



DEFINING THE BRAND MOOIE BOULES: CREATING A BRAND BOOK

MASTER THESIS

Strategic Product Design
Industrial Design Engineering
Delft University of Technology

BERBER BIJLSMA
AUGUST 2017

Master thesis

Defining the brand Mooie Boules:
creating a brand book

GRADUATION PROJECT BY:

Berber Bijlsma - 4485858
Delft University of Technology
Industrial Design Engineering
Strategic Product Design

SUPERVISED BY:

Dr. Lise Magnier | Chair
PIM, Industrial Design Engineering

Ir. Sijia Bakker-Wu | Mentor
PIM, Industrial Design Engineering

Jesse van der Meulen | Company mentor
Mooie Boules founder / strategy & growth at Aimforthemoon

"IF I CAN'T DANCE, I DON'T WANT TO BE PART OF YOUR REVOLUTION."

—EMMA GOLDMAN

ACKNOWLEDGEMENTS

"YOU CANNOT DO EPIC SHIT WITH BASIC PEOPLE"

I would like to start this report with some thank you words to everyone who helped me during this journey.

Jesse, thanks for letting me have the opportunity to work on Mooie Boules and at Aimforthemoon. I believe that the first weeks were mostly finding out how to work together, but we always agreed on what had to happen. It is great to experience the pragmatic way of working you have, which really helps in getting things done.

Femke, thank you for keeping me sharp every week. A few minutes of sipping coffee and being outside may not look like much, but it helped me. Once I found my place within Aimforthemoon, we only had speedy and cosy meetings.

Lise & Sijia, thanks for your support throughout this whole journey. It has been a rollercoaster and you were there when I needed some advice. You both helped me to step forward when I was stuck. Your feedback kept me sharp and made me "kill my darlings": Lise, you inspire me with your analytic view, which gives me the opportunity to grow in this. Sijia, especially thanks for sharing your experience in branding with me, it is great to learn from someone with such experience.

Marielle, also thanks to you, as you replaced Sijia some time. It was also interesting and challenging for me, as I had to explain the whole journey to you.

Thanks **Eva**, for being my SPD rock. When I was doubting about something, I asked you for advice. You were always there for coffee and talks, which made my whole master journey so much better. And eventually you also made sure that my report was not full of shitty grammar and too many spaces. **Lotte**, thanks, for hearing every high or low I experienced and supporting me throughout this whole journey as a friend. **Milou**, for being my housemate during the most intense period of this graduation project. You always told me you were sure that I was doing great and that I would make it. You made sure that in the evenings I would be a couch potato, thanks.

I also want to thank my **family**, for giving me the opportunity to get away and relieve stress. But also for letting me do what needed to be done. During this graduation project we welcomed a little boy into the family and I moved, which made the journey even more beautiful. Thanks also, to all the other **friends** who helped me to relax. Little vacations, just eating dinner or partying, all helped me to take a step back and to regain clarity.

Rogier, Thomas and Koen, thanks to you for letting me work on your brand as well. Your knowledge and opinions has helped me to gain more sense about what the brand is about and how you view it. Thanks for taking your time to mail me and look into everything I made.

Niek, thank you for responding to my LinkedIn post and giving me the opportunity to get into contact with Aimforthemoon.

Also a big thanks to the whole **Aimforthemoon community**. As I was independently working on this graduation project, it was nice to have people to talk to, drink beers with, dance with and laugh with. Without you this would not have been so much fun, as I would not have so many inspiring projects and people around me.

Finally, thanks to the **research participants** (interviews and questionnaires). It may not seem as much, but I am very glad you took the time to help me out.



EXECUTIVE SUMMARY

CONTEXT & GOAL

This report presents the results of the graduation project by Berber Bijlsma, as part of the Master 'Strategic Product Design' at Delft University of Technology. The project was executed in collaboration with Mooie Boules and supported by Aimforthemoon. Aimforthemoon is a start-up studio and Mooie Boules is one of their start-ups. Mooie Boules is a five year old start-up, which organizes boules events and ran a pop-up bar for young people.

Mooie Boules started five years ago with four friends and since then, the company operated mostly experimentally. The team knows what the company is about, but this knowledge has not been collected and clearly defined. In addition, its added value, customers and competitors are not made clear, which can cause blind spots for the company's success. With the desire to grow and to create multiple permanent bars throughout The Netherlands, these aspects have to be made clear for being able to create a strong brand.

The goal of this graduation project is to know what the brand is about and how this brand can be made stronger. This is done by concretizing the positioning of the company and how it could communicate according to this positioning.

APPROACH

An analysis on the company and on branding have created the basics for defining the brand and strengthening it. An analysis on the market and the different competitors for Mooie Boules have created input to understand the context of the brand and its competitive advantage. By interviews with seven customers and a questionnaire with 97 participants, insights are gained into who the customers are and how they experience Mooie Boules.

Based on these internal and external analyzes, the positioning and proposition were set up. To communicate this, design guidance was set up, which shows the way how this can be communicated to create a stronger brand. This design guidance has been led by doing a questionnaire with 163 participants, which showed the logo which best communicates the brand. The input from the questionnaire is used to further develop the total brand identity. This is applied in a brand book, which explains what the brand is, how it can communicate and how this communication would look like. In addition, the set-up of the website is designed, to further show the application of the design guidance.

RESULTS

While analyzing the company, the core values, mission and vision of the company have been defined with the team. The core values are: playful, together, devoted and accessible. The mission is defined as *"Through the usage of boules, bringing people together to let them experience having fun"* and the vision as *"Mooie Boules facilitates the meeting place for young and old in all Dutch major cities: by 2022 5 bars have been opened."* These few statements capture the essence and identity of the brand. The success so far depends on the entrepreneurial and experienced way of working of the team, the relations they built, the working concept and the loyal customers it has gained. The weaknesses are mainly solved in this project, by defining the company/brand and creating a clear competitor/market overview.

As a result of the market and competitor analysis, an overview could be made of all relevant competitors. These can be divided into (1) boules, (2) leisure and (3) boules & leisure. Within boules, the competitors are divided into boules clubs and public boules tracks. Within leisure are the three activities at Mooie Boules (boules, consumption & party) with their competitor levels. For boules and leisure, Vroes (their only direct competitor) can be placed against Mooie Boules.

During the consumer/customer research the target group was found to be 'bon vivants': people who enjoy sensuous pleasures in life, such as food and drinks. The customers of Mooie Boules can be divided into four segments, which are divided by the amount of focus on boules and their visiting behaviour at Mooie Boules. These four are: the boules lover, the community friend, the day visitor and the experience seeker. Personas have been made which show what the needs of these customer segments are. This can be used by the company to memorize what the customer segments value as important and how they can approach a specific customer segment. Regarding companies, which is an additional target group for the company outings at Mooie Boules, the company should focus on the already existing concept, but can adjust its offers to what the company in question wants.

As a result of the total analysis, the positioning and the proposition of Mooie Boules have been defined. This creates clarity regarding other competitors and in what kind of value they deliver for their customers. The positioning is: *“Mooie Boules is the French originated all-in-one leisure brand for bon vivants, which enables them to enjoy their life with others. It does so by providing boules, parties, drinks and food at central places in cities.”*

The proposition is defined as: *“Mooie Boules delivers the feeling of being on a French holiday in the middle of the city. It is an easy escape from daily life, where you are free to do whatever you want. It is the place to enjoy your life with others who want to do the same.”* By using the Brand Resonance Model it can be concluded that improving the brand imagery and matching the judgments and feelings with the communication, can make the brand stronger.

To show how this focus in positioning and proposition can be integrated into their communication, design guidance has been set up. By creating guiding principles, a big idea and a design language, communication guidelines are created. The four guiding principles are: Connecting Competitive, Urban Free, Playful Ambitious and Accessible Authentic. The big idea can be explained as the spark that ignites the whole brand. For Mooie Boules, the big idea *‘your holiday vibe in every day life’* has been created, which refers to the feeling of being in France and escaping daily life. A questionnaire about logos found a logo which better communicates the brand and thus can create better associations. On the base of the logo design, also other design language elements, like colors and tone of voice have been determined. The total design guidance shows how stronger, more favorable and more unique associations can be created.

By applying the design guidance in a brand book, the most important knowledge regarding the brand and its communication are put into one place. The brand book consists of three parts: an explanation of the brand, the communication guidelines and a few examples of the application of these guidelines. The brand book can be used by the company, by new employees and by external stakeholders.

To apply more detail on using the design guidance and to create a specified touchpoint, a website is created. It is a one-page website, with the goal to briefly explain Mooie Boules and its activities. Within the website, the food hall is explained, the different activities are illustrated and the current activities are shown.

CONCLUSIONS / RECOMMENDATIONS

By defining the brand and putting it in a brand book, clarity has been attained. The company now knows why it stands where it does right now and knows how to continue. This shows that the defined brand book is the base for further growth, as now is known how the company and brand are able to grow. The brand can be made stronger by creating stronger, more favorable and more unique associations and the brand book has provided insights in how to do this. In addition, the customers are defined, as well as the market and the competitors. So, potential threats and opportunities have been identified and can be kept in the back of the minds.

This graduation project thus created clarity in multiple ways and created a final deliverable with the most valuable information of this clarification. The challenge for Mooie Boules is in implementing the gained knowledge when setting up the food hall and eventually other events, (permanent) bars and/or other food halls. This could be done by appointing a marketing/branding leader.

To maximize the potential of the brand book and the website, it is advised to test both with users and to update the information of the food hall when more clarity is obtained.

TABLE OF CONTENTS

INTRODUCTION

- 10 Challenge
- 10 Approach
- 11 Glossary

Part 1: Analyze

1. COMPANY

- 13 History
- 14 Boules
- 14 Activities
- 14 Main characteristics
- 15 Shareholders
- 15 Stakeholders
- 16 Strategy
- 17 Business model
- 18 Brand
- 19 Success factors
- 20 Weakness factors
- 20 Conclusion company

2. BRANDING

- 21 Brand definition
- 21 Brand function
- 22 Brand strengthening
 - Strong associations
 - Favorable associations
 - Unique associations
- 26 Brand resonance model
- 27 Conclusion branding

3. MARKET

- 28 Leisure market
- 28 Hospitality
- 29 Recreation
- 30 Sports
- 31 Trends
- 32 Conclusion market

4. COMPETITORS

- 33 Activity categories
- 34 Combination of categories
- 34 The only direct competitor
- 34 The combination in France
- 35 Playing boules
- 36 Other countries examples
- 37 Competitor overview
- 37 Differentiation
- 37 Conclusion competitors

5. CONSUMER/CUSTOMER

- 38 Interview set-up
- 39 Interview results
- 42 Questionnaire set-up
- 42 Questionnaire results
 - 1. Who are the customers?
 - 2. How familiar are the customers with Mooie Boules?
 - 3. How do customers experience Mooie Boules?
 - 4. How do customers perceive the brand Mooie Boules?
 - 5. What do customers find important regarding alternatives for Mooie Boules?
- 50 Target group
- 50 Customer overview
- 51 Personas
- 53 Company outings
- 54 Conclusion consumer/customer

Part 2: Define

6. POSITIONING

- 56 Positioning statement
- 56 Proposition
- 57 Brand resonance model
- 58 Conclusion positioning

7. DESIGN GUIDANCE

- 59 Guiding principles
- 60 Big idea
- 60 Changing identity design
- 60 Logo questionnaire
- 61 Results questionnaire
- 64 Design language
- 64 French origin
- 65 Conclusion design guidance

Part 3: Design

8. BRAND BOOK

- 67 Goal
- 67 Developments of the company
- 68 Content
- 68 Application
- 69 Feedback
- 69 Limitations
- 69 Conclusion brand book

9. WEBSITE

- 70 Set up
- 72 Feedback
- 73 Limitations
- 73 Conclusion website

Part 4: Closure

10. FINAL WORDS

- 75 Conclusion
- 77 Recommendations
- 78 Personal reflection
- 79 Conclusion final words

11. REFERENCES

- 80 References
- 83 Figure references

Part 5: Appendices

12. APPENDICES

- A History Mooie Boules
- B Game rules
- C Values
- D Interview guide
- E Interview transcriptions
- F Word contradictions
- G Questionnaire
- H Questionnaire results
- I Guiding principles
- J Logo questionnaire
- K Logo questionnaire results
- L Website (NL)
- M Website (ENG)

Separate document: **Brand book**

INTRODUCTION

This report contains the graduation assignment to complete the master Strategic Product Design at TU Delft. The graduation assignment was created by matching the possibility to add value during a graduation assignment within Aimforthemoon. This match was found by doing the project for Mooie Boules, a venture of which Aimforthemoon also has a share. The project has been executed in 2017.

This report creates clarity about what the company is, what it does and in what way it is advised to behave. As an end result, a brand book is made, which can be used to explain the brand to stakeholders. In addition, the brand book also describes how the brand is advised to communicate and examples of these communication guidelines are added. The brand book can also be referred to when decisions need to be made regarding the brand/company.

The report is divided into three parts: analysis, positioning and brand book. The analysis consists of both an internal and external analysis, which are used as a base for the positioning. After, the positioning is made and the big idea, which creates guidance for the (visual) communication. Based on the findings of the analysis and the positioning, a brand book is made. This brand book explains to stakeholders what the brand is and how it should communicate. It helps the team of Mooie Boules to present their brand better, which can help in gaining consistency through further growth. The report is closed with a conclusion and recommendations on how to further develop the brand.

CHALLENGE

Mooie Boules has started as a joke, but the team of Mooie Boules have a lot of dreams and ideas how to grow the company. The team developed the company through experimenting and know what the company is about. But this knowledge has not been collected and is only in the heads of the team members. In addition, its added value, customers and competitors are not made clear, which can cause blind spots for the company's success. With the desire to grow and to create multiple permanent bars throughout The Netherlands, these aspects have to be made clear. These aspects can be collected into one challenge by defining the brand, which is done by concretizing the positioning of the company and how it should communicate according to this positioning.

This clarity on what the brand is and how it should communicate is needed to create consistency throughout all actions, especially when the initial team members of Mooie Boules are handing their tasks over to new people

who are going to run the events and bars. When these new experiences with the brand can be build upon earlier knowledge and associations with Mooie Boules, a stronger brand can be created. In that way, when multiple permanent bars have been opened in The Netherlands, Mooie Boules is the place to go when one wants to play boules in a playful environment, due to defining clarity and creating consistency for the brand. When Mooie Boules would not pay attention to defining the brand, the associations with the brand can be scattered and the experiences with the events and bars can differ seriously.

APPROACH

The process for improving the experience of a brand (used in the course Designing Brand Experience) is used in this graduation project (figure 1.1). This process contains all the steps for improving a brand experience, going from defining to application. The start of the project will therefore be an analysis of the company, its competitors, the market and the customer. With this analysis, results can be gained which result in the positioning of the company in the market and how it adds value. Research with those customers is conducted to gain insights in what they think of the concept and how they perceive it in comparison with alternatives. As it is not clear what the customer segments are and what those segments need, research is done into these. This research consists of interviews and a questionnaire.

Based on these insights, the positioning and the proposition are constructed. From these, the way the brand should communicate is defined, by making guiding principles, a big idea and a design language. The final result is the brand book, which shows what the brand is about, how it should communicate and how this communication could look like. Additionally to this brand book is the design of a touchpoint: the website.

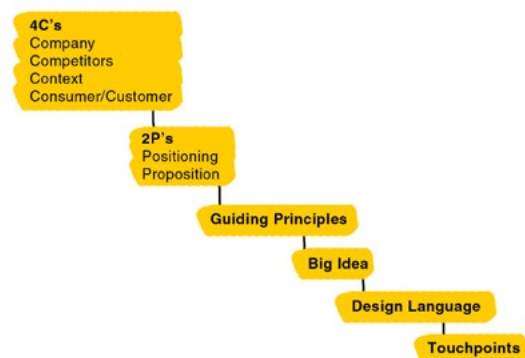


Figure 1.1 - Process of improving brand experience

GLOSSARY

Bon vivant	A person with a free spirit and happy disposition, who enjoys sensuous pleasures in life such as food and drinks (Definithing, n.d.)
Boules	Boules, often called petanque, is a game played especially in France, in which metal balls are thrown so that they land as close as possible to a smaller ball
Brand book	The brand book is a collection of the brand elements and a detailed description of a brand
Consumer/ Customer	The consumer/customer is the person using a product or service
Company outing	An activity with employees of a company to have fun, be social and/or do teambuilding
Hospitality business	The business that provides food, drinks and entertainment (in Dutch known as 'horeca')
Initiators	The four people who started the company (Jesse, Koen, Rogier & Thomas)
Persona	An archetypal representation of (potential) users describing their needs, values and behaviours
Pop-up bar	A temporary bar
Touchpoint	A point of interaction or contact between a user and company
Track	Place where boules is played on

Part 1

ANALYZE

To define the brand, first it has to be known what the company is about. A chapter on branding is added, which describes in what way the knowledge of the company can be translated into the brand. As a brand is part of a context, the competitors, market and the consumer/customer are analyzed as well.

COMPANY

This chapter about the company captures the internal analysis. By describing aspects such as history, core values, strategy and the business model, a basis can be created for what the brand is about. This information is mostly gained by talking with the team of Mooie Boules.

HISTORY

The start

A group of friends brought beers and French bread to the Museumplein in Amsterdam, but the desire was to also do an activity. Although playing soccer or playing frisbee was named, someone came up with the idea of playing boules. That day, 20 people played boules, just for fun.

Events

As it was such fun, four friends decided to organize a tournament at the Museumplein. Everyone brought their own drinks and balls. The friends arranged a band through a student association, so there was also music in the background. This was such a success that many more boules events followed. In juli 2016, Mooie Boules organized a summer festival (see figure 1.2). In addition to boules, a lot of music was added, like bands, dj's and live-acts. Also a food court and a wine bar were present, to make sure everyone was provided with food and drinks. Over 240 boules teams joined and approximately fivehundred visitors came to the festival.

An overview of the main events can be found in figure 1.3. So, this figure does not display every event of Mooie Boules, since they also organized events in collaboration with others. Looking at those events, growth can be noticed and over time, more cities get to know Mooie Boules.

Pop-up bar

As boules was always done outside when the sun was shining, the initiators also wanted to see if it was possible to do boules inside, during winter. For that, they managed to arrange the Westergasfabriek in Amsterdam, where they launched a pop-up bar in november and december 2016 (see figure 1.4). This central place in Amsterdam became a spot where old and young people were brought together to play boules, to drink, to eat, to enjoy music and to be social. Every day, tracks for playing boules were available and it was possible to drink and eat here together. In addition, events and group outings (like corporate events) were organized at the bar.

The pop-up bar in a few bullet points:

- 550 square meters
- 8 boules tracks
- Friday and saturday parties till 3 am
- November 4th big opening party and December 31 big final party
- Bar by Kornuit and French kitchen by Fier Amsterdam
- Live music every day by singer-songwriters, bands and dj's

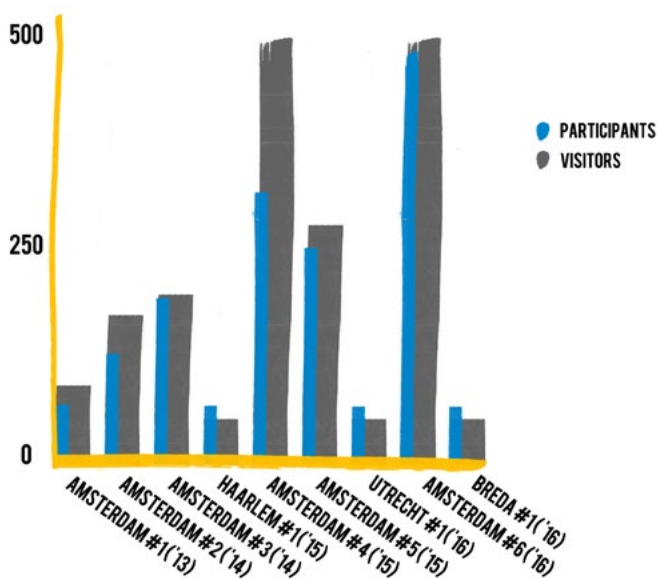


Figure 1.2 - Overview main events



Figure 1.3 - Event at the Westergasterrein, Amsterdam



Figure 1.4 - The pop-up bar

An overview of the history of Mooie Boules can be found in appendix A.

BOULES

Boules is the main idea behind the whole company. Boules might be remembered from doing at campsites in France or being played by elderly people. Boules (also known as pétanque), is a simple game, with the goal to throw metal balls as close to the small wooden ball (cochonnet) than the opponent's, one point is given. A game ends when a team reaches 13 points, or in the case of Mooie Boules tournaments, also when the time (15 minutes) is up. See appendix B for an overview of game rules.

A game at Mooie Boules is played between two teams, each with two or three players. Each team is provided with 6 boules to play with. For Mooie Boules it is important that approximately the same amount of women as men are participating in a tournament. This is to make the most fun for everyone and to have a good mix of both genders. Therefore, they sell specific male and female team tickets.

ACTIVITIES

What Mooie Boules does nowadays can be divided into two: events and bar(s) (figure 1.5).

Events

Events (most of them are tournaments) are organized in different cities throughout The Netherlands. Tournaments are held outside at a central place in the city. The organization of these events is done mostly independent from the initial team nowadays, as it's only a matter of (mostly) doing the same things again.



Figure 1.5 - The different activities

Bar(s)

Mooie Boules had a pop-up boules bar for two months in Amsterdam, the Westergasfabriek. At the bar, people could eat, drink and play boules. Tracks could be reserved or people could just come by to play a game. At the pop-up bar also events were organized, like a Mooie Boules tournament. As it was such a success, the launch of a permanent bar was immediately desired. While doing this graduation project, steps have been taken to set up a permanent bar.

At the pop-up bar, next to events for regular customers, also corporate outings can be organized. In addition to this, the location can also be hired to organize an individual event.

Differences

From experience is known that tournaments work well, as it is a one day event, and thereby tickets are sold out fast because of exclusivity. Within the pop-up bar, tracks are not booked fully as people know they can just come by each day. In addition, the events are a great way to introduce the concept of Mooie Boules and to gain fans within the city. Thereby, when the events are a success, the next step is to create a (permanent) bar and there is already a group of familiar customers.

MAIN CHARACTERISTICS

Location

The places where events take place are always central and atmospheric locations, for example Museumplein (Amsterdam), Tolhuistuin (Amsterdam) and Kenaupark (Haarlem). This makes it attractive and easy to join for a lot of people. Also, boules is historically known from being played in city centres, which matches the places of Mooie Boules.

Music

Music plays a big role in every event of Mooie Boules. Many bands, singer-songwriters and dj's have played at each event throughout the tournaments. Small, emerging artists are invited to take the stage. The music adds up to the moment, as the day starts with singer-songwriters, follows with bands and ends with dj's. Examples of musicians are Berry Nice, The Serotonine Boys, Tim Janse and The Idle Kings. This means that Mooie Boules invites less known performers and thereby creates a stage for upcoming artists. In addition, they only pay a little to them, so most of the artists mainly perform because they like Mooie Boules and want to support it, next to having a stage to reach many people.

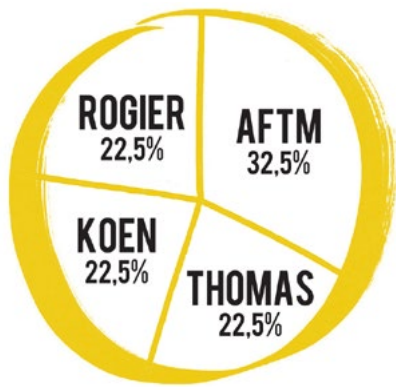


Figure 1.6 - Division of shareholders



Figure 1.7 - Initiators: the team of Mooie Boules

Food and drinks

As an event can take place all day, food and drinks are important to have satisfied visitors. For first time tournaments in new cities, no food and drinks are provided, because of financial risk. For recurring events, where more visitors are secured, food and drinks are taken care of. Drinks were provided by for example Kornuit and food was provided by for example food trucks. With these bigger events, it costs too much effort to take care of food and drinks themselves. These partners are chosen intuitively, but they do need to match with the identity of Mooie Boules and need to fulfill their needs.

For the pop-up bar, a collaboration was done with Fier Amsterdam. Fier Amsterdam provided a special French menu including menus for each part of the day. Food was premade, so at the pop-up bar they only had to warm up the meals. At the pop-up bar Kornuit took care of the bar.

SHAREHOLDERS

Four parties have a share in the company. These four are Aimforthemoon and three initiators. As the fourth initiator (Jesse) has also a share in Aimforthemoon, he indirectly has share in Mooie Boules as well. The shareholders and their percentage of share can be found in figure 1.6.

Initiators

Four friends are the initiators of Mooie Boules, which are often referred to as the team. These are (figure 1.7 from left to right):

- Rogier van Genugten, 29 years old
Owner online record store, co-founder innovation branch ID&T, part time teacher lean start-up
- Thomas Rohof, 32 years old
Project manager Adidas
- Koen Houben, 33 years old
Psychologist for adults in outpatient mental health care
- Jesse van der Meulen, 28 years old
Co-founder, strategy & growth at Aimforthemoon

Aimforthemoon (also referred to as AFTM)

As mentioned before, Jesse is shareholder of Aimforthemoon and thus indirectly shareholder of Mooie Boules. Aimforthemoon is a start-up studio, a company that creates companies. Their community consists of entrepreneurs (with different expertises) on one side and corporates (for example PostNL, Independer, Robeco) on the other side. The creation of companies is done by the versatility and execution power of entrepreneurs - and the power and resources of mature companies. Together, new products and services are created, teams are built and

independent purpose-driven organizations are grown. Mooie Boules is one of Aimforthemoon's start-ups and as Aimforthemoon has the largest share of Mooie Boules, it is valuable for Aimforthemoon to grow the company. At Aimforthemoon, Mooie Boules gets support, workspace and access to the community, which help to grow the company.

STAKEHOLDERS

As told before, the company works together with others. Depending on the event/bar, they have different stakeholders. An overview of the general stakeholders can be found in figure 1.8.

Internal

At first, the shareholders (which are the initiators and Aimforthemoon) are internal stakeholders. In addition, when a new bar is opened, the employees for this bar will become important internal stakeholders. For the pop-up bar, the employees were hired for only that timespan, so will most likely not be recurring. In addition, ambassadors are in some way also internal stakeholders, especially when they take care of the organization of an event and have close contact with the shareholders.

External

Several partners are involved for events and the bar. These partners differ depending on the activity, but can always be divided into four areas. These four are: location (like Westergasfabriek), drinks (like Kornuit), food (like Fier Amsterdam) and music (like dj's and singer-songwriters). Customers are also a main stakeholder, as they are the main target for Mooie Boules. Without them being involved, no money is made and the company fails.



Figure 1.8 - Stakeholders overview



Figure 1.9 - Core values

STRATEGY

Way of working

Even though the initiators started with Mooie Boules as a joke, through time they managed to take serious care of the business next to their fulltime jobs. Each of the initiators gets responsibilities during the organization of an activity. As some have specializations or the right network to do something, the responsibilities get divided according to what works best.

Tournaments are organized throughout the whole country. These tournaments are organized mostly independent, by a new initiator for that particular city, who is enthusiastic of the company and its concept and wants to introduce it into his own city.

In february 2017 the Mooie Boules initiators started looking for a (team of) entrepreneurs, which could set up a new bar in The Netherlands. As they do not have the time to do this all by themselves, they want to have someone who can take care of the operable side of the company. This operational manager will focus on execution of the plans that are made together with the initiators. The focus is first on one bar, however the ambition is to run multiple bars throughout the country. During this graduation project, Maxim van Meeteren helped the team for 2 months with looking for locations for a permanent bar.

Mission & vision

Together with the team members the mission and vision are clarified, as these were not made concrete. A mission makes clear why the company exists and illustrates the focus of the company. The mission of Mooie Boules is: "Through the usage of boules, bringing people together to let them experience having fun."

A vision identifies where the company is heading and what it wants to achieve. This gives direction to the company and can help within decision making processes. The vision of Mooie Boules is the following: "Mooie Boules facilitates the meeting place for young and old in all Dutch major cities: by 2022 5 bars have been opened." They want to open bars, as there are no other boules bars in The Netherlands, but they do see opportunities for these.

The first bar is planned to open in Amsterdam, as it is the first and main city for Mooie Boules. Other cities that are preferred by the team to open a bar, are: Utrecht, Rotterdam, Groningen (for the north of The Netherlands) and Den Bosch (for the south of The Netherlands).

Core Values

Knowing which values are important within the company (internal) and which values are viewed as appreciated by customers (external), help to manage a brand (Urde, 2009). In addition, Urde (2009) mentions: "The competitors can copy every part of your business, but not the company spirit". As also the values of the company were not concrete, the values are chosen together with the initiators during this graduation project. Each initiator was asked to choose at least five words out of a list with possible values (appendix C). Looking at all the words, a combination of four values was chosen together with the team, which combine the main aspects of Mooie Boules and illustrate its culture. The four core values can be found in figure 1.9. The explanation for these four are:

- **Together**
The organization builds upon doing it together with a lot of parties. In addition, the main thing is to bring people together at the activities of Mooie Boules.
- **Playful**
Mooie Boules brings humor, enjoyment and a place to play into the world.
- **Devoted**
Being very dedicated and eager to contribute, whether that is the game, the concept or the business. (This value first was decided as 'fanatic', but is changed into 'devoted', as it fits more because of the focus on dedication.)
- **Accessible**
The company and its customers are open, simple and approachable.

Type of innovation

Mooie Boules can be defined as a craft-designer-driven brand. As the brand works inside-out, bringing it's own ideas to the market, it can be identified as a driving market (Beverland, Napoli & Farrelly, 2010). In addition, only incremental changes are done, as the boules and other characteristics remained almost the same during five years. Adjustments are done to improve the product and styling, with the intention to make it better fit the brand (Beverland, Napoli & Farrelly, 2010). The brand focuses on taking customers with them by improving themselves, instead of responding to competitors' reactions.

As a craft-designer-driven brand does not respond to competitors, it is a challenge to stay relevant. This can be done by gaining all kinds of inspiration outside the company, to gather new insights (Beverland, Napoli & Farrelly, 2010). The brand is able to remain relevant, by keeping track of external trends and activities. But this way, the brand can also still maintain the image that they



Figure 1.10 - Business model canvas

do not respond to competitors. To conclude it can be said that Mooie Boules being a craft-designer-driven brand, it is doing the right thing only working on incremental changes.

BUSINESS MODEL

To give an overview how value is made within the company and which aspects are involved, a business model canvas is made. The business model canvas can be found in figure 1.10.

Revenue

Mooie Boules gains money in multiple ways, via:

- Tickets for tournaments
- Tracks & balls
- Drinks
- Food
- Other events (e.g. Corporate boules event)

Tickets for events

For each events, tickets are sold to participate in a boules game. These cost 30 euro for a team, so 15 euro per person.

Tracks & balls

Tracks are balls are hired during the pop-up bar. These costs 10 euro for a track and a set of balls for one hour.

Drinks

Whenever the bar is open, drinks and food are sold to visitors. Within the bar, drinks are an important way to gain revenue. As Mooie Boules mostly works with partners regarding the food, this is left out of the business model, as it is mostly outsourced. This means the partner(s) mostly get the full revenue of this. With events, the drinks are often also outsourced, as it is perceived as too many effort to set up for just a day.

Other events

People can also organize a party or an event with Mooie Boules. For example when a corporate wants to do an activity with their team or some friends want to organize an afternoon with boules. This can only be done in a bar and thus has been done when the pop-up bar was open.

Customer segments

Customers have been identified by the initial team as 20 to 35 year old townspeople and other boules enthusiasts before this graduation project. In addition, as companies also went to the pop-up bar for corporate events, these are an additional segment. As both of these segments are broad and suggested by the team, the customer segments will be clarified within the chapter Consumer/customer.

For the other parts of the business model canvas, the explanation can be found throughout this chapter and thus will not be explained further.

MEDIUM	NUMBERS	PEAK
Facebook	3049 likes	17.355 total reached people at December 31, 2016 (End day pop-up bar)
Instagram	234 followers	N/A
Website	7.993 users (Google Analytics, 1 okt 2016 - 1 jan 2017)	november 4, 2016: 720 sessions (launch pop-up bar)

Figure 1.11 - Online statistics (Retrieved 14-08-2017)

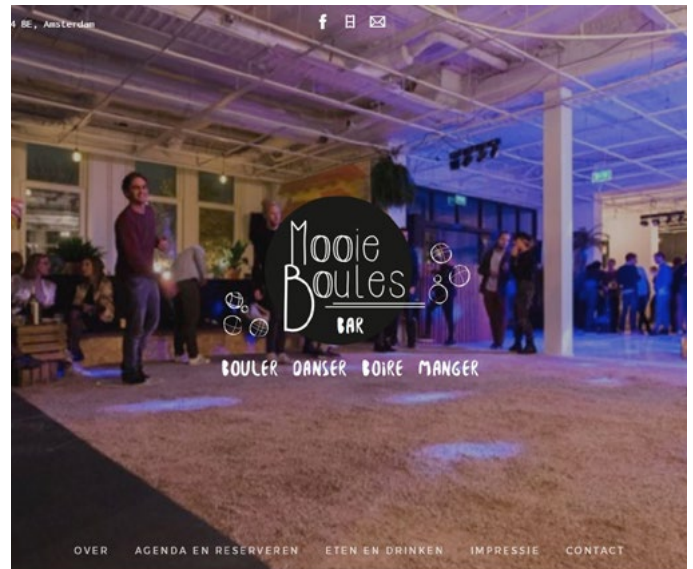


Figure 1.12 - Website front page

BRAND

Social media

At the moment, Mooie Boules has a website, Facebook page and Instagram profile. An overview of statistics for these can be found in figure 1.11. At their Instagram profile, they mostly posted photo's of the pop-up bar when it was running, having now 31 posts at their account. The Instagram profile is used only when events are taking place. At the website (mooieboules.nl), information is present about the pop-up bar (figure 1.12). This means the website is outdated and should be renewed for upcoming events and probably also for a new bar.

Corporate identity

The corporate identity is driven by the font Besom, which is used in all visuals. The main thing used for communication are the pictures that were made during events. On top of those pictures, text is placed with the Besom font. As a second font, Bebas Neue is used, but mainly for the slogan. On the website, other fonts are used, but they are not recurring.

The logo of Mooie Boules is made by a friend of the team. The logo is a black circle with 'Mooie Boules' drawn into it, where more emphasis is put on the O's, to connect to the boules. For the website, the word 'bar' is added, to refer to the pop-up bar.



Figure 1.13 - Facebook post pop-up bar

Their tone of voice is humoristic, approachable and with little hints of French (figure 1.13). For example, they do little adjustments to words, like 'bitterballen' is turned into 'bitterboulen'. 'Mesdames et messieurs' is an often used sentence to approach the customers.

As a slogan, they used "Die wil je niet missen" (You don't want to miss this), which captures the special experience that can be found at Mooie Boules. For the pop-up bar they used the line "Bouler - Danser - Boire - Manger", to indicate the activities that can be done at the pop-up bar (figure 1.14).

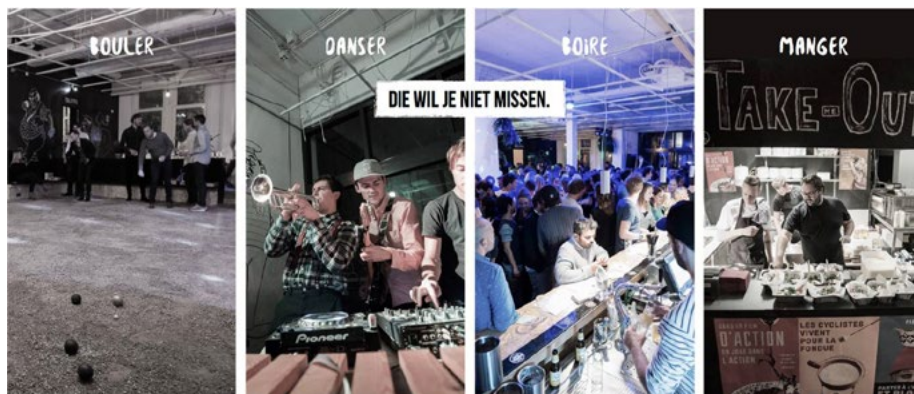


Figure 1.14 - Facebook page header



Figure 1.15 - Overview succes and weakness factors

SUCCESS FACTORS

Identifying strengths and weaknesses of a company is helpful, as it indicates possible aspects to focus on. This is done in relation to competitors. As Mooie Boules is a first mover in The Netherlands (see Branding), it does not have product form competitors. This means that strengths and weaknesses can not be identified in relation to them. Nevertheless, factors that contribute to the success of Mooie Boules and factors that identify weaknesses can be identified. First, the identified success factors will be explained, where in the next paragraph also the weakness factors are described. An overview of them can be found in figure 1.15.

Organizational experience

Mooie Boules gained experience and knowledge about how to set up events and a pop-up bar through multiple years of execution. They know what works, what the best way is to organize it and they know what is needed to make it a success. This organizational experience comes forth from the entrepreneurial mindset of the team, which causes them to undertake actions by their 'just do it' mentality. So, they gained this organizational experience by experimenting.

Relations

Important resources are the relations that have been built up. Mooie Boules has a great business network. They have contact with for example locations, drinks suppliers, a restaurant, food trucks and musicians. In addition, they also get support from Aimforthemoon, where they make use of the community and the relationships they have gained. Creating all those relationships have taken years and these are of big importance for success.

Ambassadors & fans

In addition to the business network, Mooie Boules also has a great social network. The biggest value lies within their - so to say - ambassadors and fans. Ambassadors are the people that are so enthusiastic about the company and its concept, that they organize events by themselves in other cities. In May 2017, they have identified five ambassadors. Next to ambassadors are fans: people that visited the bar or a tournament more than three times. They can be

seen as the people that motivate other people to join. The amount of fans for Mooie Boules is estimated at 100. In the opinion of the team, this is a fair amount, which is essential for their success so far. For now, these ambassadors and fans do not get any rewards and act only on intrinsic motivation to support the company.

Working concept

Mooie Boules is known as the company which makes boules attractive for younger people. The events and pop-up bar have shown that the concept of Mooie Boules works in The Netherlands. Mainly in Amsterdam, the customers have shown their interest in and connection with Mooie Boules. This means that when Mooie Boules will run a permanent bar, this could also be a success, if the team works out this execution well.

Conclusion success factors

The factors which indicate why Mooie Boules has become a success until now, are the following four: organizational experience, relations, ambassadors & fans and the working concept. These come forth from organising multiple events and running a pop-up bar.

WEAKNESS FACTORS

On the opposite of success factors are weakness factors. These illustrate what are shortcomings of the company and thus are preferred to solve to improve further growth.

No permanent leader

As the initiators all have a full time job next to this project, they organize everything together and tasks are divided. However, there is no one who works on the project each day and takes the lead in this project. This means that there is no focus on the company and that ideas take long before having been worked out. This could lead to a lack of taking the company to the next level when the team wants to apply the working concept to a permanent bar.

No permanent place

The company its focus has been on events until now, as there is no permanent bar. This means that for the most days of the year, the customer is not able to come in contact with Mooie Boules and only has peaks in contact during summer time. This means also that through some months, the relationships with customers are less maintained. For example, most posts on Facebook are placed when an event is upcoming or when the pop-up bar was present. This means that customers are only reminded of the brand and its relationship for the times when something is being organized or when a help question is raised. Building a strong brand and strong customer relationships is harder this way.

Lack of company/brand definition

Until now, the team has led the company intuitively and experimentally. When the team wants to hire others for setting up multiple bars throughout The Netherlands, these people should be informed about the company/brand. As these aspects regarding the company/brand are not written down and are mainly present in the minds of the team members, it is valuable to define.

For example, how do you communicate as a brand? For the team it is clear to do so, but new people have to find this out. In addition, by clarifying aspects as mission and vision, these aspects can be handed over to new employees, to create clarity and consistency in what the company is doing and why. Another important aspect is the value that the company delivers. Until this graduation project, this has not been clear, which makes it harder to know on what part of the service Mooie Boules should put emphasis on.

With a permanent bar (and eventually more bars), the risks are higher, especially financially. That is why this definition of the company/brand should be taken care of prior to running permanent bars. The brand should also be defined, which will be explained more in the upcoming chapter Branding.

No clear competitor and market overview

As Mooie Boules is the first mover in the sector, the company does not have a clear overview of which competitors they have. A competitor mentioned by the company is bowling, but this game differentiates a lot from the way Mooie Boules makes use of boules. Missing the competitor and market overview for Mooie Boules could lead to a less beneficial positioning in the market than its potential, as it not knows how it stands out and what their competitive advantage really is.

Conclusion weakness factors

The permanent leader and permanent place are operational factors and should thereby be solved by the team. These two are essential to be able to reach growth for the company and thus, should be focused on by the team. The other two important weaknesses identified can be solved with this graduation project, which also illustrates the relevance of this project. These are defining the company/brand and creating a clear competitor and market overview.

CONCLUSION COMPANY

This chapter creates insights in how the company is set up, how it works and what its history is. The following points are the main conclusions:

- Mooie Boules successfully organizes boules events for 5 years and ran a pop-up bar for 2 months.
- Mooie Boules wants to be the meeting place for young and old, by creating boules bars in the major big cities.
- The success of Mooie Boules depends on the entrepreneurial and experienced way of working of the team, the relations they built, the working concept and the loyal customers (fans and ambassadors) it has gained.
- The weaknesses can be solved mainly in this project, by defining the company/brand and creating a clear competitor/market overview. In addition, finding a permanent place and leader are aspects the team should focus on.

2. BRANDING

The goal of this project is to define the brand Mooie Boules. As the company would like to expand and open more bars throughout The Netherlands, this means that the experience with the brand should be determined. Understanding branding is therefore important. This chapter is the result of research into branding and provides more insights in why it is important and how a strong brand can be build.

BRAND DEFINITION

Several definitions for what a brand is, are made. According to the American Marketing Association (AMA) a brand can be defined as: *“a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition”* (Keller, 2013). A brand can be seen as more than a product itself, as it can differ from other products to satisfy the same need. These differences can be rational and tangible, but also emotional and intangible (Keller, 2013). A brand is more about a person's feeling about a product, service or organization (see figure 2.1) and hence, a brand needs a different approach than an actual product, service or organization (Aaker, 2012).

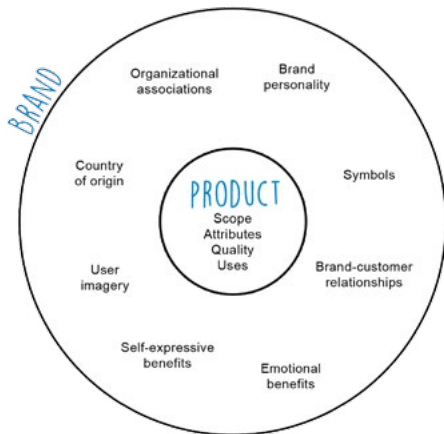


Figure 2.1 - A brand is more than a product (Aaker, 2012)

BRAND FUNCTION

The question is now why building a brand is important to do. This question can be answered by looking at how Customer Based Brand Equity (CBBE) is created. CBBE approaches brand equity from the view of the consumer. Brand equity is the value that derives from the customer perception of the brand name of a product or service.

Keller (2013) mentions that “the power of a brand lies in what resides in the minds and hearts of customers.” What this means for Mooie Boules is that, with a strong brand, it can create resistance for potential later entrants with the same concept and create a strong image in the minds of the consumer throughout The Netherlands.

For Mooie Boules, it is relevant to improve their brand, as with a strong brand, the brand associations are copied to all products and services of the brand (Aaker, 2002). This would be the case when Mooie Boules opens bars throughout The Netherlands. In addition, the character and core beliefs should stay the same over time and over extensions (Aaker, 2002). As Mooie Boules has not fixed its character yet and can not easily share its characteristics, it is harder for others to understand what the brand is about, as it is only in the minds of the team. Branding is one of the most important steps in building a company, as it shows the unique personality of the brand and establishes a differentiating positioning in the market (Wertz, 2017).

To conclude, from three perspectives (consumer, company and designer) the reasons why a brand is important are displayed in figure 2.2. It shows why a brand is valuable for the company and the designer as well. In short, a brand is important for the consumer, as it helps them to identify the source of a product/service, which in turn helps them to lower their risks in various ways. For companies, a brand is important to create a competitive advantage and strong customer relationships. For a designer, a brand is the basis on which he can build work around, as it gives guidance.



CONSUMER'S PERSPECTIVE

1. Identifies the source or maker of the product
2. Simplifies product decisions
3. Lowers the search costs for products
4. Helps set reasonable expectations
5. Signals product characteristics and attributes
6. Reduces risks in product decision



COMPANY'S PERSPECTIVE

1. Create perceived differences amongst products
2. Develop customer loyalty
3. Create (brand) value that can translate to financial profits



DESIGNER'S PERSPECTIVE

1. Participate strategic discussion
2. Powerful tool as design guideline
3. Plays an essential role in translating strategic thinking into something tangible, visible, meaningful and unique

Figure 2.2 - Branding importance perspectives (Keller, 2013)

BRAND STRENGTHENING

Previously is mentioned why it is important to create a strong brand, but how can it be created? Keller (2011) mentions that “customer-based brand equity occurs when (1) the consumer has a high level of awareness and familiarity with the brand and (2) holds some strong, favorable, and unique brand associations in memory” (figure 2.3).

Brand awareness

Brand awareness is one of the aspects that occurs with customer-based brand equity. Brand awareness consists of two aspects: brand recognition and brand recall.

Brand recognition is the ability to recognize the brand as one to which the consumers already have been exposed (Keller, 2011). For example, when Mooie Boules opens a bar, the customers would recognize the bar as part of Mooie Boules, or not.

Brand recall is the ability to remember the brand when given the category of the product/service, the needs or specific situation (Keller, 2011). For example, when asking consumers where they would like to party, they could also mention Mooie Boules as an option.

Brand associations

Through repeated exposure of the brand, strong, favorable and unique associations can be gained. These associations can be either brand attributes or brand benefits.

Brand attributes are descriptive features which capture the character of the product or service (Keller, 2011). Brand benefits are personal and capture the value and meaning consumers attach to the product or service. As the brand attributes and brand benefits are weaved through each other in the consumer mind, no further distinction is made in these. As mentioned before, the associations should be strong, favorable and unique. Therefore, it will briefly be described what this means according to Keller (2011) concerning Mooie Boules.

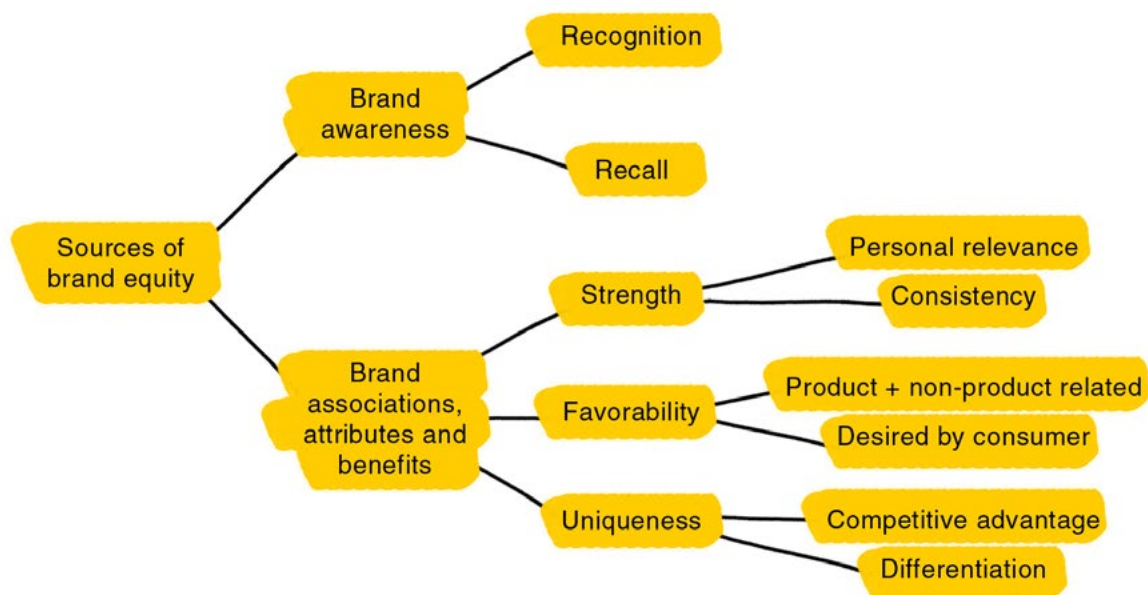


Figure 2.3 - Brand strenghtening (Keller, 2011)

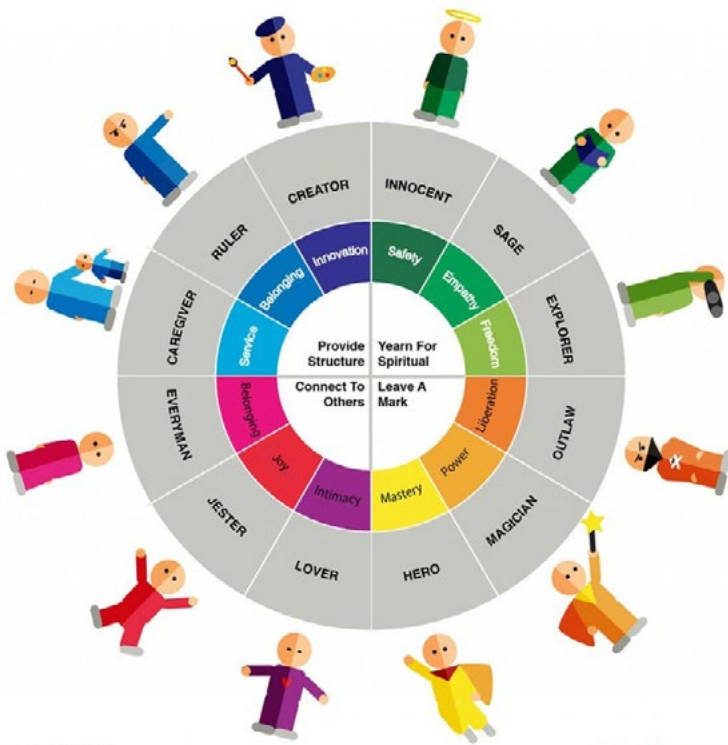


Figure 2.4 - Brand archetypes



Figure 2.5 - Mooie Boules brand archetypes

STRONG ASSOCIATIONS

The more profound a person thinks about the brand, the stronger the associations will be. Two factors that strengthen these are personal relevance and consistency (Keller, 2011). In general, direct experiences create the strongest associations, as the experience is felt and memories are created by interacting with the brand. With Mooie Boules, this especially happened in the pop-up bar, as for 2 months there was the ability to create direct experiences with the customers. Personal relevance can be achieved more, when the target group and its needs are identified.

Brand archetypes

To get a better understanding of the brand, brand archetypes allow to match a brand's identity with deep rooted archetypes seen all over the world (Jung, 2014). Archetypes are used to create compelling brand personalities and thus can be used to create strong and consistent associations, shown in figure 2.4. Knowing which archetype matches the brand, identifies in which way the brand can create stronger associations, as it identifies in which way the brand should talk, behave and react (Jung, 2014).

Jester

Mooie Boules is clearly a Jester, as the main focus is on having fun. A core desire of a Jester brand is to live in the moment with full enjoyment and it's goal is to have a great time and to lighten up the world (Jung, 2014). A Jester allows others to connect with their inner child, creating a playground to do so. Jesters have a sense of humor, are light-hearted and original. Jester customers love unusual and playful adverts, especially when it's about making something light that's serious. This is also expressed by the tone of voice in the communication of Mooie Boules, as little jokes are made and refer to France in a playful manner. To customers, it can give joy. The downside of this is that a Jester brand can be seen as unimportant or licentious. Examples of jester brands are: Old Spice,

MailChimp, Ben & Jerry's and M&M's.

Regarding the market, this archetype is not outstanding, as for the leisure market having fun is a big aspect. However, by the humouristic and free spirited approach to the leisure market and its target group, it gives another vibe to it's brand than for example traditional restaurants.

Lover

In addition, the brand also has a bit of the Lover archetype, due to the creation of intimacy and getting together. Still, the Jester archetype is stronger, as the overall focus and approach is more about fun than on relationships. So, the Lover archetype aims to attain intimacy and experience sensual pleasure (Jung, 2014). A main aspect of Mooie Boules is connecting with others, which represents the Lover. Mooie Boules is less into sensual pleasure than a typical Lover brand, however focusses on creating (intimate) relationships. Examples of lover brands are: Hallmark, Häagen-Dazs and Dior.

Focus

Mooie Boules has characteristics of two archetypes, the Jester and the Lover, see figure 2.5. This means that it is less strong than a brand with only one archetype, as mentioned by literature (Jung, 2014). The main target group is between 20 to 35 years old (see Consumer/Customer), a group which works hard and for which Mooie Boules creates a place to have fun. Creation intimate relations arise from people who have fun at Mooie Boules, but the focus will remain on fun. Hence, the advice is to put emphasis on the Jester archetype and let go of the Lover archetype.

How to

From knowing Mooie Boules has a Jester archetype, the question is how stronger associations can be created regarding this archetype. Important for brand archetypes is their (visual) communication, as that is the way to communicate the character.

The following show how a Jester communicates in general (Smith, 2016) (Impress, n.d.):

- Design: bright colors, vivid and full of life
- Content: easy to read, casual and contain the type of humor that matches the brand message
- Marketing: unconventional, silly or over-the-top
- Images: simple, pleasing and fun
- Tone of voice: playful, witty and approachable

These insights in general communication guidelines for a Jester brand can be used as inspiration for developing the brand book and the website, as it can create stronger Jester associations.

Conclusion strong associations

Personal relevance and consistency are important to create strong brand associations. Personal relevance can be developed by looking into the needs and wants of the consumer and to match these with the company. Consistency can be gained by creating guidelines and by using those consistently. Additionally, brand archetypes are deeply rooted characters and thus can contribute to strong associations as well. Mooie Boules has clearly a Jester archetype and thus the emphasis should be on having fun.

FAVORABLE ASSOCIATIONS

Favorable associations are those that consumers desire, which are created by the product and the marketing (Keller, 2011). These associations can relate to the product or to an intangible asset, like the imagery of user. Consumers will not value all associations as important, so it depends on the consumer whether they are favorable or not. So, associations should be created that are product as well as non-product related and who are desired by the consumers.

Boules heritage

Boules was first played in 1910 in what is now called the Jules Lenoir Boulodrome in a town near Marseilles (La Boule, n.d.). Boules is traditionally known from elderly playing the game on squares across France, combined with cigarettes and pastis (Henley, 2010). Often, the game is also encountered on summer campsites. This indicates that many people could have the association of boules being an old-fashioned game and thus is a not desired game. So how are favorable associations created regarding boules which consumers desire?

Boules is cool again

In The Guardian (Henley, 2010), Ben Brousson (a regional champion boules) illustrates the increased interest in boules in London. He mentions the following about a tournament with 900 participants: *“These were smart, switched-on young people, French, English, all nationalities, all playing boules with total seriousness. Only 5% or 10% were the grans and grandpas most people see as your typical boules player.”*

Ben Brousson explains the growing popularity of boules by the characteristics of the game: it is for both sexes, for all sorts and for all ages (Henley, 2010). Additionally, it is very sociable as you are able to interfere with your opponents and yet tremendously competitive. The game itself is simple, though the tactics can be very complicated. He mentions the social aspect is the main thing why boules is cool again: *“The friendliness, the chat, the forgetting of your problems. And, um, the drinking. You can’t beat it.”* (Henley, 2010).

This shows that the coolness of boules is not exceptional for The Netherlands. More examples in other countries can be found in the chapter Competitors.

Turning old-fashioned into cool

Frequently, old-fashioned products are cool again after some time, mostly referred to as a trend. A few examples which are present at the moment:

- Handwritten notes / handlettering (Kurb, 2017)
- Barbers (Kurb, 2017) and beards (Brown, 2016)
- Grow your own vegetables / fruits / herbs (Kurb, 2017)
- Big framed glasses (Brown, 2016)
- Board games (Bodde, n.d.)

What can be suggested from this, is that something is picked by some people and when a few have made it interesting again, it is adopted by many more people. It is just like a trend, when a shirt is worn by the right person, it can stimulate many more to do so. Nowadays, these people who pick old-fashioned things and make them cool again are often referred to as hipsters. A hipster is described as: *‘a usually young person who is trendy, stylish, or progressive in an unconventional way; someone who is hip’* (Dictionary.com, n.d.). To give a sense of what they like, this illustrates (in an emphasized way) what they like: *“They love black coffee in old factory halls, woolen sweaters, long-playing plates, roller skates, crocheted tablecloths, ceramic statues, burglar glasses and old fire trucks that have been converted into foodtruck”* (Kleinherenbrink, 2017).



Figure 2.6 - Mooie Boules featured at EditieNL

How Mooie Boules makes boules cool again

Looking at the events and the pop-up bar, Mooie Boules builds upon this social aspect Ben Brousson mentions. By making the product and marketing match with the consumers' desires, boules is favorable again and thus made from old-fashioned into cool.

Regarding the product, which are the events and the pop-up bar for Mooie Boules, the whole concept of doing boules is renewed. For example, the boules game is supported by different kinds of music and the party aspect is added. At last, putting a different kind of people together (20 to 35 years old) than traditionally is done, is the main difference for Mooie Boules. So, the customers themselves make the concept complete. More into who the customers are, is explained in the chapter Consumer/Customer.

Regarding marketing, Mooie Boules has had media attention, especially for the fact they bring something old-fashioned (boules) to a lot younger public. They have been on Dutch news platforms, like RTL nieuws, EditieNL (figure 2.6) and AT5. Their fake *GeenStijl* movie, having 39.000 views on the Facebook page of Mooie Boules, shows humoristic and clever usage of relevant media for the main target group (20 to 35 years old).

Conclusion favorable associations

Favorable associations are created by the product and the marketing and are associations that the consumer desires (Keller, 2011). Mooie Boules is not the first to make boules cool again and thus not the first to create favorable associations regarding boules. Like many trends, something old-fashioned is turned into new.

Even though Mooie Boules may have created favorable associations in Amsterdam regarding boules, in other parts of The Netherlands consumers can still associate boules as being old-fashioned. That is why Mooie Boules still has a lot of work to do in these parts, where it should focus on Mooie Boules as a place to play boules for a younger audience.

UNIQUE ASSOCIATIONS

The competitive advantage and differentiation leads to unique associations for customer-based brand equity (Keller, 2011). The associations of the brand can also suit with other brands, to function as category classification. For example, Mooie Boules could be seen in the same group as bowling, which creates a place in the mind of the consumer. However, it needs aspects which differ from their competitors, to create those unique associations for establishing a strong brand. For example, knowing Mooie Boules having a bar can already give an association of partying, as it is something consumers know. But Mooie Boules is different, as also an activity can be done there. In that way, it then differs and can create an unique association.

First mover

Mooie Boules is the first one known in The Netherlands for organizing boules events and having a boules (pop-up) bar. This could be an advantage, however only when there is a correct market position, otherwise it would be a competitive disadvantage to later entrants (Kerin, Varadarajan & Peterson, 1992). A later entrant could create a positioning which is more desirable or relevant for the customer. In general, the first mover has a sales advantage, gaining the highest market share (Kerin et al., 1992). This would mean that, if the positioning of Mooie Boules is right, it has the potential to have a high market share despite possible upcoming follower brands.

Conditions for positional advantage

Kerin et al. (1992) mentions three conditions for gaining positional advantage as a first mover. At first, customers must identify consistent differences in the attributes of the company in regard to later entrants. This means the competitive advantage of the company should still be present and significantly different. So, when another company is going to organize boules events and/or have a boules bar, it should be differentiating enough. For now, it is not sure in which way Mooie Boules stands out. This project helps to identify this differentiation and additionally can make sure Mooie Boules is able to meet this condition.

Second, there should be a gap between the company's capabilities and those of further entrants (Kerin et al., 1992). This means that knowledge and resources of the company should be unique and hard to imitate. For example, the relations and organizational experience gained by Mooie Boules are relatively hard to copy. More in depth identification of the company's main capabilities will be described in 'Success factors.' In addition, potential factors for failure are described after, as they may indicate



Figure 2.7 - Brand resonance pyramid (Keller, 2011)

which knowledge and resources could be improved to grow the gap with further entrants.

The third and last condition is that positive attributes of the first mover remain over time (Kerin et al., 1992). This means that the positive traits for the customer remain important and the problem for the gap of capabilities of later entrants is not solved. So, the previous two conditions are still met through time. This condition can be met by identifying customer needs and keeping track of developments within the market. This will be identified more within the chapters 'Competitors' and 'Market'.

Conclusion unique associations

Mooie Boules is the first mover looking at organizing boules events and especially having a boules (pop-up) bar in The Netherlands. From this, positional advantages can be gained, but Keller et al. (1992) mention three conditions for this positional advantage to be gained. First, the company should differentiate itself. Second, there should be a gap between the company's capabilities and those of further entrants. Last, the positive attributes of the company should remain over time. When looking at the competitors, the competitive advantage can be specified, which also shows the differentiation of the company/brand in the market and in that way, can create unique associations.

CONCLUSION BRAND STRENGTHENING

A strong brand can be created by the combination of creating brand awareness and brand associations, attributes and benefits. By focusing on the Jester archetype, stronger associations can be gained. As favorable associations need to match the consumers' desire, the perception of playing boules as trendy should be given attention, especially in new cities. Unique associations can be gained by creating competitive advantage, of which a first mover can benefit even more if the conditions regarding positional advantage are met.

BRAND RESONANCE MODEL

Now that is known what is needed for a strong brand, the next step is to make that happen. To build a strong brand, the Brand Resonance Model is used often. The brand resonance model shows the four steps in this process and thereby shows how to take the competitive advantages and create relationships with consumers. The model shows a branding ladder, which means that the next level can not be reached if the previous one is not established well.

These are the four steps of this model (Keller, 2011):

1. Who are you? (brand essence / identity)
2. What are you? (brand meaning)
3. What about you? What do I think or feel about you? (brand responses)
4. What about you and me? What kind of association and how much of a connection would I like to have with you? (brand relationships)

Brand resonance pyramid

Six brand building blocks are thought of to create brand equity, see figure 2.7. These six building blocks are assembled in a pyramid, and only significant brand equity is reached if brands reach the top of the pyramid: brand resonance (Keller, 2011). The left side can be seen as a rational route of brand building and the right side is a more emotional route. Most strong brands are built by going up both of the sides of the pyramid. These six building blocks will briefly be explained.

Brand salience

Brand salience identifies brand awareness, by looking into how easily and often it is recognized and recalled. Building brand awareness helps customers to understand the product or service category and what the brand sells. It makes sure what needs are met by the use of the products or services for the customers.

Brand performance

What the brand sells is important for creating a strong brand, as the quality of the product or service tells a lot about how the brand is perceived. The key to brand performance is to, at least, meet the expectations of the customer. Brand performance thus describes how well the functional needs are met.

Brand imagery

On the other side of brand performance lies brand imagery. It is the way people think about the brand abstractly, so with a focus on intangible aspects of the brand. These can be gained through own experiences, advertising or for example word of mouth. Brand imagery is what customers think or feel about the brand.

Brand judgments

Brand judgments are the personal opinions customers have about the brand, which is based on brand performance and brand imagery.

Brand feelings

Next to brand judgments are brand feelings, which are the emotional responses of customers to the brand. It is important that brand judgments and brand feelings are positive, as it only then can favorably influence consumer behavior.

Brand resonance

Brand resonance is the final step of the model, which focuses on the ultimate relationship of the brand with the customer. It describes how much the customer and the brand resonate, thus how strong the relationship or bond are between those. It measures the intensity of the attachment to the brand and the activity of the consumer regarding using and buying the brand.

Conclusion brand resonance model

The brand resonance model shows how a strong relationship can be created regarding customers. By going through all six brand building blocks, brand resonance can be created, which is significant brand equity. Brand equity is in the end what strong brands can gain from a relationship with their customer, which thereby can lead to business growth and higher sales, making it interesting for Mooie Boules to look at how their brand can be made stronger.

CONCLUSION BRANDING

This chapter has proven why it is valuable for Mooie Boules to improve its brand to reach further growth and how it can work on that. The focus in this project lies within creating associations which are strong, favorable and unique. This can be done by:

- Defining the brand. When more events and bars will be launched, consistency is needed to remain one brand in the mind of the consumer. The Jester archetype can help in doing this, as it is a deep rooted and relevant character for Mooie Boules.
- Working on the perceptions of consumers in new cities in which Mooie Boules wants to involve, which can be done by marketing. These consumers may lack favorable associations regarding boules, as it is mostly known as an old-fashioned game played by elderly.
- Creating a concrete positioning, so the competitive advantage can be determined. As Mooie Boules is the first mover for organizing boules events and running a (pop-up) boules bar, it can gain positional advantage from this. These can create unique associations in the consumers' mind.

In addition, the brand resonance model shows the four steps in the process of creating a strong brand, which can provide insights for Mooie Boules. After research is done, this model will be used to create an overview of the six brand building blocks.

3. MARKET

What is happening in the market can be of influence on the success of Mooie Boules. This chapter will give insights in which developments occur in the leisure market. A big part of this is the hospitality market, which will also be described, as Mooie Boules aims to open a new bar. Also, partying and eating/drinking can be done within the market of hospitality, which is therefore an important market. Boules can be seen as a sport, so this sector will also be looked into.

LEISURE MARKET

Market definition

Leisure is being free from work or other duties. This means that the leisure market provides people with goods or services for entertainment and enjoyment in this free time. Holidays are part of the tourism market and thus not included in the leisure market.

Market size

Dutch people have done almost 3.5 billion leisure activities in 2015, in which outdoor recreation is the main activity (NRIT Media et al., 2016). In fact, Dutch households spend 20% of their disposable income on these (ING, n.d.). Half of the leisure activities take place in the municipality where the inhabitant lives, so the provinces with the most inhabitants are also the ones where most leisure activities take place, which are Zuid-Holland, Noord-Holland and Noord-Brabant (NRIT Media et al., 2016). The possibilities for leisure have grown substantially, which means that challenges for companies are to continuously surprise their customers with new attractions and events. Additionally, customer experience, price/quality ratio and targeting the right target group is essential for gaining a profitable business model.

Going-on in the market

The most popular clusters of leisure activities are: going out, outdoor recreation and shopping for fun. Visiting sports games and wellness are the least popular clusters of leisure activities. As already mentioned, outdoor recreation is the most popular activity. In a year, also 18 percent of the leisure activities consists of sportive activities. Of the 854 million outdoor activities, of which 441 million times walking for fun.

Figure 3.1 consists of the ten most popular leisure activities: the activities Dutch inhabitants undertook the most. Within these, going out for dinner, several sports and visiting a cafe or bar are also present.

1.	Walk for fun	441
2.	Shopping downtown	202
3.	Dining in restaurant / dining	194
4.	Bike ride for fun	193
5.	Fitness / steps / aerobics / spinning / etc.	182
6.	Shopping for fun in city center or district center	119
7.	Swimming in an indoor swimming pool	103
8.	Education / school association	98
9.	Tour by car	85
10.	Bar / café visit	79

Figure 3.1 - Ten most popular leisure activities: number of activities x million/v (NRIT Media et al., 2016)

Sectors

According to ING (n.d.), the main sectors in the leisure market are:

- Hospitality
cafes, catering, hotels and restaurants
- Recreation
activities, accommodation and day recreation
- Sports & wellness
fitness, sauna, thermal baths, swimming pools

These different sectors will be described briefly in the upcoming chapter. However, there is overlap between the three sectors, as the separations are blurry. The sectors will be handled according to the above division of the sectors.

HOSPITALITY

The hospitality market is a broad category, which is not strictly defined. In general it can be seen as the business in which hotels, bars and restaurants offer food, drinks and a place to sleep. Looking specifically at Amsterdam, as the pop-up bar was placed there, the hospitality business (sometimes also called catering business) can be divided into four categories (Mokums, n.d.). These four are:

- Fast food businesses
- Discos and hall rentals
- Bars and cafés
- Restaurants and lunchrooms

Sometimes, a fifth category is named, hotels. In this project, this category is not relevant, so is out of scope.

Market growth

In 2016, the hospitality market had a revenue of over 11 million euros in The Netherlands (Foodstep, 2017). This means a growth of 3,1% in comparison with the previous year. Also the number of locations of hospitality has grown to 45.842 locations, which means a growth of 2,7%

(Foodstep, 2017). In addition, a growth of the hospitality market is expected of 2,4% (Rabobank, 2017).

Growth several sectors within hospitality

In 2016, a growth of 5,7% for the amount of restaurants took place. In addition, also the beverages sector (2,5%) and the fast service sector (1,1%) have grown in locations. These sectors have additionally also grown in revenue, respectively 2,8% (restaurant sector), 3,1 (beverages sector) and fast service sector (4,8%) (Foodstep, 2017). Growth of restaurants were driven by the Dutch/French kitchen with an average higher price than restaurants with a foreign kitchen (Datling, 2017). The decline of numbers of bars and cafes has stopped after years. In big cities, even an increase in numbers of cafes has been found (Datling, 2017). In 2016, also coffee bars have become normal, with a growth of 13%. Also 21% more lunchrooms have opened in 2016 in Amsterdam than in 2015 (Datling, 2017). The fast service sector grows, as more people eat in lunchrooms and new eating concepts, which emphasize health and sustainability. The beverages sector specializes itself more: cocktails, speciality beers, coffee- and tea specialties, etcetera (Rabobank, n.d.).

Going-on in the market

More people in The Netherlands are going to out for dinner, work and recreation. Especially big cities are expected to benefit from growth in hospitality. Consumers are looking for products with a special experience or emotional load, which also makes them to pay a higher price (Rabobank, 2017). This is interesting to keep in mind; if Mooie Boules delivers a special experience or emotional load, it could ask a higher price for its service. Quality, experience and welcomingly ambiance are now essential for making customers pay a higher price. Also, other chains like supermarkets and shopping malls will pay attention more and more to food- and experience, as this results in gaining customers (Rabobank, n.d.). This inevitably causes more competition in the hospitality business. As most branches and regions get saturated by too much offers, the challenge lies in creating enough scarcity in a specific product or service in the market. Expected is that big chains of hospitality and leisure will work together more intense, so they can beat competition with game changers in the business (Rabobank, n.d.). In reaction to this, more small-scaled initiatives will arise, which will focus on sustainability, authenticity and craftsmanship. (Rabobank, 2017). Trends within hospitality are rapidly changing, what can be booming one day can be history the other day. This means that for success, hospitality can not totally rely on trends, but can take benefit of it, when applied well.

Higher importance online

Nowadays, the online proposition is of decisive importance for customers (Rabobank, n.d.). This means that the offline and online experience should match at first. In addition, the online experience should tell the story of the brand, should converse with the customer (also via social media) and seduce the customer to a buying decision or reservation (Rabobank, n.d.).

Conclusion hospitality

There are many possibilities for a company within the hospitality market, as it is a big and established market. Numbers show that this market is growing, where especially big cities can take advantage of. However, the requirements for a succesful company in this market are high, as consumers have a lot of choice and trends are rapidly changing. This means that for being succesful, a hospitality company should focus on quality, experience and a welcoming ambiance. In addition, it should be differentiating and create an unique place in the minds of the consumers. This confirms the potential and needs for Mooie Boules to improve their branding.

RECREATION

Sector definition

The recreation sector is about all activities that one can do to enjoy, amuse or please oneself. Examples are going to a beach, festival or theme park, visiting a museum or theater, doing a cruise or shopping for fun.

Looking at outdoor activities, the biggest participation percentage within the age groups of 18-24 and 25-34, is in going out (93% and 94%) (NRIT Media et al., 2016). This means that almost everyone within this age does go out. Activities in which these age groups also participate a lot, are (in descending order): Outdoor recreation, shopping for fun, culture and events (NRIT Media et al., 2016). These activities all have a participation rate of 80% or more.

Events

As events are a relevant category for Mooie Boules, because of their own events, it is important to look into these. Events are an option for Mooie Boules to introduce the brand and its service to new customers on one day.

Events can be divided into two main categories: entrance fee and freely accessible events. In the Netherlands, the Amsterdam Dance Event, the International Film Festival Rotterdam (IFFR) and Amsterdam's festival IDFA are the three entrance fee events with the most visitors (Respons, n.d.). The most popular freely accessible events are the

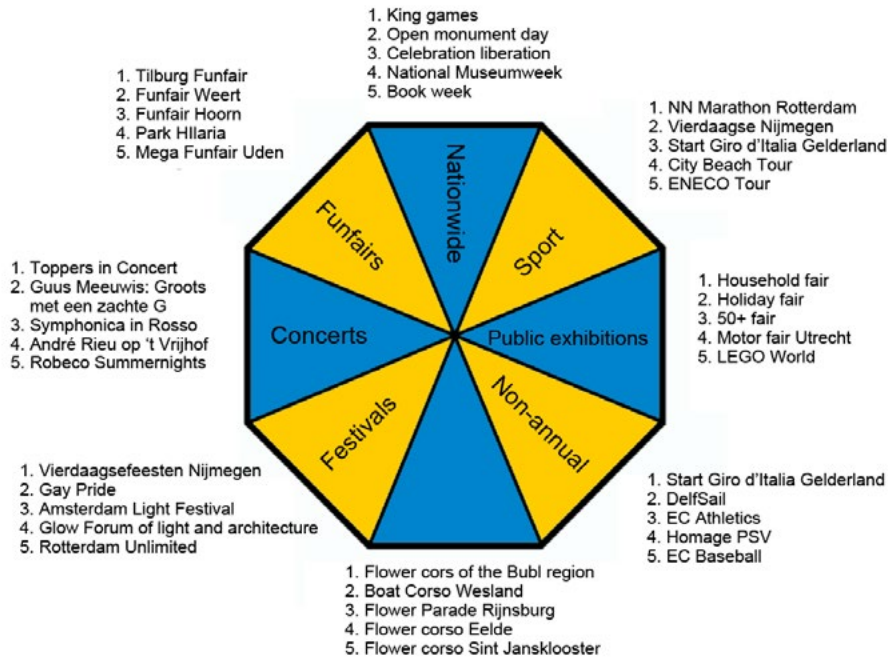


Figure 3.2 - Most popular events (Respons, n.d.)

NN Marathon in Rotterdam, Vierdaagsefeesten Nijmegen and 3FM Serious Request (Respons, n.d.). In figure 3.2, the most popular events of the different sorts of events can be found. These show, for example, that for sports, the most popular events are the walking/running and biking competitions and tours.

Conclusion recreation

The recreation shows some overlap with the hospitality sector, however it is more focused on activities. A lot of people of the age groups 18-24 and 25-34 participate in going out, outdoor recreation, events and sports. This shows that Mooie Boules could be a place for them to take into consideration. The overview of events in figure 3.2 show the different kinds of events that have gained the most visitors, which show the variety and success of this recreation category.

SPORTS

The official sector includes sports and wellness, however research in the market of wellness will not be provided. This is chosen as the two can be divided easily and the wellness sector is not relevant for Mooie Boules. The sports market is the market in which all sports (functional or recreational) are done.

The total sport market has increased with 200 million euros in 2016, to the size of 1.7 billion euros (INretail, 2016). The sports who have the biggest influence on this increase are: running, fitness and walking. There are no specific numbers on the market for boules or related sports within the report of INretail (2016), so the numbers are too low to be treated separately by this report. At the moment, there are 192 official boules associations and 16.985 members registered at the Dutch boules federation (NJBB, 2017).

Proceedings in the market

As the percentages of people who are 65 years old and up will grow rapidly within the next 15 years, this also has an influence on the sports market. For sports, the amount of

sport participation is related to the age structure within that area (INretail, 2016). The prediction is that in the next 15 years, the amount of sport participation will grow and that this is mainly caused by women, 65 plus aged people and consumers with a (below) modal income (INretail, 2016). Only bowling is named within this sports research, as the numbers of boules are too low to mention. The biggest group of bowling players are found to be women from 12 to 23 years old (INretail, 2016). However, a strong decrease is predicted in bowling players. As bowling is often associated with boules, this could suggest that the decrease could be the same for boules. This indicates that there is not yet a specified target group for boules which is relevant for Mooie Boules.

Customer segments within sports

There are different kinds of athletes, as each has different motives for participating in sports. The most important motives are: sociability, health and achievement (INretail, 2016). The participators in sports can be divided into 5 segments, in which their opinion about sports regarding the importance of sociability and performing can be found in figure 3.3 and figure 3.4. This shows there are different kinds of athletes and thus, have different needs.

Conclusion sports

As boules is also a kind of sport, I looked into the sector of

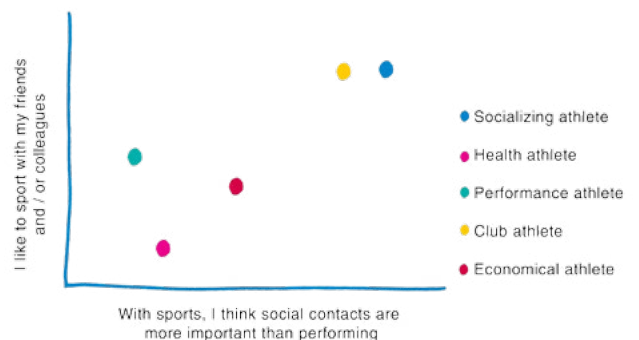


Figure 3.3 - Importance of sociability (INretail, 2016)

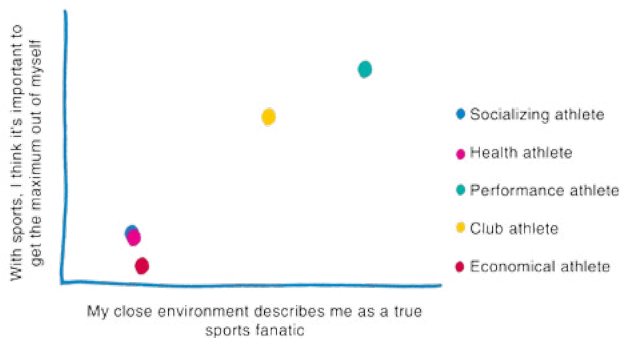


Figure 3.4 - Importance of performing (INretail, 2016)

sports. The sports market is increasing, as more focus is on health. At the moment, almost 17.000 members of boules clubs are registered, though these are found to be mostly older people (65+). Bowling, a similar sport to boules, is predicted to decrease in its players.

There are several kinds of customers defined within sports, where Mooie Boules would be most interesting for the socializing athlete and the club athlete, due to the social aspect. However, especially during tournaments, the performing athlete can also meet his need, as then, the competition is serious and fanatic.

TRENDS

Hospitality

Convenience

Convenience is one of the pillars which are predicted to influence the future of the food market (FoodService Instituut, 2017). This need of convenience can be met in different ways. One of them is delivery, which will grow even more in 2017 (Horovitz, 2017) (Brouwer, 2017). Next to Thuisbezorgd, other chains are also upcoming delivery services, like Deliveroo, Foodora and UberEats. A representation of the need for convenience in food, is the option to do groceries online, like at Albert Heijn and Jumbo.

Blurring

In relation to this need of convenience, concepts are created which are based on blurring. Blurring means that boundaries of markets disappear and different elements are integrated into one, like retail and hospitality (Prummel, 2016). For example: a shop is added to a lunchroom, mainly known as 'concept stores'. Nevertheless, blurring does not only occur in the hospitality sector, also retail is matching different concepts, like adding a lifestyle store to a barbershop (Schildkamp, 2016). Places which first focussed on nightlife, focus more and more on food, like cinemas, theaters and festivals. Sometimes even food and drinks become the main activity and things like art, music and fashion become side products (Brouwer, 2017). Expectations are that in 2025, 9 percent of the food market (estimated size €69,5 billion) consists of blurred concepts (Prummel, 2016).

In another way, combining business and leisure activities is also done more and more in events. With this, the focus is not on one activity. This indicates that blurring does not only stay within the hospitality business, but also arises in other markets (Coverminds, 2017).



All day eating

As last year the introduction has been of 'all day breakfast', this year it is going one step further. This means that there are no separate menus anymore, but one menu throughout the whole day (Uit Pauline's Keuken, 2017). An example is The Breakfast Club in Amsterdam. In addition, the all day concept arises: a business which is open all day, offering breakfast till late night drinks. Examples of bars in Amsterdam like these are: De Kanarieclub and Amsterdam Borri Kitchen.



Fast casual

Connected to all day eating, an upcoming food trend is fast casual, wherein the speed of fast-food is combined with the quality of a restaurant meal (Hobson, 2016). People tend to have more eating moments during the day, which means that smaller proportions are needed with higher speed. This can come with having a smaller assortment, so food can be made quicker and the customer gets provided with what they would like. However, they like to have the atmosphere of a restaurant, as the experience also is important.

Vegetables

Vegetables become more and more the main thing in a dish, instead of meat and fish (Horovitz, 2017) (Uit Pauline's Keuken, 2017). Better and more appealing meat alternatives are made, which also makes it more easy to eat vegetarian. People are also taking it a step further and go all the way, to eat totally plant based and become vegan.



Bowls

Last year, the poke bowl and the acai bowl gained a lot of attention, but it is suspected that the overall bowl will be a trend (Horovitz, 2017) (Uit Pauline's Keuken, 2017). It does not matter what kind of food, if it is put in a bowl, it is perceived interesting.



Party

Microclubbing

More people, especially those above the age of 25, do 'microclubbing' (Kras, 2016). 'Microclubbing' means that after work, people go directly to a club to eat, drink and dance until approximately 12 o'clock. Just like eating, even nightlife is not bound to times anymore, which means that parties start earlier. Especially in Amsterdam, fewer people live according a 9 to 5 pattern (Kras, 2016).





Exclusivity

Selling out within minutes and special treatments are triggers for customers to have the desire to join a party. Expected is that more parties share their secret party location at the very last moment (Planidoo, 2016). This way, everyone is kept in suspense, but also potential new customers are stimulated. A successful example is DR. in Rotterdam: a cocktail bar with a secret location, where you make an appointment to see the doctor. Via a text message, customers receive their location (de Jong, 2014). Being there, customers are not allowed to use their cell phone, which adds up to staying exclusive. What finishes the cocktail bar is that the whole experience is based on the doctor's appointment, which makes people want to go there to experience this special place.



Recreation

Pop-ups

Talking about exclusivity, pop-ups are a popular trend. Pop-ups are places that are only there for a certain amount of days, for example a month. Here, concepts get tested, unused places are filled and new products are sold. The pop-up offers an exclusive experience for a limited amount of time, which triggers customers to come. (Horovitz, 2017). Mooie Boules already responded to this trend, by opening a pop-up bar in November 2016.



Small events

Small events become more and more important, as they bring together a specific niche and contribute to personal experiences (Coverminds, 2017). Sometimes done in combination with pop-ups, which makes it a go to event for people who like to discover new places. These small dinners, pop-up places, food-tours, drinks and (mini) festivals get their attention through Facebook events and Whatsapp groups. (Brouwer, 2017).



Sports & Wellness

Health

There is more and more awareness about personal health. Gym and health club memberships have recorded a high in 2016 (4 Leisure Recruitment, 2016). Also, looking at technology, more sport watches, activity trackers and other technologic devices recording health are popular to have (4 Leisure Recruitment, 2016).

Conclusion trends

Looking at the different markets Mooie Boules is in, the most important and relevant trends are explained. The trends go from very concrete (bowls) to conceptual (blurring), which can all be seen as an inspiration. As mentioned before, Mooie Boules should know the trends, but should not adapt too much to them. The trends which are mentioned, also show some similarities with Mooie Boules. For example the pop-up trend and the blurring trend, which are already present in Mooie Boules through its pop-up bar and the concept.

CONCLUSION MARKET

The main market Mooie Boules is in, is the leisure market. In addition, it can be found in the three main sectors of the leisure market: hospitality, recreation and sports, as it combines those three into the concept.

The most important insights from the market are:

- The sectors of hospitality, recreation and sports are all growing and more people are doing (outside) leisure activities
- Consumers are looking for products with a special experience or emotional load, which also makes them pay a higher price
- It is a trend sensitive market, so Mooie Boules should stay relevant, although the main concept should remain the same
- The participation rate of people within the age range 18 to 34 years old is high for going out, outdoor recreation and events (>80%)
- As boules has not yet a very defined and big target group in The Netherlands, Mooie Boules can use this as an opportunity
- Mooie Boules already makes use of some trends, but can integrate some more, especially regarding food

4. COMPETITORS

Mooie Boules is the first mover in The Netherlands concerning bringing boules to a younger audience, by organizing events and running (a) boules bar(s). Up until now, bowling centers and other bars are seen as important competition by the team. However, Mooie Boules has also competitors in other levels. This means that competitors of Mooie Boules can be found in different markets and serve different needs. In this chapter, an overview is given of all the competitors.

ACTIVITY CATEGORIES

Looking at Mooie Boules, three main divisions can be made in their activities: party, group activity (boules) and consumption (eat and drink). Party can be defined as dancing, talking to people and having a DJ aboard, traditionally done in a disco or club. A group activity can be defined as doing a game with the group, like bowling or pooling. At last, consumption can be seen as eating and drinking in a lunchroom, restaurant or café.

In figure 4.1, the competitor levels can be found for all activities. In figure 4.2, the different levels are displayed. A product form is the direct competitor. It says which brand does it better. Product category explains the competitors which are within the same category. A generic competitor is a competitor which meets the same need. For a budget form, the price is the same. In this overview, only budget competitors are displayed which also match with the market, to create better insight in relevance.

Group activity

Looking at group activities, the focus is on doing a game together and still being able to talk. For the product category, this means that bowling and pooling are relatable activities. Looking at the generic competitor, an escape room or a paintball are alternatives, as they are still group activities with a game element. When budget is spend on doing something with others, alternatives could be shopping together or going to a concert.

Party

Looking at party, the focus is on being able to talk during this party. Other bars with the same focus are placed at this product category. Generic competitors are pubs, discos and festivals. In the case of budget, an alternative is throwing a party at home.

Consumption

For consumption (eating and drinking), the product category is about similar restaurants and lunchrooms. Going into generic competitors, also special bars (like a winebar) and a fast food kitchen (like McDonalds) are places to go. Looking into budget, the alternative could also be to cook or to order online.

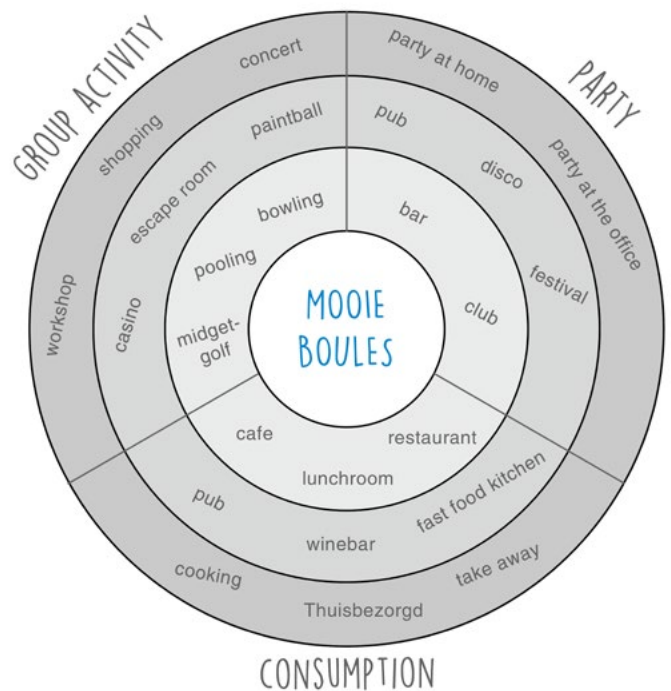


Figure 4.1 - Competitor levels three main activities

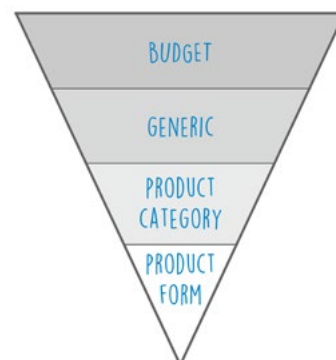


Figure 4.2 - Explanation competitor levels



Figure 4.3 - Vroes activities (“pret peleton”, curling and boules)

COMBINATION OF CATEGORIES

Also combinations of the three activities are present as competitors.

Group activity + party

The competitors which match a group activity with a party can be seen as disco bowling or disco swimming. These activities get an upgrade by adding the party (music and lights) to an existing activity.

Group activity + consumption

Adding consumption to a group activity can take place in different forms. One of them is a cooking workshop, where during and after cooking, the group also enjoys doing the activity. Beerpong and other drinking games can also be examples of this division. In addition, a food festival can be also a group activity, as they integrate the activity with eating and drinking throughout the day. Another option is a game cafe, in which gaming is combined with the traditional consumption done at a cafe.

Party + consumption

To eat and drink during a party is a familiarity. However, there are some places where it is more likely to do this. In Dutch mostly called ‘borrel’, in other countries mostly referred to as ‘drinks’. The renewing way of this kind of doing drinks in The Netherlands, is to do this on a Friday afternoon, after work, also called ‘vrimibo’ or ‘vrijmibo’. An example of successful concepts in which these two are combined are the combination of a restaurant and cocktail bar, which Leonardo Belloni and Daan Bonsen have a few of in Amsterdam (Foodbrigade, 2015).

THE ONLY DIRECT COMPETITOR

There is an interesting competitor (Vroes) which also organizes boules events, combining these three activities as well. Thereby Vroes can be seen as the only direct competitor. Vroes is a company from Rotterdam, which organizes “pretpeleton”, curling and boules events (see figure 4.3). Pretpeleton is partying and biking to a festival with a big group. Vroes does not focus on boules and only hold their events in Rotterdam. Their boules events have different themes and boules is done mainly on grass. The edition of the boules event of Vroes in 2016 was with 28 teams. What is different in their teams is that they exist of at least 6 people and with a maximum of 10. This deviates from the real rules of boules, so therefore focussing less on traditional boules and more on being together with a group.

Tickets costs 10, 13 or 17 euros (without fee and tax), depending on the timing of buying the ticket, as it has early bird discount. This is cheaper than Mooie Boules. Spectators can also buy tickets for 6 euros (without fee and tax), which will cost 7,50 at the door. Mooie Boules does not have such tickets, just free entrance, and is therefore more accessible than Vroes.

With 1750 likes on Facebook, it is a competitor to keep an eye on, as it only has a few hundred less social media followers than Mooie Boules. On the other hand, it could also be an interesting partner to work with when setting up a bar in Rotterdam, as people from Rotterdam already have experience with boules events through Vroes. Vroes does focus more on the party aspect and less on traditional (rules of) boules. Their way of working also suggest they do not long for opening a bar, which is beneficial for Mooie Boules.

THE COMBINATION IN FRANCE

The concept for a ‘vrimibo’, where drinks are done after work, is also present in France in a similar way. This is referred to as ‘apéro’. This is relevant to look into, as Mooie Boules takes this apéro to The Netherlands.

What it is the French apéro?

L’apéro is the short name for “l’apéritif”. L’apéro is doing pre-dinner drinks, that often turn into dinner itself (The Local, 2017). Among students in particular, the apéro can mean drinks consumed for the whole evening or night and is often never followed by any kind of meal. It normally takes place between six and nine PM. There’s no fixed length: it can last from 30 minutes to 3 hours (Girls Guide To Paris, n.d.). The most important thing to do during this apéro, is to talk with others. The conversation is the most important part of a succesful apéro according to 90% of French people (The Local, 2017).

This often goes with playing boules, then referred to as ‘l’apéro boules’ or ‘l’apéro pétanque’. To illustrate, the Facebook page ‘Les apéros de la pétanque’ (figure 4.4), a beer garden that organizes those apéros, has almost 8000 likes.

Drinks

Several drinks are used to be consumed during an apéro.

- Pastis: anis flavored apéritif, made with ice and water (Chez Bonne Femme, 2016) (Truuda, 2013)
- Kir: a popular French cocktail made with crème de cassis topped up with white wine (The Local, 2017)



Figure 4.4 - Apéro with beers meets boules



Figure 4.5 - Example of food at an apéro (Truuda, 2013)

- Wine (The Local, 2017), mostly rosé and white wine (Chez Bonne Femme, 2016) (Truuda, 2013)
- Fortified wines, like port, vermouth or madiera (Chez Bonne Femme, 2016)
- Champagne (Chez Bonne Femme, 2017) (Truuda, 2013)
- Amer spirits, like Apérol and Campari (Chez Bonne Femme, 2017)
- Speciality beer (The Local, 2017)
- Freshly squeezed juices (The Local, 2017)
- Single-malt Scotch whisky (Chez Bonne Femme, 2016)

Food

Even though drinks are most important, also food contributes to a successful apéro, mainly finger food (see figure 4.5). Examples for food that is served with apéros:

- Olives (Truuda, 2013)
- Saucisson (salami) (Truuda, 2013)
- Cheese (diced or sliced) (Truuda, 2013)
- Bread with tapenade or paté (Girls Guide To Paris, n.d.)
- Vegetable crisps and normal chips (Girls Guide To Paris, n.d.)

Conclusion

This paragraph shows mainly how the combination of party and consumption takes place in France. As Mooie Boules integrates its French heritage in some ways, it can show how the activities at Mooie Boules could be made more French and shows in which way Mooie Boules can differentiate itself in the 'vrinimo' category, as it can focus on its French origin. In addition, it shows that in France, they already combine the several activities together with l'apéro boules, which means it also fits their culture.

PLAYING BOULES

Boules is not the main focus for each customer, as partying or consuming can also be done without playing boules (see: Consumer/Customer). However, there are some substitutes for playing boules. These are not the main competitors for Mooie Boules, as customers of Mooie Boules also come for other things than boules to an event and/or (pop-up) bar. But these competitors should be kept in mind, as fanatic boules players could also choose for to go there instead of going to Mooie Boules.

Boules clubs

Members of boules associations/clubs play boules together (see figure 4.6) and mostly have their own space for these. However, most of the customers of Mooie Boules are amateurs, therefore not that relevant for Mooie Boules

Public tracks

There are public boules tracks outside, on which people are allowed to play by themselves (figure 4.7). They have to bring their own balls and also provide themselves with drinks, but they can play boules. Some people even organize their own little tournaments on these public tracks.

Conclusion playing boules

Even though playing boules is not necessary to do at Mooie Boules, it is a big part of the identity of Mooie Boules. This means that these competitors are very relevant to look at, but they are really different in their approach. What makes these two kinds of competitors different is their approach (focused on traditional boules players) and the focus on only boules (without party and/or consumption).



Figure 4.6 - Boules club in Doetinchem



Figure 4.7 - Public track at Zuidas, Amsterdam



Figure 4.8 - A Boulebar in Denmark

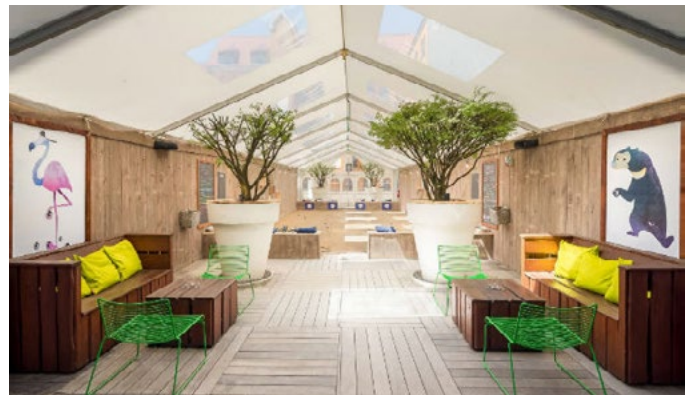


Figure 4.9 - Pétanque bar inside track

OTHER COUNTRIES EXAMPLES

In other places in the world, similar or relevant companies exist. To get inspiration and knowledge about how they operate, also a brief overview of the most important and relevant companies are listed.

Boulebar (Denmark & Sweden)

The biggest similarities with Mooie Boules and therefore biggest competitor in another country, is Boulebar (figure 4.8). Boulebar has two locations in Copenhagen and seven locations in Sweden. It provides French food and has several boules tracks and events. Depending on the location, there are tracks inside or outside

Pétanque bar (Denmark)

Also in Copenhagen, a Pétanque bar (figure 4.9) has been opened. From looking at their website and communication, this is a less strong competitor for Mooie Boules. They have a bar and a terrace, but the boules track is placed aside from these, so it is only an addition to the existing bar. The Pétanque bar is part of the Generator Hostel.

Baranis (England)

In London, a cocktail bar has opened with the only indoor pétanque court in the UK. At this cocktailbar, the food has a provencal style, serving pasta and pizza.

Ugglan Boule & Bar (Sweden)

Regarding the website the “biggest recreation centre for adults”, located in Stockholm, Sweden. At this bar (figure 4.11), the 1500 square meters is not only filled with boules, but also other games, like shuffleboard, billiards and airhockey. It provides Mexican and other South-America flavoured food.

London shuffle club (England)

The London Shuffle Club was a pop-up shuffle bar in London (Shoreditch), see figure 4.11. So the activity is different, as it is deck and table shuffleboard, but in essence the idea of the bar is the same. In addition, shuffleboard is also a traditional sport, mainly done by older people. The bar was 21,000 square feet with 8 shuffleboard courts and 22 feet of table shuffleboards.

Royal Palms shuffleboard (United States)

Also in New York, a space to play shuffleboard and have fun is opened. 17,000 square feet, 2 bars and 10 shuffleboard courts (figure 4.12).



Figure 4.10 - Ugglan Boule & Bar track

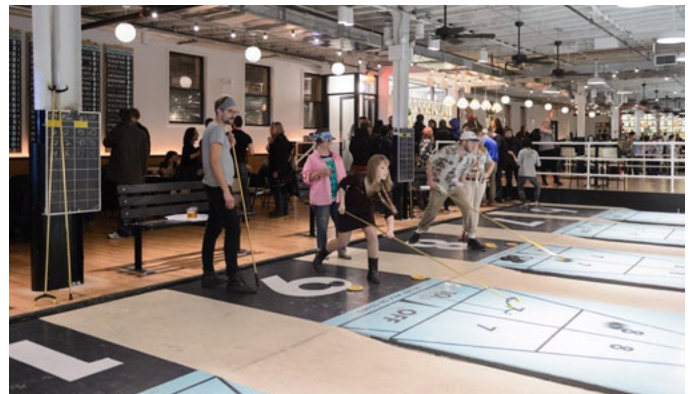


Figure 4.11 - London shuffle club

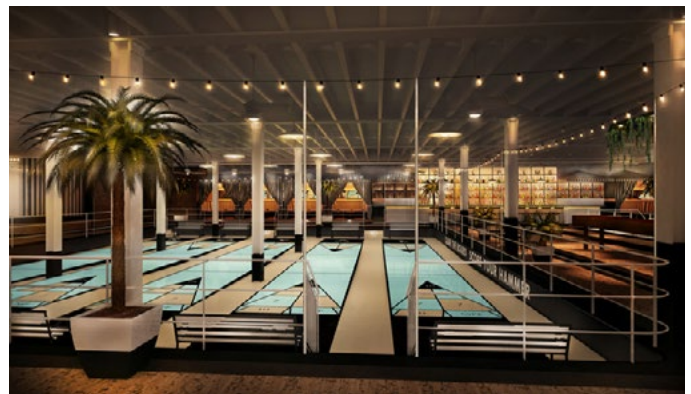


Figure 4.12 - Royal Palms

Conclusion other countries examples

These examples from other countries show that there is also interest in the concept in other parts of the world. As Boulebar has several locations in Denmark & Sweden, it can be concluded that the concept of several permanent bars is succesful over there. As these countries have similarities with The Netherlands, it suggests that there are opportunities for Mooie Boules to also have succesful permanent bars.

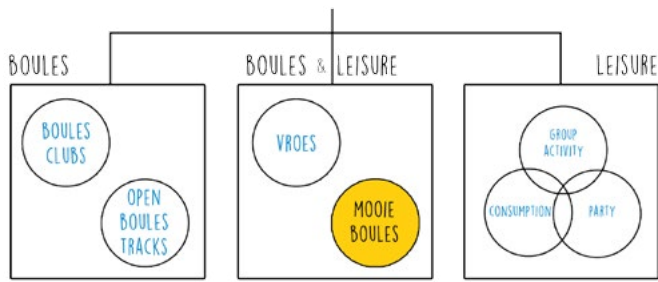


Figure 4.13 - Competitor overview

COMPETITOR OVERVIEW

The competitor overview for The Netherlands can be found in figure 4.13. The competitors can be divided into (1) boules, (2) leisure and (3) boules & leisure. Within boules, the competitors are divided into boules clubs and public boules tracks. And within leisure are the three categories with their competitor levels. For boules and leisure, Vroes (their only direct competitor) can be placed against Mooie Boules.

DIFFERENTIATION

As this chapter shows so far, there are a lot of competitors which are relevant for Mooie Boules. It is clarifying to create an overview of all the competitors and makes it easy to remember their relevance for Mooie Boules. It also shows in which way Mooie Boules differs.

Leisure market

Within the Leisure market, Mooie Boules combines three activities (group activity, party and consumption), which is provided in events and (pop-up)bar(s). Even though this is not combined often into one place, it is not exclusively done by Mooie Boules. What makes Mooie Boules stand out is their French origin. Looking at the French apéro, this concept is translated into events and bars and combined with boules.

Boules clubs and public boules tracks

Regarding boules clubs and public boules tracks, these miss an organizing factor, as party and consumption can happen, but some should take the initiative to organize this. Thus, Mooie Boules organizes places where boules, party and consumption are being organized.

Vroes

Vroes, their only direct competitor, differs in these ways:

- Vroes does not have a bar, assuming that Mooie Boules will have a bar in the near future
- Vroes does not focus on boules, as it is also organizing prepetolon and curling events
- Vroes does not have a French theme, as it changes its themes depending on the event, for example a Malibu theme

Leisure market

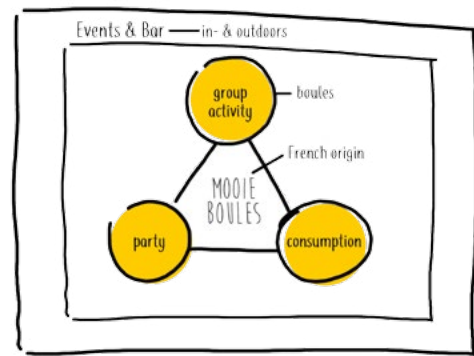


Figure 4.14 - Differentiation

In- and outdoors

Additionally, the activities that Mooie Boules organizes can be done indoors and outdoors. When they have a permanent bar, tracks are preferably provided in- and outdoors. This creates opportunities as the company can play into the weather. This means that in the winter, customers can play boules inside, but in the summer, customers can play boules in the sun. Additionally, most of the events, especially independent ones, take place outside. The opportunity to play boules both in- and outdoors is valuable, as especially playing boules inside is difficult to organize due to the needed space.

Conclusion differentiation

Thus, Mooie Boules is the first in the leisure market to combine boules with partying and consumption, within both events and a bar. They incorporate a French origin, which shows in for example the application of traditional boules rules, the locations of their events/bar and the addition of some French words to their communication. An overview of this differentiation can be found in figure 4.14.

CONCLUSION COMPETITORS

Looking at all the relevant competitors, an overview is made of competitors, to know in which way Mooie Boules differentiates and has similarities with other companies.

The competitors are:

- Competitors can be divided into leisure, boules and a combination of leisure and boules
- Leisure competitors are found in the combination of three categories: group activity, party and consumption
- Boules competitors are public boules tracks and boules clubs
- Vroes is an important competitor, which also organises boules events as one of their activities

In short, Mooie Boules is different regarding competitors by:

- Combining boules with partying and consumption
- Their French origin, by applying the concept of l'apéro (boules) in a new way
- Organizing events and running a bar (in the near future), which creates places to play boules in- and outdoors

5 CONSUMER/ CUSTOMER

Until now, Mooie Boules describes their target group as young urbanites and other boules enthusiasts. These young urbanites are 20 to 35 year old trendy townsman. However, Mooie Boules also notices a lot of other people at their events, which can be seen as boules enthusiasts. A little group can be seen as fans, as they revisit Mooie Boules multiple times. Also, some customers can be seen as ambassadors, as they help organizing independent boules tournaments in the name of Mooie Boules in their own cities. This shows there are different groups of customers who join Mooie Boules. There is no research done into who the target group really is and why they join Mooie Boules. That is why this chapter gives clarity about the consumer/customer of Mooie Boules.

INTERVIEW SET-UP

As more depth is wanted into who the customers are, why they join Mooie Boules and what experience they have with Mooie Boules, interviews were held (N=7).

Method

These interviews were held to gain insights of the experiences of customers with Mooie Boules. As there is no option to visit Mooie Boules and to experience it myself, it is of higher importance to gain those from customers. An interview guide is set up to cover the key topics and to give guidance to the interview.

The topics of the interview are the following:

- Introduction of the participant
- Experiences with visits to Mooie Boules
- Substitutes/alternatives regarding Mooie Boules
- Opinion about Mooie Boules
- Rating brand image

The complete interview guide can be found in appendix D.

Procedure

The main topics of the interviews are: experience, alternatives, improvements and brand image. Each interview lasted approximately 20 minutes. The interviews were held in Dutch at the Aimforthemoon office space and were recorded by phone. The interview was held relatively informal, because the participants (N=5) are working at the same office and the main goal was to know their personal experience. At the end of the interview, the participants were also asked to rate Mooie Boules on 10 wording contradictions, to get a view on how they perceive the brand.

Additionally, two more interviews were held with people outside the network of Mooie Boules and Aimforthemoon, who have visited Mooie Boules as well. These were set up to find out if the experiences these customers have are comparable with experiences of relatives of the company. Therefore, these interviews indicate if there is a kind of difference in perception when not knowing the people behind the company. These interviews are held via telephone and were recorded by a laptop. As these participants were not there in real life, the participants were not asked to fill in the wording contradictions.

Participants

Within Slack (an app for communication within the network) of Aimforthemoon, a request was shared which stated the want for customers of Mooie Boules to talk with. No further selection criteria were used and so, five of the customers who responded were asked for an interview.

Through approaching people outside the network of Aimforthemoon via e-mail, two other participants who visited Mooie Boules were found.

An overview of the participants and their characteristics can be found in figure 5.1.

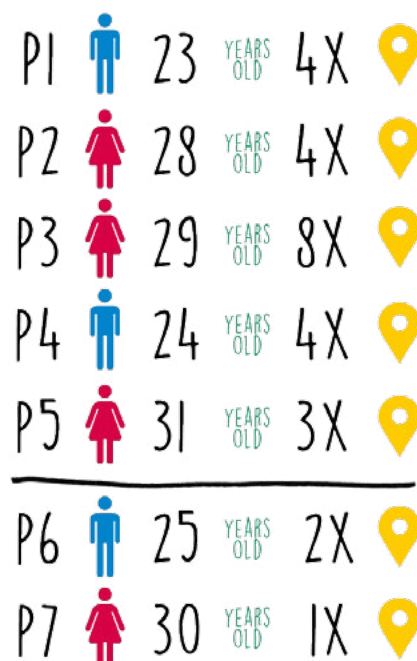


Figure 5.1 - Overview of interview participants

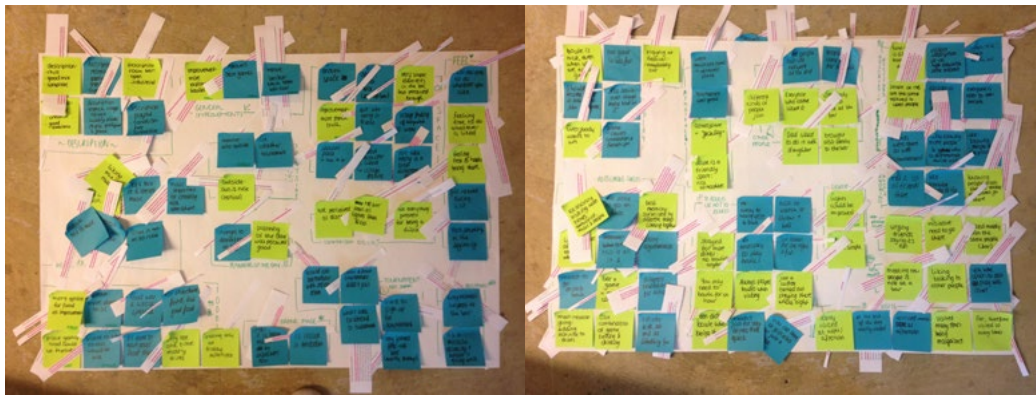


Figure 5.2 - Part of the analysis

Interview analysis

After each interview, the recording of the interview was transcribed. Subsequently, all transcriptions were processed using the context mapping method. All transcriptions were printed out, whereafter all interesting quotes were highlighted. These highlighted quotes were cut out and connected to a post-it displaying the interpretation of that quote. At last, the outcomes of the word contradictions are combined. A part of how this looked like can be found in figure 5.2.

INTERVIEW RESULTS

The transcriptions of the interviews can be found in appendix E, where the outcomes of the word contradictions can be found in appendix F. To give insights in the results from the interviews, the main insights and relevant quotes will be displayed per subject. Every quote gets supported by the participant number. The introduction of the participant will not be further discussed, as the most relevant characteristics of the participants can be found in the earlier referred to figure, figure 5.1.

Experience & Opinion

As the experiences the participants had with Mooie Boules are interwoven with their opinion, these topics will be handled together. During the interview I asked the participants to describe Mooie Boules in a few words, where the following quotes are three of them.

"A chill boules bar with likeminded people. There is a good mix with different music, an activity and a good bar. That mix makes it totally complete." (P1)

"A French village square on the Westergasterrein, it just feels that way. It's a bustling place where socializing and playing come together." (P5)

"A low-threshold, laid back, nice day activity. You can also be there as an external one, if you walk along and you go in, it's also cozy. Just a fun day activity." (P6)

Where P1 describes it as a mix of activities, P6 describes it as one activity and P5 puts emphasis on the place. This shows differences in the emphasis on several parts of Mooie Boules and indicates those customers value other aspects. Interesting is that most of the participants do not specifically mention boules within their descriptions.

Ambiance

A thing that was addressed in the interview, was the ambiance at Mooie Boules, which they liked very much. One participant addressed this as feeling like being on a French village square, whether another participant said it was mainly about the kind of people who create a nice ambiance. What is evident from the interviews, is that this ambiance is very important for their experience with Mooie Boules.

"There is just really a very good ambiance." (P3)

"I liked it, I found it a positive atmosphere. Only, really, a bit chaotic, I can remember that." (P7)

"Yes, [I felt] happy because it was fun. Furthermore, just very free. And what I said: the easy-going feeling. Kind of: there are no obligations, no ways of doing things. A little: anything goes. I felt that. Just having a feeling of having fun." (P1)

These quotes indicate that the ambiance can be summarized by a few actions through which these are created. These were named by multiple participants. These actions are:

- Being social and interacting with others
- Feeling like being in France
- Feeling free to do whatever you want
- Playing a simple, though competitive game

Customers

Throughout the interviews, the customers were named often by the participants, especially the ones within the network.

"Yes, it is a very open club. Like when you say to people, hey can we join. Then you have an instant contact time actually. But just there anyway, everybody is very open and is looking at each other, to see what's happening" (P2)

"It was also hilarious that you also had those figures who really. You then have the boules associations and they really come with their patch. With such a patch, you need to polish such a ball. And their own string.. Really fanatic. Those come to play there [Mooie Boules] too." (P3)

"There were all happy, nice people. No hassle, you know. And of course I know some people there, I like that too." (P4)

"Fortunately, not complete hipster. Just hip, just nice. Again, the casual atmosphere of.. In that sense, taken care of. So let me say, stylish. Nice." (P6)

The customers can be generally described by the following characteristics, mentioned several times by participants:

- Friendly: kind to each other, which also shows there have never really been fights at Mooie Boules
- Open: they like conversations or playing a game with new people

Also for the younger customers, hip is a characteristic. Hip is explained by being up to date regarding fashion and trends, but not adopting everything.

Boules

All participants within the network said they liked to play boules, but that playing boules is not the main reason for them to go to Mooie Boules. However, they say it is nice being able to do it. In addition, some also said that they are bad at boules, but like it anyway and try their best. One participant (P7) said she did not know it was possible to play boules. This could be of the fact that the new years eve party, the event she went to, was not focused on boules.

"I am also very bad at boules. It also appears. But nevertheless I like it very much." (P5)

Consumptions and music

Participants have mixed opinions about the food, some really liked it and other recommended to improve it. In general, the participants did not eat at the pop-up bar very often, because they mostly joined the bar in the evening.

"So that [the food], I also really liked. That is what makes it also more special. That you are able to order nice, beautiful, good food." (P5)

"Yes, I would make the food more comprehensive. Just some comfort food. Some smaller things, just that you can get it there." (P6)

The participants like the diversity of music.

"Yes, chill. A little bit of everything through each other I guess. [...] I don't really have a style or something. I think it's just nice that it alternates, also some hit songs. Really cheerful. Different music, chill." (P4)

Substitutes/alternatives

There are different categories mentioned, when looking into which substitutes or alternatives there are regarding Mooie Boules.

Bowling

Bowling is mentioned by most of the participants, when asked for an alternative of Mooie Boules. However, those do not like to bowl and also have named other shortcomings that bowling has. These are for example: having to go to another place to do drinks together and having less contact with others (in comparison with boules).

"But then you also only have that [bowling] and then you have to go somewhere else." (P1)

"I think it's horrible [...] You have to stay serious with that." (P5)

Indoor activities

Indoor activities which are often named as alternatives, next to bowling, are: pooling, midgetgolf, parties and playing games in a cafe.

"What I also do, for example, is to play games, those old games. At another pub in the centre of Amsterdam." (P1)

"I would maybe do an escape room or something. Maybe even more like a cocktailworkshop or something. I think it's more like that." (P5)

In addition, also activities were named which focus more on the social part, as talking with people is seen as valuable. The main thing mentioned for this was a bar.

"I went here a lot, also Bar Broker. Also because you can dance there, but you are also able to, you can talk at the bar, so that is also nice." (P4)

"I mainly go to parties. You know, it is also smaller, where you go with a group of friends. It's not that you're looking for it, but by chance it's time to go." (P6)

Outdoor activities

As with tournaments, boules is played outside, also outside activities are named as alternatives, like going on a boat or just sitting at a terrace. One participant also names public boules tracks in Amsterdam as an alternative, which suggests that this participants may look for an alternative to play boules.

"I would maybe go sailing, that is what I also like. You are also doing something and you are together." (P5)

"You have more and more of those boules tracks in Amsterdam, next to Hesp, for example. In West somewhere you have these tracks, it's really fun to organize a tournament yourself. Especially with nice weather." (P3)

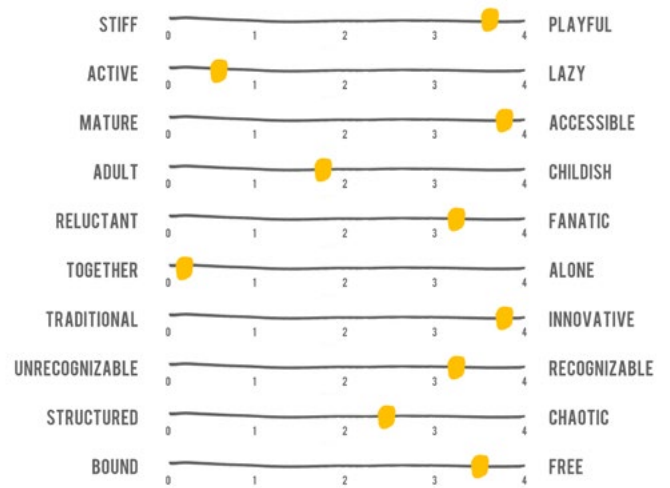


Figure 5.3 - Mean values brand characteristics

Differentiation for Mooie Boules

During naming alternatives for Mooie Boules, also the uniqueness of it came up. Every alternative is missing a part of what Mooie Boules offers, like an activity, all in one place or being social.

“Yes, there are several options. It is not: we just go out. At a bowling alley you go bowling. But this [Mooie Boules] is very focused on just having fun, there, at that place. And you do not need to do boules, but you are able to do it. And that’s why I really like it.”(P2)

“You know, the party, that’s not really what makes it distinctive. It’s more a fun day activity. And if it is still ‘gezellig’, then follows the party.”(P6)

Brand Image

To get a hint of how the brand is perceived by its customers, the inside the network participants (P=5) were asked to score Mooie Boules on 10 word contradictions on a 5 point Likert scale. The outside the network participants are not asked to fill these in, as the form could not be filled in via telephone and a questionnaire was already thought of for better insights.

Set up

The earlier formed core values (playful, accessible, fanatic and together) are included in his short questionnaire, to see if they are perceived by the customers as well. Here, ‘fanatic’ is still used instead of ‘devoted’, as this core value has been changed after these interviews. Next to the core values, some relevant word contradictions were added. These, with their reasoning, are:

- Active - Lazy: to see whether the brand is more perceived as being busy or as being relaxed
- Mature - Childish: this contradictions has multiple sides, as it connects to the whole brand personality, but can indicate in what way the brand is perceived regarding maturity/childishness.
- Traditional - Innovative: as it is a traditional game in a new way, it would be interesting to know how Mooie Boules scores here
- Unrecognizable - Recognizable: to indicate in what way the brand is perceived recognizable (relating to strong associations)
- Structured - Chaotic: as the team organizes the company experimently, it is interesting to know how structured/chaotic the brand is perceived
- Bound - Free: when one could perceived too devoted, this could mean its free character is threatened

Results

The averages of the several contradictions can be found in figure 5.3. The most important insights regarding brand image are:

- The core values are also perceived by the participants, so the brand is seen as playful, accessible, together and relatively fanatic
- The brand is perceived only a little bit mature, which can suggest that it is a mature brand, but with some childish influences like playing
- The brand is seen as a bit chaotic, which could suggest that Mooie Boules is not perceived to follow a certain structure
- The other perceptions are as preferred (active, innovative, recognizable, free)

Limitations

The interviews suggested that the participants from inside the network of Aimforthemoon put more emphasis on the people that go to Mooie Boules, than the people from outside the network. However, only two participants are interviewed from outside the network. This means that it can only be suggested that people from inside the network put more emphasis on the people at Mooie Boules. In addition, the length of the interviews was not that long. This which could mean that if the interviews would last longer, deeper insights could be gained as there was more time to build on several questions.

Conclusion interviews

By doing interviews, more experiences with Mooie Boules are told, which give an idea of how customers perceive Mooie Boules. As the insights per aspect are already described, the main findings from the interviews can be stated as the following:

- In general, the participants mentioned the ambiance and the customers of Mooie Boules many times, which are briefly described
- Participants mention it is not necessary to do boules, however they think it is nice to be able to do so
- Participants do not find it essential to be good at boules to enjoy playing boules
- When it is about substitutes, they all have their own preferences, examples are: bowling, pooling, parties or sitting on a boat
- The perception of the brand indicates a positive and preferred brand image



Mooie Boules Bar

Gepubliceerd door Jesse van der Meulen [?] · 2 mei · 🌐

LIEVE VRIENDEN, we hebben jullie hulp nodig!

De zomer komt eraan, hoog tijd om je ballen uit het vet te halen! Zelf zijn we, na een fantastische pop-up bar, ook weer uit onze winterslaap gekomen. Helaas is het net niet gelukt met een permanente bar op het Westergasterrein. Dus zijn we hard op zoek naar een nieuwe locatie, waar we onze ballen kunnen laten rollen. Om onze volgende initiatieven nog beter te maken, hebben we jullie input nodig!

Help ons, door een korte vragenlijst

(<https://goo.gl/forms/VxY3CWHbt3RlAvhx1>) in te vullen en maak kans op een jaar gratis deelname aan al onze events voor 2 personen! Tag je boulesmaatje(s) hieronder.

Merci!

Rogier, Thomas, Koen, Jesse & Berber



12 / 41 bereikte personen

Resultaten bekijken

Figure 5.4 - Facebook post for the questionnaire

QUESTIONNAIRE SET-UP

As the interviews gave good insights in which aspects of Mooie Boules customers find important, a questionnaire can tell in which way a bigger amount of consumers/customers think of Mooie Boules. The main goal is thus to find out the opinion of the customers and to get to know the customers better.

Method

The questionnaire can indicate if what is found in the interviews is also true for a bigger amount of customers. The questionnaire is also made to ask additional questions about the concept and the alternatives for Mooie Boules. The questionnaire can be found in appendix G.

Procedure

The questionnaire is set up to answer five main questions:

1. Who are the customers of Mooie Boules?
2. How familiar are customers with Mooie Boules?
3. How do customers experience Mooie Boules?
4. How do customers perceive the brand Mooie Boules?
5. What do customers find important regarding alternatives?

A Facebook post was posted in which customers were asked to tag their boulesmate(s) and to fill in the survey (see figure 5.4). In addition, the questionnaire was shared with the Aimforthemoon community and an e-mail to all subscribers of Mooie Boules newsletters was send, in which the subscribers got an update from Mooie Boules and also were asked to fill in the survey.

The Facebook post also got sponsored, so more people were reached to fill in the survey. The Facebook post reached more than 12.000 people, though only 99 participants filled in the questionnaire. This gap can be explained by the length of the questionnaire. In addition, the Facebook post was also viewed by a lot of people who may be introduced to Mooie Boules by this post, thus might not have an opinion about Mooie Boules yet.

Participants

So, 99 participants filled in the total questionnaire. As two of the participants seemed to have not filled it in seriously, by scoring everything in the middle and adding placeholder text, those two were deleted from the results and 97 useful filled in questionnaires remained.

Six participants filled in they did not go to the pop-up bar or an event at all. At first, the questionnaire was aimed only

at people who already visited Mooie Boules. However, the results from these participants seem also very relevant, as they already have a high perception of what Mooie Boules is and what it does. Therefore, they are still included in the sample.

As the first question to answer was who the customers are, the characteristics of the participants can be found in Questionnaire Results.

Analysis

Analysis was done by looking into the answers of the participants. Also SPSS is used to look for differences regarding gender, age and amount of visits, which will be named in the results when these are additional interesting insights. Additionally, SPSS is used for getting an overview of the answers on the question about how participants got to know Mooie Boules, as multiple answers were possible. At last, some questions were made for open answers, which means a variety of wording. For being able to analyze these, the input was redefined with the same terms, which made it possible to count these answers. If needed, Dutch wording is translated into English. To conclude, the analysis was done using a holistic approach, to get a hint of what customers perceive and what they like.

QUESTIONNAIRE RESULTS

As the questionnaire is set up to answer five main questions, these questions will be answered looking at the results and relevant questions from the questionnaire.

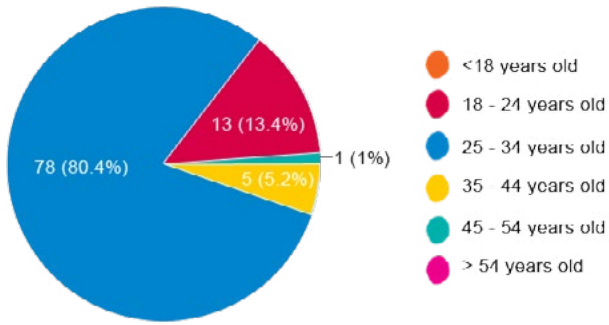


Figure 5.5 - Age of participants

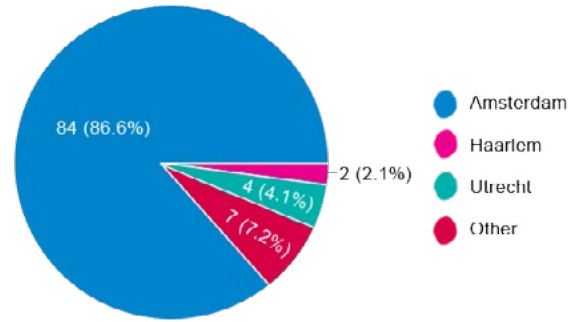


Figure 5.6 - Hometown participants

The most important outcomes (tables and graphs) of the questionnaire can be found in appendix H.

I. WHO ARE THE CUSTOMERS?

Characteristics of the participants

Of the 97 participants, 52 were men and 45 were women. In addition, 78 are within the age of 25 and 34. Figure 5.5 shows an overview of the ages of the participants. Most of the participants (84) live in Amsterdam (see figure 5.6). This is expected, as the pop-up bar and most of the events are held in Amsterdam. In their daily life, the participants are mostly employees (70) or self-employed (20). They are higher educated, as 32 participants have a Bachelor's degree and 61 participants have a Master's degree. When looking at all answers from the questionnaire, there are no sufficient differences found in the opinions and perceptions of participants between different genders and age groups.

Social media

Regarding social media, 92 participants follow Mooie Boules on Facebook and 11 of them also follow the company on Instagram. A lot of respondents have been found via Facebook, so this is a logical outcome. Five participants do not follow Mooie Boules on social media, so are probably reached with e-mail.

Favorites

Looking at favorite food and drinks, there are a lot of preferences, which can be found in figure 5.7 (drinks) and figure 5.8 (food). The bigger the words, the more the food and drinks are named. This means that beer (x=65) and wine (x=24) are favorites. In addition, Gin Tonic (x=13) is also mentioned several times, which is less common to drink than beer and wine. Regarding food, participants have more diverse favorites, but burgers (x=15) and hamburgers (x=6) are mentioned most. These outcomes can be used as an inspiration for Mooie Boules to adjust its offers, as it illustrates what their customers like most.

Looking at favorite activities, there are also a lot of different activities named. These can be found in figure 5.9. Most favorite activities are drink (x=20), boules (x=19) and going to a festival (x=13). These favorite activities show activities which are already available, but can also be used for inspiration when Mooie Boules wants to organize events with new additions.



Figure 5.7 - Favorite drinks



Figure 5.8 - Favorite food



Figure 5.9 - Favorite activities

Degree of generally liking

As there are a lot of differences with people, the general appreciation of participants regarding eight activities can be useful, as it can indicate how, in general, participants like an activity. The activities are:

- Going to a festival
- Eating outdoors
- Partying
- Being outside
- Finding new hotspots
- Playing games
- Meeting new people
- Playing boules

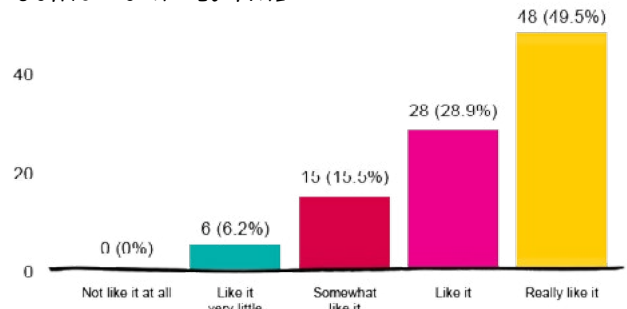
This question was answered by a 5 point Likert-scale, ranging from 'not like it at all' to 'really like it'. Many people like an activity, which indicates that overall, these activities are liked. Thus, the extreme answers can point out best how the activities are judged, as they show when a person is really into doing it or really dislikes doing it.

The activities 'going to a festival' and 'eating outdoors' have a higher amount of participants who 'really like it' in comparison to 'like it'. (see figure 5.10) This means that these two activities are liked more than the other six activities. These findings match with the previously mentioned favorite activities that were asked, as festivals and dinner (synonym for eating outdoors) were mentioned often. The activities that got the most negative ratings, are 'finding new hotspots' and 'playing games' (figure 5.11). However, the amount of negative ratings are really low: for both, one does not like to do it at all and eight participants like it very little. This indicates that it does not really influence Mooie Boules, as in general the activities at Mooie Boules are seen as positive.

Conclusion customers

Looking at the outcomes of the different questions, a conclusion can be made about the customers who have filled in the questionnaire. The customers who have filled in this questionnaire can be seen as higher educated, mostly living in Amsterdam, who work. These are mostly between 25 and 34 years old, follow Mooie Boules on Facebook, whereof approximately half are female and half are male. They prefer beer, wine and gin tonic as drinks, together with (ham)burgers for food. Their favorite activities are drinking, playing boules and going to a festival. Even though some characteristics have been found during this questionnaire, it can be suggested that what the customers have in common most is their lifestyle and/or mindset. This will be explained in the paragraph 'Target group'.

GOING TO A FESTIVAL



EATING OUTDOORS

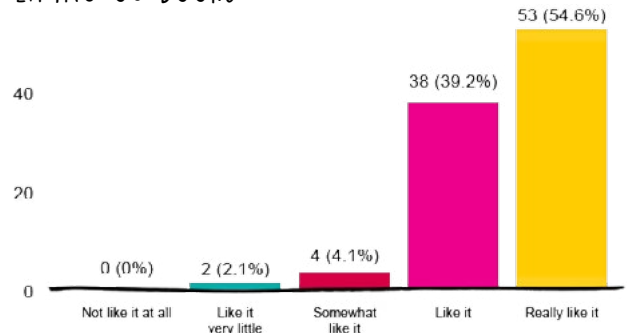
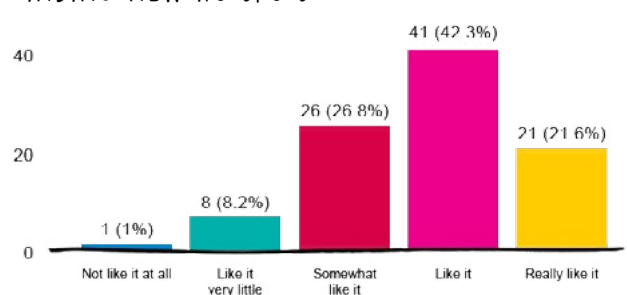


Figure 5.10 - Most liked activities in general

FINDING NEW HOTSPOTS



PLAYING GAMES

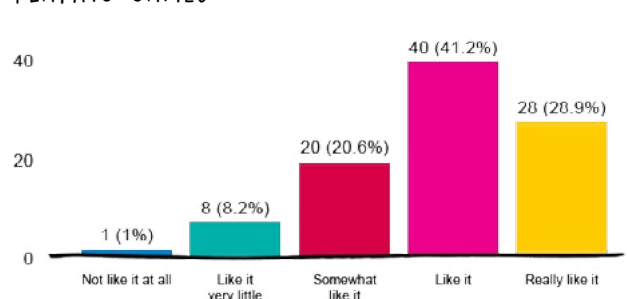


Figure 5.11 - Least liked activities in general

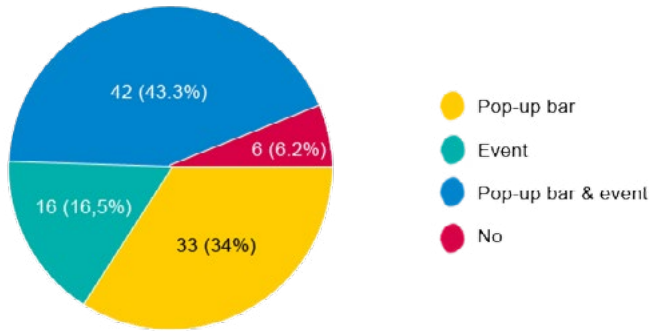


Figure 5.12 - Kind of visits

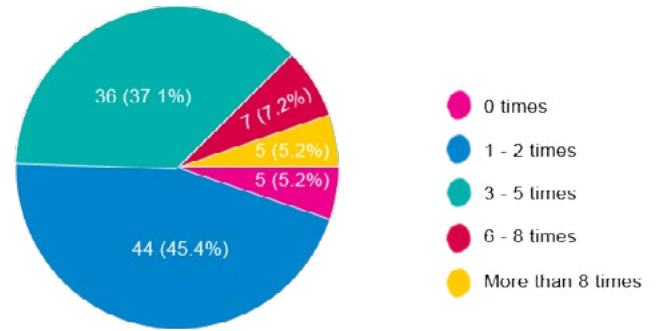


Figure 5.13 - Amount of visits

2. HOW FAMILIAR ARE THE CUSTOMERS WITH MOOIE BOULES?

In general, participants find themselves mostly moderately (40.2%) or very familiar (49.5%) with Mooie Boules, even when they haven't been to an event or the pop-up bar. Approximately half of the participants (43.4%) have been to the pop-up bar and the events (see figure 5.12). Also, many came to the pop-up bar only (34.0%). This is logical, as the pop-up bar was open for many more days than the events were. In addition, a ticket was not always needed for going to the pop-up bar. As mentioned previously, six participants did not go to the pop-up bar or an event at all.

Visits

In addition, the amount of visits has been asked to participants (see figure 5.13). Approximately half of the participants (49.5%) have been to Mooie Boules more than 3 times. No division has been made into which of the two (pop-up bar or event) have been visited, as it is more important they are recurring to Mooie Boules activities, no matter which of these. In addition, the pop-up bar has been open for a lot more days than events are held, so no relations can be made with these.

Got to know Mooie Boules

The outcome of the question "How did you get to know Mooie Boules?" can be found in figure 5.14. Here, multiple answers were possible, so it shows the amount of participants picking it as one of their answers. As can be seen, participants mainly got to know Mooie Boules via their network, which could mean that they know someone from the Mooie Boules organization, Aimforthemoon, friends or family. So mouth to mouth, especially via their social network, is an important and low cost channel for Mooie Boules. Also, social media can be seen as useful, as 30 participants got to know Mooie Boules via them. As 92 of the participants follow Mooie Boules on Facebook, this is an important channel. However, it is good to note that all channels should be used, as these different channels work together. In addition, with the start of a company, the support of this network is needed, to make sure more people get aware of the existence of the company. This outcome shows this has been done sufficiently.

Conclusion familiarity

The familiarity with Mooie Boules is experienced high, even though some participants of the questionnaire have not yet visited an event or the pop-up bar. Customers are recurring, which is mostly due to the existence of the pop-up bar, as it

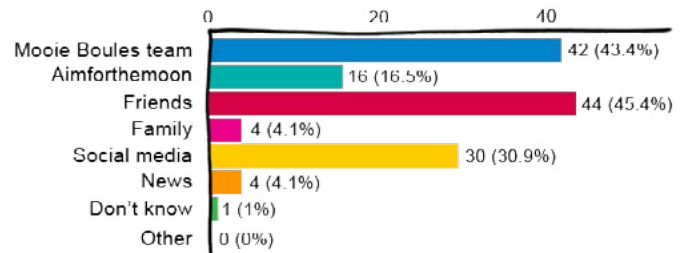


Figure 5.14 - Got to know Mooie Boules



Figure 5.15 - Main reasons going to Mooie Boules

creates more days of possible contact and less exclusivity. Participants got to know Mooie Boules mainly through their network, so word of mouth also seems to work, next to Facebook.

3. HOW DO CUSTOMERS EXPERIENCE MOOIE BOULES?

Description

When asking participants to describe Mooie Boules, a few words are common: fun, friends, 'gezellig' (social/cosy) and relaxed. This description shows what they recall when they have to think about Mooie Boules. Getting together with friends and/or a good ambiance are often recurring answers.

Main reason

Participants were asked to name their main reason for coming to Mooie Boules, of which an overview can be found in figure 5.15. These reasons indicate what makes Mooie Boules stand out from competitors and what they find valuable within Mooie Boules. They mostly refer to (coming with their) friends, playing boules, having fun and the ambiance.

Reasoning

As it was not clear why customers go to Mooie Boules instead of other places or events, the participants were asked to name to what extent the statements were reasons for them to go to Mooie Boules. An overview of the answers can be found in figure 5.16.

The most important conclusions from these are:

- To have fun is the most important reason for many of the participants, which confirms the existence of Mooie Boules
- To play boules is not an important reason for everyone to go to Mooie Boules
- To do an activity with others, to party and to eat & drink are all important reasons for participants to go to Mooie Boules, which shows the combination of these three activities (described in Competitors) is also important for customers
- The least important reasons from the list are to meet new people and to spend an entire part of the day, which indicates these do not require focus
- The more visits have been done, the higher the importance of partying at Mooie Boules. This may indicate that visitors may not know partying is one of the main activities of Mooie Boules, which could be communicated better

French origin

Participants differ in their opinion about how important it is to show the French origin of boules at Mooie Boules, see figure 5.17. This would mean that Mooie Boules should show some French origin, but that customers do not find it important enough to focus Mooie Boules totally on France. How this French origin will be addressed with Mooie Boules, will be described in the chapter Design Guidance.

Permanent bar

50.5% of the participants say they really like to have a permanent Mooie Boules bar. 4.1% says they slightly like it. The participants have a big preference for a permanent Mooie Boules bar to be placed in Amsterdam (92.8%). Other preferences are Utrecht (5 participants) and Haarlem (2 participants). As most of the participants come from Amsterdam, this is predictable. The other cities indicate options for opening a bar.

Events

Regarding the events, there are more diverse preferences for the location of an event of Mooie Boules. Still, the main preference is Amsterdam (87.6%). Next to Utrecht and Haarlem, also Rotterdam, Eindhoven and Den Bosch and the beach are named.

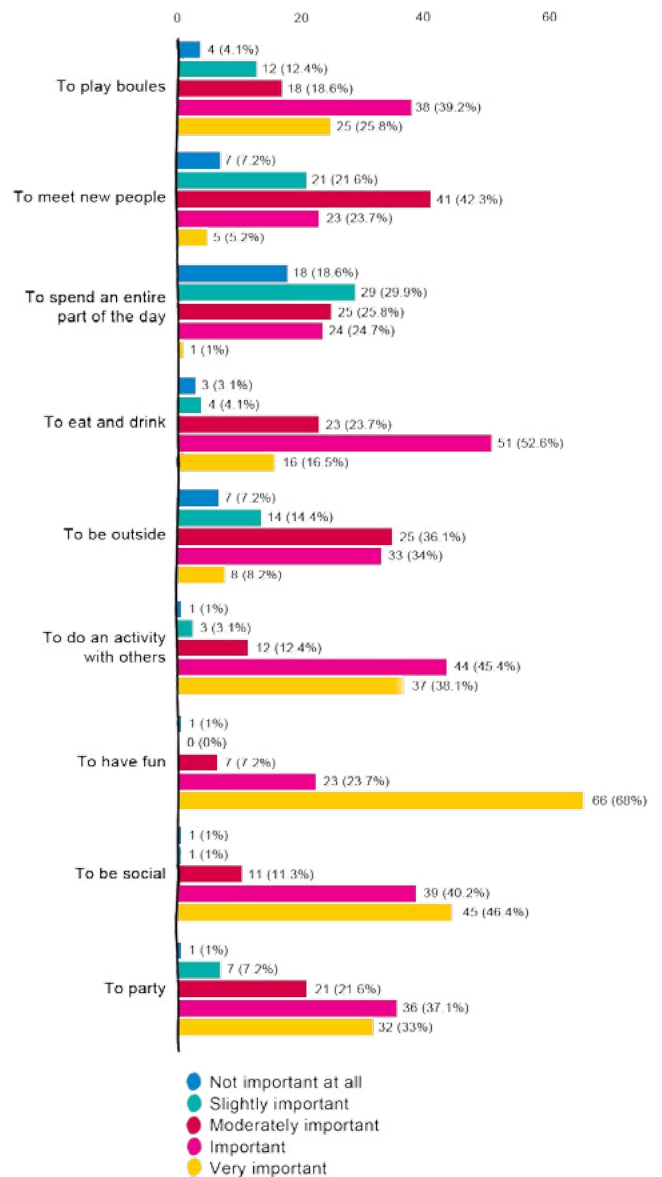


Figure 5.16 - Level of importance for reasons to go to Mooie Boules

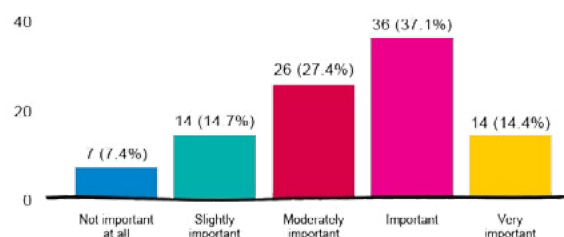


Figure 5.17 - Importance showing French origin

Liking of aspects at Mooie Boules

As is not yet known how much several aspects are perceived, the participants are asked how much they like those several aspects at/of Mooie Boules. An overview of these results can be found in figure 5.18. The main findings from these questions are:

- The aspects are mostly rated positive.
- The participants really like playing boules and the ambiance of Mooie Boules.
- The aspects which also have more negative reviews are: food, prices, staff and styling. This means that these aspects could be improved by Mooie Boules. However, the prices are perceived more positive by women.

Improvements

As also a critical view of the participants is wanted, they are asked to say what they would like to change or improve at Mooie Boules. The most occurring answer was that they wanted a permanent bar, which proves that the customers want one as well. In addition, participants mentioned a lot about improving the food, by adding more options or improving the food options.

Recommendation

Participants are asked how likely it is for them to recommend Mooie Boules to a friend. This question can also be seen as the Net Promotor Score (NPS), which measures the customer experience and predicts business growth. The NPS is calculated by deducting the percentage of Criticasters from the percentage of Promotors. Criticasters are participants who gave a score from 0 to 6. Promotors are the participants who gave a score of 9 or 10 (Checkmarket, n.d.). This means that the NPS = +69, as $((68/97) - (1/97)) \times 100 = +69$. A NPS can be from -100 to +100, where a positive NPS (>0) is mostly evaluated as good. Many people refer to NPS as an indication for growth potential and customer loyalty (Checkmarket, n.d.). This would indicate that Mooie Boules has these and thus has satisfied customers.

Participants are really enthusiastic about Mooie Boules, as can be seen with 40.2% of participants who would definitely recommend Mooie Boules, giving a 10 (see figure 5.19) This shows that Mooie Boules has loyal customers who would really recommend it to their friends. Of those 39 participants rating it a 10, most are men. Young participants (18-24) only rate a 9 or 10 in this question. The participants who have been to Mooie Boules more than 8 times would all definitely recommend Mooie Boules to a friend.

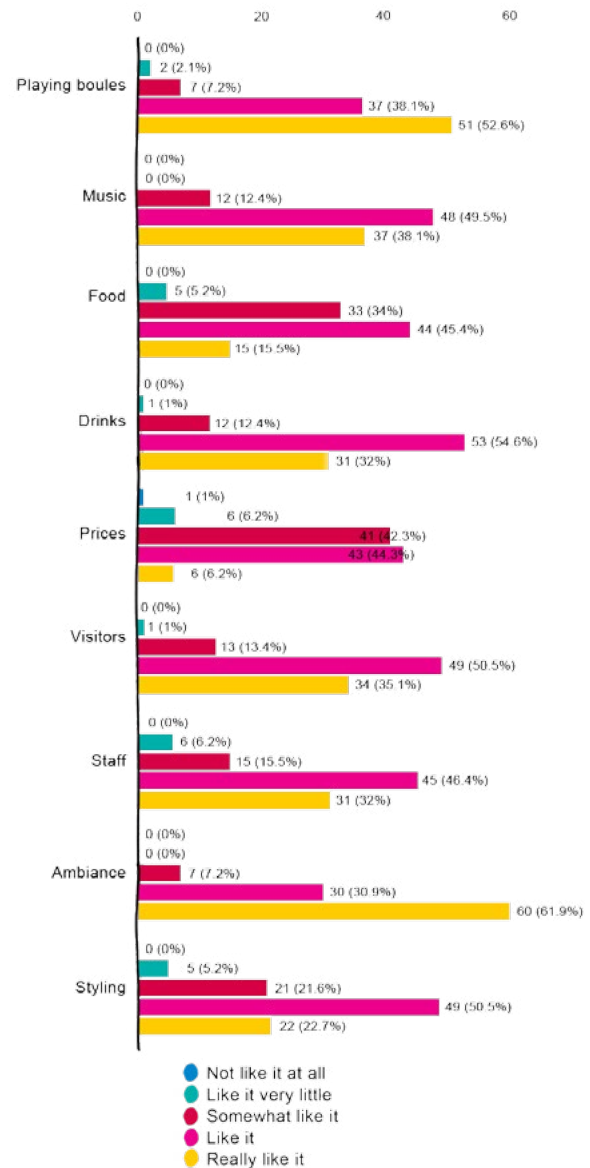


Figure 5.18 - Level of liking aspects of Mooie Boules

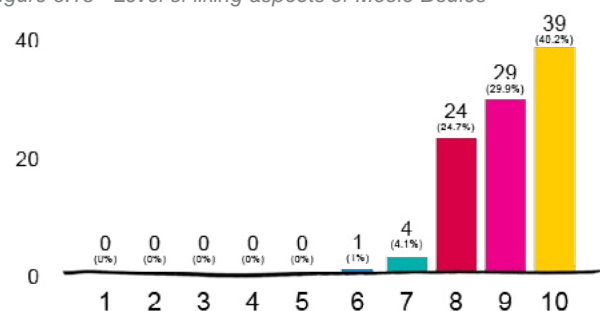


Figure 5.19 - Net Promotor Score input

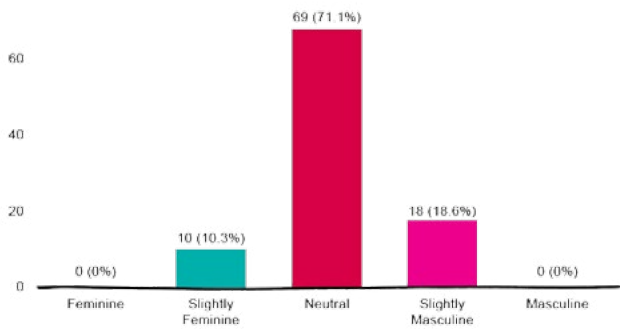


Figure 5.20 - Characteristic feminine to masculine results

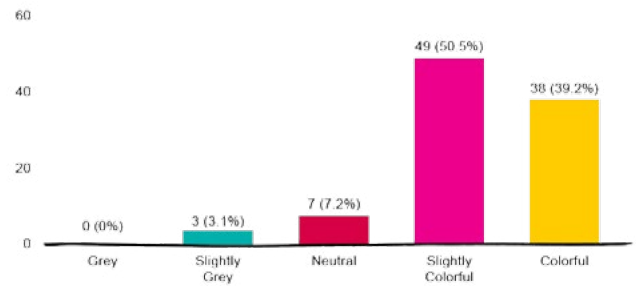


Figure 5.21 - Characteristic grey to colorful results

Conclusion experiences Mooie Boules

To conclude, participants are generally positive about experiencing Mooie Boules. The participants refer to having fun, getting together with friends and the ambiance as important reasons to go to Mooie Boules. The opinions about how important it is to show the French origin at Mooie Boules, are scattered. This means that in some way, it should be referred to as being French, but should not be implemented in everything. How this will be done will be described within the chapter of Design Guidance.

Looking at the aspects that participants like of Mooie Boules, prices, staff and food can be improved, as these score least. Regarding improvements, the participants mostly mention they would like to have a permanent bar and they would like to see the food (assortment) to be improved. Their Net Promotor Score is a high one (+69), but it should be kept in mind that participants of this questionnaire could be mostly loyal Mooie Boules customers, which makes it such a high number. It indicates that Mooie Boules really has fans and loyal followers.

4. HOW DO CUSTOMERS PERCEIVE THE BRAND MOOIE BOULES?

Perceptions

The participants were asked to place Mooie Boules between two opposing characteristics, to see how they perceive Mooie Boules. These are the main findings from these questions:

- Mooie Boules is perceived neutral (71.1%) regarding feminine and masculine, which is good, as Mooie Boules wants to be relevant for both genders (see also figure 5.20).
- It is placed slightly colorful (50.5%) and colorful (39.2%) (figure 5.20), which is interesting, as their visual communication is not that colorful and could be improved to match this brand image.
- As one of Mooie Boules' core values is approachable, it is good to see that 45.5% places Mooie Boules as approachable and 39.2% as slightly approachable.
- Of the participants, 67% place Mooie Boules as fun and 27.8% as slightly fun.
- Between modern and classic, the answers differ mostly between slightly modern, neutral and slightly classic, so this indicates that Mooie Boules does not have a clear perception here. This could be argued, as a classic game has been given a modern twist.

The ratings state mostly what is already suggested, however it is good to see this again. It shows that the participants have the right associations with Mooie Boules, although they can be improved. For example, participants that now score Mooie Boules 'slightly fun', could eventually perceive the brand as 'fun'. Then, the association has become stronger, and as Mooie Boules is all about having fun, this is a desire.

The most important findings within these perceptions is that Mooie Boules is mostly perceived as gender neutral, is seen as approachable and as fun. These are the most important ones as they show their target group (gender neutral) and two of their core values (fun and approachable). However, there is room for improvement, as these perceptions can even be made stronger.

What would be interesting here is to see how a new customer of Mooie Boules perceives the brand. This shows an option for further research, as the associations previous customers have regarding Mooie Boules are the right ones. However, it could be that the people who did not fill in this questionnaire, perceive the brand in a different way.

Opinion about visual communication

As the opinion of the customers about the visual communication is not yet known, the participants are asked what they think of the visual communication. The participants mostly responded with the words cool, like and nice. However, there were also some critical words, like participants saying it could be more professional, that it does not display the ambiance, could be more consistent or that more color would be nice.

Visual communication placement core values

As it is not known how much the visual communication matches with the perception of Mooie Boules that is wanted to be created, the visual communication (the website front page and a Facebook post) is scored on the core values and its opposing characteristic.

From these four question, the core values 'accessible', 'playful' and 'together' are also perceived in the visual communication. On the other hand, the placement of Mooie Boules between modest and fanatic is more neutral. This would suggest that participants do not see the visual communication displaying fanaticism. Thereby was decided to change the core value 'fanatic' into 'devoted'.

Conclusion perception Mooie Boules

Mooie Boules is perceived mostly as wanted, namely as fun, accessible and gender neutral. The participants like

the visual communication, but some have a critical view on this, which could be used for further improvements. The core value 'fanatic' was not perceived within the visual communication, which was the decisive factor to change the core value into 'devoted'. This was done, as devoted emphasizes the loyalty of the customers and the team more and still shows the eagerness to win a game.

5. WHAT DO CUSTOMERS FIND IMPORTANT REGARDING ALTERNATIVES?

As there are a lot of alternatives/competitors for Mooie Boules, it is important to know what the customers find important. Therefore, they are asked to what extent they find some aspects important when choosing a place to go with a small group of friends.

The outcomes of these questions can be found in figure 5.22. These are the main findings:

- The ambiance is found a very important aspect for deciding where to go with friends, as 60 participants find it very important.
- Less important factors for deciding where to go are the familiarity and newness of the place, which means that how (un)known a place is, does in general not really matter. This means that a new pop-up bar is not needed and a permanent bar could also be successful
- The authenticity of the place and the distance to the location are in general also seen as less important aspects for deciding where to go with friends. This means that the identity of the place itself is more decisive in the decision making process.

As there are a lot of options, but the decision making process regarding these are mostly not done consciously, the aspects are not asked about in relevance to one of the three activities of Mooie Boules.

Conclusion importance regarding alternatives

The answers gained from this question illustrate how customers make their decisions for a place to go to with friends. These answers indicate that the ambiance is the most important factor for choosing a place to go to with friends. The participants also find, in general, the familiarity with the place and the newness of the place least important. This means that being a new place or being a familiar place is in general not important, but the aspects that are present at the place are important.

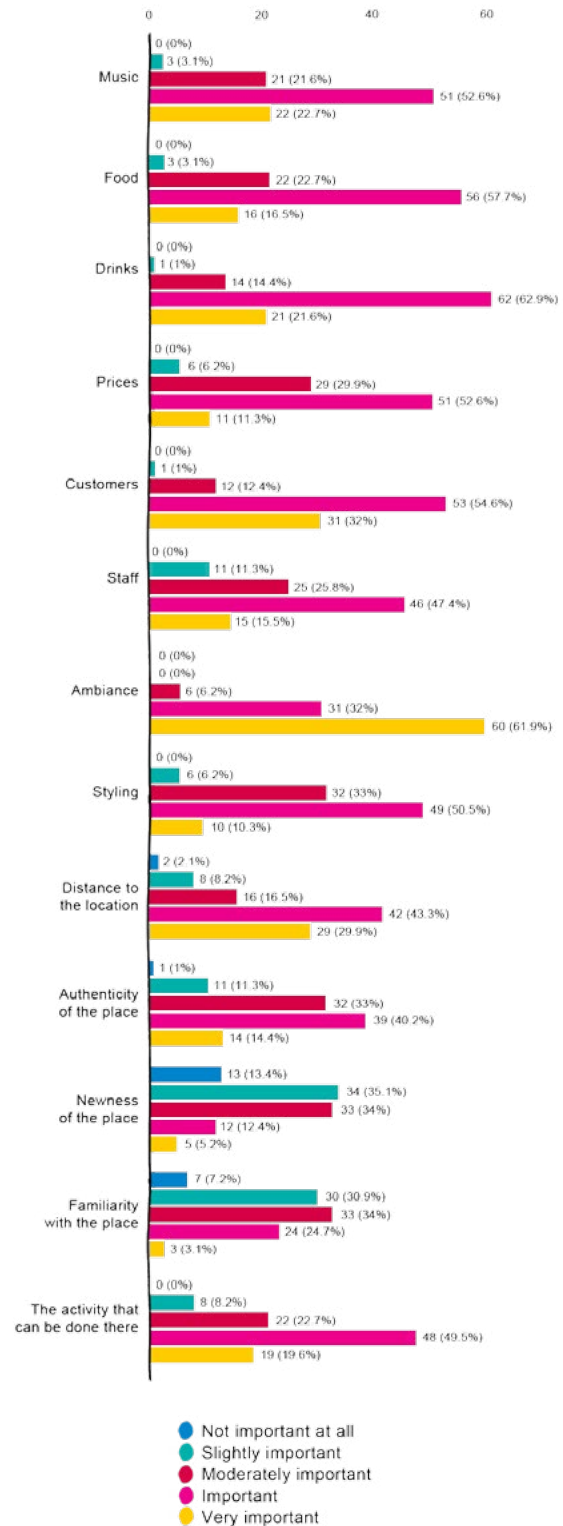


Figure 5.22 - Importance of aspects choosing a place to go with friends

LIMITATIONS

The questionnaire has some limitations, which should be kept in mind. The questionnaire reached a lot of people, mostly via Facebook, but only a small part of these people filled in the questionnaire. As filling in the questionnaire takes time and effort, it can be suggested that the questionnaire is filled in by people who were willing to take the effort for the company. This would mean that only dedicated people have filled in the questionnaire and the results do not completely illustrate how the company is perceived by all customers, only by dedicated customers.

Also, the questionnaire was targeted on former customers, as the questions were about how they experienced Mooie Boules. So, especially regarding brand image, it could have been useful to target also new customers for filling in the questionnaire. There were a few participants who have never been to Mooie Boules.

Additionally, participants know they are filling in a questionnaire from Mooie Boules, which means they may be more likely to name boules or Mooie Boules as a favorite activity. So they may perform likeable behaviour, especially as a lot of the participants know someone from the Mooie Boules team (42 participants).

CONCLUSION QUESTIONNAIRE RESULTS

To conclude the questionnaire, the most important findings will briefly be described. The customers who have filled in the questionnaire are mostly higher educated, working, 25-34 year old people, living in Amsterdam. Almost half of the participants (49.5%) have been to a Mooie Boules event or the pop-up bar three or more times, which indicates they are recurring and thereby loyal customers. Word of mouth is important, as many of the participants got to know Mooie Boules via their social network, next to getting to know Mooie Boules via their Facebook. Participants find having fun, getting together with friends and the ambiance important reasons for coming to Mooie Boules. The participants would like to have a permanent bar and this is also their main recommendation, in addition to improving the (assortment of) food. The brand is perceived gender neutral, fun and accessible. The brand image is as preferred, but there are points for improvement. The participants find the ambiance most important when choosing a place to go to with friends, which emphasizes the importance of the good ambiance at Mooie Boules. At last can be confirmed that the questionnaire has created useful insights in a larger amount of customers regarding what they find important and how they perceive Mooie Boules.

TARGET GROUP

As described previously, the customers are mainly the 20-35 citypeople. However, these are not the only people that Mooie Boules is targeting at. By looking at the research from the interviews and the questionnaire, the target group can be defined as bon vivants. A bon vivant is: *“a person with a free spirit and happy disposition, who enjoys sensuous pleasures in life such as food and drinks”* (Definithing, n.d.). Hence, they want to enjoy their life by being with others, by partying and by consuming food and drinks. A bon vivant can also be translated into “one who lives well”, describing one who enjoys the good things in life.

CUSTOMER OVERVIEW

Customer segments are groups of individuals that are similar in a specific way. With defining those customer segments, clarity can be gained about what the differences are and how their needs can be met. By interpreting the previously described interviews (N=7) and the questionnaire (N=97), four customer segments can be defined depending on two variables. These are the two axes in the customer overview (figure 5.23). From left to right there is a focus on boules or no focus on boules. From top to bottom the division can be made between regular visits and sporadic visits. With these axes, the customers can be divided into four segments, which will be briefly described below.

Community friend

A community friend is the main customer until now. They are mostly gained by the relationship they have with the initiators of Mooie Boules, but also the employees of Aimforthemoon. In addition, they also bring their friends. What this customer segment finds most important at Mooie Boules is that there are likeminded people who they can connect with and have fun with. This means that not only they come there to meet their friends, but also new people. This group can also be seen as the innovators. Within this customer segment, the fans and ambassadors are also present. The suggestion is that most of the participants of the questionnaire are a community friend.

Consumers with a Jester character tend to flock together with others who have a similar “carpe diem” attitude (Smith, 2016). During the interviews some participants told about meeting likeminded people. Hence, this could indicate how they see these likeminded people and tells why they like to meet those.

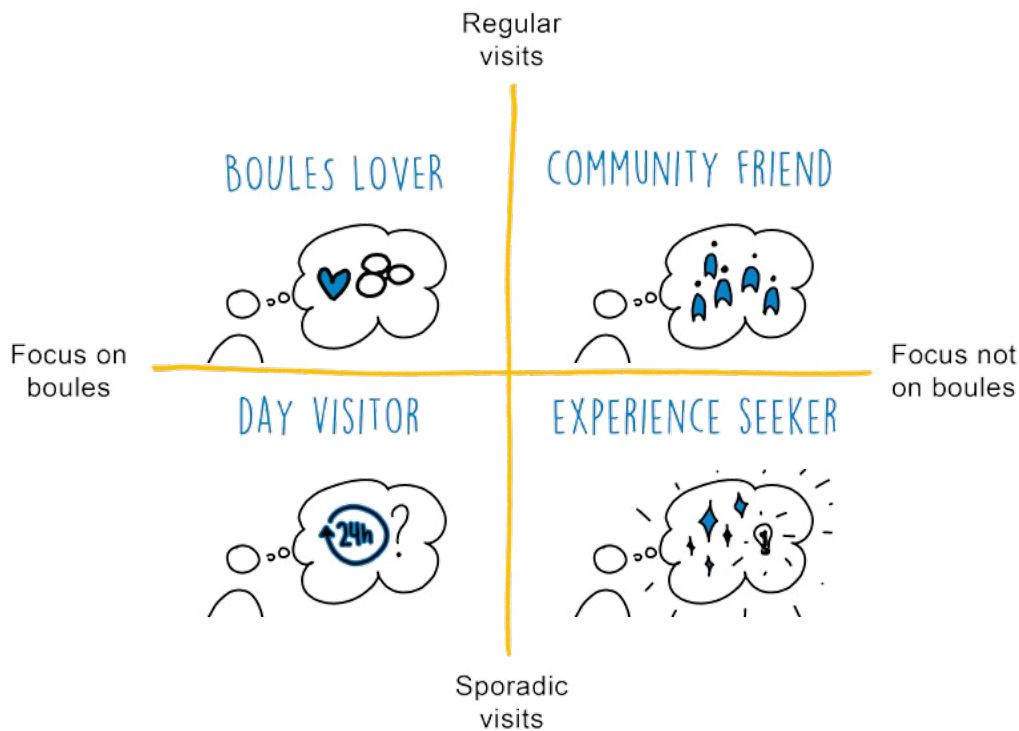


Figure 5.23 - Customer segments overview

Experience seeker

The experience seeker does not focus on boules and comes sporadically to Mooie Boules. The experience seeker does search for a unique experience. That is why they change between different options, as they choose the experience they would like to join at that moment. They are more impulsive when it comes down to choosing where to go.

Day visitor

The day visitor is someone who is looking for a day away from their usual life. So, they are searching for an experience they are not used to. They can do this for a special occasion, for example a bachelorette party or a weekend away with friends. But these customers can also have in mind they want to do an activity with friends one day. This means that they focus on boules, but with the whole experience of Mooie Boules in mind.

Boules lover

A boules lover has not been interviewed and may not have filled in the questionnaire, although other participants mentioned these customers. In this graduation project, some participants mentioned that they would like to give more attention and opportunities for those, which means that this group should not be forgotten. This group can be defined as customers who come to Mooie Boules to play boules. Therefore, it is a more traditional boules player. As Mooie Boules only provides boules as a game, these customers also feel free to come, in comparison with Vroes, for example. At Vroes, the focus is much more on partying, so these boules lovers may not even feel welcome here.

PERSONAS

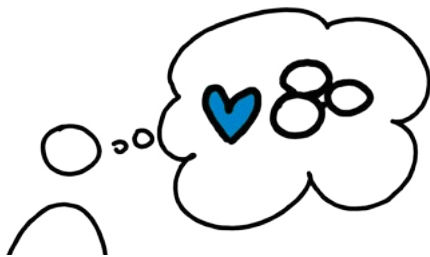
Personas are made, which can be used for multiple purposes. At first, it gives an overview of the different important aspects per customer segments and thus summarizes those briefly. Additionally, by adding those personas to the upcoming brand book, also new employees know what kind of customers come to Mooie Boules and what they need to be satisfied. Furthermore, the team can use these personas as an overview. It could be that they specifically want to organize an event for a specific customer segment or can use it to decide on what kind of customer segment they want to focus.

These personas are set up with the knowledge of the interviews and questionnaire and is supplemented with an own interpretation of the segments, especially regarding the segment for the boules lover. The personas can be found in figure 5.24.

These personas show briefly what the customer segments are, by mentioning:

- Needs
- Amount of boules experience, which can indicate if they need further
- Identifiers
- Their favorite place, as it indicates what they value most important in deciding on a place to go to
- Their reason for going to Mooie Boules instead of going to competitors, which illustrates the competitive advantage specifically for the customer segment
- A quote which shows how the persona deals with Mooie Boules

It can be concluded that, until now, the focus for Mooie Boules has been on the community friend and the experience seeker. Thereby it is advised to remain focus on these segments. However, by opening a permanent bar, more day visitors can come in.



BOULES LOVER

Needs

- Develop boules skills
- Doing the game with relatives
- Connect with new people
- Outside and inside play



Identifiers

- Fanatic
- Serious
- Strict game rules

Why Mooie Boules?

Connecting with other boules enthusiasts

Boules experience



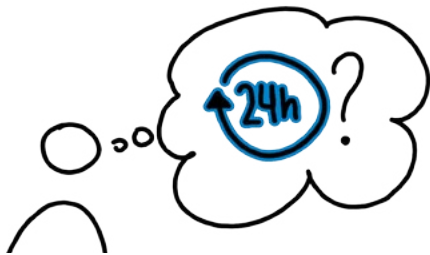
Favorite place

Outdoor tournament in the city centre

Success when?

Playing together with new people and sharing the love for the game

"I LIKE TO MEET OTHERS WHO ALSO LIKE THE GAME, BUT ARE FROM DIFFERENT KINDS OF AGE AND BACKGROUNDS"



DAY VISITOR

Needs

- Able to spend a part of the day
- Unique experience
- Welcome talk
- Instructions for boules



Identifiers

- Does not know how it works
- Reserved attitude
- Limited time

Why Mooie Boules?

Special way of filling in the day

Boules experience



Favorite place

A new city or place they can have a complete experience

Success when?

They tell relatives about their experience at home

"I JUST WANT TO HAVE A GOOD DAY, BY DOING SOMETHING GREAT. A NICE GET AWAY"



COMMUNITY FRIEND

Needs

- Getting away from work
- Relaxation
- Connect with people



Identifiers

- Talks with others
- Bigger groups as well
- Like knows like

Why Mooie Boules?

The people

Boules experience



Favorite place

Where likeminded people come

Success when?

Coming to meet new and old friends

"YOU DO NOT NEED TO DO BOULES, BUT YOU ARE ABLE TO DO IT. AND THAT'S WHY I REALLY LIKE IT."



EXPERIENCE SEEKER

Needs

- Something new and/or innovative
- No planning
- Exclusivity



Identifiers

- Last minute or early bird decisions
- Likes exclusive or special events
- Triggers friends to join
- No fixed places to go

Why Mooie Boules?

Unique combination of activities, together with an unique experience

Boules experience



Favorite place

None, like to change the favorite almost every time

Success when?

Stimulating others to join them because they have to experience it some time

"YOU KNOW, THE PARTY, THAT'S NOT REALLY WHAT MAKES IT DISTINCTIVE. IT'S MORE A FUN DAY ACTIVITY."

Figure 5.24 - Personas



Figure 5.25 - Company outings division (yellow = Mooie Boules)

Furthermore, Mooie Boules focuses on amateurs, so there is no focus on boules lovers. Nevertheless, Mooie Boules is approachable and open to many people, so these are also welcome to join when a permanent bar will be opened.

COMPANY OUTINGS

With the pop-up bar, Mooie Boules also provided a space for company outings. A company outing is an activity where employees of a company come together to have fun, be social and/or do teambuilding. The employees get out of their job and their working environment to create relationships on another level. So, next to B2C, the company also has to think of B2B. Companies are therefore an additional target group.

For Mooie Boules, this is an interesting way to get a lot of people to their bar and to earn money. Although offering company outings is not their main focus, it is relevant to look at how this service is set up and what is happening in the market regarding company outings.

Sorts of company outings

There are many company outings possible. A division in company outings is made, by looking at possible company outings and their characteristics. Every outing can be linked to at least one of these divisions (see figure 5.25):

- Learn (like a workshop)
- Game (like an escape room or doing board games)
- Consumption (like a high tea or cooking)
- Trip (like a boat trip or a city tour)
- Sport (like flyboarding or yoga)
- Creative (like making a video or make pots)
- Entertainment (like a party or a show)
- Help (like volunteering or a strawberry farm)

Often, company outings include a combination of two or more of the above. For example, a cooking workshop, a boat trip including consumption or lasergaming (a combination of a game and a sport).

Characteristics

Next to the kind of company outings, there are also other characteristics which are used for companies to decide whether the company outing fits. These are:

- Price (per person)
- Number of persons
- Place

Even though these are important to keep in mind, the most important factor is what kind of company outing it

is. The company has a goal with the company outing and most of the time, a budget is available for it. For Mooie Boules, it is best to have a standard proposal for price and number of persons, but depending on the company and its possibilities, altering it.

Company outings market

500 million euros per year is spend on company outings, regarding estimates (NRC, 2014). For each person, 50 to 80 euros is spend, with an average group of 30 persons, approximately 200.000 company outings each year (NRC, 2014). There is no organisation who registers the actual amount of company outings, so these are only rough estimates. What can be said is that there is an increase in company outings and also in the budget for these company outings (Eventbranche, 2016).

The focus with company outings is on fun, however this is often combined with education (for example a social media game) (NRC, 2014). Company outings are more and more used to bring a message across to employees and other relations (Eventbranche, 2016). The overall focus is on getting a team of people together, as a good teamspirit improves the productivity, creativity and collaboration of employees (Eventbranche, 2016).

A quarter of the people does not have a preference for the kind of activity, as long as there is the possibility to do drinks together (Nationale Vacaturebank, n.d.). In addition, another quarter prefers to do something sportive with their colleagues. More often, clients are looking for an activity they do not do every day, wherein they accept that these activities cost more than 'daily' outings (Eventbranche, 2016).

Conclusion company outings

Regarding Mooie Boules, a company outing combines game, consumption, entertainment and sport. This could make it more interesting, as it combines different aspects for a company outing. With more people, there is also a change that some people do or do not like a kind of outing. For example, one may not like a sport or may not like to do a game. For them, they may find the company outing at Mooie Boules still interesting, as it combines different aspects and are able to focus on one of the aspects they do like. This part of the market is growing, which makes it a nice addition to the business model, as it can create revenue and attention by reaching a big group at once. Company outings are interesting for Mooie Boules, as it can get new customers to their bar. However, first a new Mooie Boules bar has to be opened before being able to do company outings again.

CONCLUSION CONSUMER/CUSTOMER

By doing interviews (P=7) and a questionnaire (P=97) into who the consumer/customer is and what he/she wants, the target group for Mooie Boules can be defined as bon vivants. Bon vivants are people with a free spirit and happy disposition, who enjoy sensuous pleasures in life such as food and drinks. Thus, their target group is not connected to for example age, but is more focused on a lifestyle.

The customers of Mooie Boules can be divided into four segments, which are divided by the amount of focus on boules and their visiting behaviour at Mooie Boules. These four are: the boules lover, the community friend, the day visitor and the experience seeker.

As Mooie Boules also wants to offer company outings when opening a new (permanent) bar, companies are an additional target group. As a company outing at Mooie Boules combines several activities into one, of which being social is important for companies, it can be an important and relevant service for Mooie Boules to provide company outings. Within these company outings, the company should focus on the already existing concept, but can adjust its offers to what the company in question wants.

As defining the consumer/customer of Mooie Boules is the last part of the analysis, all research will be used to position Mooie Boules in the following part: Positioning.

Part 2

DEFINE

Based on the previous analysis phase, this chapter presents the way Mooie Boules positions itself. In addition, this positioning in the market is supported by the big idea, which guides the communication of the brand. Thus, these parts explain the definition of the brand and defines how it could communicate.

6. POSITIONING

The previous part contains the information which is needed to define the company/brand. In this chapter, the positioning statement (focus on competition) and the proposition (focus on consumers) will be described. As the goal is to define the brand, the brand resonance model will be used to see how the brand is composed.

POSITIONING STATEMENT

A positioning statement is constructed for Mooie Boules, which says how it places itself in the market regarding their competitors. The positioning statement will bring consistency and focus for further growth and identifies what are the most important aspects of Mooie Boules. The elements of the positioning are previously identified and explained. The positioning statement is as follows:

Mooie Boules is the French originated all-in-one leisure brand for bon vivants, which enables them to enjoy their life with others. It does so by providing boules, parties, drinks and food at central places in cities.

In short, this is the explanation of the parts

French originated all-in-one

As mentioned in the chapter Competitor, Mooie Boules combines the three activities (boules, partying and consumption) into one place, with both events and eventually bars. They incorporate the French origin within this, which shows how they are different from competitors.

Leisure brand

As a category description, the leisure market is defined within the chapters Market and Competitors.

Bon vivants

The target group has been found after research with customers during the chapter Consumer/Customer. The target group is defined as bon vivants: people with a free spirit and happy disposition, who enjoy sensuous pleasures in life such as food and drinks”

Enables them to enjoy their life with others

The proposition will be explained after this part, but the

benefit for customers can be defined that Mooie Boules creates a place where people can enjoy their lives with others. This is by experiencing fun, through the usage of boules.

Providing boules, parties, drinks and food at central places in cities

This is the supportive evidence and shows how Mooie Boules can create this first sentence. It does so by the combination of activities, which can be found in one place at the city centre. These have been defined in the chapter Company.

The order of the supportive evidence is based on importance. The supportive evidence includes the three main activities of Mooie Boules, explained in the Competitor chapter. Boules is the main activity on which the whole company is based. Second, parties are placed, as this links the existence of the bar and the music. Without parties, Mooie Boules would be just a nice place to come together, but with parties it becomes a place to really celebrate life. Consumption, thus drinks and food are needed for these two activities to be a success, these are placed last. However, drinks and food are really important, as bon vivants like drinks and food very much. As customers do eat less than they drink at Mooie Boules, drinks is placed first. At last, the location is also important, as Mooie Boules only offers their service at central places in big cities, thus focusing on townspeople.

PROPOSITION

In addition to the positioning, the value proposition goes a step further. It identifies what the benefits are for the customers and what they can gain from joining Mooie Boules. The value of Mooie Boules does not lie within only providing food/drinks or throwing a party. The benefit from Mooie Boules is that it enables the customers to enjoy their life with others.

Aaker (2012) describes a value proposition as:

“A brand’s value proposition is a statement of the functional, emotional and self-expressive benefits delivered by the brand that provide value to the customer. An effective value proposition should lead to a brand-customer relationship and drive purchase decisions”

What people enjoy about Mooie Boules much, is the feeling they get by going there. Mostly for the hard-working and higher educated young group (often the community friend customer segment), it is an escape from their high speed daily life. As also was referred to in the interviews, it creates

a feeling of being on a holiday in France, even though it is happening in the city. Next to getting this escape, it is gathering people who also have the goal of just having fun.

This is captured into the following proposition:

Mooie Boules delivers the feeling of being on a French holiday in the middle of the city. It is an easy escape from daily life, where you are free to do whatever you want. It is the place to enjoy your life with others who want to do the same.

Thus, Mooie Boules offers a place to escape daily life and thereby, a place to have fun, relax, connect and play with others. This is done by creating a French holiday ambiance, where freedom is felt, a simple though competitive game is played and customers interact with each other. Here, the people are friendly and open. This is created using boules as a key activity, where people get into contact with others and compete against or collaborate with others. Additionally, food, drinks and music are offered to provide customers with what they need during this French holiday experience.

BRAND RESONANCE MODEL

In the chapter Branding, an introduction is done into the brand resonance model, which shows how a strong brand is created. As the main goal of this project is to define the brand, it is useful to put together this brand resonance model, as it creates insights in how the brand is composed and shows how the brand can be made stronger. The brand resonance model for Mooie Boules can be found in figure 6.1. Each of the building blocks will be described concisely.

Brand salience

Customers who know Mooie Boules have a relatively high awareness of what they do and by going to Mooie Boules once makes them aware of what Mooie Boules offers. Many participants of the questionnaire found themselves familiar with Mooie Boules. They also refer to not having a clear substitute for Mooie Boules (see Consumer/Customer), which shows they are aware of the category Mooie Boules is placed into.

However, there is a lack of awareness in other cities in



Figure 6.1 - Brand resonance model for Mooie Boules

which Mooie Boules is not yet sufficiently introduced. As the name suggests the focus on boules, people outside the social network of Mooie Boules generally have more the perception that this is the main thing to do. This means it is important to let consumers know the focus is not on (traditional) boules, but that boules enables customers to have fun together. This indicates that organizing events to introduce the concept of Mooie Boules to inhabitants of another city, is useful and still relevant to do.

Mooie Boules meets several needs, where different customers can choose for which of the needs they want to fulfill. For example, one can fulfill the need of doing a game, but also the need of partying.

Brand performance

The performance of the brand is characterized by the initial team, which has a lot of experience in organizing and developing a company through entrepreneurial skills. With this, especially other businesses perceive the team valuable for running a successful company. However, at the moment there are only events as a (permanent) bar is not yet there. But, the events are almost always sold-out, often within a few minutes, which shows the desire for customers to join. In addition, the company has gained an ambiance, which is seen as valuable and relevant for customers, thereby providing quality.

Brand imagery

The brand is recognizable by its font Besom. As a brand, it is seen as an escape from daily life, to have fun. The brand itself is humouristic, playful and makes something old-fashioned cool again, making it a Jester brand. With a French touch, by including for example real boules rules and French words in their communication, the holiday feeling is made complete. Made for bon vivants, the brand communicates that it is the brand with which people can enjoy their lives.

Brand judgments

Customers think it is an unique combination of activities, which is done with a French touch. This French touch shows the origin of the game, shows the old-fashioned game is made into cool, but also relates to the feeling of being (on a campsite) in France. This way, Mooie Boules is

found not substitutable and thus perceived superior.

Brand feelings

The feeling that is created by Mooie Boules is fun, as that is the main goal of Mooie Boules and customers name this feeling a lot. The company also creates a feeling of being free, like being on vacation, which is connected to the value proposition of the company. Accessible and social are felt mainly when it is about customers. Research with customers found that they like other customers, as they turn out to be open, curious and friendly to other people.

Brand resonance

Research has shown that customers do repeated visits to the Mooie Boules events and/or pop-up bar. A success factor of the company is their community of ambassadors and fans. This indicates that there is a sense of community, off- and online. Customers have a positive experience with the brand, as the brand creates an idea of fun and friendship.

Conclusion brand resonance model

As mentioned, it is not possible to go up the pyramid, unless in between levels are also taken care of. Within this graduation project the company is defined, which is very relevant relevant as the pyramid starts with 'who are you?'. Now that this question can be answered by stating the category description and more brand awareness can be created when a new bar will be opened, this level should be sufficient to go to the next.

The performance of the brand is good, but could be made better when a permanent bar will be opened. On the emotional level some improvements can be done. This is mainly due to the fact that the imagery could be made stronger, by implementing the knowledge from the research into the Jester brand and the value proposition. Therefore, some recommendations and suggestions for improvements will be done, to improve the imagery for Mooie Boules. When a permanent bar is opened and the imagery is improved, the brand relationship can go one step further.

The judgments and feelings about the brand are positive. Customers do not have a direct substitute for Mooie Boules, as they are able to do a group activity, to party and to consume drinks and food in one place with a French touch. People feel free, feel like they enjoy their time at Mooie Boules and feel the customers are accessible and social. Because the differentiation is not yet specifically communicated, as well as the feelings that are created at Mooie Boules, this can be implemented in their communication to improve this part of building the brand. At last, the brand resonance is the highest level which can

be gained regarding customer brand relationship. As not all levels before have been reached, this is not yet reached as well. However, there are already recurring customers and a sense of community, so when the other levels are improved, stronger customer brand relationships can be build and thus the community can grow.

To summarize, the brand resonance model shows that defining the company is useful for gaining brand salience. The steps for improvement to reach brand resonance, are identified as:

- Brand salience: Opening (multiple) permanent bars and events in (new) cities
- Imagery: implement Jester brand knowledge and the value proposition
- Judgments & Feelings: Communicate the differentiation and created feelings

So, within this graduation project it is relevant to see how the Jester brand knowledge and the value proposition can be implemented and how the differentiation and created feelings can be implemented. That is why in the next chapter the brand book of Mooie Boules is made in which this is incorporated.

CONCLUSION POSITIONING

Stating the positioning and value proposition creates clarity about in which way the brand is relevant for the customers in the context of the market. The positioning is: "Mooie Boules is the French originated all-in-one leisure brand for bon vivants, which enables them to enjoy their life with others. It does so by providing boules, parties, drinks and food at central places in cities."

Regarding the proposition, the value is generated by creating a place where people can feel free, have fun and connect with others. The proposition is: "Mooie Boules delivers the feeling of being on a French holiday in the middle of the city. It is an easy escape from daily life, where you are free to do whatever you want. It is the place to enjoy your life with others who want to do the same."

By looking at the different levels of the Brand Resonance Model, insights are gained in how the brand can be strengthened and thus show how better relationships with customers can be gained. This shows that defining the company already helps to identify the brand salience. But by improving the brand imagery, and by matching the judgments and feelings with the communication, the brand can be made stronger. In the following chapters this will be incorporated in the brand book.

7 DESIGN GUIDANCE

This chapter, *Design Guidance*, turns the positioning into more tangible guidelines for creating the brand book. This will be done by creating a big idea, which is the main idea behind all (visual) communication of Mooie Boules.

GUIDING PRINCIPLES

Creating the guiding principles is the following step after making a positioning and defining the brand proposition. The guiding principles create guidance for the communication of the brand and create a creative foundation to build from. The guiding principles connect the big idea with the design language, which will be described in the following section.

Four guiding principles were set up, which were based on a combination of words that match the perception of the brand. These perception comes from research, like the interviews and questionnaire, but also from the identity of the company, like their core values. These four guiding principles, to capture the essence of the brand, are:

- **Accessible Authentic**
The brand has its own personality, which shows their authenticity and uniqueness. However, this authenticity is open for everyone and thus accessible for everyone. This combines into being accessible authentic.
- **Playful Ambitious**
The company and the customers are playful in their behaviour and personality. However, they are still a serious company that wants to develop further. Moreover, the customers that play boules still want to win. This means that even though they are playful, they are also ambitious and willing to win.
- **Urban Free**
Urban Free is about being free in the middle of the city. This means that people should feel like being in the city, but with the feeling of being free to do whatever they want within this context.
- **Connecting Competitive**
As competition could lead to a division between people, at Mooie Boules they connect with each other. So competitors are seen as people to talk and have fun with as well.

Principles come in the form of words and pictures, as it builds a rich image of what is meant. The pictures give an inspiration of the feeling that it should create and the words pinpoint the meaning. A collage for each guiding principle can be found in figure 7.1 and a bigger size of each can be found in appendix I.



Figure 7.1 - Guiding principles

BIG IDEA

Following from the guiding principles, the big idea can be made. A big idea can be explained as the spark that ignites the whole brand. It should be powerful, inspiring, enduring and simple (Gast, 2016). The essence of the brand story of Mooie Boules is that they provide a place where one feels like escaping their daily life, by going to a place to feel like being in France and to play boules, party and consume drinks and food. This is captured in the created big idea:

Your holiday vibe in everyday life

Again, it shows the value that Mooie Boules brings to customers, although now in a short sentence.

CHANGING IDENTITY DESIGN

Having set up the big idea and guiding principles, the design language tells how these come to life. These are the elements that are applicable to (visual) communication and influence the creation of strong, favorable and unique associations. To make Mooie Boules a stronger brand, stronger associations can be created by focusing on the Jester archetype. This also implies that its corporate design should contain bright colors, be vivid and be full of life (Smith, 2016). As the corporate identity now mainly includes black and white and are not directly associated with this wording by my personal opinion, this should be looked into. It is relevant to find out how the communication of Mooie Boules can be adjusted to fit the big idea, to communicate as a Jester brand and also to remain their brand image.

Starting with the logo

Part of the corporate identity of Mooie Boules is their logo. Logos are a fast way to build brand recognition and are often easy identifiers. Although consumers may recognize them, they often are unable to link them to any specific product, service or brand (Keller, 2011). Because a logo is also a visual summary of the brand, the logo is a natural starting point for creating a brand identity design (Fussel, 2016).

Requirements for a well designed logo, according to Zelle (2010) are:

- Should be an honest reflection of the brand's positioning and promise
- Should provide differentiation from competitors
- Should allow for easy recognition and associations
- Should be based on a strong creative idea
- Should be able to be used in a variety of ways, regarding color and size

Looking at the positioning and promise of the brand, regarding having fun and creating a place to enjoy lives together, the current logo (figure 7.4) does not reflect the first requirement by personal opinion, as my associations are not connected to having fun and escaping daily life. The associations with the logo do involve seriousness and a restaurant. This means the logo could be improved to better reflect this defined positioning and proposition.

Changing a logo

However, there are implications when changing a logo, which should be kept in mind. The Logo Factory (n.d.) mentions the following regarding changing a logo: *"It's a pretty safe bet that you can perform a major overhaul of your logo once. That can be interpreted (and explained) as an improvement. Forward thinking. A new birth of your company. Any more changes and you're starting to look a little flaky, unfocused and unsure of your identity."*

Especially as the brand is getting defined during this graduation project and the brand wants to open permanent bars, this would be a good timing for changing a logo. If the logo needs to be changed after opening permanent bars, it would need additional costs to do so. Further, a change in communication could be associated with stepping up the game and professionalizing before the release of getting five bars in the next years. Additionally, doing this change now, would show that doing research with customers is used to improve the brand and that this input of customers is seen as valuable.

During informal conversations with the team and people from Aimforthemoon, the logo was discussed. During those conversations, they generally pointed out that they really like the current logo and do not want to change it. This could be explained with the fact that, in general, the stronger the associations with the brand are, the more negative the reactions are on a logo change (Entis, 2015). However, the change of a logo does not come without any risks. When executed poorly, a new logo can be a mark for the brand's decline. Because of this risk, a questionnaire is set up to inspect what kind of logo is the best option.



Figure 7.2 - Logo 1



Figure 7.3 - Logo 2

LOGO QUESTIONNAIRE

Thus, to find out how Mooie Boules can communicate its brand better through their logo, this questionnaire is set up. The questionnaire can be found in appendix J. These are the topics which are addressed in the questionnaire:

- Best logo regarding core values
- Best logo regarding big idea
- Personal preference
- Best match with Mooie Boules
- Familiarity with Mooie Boules

Within this questionnaire, participants were asked to pick one of the logos for each question, as the focus is on knowing which of the logos was most associated with.

Four logos were included:

- Logo 1: Simple logo with a handwritten type, in which the O's are made into circles, relating to boules (figure 7.2)
- Logo 2: An adjustment to the current Mooie Boules logo, by adding the yellow color and a more playful font (figure 7.3)
- Logo 3: The current Mooie Boules logo (figure 7.4)
- Logo 4: Three colored circles (explaining boules) and the three activities that are combined at Mooie Boules (figure 7.5)

The current logo was also added, because by looking at the opinions of others could be verified if my personal opinion would be supported, or not. It can also indicate in which way the current logo communicates relevant to the other three (concept) logo.

The questionnaire is spread by posting a Facebook post on my personal profile and by posting a topic on the Slack of Aimforthemoon. This way, new and former customers were able to give their opinion about the logos.

The analysis is done by looking into percentages, especially regarding the amount of knowledge the participants have about the brand.



Figure 7.4 - Current Mooie Boules logo - Logo 3

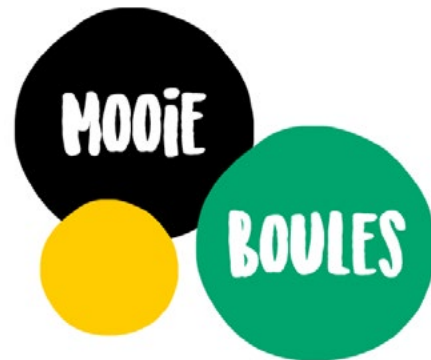


Figure 7.5 - Logo 4

RESULTS QUESTIONNAIRE

The questionnaire is filled in by 163 participants. The results of each topic will be described briefly. At the end, a conclusion will be made on which logo is suggested to choose for the new brand identity. All results can be found in appendix J.

The legenda for all results is the following:

- = Logo 1
- = Logo 2
- = Logo 3
- = Logo 4

The colors of the logos are always used in the same order, starting at the top of the pie chart with Logo 1.

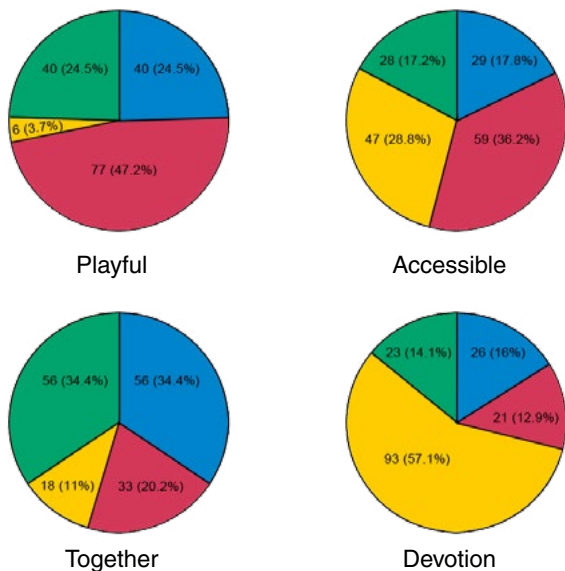


Figure 7.6 - Questionnaire results on core values

Best logo regarding core values

The results of the four questions regarding this topic can be found in figure 7.6. As can be seen, Logo 2 is rated as the most playful logo by the highest percentage of participants, with 47.2%. Logo 3 is picked least as communicating playfulness with 3.7%. Regarding accessibility, Logo 2 scores high (36.2%), but also Logo 3 (the current logo) shows a high percentage (28.8%). Logos 1 and 4 are perceived as the logos communicating being together best (both 34.4%), which could be explained by having put balls together. The last core value, devotion, is perceived to be viewed in the current logo (Logo 3) best (57.1%).

This would indicate that, based on the core values, Logo 1 and 4 do communicate being together very well, however score low on the other core values and thus do not really communicate the brand's identity.

Looking at the current logo (Logo 3), it shows a large amount of devotion in comparison with the other logos. However, it does score really low on playfulness, thus not showing a very important aspect of the brand's identity. At last, Logo 2 shows a great amount of participants rating it best in communicating playfulness and also has the highest percentage regarding accessibility. However, it does rate low on devotion and togetherness. Thus, what can conclude is that Logo 2 and Logo 3 both communicate important values, but have a different emphasis.

Best logo regarding big idea

The results for the question regarding communicating the big idea, can be found in figure 7.7. This shows that participants have a strong preference for Logo 2, with 60.1% of the participants. The one found to be least communicating the holiday feeling is Logo 3, the current logo (4.9%). This would mean that the main message that Mooie Boules is advised to communicate, would be least communicated by the current logo.

Personal favorite

Because the logo also has to appeal to the customer, it is good to know which logo the participants personally like most. These results are shown in figure 7.8. This shows participants have a light preference for Logo 2 (33.7%). The logo which is least liked personally is Logo 4 (14.7%).

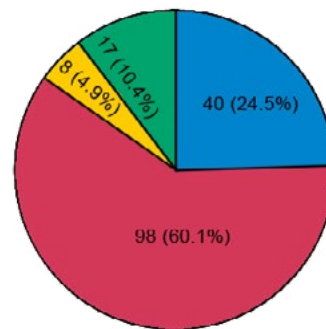


Figure 7.7 - Communicating holiday feeling results

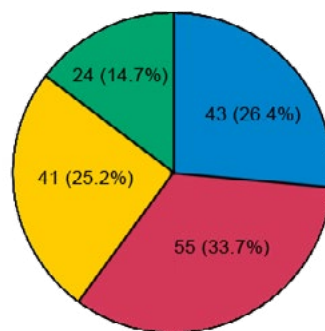


Figure 7.8 - Personal favorite results

An open question was added, to get to know why the logo they choose is their personal favorite. As this question was non-mandatory, not everyone filled it in, though there are a lot of interesting explanations. Three answers per logo are can be found below, to illustrate why participants liked that logo most. All of the answers can be found in appendix K.

Logo 1

"Simple design, yet illustrates the company nicely"
"Simplistic, eye catcher, easiest readable"
"Because of the playful way of writing in combination with a connection (because the boules touch each other and are related to the words)"

Logo 2

"Clear, fresh and sunny."
"There is an air of Joie de vivre to it"
"Playful and different than the normal standard of doing logos black and white like logo 3. Like the font better then logo 1 and 4 is just not cool!"

Logo 3

"Clean and clear"
"Classy, authentic, stylish & the most 'grown up'"
"Little bit retro and old school. Mostly these are the coolest places to spend good time."

Logo 4

"It's a good graphic representation of what the game is as well as a clever layout."
"Nice colors, good composition, not too childish."
"Best representation of the actual game. Also the most original."

Participants with a personal preference for Logo 1 mostly point out the simplicity and the expression of fun. Logo 2 is liked because it is found joyful and playful. Logo 3 is most supported by the fact it looks old school and the most professional. Logo 4 is liked because of the different colors and the link to boules.

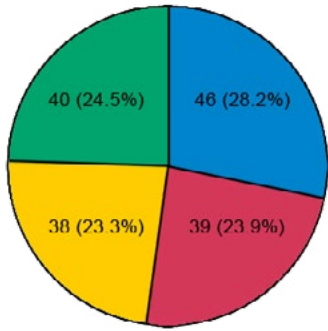


Figure 7.9 - Match Mooie Boules results

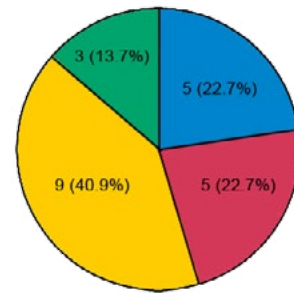


Figure 7.11 - Best match with Mooie Boules regarding participants who know Mooie Boules (P=22)

Best match + Familiarity with Mooie Boules

As customers have an association with Mooie Boules, they are also asked to choose which logo they think matches best with Mooie Boules. The results can be found in figure 7.9. The figure shows a light preference for Logo 1 as the best match for Mooie Boules, however there are little differences between the percentages of each logo.

Due to a lack of time and not requiring focus, the results have not been put into SPSS, to find out how the results are in relation to each other. Thus, the results remain quite shallow and mostly include the percentages and amount of participants. This could be looked into more, to know how the answers are actually composed and to see if there are significant differences.

Conclusion questionnaire

Looking at the different topics, Logo 1 and Logo 4 are rated high on togetherness, but seem not to communicate other values and preferences sufficiently. Logo 2 is picked by most participants as communicating playfulness best (47.2%) and Logo 3 as communicating devotion best (57.1%). In addition, Logo 2 is found to communicate the big idea best by most participants (60.1%) in contrast to Logo 3, communicating the big idea least (4.9%).

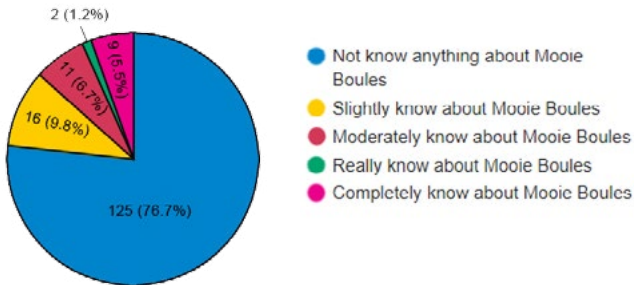


Figure 7.10 - Knowledge Mooie Boules

As the best match is influenced by the amount of knowledge of Mooie Boules, the knowledge about Mooie Boules is also asked. Without knowledge about the brand, it is harder to know which logo matches best. The results about the amount of knowledge about Mooie Boules can be found in figure 7.10. This shows that the biggest amount of participants of this questionnaire do not know Mooie Boules at all (P=125). This suggests that all logos within this questionnaire have been rated by these participants without the influence of knowing and being attached to the brand.

The current logo thus communicates the professional and classic side of the brand. However, within the open question, participants refer to the current logo as being classic and old school. When looking back at creating strong, favorable and unique associations, Mooie Boules should focus on its Jester archetype, turning old-fashioned into cool and creating a holiday feeling. These are reasons to choose for Logo 2, as it is found to communicate playfulness best (linking to the Jester archetype) and the holiday feeling best (linking to the main message in communication). Additionally, this logo has a focus on making 'cool' associations instead of 'old-fashioned', in comparison with Logo 3. Nevertheless, communicating devotion could have more emphasis with this logo. This should be kept in mind when designing the whole brand identity, as overall, it should also communicate devotion. It is important that the brand identity still shows its professional attitude and its devoted mindset. It is decided not to do make more versions of the logo, because associations are made with the whole brand (identity) and the 'devotional' aspect can possibly be balanced within this. To summarize, by all results from the questionnaire, the logo in figure 7.12 is chosen as the new logo.

Looking at the people who completely, really and moderately (P=22) know about Mooie Boules, the answers can be found in figure 7.11. This shows that participants who know Mooie Boules, find the current logo the best match with Mooie Boules. This could indicate that are attached to the logo and have strong associations with it. As previously mentioned, when having stronger associations, more negative reactions will arise regarding changing the logo (Entis, 2015).

Limitations

There are also limitations which should be acknowledged. First, a lot of participants do not know Mooie Boules at all. As their characteristics are not known, like age and place of residence, it is not sure to know whether the participants belong to the target group. However, as most of the participants from my personal network can be identified as people from 18-35 years old, higher educated townspeople, it is likely they do.



Figure 7.12 - Chosen logo



Figure 7.13 - Scrapbook background and polaroids

DESIGN LANGUAGE

With the logo as a base, the design language is the way the brand will be advised to overall communicate. Therefore, this design language will be applied in the brand book.

Style

As previously stated, Jester brands should have bright colors, be vivid and be full of life (Smith, 2016) (Impress, n.d.). In addition, the core values should be communicated to show the brand its essence. This can be done by creating a playful, simple (concerning accessibility), devoted (strong, bold) and personal (regarding togetherness) style. To communicate the big idea, the communication should give a holiday feeling. As the logo could communicate more devotion, overall it should look professional as well. Professional in this context means that it is thought through, consistent and sufficiently mature. The last is done by balancing playful elements with distinct blocks and circles.

To create a holiday feeling, a scrapbook background is used (figure 7.13). This background is simple, but does put an additional vibe to the style. To support this, polaroids, which are more and more popular, are added. Polaroids are used to capture valuable events, especially on vacation. In addition, it makes the style more personal, as it may feel a little as going through a personal photo album.

Colors

Bright colors fit with Jester brands (Smith, 2016) (Impress, n.d.). As the logo has a yellow color, this is decided to be the highlight color. Within the questionnaire about the logos, participants were also referring to the yellow color, saying it shows joy and relates to the sun. Hence, it relates to a feeling of holiday. In addition, black and white are used as a base, which also provide a kind of simplicity and make sure it balances the playfulness of the yellow color. So, the colors that are advised to be used by Mooie Boules are yellow, black and white, which are also present in the logo.

LOGO
FIRST TITLE
Second title
Main text

Figure 7.14 - Fonts

Fonts

An overview of the fonts is shown in figure 7.14. First, the font of the logo is displayed, which is PWSHaded. To show a personal touch, accessibility and playfulness, the fonts for the titles are handwritten. These fonts are found to be 100% free to use, which makes it possible to use them for commercial goals. The first font, Cardenio Modern, is a handwritten font, though it is a little bit bold and strong lines which makes it a little bit more serious. In addition, the font Writingishard is added, which is a thinner and more rounded font, which balances the serious style of the first title font. For main text, to improve readability, the font Arial is added, which is a plain and regularly used font.

Tone of voice

Content should be easy to read, casual and contain the type of humor that matches the brand message (Smith, 2016) (Impress, n.d.). Thus, the tone of voice should be playful, witty and approachable (Smith, 2016) (Impress, n.d.). Right now, the tone of voice already matches these by my opinion, so this should be maintained. In addition, the team already uses French words within their tone of voice, which shows the French origin of the brand and again refers to the holiday feeling.

Images

A Jester its images should be simple, pleasing and fun (Smith, 2016) (Impress, n.d.). In addition, pictures of people having fun together, show the personal and togetherness aspect. For Mooie Boules, this means that it could continue to make pictures from customers that are playing and are having fun together.

FRENCH ORIGIN

As the French origin is important for Mooie Boules, this is implemented in several ways. As the questionnaire found out that Mooie Boules should not totally focus on the French origin, but should show it, these are the ways it is carried out:

- French wording, which was already done by Mooie Boules (see chapter Company)
- Big idea, as it is about getting a holiday vibe. This does not directly relate to France, but the underlying idea is that people feel like the holiday is in France
- Styling, this will be discussed in the chapter Brand Book, but should give the feeling of being on a village square in France
- Food & drinks additions, which will come forward in the recommendations

With this implementation, the French origin comes forward in different ways, but is not applied in every aspect.

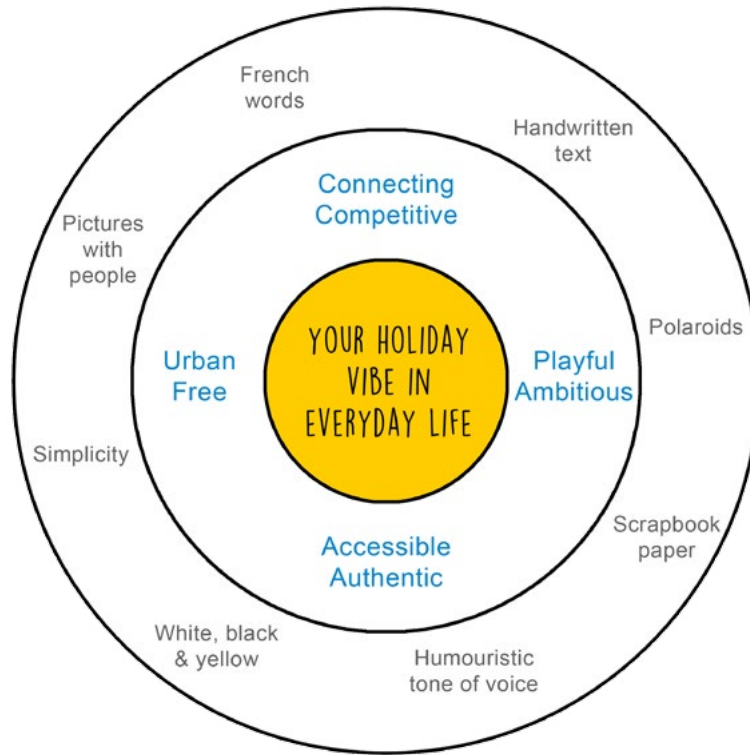


Figure 7.15 - Big idea, guiding principles & design language (inside out)

Overview design guidance

An overview of the big idea, the guiding principles and the design language can be found in figure 7.15. This new way of communicating for Mooie Boules helps to create better associations. This is done by focusing on the Jester archetype, by focusing on boules as cool and by creating an appealing style for customers.

CONCLUSION DESIGN GUIDANCE

The design guidance has been created, which consists of three parts: the guiding principles, the big idea and the design language. An overview of these can be found in figure 7.15.

Guiding principles

The guiding principles create guidance for the communication of the brand and creates a creative foundation to build from. The four guiding principles are:

- Connecting competitive
- Urban free
- Playful ambitious
- Accessible authentic

Big idea

The big idea can be explained as the spark that ignites the whole brand. For Mooie Boules, the big idea 'your holiday vibe in every day life' has been created. This shows they provide a place where one feels like escaping their daily life, like being in France and by playing boules, partying and consuming drinks and food.

Design language

As the relevance of the current brand identity is doubted, a questionnaire is done (P=163) with the goal to find out in what way the logo can communicate the brand best and thus can create better associations. The questionnaire argues that Logo 2 (figure 7.12) is the best option for Mooie Boules to communicate its brand and big idea, and appeals to the customer.

On the base of the logo design, also other design language elements, like colors and tone of voice have been determined. With this new way of communication, Mooie Boules can create stronger, more favorable and more unique associations.

Part 3

DESIGN

The first part, analysis, led to an overview of what the brand is. The second part, Positioning, stated in which way the company positions itself in the market to maximize potential. This positioning is made with the knowledge of the analysis. This positioning serves as a starting point for the design part, in which the brand book and the website will be designed.

8. BRAND BOOK

For the deliverable of this graduation project, a brand book is chosen, to put the outcomes of the analysis into practice. Hence, the brand book will tell how the brand is defined and includes the advice regarding the communication of the brand. In this chapter will be explained how the brand book is set up, what the argumentation behind the several parts are and how feedback is used to improve the brand book.

GOAL

To take the learnings from the previous chapters into practice, a brand book is made. This brand book puts together the characteristics of the brand and the advice of how the brand should communicate.

The target group for this brand book are stakeholders, as they need to know what the brand is like. The most important stakeholders are new employees for Mooie Boules, as they need to know the identity of Mooie Boules, including how they should deal with the (visual) communication. Additionally, the brand book can also be used by designers or developers for the brand, that are possible companies to collaborate with. The brand book can also be internally used as a base for decision making.

As the goal is to communicate the brand clearly to stakeholders, it should be a briefly written document. The brand should be communicated via tangible and intangible communication, giving a total feel and experience with what the brand should be like. It should be used online and offline, as the file can be send to interested stakeholders and could also be physically present in offline meetings.

DEVELOPMENTS OF THE COMPANY

During this graduation project, steps have been taken to open a foodhall in Amsterdam, a few months after this graduation project. This means that, at the end of this graduation, there were a lot of developments, which have been integrated as best as possible into this part of the graduation project.

Mooie Boules plans to open a food hall in December in the East of Amsterdam (Zeeburgerpad 3) for nine years. The area is approximately 500m² and boules tracks are placed indoor. Maps of the area can be seen in figure 8.1 and 8.2, in which the yellow squares show the parts of the Mooie Boules food hall. Six tracks will be placed in the middle, as

part of a French village square. In addition, on the first floor, two to four tracks will be placed on the left and two tracks will be placed on the right. From the first floor, one can look down to the ground, where the other tracks are and the games can be seen at.

Next to the team, the food hall is arranged with partners from Puur Holland (Tessa, Boudewijn & Jebbel). In cooperation with Deliveroo, three food stalls are provided, so food is outsourced. With this food hall, Deliveroo also tests a new concept as it delivers food to a specific place. The idea is that there are three different food stalls, each with a small kitchen to prepare the food. They can hand the food over to the customers at the Mooie Boules food hall and in addition also can deliver this same food to places in the neighbourhood. It is not yet defined which kind of food and drinks will be provided at this food hall.

It is a food hall instead of a bar, because the company can not obtain a license for a bar, only for a restaurant. In addition, the cooperation with Deliveroo brings also a new focus. This could be interesting, as this may interest a little different target group. However, it still fits the target group of bon vivants, as they enjoy food. From this point on, these developments will be incorporated as well as possible, as the brand book can be used to improve this as well.



Figure 8.1 - Ground floor map of the food hall (August 11, 2017)

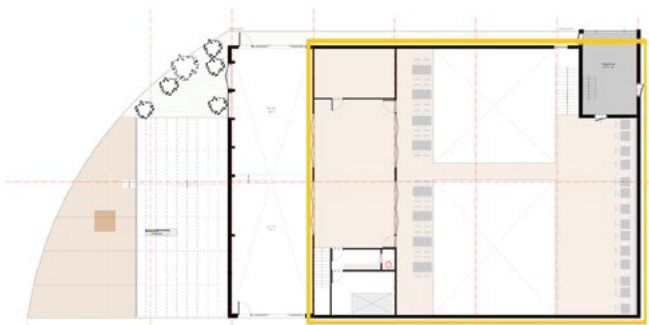


Figure 8.2 - First floor map of the food hall (August 11, 2017)

- The start
 - Our journey
 - What we are doing
 - Activity #1: Boules
 - Activity #2: Consume
 - Activity #3: Party
 - Where we are going
 - Meet us
 - Our values
 - Our differentiation
 - What we give
 - Our customers
- } BRAND
- Guiding principles
 - Our message
 - Graphics
 - Tone of voice
- } COMMUNICATION
- Styling
 - Manifest
 - Content
 - Website
- } APPLICATION

Figure 8.3 - Content of brand book

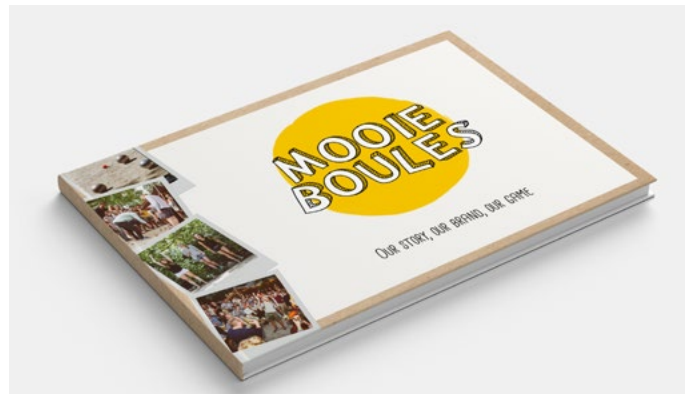


Figure 8.4 - Mock up front brand book



Figure 8.5 - Mock up spread brand book

CONTENT

A content list has been set up, which shows the aspects of the brand that are explained within the brand book. The content list can be found in figure 8.3. The first chapter about the brand is already explained in Part 1 and Part 2 of this report. The chapter Communication is explained in Part 3 of this report. As the brand book also shows how the design guidelines can be applied, several examples can be found of the third part of the brand book: Application. Within this brand book, the previously defined design guidelines are also applied.

The brand book is provided separately from this report, as an additional document. Mock-ups of this brand book can be found in figure 8.4 and 8.5.

APPLICATION

The several parts from the chapter Application of the brand book will be briefly explained. This chapter describes what the application of the communication guidelines could look like. Within this application, the focus is on the food hall.

Styling

For the styling of the food hall, a moodboard has been made, which inspires how this hall could be styled. Within the styling, the focus should also be on the holiday vibe. To state, this holiday feeling should be the feeling of being on a village square in France, as that is one of the company's differentiation aspects. A few of the pictures from the moodboard can be found in figure 8.6. This 'French village square' feeling can be done by, for example, applying wood, chalk drawings on the wall, putting plants throughout the hall and by placing authentic and industrial chairs.

Manifest

With a personal interest in creative writing and feeling the need to put the mindset of the customers into words, a manifest has been created (see figure 8.7). It includes the playfulness, but also demonstrates the hard working attitude. Several aspects which are named as important for bon vivants and are mentioned throughout the interviews and questionnaire are combined. This manifest could be placed, for example, on the wall of the food hall or as online content.



Figure 8.6 - A few pictures from the styling moodboard

We are the free spirits. We like to enjoy our life, are open and spend our time valuable. Love to meet others, but stick to old friends. Rejoice food, drinks and making memories. We work hard, but play harder. And oui, we like a game of boules, even if we are bad at it. C'EST LA BELLE VIE, MON AMI.

Figure 8.7 - Manifest

Content

To show how the set up guidelines are combined on social media, a Facebook post has been created (figure 8.8). The idea of the Facebook post is to announce the opening of the new food hall. It combines the logo, the font, the polaroid and the tone of voice.

Website

As the website is another designed touchpoint, it will be described separately in the following chapter. An overview of the website is added in the brand book, with a link to the PDF of the website.

FEEDBACK

The brand book is developed by gaining feedback. As this was mainly done by informal conversations, gaining feedback did not follow certain objectives. Maxim van Meeteren, who helped the team for 2 months to look for a location for a permanent bar, helped to improve the brand book. By going thoroughly through each page of the brand book and by letting him share any thought about it, improvements and adjustments were named. As he also has knowledge about the company, it was valuable to see his opinion about parts of the brand book. This feedback helped with making sure that the wording and explanations are understandable and match with the perception of the company. This means the brand book tells correct information and that it is useful.

LIMITATIONS

For this part of the graduation project, there are also limitations which could be taken care of to increase its use. The brand book is not tested with the other stakeholders, a part of the group it is made for. Thereby, it is not yet clear if the brand book is also clear for people who do not know the brand.

In addition, the brand book is made in English. However, the company only communicates in Dutch. This could mean that the wording will be different if it gets translated. For Mooie Boules it is valuable to also have a Dutch brand book because, for example, new employees are better in Dutch and understand the company better if it is explained in Dutch.

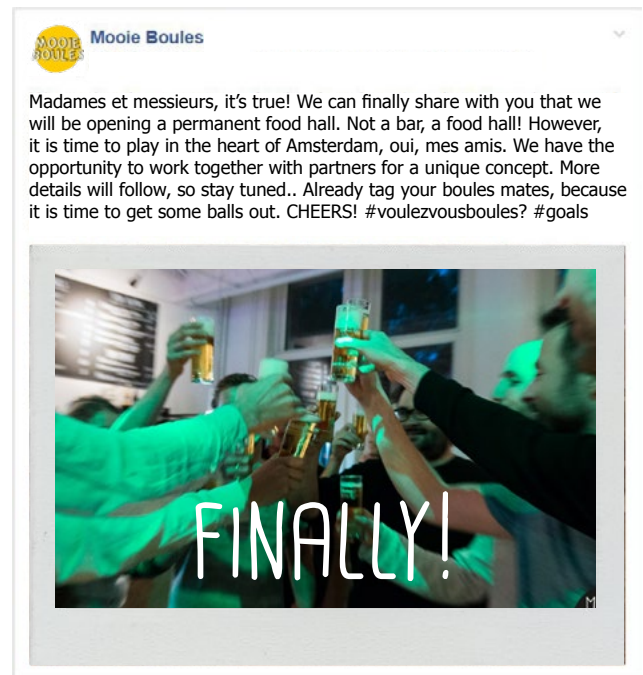


Figure 8.8 - Example of content for social media

CONCLUSION BRAND BOOK

To put all conclusions of the brand into one place, a brand book is made, which is a separate document. This brand book is made by using the design guidelines of the previous chapter. The brand book exists of three parts:

- Brand: what it is and what it does
- Communication: how the brand could communicate
- Application: a few examples of how this communication could look like

During this graduation project, the team set up a Mooie Boules food hall in Amsterdam. Here, boules can be played indoors, food of Deliveroo can be eaten and parties will be made. Within the chapter of Application, the focus was on this food hall, to make relevant examples.

This brand book shows the actual outcome of the graduation project, as it defines the brand and shows it is advised to communicate.

9. WEBSITE

To show more detail on the application of the brand book, a website has been created. This chapter will show the argumentation behind the website.

SET UP

The website has been made as a PDF file and can be given to a developer to code it. As the website was outdated, last updated when the pop-up bar was running (end of december 2016), the website is in need for renewal. Because the team of Mooie Boules found it hard to imagine how an English website would be in Dutch, first, the website was created in Dutch (see appendix L). This website was then translated to English (see appendix M).

The website is one page, which means the user scrolls down through only this page. Mooie Boules previously also had a one page website. This way of a website set up means that decisions have to be made on the input, as too many content can stand in the way of simplicity and clarity of the website. The website should contain the essential information to inform (potential) customers and should tell what the brand is about. Again, the focus is on the food hall, although the upcoming events are mentioned.

Thus, the website should contain:

- Header
- Description of Mooie Boules
- Agenda / Options to reserve a track and to buy tickets
- The menu (food and drinks) and music
- Events in other cities
- Contact

The different parts of the website will be described briefly.

Header

To show the three main activities, a header is made, which should automatically run three different pictures. The three pictures can be found in figure 9.1 and show the boules,

the food and drinks and the party. With this header, the user is directly confronted with the combination of the three activities with a French touch. However, at the moment there is not really a good photo available that shows (French) food and drinks. The advise is to change this header when pictures from the new food hall are available, as they are then shot in the right context and can be made with the goal of this header in mind. Additionally, new pictures then show the right styling of the food hall.

Description of Mooie Boules

The website begins with the statement of what Mooie Boules offers and for what kind of people it is (see figure 9.2). In addition, a few facts about the food hall are named. It is finalized with a short sentence: "let life be, let's play," which is a reference with the mindset behind the company and the brand. The names of the team are put below, to show their accessibility and personal touch. This section is ended with two quotes, which have been found during the interviews. Even though I can try to explain what Mooie Boules is, their own customers know best. That is why their description is put below and shows in what way Mooie Boules is different from other companies and how it delivers value. At the same time, it describes the ambiance, which is found to be very important for customers.

Agenda / reserve

The agenda is one of the main things of the website, as it shows an overview of what is happening when at the food hall. So, the agenda can be found here, with the planned events at the food hall (figure 9.3). Additionally, users can book a track here for a certain time frame. At the previous website, this was done by using Calendly, which pleased the team, so this could be done again. At the bottom of this, an extra part is added which refers to users who want to hire the area for their own event or for a company outing.



Figure XX - Header pictures website

BONJOUR BON VIVANTS!

We bring boules, drinks, food and party together at one place, like we are celebrating life in the middle of France. For people who know life is made to enjoy.



Our foodhall in Amsterdam

- 500m2 with 10 boules tracks (balls and tracks for rent)
- partytime every Friday and Saturday until 3 pm
 - food in cooperation with Deliveroo
- Big assortment of drinks: beer, wine, GT's and French Pastis
- Live music every day: singer-songwriters, bands and DJs

Let life be, let's play!

Jesse, Rogier, Koen & Thomas

Figure 9.2 - Description of Mooie Boules

TIME TO PLAY

We are open every day and free of charge. So you can always walk in for a game of boules, a drink, a bite to eat, to dance or just to chill.

Our agenda:

< Week 15 Jan – 21 Jan >

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
13:00					FREE PLAY	FREE PLAY	
18:00	FREE PLAY	FREE PLAY	FREE PLAY	FREE PLAY			FREE PLAY
23:00					VRIMIBOULES	DANSER	
3:00							

Reserve track

Tournament ticket

Event ticket

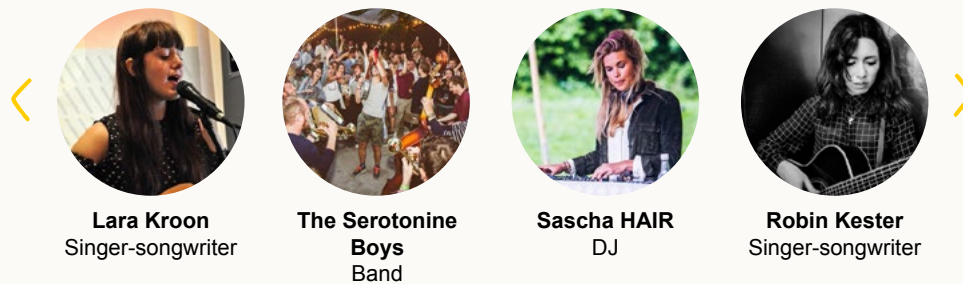
Figure 9.3 - Website: agenda

WHAT TO EAT & DRINK?

Drinks	Lunch	Dinner	Snacks
BEER			
Heineken		€2,60	
5% lager			
IJwit		€5,25	
6% white beer of Brouwerij 't IJ			
La Chouffe		€4,75	
8% spicy blond beer			
Amstel Radler		€3,95	
2% mix of Amstel beer with sprakling lemon water			
Gin Weizen		€4,95	
6% weizen with juniper of Gebrouwen door Vrouwen			
WINES			
Our wines definitely come from France			
Sauvignon		€4,75	
Chardonnay		€4,75	
Red		€4,75	
Rosé		€4,75	
Prosecco		€4,75	
GIN & TONIC			
Tanqueray		€8,95	
Lime, basil and tonic			
Bobby's		€9,95	
Orange, clove and tonic			
Hendricks		€10,95	
Cucumber and tonic			
MIX			
Moscow Mule		€8,95	
Ketel 1 vodka, ginger beer, lime and mint			
Aperol Spritz		€8,95	
Aperol, prosecco, chaudfontaine red and orange			
Pastis (for the real French experience)		€8,95	
Star anise, licorice and herbs			

Figure 9.4 - Website: menu

WHICH MUSIC TO PARTY ON?



Lara Kroon
Singer-songwriter

The Serotonine Boys
Band

Sascha HAIR
DJ

Robin Kester
Singer-songwriter

Figure 9.5 - Website: music

Menu & Music

To refer to the activities consumption and party, the offers regarding food, drinks and music can be found here. First, the menu is displayed, see figure 9.4. Users can look through the different parts of the menu and the different drinks available. The menu at the designed website shows an example of what kind of drinks could be served, but should be adjusted to the actual assortment.

In addition, to show what kind of partying the music contributes to and to refer to the artists, the music is displayed (figure 9.5). As the musicians at Mooie Boules are new and upcoming, this provides a place where customers can look for who was playing when they were at Mooie Boules and for the musicians it shows a place to gain more credibility. Between this part and the events, two quotes of news items are added, to show their credibility by news channels.

Events in other cities

Even though the focus is on the food hall, there are also other cities in which events are held. This means they also should be displayed on the website. Therefore, for each city, the upcoming events are displayed. Here, also links can be put to the matching Facebook event. Stated below is the question if the user wants to have an event in their own city, so when they want to, they can easily contact Mooie Boules.

This part is ended with the quote that is used often and summarizes the Jester archetype of Mooie Boules, together with its French touch.

Contact

At the end of the website, the social media is referred to (Facebook and Instagram), as they are important channels for Mooie Boules. Some pictures from the Mooie Boules instagram can be displayed here, which also shows what is going on at Mooie Boules and why people should follow their social media. In addition, at the lowest part, the opening times and the contact information can be found.

FEEDBACK

The website was developed by attaining feedback from the Mooie Boules team. By e-mail, versions of the website were send, after which feedback was suggested. This was mainly done by Jesse, as he talked the website through with the rest of the team. During personal meetings with Jesse, thoughts and opinions about the website were discussed. Gaining this feedback helped with creating a website that is useful, meets the needs of the team and includes the outcomes of this graduation project.

LIMITATIONS

The website is only made as a PDF file. It could mean that the user experience with the website could be improved, as scrolling through a PDF file is different than using a real responsive website. The user experience should be adjusted when a developer will eventually create the website. This can be done by testing the website with customers, to make sure the website fulfills its need.

In addition, as already mentioned, there are no pictures available of the upcoming food hall, which means other available pictures are used. Eventually, the pictures should be changed to pictures that are made at the food hall, to give users an impression of the food hall.

CONCLUSION WEBSITE

To apply more detail on using the design guidance and to create a specified touchpoint, a website is created. The English website can be found in appendix M.

It is a one-page website, with the goal to briefly explain Mooie Boules and its activities. Within the website, the food hall is explained, the different activities are illustrated and the current activities are shown.

There are still recommendations regarding the website. It should be tested on user experience when it is made by a developer. Also, the pictures should be changed into pictures from the food hall, when these are available.

Part 4

CLOSURE

This graduation project will be closed in this part, as it concludes the project, gives recommendations and shows my personal reflection. At last, the references are added.

10. FINAL WORDS

This chapter will discuss the conclusion, which contains the analysis, the definition of the brand and the designs.

CONCLUSION

The report started with the challenge of defining the brand Mooie Boules. This started with analyzing the company itself. Mooie Boules successfully organizes boules events for 5 years and ran a pop-up bar for 2 months. It wants to become the meeting place for young and old, by creating boules bars in the major big cities. The success so far depends on the entrepreneurial and experienced way of working of the team, the relations they built, the working concept and the loyal customers it has gained. The weaknesses can be solved mainly in this project, by defining the company/brand and creating a clear competitor/market overview.

The focus in this project lies within creating associations which are strong, favorable and unique. This can be done by defining the brand, working on the perceptions of consumers in new cities and determining the competitive advantage(s). In addition, the brand resonance model shows the four steps in the process of creating a strong brand, which can provide insights for Mooie Boules.

As the context of the brand is also important, the market and the competitors were analyzed. The leisure market is main market for Mooie Boules. In addition, it can be found in the three main sectors of the leisure market: hospitality, recreation and sports, as it combines those three into the concept. What is found is that consumers nowadays are looking for products with a special experience or emotional load, which also makes them pay a higher price. It is a trend sensitive market, so Mooie Boules should stay relevant, although the main concept should remain the same.

The competitors of Mooie Boules can be divided into leisure, boules and a combination of leisure and boules. Leisure competitors are found in the combination of three categories: group activity, party and consumption. Boules competitors are public boules tracks and boules clubs. Vroes is an important competitor, which also organizes boules events as one of their activities. This analysis showed that Mooie Boules has an advantage as being a first-mover regarding bringing boules, party and consumption together, with a French origin.

A closer look was taken on the customers and their experiences with Mooie Boules. This was done by interviews (P=7) and a questionnaire (P=161). Before this

project it was not clear how to describe the customers of Mooie Boules. During this research the target group was found to be 'bon vivants': people who enjoy sensuous pleasures in life, such as food and drinks. Thus, their target group is not connected to for example age, but is more focused on a lifestyle. The customers of Mooie Boules can be divided into four segments, which are divided by the amount of focus on boules and their visiting behaviour at Mooie Boules. These four are: the boules lover, the community friend, the day visitor and the experience seeker. As Mooie Boules also wants to offer company outings when opening a new (permanent) bar, companies are an additional target group. As a company outing at Mooie Boules combines several activities into one, it can be an important and relevant service for Mooie Boules to provide company outings. Within these company outings, the company should focus on the already existing concept, but can adjust its offers to what the company in question wants.

Based on the previous research, a positioning statement for Mooie Boules was composed. This positioning statement shows what should be the focus and combines the different aspects of the brand. The positioning is: *"Mooie Boules is the French originated all-in-one leisure brand for bon vivants, which enables them to enjoy their life with others. It does so by providing boules, parties, drinks and food at central places in cities."* The value is generated by creating a place where people can feel free, have fun and connect with others. This is captured in the proposition: *"Mooie Boules delivers the feeling of being on a French holiday in the middle of the city. It is an easy escape from daily life, where you are free to do whatever you want. It is the place to enjoy your life with others who want to do the same."* By looking at the different levels of the Brand Resonance Model, insights are gained in how the brand can be strengthened and thus show how better relationships with customers can be gained. This shows that defining the company already helps to identify the brand salience. But by improving the brand imagery, and by matching the judgments and feelings with the communication, the brand can be made stronger.

As the positioning and the value proposition are now clarified, it creates a new focus for the brand. To implement this new focus into more tangible aspects, new design guidelines are created. The design guidance has been created, which consists of three parts: the guiding principles, the big idea and the design language. The four guiding principles are: Connecting Competitive, Urban Free, Playful Ambitious and Accessible Authentic. The big idea can be explained as the spark that ignites the whole brand.

For Mooie Boules, the big idea *'your holiday vibe in every day life'* has been created. This shows they provide a place where one feels like escaping their daily life, like being in France and by playing boules, partying and consuming drinks and food. As the relevance of the current brand identity is doubted, a questionnaire is done (P=161) with the goal to find out in what way the logo can better communicate the brand and thus can create better associations. The questionnaire argues that another logo than the current one is the best option for Mooie Boules to communicate its brand and big idea, and appeals to the customer. On the base of the logo design, also other design language elements, like colors and tone of voice have been determined. With this new way of communication, Mooie Boules can create stronger, more favorable and more unique associations. In addition, the brand can become stronger now its brand imagery is improved, whereby the judgments and feelings are matched with the communication.

To put all conclusions of the brand into one place, a brand book is made, which is a separate document. It includes three parts: Brand (what it is and what it does),

Communication (how the brand could communicate) and Application (a few examples of how this communication could look like). During this graduation project, the team set up a Mooie Boules food hall in Amsterdam. Here, boules can be played indoors, food of Deliveroo can be eaten and parties can be made. Within Application, the focus was on this food hall, to make relevant examples.

To apply more detail on using the design guidance and to create a specified touchpoint, a website is created. It is a one-page website, with the goal to briefly explain Mooie Boules and its activities. Within the website, the food hall is explained, the different activities are illustrated and the current activities are shown.

To summarize, during this graduation project, the process to improve brand experience has been fully gone through, as showed in figure 10.1. A brand book has been made as a final deliverable, which explains the brand and how it is advised to communicate. It can be used by the company itself to help with decision making, by the employees as knowing and acting as the brand is defined and by external stakeholders to understand the branding.

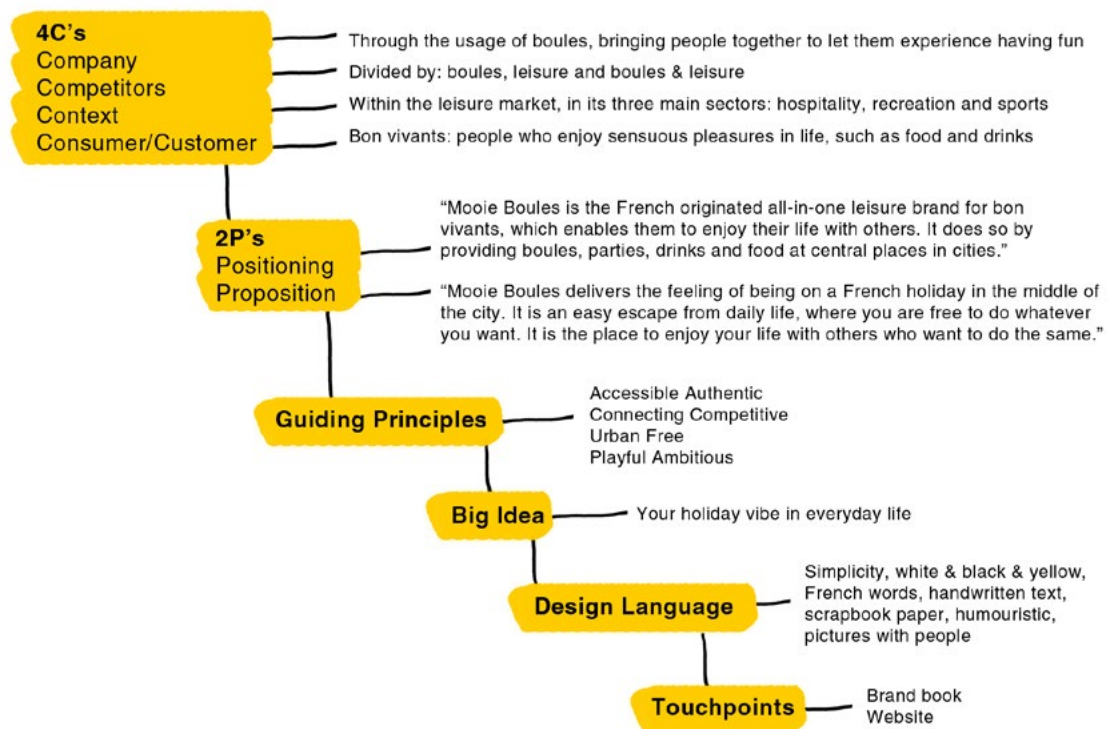


Figure 10.1 - Gone through process for Mooie Boules

RECOMMENDATIONS

Several recommendations and topics for further research are presented in the following chapter. These recommendations are based on the implementation of the brand book, the assortment and the target group.

Implementation

For implementing the knowledge of this graduation project, some recommendations are given.

Usage of brand book

The created brand book should be sent to new employees, to other people who help in developing the company and a part can be used to inform potential partners to work with.

The first part about the brand can be used to inform potential partners. However, a pitch deck, which is often created at Aimforthemoon, can be created to communicate the company and its concept. This would then include the part which tells what the brand is about and could be supported with other aspects which show the success factors of Mooie Boules and reasons to work together with Mooie Boules.

The brand book also suggests a change in communication, which could be launched before opening the food hall. Then, the new brand identity can be revealed before revealing the food hall. Additionally, the new website should be launched as well. The website could be launched together with the reveal of the Mooie Boules food hall.

Marketing/branding leader

After having a permanent leader on board, one of the main weaknesses that were identified in this project, another person would be great to add to the team. This would be someone responsible for marketing/branding, which makes sure that the guidelines are followed and is the go to person regarding the brand. Especially as the company wants to launch more bars throughout The Netherlands in the upcoming years, this would be really helpful in creating a strong brand and in creating brand awareness.

Building the brand

By holding on to the brand book, additional ideas can be gained which support building the brand. For example, regarding marketing, the brand book can be used as a starting point. Looking at the “holiday vibe in everyday life”, Mooie Boules could “spontaneously” organize a boules tournament in the middle of the city. To surprise people and to make them escape their busy life. By recording this, additional content for the Facebook is created as well and

shows the spirit behind the company. This is one possibility, but a brainstorm could help in identifying how the brand can make use of this new positioning and brand definition.

Assortment

During this research (see Consumer/Customer) also additional information regarding the assortment came up. Thus, some recommendations can be done for these.

Drinks

Next to beer and wine, which are “normal” drinks, these are some additional drinks to add. As customers have a preference for GinTonics, it is advised to have these in the assortment. At the pop-up bar, Mooie Boules already provided three kinds of Gin Tonics, which should be implemented in the new bar(s) as well. In addition, for customers to experience the real French experience, pastis are advised to be added to the assortment.

Food

Regarding food, people really loved burgers, so these are advised to be provided. However, there should be also good vegetarian/vegan alternatives, as this trend is arising and relevant for the customers. This could be a sandwich with falafel or a poké bowl. In addition, finger food is advised to add to the menu, to still small hunger and to give the possibility to snack something. For example, bread with tapenade, cheese- and meat plates.

In addition, more inspiration for additional drinks and food can be found in the Consumer/Customer chapter and at ‘The combination in France’ at page 34/35.

Limitations

Even though the limitations are already described when relevant, they are bundled here to give an overview of the consumer research limitations and limitations regarding the brand book.

Experiencing Mooie Boules

As I was not able to attend to an event, I could not experience Mooie Boules itself. This made it more difficult to know what customers were experiencing, whereby I had to fully trust on their stories and opinions.

Consumer research

First, the customer research is mostly done with loyal customers, where especially regarding brand image it is valuable to know how less loyal consumers perceive the brand and its experiences. Most of the consumers have been reached by Facebook, which also shows a specific target. The boules lovers are identified during this research, however, no boules lover is actually talked to.

In addition, only the logo has been used to rate regarding the new brand identity. However, a total brand identity can have a lot more associations than a logo on its own. That means that for the new brand identity, opinions and associations can still be asked by customers.

Brand book / website

Regarding the brand book and the website, they have not yet been used or looked at by external stakeholders, thus can not be clearly stated that they fulfill their goals. Therefore it would be advised to get feedback from these external stakeholders and to improve the brand book and website, if needed.

This could be done by for example, giving it to possible new employees and by seeing what kind of questions they still have about the brand, to notice what is missing and/or unclear.

Developments of the food hall

In addition, as the food hall was in development during the graduation project, this made it harder to give concrete recommendations regarding this food hall. Thus, the brand book should be adapted to the actual food hall, for example with pictures of that food hall.

MY PERSONAL REFLECTION

To also conclude this graduation project on a personal level, I will explain how I experienced this journey and what I have learned from executing the graduation project.

Overall, I think I have gone through an interesting process. Interesting, as it went with ups and downs, but in the end can say that I learned a lot and that I am thankful that I had the chance to do this project.

Before this project, I had another graduation project, which I had to cancel as they experienced financial problems. Within one week, I was able to manage this new project. First with the idea that I would be doing something for Aimforthemoon, it soon changed to the idea of working on a project of Aimforthemoon, as the company itself was already quite far in their process of branding. This was one of the first things I had to change my mind upon and asked me to be flexible. Though from the start I had the idea that this could be a project I could apply my knowledge on and that I could challenge myself with.

The first moment when I was really stuck, was after a few weeks. As I was really working really individually, I got stuck in all chaos of the company. I was stuck with what I wanted and why I did the things I did. This learned me to ask myself the question 'why' over and over again. I believe that throughout this graduation project I have learned to improve my results by this.

It was interesting to be within such a company where people are constantly on a high speed and connect with others. Within such an environment, it stimulates to do your thing. This sometimes also made me feel like I was lagging behind, as I was still busy with my research and not really developing anything.

After approximately two months I felt like I was still searching for my place within the company. As I have not been the outgoing energetic designer I have often been in groups, I was struggling. After a good conversation with a friend of mine, I found out that I am good at mirroring people. This would mean that when people are busy doing their own thing, I do the same. But when there is an energetic vibe in which everyone shares their ideas and makes jokes all the time, I adapt and stimulate that. From that moment on, I know it can really depend on my environment how I work. And that all is okay.

I began to really flourish when I had the change to design again, by applying my knowledge and understanding of the company. Where I once was stuck, this was when in no-time I made it happen to design something within a short time.

I now know that I am best at creating the big lines and the overview, but when it comes down to details, I feel less at ease. However, by the feedback and input I have gained from a lot of people, I think I made sure that the details are also pretty worked out.

What this graduation project also thought me is that I am able to do a project individually. Before this graduation project, I have been mostly working in groups during my Master. Especially the last year of my Master I have been leading those groups. I was hesitant about how I would function without having team members and as I could only lead myself. I think that I found out that I am really capable of leading others and myself, especially when I am aware when I do need help of others.

What graduating also taught me, is that relaxation is as important as working. I went on vacation a few weekends, held on to breaks (especially the last weeks) and stepped away from the project when I felt I was stuck. Especially when you are on your own, I think you need to figure out a way to deliver results and at the same time notice when you have to take a break.

What I learned from this graduation project as well, is what Lise told me during a meeting. During our conversation on what was left to do, she mentioned: "Be ambitious." Suddenly, my mind opened itself and dozens of ideas came out. I think that during such a big project you sometimes forget what you would like to aim for.

At last, I can only say that I would never be here if I would not have been open to opportunities and dreams. It is great to know that I have contributed to a company which has a really strong concept and can conquer The Netherlands. It showed that I can help companies with building brands, something I would like to continue in the future. To summarize, I think I would never be here if I did not aim high. From now on, I hope to memorize myself that I aim for the moon.



berber

CONCLUSION CLOSURE

During this graduation project, a brand book has been made as a final deliverable, which explains the brand and how it is advised to communicate.

Additionally, recommendations are given, which can be divided into three parts: for implementation, assortment and limitations.

Implementation

- The brand book can be used by the company, new employees and external stakeholders. A pitch deck can be made for the last group, to communicate the brand and reasons why the company is useful to work together with
- A marketing/branding leader would be beneficial for doing the total marketing and branding, to make sure what is advised can be clearly implemented.
- The brand book can also be used as inspiration for further strengthening of the brand

Assortment

- Beer, win, Gin Tonics and Pastis are advised to be included in the offer at Mooie Boules.
- (Ham)burgers, a vegetarian/vegan dish and fingerfood / snacks are recommended for the food.

Limitations

- As I was not able to experience Mooie Boules myself, I had to trust upon the stories of the customers
- Consumer research is mostly done with loyal customers, following Mooie Boules on Facebook
- The brand book and website are not yet used by the actual target group, which is advised to do after this graduation project
- The developments of the food hall are not totally integrated in the brand book, as how it will be is not yet clearly defined

To close this graduation project, I have written a personal reflection which illustrates what I have gone through and what I have learned. To summarize, I hope to continue building brands and to keep aiming for the moon.



REFERENCES

REFERENCES

4 Leisure Recruitment. (2016, December 19). *The leisure industry in 2017*. Retrieved April 4, 2017, from <http://www.4leisurerecruitment.co.uk/blog/healthandfitness-news/the-leisure-industry-in-2017/>

Aaker, D. A. (2012). *Building strong brands*. Simon and Schuster.

Alle top 10 lijstjes. (n.d.). *Top 10 Populaire Attractieparken in Nederland*. Retrieved April 4, 2017, from <http://www.alletop10lijstjes.nl/populairste-attractieparken-in-nederland/>

Beverland, M. B., Napoli, J., & Farrelly, F. (2010). Can all brands innovate in the same way? A typology of brand position and innovation effort. *Journal of Product Innovation Management*, 27(1), 33-48.

Bodde, M. (n.d.). *Bordspellen zijn weer cool, maar waarom?*. Retrieved July 30, 2017, from <https://sparuniversity.nl/bordspellen-weer-cool-waarom>

Brouwer, G. (2017, January 2). *Dit zijn de food trends voor 2017*. Retrieved April 18, 2017, from <https://www.debuikvan.nl/rotterdam/nieuws/dit-zijn-de-food-trends-voor-2017>

Brown, J. (2016, November). *18 uncool things that have become cool again*. Retrieved July 30, 2017, from <https://www.indy100.com/article/uncool-things-that-have-become-cool-7453846>

Camferman, K. (2017, February 1). *Dit gaat de horeca ons in 2017 brengen*. Retrieved April 18, 2017, from <http://www.goodfoodlove.com/dit-gaat-de-horeca-ons-in-2017-brengen/>

Checkmarket. (n.d.). *Net Promoter Score - NPS - Hoe meten?*. Retrieved June 8, 2017, from <https://nl.checkmarket.com/blog/net-promoter-score-nps>

Chez Bonne Femme. (2016, August 5). *The five best French apéritifs + Everything you need to know about the French apéro*. Retrieved July 31, 2017, from <http://chezbonnefemme.com/the-five-best-french-aperitifs-everything-you-need-to-know-about-the-french-apero/>

Coverminds. (2017, March 9). *Trends 2017: events vermengd met positionering*. Retrieved April 4, 2017, from <http://www.covermindsblog.nl/trends-2017-events-vermengt-met-positionering/>

Datling. (2017, January 9). *Sterke groei aantal vestigingen in Nederlandse Horeca: Meer restaurants minder snackbars*. Retrieved April 28, from <http://www.datling.nl/k/nl/n102/news/view/12501/280/sterke-groei-aantal-vestigingen-in-nederlandse-horeca-meer-restaurants-minder-snackbars.html#.WQM0-Pnyipp>

De Jong, C. (2014, January 25). *DR. cocktail: zonder recept ena alleen op afspraak*. Retrieved April 4, 2017, from <https://www.debuikvan.nl/rotterdam/op-stap/288-dr-cocktail-zonder-recept-en-alleen-op-afspraak>

Definithing. (n.d.). *Bon vivant definition*. Retrieved June 12, 2017, from <http://definithing.com/bon-vivant/>

Dictionary.com. (n.d.). *Hipster*. Retrieved July 30, 2017, from <http://www.dictionary.com/browse/hipster>

Entis, L. (2015, September 11). *Why we hate logo redesigns*. Retrieved August 3, 2017, from <https://www.entrepreneur.com/article/250559>

Eventbranche. (2016, September 22). *Budgetten bedrijfsuitjes stijgen maar moeten passen binnen eventmarketing*. Retrieved June 20, 2017, from <http://www.eventbranche.nl/nieuws/locaties/budgetten-bedrijfsuitjes-stijgen-maar-moeten-passen-binnen-eventmarketing-11707.html>

Foodbrigade. (2015, June 6). *Daan Bensen: het concept dat de hele week en hele avond vol zit*. Retrieved April 4, 2017, from <http://foodbrigade.nl/daan-bensen>

Foodstep. (2017, January 17). *Foodservicemarkt 2016*. Retrieved April 26, 2017, from <http://www.foodstep.com/foodservicemarkt2016/>

FoodService Instituut. (2017, January 11). *Gemak, beleving en online trekken miljarden naar zich toe*. Retrieved April 11, 2017, from <https://fsin.nl/nieuws/455/gemak-beleving-en-online-trekken-miljarden-naar-zich-toe>

Fussel, G. (2016, August 31). *How to design a new brand identity for your business*. Retrieved August 3, 2017, from <https://business.tutsplus.com/articles/how-to-design-a-new-brand-identity-for-your-business--cms-27036>

Gast, A. (2016, September 19). *The Big Idea* [PDF slides]. Retrieved from <http://blackboard.tudelft.nl>, Designing Brand Experience.

Girls Guide to Paris. (n.d.). *A guide to the French apéro*. Retrieved July 31, 2017, from <https://girlsguidetoparis.com/guide-french-apero-2/>

Henley, J. (2010, July 28). *How boules got cool*. *The Guardian*. Retrieved July 30, 2017, from <https://www.theguardian.com/lifeandstyle/2010/jul/28/france-boules-petanques-got-cool>

Hobson, F. (2016, August 30). *'Fast-casual' the next dining trend of 2017*. Retrieved April 4, 2017, from <http://www.goodfood.com.au/eat-out/news/urban-purveyor-group-set-to-redefine-fastcasual-category-of-dining-20160819-gqwczd>.

Horovitz, B. (2017, January). *12 Fast Food Trends for 2017*. Retrieved April 12, 2017, from <https://www.qsrmagazine.com/consumer-trends/12-fast-food-trends-2017>

INretail. (2016). *Sportfocus 2016: winnen is veranderen*. Retrieved June 20, 2017, from https://www.inretail.nl/Uploaded_files/Zelf/Documenten/sportfocus-2016-winnen-is-veranderen.275109.pdf

Impress. (n.d.). *Jester brand archetype: does your brand enjoy a good joke*. Retrieved July 27, 2017, from <http://impress1.com/connect/blog/entry/the-jester-does-your-brand-enjoy-a-good-joke.html>

Jung, C. G. (2014). *The archetypes and the collective unconscious*. Routledge.

Keller, K. L., Parameswaran, M. G., & Jacob, I. (2011). *Strategic brand management: Building, measuring, and managing brand equity*. Pearson Education India

Kerin, R. A., Varadarajan, P. R., & Peterson, R. A. (1992). First-mover advantage: A synthesis, conceptual framework, and research propositions. *The Journal of Marketing*, 33-52.

Kleinherenbrink, A. (2017, May). *Waarom hipsters en autocraten elkaar vinden in hun nostalgie naar de toekomst*. Retrieved July 30, 2017, from <https://www.brainwash.nl/why-hipsters-and-autocrats-find-each-other-in-his-nostalgia-for-the-future/arjen-kleinherenbrink>

Kras, J. (2016, May 24). *Microclubbing is de trend: stoppen met feesten om 12 uur 's nachts*. Retrieved April 3, 2017, from <http://www.welingelichtekringen.nl/samenleving/578928/microclubbing-is-de-trend-stoppen-met-feesten-om-twaalf-uur-s-nachts.html>.

Kurb, M. (2017, July). *Ahead of the Curve: Old things that are new and cool again*. Retrieved July 30, 2017, from <http://www.gulfshorelife.com/July-2017/Ahead-of-the-Curve-Old-Things-That-Are-New-And-Cool-Again/>

La Boule. (n.d.). *Introduction to Pétanque*. Retrieved July 27, 2017, from <http://labouleny.com/elite-petanque/article/introduction-to-petanque>

Lexicon. (n.d.). *Leisure Industry Definition*. Retrieved April 23, 2017, from <http://lexicon.ft.com/Term?term=leisure-industry>

Lindsay, F., & Lindsay, F. (2015). *The 12 brand archetypes all successful businesses are built on*. Retrieved May 9, 2017, from <http://www.sparkol.com/engage/the-12-brand-archetypes-all-successful-businesses-are-built-on/>

Mokums. (n.d.). *Horecanota stadsdeel Amsterdam-centrum*. Retrieved March 27, 2017, from www.mokums.nl/copy/nota_horecabeleid.pdf

Nationale Vacaturebank. (n.d.). *Merendeel werknemers klaagt over bedrijfsuitjes*. Retrieved June 20, 2017, from https://www.nationalevacaturebank.nl/informatie/kandidaten/persberichten/merendeel-werknemers-klaagt-over-bedrijfsuitjes?utm_referrer=https%3A%2F%2Fwww.google.nl%2F

NJBB. (n.d.). *Clubs*. Retrieved April 10, 2017, from <https://www.njbb.nl/clubs>

NRC. (2014, February 19). *Het gaat vooral om de fun met z'n allen*. Retrieved June 20, 2017, from <https://www.nrc.nl/nieuws/2014/02/19/het-gaat-vooral-om-de-fun-met-zn-allen-1347619-a750636>

NRIT Media, Centraal Bureau voor de Statistiek, NBTC Holland Marketing & Centre of Expertise Leisure, Tourism & Hospitality. (2016). *Tendrapport toerisme, recreatie en vrije tijd 2016*. Retrieved April 1, 2017, from http://www.nritmedia.nl/kennisbank/37225/Het_Tendrapport_toerisme_recreatie_en_vrije_tijd_2016_in_50_trends/

Pretwerk.nl. (2016, July 18). *Festivalsector groeit nog altijd*. Retrieved April 4, 2017, from <http://pretwerk.nl/topnieuws/festivalsector-groeit-nog-altijd/44310>

Pretwerk. (2017, February 12). *Cijfers en analyses over evenementen: gebruik Facebook groeit 41%*. Retrieved April 24, 2017, from <http://pretwerk.nl/topnieuws/cijfers-en-analyses-evenementen-gebruik-facebook-groeit-41/47920>

Planidoo. (2016). *De nieuwste party-trends voor 2017 op een rijtje*. Retrieved April 3, 2017, from https://www.planidoo.be/help/de_nieuwste_party_trends

Prummel, M. (2016, March 4). *Blurring: 'Het moet voor iedereen een feestje zijn'*. Retrieved April 11, 2017, from <http://www.missethoreca.nl/restaurant/nieuws/2016/3/blurring-het-moet-voor-iedereen-een-feestje-zijn-101233154>

Rabobank. (n.d.). *Rabobank Cijfers & Trends: Horeca en Recreatie*. Retrieved April 26, 2017, from https://www.rabobankcijfersentrends.nl/index.cfm?action=sector§or=Horeca_en_Recreatie

Respons. (n.d.). TOP100 Evenementen monitor. Retrieved July 29, 2017, from <http://www.respons.nl/monitoren-online-databases/top-100-evenementen>

Schildkamp, B. (2016). *Blurring is de trend*. Retrieved April 11, 2017, from http://www.seinpost.com/publicaties/blurring_is_de_trend/340.

Smith, N. (2016, May 17). *Brand Archetypes - Meet the Jester*. Retrieved July 27, 2017, from <http://www.nvision-that.com/design-from-all-angles/brand-archetype-the-jester>

The Local. (2017, January 10). *The aperitif: All you need to know about France's 'evening prayer'*. Retrieved July 31, 2017, from <https://www.thelocal.fr/20170110/france-french-evening-prayer-all-you-need-to-know-about-the-apro>

The Logo Factory. (n.d.). *Changing your logo: The risks and rewards of changing your company brand*. Retrieved August 3, 2017, from <http://www.thelogofactory.com/changing-your-logo/>

Tuula. (2013, June 5). *How to make a French apéro*. Retrieved July 31, 2017, from <https://belleprovencetravels.com/2013/06/05/how-to-make-a-french-aperol/>

Uit Pauline's Keuken. (2017, January 2). *De 10 Foodtrends voor 2017*. Retrieved April 11, 2017, from <http://uitpaulineskeuken.nl/2017/01/de-10-foodtrends-voor-2017.html>.

Urde, M. (2009). Uncovering the corporate brand's core values. *Management decision*, 47(4), 616-638.

Wertz, J. (2017, June 2). *7 Principles To Building A Strong Brand*. Retrieved June 12, 2017, from <https://www.forbes.com/sites/jiawertz/2017/06/02/7-principles-to-building-a-strong-brand/#21a79654781a>

Zelle, S. (2010, November 29). *What is the value of a logo?*. Retrieved August 3, 2017, from <http://idapostle.com/what-is-the-value-of-a-logo/>

FIGURE REFERENCES

The figures that are not referenced to here, are from Mooie Boules, are self made or already referred to.

Figure 2.4: Brand archetypes. Retrieved March 14, 2017, from <https://blog.printsome.com/the-power-behind-brand-archetypes-infographic>

Figure 2.5: Mooie Boules brand archetypes. Retrieved March 14, 2017, from <https://blog.printsome.com/the-power-behind-brand-archetypes-infographic>

Figure 4.3: Vroes activities (“pret peleton”, curling and boules). Retrieved June 16, 2017, from <https://www.evorsa.nl/site/vroes-curling-toernooi-2016>

Figure 4.4: Apéro with beers meets boules. Retrieved July 25, 2017, from <http://www.from-paris.com/un-aperopetanque-a-paris/>

Figure 4.6: Boules club in Doetinchem. Retrieved May 15, 2017, from <https://www.pcdoetinchem.nl/11-05-2017>

Figure 4.7: Public track at Zuidas Amsterdam. Retrieved May 19, 2017, from <https://www.amsterdam.nl/zuidas/nieuws/2015/05-mei/opening-jeu/11-05-2017>

Figure 4.8: A Boulebar in Denmark. Retrieved May 19, 2017, from <https://www.boulebar.se/bar-restaurang/radhuset-stockholm/>

Figure 4.9: Pétanque bar inside track. Retrieved May 19, 2017, from <https://polterabend.dk/aktivitet/petanque-koebenhavn/>

Figure 4.10: Ugglan Boule & Bar track. Retrieved May 19, 2017, from <https://livetslimbo.wordpress.com/2016/10/07/ugglan/>

Figure 4.11: London shuffle club. Retrieved May 19, 2017, from <https://www.timeout.com/newyork/bars/the-royal-palms-shuffleboard-club>

Figure 4.12: Royal Palms. Retrieved May 19, 2017, from <http://explorebk.com/guide/play/d539a0140aa192/the-royal-palms-shuffleboard-club-gowanus-brooklyn-ny-11215/>

Figure 5.25: Company outings overview. Retrieved June 22, 2017, from <https://www.puuramsterdam.nl/bedrijfsuitje/kookworkshop/9596/>

<http://blog.nowescape.com/101-best-puzzle-ideas-for-escape-rooms/22-06-2017>
<http://www.vlietzig.nl/bedrijfsuitje/bedrijfsuitje-den-haag-westland-delft-zoetermeer/>
<http://graffitiworkshop-leiden.nl/tag/creatief-bedrijfsuitje/>
<http://graffitiworkshop-leiden.nl/tag/creatief-bedrijfsuitje/>
<http://www.vanderkruit.nl/ons-aanbod/sportieve-activiteiten/sportief-bedrijfsuitje/>
<https://www.puuramsterdam.nl/bedrijfsfeest/wereldsfeest/11644/>
<http://www.landschapnoordholland.nl/help-mee/koop-een-product/bedrijfsuitje>

Figure 7.1: Guiding principles. Retrieved May 20, 2017, from https://unsplash.com/@fili_sheep
<https://unsplash.com/@artographybyp>
<https://unsplash.com/@samuelzeller>
<https://unsplash.com/@quentindr>
<https://unsplash.com/search/photos/gagnef-sweden>
<https://unsplash.com/@robertbye>
https://unsplash.com/@marg_cs
<https://unsplash.com/@killerfvith>
<https://unsplash.com/search/photos/the-table-asheboro-united-states>
<https://unsplash.com/@rawpixel>
<https://unsplash.com/search/photos/crew-montreal-canada>

Figure 8.6: A few pictures from the styling moodboard. Retrieved August 1, 2017, from <http://interieurfotograaf.blogspot.nl/2015/03/markhallen-amsterdam.html>
<http://www.ingakarin.se/2013/05/01/boulebar/>

Figure 9.5: Website - music. Retrieved August 5, 2017, from <https://www.facebook.com/djsaschahair/>

