post comments herself. The most popular topics are at the top. In addition, she can also ask questions or share experiences on the parent forum to which other people can respond. Through this function, the user comes into contact with other uncertainties or questions from other people and is able identify with these experiences. On this page it is also possible that Philips Health

Care Professionals can respond to questions

related to health.

The parent forum allows the user to read about

#### The website

#### **Homepage of Philips Avent**

The website is now targeting parents instead of moms and offering solutions from pregnancy up to toddlers. At the website it is also possible to log in with the Parenting + account, from the homepage the user is asked to create an account or to log in. The redesign and the old webpages are shown in figure 26 and 27.

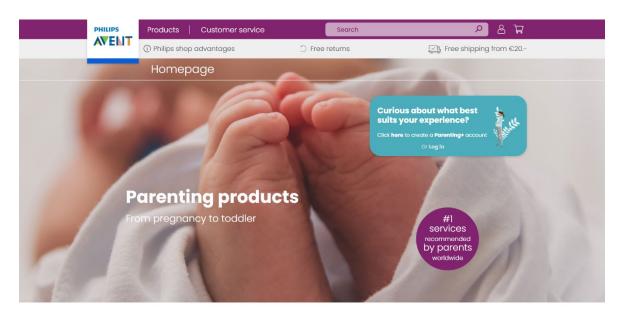


Figure 27 Redesign webpage



Figure 28 Old design webpage

#### Personal account

When the user is logged in, he or she will be taken to the personal page. Compared to the app, the website is more focused on selling products than providing information. That is why the products are at the top of the home page. Furthermore, the same functions as in the app are on the personal page of the website. From the Parenting + account it is also possible to switch back to the Philips website or the "My Philips" page. The webpage design of Parenting+ is shown in figure 29 and the my Philips webpage is shown in figure 30.

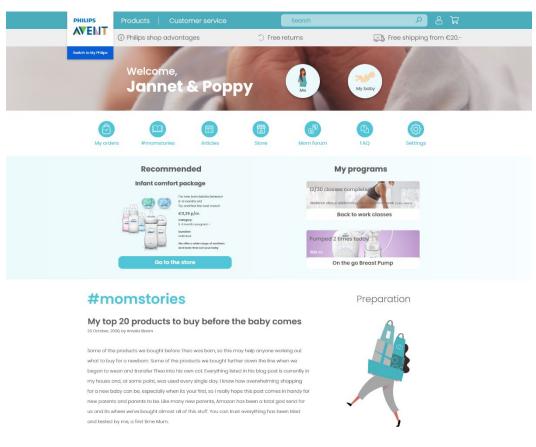


Figure 29 Design webpage Parenting+

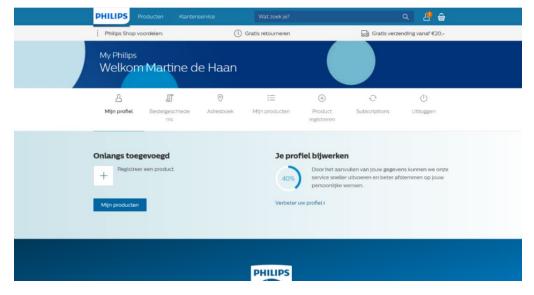


Figure 30 My Philips webpage

# 6.4 Scenario

A scenario shown in figure 31 has been created to show what the full experience looks like. Not only in the app and website, but also the experience around it. All parts of the solution appear in the scenario. The scenario shows from the user perspective how the expecting parents experience pregnancy and Philips Avent.

# **STORY BOARD**

This is Jannet, she is 28 years old and 1,5 months pregnant with her first child. She lives together with Lucas, her partner. Jannet works full time at a big cosmetics company.

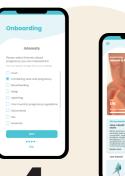


Jannet is excited about her pregnancy. Although she can feel insecure about what is coming. She is the first one in her group friends who is



In the Play store she finds Parenting+, an app to keep track of the developtment of their baby. She and Lucas are really curious about the growth of her child





She opens the app and sees the onboarding page.

pregnancy and lifestyle. It promises her to show her right content for her. The app tells her that Lucas can

login to the app as well and will show the content for

The apps asks her few questions about her



Jannet is excited to see the real size of their baby. She reeds about reconmeded articles, about how to deal with fatigue at work.



In the evening Jannet is watching TV, she sees a commercial from Philips Avent. She and Lucas recognize themselves in the advertisements. She's glad that she's not the only one, dealing with these everyday discomforts.



Now 3 months later, and Jannet and Lucas are looking for products they want to buy for their child. They sit together in front of the laptop and come acrosse at the Philips Avent site. Jannet can log in here with the same account as Pregnancy +.



It recommendeds a service to try differents soothers and teats for your new born baby. It gives an overview from the progams she is already follwing as well. She can also see everything that is available on the app on the website.



On her phone, Jannet sees an articles from the store. It recommends a back to work program for women. She can already start with the program in the last months of her pregnancy. She clicks on the service and sees a review from a working mom. It a great program for her because she can sometimes feel insecure about how she will return to work.



Later that week she watches her favorite mom youtuber's vlog. She is talking about the Back To Work Program from Philips Avent and how it helped her during the recovery of birth. It also offeres different classes and other Philips Beauty services to pamper yourself. She decides to buy the program.



Jannet is due in 2 weeks. She and her partner are very excited. She feels very confident about the times that are



#### 6.5 Validation

#### **Stakeholders**

As mentioned in the introduction chapter, the stakeholders within Philips Avent are constantly kept informed of the developments of the project during the process. They were able to ask feedback and questions that have been incorporated into the report. According to the stakeholders within Philips, the roadmap with solutions is in line with the Philips strategy. According to them, the mock-up of the app shows a good example of how the different needs and interests of both the expecting parents and generation Z perspective can be represented.

Ultimately, the results of my project provided a valuable source of inspiration for their future innovations.

#### **Target group**

The design of the Parenting + platform has been tested by two Generation Z mothers from the research. The mothers were able to test the platform by means of a mock-up of the app. As the mothers went through the app, they were asked to share what they thought of the app and what they saw. Both mothers have used the Pregnancy + app during their pregnancy so they could see the differences. Overall the Generation Z mothers were very enthusiastic about the app and its features. The reactions of the mothers have been recorded and formulated below.

#### Findings mother 1

#### **Findings**

- "The app looks very clear, all information that pregnant women are looking for comes together in one place. Now everything is in one app. At Pregnancy + there was too much information underneath each other and you could sometimes no longer find things."
- "The way in which you can post a topic in the parent forum and that others can respond is an accessible way for parents to post a question.
   I myself regularly look at forums but then you have to go from one internet page to another. It is also great that professionals can react on questions that parents have."
- "It works very well that all parts of the app are now in a menu."
- "So nice to see that all videos from vloggers can now be found together in the app. You come across these vloggers on social media, which creates trust that these are real parents."
- "Adding an account for, for example, the grandmother or grandfather is a good fit for the next generation of grandparents who often use a smart phone."
- "It's great that the app is now linked to your breast pump, for example. I myself have apps from other companies that are linked to the breast pump, which I use a lot."
- "Now that I see this app I would love to use it during my next pregnancy."

#### Recommendations

"I would like it if, when filtering on information, you could specify by phase in the pregnancy so that you can also look back or further ahead."

#### Findings mother 2

#### **Findings**

- "The app looks very nice in terms of design. Good that the colours still match the old apps.
- "I had to download all kinds of apps during my pregnancy, now several features of these come together in this app, which is very nice. You now have much more on I platform. For example, I really enjoyed using pregnancy forums during my pregnancy."
- "I recognize all the content of the influencers, which is nice to see. I always see this passing by on social media."
- "It is very good that the store and its solutions are now linked to situations and experiences. That makes it very easy for the parents because sometimes you really don't know what you need. Especially when you are pregnant for the first time. It gives a better picture. This really stands out for me, that is really something I would like to have had during my first pregnancy."
- "It is very good to see that not all information is listed, as in the old app. The home screen is very clear in this way. When you are pregnant you are already very chaotic so this gives a good overview."
- "I certainly don't mind answering some questions in the onboarding if this gives a better experience in the app. As long as it doesn't contain information like your citizen's service number or something."

#### Recommendations

"If you ask the mother if the pregnancy was planned in the onboarding process, you should be careful about that. You have to find a good way to phrase this without being too direct."

# 7. CONCLUSION

In this study, the following research question is researched: How to create a new value proposition for Philips Avent that corresponds to the future needs, values and behaviour of the next generation parents, Generation Z, while the majority of this generation is not yet in this phase of their life?

The results describe what Philips must do to create value for the new generation parents, Generation Z. From internal analysis and secondary literature and desk research as well as primary research with Generation Z and, moms and the part of Generation Z that are moms, conclusions are drawn that ultimately contribute to the final value proposition.

#### Philips's and Philips Avent's strategy

Philips's strategy shows that Philips is moving towards a connected healthcare system, which means that connected products and services involving clinical information ensure that data can be converted into better healthcare for their consumers. Philips Avent, therefore, wants to involve health care professionals, more than they do now, in their products or services. Furthermore, they want to expand their brand dominance into the pregnancy phase, starting early in the parenthood journey. In this way, they can connect with the mentioned targeted consumer types for Philips Health who take decisions during this phase in their life, to create value for them.

Philips Avent mainly has individual products in its portfolio that belong to certain childcare routines. Besides, they offer two parenting apps that have many users and a lot of potential to build a stronger bond with the target group starting from pregnancy. Philips Avent advertises and collects data in the app as valuable means for their company. There is little consistency between the products and the apps. Philips Avent could add more value to the app and the connection with the products. The information that can be found in the app mainly comes from healthcare professionals instead of other sources that are also relevant to the target group. It is important that Philips Avent continues to distinguish itself from its competitors and offers more than just product solutions. To stay relevant, they need to switch to services that provide solutions for the whole parenting journey.

## Responding to global trends, the future for Generation Z

Philips should expand its retail experience by including all channels and making a combined strategy for all channels. This will make sure that their consumers are kept on board to fit the need of focus moving from a quick buy in-stores to a more wide surrounding on- and offline experience. Furthermore, people fear that technology companies have too much power in what news and information we see. To take away that fear Philips Avent should be transparent in their information and in the way they advertise their products to gain more trust for the consumer. It is important to deepen their relationships with consumers and develop products and services that add enough added value for consumers to encourage them to share their data with Philips to which they can respond.

For parenthood, people want to combine their personal life with parenting and want a more convenient and relaxing way to raise children. The parenting role of both parents becomes more equal. Furthermore, not only the baby's health but also the parent's health will be important. For

Philips, this means that they have to involve the partner more in their solutions, focus more on parent solutions instead of the baby only.

The use of pregnancy apps is enormous around the world, meaning Philips should keep continuing evolving their apps and creating more value from their apps.

#### Generation Z characteristics

Important for Philips is the fact that Generation Z is health-conscious. From a young age, they are concerned with their health and own various products and apps that contribute to good health. Furthermore, Generation Z easily switch between brands. An experience that contributes to the life of Generation Z is more important than the brand. Philips must take into account the fact that for Generation Z it is no longer about the brand experience, but about the cohesion between the products and the experience that it provides. Meaning Philips should provide more experience-based solutions and not focus on the product only.

Furthermore, Generation Z obtains information from various sources, when it comes to their health, the information from the Health Care Professional is not enough. They search the internet and social media for different, articles, opinions and experiences from other people in order to draw conclusions.

When it comes to purchasing products they also do research in advance to decide on their purchase. It is important to them they find a product that fits their lifestyle.

Finally, transparency is important to this generation. Otherwise companies will quickly come across as unreliable. Generation Z appreciates openness about sustainability and social issues. In addition, they often want the information that companies provide to be properly validated before they believe it.

## Generation Z as parents

Generation Z parents feel insecure about preparation for parenthood, they do not want to spend too much money or buy products that you will never use. However, at the same time, they do want to be well prepared. Too much information about what to buy can make them feel insecure. In addition, from a questionnaire with Generation Z moms emerged that they expect shopping, both online and offline, to give them a unique experience. Generation Z will be inclined to buy if personalized content is offered that advises them to purchase something or to buy a product they are interested in is offered at a discount. Therefore, it is important that Philips Avent provides them this personalised content when it comes to parenting.

Generation Z moms feel overwhelmed by the information that is available about pregnancy and that they don't know what to expect during their pregnancy. The information from midwives is too practical and focussed on health. Some blogs on the internet can be too personal. There are few places or sources available where they can find all the information that applies to them.

Pregnant moms use their Health Care Professionals, Friend and Family but also articles and blogs on the internet and google as information sources about health. Most moms get more information about pregnancy from their own sources than they get from their Health Care Professional. Therefore, Philips Avent should provide content based on multiple resources instead of only content from the Health Care professional.

Generation Z can feel insecure because they don't know what is normal during pregnancy. Generation Z moms also feel that there are topics about pregnancy that are taboo. The biggest taboo subject amongst the moms is physical discomforts.

Next to the taboo subjects, combining normal life with being pregnant was also a subject where they felt insecure about. In addition, they felt insecure about, exercise, fatigue, preparing for birth

and post-partum but also their own health. It is important that Philips Avent offers information and solutions in this area and shows that parents are not alone in this insecurity. The minority of women do not yet feel that Philips understands what kind of information pregnant women are looking for. Not many mothers disagreed, however, the majority were neutral about the statement. This could indicate that Philips Avent is not yet fulfilling this need. Generation Z feels pressure from society on their achievements in life. This could also add to the uncertainty they feel during their pregnancy and how they combine pregnancy with their normal life.

The insights resulted in the future vision: Expecting parents feel that Philips Avent provides them security during the beautiful and the difficult times in a personal way.

#### Final value proposition

As a new value proposition for Philips Avent, a three horizon strategy is proposed, including advertisements showing real pregnancy situations, a personalised omnichannel experience and new products and services that fit the whole pregnancy experience building up to the future vision. Philips Avent connects with generation Z parents through stories that are recognizable and show the real side of pregnancy via advertisements and parent influencer content. Through a new platform, Parenting+, that combines the pregnancy and baby phase, Philips Avent offers personalized information and solutions that match parents' experiences during pregnancy and help them during every phase of parenthood.

# 8. DISCUSSION

To see how the results of this project have added value for Philips, the solution is explained based on feasibility, desirability and viability, the three main pillars for innovation.

## Desirability

Desirability is about whether the needs and values of the target group are met.

The research addressed the different needs, behaviour and interests of the target group. This was done based on global trends, what the future will look like for Generation Z, the needs and values of this generation and the needs and values of the current generation of parents, of which Generation Z is only a small part. These three components are combined and woven into the solution. For each horizon, the solution has been approached from the general needs of Generation Z and the needs of the parents. This ensures that the solution fits in with the future of this generation and an estimate is made of how current needs will translate later. Not only has research been conducted into the target group, but the target group is also involved in generating ideas. In this way, they also look at how they would fulfil their own needs.

When it comes to the client Philips, it had to be taken into account that the solution complied with the strategy within Philips. This was done by doing desk research into Philips' strategy and involving multiple stakeholders within Philips in the process of this project. For example, there was room to provide input and feedback and to include this in the project. This has ensured that they ultimately saw value in the solution that was devised.

## **Feasibility**

Feasibility is about whether the solution can be executed.

The solution model consists of three horizons that build up to a final future vision. These three steps are designed in such a way that they can be carried out within the time allotted. The solution is in line with the current portfolio of Philips Avent, which means that it does not require many more resources than they already have. Philips Avent must ensure that they adapt the way they advertise, align their retail strategy more closely, offer a new platform that can replace the old apps and it provides an opportunity to develop new products and to enter into partnerships. The solution is in line with the strategy of Philips as a company and provides health support in a connected way.

# Viability

Viability is about the profitability of the solution.

The solution is designed in such a way that it delivers new profits on every horizon. Ultimately, the goal is to make the new generation more aware of Philips Avent and to allow them to also purchase the services and products of Philips Avent. By creating awareness as a company through a new way of advertising and responding better to the needs and values of the target group, the company will stand out more. In addition, the platform ensures that everything that Philips Avent offers can be found in one place and that the user comes into contact with all the possibilities that Philips Avent offers. In addition, the opportunity to develop new products and partnerships creates new revenue streams within Philips.

# 9. RECOMMENDATIONS & LIMITATIONS

## Recommendations

In order to create relevant content for partners or other relatives, I would advise Philips Avent to conduct interviews and questionnaires with this target group. The insights of the research will create interesting subjects for partners and relatives to supplement the content on the Parenting+platform.

To outline recognizable situations in the Philips Avent advertisement during the first horizon of the strategy roadmap, I recommend researching common situations amongst pregnant parents in order to address them in the best way possible. The outcomes can then be used as scenarios for the real situation advertisements.

Furthermore, recommended is to examine to what extent Philips Avent itself wants to develop products that meet the needs of parents and what kind of partnership they want to enter into, to fulfil the last horizon. There are many options that match the needs of the parents, but it is important to consider within which themes they want to fulfil the needs and what is in line with the Philips' strategy.

In addition, it is recommended to connect multiple Philips Departments in order to join forces and present their products with services based on consumer situations. This appeals to consumers much more, especially with Generation Z, which is very visually oriented. Some needs can be approached from many more points of views in solutions than just specific rituals. It furthermore, recommended to not only focus on Health Care Professionals for Philips Avent, despite their enormous added value. But to have a broader look at other information sources that match what their consumers use. In this way, this provides an overview of various information sources and creates more trust among consumers because situations are highlighted from multiple points.

Lastly, recommended is to delve further into taboo situations and conducting follow up interviews with expecting parents to find out where these situations occur. This provides even better insight into the needs and situations of the target group. At the same time, this provides insight into the emotions that expecting parents feel during pregnancy on which the information from the platform can be adjusted.

# Limitations

There are some limiting factors during this project that are discussed below.

Philips Avent is present all over the world in many countries. Philips Avent would like to meet the needs of its consumers in all the countries where they are present. As I only had limited time to work on this research, it was not possible for me to research multiple countries. Especially because I know that cultures can differ so much from countries that it becomes difficult to meet every need. The focus was therefore on Generation Z and not the difference between multiple countries.

That is why it has been decided to limit the research in the countries, the Netherlands, England and the United States.

Due to the corona crisis and therefore working at home, there were very few opportunities to talk to stakeholders. It was difficult to approach and get in touch from stakeholders. The monthly meetings did ensure that stakeholders were kept informed, however, I would have liked to speak to people at the office in order to gain inspiration for my project. If this was possible, I could have processed input from stakeholders faster and easier and kept them on board more easily. Getting to know the company was also a lot slower for the same reason.

Not only with the stakeholders, but also getting in touch with the target group was more difficult due to working from home. This resulted in that I was able to speak to fewer people from the target group that I would have liked.

Finally, working from home made it less easy to do the creative sessions. I noticed that the creative flow and fluency of a session online was much less. As a result, it may be that fewer ideas have been generated in the end.

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