

Appendices



How to create a sustainable customer growth strategy for a small brand?

To leverage branding and design for sustainable customer growth

Master Thesis by

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NOLABEL

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Appendix A: Interview Guide

Main research question:

How does No Label plan for future expansion?

Research goal:

Find out the customer values, company plan and vision for the future fashion

Checklist for start

Does the recorder work? (preferably 2 recorders: laptop + smartphone)

Do you have all the question sheets?

Does the interviewee has something to drink?

Do you have something to write keywords on?

Questions

Customer

How would you describe your customers?(Behaviour/personality/)

What kind of needs or demands of your customers that are fulfilled by No Label?

How/ In what way can No Label be meaningful for customers? In what ways?

How do you envision your future customers? Any changes of remain the same.

Brand

What are the cultures of No Label?

What is the message that you want to communicate with your customer?

Future

What are the main opportunities and challenges for the fashion industry?

How do you envision future men's fashion? (More fashionable? Keep basics)

What are the main strength and weakness of No Label?/ What are the main opportunities and challenges for No Label?

Appendix B: Transcript_Ruben

I: Interviewer

E: Ruben

I : Could you please tell me a little bit about your own position and experience.

R : My own position and experience. My position within No Label. I am the managing director of No Label. So. In the end. I have to do it all. That's pretty much what it is. Everything. I'm being responsible for the companies so that means every aspect of the company whether it's buying, the commercial side the marketing and stores, e-commerce side. In the end, your or you are doing a part of everything.

I : So I that if I could conclude is that I think you are in charge of the whole operation, but also the consistency of the company.

R : Very much everything whether you call it. I mean what I've been called. Manager or if you want, a CEO wants for every kid. I always believe that CEO is for when you're when you have a really big company.

I : Do you think that you know your customers.

R : Yes, I do. I think the most important thing I see with No Label is I do not see myself as a perfect customer of No Label.

I : Why?

R : The philosophy of No Label started when we said we wanna to be the best in the basics. This is that we look our customer behaviors, in our source, when we look at our customers, their patterns, their behaviors, I notice a lot of them are just the same as my friends, as my brothers. So I think the problem with most fashion company is that people that run it that they try to look at it as something that is basically a mirror of themselves. If I find something really nice, that's what I am gonna sell to everybody. But when you think about a concept, as a brand, especially as what we do. We are not a really fashion brand, we are a functional fashion brand. We talk about basics ,about your every-day needs and stuff, so that means even though I like a purple sweater, that doesn't mean it's perfect basics for our clean and tale, the group of people that we want to serve. So in that perspective when I look at most of our customers. One example I always use is a customer tries on a pair of trousers. And an officer really says "oh, that's really nice, we have it in other colors." Yes it's typical manly or typical men behavior. Yeah we like practical things. So when you look at most men they know they don't want to shop like women they

don't want to try everything on. They like comfort they want to be practical, it has to be fast in and out, and easy for them to understand.

I :OK.

R : So. Again looking at the brand. No label it is more about I look at my brother and then my brother says "Ruben, do you have a nice shirt? " "Yes. I'm sure. What do what do you think of this?" "That's great. " And then he has it. And then two weeks later he says "love the shirt, can you send me three more. And he said yes the same shirt because I like it so much. I want to wear it more often and I want to make sure that it doesn't sell out. So their biggest frustration is they buy a really nice shirt and then eight months later there's a hole in the shirt and they go back to the shop and then they say yeah I'm sorry it's sold out because now we have something new. But a typical man doesn't want something new we want something that he trusts that he feels comfortable with.

R : And when I look at most fashion that we do, a white T-shirt is a white T-shirt and a navy jumper is a navy jumper. So do I really need to change this jumper every time. Do I need to change the color, do I need to change this. Do I need to change the fit? I don't really think so. Because this jumper could easily be in our collection for the next 10 years and still most customers will buy it every year because this is my favorite jumper.

I : So you think these are the things that would remain for a long time.

R : Yes and I do think fashion changes like when when you look at your trousers for instance I mean in some stage everything is skinny and it's white and then it's it's a high cotton and it's a long cut. So of course things will change. But normally these trends they take for at least five sometimes 10 years time before they you know it's always a reoccurring pattern. But the question I always ask most customers. When they buy a chino, do you buy different colors with different buttons or what's so ever. This is not. I always want to have a navy chino. In 20 years time the fit might have changed but I will still wear a navy chino. I think that's the essence of both of and most of the things that we do and we do some pop-up colors. We do some fresh items to spice it up a little bit.

R : Yeah you know honesty I mean the stuff that we sell the most is the most basic stuff which a white t-shirt or a white-shirt or Navy chino you know. That's the that's the core.

I : In that sense do you think your target group actually cover man of every age?

R : I do and. I do believe that that's like when you look our biggest group of customers these are guys between 25 and 40 years old. Which I think is also a group of customers that is willing to pay a certain amount for a particular quality. So I guess that's the deal. I understand that most. A young guy from 16 years old that he can't afford a jumper of 99 euros. And of course they turn HM. But even in that sense he is willing buy a navy jumper in HM.

I : Yes.

R : So when he starts making more money or he starts to have a different look on quality or even maybe environment or whatever he will change his behavior to where he's going to shop. And that's why it's incredibly important that we, that people love our our values, you know, where we stand for that. We have the best quality for the best price that we do it in a transparent way. We try or at least we aim for ethical production and all those kind of things.

R : If those values are good because I mean I don't make myself any illusions that the navy crew neck you can buy it in a thousand stores here in Amsterdam. But why do people buy it with us. Yeah. And that's why I think that the market is the trigger.

I : The things such as premium quality, transparency and sustainability are also the things that other company could do. So what are the main differential meanings that's no label could create for the customers.

R : Well I think there's not so many companies that actually are so focused on the basics because you can't walk into any store in this area. They know they will sell a Navy crew neck in one way but most of their collection is fashion. And I think fashion is also based. I need to find something new because I want you as a customer to spend your money every six months. You know if I do the exact same collection as six months ago you're going to be like Well I haven't done so why would have gone. But men behavior is different when it comes to basics, because 60 70 percent of their whole wardrobe is

Now I just want to make sure that whenever his T-shirt is I don't know. Twisted or there's a hole in his jumper that he thinks the quality of No label is really good.

They always have the basics. I like where the company stands for, I like the feel.

So I will go to them straight away. Well because in my opinion, honesty. If I want a good white T-shirt. I think every company has a white T-shirt but there's so much a difference between a normal white T-shirt and also in price and everything.

R : So Even though it sounds very simple to what we do. But there are not that many companies do what we do.

I : Really focus on basic needs. So when a man buy a basic, what do you think he really buys? The value of the basic? Simplicity? Efficiency?

R : Ehm quality. Say. Let's say quality. I think most of our customers are very.... Things important to know that fashion has changed, where we used to have brands that sell to retailers. But now we don't sell to retailers. So we took a massive chunk of costs out of the out of the chain. Now we're normally a white T-shirt that would have made for let's say 5 Euros and they would sell it for 15 Euros to a retailer. Yeah and then that retailer would sell it for 45 euros. Yeah in a shop. And what we do is is we we buy it for 5 and we put it in the shop for 19. I think customers but also due to the Internet and everything you see is customers are getting more and more aware of. What quality actually means. Yeah. We used to be very much brainwashed with the idea that if I would buy a really expensive brand that I buy quite often. But these days people actually can see where we make the T-shirt. It's like very interesting because that's a very expensive brand makes the same T-shirt as we do. But it's three times as expensive. I mean we have factories where we buy our shoes and the exact same sneaker is made for a fashion brand and our sneaker is 139 and that same fashion brand puts it in their stores for 339. People starts to find out and also because we're publishing we're saying you're here and here's our factory. This is what we do. Yes you have a look at it. And customers are are becoming more and more aware. I think it's almost an old thought of people to think that quality and price is related to each other. It's not. It's how marketing functions.

R : And I think. A company like suitsupply for instance was one of the first companies that actually made exclusive quality clothing available for the bigger public. Yeah today they actually I mean their suits are the same as almost as like Vitale Barberis Canonico suit but in half price.

I: Yeah.

R: We're doing the same trade. We don't do anything different. Only in a younger way ,I think, in a more clean way and pretty focused on basics.

I: So if you look at the future, what are the main opportunities and challenges for No Label?

R: I think opportunities is that we like I said there are not that many brands in the market like us.

I: Now.

R: Yes. I think most brands are struggling because if you have sold your your brands to retailers for the last 50 years and all those retailers go bankrupt means you have to explain to your customer why you've basically sold a T-shirt to them that has always been actually too expensive for what it's worth. Now what they need to do is to...well let's just look at Tommy Hilfiger. You know that same white T-shirt that we sell for 19 euros they sell the exact same one from the same factory same fabric same country so their T-shirt is 49 euros. Do you think that Tommy Hilfiger is going to drop their prices to 19 euros? Probably not because it would be weird. Why? Why would your price be very low. On the other hand. They can never become transparent even though the market is shouting for transparency. So how can they become transparent because if you say OK guys our T-shirt is 5 euros but I'm selling it for 50 euros. And every customer will think that's ridiculous. So I think that's when our opportunity lies is that we can see it from the beginning. Say we this is our model. We are completely transparent about all. There is not a lot of brands that can actually do that.

I: So you mean because of your strength of sourcing, you can be transparent and keep high quality and lower price.

R: Yeah. I don't think there are a lot of companies could do that. That's a huge opportunity of how we can grow fast now. Yeah. I think a difficult one in the market is is that the way of growing has changed. So 20 years ago if I would start a brand. It would be very easy for me I would drive around in the Netherlands. If my brand is really cool, I would have 200 selling points within two weeks. Now these days I have to sell it through the internet or through our own stores.

I: or social media.

R: Yeah. But building a store costs money. So the way we build our company is quite intense when it comes to capital. You know it's very easy for me to just send my goods to all these stores of other people and then that's that stuff. But now I have to build a store and I have to find a store decoration and all that stuff. So. Growth is. Slower. And more capital intensive. On the other, it is more safe because I will only grow at certain pace. I think a lot of companies have gone really....If you look at the companies like super dry for instance, they just literally they grew in such a short time to hundreds of millions of dollars of turnover. But on the other hand when are fed up with your brands which brands like super dry and tend to have because they have big logos and then after two years everybody's like I don't wanna wear it anymore. But then all of a sudden, you have. Thousands of people unemployed you have all these stores and then all of a sudden it's it's not going as well anymore. I think our our growth is so much more a safe a more normal way. But I think that that's that's going to be. It's gonna be a challenge for a small brand to compete. And I think that's also a challenge as you see a lot of cannibalization when it comes to the markets like HM and Zara. So they are eating up all this small retailers. This retailers eventually or whether I can walk into 10 shops with different names but still a HM or Zara shop.

R: The only problem is these companies have billions of capital. So yeah how can I compete as a small company with such a massive run. So this is our eyes and a huge challenge for us. I think even though it's a challenge but it also drives us to be very creative. I mean I can never compete with Zara. It's simply impossible.

I: It's kind of you are afraid to grow super fast but suddenly if you are not relevant to your customers anymore and then you just fail. OK. So as you mentioned that's you want to stay innovative and creative and relevant to customers. And now there are new business models like rental or pre-owned or this kind of things. How do you think about it?

R: I have a little bit different view. I know a friend of mine is starting out at a jeans company. And they do rental jeans or lease jeans. Yeah I like the idea but it's. It's quite far fetched. But the biggest problem is is you always have to pay more. So even though you're trying to do the right thing but you have to take into account that's if I have 100 euros a week to spend I have 100 euros of week to spend and as much as I would love to change the world and save the planet's bottom lines. I have to eat something. And then you know they they they have time and the money for these initiatives. Realistically 80 percent of the market doesn't want. The money to buy. These jeans. That is if they had to choose between a jeans for a 39 year old or a jeans for 100 for. They will simply say well, I don't know if I don't have the money to save the planet. And even then I like the initiative. But I think the growth perspective behind it is too slow.

We we have a saying in Dutch where we say it's like like a drop of water on a boiling plains. You know it doesn't make a difference it's one drop, it's gone. So it doesn't mean that that that I don't support the initiative. I personally think that the impact and the scale of the initiative is too slow for what's happening in the rest of the world.

R: So the way I look at like these really big initiatives is that a lot of the companies that now make a huge difference are not companies that started completely transparent or completely eco-friendly. Or completely organic. So. The companies that are along the way they start to push you earn more money or you make more volume and basically gives you power to lower the prices.

R: So as an example like when we started a couple of years ago we bought like 100 T-shirts. there's hundred T-shirts it's a small quantity so I have to pay a certain amount and I have to pay more. But now two or three years down the line we're not buying 100 t shirts. We are now buying 20000 T-shirts. So that means the price is lower. Now I can do two things I can basically take the profit and think I'll put it in my own pocket and I'll buy an expensive car and I'm really happy but I can also think right now because my quantities are bigger I need to change the cotton into two organic cotton without the customer actually having to pay the price. We'll still profit. I will still. benefit from the situation and then maybe two years down lines of 20000 T-shirts to 100000 T-shirts. And now I can start instead of using a 15 liters for water, because of my quantities I can actually say okay, I now can use only five liters of water without impacting the price because I truly believe that the market in the world that we live in today. It is only a very small percentage of humanity that we can afford. Trying to organic or sustainable items. But what if I can change the world by saying I can reach out to hundreds of thousands of people with products that is actually where they don't have to think about these. At the moment it's still a choice when you go in a shop it's your choice. But I don't know any brand where you can buy sustainable goods with the same price as HM.

I: Now. So you mean basically whatever you want to do. You cannot hurt the benefits of to your customers. Or you cannot make them to be responsible or to pay something for what you want to achieve.

R: It's not the customers' choice, it's my choice to change the output I have in the world. If I have that vision or that wish, then I should be the one that pays the bills. Again many small initiatives these small brands I mean it's a great initiative. But I know a brand here in Amsterdam that does the same. They started, two or three years ago. Their quantities. TThey are fully sustainable and organic. Their growth went from 50 t-shirts to 500 T-shirts. Now if you go from 50 T-shirts to 500 T-shirts in two years time.

What is your real impact on the world? I mean you can tell everybody I'm organic I'm doing it right in my core carbon footprint is great. But on the bigger scope of things there are still millions and billions of people that are still buy cheap clothing. So maybe my vision is a big grounder and a bit big. But I truly believe if you want to make an impact in the world. We need to think bigger. They need to maybe even make sacrifices.

R: So my point is is that. Maybe my carbon footprint in the next five years is not as huge as it should be. However if I after five years can reduce my carbon footprint for a million customers and doesn't that have a lot more impact than my carbon footprint for a 500 customers. And yes I've polluted the world. Yes. I. I mean this is the world we still live in. And I think it's a bit of an Utopian thoughts to see that. The same discussion like you say we tried to change a very small thing in the Netherlands and is very important. But on the other side they say they are building 200 power plants in Brazil every year. It is the scope of things and I think every small initiative should be. We should embrace it. It's just that I think that making a difference and making impacts requires a bigger vision. It's very difficult to do it from such a small.

I: OK so you don't care about what kind of business model or products that you sell but you want it to have bigger impact.

R: I think it's all related. I think I mean clothing is a substantial part of all of us. We wear clothes and we want to look nice. That will never change. Otherwise we could go back. And just wear like straw skirts or... We're not going to do this. So I'm trying to to to think of a way of it is it's not only by increasing quantity. It's also by making sure that the quality that we make is so good that it lasts longer. Now I don't want a customer that buys this jumpers three times a season. I also know if it's going to take after two or three weeks he's not going back. But I can also have impact by selling people basic goods because they don't constantly have to change it. If I breach that you can always wear this for the next 10 years and somebody doesn't have to buy something else because I want the biggest impact of fashion is not the pollution. It's customer behavior. It's because of our greed. It's because of when I look into it I walk into a shop. All I want that I want that. And. That and instead of buying one product because why do we wear clothing? To keep warm? To protect us against the rain? That's.... a...Yeah.

I: Function

R: It's a very functional. But that's the essence of clothing.

I: But would it be too functional? Because nowadays customers want a clothes not only functional but also could..for example show their personality. So you think those are not your customers

R: No, I think those customers are very much thing to show their status and trying to show what they are. I mean those are customers that will probably go to Louis Vuitton or Chanel because you want to show what brands they are wearing. They want to show they could make money, which is fine, I don't really mind. On the other hands, If we are going to kill the platens then I think at one stage we will all think maybe we should do it slightly different, maybe we should change our consumer behavior.

I: Just by offering a nice functional products?

R: Yes, I truly believe. Let's say that somebody takes that 70 percent of wardrobe is basics and if I can make sure that those basics not change every session but only once every year. Then I think that's already a massive progress. If I look at my brother, he's always wearing the same shirt. In the end, he looks at his closet. And I asked so what do you wear most? While-Shirt, blue shirt...So if you look at what people really throw away are those they didn't use. And 9 out 10 times, when it comes to men, are very fashionable items. If I look at the last 10 years, the amount of the garment that I bought and afterwards I will think it's such a stupid decision. But overtime when I was in Paris and I saw this beautiful shops and people were wearing nice. I had money so I bought the items. But when I go home and the weather is shit and it's cold, so all I will wear is just what I've got. So 6 month later what I bought in paris will just hang there. And every time I look at it I will think, shit, why I but it and I even blame myself. And it hangs there for another year. The essence, those mistakes are the things we should solve and those mistakes that creates massive pollutions.

I: What is your strategy or plan of becoming the world king of basics?

R: Oh. Yeah. That's a big question. If I in the strategy that we had three years ago. I think that strategy changes every two months. And the reason why a change occurs is that when you are constantly looking for new developments is. And your strategy is something I would not say I want a global brand. And I want to be there in 10 years. Tell me the strategy it would be. I think it doesn't make sense.

I: Yeah.

R: The one thing that I do believe in this is is that our strategy is it's a matter of spreading the world. So it's a matter of constantly growing. For that growth. Obviously we need the right investors here people that want to invest in this idea and this belief.

I: You are still looking for investors?

R: The thing is there is not a brand in the world. Well there are brands that might have grown completely on their own, but it will take hundreds of years to become a global company. But if you especially in the business that we are and so our sympathy we need to refinance our boots. So if I want to sell a thousand Jumpers I have to pay them before I sell them. So that means to grow. I need quite a lot big investments to finance. That important thing is is that you get the right investors on board who believe in a sustainable idea and not just in a quick profit. So the whole idea the whole strategy is not just a matter of building is making sure your DNA is right.

It also means you have to get in line and find the people all around you, whether they are ambassadors or your investors or staffs....

Everybody has to share that idea. Because the moment if for instance my investors would say like hey you know what, I've invested a million euros in your company and I want to have it back within four years with interest. Then straight away my beautiful global idea is going to change because all of a sudden now have to work for the fact that I need to pay back the loan in a certain time instead of trying to create some.

I: OK. so this is far too simple.

R: How do we get there. I think it's going to be a combination of stores and online. Perhaps in a year's time that will be a different channel. But I do believe that the biggest drive behind this strategy is social media. I think with social media we are able to cover the world so much faster and so much more focused. But don't plan too much like I said I. Work in a lot of companies where people are constantly making plan.

Now we are entrepreneurs or cowboys we need to be different in the market. You can't be different if you're a global Company.

I: So you now want steady growth and adapt the changes.

R: Yes, because this year, the first plan that we made. We said we are going to open five stores every year. That doesn't happen. And the reason why is because the market changed because our online growth a lot faster than the growth of our stores. So you adapted. No we said Okay let's focus more online. Now we focus a lot more online. But now we notice that our logistics and our carbon footprint is quite heavy online now. But our profit centers lie more in the store. So even though we have this massive growth online, we now want to open more stores. Because they are more profitable and the profit of our stores we can invest it easier in the rest of our business.

So that means we are still we still are focusing online instead of having 70 percent focus online. But we're shifting the focus to store again. So as much as you can blend in three or five years ahead. The chances of a plan especially at this stage of the company were younger where we were easy we can adapt very easily. So it's easy to change directions.

I: How does it happen that a physical store is more profitable than online shop? Because you have to cost more for people for renting for the building?

R: And the reason is it's a bit of a most people still think that online is basically you have a warehouse. Yeah. And so you don't have to have a store and you don't have all the stuff but your online store has also sold need a platform. Yeah it costs money. So that already equals.

I: Ah, ok.

R: For online, you already have like three to five people on the payroll. And. Then you still have your let's just say your warehouse costs. where it's rents or.... but also your your package through the box cost money. One box cost two and a half euros and they have all the taping and all the stuff from within I send it to a customer which cost money and then a customer is going to return it , which also costs money. Then when he returns it he just threw it in a box so I need somebody to fold it again and to send it to another customer again. And all these steps they take time and they cost money. And where most people think is just online is literally like I'll put it in a box, then it's done.

I: It looks simple.

R: But it doesn't. Plus in your shop, only 2 percent of everything that you sell in your shop is returns. Online, on average with bigger companies it lies between 30 and 40 percent. The really big company is 50 percent. For us is like 9 percent, but that's 9 percent is literally the turnover that is wrong. It is stock that is somewhere in between us and the customer and it costs money.

I: It's a big cost to through logistics.

R: It's everything. It's a rental it's it's it's it's a huge amount of energy.

Eventually when you then look at all the factors it turns out that stores are actually more profitable than online business. And this is why big companies like Ronaldo and Amazon why they're struggling because they simply look it seems that this is it's only if this is the margin online so thin that you need to become as big as Amazon to actually make money.

I: But you do have more customers online.

R: Obviously. But the thing is that the customer shops here is a lot more loyal. They will come back more often. It's easier you can let you take and you can sell something. Online is easier getting traffic is not the biggest issue is actually getting them to buy something that is actually fits that is right. That they made the right decision. And how many times have you bought something online and they open the package and you're like, well, that's really not something that I expected. Where when you walk into a shop and you say I really like this or you just say no no this isn't from me now. And that whole stage between the customer and online there is it's literally the human factor that is taken out.

I: So then you are planning to open more stores in the key cities.

R: It's the idea. The only thing is it still requires an investment to open a shop.

Appendix C: Transcript_Potential Customers

I: Interviewer

Jerry (Age: 38)

(See the website)

J: But it's very. I think it's almost Scandinavian you know.

I: Yeah. But I think. Probably the problem for them is let's just say you look at their websites or think about it's a style of them.

J: And I think there's not so much engagement. No no joy no humor. No. It's it's so so plain. But it seems like that is an explicit choice.

I: Just you remind me that the initial proposal that I came to this country. Yes. Because when I go to this store when I went to the store I see a website and it is engaged. Yeah.

J: So yeah a bit just to also be done by that text but I think you should go back. Who are you. What we do. Who do you want to be. And if you still want to be this then then it's a bit distant aloof.

Tom (Age: 18)

(At shop)

I: Why would you work here?

T: I want to do a part-time job as a shop assistant. I applied in Suitsupply but I was rejected. One day I saw No Label in the street and I really like the style of this store. It's very clean and simple. I applied and now I can work here.

I: Do you like to work here?

T: Yes, I really like it. The people here are nice and also the clients. I don't really need to do selling and talk too much. Most of the time I gave suggestions and also get the right size for people here. It's simple and also comfortable.

I: Really? How did they know No Label?

T: I don't know, probably from Instagram or Facebook. They all like it, the style. But it's still expensive for us. We are not ready to buy yet.

I: Do you think you will buy No Label after you graduate? Or start your career?

T: Yes, of course, why not.

Housing (Age: 25)

(See the website)

I: How do you think about it?

H: It's cool. It's my style. It's very clean and simple. And I also like the color, not very strong.

I: Would you consider buying from this brand?

H: Sure, I am considering buying a sneaker now. Let me see....Ah, here it is. I like this sneaker. But the price is a bit high...Ehm, probably I will buy one for my graduation ceremony hahaa....

I: What are the brands you buy now?

H: Uniqlo.

I: What do you think is the difference between No Label and Uniqlo? (How)

H: I think Uniqlo is more bold and fashionable. And Uniqlo is more colorful, always have new products and color in trend. While No Label is more functional and pure...more like unchangeable basics...Besides, I think No Label is also more expensive than Uniqlo. Sometimes you will also think No Label could be too dull.

Roel (Age: 26)

(See the website)

I: Have you heard about this brand before?

R: I am not sure, it sounds like some hipster brand.

I: Ehm....you can check it online.

R: It looks very clean...are they sustainable?

I: You can check their brand story.

R: It looks like they are doing something, but I am still not sure....ehm..Okay

R: The shorts look expensive. Because you know, this is something you can also find in HM and Zara, with very low price. I don't know why they are so expensive. If it's very fashionable, stylish, I can understand. But it just looks the same as what HM and Zara have.

Jim (Age: 25)

(See the website)

I: How do you think about it?

H: I think it's not my style. It looks not stylish and too plain, probably suits elder people.

I: How do you think about the brand?

H: I don't know much about the brand, but they show these factories. I am not sure what does it mean, they are just the same factories as I can imagine.

I: Would you consider buying from this brand?

H: Yes, I would probably buy some shirts or knitwear. It looks so comfortable and clean.

I: Any additional comments?

H: I don't feel this brand is something for me. I don't know the context of wearing those clothes and I don't see strong images to convince me where and how could wear those clothes.

Yeejek (Age: 28)

(Visit the store)

I: How do you feel about it?

Y: It was cool. It's really nice, modern... It's clean-looking shop like some shops that I go into. So I thought well I will come. I didn't know about this shop. I would love to go look at because I was a very neatly place and a nicely display and that's I really like that is really minimal. So I could wear on any occasion like to work or even going out, so it's kind of shop that I would love to go into.

I: So mainly about the product and the style. Do you know anything about the Brand?

Y: No, never see it before, I didn't hear it before.

I: Do you know the name of the brand?

Y: Honestly, I didn't even see the brand name.

I: Even after you visit the shop, you didn't know anything about the brand?

Y: No, I don't know. I thought it's just nice. And there are a lot of nice brands in Rotterdam. I was just one of those shops where they have good nice stuff that they picked out for me. This shop looks like one of those shops as well.

Y: Yeah, I think so. it's quite similar. They pick up nice ones and put it side-by-side for you.

I: Could you now recall the name of the brand?

Y: I didn't actually look the name.

I: When you walk into the store to what extent you feel that you are engaged.

Y: I quite like the way. I like the color tones and then they put it side-by-side but it's really nice. And then I remember seeing the wall with a lot of their shirts and different colors and materials. Because I can easily see all the possible selections. I really like the display and overview of the store.

I: Would you consider buying the product from the store?

Y: Ya, I touched the material, they are quite good, good quality. I really like the simple color selections. They had as a bit different as well from outside.

I: What is the difference?

Y: It's very classic. These colors, so things are going well for years. So the white, denim and ...these colors.


I: How likely do you think you will buy from this brand when you want to buy a T-shirt or a pair of sneaker.

Y: I mean, I'm not really sure because I don't know whether it is really worth the price because like I don't know whether if the quality is as good as it is. Because for the same price I can buy from Zara Mango other brands that I'm pretty sure they have a certain quality that I know will last a while because I've been wearing them for a while so I know.

And also I don't know the material of their products. I know some brands they would put a little notice like like tell me like this from Sweden or they're made from what material. So I feel like this I kind of know a little bit more and I'm assured of the quality that makes me want to pay a slightly higher than average.

Appendix D: Customer Research Booklet

MY STORY WITH NO LABEL



NO LABEL
SUSTAINABLE

Introduction

Dear customer:

This booklet is intended to help us know more about you. You will spend around 5-8 minutes a day to complete it. Please send it back to us after you finish it. You could send us via email or post. If you have any questions regarding the booklet, feel free to contact us by

Best wishes
No Label

NO LABEL
SUSTAINABLE

Day 1: About me

Hi, I am name , age years old. Currently, I work as a job , in city .

I would like to describe myself as:


(Please circle the 5-8 words that represent you most and cross out words that definitely not you. Feel free to add the words if you can't find a proper one.)

Original
Smart
Ambitious
Unique
Fashionable
Attractive
Environment-friendly

Passionate
Elegant
Reliable
Social
Curious
Confident
Normal

Helpful
A business type
Rebellious
A perfectionist
A gentleman
Easy-going
Creative
Direct
A womanizer
Funny
Sexy

Honest




Day 2: I would like to be...

This is how I would like to dress like:

(Please draw your favorite outfit in the blank model the on the right. Feel free to add descriptive words and indicate the reasons why you would like to dress so.)

Think about a celebrity or a person you know that you would like to be. I want to be , because he/she is .

If I could be an animal, I would like to be .
Because .



Please draw two typical occasions that you wear No Label and complete the sentence below.
It's better to think about one formal occasion (work/business trip/meeting) and one casual occasion (travel/party/hangout).
Example: When I (meet with my client), I wear No Label (suits). It is (formal, high-quality, comfortable) and gives me the (confidence) to (be professional and reliable).

When I (do something), I wear No Label (product). It is (product description), (product benefits) and gives me the (feelings) to (your goals).

How would you evaluate the connection between you and No Label? Please draw a circle in the axis. Feel free to add reasons why you would evaluate it like this.

Emotional connection
To what extent you feel that you are engaged and connected with No Label emotionally.

Weak and Superficial

Strong and Deep

Functional fulfillment
To what extent you feel that you are connected with No Label because it serve your needs and fulfill your functional demands.

Weak and
Superficial

→ Strong and Deep

In the morning, I _____ . I wear No Label (product). It is (product attributes), (functional benefits) and gives me the (emotional benefits) to (self-expressive benefits).

Please describe the relationship between you and No Label. You may use an anthropomorphic metaphor such as a best friend to help you describe it vividly. Below you can find some words to inspire you.

Secret Admirer	Casual Acquaintance	Childhood Buddy	Friend of the Family	Marriage Partner	Adversary	Addictions	Fling	Parent-Child
Best Customer	Compartmentalize Friendship	Business Partner	Best Friend	Secret Affair	Customer Master	Neighbor	Teammate	

For me, No Label is.....

Thank you for filling in this booklet! Do you have any additional comments for us?

We would like to thank you for participating with a free shirt to pick up in our store! Fill in your email address below for the giftcard.

Appendix E: Customer Research Questionnaire

<https://admin.typeform.com/form/wpPtUj/>



No Label, My Label

A No Label customer research program

>>> Let's start the journey :)

Start

press ENTER

Appendix F: Customer Research

Questionnaire: question details

RESEARCH QUESTIONS

	Question	Intention
1	What's your first name?	To make sure we give the chino to the right person :)
2	What's your last name?	To make sure we give the chino to the right person :)
3	How old are you?	General information
4	What is your current job?	General information
5	In which city do you live?	General information
6	How would you describe yourself?	Personality
7	How would you like to be described by other people?	Status goal
8	Please choose your top 2 favorite fashion styles.	Personal style preference
9	Why do you like those styles?	Personal style preference
10	Where do you find inspiration or get advice when it comes to fashion?	I want to explore this as a design opportunity
11	In what occasions do you prefer to wear No Label?	Using situation
12	Please choose typical professional occasions when you wear No Label.	Using situation
13	What products of No Label do you wear?	Using situation
14	Why?	Functional needs
15	The same as 13 (private occasions)	Using situation
16	The same as 14 (private occasions)	Using situation
17	The same as 15 (private occasions)	Functional needs
18	What are the factors that attract you most when choosing No Label?	What people like about No Label
19	What are the things you want No Label to improve?	The opportunities for NO Label
20	Imagine No Label as an animal, what animal would it be?	Brand personality of No Label
21	Why?	Brand personality of No Label
22	To what extent do you like people to know you are wearing No Label brand?	Brand relationship: engagement
23	Why?	Brand relationship: engagement
24	To what extent do you feel you are connected with No Label when it comes to fulfilling your functional demands or needs?	Brand relationship: functional fulfillment
25	To what extent do you feel that you are engaged and connected with No Label?	Brand relationship: emotional attachment
26	To what extent do you agree that you have a connection with others who also wear No Label?	Brand relationship: community
27	How willing would you be to recommend No Label to a friend?	Net promoter number as evaluate of overall brand health
28	Would you like to be our ambassador and have an in-person talk with us?	Following research

Appendix G: Observation & Interview at shop

Observation

- Most of the customers shop very fast. On average, they spend around 2 minutes for trying one garment. If they like it, they will buy it.
- Most of the questions from customers are about size and color.
- They will not ask questions directly like, how do I look like? But they are also very happy if the shop assistant could give them some suggestions.
- Almost 30-40% of them come with partners or small children. If they come with partners, their partners would pick up clothes for them and make decisions.
- Some new customers will ask about the brand story.
- Some customers buy one item in different colors.
- Most of them have a clear goal when walking into the store like I am looking for a white T-shirt.

Interview with Shop assistants

I: Interviewer

S: Shop assistants

I: Who are the main customers?

S: I think most of them are men between 25-45. But also you will see men over 65 also come. Some rich gentle men, they also like to buy from us. Once, a group of young boys (17- 18) come, they walked around in the shop and discussed with each other. They enjoyed the coffee and they found it so cool. In the end they all bought a 19-euro T-Shirt.

I: Why do your customer love No Label?

S: The quality, and also the services we offer and also the price. We are located in the rich area here. Actually people come for us.

S: What is the uniqueness of No Label, compared to some competitors like Suitsupply.

S: The style. It's very...clean. And it's not so formal, it's smart casual. Especially here in Holland, people don't like to show off. They want to look nice but not too much. If you dress too...too colorful or too much... People will look at you and think who do you think you are?

I: I actually saw many customers come with their girlfriends or wife, it's very interesting.

S: Yes, I am so surprised that man are actually very insecure. If they come alone, they will take pictures and ask their partners. And say I will come back the other day. If a customer comes with his wife, she is in charge, we don't have to do anything. And you know what, men actually know nothing about combination. So sometimes, they are asking for agreement, from us, and from their partners. I also think it's good to have female assistant in our shop, because then they get opinions from female's perspective.

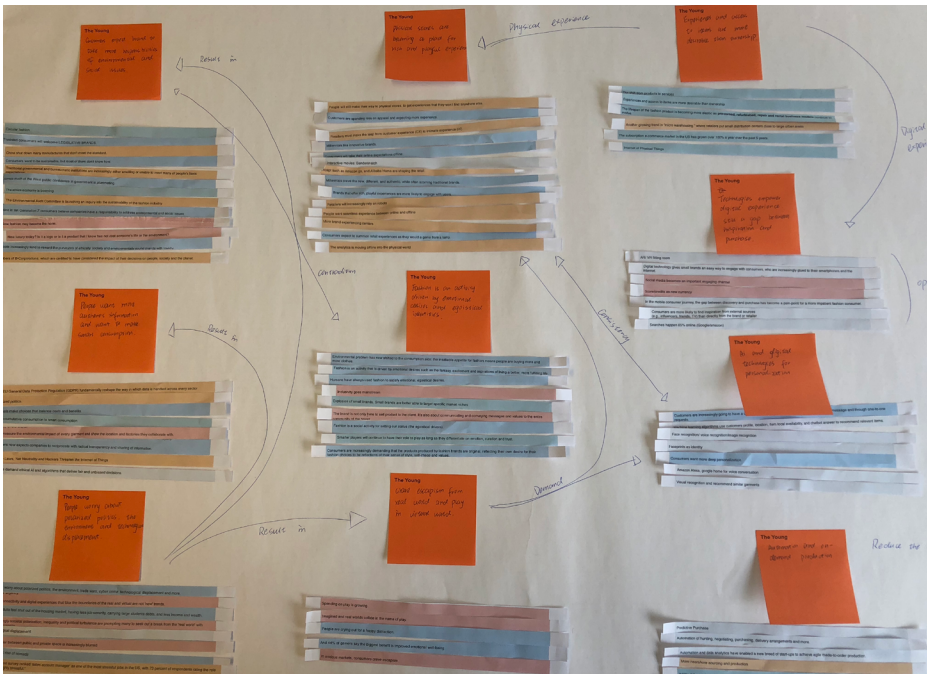
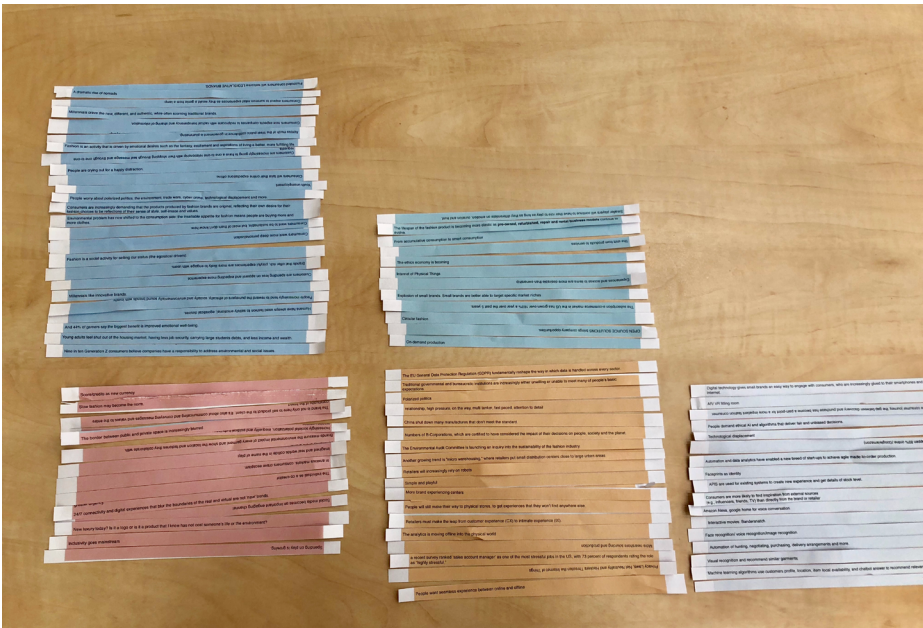
Appendix H: DESTEP Factors

Trend Book		
Demographic	Frustrated consumers will welcome LEGISLATIVE BRANDS.	Trend watching
	Brands that offer rich, playful experiences are more likely to engage with users.	Trend watching
	Consumers will take their online expectations offline.	Trend watching
	Young adults feel shut out of the housing market, having less job security, carrying large students debts, and less income and wealth.	Brand Management
	Consumers expect to summon retail experiences as they would a genie from a lamp.	Trend watching
	Consumers want more deep personalization	Trend watching
	Growing middle class in developing countries.	Mckinsey
	Middle class are flexing their newfound spending power by expressing their own tastes through fashion.	Mckinsey
	A dramatic rise of nomads	Inclusivity goes mainstream
	People increasingly tend to reward the purveyors of ethically, socially and environmentally sound brands with loyalty.	Space 10
	Consumers now expects companies to reciprocate with radical transparency and sharing of information.	Mckinsey
	Consumers want to be sustainable, but most of them don't know how.	Observation
	Youth unemployment	Futures Centre
	Consumers are increasingly demanding that the products produced by fashion brands are original, reflecting their own desire for their fashion choices to be reflections of their sense of style, self-image and values.	Mckinsey
	Nine in ten Generation Z consumers believe companies have a responsibility to address environmental and social issues.	Mckinsey
	Environmental problem has now shifted to the consumption side: the insatiable appetite for fashion means people are buying more and more clothes.	The Conversation
	And 44% of gamers say the biggest benefit is improved emotional well-being.	Mckinsey
	Humans have always used fashion to satisfy emotional, egoistical desires.	The Conversation
	Fashion is a social activity for setting our status (the egoistical drivers).	The Conversation
	Fashion is an activity that is driven by emotional desires such as the fantasy, excitement and aspirations of living a better, more fulfilling life.	The Conversation
	Individuals make choices that balance costs and benefits.	The Conversation
	Millennials like innovative brands.	Mckinsey
	Customers are increasingly going to have a one-to-one relationship with their shopping through text message and through one-to-one requests.	Mckinsey
	Customers are spending less on apparel and expecting more experience.	Mckinsey
	Millennials crave the new, different, and authentic, while often scorning traditional brands.	Mckinsey
	People worry about polarized politics, the environment, trade wars, cyber crime, technological displacement and more.	Mckinsey
	People are crying out for a happy distraction.	Mckinsey
	Across much of the West public confidence in government is plummeting.	Word economic Forum
Political-legal	Traditional governmental and bureaucratic institutions are increasingly either unwilling or unable to meet many of people's basic expectations.	Trend watching
	The EU General Data Protection Regulation (GDPR) fundamentally reshape the way in which data is handled across every sector.	EU GDPR.ORG
	The Environmental Audit Committee is launching an inquiry into the sustainability of the fashion industry.	www.parliament.uk

	China shut down many manufactures that don't meet the standard.	Mckinsey
	Privacy Laws, Net Neutrality and Hackers Threaten the Internet of Things	2018 Emerging Tech Trends Report, Amy Webb
	Numbers of B-Corporations, which are certified to have considered the impact of their decisions on people, society and the planet.	Mckinsey
	Polarized politics	Mckinsey
Economic	OPEN SOURCE SOLUTIONS brings company opportunities.	Trend watching
	The subscription e-commerce market in the US has grown over 100% a year over the past 5 years.	Trend watching
	The lifespan of the fashion product is becoming more elastic as pre-owned, refurbished, repair and rental business models continue to evolve.	Mckinsey
	From accumulative consumption to smart consumption	Ericsson
	The ethics economy is booming	Fjord 2018 Trends
	The shift from products to services	Ericsson
	Internet of Physical Things	2018 Emerging Tech Trends Report, Amy Webb
	On-demand production	Mckinsey
	Circular fashion	Mckinsey
	Experiences and access to items are more desirable than ownership	Civil Society Futures
	Explosion of small brands. Small brands are better able to target specific market niches	Mckinsey
	Smaller players will continue to have their role to play as long as they differentiate on emotion, curation and trust.	Mckinsey
Social cultural	The border between public and private space is increasingly blurred	Space 10
	Imagined and real worlds collide in the name of play.	Trend watching
	Increasingly societal polarization, inequality and political turbulence are prompting many to seek out a break from the 'real world' with greater urgency.	Trend watching
	24/7 connectivity and digital experiences that blur the boundaries of the real and virtual are not 'new' trends.	Trend watching
	In anxious markets, consumers crave escapism.	Trend watching
	Inclusivity goes mainstream	Frog
	The individual as a co-creator	Ericsson
	Score/credits as new currency	
	Cities, regions and countries are creating strong brand images for themselves in order to compete on a global scale	Droog
	Slow fashion may become the norm.	The fashion law
	Spending on play is growing.	Trend watching
	Social media becomes an important engaging channel	Mckinsey
	The brand is not only here to sell product to the client. It's also about communicating and conveying messages and values to the entire community of the brand.	Mckinsey
	Brands measure the environmental impact of every garment and show the location and factories they collaborate with.	Reformation
	New luxury today? Is it a logo or is it a product that I know has not cost someone's life or the environment?	Mckinsey
Technological	People demand ethical AI and algorithms that deliver fair and unbiased decisions.	Trend watching

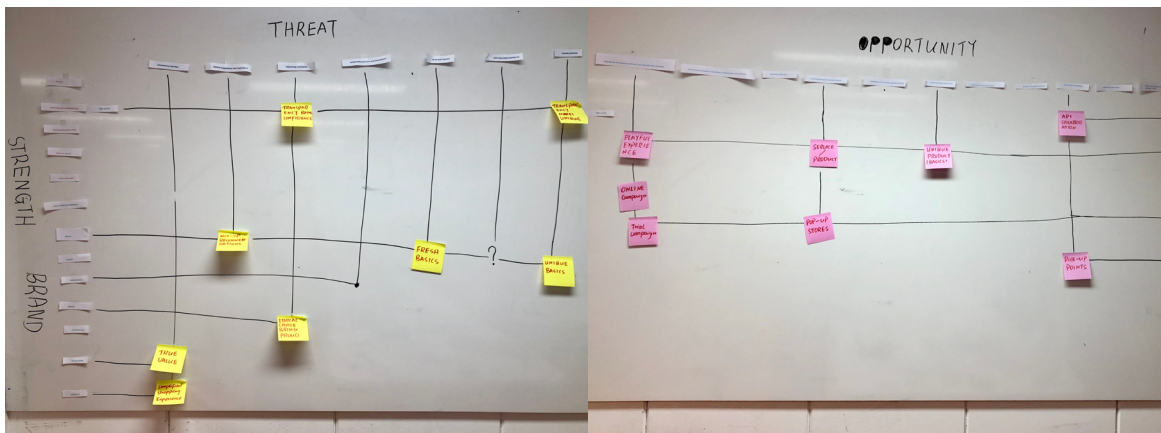
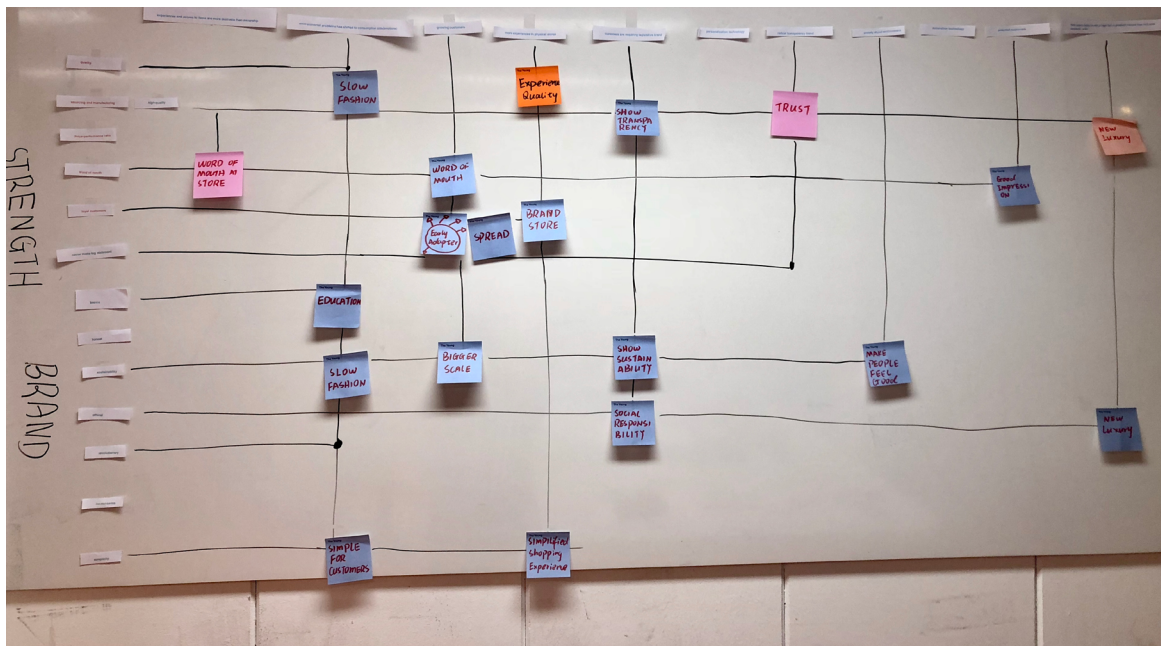
	Interactive movies: Bandersnatch	
	Face recognition/ voice recognition/image recognition	Trend watching
	Automation of hunting, negotiating, purchasing, delivery arrangements and more.	Mckinsey
	In the mobile consumer journey, the gap between discovery and purchase has become a pain-point for a more impatient fashion consumer.	Mckinsey
	Automation and data analytics have enabled a new breed of start-ups to achieve agile made-to-order production.	Mckinsey
	Predictive Purchase	SENSORY-MINDS GMBH
	Faceprints as identity	2018 Emerging Tech Trends Report, Amy Webb
	Searches happen 85% online.(Google/amazon)	Forbes
	AR/ VR fitting room	Nike
	Visual recognition and recommend similar garments	ASOS
	APIS are used for existing systems to create new experience and get details of stock level.	Mckinsey
	Machine learning algorithms use customers profile, location, item local availability, and chatbot answer to recommend relevant items.	Mckinsey
	Amazon Alexa, google home for voice conversation	
	Consumers are more likely to find inspiration from external sources (e.g., influencers, friends, TV) than directly from the brand or retailer	Mckinsey
	Digital technology gives small brands an easy way to engage with consumers, who are increasingly glued to their smartphones and the internet.	Mckinsey
	Technological displacement	Mckinsey
Ecologically	Retailers must make the leap from customer experience (CX) to intimate experience (IX).	Trend watching
	The analytics is moving offline into the physical world	Raft Trend Report 2018
	People will still make their way to physical stores, to get experiences that they won't find anywhere else.	Vend
	Retailers will increasingly rely on robots	Vend
	People want seamless experience between online and offline	
	New retail concept such as Amazon go, and Alibaba Hema are shaping the retail.	Forbes
	Another growing trend is "micro warehousing," where retailers put small distribution centers close to large urban areas	Supplychain Dive
	More brand experiencing centers	
	More nearshore sourcing and production	Mckinsey
	a recent survey ranked 'sales account manager' as one of the most stressful jobs in the US, with 73 percent of respondents rating the role as "highly stressful."	
	relationship, high pressure, on the way, multi tanker, fast paced, attention to detail	
	Simple and playful	

Appendix I: Synthesized themes



How to create a sustainable customer growth strategy for a small brand?

Appendix J: Top-down Search Areas



Appendix K: Bottom up Search Areas_Session Material

Value simplicity

People value the simplicity of No Label, not only the style and design of the products but also the shopping experience and overall feelings.

They like basics because it's easy to mix and fit on different occasions.

What's interesting:

Some Men will buy one product in different colors.

If they know the right size, they will buy from online.

Men keep purchase one brand if they are satisfied.

Feel comfortable

People love to dress suits and be confident on professional occasions. At the same time, they also want to be comfortable.

For personal occasions, such as hanging out, traveling, going to a party, they normally wear shorts, T-shirts, knitwear, sneakers. Those products from No Label enable them to dress fashionably and make them feel good and comfortable.

Feel confident

People love the high quality and style of No Label because it makes them look good. Thus they feel confident about themselves. Besides, they also like to be described as confident.

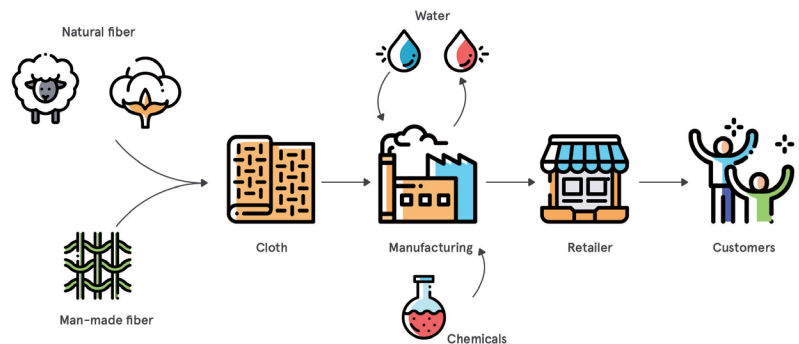
What's interesting:

When buying clothes, men are insecure, they want advices and suggestions from friends and partners.

Most of men don't know how to combine clothes.

Be seen as reliable

Most of the customers will face multiple professional occasions such as giving a presentation, meeting clients, going on a business trip and attending the conference. In those occasions, they would like to dress elegantly and seen as reliable. So they would choose No Label's suits, knitwear, and sneakers.



Appendix L: Bottom up Search Areas_Session Result



Uniqueness of No Label

1. Basics

- "1+N"
- simple
- Plain
- not fresh or interesting
- It serves as a foil for people
- What is the difference with other basics? All the white T-shirts are the same, especially the basic white T-shirt.
- Versatile, both casual and formal

2. High quality

- what does it mean?
- How could you set the standard of quality?
- It's a niche for people who want to dress well with less money

3. Price

- related to transparency
- what is the meaning of showing the price
- the way of showing the price is too literally

4. Transparency

- transparency is good, but may be in a more interesting way

5. Sustainability

- What does sustainability mean for people?

6. Brand personality

- Honest
- Reliable
- No outstanding personality

Appendix M: Competitor Research

Brand Name		Brief introduction	Brand purpose	Slogan(Brand Promise)	Brand positioning_whom	Brand positioning_what	Products	Product features
Suitsupply	Direct competitor	Suitsupply is a men's fashion brand founded in 2000 in Amsterdam. Suitsupply is a member of the Fair Wear Foundation (FWF) and uses fabrics sourced from the historic mills of Italy such as Vitale Barberis Canonico and Reda for its products.		Don't just fit in, find your own perfect fit.	Young professionals on road to affluence who need professional suiting.	Menswear; Women's wear	Accessories Suits, Tuxedos, Jackets, Trousers, Coats , Padded Vests , Shirts Knits Polos Waistcoats T-shirts Shorts Office Shoes Shoes	Tailored and Formal, a slim fit, stylish, simple
Van Gils		In 1948, just after the Second World War, Miel van Gils established his own tailor shop to provide people in his Brabant village with new clothing and work. With his clothing, Van Gils gave the neat street scene of that time a casual twist.	Believing that every man feels confident in a stylish suit, Van Gils offers perfectly cut suits & more for an affordable price. Van Gils helps people achieve and celebrate success in life.	Van Gils: the best Dutch tailor since 1948.		Menswear	Jackets, Gilets, shirts, pants, sweaters, polo-shirts, Jackets, shoes Accessories, Tailored suits	Tailored, high-quality, unique details and a distinct style.
Cos		COS, which stands for Collection Of Style, is a fashion brand for women, men and children that launched in 2007, as part of the H&M Group.	COS is a contemporary fashion brand offering reinvented classics and wardrobe essentials made to last beyond the season, inspired by art and design.	COS - Modern, Functional, Considered Design	Men, women, children	Clothes for women, men and children	Jackets Shirts Sweaters Jeans Shorts Knitwear T-shirts Leisurewear Accessories Summer party collection Holiday collection	Seasonal collections Modern, functional design aesthetic, understated style
Only for men		Only for Men you offers men everything under one roof in terms of fashion, lifestyle and more. It selects many brands for men. The business collection includes suits , shirts , ties and smart shoes from top brands such as Floris van Bonnal , Proluomo , Tommy Hilfiger , Giorgio and Nubikk . The casual range for men is distinguished by the range of T-shirts , casual shirts , sweaters, vests, shoes , jackets and jeans from top brands such as Pierre Cardin , Drykorn , PME Legend , Scotch & Soda , Supertdry and Blue Industry.	Only for men offers convenience for men to find fashion products of different styles, brands, and sizes.	Men's Fashion - Everything under one roof!	Every man	Fashion products for men	An extensive collection in casual and business men's fashion. Also shoes, accessories and personal care.	All range, outfits for every occasion.
The Society shop	Indirect competitor	The company was founded in 1934 as a shirt store in Amsterdam. And then developed many sub brands. The main brand is the society shop.	We choose style over fashion , think timelessly and find that you show who you are with clothing.	The Society Shop: Buy luxurious men's clothing online	High-end market	Menswear	Jackets Shirts Sweaters and cardigans Jackets Pants Shorts Polo shirts T-shirts Ties Belts Cufflinks Socks Pocket Square Gloves Scarves Braces Hats T-shirts Bags Shoe maintenance	Complicated fashion, mix of various colors and patterns, tailored
Oger		Founded in 1989, OGER is a luxury men's fashion store with four branches in the Netherlands and one in Belgium. The company employs around 150 people and its headquarters are in Purmerend. OGER is known for its formal clothing such as chic suits, shirts, ties and handmade shoes. Each branch also has a tailor-made department for tailor-made clothing.	OGER's mission as a company and as a person was to make the Dutch man more Latin .	Discover the luxury men's clothing at OGER. Shop now and benefit from free shipping.	Young career makers who realized that a perfect look is essential when pursuing their ambitions.	Menswear Women's wear	Pants, Jackets, Coats, Jeans, shorts, Shirts, Underwear, T-shirts, Sweaters, Swimwear, Accessories.	Italian cultural heritage, Formal, casual, slim cut fit (slim fit)
Uniqlo	Potential competitor	Uniqlo Co., Ltd. is a Japanese casual wear designer, manufacturer and retailer. They opened their first retail in Tokyo in 1986.	UNIQLO believes that everyone can benefit from simple, well-designed clothes. Because if all people can look and feel better every day, then maybe the world can be a little better too. Simple made better.	Made For All	Men, women, kids, babies.	Essentials for women, men, kids & babies	Outerwear Parkas Coats & Jackets Jumpers & Cardigans Sweatshirts & Hoodies Shirts T-Shirts & Tops Polo Shirts UT Graphic Print Collections Jeans Trousers, Chinos & Sweatpants Shorts Loungewear & Pyjamas Underwear Socks Innerwear & AirRam Accessories & Shoes Swimwear	Simple, essential yet universal Can be combined with their customers' unique styles, high-quality, technological
Everlane		Founded in 2010, Everlane is a United States clothing retailer that sells primarily online.	We believe we can all make a difference . (Education) Our way. Exceptional quality. Ethical factories. Radical Transparency.	Everlane Modern Basics. Radical Transparency .	young professionals	Basics	Denim, Pants, shirts, Polos, Tees, sweaters, outerwear, shorts, underwear, shoes	Designed to last, modern, simple, clean, basic

Brand Name	Services	Marketing	Price	Stores	Products	Source
Suitsupply	30 days free return; Alteration while wait at the shop; Feel trial at home: buy 3, pay for 1; Traveller collection; Made to measure; Select and find your size.	Suitsupply is known for its sexually-charged photography and ad campaigns. The brand always posted many bold and impressive pictures. And the brand is known for choosing unconventional retail locations.	Similar with No Label	More than 100 stores worldwide across major metropolitan cities like Milan, London, Zurich, Sydney, New York, Toronto, Shanghai, Singapore and Hong Kong. Online shop.	Ties Pocket Squares Bags Belts Leather Goods Socks Scarves Hats Cufflinks Sunglasses Shoe Care Suspenders Swimwear Giftcards	https://eu.suitsupply.com/en/home
Van Gils	Made-to-measure; Traveling tailor; Size measuring; Personalization from fabric to finishing		Similar with No Label	Stores all over the Europe, including Denmark, Germany, Belgium.	Suits; Jackets; Waistcoats; shirts; trousers; knitwear; Polo-shirts; coats; shoes Accessories: Ties Scarves Pocket square Bags Socks Belts Jewelry	https://www.vangils.eu/nl/
Cos	Product care guide	The brand has a history of collaborating with artists, designers and architects on projects and events. They showcase an installation at the annual Salone Internazionale del Mobile. COS also publishes a biannual magazine.	Similar with No Label	COS have over 250 stores in over 40 markets around the world.	For a sense of understated style, we look to the simplicity of tonal tailored shirts and labback knits, while the suit remains essential when it comes to dressing up. Very simple, clean, without label outside, but more modern and stylish, more focus on design. Holiday collections Seasonal collections Care products	https://www.cosstores.com/
Only for men	fashion consultant; Style advice; Tailored suits; Measure indicator; Wedding suits		All different prices	15 physical stores; online shop	In the webshop of Only for Men you will find an extensive range of men's fashion. You can put together a complete outfit for every occasion here. Whether you are looking for a look for a job application, date or a wedding. The business collection includes suits, shirts, ties and smart shoes from top brands such as Floris van Bommel, Profuomo, Tommy Hilfiger, Giorgio and Nobile. The casual range for men is distinguished by the range of T-shirts, casual shirts, sweaters, vests, shoes, jackets and jeans from top brands such as Pierre Cardin, Drykorn, PME Legend, Scotch & Soda, Superdry and Blue Industry. In other words, something for everyone! In our webshop you can easily order your favorite clothes online.	https://www.onlyformen.nl/
The Society shop	Worldcard for customers; Made to measure; Lookbook		Much higher than No Label	The Society Shop has 18 locations throughout the Netherlands, Belgium and Germany. Online shop	To grab Jackets Shirts Sweaters and cardigans Jackets Pants Shorts Polo shirts T-shirts Ties Belts Cufflinks Socks Pocket Square Gloves Scarves Braces Hats T-shirts Bags Shoe maintenance	https://www.thesocietystore.com/
Oger	Same day delivery; Tailoring service; OGER Magazines	OGER focuses on the B2B market with the OGER Corporate Fashion Statements department, which provides companies such as Feyenoord, KPMG and the Higher Hotel School with customized corporate clothing.		Many subbrands. Such as Oger red, Oger. Can be found in Amsterdam, Rotterdam, The Hague, Haarlem and Antwerp.		https://www.oger.nl/
Uniqlo	UNIQLO RECYCLE SUSTAINABILITY ACTIVITIES	Collaborated with designers and have seasonal new products.	Cheaper than No Label	As of 31 August 2017, the company reported that 1920 Uniqlo stores were in operation worldwide [12]	Our clothes are simple and essential yet universal, so people can freely combine them with their own unique styles, in any way they choose, every day of the year. continued to aspire towards excellence in quality, design and technology.	https://www.uniqlo.com
Everlane	An app for dressing recommendation based on weather.	Everlane uses its website and social media to educate customers on its supply chain, factories, employees, and the price breakdown of each product. Everlane holds "Choose What You Pay" sales, which allow shoppers to select one of three prices for a piece of merchandise.	Similar with No Label	The organization is headquartered in San Francisco, California and also has a store in New York City.	Designed to last	https://www.everlane.com

Appendix N: Competitor Research_Results

Product Performance of competitor

1. Convenience

- i. Suitsupply offers free trail at home service*
- ii. Van Gils offer traveling tailor services*

2. Fashion suggestions and inspirations

- i. Only For Men offer fashion consultant service*
- ii. Cos have Summer Party, Holidays collections*
- iii. OGER and The Society Shop send customers cookbooks and magazines*
- iv. Everlane developed an app to give dressing recommendations based on weather*

3. Make the perfect fit for customers_Tailoring service

- i. Suitsupply, Van Gils, The society shop, Oger, all those brands offer tailoring service*
- ii. The tailoring brands look more to the details*
- iii. Perfect fit is the positioning of Suitsupply*
- iv. Van Gils is positioned as best dutch tailor*

4. Make slim fit style, create an image of confidence

- i. Suitsupply, Van Gils, The society shop, Oger, all have the slim fit style*
- ii. The purpose of Van Gils is to make every man feel confident in a stylish suit*
- iii. The image of Suitsupply, Van Gills, The Society Shop and Oger are all men with confident smiles*
- iv. OGER focuses its Italian style heritage and makes it accessible for Dutch people*

5. Make product unique

- i. Van Gils make personalization from fabric to finishing*
- ii. The Society Shop focuses much on style, color, and pattern*
- iii. Ralph Lauren offers personalized T-shirts for customer*
- iv. Uniqlo positions its product as the basis for people to combine with their unique styles*

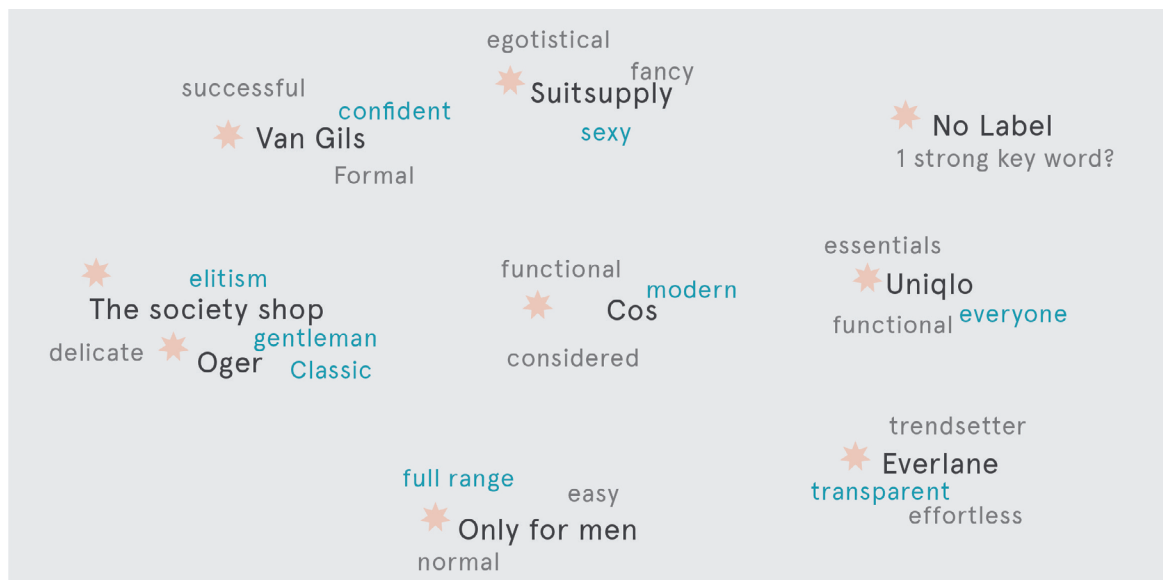
6. Make their simple design keep fresh

- i. Cos make functional and simple design, but it also collaborates with designers to make seasonal design, and make the style different
- ii. Uniqlo offer basics for people, at the same time, it has new design themes every year. Its UT is an good example of collaborating with designers.
- iii. Uniqlo uses technology to innovation fashion

7. Develop services or participate in activities aligned with their statement

- i. Cos wants to have product last for seasons, it offers product care guide for customers
- ii. Everlane uses its website and social media to educate customers on its supply chain, factories, employees, and the price breakdown of each product.
- iii. Everlane holds "Choose What You Pay" sales, which allow shoppers to select one of three prices for a piece of merchandise. It aligns with their transparency statement.
- iv. Uniqlo's recycle service
- v. Uniqlo participated in different sustainability activities


Brand Associations



Appendix O: Ideation Session_Inspirational Cards

Take off No Label

A symbolic behaviour after buying the No Label's clothes. The customers will take off the Label and give it back to recycle the label.



Personalized Label


Customers can print their own label.



Material Label

Use the visualized material information as a label. For example, use cotton as Label if it's made of 100% cotton, or show the amount of water used when producing the clothes.

When you choose meat in the supermarket, it's not about the brand, but about ingredients.



Life Expectancy of the Clothes


Show the life expectancy of product on the clothes. Every product of No Label is designed to be worn at least 3 years.

Do you know by wearing the clothes for an extra 9 months, you can reduce waste and water usage by 20-30%?



Search by Image

Customers can search for proper clothes to fit what he already had via uploading the pictures of current clothes.




Weekly Inspiration

Customers can post their own No Label clothing combination on Instagram and hashtag No Label. No Label will select one photo every week as weekly Inspiration and share with every follower. (Or show on the screen at the store)



Versatile Basics

To show that No Label's basics fit both casual and formal occasions, No Label could give different combination inspirations with the same clothes and show it on website or Instagram.



Recycle Clothes

The clothes of No Label could be recycled after 2 years. The life expectancy sign will gradually disappear in 2 years. Then customers can send the clothes back and get a coupon.




Who Made my Clothes?

Customers are able to see where their clothes were made, how they were made and who made them.




No Label Scanner

A transparent scanner in the shop that helps customers to know the materials and composition of price. It creates a transparent shopping experience.



No Label Vlog

Make a Vlog about how No Label chooses the factories and how the clothes were made in the factories. Share it via Instagram or Facebook.



Washing Guide

Every product will have a washing guide to make sure the clothes can last longer.

Do you know by waiting until you have a full load, you can save over 19,000 liters of water each year. That's the same as taking 237 baths.



Appendix P: Internal Evaluation_Booklet



ME @ NOLABEL
Collaborative Innovations.

NO LABEL IS FOCUSING ON FUNCTIONAL CLOTHING. NO LABEL HAS A BRAND PROMISE OF "HIGH QUALITY, FAIR PRICE."

In your opinion, how does No Label fulfill this promise currently?
Product/business model/service/....?

How could No Label convey the message of "High quality, Fair price" to customers?
Please refer to the customer journey below, and think about how to convey the message throughout the journey.

Pre-purchase	Purchase	Post-purchase

EXAMPLE OF THE IDEAS

Those are some examples showing how to convey the "high quality, fair price" message.
Find inspirations here :)

1. Transparent in showing the material and production process to highlight the quality.



No Label's Quality
A high-quality knitwear comes from a smooth fabric, neat seams, beautiful finishing and professional manufacturers. Put that information together to show the quality of No Label's product.

Share your thoughts:

2. Break down cost structure to explain that a reasonable price is achieved by cutting down the unnecessary cost.

Material	Labour	Others	Manufacturer's Expenses	Brand Expenses	Commission
2.5%	1.5%	0.5%	0.5%	1.5%	1.5%
No Label's total cost: 6.5%					
Traditional brands' cost: 8.5%~12%					

No Label's Price

The fair price of No Label comes from cutting down the cost in middle retailer and marketing. The get exactly what you paid.

Share your thoughts:

3. Emphasize that No Label focuses on a good product, instead of a label.



Take off Label

"Take off label" is an iconic behavior for No Label. After buying No Label's clothes, customers will take off the label.

Share your thoughts:

IN 2020, NO LABEL WILL FOCUS ON DELIVERING GOOD ENOUGH PRODUCTS FOR CUSTOMERS TO MAKE THEM BUY LESS, USE MORE. AND IT WILL HAVE A NEW BRAND PROMISE OF "GOOD ENOUGH, LAST LONG."

Do you have any ideas to help No Label fulfill this promise?

Ideas on new product/business model/service/...?

Idea 1	Idea 2	Idea 3
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EXAMPLE OF THE IDEAS

Those are some examples showing what to do to fulfill "Good enough, Last long" promise.
Find inspirations here :)

1. Products/Services to encourage people to wear their clothes more often.



No Label Lookbook

Yearly lookbook that could give customers inspiration about how to reuse their old clothes.

Share your thoughts:

1. Products/Services to encourage people to wear their clothes more often.



No Label Matching Guide

Matching guide for showing how could they wear some clothes in different ways.

Share your thoughts:

3. Maintain the products, and make products last longer.



No Label Care Guide

Care guide for people to maintain the product.

Share your thoughts:

IN 2020, NO LABEL WILL FOCUS ON DELIVERING GOOD ENOUGH PRODUCTS FOR CUSTOMERS TO MAKE THEM BUY LESS, USE MORE. AND IT WILL HAVE A NEW BRAND PROMISE OF "GOOD ENOUGH, LAST LONG."

How could No Label convey the message of "Good enough, Last long" to customers?
Please refer to the customer journey below, and think about how to convey the message throughout the journey.

Pre-purchase	Purchase	Post-purchase

Appendix P: Internal Evaluation_Interview



Interviewer: Yujing Yang

Interviewee:

Ruben (Managing director)

Sharon (Happiness manager)

Milo (Customer service)

Tatchatrin (Photographer)

Joris (Photography producer)

Jesse (Intern)

Yujing Yang: Are those brand positioning and promises clear for you?

All: Yes, it's very clear and very relevant to what we are doing.

Yujing Yang: Which brand promise do you like the most?

Tatchatrin: I like Horizon 2 the most. It sounds very promising and it's most relevant for No Label. I also like Horizon 3. But it's...a bit too far. We are doing something relate to transparency, but only a little. So, even if we are going to change, it still takes time. And I also think the second one is more capable and confident for us to do. And we can do a lot of more things, like choosing the right material.

Ruben: "Good enough, Last long." It's very interesting, because just last time I was discussing with another design agency that we should only have 20 items a year. The last one I like it, but I am not so sure about it. Also there is a problem with "radical transparency", because Everlane already claimed it. So it will be a problem for the following company to claim the same thing. At the same time, I'm also wondering whether our customers care about this? Do they care the ethical and sustainable part of the company? I am not sure. That's why I feel a bit afraid to go this direction. I think my customers care more about the product and the price.

Sharon: The second one. It's direction we are going ahead. But I also like the third one very much. It's more ethical and more transparent. And you can attract more people who care about the sustainability. Those customers are not our customers now, but I think they could be our customers in the future.

Milo: Personally I like the last the most. It's super cool, it's also where we should go. I was surprised that our customers actually do appreciate the sustainable things we are doing. Once we by accident used the organic cotton, and they liked it very much. So I think we should do more things like this.

Jesse: The second one is really about how you change you business model. Because if you want to sell less items with higher quality, then you have to raise the price. And then you lose the price advantage. But it's still good to try, because I don't know. It probably works.

Joris: The third one. The thing with the second one is that you have to keep profitable, you have to sell to more people, you have to tell them. But then you spend more money on marketing. I don't think this is for No Label, because you have to stick to your price. If you have higher quality, then your price also goes up. So people will be more confused with our brand. I think we shouldn't go that way. And for the third one, I think we can do much more. We could make our product traceable and show more about the fabric. I can imagine people do care about that. At least they are going to care.

Yujing Yang: How do you think about the current promise of "High quality, Fair price"?

Tatchatrin: The first one is what we are doing right now. I think we are doing well. It's just...it's not so inspiring. It's not hitting me. This is like..what it is, it's not promising. The second one is much more interesting. You can see, you can judge. But from what I heard from the customers, they always talk about the price and quality. So I think quality is the most important thing for us.

Joris: Quality is subjective, it's about feeling. So you really have to tell the customers. To explain where quality is coming from, so they become more aware of it. The price, what we are doing now is good. But it's just for some people are interested in it, some people are not. But customers buy for the quality and price, I think we should stick to this.

Sharon: It's exactly what we are doing right now. We deliver high-quality products, honest service and breakdown the price and And it's also how we started. Because we started with no middle man. That's how we lower the price.

Milo: Sometimes our customers are very confused about what we are doing with the cost. Especially in the beginning. They are wondering what does this mean and where is the big amount of money going. I think what we are doing now is good but also tricky.

Appendix R: Likert Scale

Likert Scale for Condition 1

Name _____
Age _____
I am from _____

This product appears to be of quality

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

The material of this product appears to be good

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

The production of this product appears to be reliable

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

This product appears to be from a professional brand

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

How likely are you to buy the product of No Label?

1 2 3 4 5 6 7

Highly unlikely Unlikely Slightly unlikely Neutral Slightly likely Likely Highly likely

How probable is it that you will purchase the product of No Label?

1 2 3 4 5 6 7

Highly improbable Improbable Slightly improbable Neutral Slightly probable Probable Highly probable

How certain is it that you will purchase this product?

1 2 3 4 5 6 7

Highly uncertain Uncertain Slightly uncertain Neutral Slightly certain Certain Highly certain

What chance is there that you will buy the product of No Label?

1 2 3 4 5 6 7

No chance at all Low chance Slight chance Neutral Moderate chance Good chance Very good chance

Likert Scale for Condition 2

Name _____
Age _____
I am from _____

This product appears to be of quality

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

The material of this product appears to be good

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

The production of this product appears to be reliable

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

This product appears to be from a professional brand

1 2 3 4 5 6 7

Strongly disagree Disagree Slightly disagree Neutral Slightly agree Agree Strongly agree

How likely are you to buy the product of No Label?

1 2 3 4 5 6 7

Highly unlikely Unlikely Slightly unlikely Neutral Slightly likely Likely Highly likely

How probable is it that you will purchase the product of No Label?

1 2 3 4 5 6 7

Highly improbable Improbable Slightly improbable Neutral Slightly probable Probable Highly probable

How certain is it that you will purchase this product?

1 2 3 4 5 6 7

Highly uncertain Uncertain Slightly uncertain Neutral Slightly certain Certain Highly certain

What chance is there that you will buy the product of No Label?

1 2 3 4 5 6 7

No chance at all Low chance Slight chance Neutral Moderate chance Good chance Very good chance

Appendix S: Test Process

