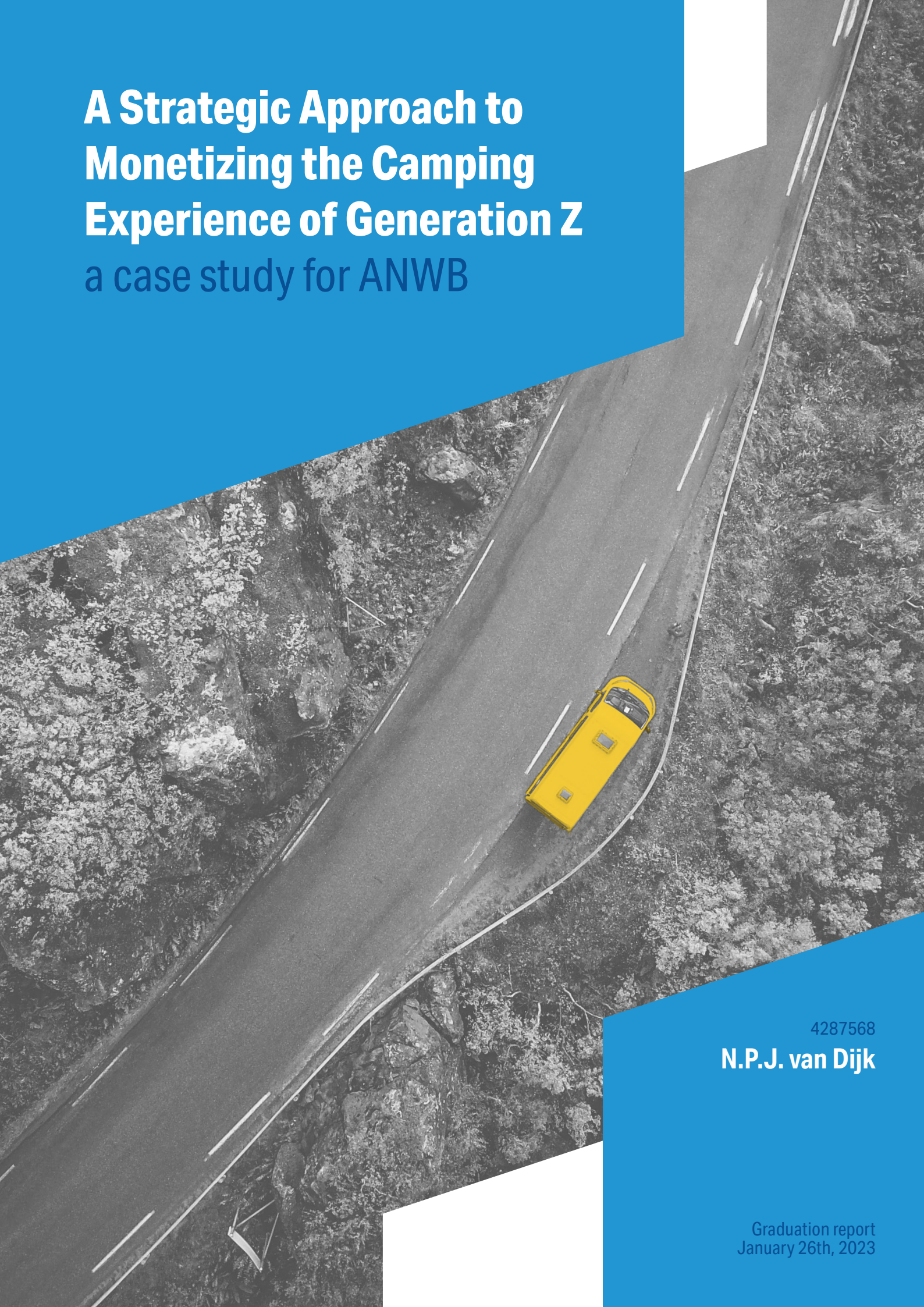


A Strategic Approach to Monetizing the Camping Experience of Generation Z

a case study for ANWB



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N.P.J. van Dijk

Graduation report
January 26th, 2023



**A Strategic Approach to Monetizing the
Camping Experience of Generation Z:**
a case study for ANWB

Master Thesis

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Preface

Dear reader,

I am excited to present you my graduation project. As the name suggests, this project finalizes my Master course of Strategic Product Design, and furthermore puts an end to my time as a student at TU Delft. Having been active at the faculty for quite a while, I have learned much on both professional and personal levels. I am grateful for the people I have met, courses I have studied for, and everything that shaped me to be the person I am today. This graduation project has become a success due to both hard work and great support, the latter of which I am especially grateful for.

First, I want to thank my supervisory team of the TU Delft. Thank you Pinar and Erik-Jan for your support and understanding. You brought both constructive feedback and motivational pep talks to our meetings, sparking creativity and boosting morale throughout the entire process.

Second, my thanks go to the hosting company ANWB. Thank you Erik and Ellen for the insights into the industry and for allowing me to work on this graduation assignment. Due to your positive energy and support, it was always a joy to learn from both your experiences and expertises from within and outside the company.

Third, I am grateful to all who participated in any way to this project, through interviews, observations, creative sessions, and the like. It is through your valuable contributions that this project turned out the way it did. Your enthusiasm and willingness to help made this project a blast to work on.

Fourth, I would like to thank the many friends I have met throughout my years here at the faculty. Your talks, breaks, card games, and of course beers at ID Kafee made my time here something I will look back on with glee.

Fifth, my thanks go to my group of friends, especially Takkebeesten, who have stood beside me through quite a lot. Your friendship, support and loyalty have always made my time as a student the best it could be. You loving, fun, amazing and inclusive folk will always have my back as I will have yours.

Sixth, I would like to thank my family, most notably my parents, brother and sister. Having to deal with me now is challenging already, but these gems have been supporting me for all my life, and in such a deeply loving and caring way, words cannot describe it. I will always treasure having you in my life, and want to thank you for the loads of support over the years.

Last but not least, I want to thank my partner and friend, Thomas. Both your unconditional love and extremely positive look on the world will always baffle me. Thank you for the amazing moments and for guiding me through my worst ones. Your support and care those two years made all the difference.

That all said, hereby my graduation report, my final step in this chapter in life.

Niek



EXECUTIVE SUMMARY

One of the largest trends among young adults concerning the camping industry is the vanlife movement. As ANWB requested research into targeting Gen Z with their camping portfolio, this project dives into an analysis of the current market trends, the company and its industry and the consumer and their behavior. The ultimate goal of the project is to answer the research question: What business strategy can be designed for ANWB to activate Generation Z to become members of the association through the camping portfolio of the company?

The process starts off with orientation, using variable research techniques to gain insight into the context of the problem. It became clear that ANWB is not currently targeting the selected demographic audience well, as both their offering and their branding does not suit the consumer's demands. Using this as the problem source, an explorative search on trends and the consumer lead to various more insights that allows for the strategy to be detailed later on in the process.

After elaborating on the widespread initial research, this document discusses the design process that has been followed. Using the first ideation round to narrow down the scope towards vanlife, a deeper dive into the consumer behavior is derived from qualitative interview. Insights into vanlife enthusiasts identifies three value drivers linked to their experience: freedom through unrestrained travel, joy of building, and the expression of identity through creative decision-making. These drivers are used to further design a concept that enables the distinction of these drivers between its service offerings.

The concept is split into two services: the hosting of workshops to repurpose vans into RVs, and the renting of these RV-vans for private use. The workshops will eventually be held in a workspace environment that also facilitates a community of van builders and vanlife enthusiasts to meet and connect. Having this community can greatly boost the naturally occurring oral advertisement for the brand, in turn tackling the current negative brand image. The rental service offers the consumer a low-investment option for experiencing vanlife first-hand, ignoring the necessity for building the van themselves. Breaking apart the act of building and travelling allows for the consumer to choose to engage with the concept however they prefer: only building, only travelling, or both.

To help ANWB target the consumer, their innovative offering should be combined with a good branding strategy. This project therefore presents a product launch campaign, with several recommendations on styling and tone of voice. Focussing communication on the adventurous experience paired with vanlife instead of the current 'parent' aesthetic the brand is known for is proposed to shed new light on the brand, better suiting the target group in the process.

Taken together, the roadmap presented as the result of this project presents a full strategy that covers both portfolio innovation and the marketing strategy,, thus enabling the company to successfully target the predefined demographic audience.

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Reading Guide

REPORT STRUCTURE

This report describes the project mostly in chronological order, going through three phases of the process in order: analysis, design, and strategy. Furthermore, the document is split into chapters, each chapter covering either a major aspect of the process or a specific subject. The phases and chapters are set-up as following:

Introduction	- Chapter 1
Phase 1: Analysis	- Chapters 2, 3, and 4
Phase 2: Design	- Chapters 5, 6, and 7
Phase 3: Strategy	- Chapters 8, 9, and 10
Validation	- Chapter 11
Conclusion	- Chapter 12

Furthermore, this document starts of with a preface, the executive summary, table of contents, and this particular section. The document is then finalized by including a personal reflection, glossary, reference list, and appendix.

LIST OF ABBREVIATIONS

Throughout the report, different abbreviations will be used. These abbreviations and their meanings are listed here:

ANWB	- Algemene Nederlandse Wielrijdersbond
CBS	- Centraal Bureau voor de Statistiek
EU	- European Union
E(R)V	- Electric (recreational) vehicle
FFV	- Fossil fuel vehicle
Gen Y	- Generation Y (a.k.a. Millennial generation)
Gen Z	- Generation Z (a.k.a. iGen, Tech Gen)
ICE(V)	- Internal combustion engine (vehicle)
PLC	- Product launch campaign
RV	- Recreational vehicle
RV-van	- Recreational van
TU Delft	- Delft University of Technology

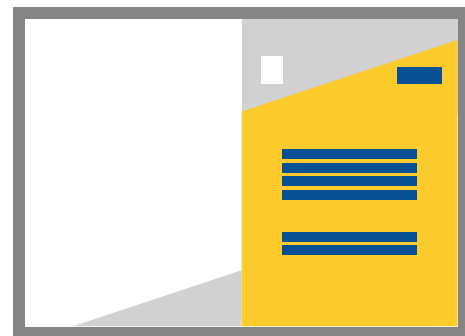
VISUAL CUES

Aside from the structural build-up of this document, it makes use of some visual cues to help the reader identify the nature of what they are reading. Most notably, there is a color coding to the boxes in which the text is written. While the usual text is written on basic white paper, such as is the case with this text, it encompasses the body of the project's documentation.

However, there are three other distinct color codes that can help you identify what you are reading. The start of any chapter is characterized by its blue boxes, of which the introduction to the chapter in question is positioned on the right page within the blue box. The second identifiable coding is the yellow boxes, which indicates a summary of a specific part of the document's body. Most chapters have these located at the very end. The executive summary is also visualised in bright yellow pages. A visual overview of what these specific pages look like in the context of a chapter's start and end is shown below.

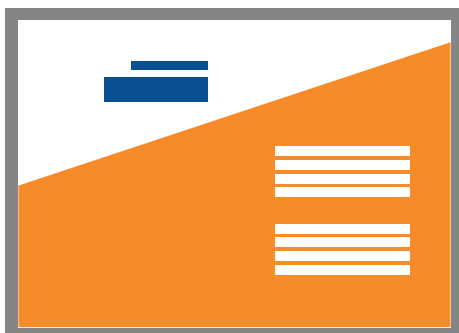


Chapter start with intro in blue



Chapter end with recap in yellow

The document has one other notable color coding. Spread over two pages, each beginning of one of the three phases described earlier are visualised in an orange text box. These pages introduce the phase in a short text, similar to how chapters are introduced. A visual representation of such a page is depicted below.



Phase start with intro in orange

01

INTRODUCTION





To kick off this report, this chapter introduces the design project by indexing the stakeholders and defining the main goal. As the problem is described, further sections shed a light on the company and its industry, in turn briefly showing the context of said problem. This chapter concludes in the formulation of the research question to which all research and design efforts during the project are focused towards answering.

1.1 The project

This thesis encompasses the documentation of a strategic design graduation project done in a collaborative effort with the ANWB and TU Delft. As the clientele of ANWB is gradually growing older, there is an ever-increasing problem for the future vision of the company. To tackle this problem, it is necessary for the company and association to target a younger audience more directly by listening to their needs, and then adjust the organisation's strategy by adjusting their offering and communicating their innovation to the audience.

The main goal of this thesis is to design an optimized innovation strategy for ANWB to implement, to in turn have their profile and portfolio suit the wishes and needs of the next generation: Gen Z. As the company has an aging client-base, the necessity of well-targeting the younger audience is of great importance to the survival of the company in the future. As such, it is important to define who the targeted audience is, what they want, and how the ANWB can strategize their actions to win over the young adults of the near future.

To scope this research to the constraints set for this thesis, this project focuses mainly on the camping industry, and results in a strategy fit for the camping department of the ANWB. It should be noted that even though the camping industry is the main focal point of this project, in order to design an all-encompassing strategy that suits the organization wholistically, other industries and activities of ANWB are also considered.

1.2 The company

Before diving deep into the contents of this thesis, it is necessary to introduce one of two main stakeholders: the Royal Dutch Touring Club ANWB, commonly referred to as just ANWB (Figure 1).



Figure 1 - ANWB Logo

The name ANWB itself is an abbreviation for the Dutch name Algemene Nederlandse Wielrijdersbond, even though notably they do not mention this on their own website. This might be a branding choice, as the name became less relevant due to their expansion from cyclists to other mobility focused industries.

This project will be done in cooperation with and in query of ANWB.

The ANWB is a large organization offering service solutions for mobility, vacation, and other forms of leisure. The company started off as a society for cyclists and has since evolved way beyond their initial bounds to include multiple other mobility products and services. As an example, they implemented the automobile industry into their portfolio with services such as roadside assistance and assurances, which has since then become one of the staples of the organization, if not the most important one. They position themselves as, and disputably are, market leader as a company on many of the industries within their portfolio, including that of the focus of this project: camping.

1.3 The customer

Being the largest club of the Netherlands, they work through a membership program: members of ANWB have many services made available to them, such as Wegenwacht (roadside assist) and price deductions on products and vacations. The organization owns a few tour operators and about 50 driving schools, has their own towing company, and has many physical stores spread around the country selling travel documents, leisure clothing and other mobility products. The association itself currently has over 3.000 employees and has recently surpassed 5 million members, which, when put into perspective of the entire population of the Netherlands, equals to well over 1 in 4 inhabitants being a member of the organization. They also publish 'Kampioen', the biggest magazine in the Netherlands available for all members.

Because they are such a large association, they use their size and backing of members to lobby their ideals on fields such as sustainable mobility, smart navigation, leisure, safety, and others to political powers such as The Hague or Brussels. These political influences are at the core of the association. Their website elaborates more on their stances on certain matters, too many to be listing here, though some of these will be elaborated upon during this project.

The main customer audience this project focuses on is Gen Z, also including the young end of the Millennials generation. The assignment requested from the ANWB specified their intent to appeal more to people aged under 35. When 23 is taken as the minimum age, which would scope down the wide target group, the Dutch population still features over 2.9M people that fall in this age group.

It should however be noted that the implementation of the strategy might take some time, meaning that the focus should lie on those that are currently aged younger. Gen Z is therefore taken as a vantage point for research, of which many findings are found through literature review, with more specific insights gathered through interviews with experts on the field further on in the process. From these further interviews and conceptual validation of the (preliminary) results, the targeted audience acts as the focal point of this project and as such will continuously be mentioned throughout this thesis.

1.4 The industry

To fully understand the scope of this project, it is important to shed a light on the context of the problem, such as the industry and its main stakeholders. As stated before, this project mainly focuses on the camping industry.

The act of camping is a form of leisure, most often done by people on vacation. During a camping trip, people stay in a mobile or even temporary accommodation, such as an RV, caravan, or tent. Although camping is often associated with a family friendly trip to campsites, there is a much wider variety of modes of traveling and experiences to consider. Though deprived of the all-day luxuries of a house, there are instances where the accommodations provide a lot of luxury to the guests, which for example is the case when the traveler chooses to go glamping (a portmanteau of glamorous and camping). Other campers take as little possessions as possible in a backpack, including a tent, and hike through the mountains, setting up camp wherever they like. Even though camping is a very defined mode of vacationing, it has a wide range of ways to go, leading to a wide interpretation of the vacation itself.

The camping industry itself is just as broad as the ways of vacationing falling under its terminology. The wide variety of possibilities are reflected in the industry; where some companies are specialized into certain modes of camping, others take a more all-encompassing approach. ANWB places itself at the top of the Dutch camping industry, taking the wholistic approach, a one-stop shop for everything the consumer might need for their trip. This includes (among others) tents, furnishing, cookware, guidebooks, insurances, and of course the trips themselves. Other companies in the industry might be more specialized towards a single mode of camping. Contrary to the “everything

you need” message of ANWB is for example the conveyed message “only what you need”, hinting towards the back-to-basic form of camping to experience the wilds and leave the city behind. Through branding and portfolio specialization and adaptation, companies across the world position themselves in this international industry.

The international aspect of this industry is another major factor. Due to the trips often crossing borders, it is impossible to see the Dutch camping industry as separate from the rest of the continent or even world. This will be further elaborated upon in Chapter 2.

1.5 Research question

As stated, this project was done for the ANWB to help them strategically position themselves more favorably towards the younger generation through their camping portfolio. This can only be done by taking a holistic approach, and balancing both feasibility, viability, and desirability of all steps to be taken by the company. Therefore, the research question to be answered by this project is as follows:

What business strategy can be designed for ANWB to activate Generation Z to become members of the association through the camping portfolio of the company?

To answer this question, this project will investigate both innovative efforts for the portfolio offering, and the branding and marketing thereof. The conclusion of this thesis gives an answer to this research question through an innovation concept, presented on a timeline in a strategic roadmap.

Phase 1 **Analysis**

Building a strategy based on assumptions only is possibly one of the worst methods of delivering results with minimized risks. Therefore, Chapter 2, 3, and 4 formulate the groundwork for this project by elaborating on findings of desk research, explorative interviews, and passive observation. Each chapter discusses one of the major subjects of interest for this project: the company and industry, market trends, and - of course - the consumer.

For the full extent of this analysis, journals and articles were used as a base for the identification of the market, industry, and consumer. However, due to the nature of the release of such articles, as well as the enormous paradigm shift generated by the emergence of the COVID-19 pandemic, a more widespread approach was taken in gathering sources and finding information. Researching the internet in its widest sense, including search engine searches, blog posts, websites of companies in the industry or similar industries, and social media, lead to the latest news on trends and developments in the market and industry, as well as the consumers' thoughts on the matter. Due to the sheer amount of information available through these commentaries and media, quantity allows for less risky validation of assumptions on these matters.

The main method of research, desk research, is further accented through conversations with people of interest, both with those on the side of the consumer and from the company. Using the expertise of these individuals, assumptions generated by the explorative desk research could be tested and either discarded or approved. The combined effort of large quantities of information from the internet validated through quantity, and the information gathered from journal and articles as well as conversations with experts validated through quality, create a thorough understanding of the context of this project, and allow for generating design opportunities as described in Chapter 5 and onward.

02

ANWB AND INDUSTRY





To start of the analysis phase, this chapter describes the first of three research fields: the company and its industry. By looking at the current positioning and strategy of ANWB within the context of its industries, it becomes possible to identify its strengths. These can further be matched up with the opportunities presented by the market analysis in Chapter 3, enabling for crosslinking and defining optimal possibilities for the future strategy of ANWB. The chapter describes the marketing and branding strategy, the mission of the company, and its position in relation to its competitors from respective industries.

2.1 Company

Being both an association with over 5 million members and a company with over 3.000 employees, ANWB has risen to great size since their founding in 1883. ANWB started out as a conglomeration of smaller cyclist clubs, uniting to form the foundation of what we now know as the ANWB. All founders of the club where aged 25 or below at the birth date of the club, which leads to the ANWB phrasing their starting status as a 'jongensclub' (translates to boys club). This gathering of small local cyclist groups eventually grew through the century to become the largest club of the country, and a beacon for car drivers, cyclists, and travelers (ANWB, 2022).

MISSION AND STRATEGY

The ANWB states their mission as follows (translated from Dutch)(ANWB, 2022):

“ANWB makes it possible for everyone to travel carefree and with pleasure.”

- ANWB, 2022

Using their offering in the different mobility related service fields, they wish to make traveling as easy, comfortable, and safe as possible. One of their ambitions is to reduce traffic jams, emissions, and (fatal) accidents to zero, which they formulated in their strategy as “ANWB op weg naar 2030” (translates to “ANWB onward to 2030”). They note that they utilize a win-win-win principle, by focusing on services that benefit members, the organization, and society (ANWB, 2022).

In their strategy towards their future vision of 2030, they formulate four building blocks (translated from Dutch) (ANWB, 2022):

- 1 The ANWB ensures that members experience maximum individual and social value.
- 2 The ANWB will optimize the value of the pillars on which the ANWB is now based: assistance, insurance, travel, and products.
- 3 The ANWB will achieve growth within these pillars with new products and services.
- 4 The ANWB will expand the pillars by expanding existing business activities and exploring the domains' boundaries, where the ANWB can even move beyond those boundaries.

These building blocks shape the foundation of the strategy currently being implemented throughout the entire organization (ANWB, 2022). To make their vision for the future happen, the ANWB has assigned employees of varying disciplines into certain project groups called 'Lighthouses'. One of these Lighthouses was focused on the introduction of the next generation of members to the company, a goal like the objective of this project. Several other projects within the company had similar goals, where, among others, interviews with a younger audience of campers had been done before the start of this project.

BRANDING

To support their main mission, ANWB expresses a notable company brand with four main brand values it wishes to convey: trustworthy, experienced, involved, and helpful. These brand values align with their conveyed brand personality – “a set of human characteristics associated with a brand” (Aaker, 1997; Avis, 2012). These brand values also directly correlate with the main company values (ANWB, 2022). Through observation, it can be deduced that the brand identity of ANWB exerts these values well, using a calm and simplistic style to convey their ideals. The main color of ANWB, a striking yellow, is well-used throughout the whole organization on all fronts, possibly most notably the roadside assist vehicles coursing over the highways. The yellow, often associated with joy and optimism, is accented with a serene blue tint, indicating the calm, trustworthy, and confident traits of the company (ANWB, 2022; Mohebbi, 2014).

Aside from the “helpful neighbor” attitude the brand identifies itself with, it also values the importance of sustainability. This attribute of the brand image is stated to be true in the Sustainable Brand Index B2C 2022 report, where ANWB ranks as 5th and ANWB Reizen (Travels, a sub-brand) as 33rd among all Dutch brands, according to interviews with Dutch consumers (SB Insight AB, 2022). Both ANWB and ANWB Reizen score highest in their sectors of Mobility and Travel & Tourism respectively (SB Insight AB, 2022).

While the trustworthy attribute of the brand image is abundant in their communication, multiple conversations with targeted audience members have identified a most possibly unwanted brand image: stuffiness. The ‘ANWB couple’ stereotype is a nation-wide well-known caricature of this stuffiness, discussed and even

made fun of vigorously in Dutch culture. The couple would be depicted wearing the unisex very useful but aesthetically unpleasing zip-off pants, cycling on the male and female versions of the same sturdy bikes and so on. The Instagram page @kopiekoppels (name translates to ‘copy couples’) depicts these couples in their best stereotypes, and even though they do not necessarily name the ANWB-couple, their post of February 4th 2021 shows a couple with it literally spelled on their back, with the caption “Dit zijn de echte!” (translates to “These are the real ones!”) (kopiekoppels, 2021). Even within the company itself in peer conversations it is brought up in a fun and nonchalant way. As another example of pop culture adopting the image: Brigitte Kaandorp performed a sketch on this stereotypical couple and their over-preparedness during her show “Cabaret voor Beginners” (translates to “Cabaret for Beginners”) in 2013, although her story goes on how much she would enjoy being as well-prepared as this imaginary couple (Kaandorp, 2021).

Another initial note on the branding of ANWB is their focus on the product or service, not per se the experience that goes with it (ANWB, 2022). A shift towards experience-based branding is gradually visible within most B2C industries, though ANWB seems to still fall behind on implementing this change to grow towards the experience-based decision making of Millennials, and in extended form Gen Zers as well (Francis & Hoefel, 2018). For example, instead of offering a campsite for a few days which is located near a large forest, they could offer a camping trip to the woods where the campsite is included; it is essentially the same thing, but very different in communication and structural messaging (Robinson & Schänzel, 2019).

ORGANIZATIONAL STRUCTURE

The ANWB shares an organizational chart on its website, depicted in Figure 2. In this organization chart, the main hierarchy is shown on the top side of the chart, where the different departments are shown in a horizontal manner on the bottom. ANWB Kamperen (translates to ANWB Camping) is the party that queried this project in the first place, but it is important to take all departments into account for any future strategies, as their strengths and weaknesses could alter the effectiveness of any new strategic design. However, it should be noted that the focus point should still be ANWB Reizen (translates to Travels), from which ANWB Kamperen in particular, to not deviate too much from the main scope.

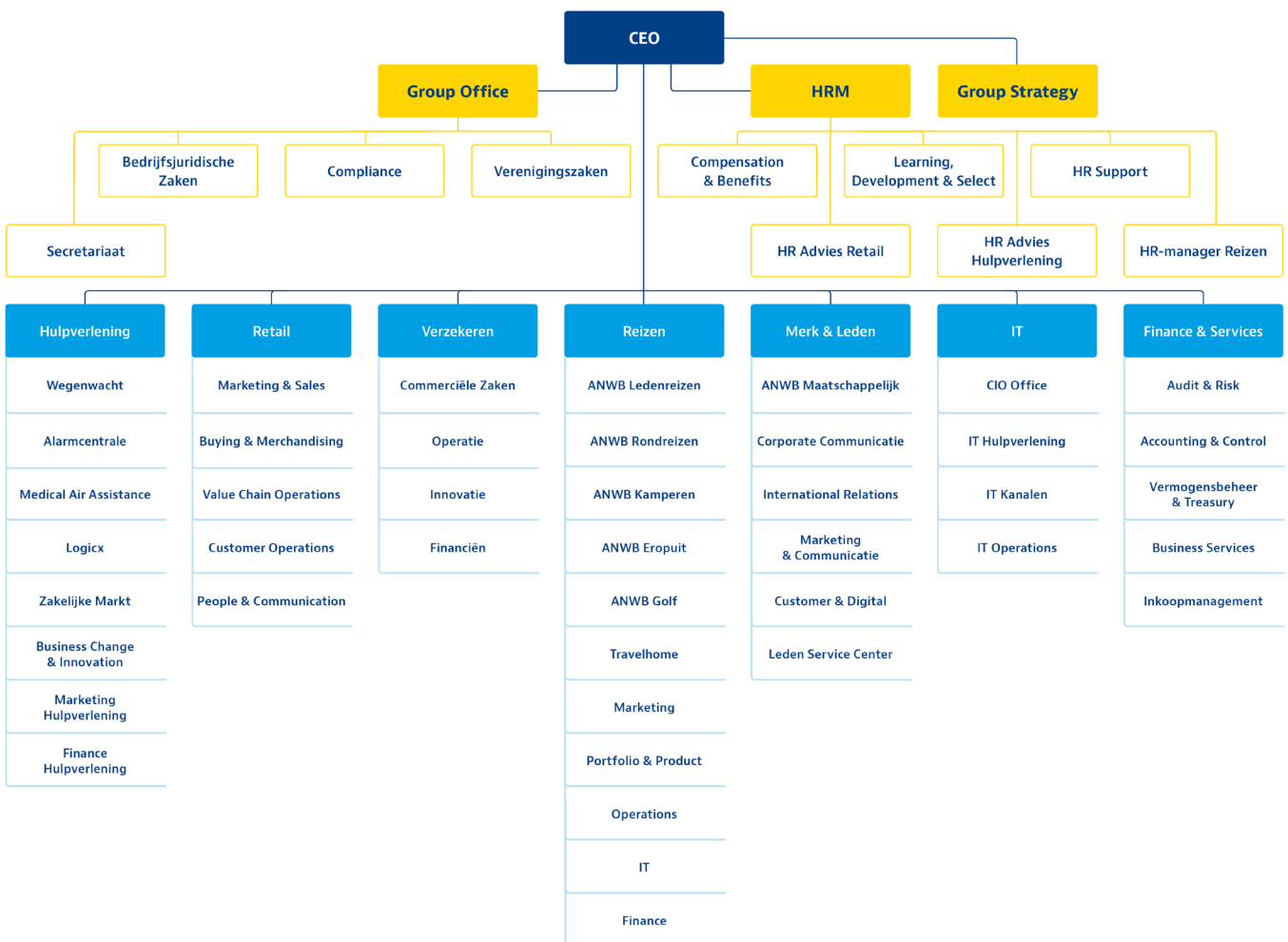


Figure 2 - Organizational chart (ANWB, 2022)

OFFERING AND MARKETING

The ANWB has many services that it offers to its members, as well as some that are available for everyone. For members, the ANWB has subscription-based services on offer such as roadside assist (Wegenwacht). Multiple options are given to tailor this service package to the needs of the customer, such as coverage for only the Netherlands or all of Europe, coverage for a replacement vehicle, or even a hotel service for your family should you get stranded due to vehicle defects (ANWB, 2022).

The main coverage is based on a person, not the vehicle as with some competitors (pechhulpvergelijk.nl, 2022). Therefore, it is necessary to also have your family enrolled in a coverage plan, which acts as an extension of the main Wegenwacht service owner. For a partner this is €8,50 annually, while for the young ones it only costs €3,50. This only counts if they drive the same vehicle, if the partner for example has their own car, they should get their own Wegenwacht plan. This plan however also comes at a reduced price (ANWB, 2022). This showcases the main target audience of ANWB clearly: families.

Its membership tiered loyalty program makes it easier for people to remain member, as their privileges continuously grow over time. Five different tiers are appointed, depending on the cumulative time the customer has been a member of the association. These are, in order from low to high: blue (<2 years), bronze (2-5 years), silver (5-10 years), gold (10-25 years), and platinum (>25 years) (ANWB, 2022). This gives a great incentive for people to stay a member of the organization for a longer period, as higher levels come with greater privileges, such as and most notably cheaper products and services. Although this is a great way to keep customers keen (Chauduri et al., 2019), it might

scare off the fresh recruit for the organization, as they do not have the same prices for the same products. It is the younger generations (both Y and Z) that have an inherent need for on-demand products and services (Francis & Hoefel, 2018), and are therefore unlikely to be willing to put in the time to eventually have the same privileges as their parents do. Even then, if their parents are already members of the association, they can just make use of the privileges through them.

Something unrelated to the services and products that the company sells is its impact on governmental decisions and influence in both The Hague and Brussels. As the largest club of the country, they use their platform to vote for different regulations on certain matters, depending on their formulated opinions. One of these opinions is, for example, the importance of reaching zero emissions and the opportunities electric vehicles (EVs) bring to make that happen. Building on that; the ANWB believes that anyone should be able to afford an EV by having the government invest in (temporarily) lowering the price of purchase to make it affordable.

2.2 Industry

For this project, it is trivial to analyze the context of the problem. The camping industry and all its stakeholders in its system can function as key players for future strategies. Therefore, this section discusses the different parties involved in the camping system, their activities, and their power on the process. A simplified model is visualized as a systematic overview in Figure 3.

In this overview, the camper as the consumer is placed in a central position, having some form of connection with most of the other stakeholders in some way. The clusters in the lower left corner depict the production lines of both camping goods (tents, furniture, cooking gear, tablewear, etc.) and caravans and/or RVs, ending in either the retailer/dealer or lessor, depending on the business model of the organization and offering in question. The campsites are also clustered together, whether it is owned or a place in the wild to set up camp.

In Figure 3, multiple colors and line types show different aspects of the system. Two types of connection lines are depicted, each showing a different level of connection. The continuous lines make for some form of direct connection, being a partnership, consumption connection or communication of any sorts, while the dotted lines depict an indirect connection, where they influence one another through more passive means. For coloring, the central point of the overview is the camper, and is blue for clarification. The green coloring depicts the natural environment of campsites, with ties to the government through central greenkeeping organizations as Staatsbosbeheer in the Netherlands, but no other direct lines. The yellow parties are where the ANWB currently positions themselves by offering the services and products linked with that part.

POSITIONING OF ANWB

As Figure 3 shows, the ANWB is currently active as seven distinct parties within the camping industry: they act as a platform for both campers and campsites, an insurer for both vehicle and travel insurances, a service offering of roadside assist, a retailer for all sorts of camping gear (excluding vehicles), as a travel association using their power to lobby for change in Dutch and European Parliament, and as an advising platform for everything camping. The organization is in all of these fields considered to be (one of the) market leaders, which, due to their widespread affiliation with the industry, makes them by far the largest entity in both first- and second-party range. Their strategic positioning and membership backing has helped them to become one of the more powerful parties in the system, which enables their position towards the government to be taken seriously as well.

Something that becomes clear in the system too (Figure 3), is that the ANWB positions themselves around the camper, the consumer of the industry. Their strategic intent is to be a one-stop-shop for everything a camper could ever need, including the booking of the trip, camping gear, insurance, and the promise of roadside assist should the camper ever need it. This is prolifically envisioned by the extra services that the organization offers. Such services include for example route charts to help navigate towards the destination, but also to inform of the many touristic attractions positioned along the way (e.g., lookout points, natural reserves, or cultural heritage sites).

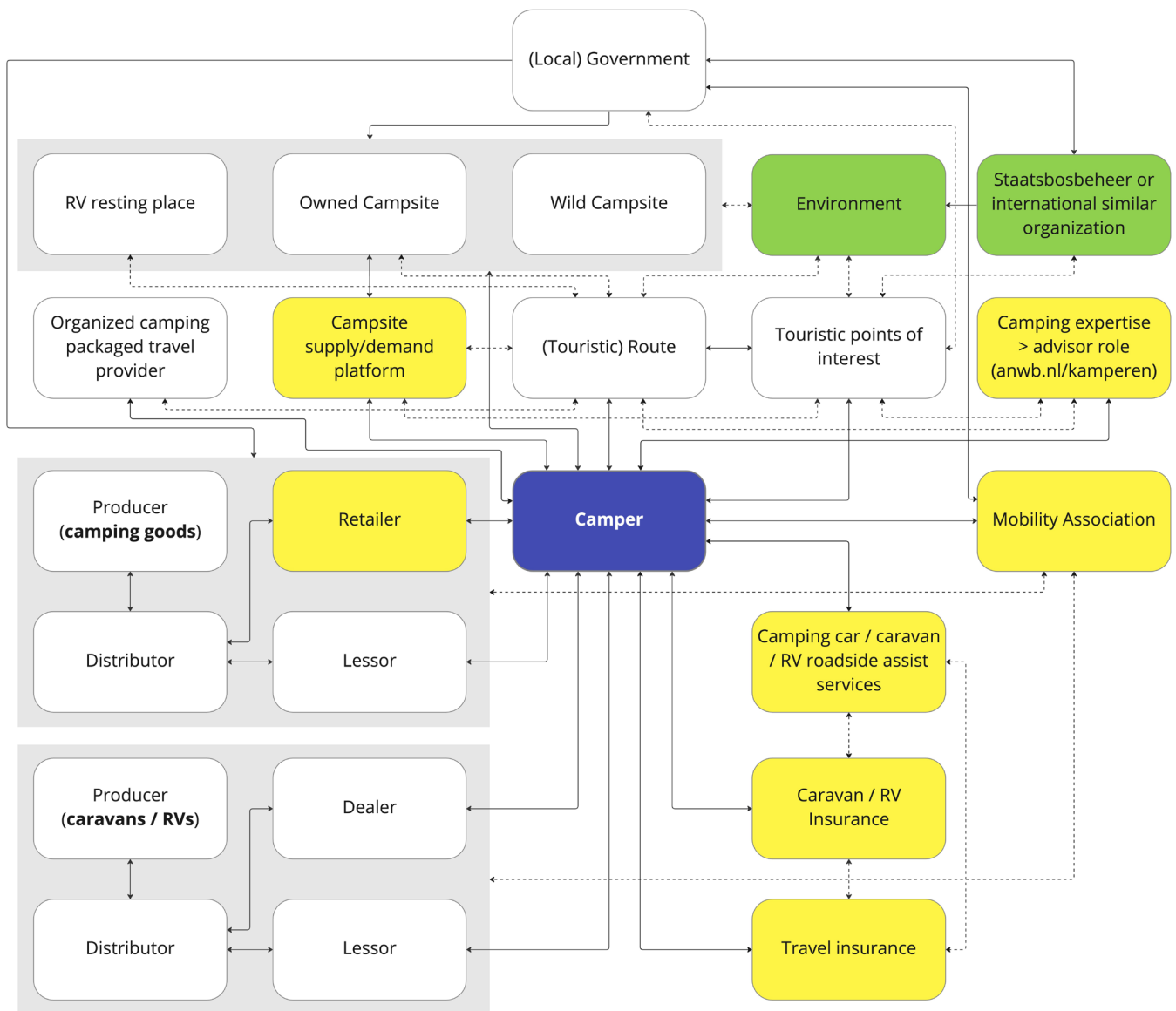


Figure 3 - Systematic overview of the camping industry.

In trend of the ANWB trying to encircle the consumer completely, there is still a gap present. As of now, the ANWB does not deal in camping vehicles (caravans and/or RVs), nor do they rent out any of their current products. The proposition of access over ownership is therefore not fully implemented into the offering of ANWB as of now. Though some of ANWB's competitors already offer rental

services, it could be interesting to use the well-established presence and sheer size of the company to penetrate these markets as well. For this to be successful, more testing needs to be done to see whether such form of monetization would be viable, feasible, and desired by the consumer.

COMPETITION

Due to the presence of ANWB on many different fields of portfolio offering of both services and products, the list of direct competitors with each of these products is rather large. Companies such as Bever serve the outdoorsy consumer group with for example functional clothing and camping gear, organizations such as Centraal Beheer offer insurances that coincide with the offering of ANWB, and although ANWB is by far the largest, there are different associations for mobility spread over the country. To halt this part of the analysis to take too much valuable time during this process, only the competition of ANWB Kamperen was indexed, thus the initial query giver. This choice created a risk for a lack of information near the end of the project, but this did not come to pass, and even if it did, the analysis could then just be extended towards a more specific necessary base.

As mentioned, Bever is a competitor in the field of camping and outdoor gear sales, and the most notably and powerful within this industry. Being often superior in advertising towards Millennials and Gen Z, they use the approach of advertising the adventure experience. Decathlon is another competitor that uses a different strategy built around being the cheapest in the market. As stated, ANWB offers trustworthy products of high quality, which is more similar to the offering of Bever than that of Decathlon. The largest difference between the offering of Bever and ANWB would be the focus of the product, where ANWB is mostly focused on function, and Bever values aesthetics as well. The variety of stylish options in Bever answers demand of the younger generations more effectively, giving Bever an advantage over ANWB in this regard.

As the ANWB is currently not present within the RV or caravan industry with their own sales or rentals, this industry is not yet a part of their competition. However, should they choose to penetrate this saturated market, it should be through innovative purposes. However, even though ANWB is not offering any sales or rentals yet, they are present as a mediating party within the industry. They act as a platform for redirection towards companies that do their sales and make community rankings of the best options in the market. A good example of this position is the presence of ANWB at the Kampeer & Caravan Jaarbeurs (Annual Camper and Caravan Fair), where their presence can be seen through, e.g., the two awards for best RV and best caravan respectively that the association facilitates. As will be mentioned further on within this project, the RV and caravan industry can be tackled through innovative offering, most notably through the facilitation of repurposing (company) vans into RVs.

02

RECAP

ORGANISATION ANWB

ANWB's mission is to make it possible for everyone to travel carefree and with pleasure.

Their current strategy focuses on a future vision of 2030, though this vision is vague and unformulated.

As both an association and business, ANWB combines memberships with sales in a unique business model.

They use their size and therefore power to lobby their ideals to governmental organisations, both Dutch and European.

POSITION IN THE INDUSTRY

ANWB positions itself around the consumer on almost all fronts within the industry, successfully acting as a one-stop shop for all things camping.

ANWB has no current position in the retailing of caravans and RVs, neither on renting any of their products.

The saturated caravan and RV industry should be penetrable through right use of innovation strategies.

BRANDING

ANWB brands itself as a parent figure: not notably trendy, but present wherever and whenever you may need them.

The brand image of ANWB is greatly worsened due to the ANWB-couple stereotype.

03

MARKET TRENDS





This chapter documents a thorough trend analysis, using journal articles and the ever-fluctuant environment of the internet to identify the trends in the market and envision their future paths. The chapter mentions five different trend groups, each with their own theme. These themes discuss the changes in work-life balance, the paradigm shift from ownership to access-based sales, trends on the ecological field, the adaptation of campsites to new norms, and the shift in means of accommodation during camping trips. Mapping these changes and following them into the prospected future allows for grounded envisioning of what is to come, and furthermore how ANWB can strategically position itself to make optimal use of the opportunities the future market brings.

3.1 Fluidity in work-life balance

The megatrend of the congregation of both work and leisure in a person's life has been on the rise ever since the introduction of mobile technologies and the internet from the late 90's throughout the new millennium (Haeger & Lingham, 2014). Work could and would be taken home more often, and similarly home was taken into the office as well. Then, the introduction of smartphones, able to connect to the internet from anywhere and anytime, presented a constant availability of communication for both ends of the work-life balance, in turn creating a new paradigm shift towards a fluid approach to time dividing and location-bound activities (Haeger & Lingham, 2014; EY, 2020).

The shift toward fluidity in time management became even more prevalent with the introduction of video conference call technology, decreasing the necessity for working at the office by enabling people to work remotely. Companies as Zoom, Skype, and Microsoft (Teams) have seen a rapid increase in their services' uses during the COVID-19 pandemic in the early 20's, which has led to permanent changes in the working behavior of people (EY, 2020; Bick et al., 2021).

FLEXIBLE LIFESTYLE

On top of it already being a trending change, working remotely became one of the staples of society during the COVID-19 pandemic, as governments proposed legislative measures to help people stay inside to halt the spread of the virus. Out of necessity, people were forced to become acquainted with the new telecommuting lifestyle and the technologies that helped facilitate this paradigm shift (Bick et al., 2021; Savić, 2020). This shift in style of work, although often hypothesized to be bound to happen anyway, was radically sped up and took society by storm, so much so that

many of these people have realized the positive effects of working remotely on their lives. This in turn boosted the movement that has been pushed for over a decade now: the fluidity of time management towards a flexible lifestyle (Haeger & Lingham, 2014; EY, 2020; Savić, 2020).

A flexible lifestyle enables people to schedule their activities however they please, be that work, leisure, familial, or social activities. As many young adults live busy lives, by focusing on career, creating a family, or just making ends meet, the ability to schedule their time on their own accord creates the opportunity for a fluid yet balanced lifestyle. The value driver for people to commit to their job in this matter is the freedom it gives them to live their lives as they wish (Reichenberger, 2018).

However, the effects of this freedom are not only positive for people. There seems to be a correlation with the rise of depression cases and burnouts from young adults and the fluidity of life, due to the never-ending build-up of stress from all aspects of life simultaneously (Haar et al., 2014; Magnavita et al., 2021). This fact is becoming gradually more acknowledged in the last few years as the movement towards mental health awareness and the importance of mental health becomes a steadily more prevalent part of society (Makita et al., 2021). This mental health awareness can also be seen on the market, as for example app developers create smartphone apps to help people find their focus again or meditate.

WORKATION AND DIGITAL NOMADISM

One of the next steps in the flexible lifestyle movement is the introduction of work vacations, or 'workations'. Workations convey the message of a blurred line between work and leisure, as work is being combined by travels and vacation activities. On a workation, people use their internet connection to work remotely from wherever they are as they travel around doing what people do on their vacations. LoeWhaly, an Instagram persona posting sketches on remote working, perfectly stated the mindset of traveling remote workers by saying "home is where the wifi is" (2022). The remote nature of 'working from home' is by this standard extended to include any exotic travel location with a solid internet connection.

In further extent, there are the free spirited among us that choose to fully embrace the freedom offered by remote working, traveling wherever they want to go whenever they want to: those dubbed as 'digital nomads' (Reichenberger, 2018; Gretzel & Hardy, 2019). As the name suggests, they are nomadic in nature and value the traveling experience over materialism. Having completely blurred the boundaries of work and leisure, through technology digital nomads are able to detach themselves from spatial limitations. In doing so, they can travel to the most exotic locations while still committing to their work (Reichenberger, 2018). Reichenberger phrases it clearly: "digital nomads appear to strive for a more holistic approach to life where work and leisure are not considered dichotomous through spatial and temporal separation, but where both aspects of life contribute equally to self-actualization, -development and -fulfilment" (2018).

One of the ways digital nomads can travel around is by living in an RV-van. Searching the heavily trending #vanlife on Instagram generates almost 14 million posts relating to living on the road (Instagram, 2022). In this trend, people rebuild a van into an RV and often share their process on the internet. Then, when the RV-van is done, the next step of the journey is moving into the van, most likely getting rid of a lot of possessions, and traveling with the van as true nomads. The central pillars of materiality of #vanlife are the van itself and the things in it that makes the van a home (Gretzel & Hardy, 2019).

Although full on nomadism is the farthest extreme, there are many people that fall somewhere on a spectrum between that and the life of an office hours attendee. It can be stated however that gradually more people nudge toward the freedom of working remotely, as the trend of remote working points out (Haeger & Lingham, 2014; EY, 2020; Savić, 2020).

3.2 Access over ownership

One of the major shifts in business model monetization is the change towards enabling consumers access to products or services other than selling the product or service outright (Davies, 2020; Eckhardt & Bardhi, 2020; Beverland et al., 2022). Initially initiated as service-based business models, such as streaming service providers Netflix and Spotify, what has been shown in the market in the past few years is the emergence of the sharing economy implemented in digital-focused product sharing business models.

The upcoming mentality to prefer access-based consumerism has major implications for the market and consumers alike. The necessity of ownership and status of owning is becoming less important, in the process lowering social anxiety from materialism (Eckhardt & Bardhi, 2020; Beverland et al., 2022). This matches well with the standings of Gen Z, building on them valuing personal identity over materialistic exposure (Davies, 2020). It comes to no surprise then that Gen Z is regarded to be the initiators of the movement towards this what Eckhardt and Bardhi (2020) defines as 'liquid consumerism' (Beverland et al., 2022). Access-based business models and Gen Z consumer behavior boost one another to create an increasing path towards a community-owned societal system.

SERVICE-BASED BUSINESS MODELS

For over a decade, streaming services have been gaining popularity around the world, their access-based services becoming the new standard for consumers over owning the content itself. Due to the exponential growth in this market, initial market leader Netflix has since gained competition from large content creators and/or distributors such as Amazon Prime, HBO Max, and Disney+. Gen Z grew

up in this age of streaming, and just like the preceding Millennials, they watch more online than linear TV (Hoai, 2022; Winslow, 2022). The latter is becoming less relevant for both generations, as the on-demand aspect of online TV facilitates the youngsters need for instant gratification (Francis & Hoefel, 2018; Hoai, 2022).

The introduction of such service-based business models is not just applicable to streaming services. Companies use the digital technologies to create new models in rapid succession across multiple industries. The first industries covered anything solely digital, such as the aforementioned streaming services offering access to large libraries of music, films, TV shows, and the like. As Gen Z adopts these services in bulk (as do Millennials, though in lesser extent), they have created a new need for access and where ownership takes a backseat (Francis & Hoefel, 2018). The access-based business model trend then translated to physical portfolios, leading towards the start of the implementation of a sharing economy model (Eckhardt et al., 2019; Ranzini et al., 2019; Beverland et al., 2022).

SHARING ECONOMY

The sharing economy is defined by Eckhardt et al. (2019) as "a scalable socioeconomic system that employs technology-enabled platforms to provide users with temporary access to tangible and intangible resources that may be crowdsourced". In other words, the consumer is enabled through a digital platform to reserve temporary access to any resource shared on the platform. In this definition, the streaming services mentioned before also make use of the sharing economy model, by implementing the access-based monetization model. However, it could be said that the temporary access translates to pay per use, not to a subscription-

based model which the streaming services are known to use.

The pay-per-use style of monetization can be seen by companies renting out their own products, or even products of other consumers. GO Sharing for example offers consumers the ability to travel by their own bikes, scooters, or EVs, by supplying the streets with plenty of these vehicles and renting them out through their digital platform, in this case and often with other companies in the form of an app. This thus enables the consumer to find the vehicle closest by, use it to their hearts content, and then leave it somewhere else, where then someone else can use it and leave it again somewhere else, and so on.

While companies as GO Sharing focuses on their own products and the availability thereof in a certain area, other sharing economy models facilitate the renting of other consumers' products. This is for example the case with Airbnb, a company that facilitates a platform for people to rent out their apartment or other accommodation for other consumers looking for a place to stay. Beverland et al. (2022) discuss five core aspects of the sharing economy in their paper: emphasis on temporary access, market-driven, reliance on platforms, reframing consumers as prosumers, and crowdsourcing. The use of a community driven digital platform incorporates the last two of those pillars perfectly, as the consumers create the service themselves by being both the owner of the accommodation and the one renting it out.

The motivation of an individual to deliberately choose for the offering of a sharing economy business is built up of a few aspects. By far the most important one is cost-effectiveness, where young Gen Y is found to be inclined towards the cheaper option, be that of the sharing economy or of the traditional sort (Ranzini et al., 2017). Ranzini et al. (2017)

also state their surprise towards the stance on social aspects of the sharing economy of the researched audience, as it appeared to be a far less important motivator than originally hypothesized

SUSTAINABLE IMPACT

One of the biggest values that the sharing economy brings is the prospect towards a more sustainable form of consumerism. The most praised part of the sharing economy is the tendency for products and services to have less time idle (Beverland et al., 2022). Due to the prospect that products are not owned by the individual, the mentality towards materiality shifts greatly towards using the product to its fullest extent, therefore creating less need for product amounts. Idle products are in this perspective a far worse choice for a sustainable lifestyle, as the products are thought to degenerate in time as well, even if not used. The sharing economy therefore has the potential to halt production to a certain degree by tackling overconsumption, in turn reducing carbon dioxide emissions and waste (Beverland et al., 2022).

However, Beverland et al. (2022) also questions the actual sustainable impact of the sharing economy. For example, the GO Sharing vehicles could promote individual vehicle traveling to consumers over public transport, the superior sustainable choice. Airbnb could incentivize people to travel, or for example go to further destinations by air instead of rail, which in turn causes a growth in CO2 emissions and thus speed up the rate of global warming. The duality of the sustainable aspects of the sharing economy is still underrepresented in current academic works (Beverland et al., 2022).

3.3 Sustainability

As hinted towards in the previous paragraph, sustainability is an ever-increasingly important factor in consumer decision-making. The megatrend of ecological awareness is still on the rise on global levels, where parties from all sources are acting on the prevention of the looming doom that awaits when sustainability would not be considered. Governments have been enacting new policies to force companies to lower their ecological footprint, organizations promote their ecological prowess through transparency, and the consumer is increasingly choosing for the sustainable and therefore morally good choice (Homsy & Warner, 2015; Chan et al., 2019).

CONSUMER BEHAVIOR

Consumer behavior towards ecological awareness is most prevalent in the younger generations, with Gen Z being most ethically demanding towards brands and companies that offer them services or products (Francis & Hoefel, 2018). As Gen Z values truth over all else, the transparency of a company on their ecological footprint, and even more importantly showing the actual active stance towards issues as carbon dioxide emissions and waste material, is of high importance for eventual decision-making (Francis & Hoefel, 2018).

As the ecological footprint of companies are openly being brought to light in recent years, the necessity for businesses to work sustainability into their strategies is more important than ever before. Companies that fail to show their claims of activity risk being shunned by the public, as Gen Z will always hold up to words spoken by organization, especially large corporations (Francis & Hoefel, 2018). Therefore, nonsense claims and policies end up less useful than they were previously: a flashy advertisement and praising words are not enough anymore, they

need to be backed up by staying truthful to these claims.

ENERGY TRANSITION

One of the largest current changes towards a more sustainably sane future is the energy transition. While most countries are incentivizing using gas over oil and coal to decrease emissions, the Netherlands is bound to get rid of all fossil fuels entirely. Towards a future vision of an electrical grid that can carry the complete energy demand of the country, a start has been shown by, for example, building houses without any gas connections, or by introducing and facilitating EVs on the roads (Ministerie van Algemene Zaken, 2022). The already relatively sustainable infrastructure of energy in the Netherlands gives the country a relative head start on for example Germany, for whom our current gas-fueled energy consumption is their current goal to achieve, by shifting away from coal and oil.

As stated previously though, it is becoming more important to have measures taken towards clean energy, to reduce the amount of fossil fuels burned, and therefore reduce the amount of CO₂-emissions. As currently happening, many citizens have been looking into the actual effects on the fossil fuel usage rates when switching towards a purely electrical grid, as clean energy sources as wind turbines are unable to facilitate even the current necessary electrical energy demands, let alone the estimated higher demands of the future. This is also applicable to the introduction of EVs, as the electrical energy used to power them is currently mostly coming from gas, which indirectly means that these vehicles are still mostly running on gas instead of fully clean energy

ELECTRICAL VEHICLES (EVs)

Even though the source of their consumed electricity is still a thing to point out, EVs are widely considered to be the sustainable future for the automotive industry (McKinsey Center for Future Mobility, 2022). As innovation expands the roster of EVs in quick succession, they are taking the automobile industry by storm, often backed up by legislative maneuvers of governmental institutions to incentivize their citizens towards switching from fossil fuel vehicles (FFVs) towards this new type of engine. As more affordable EVs are being introduced, more and more people switch to driving on electricity: the Netherlands has seen an increase of 37,8% of EVs on the roads from January 1st, 2021, to the same date in 2022 (CBS, 2022b). The energy crisis of 2022, related to the political conflict between Russia and Ukraine, has created even more incentive, as gasoline prices soar upwards, and driving fossil fuel vehicles becomes too expensive. As EVs are still quite new, and therefore still not developed into great optimization, the vehicles can be assumed to keep gaining ground with a widening consumer audience (McKinsey Center for Future Mobility, 2022).

The Dutch Government has invested into the introduction of EVs for over a decade, and will continue doing so according to the Klimaatakkoord, making sure that they would be facilitated on the roads of the Netherlands (Ministerie van Economische Zaken en Klimaat, 2019). Charging stations are widely accessible throughout the country located next to highways as in urban areas. It is even possible for homeowners to request a personal charging station near their home or on their lot to make electric driving even more accessible. The Dutch Government is therefore incentivizing the use of EVs even more than previous reasons did on their own.

Currently, there is another form of EV being iterated upon: the electric recreational vehicle, or ERV for short (Halvorson, 2022; Lunney, 2022). For the incorporation of ERVs into the lives of the adoptive consumer group, it is necessary that the facilitation of EVs reaches beyond the borders of the Netherlands, which is still lacking often. It should also be facilitated at campsites to allow for ERVs to be supercharged to offer sufficient incentive towards switching engines (Halvorson, 2022).

The introduction of EVs is of major importance to the ANWB, who also communicates its favourable stance towards the implementation of this automotive innovation (ANWB, 2022). Of course, the growing share of EVs driving on the roads has implications on the Wegenwacht roadside assist service. For starters, mechanics need to be taught the workings of EVs. It is also possible that EVs have better coverage from the car dealer itself, thus leaving the Wegenwacht service useless to the consumer. For ANWB it is important to classify the necessary steps to take to offer their service to those with EVs, as Wegenwacht is still one of the main reasons for people to either become or stay a member. However, further research on the Wegenwacht service falls outside the scope of this project.

CIRCULAR ECONOMY

Outside of transitioning towards new sources of energy, a circular approach to production and consumption is another trending subject. A perfect circular economy model is defined as a product needing no extra raw materials from the second production round onward and no waste is being produced by the production on consumption of said product. This in turn creates a cycle of producing, distributing, consuming, recycling, and producing again (Potting, 2017). In practice, this would never fully work, as there will always be some form of waste lines (e.g. energy), misuse, and/or depreciation. Therefore, the circular economy is being used as a vision to reducing the ecological footprint of all steps in the lifecycle of a product, therefore working towards the goals of the Paris Agreement stated in 2016 during COP21.

As Potting et al. (2017) showcase in their R9-list model (Figure 4)(RLI, 2015; PBL, 2016), there are a plethora of strategic steps that can be taken to grow towards a circular economy. Steps mentioned higher on the list have a higher potential of improving the system towards circularity, which as a rule of thumb means fewer natural resources and less environmental pressure (Potting et al., 2017)

Using a strategic approach towards a circular economy can, aside from helping to avoid global ecological collapse, benefit the ANWB to suit the need for Gen Z to consume only morally strict products and services. Using the circular economy can therefore generate new branding possibilities to target the young generation.

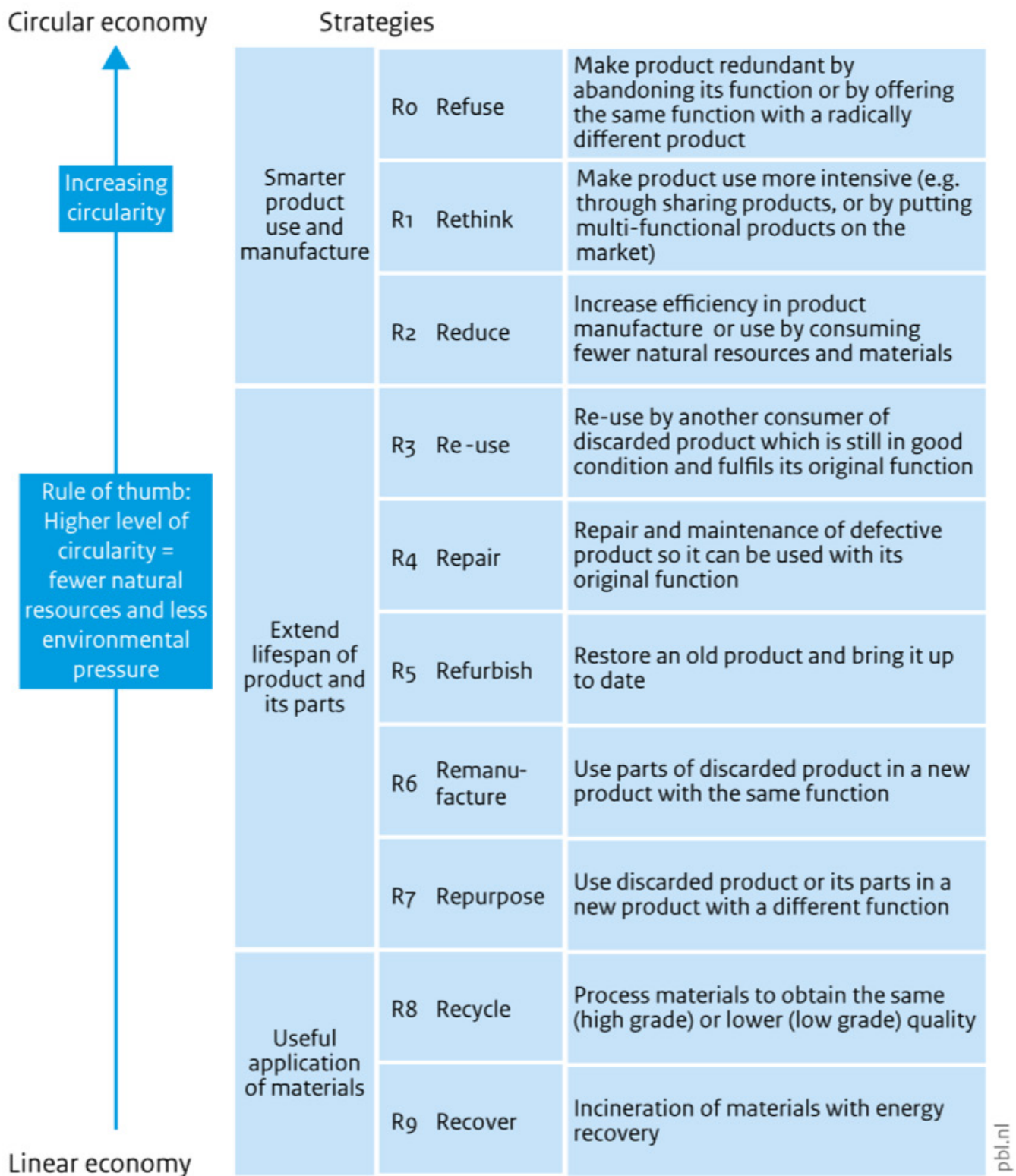


Figure 4 - R9-list model (Potting et al., 2017; PBL, 2016; Rli, 2015)

3.4 Specialized campsites

An apparent trend seen in the camping industry, more specifically in the campsite offering, is the further specialization towards specific niche markets of said campsites. The awareness towards widely diverging needs and wishes of different target audiences within the industry has sparked a movement towards the implementation of specialization strategies. Thus, campsites use marketing to brand themselves as solutions to specific problems, such as areas without children, a heightened focus on the adventurous aspect of camping, and others.

Even though the movement toward fulfilling the needs of niche audiences is currently taking shape, not all target groups are represented equally. While there is a boost in campsites which are adult-only or campsites with luxurious accommodations, there is still a lacking number of campsites specifically targeting a young adult audience without children

NO CHILDREN AROUND

The quantity of adult-only campsites is booming. Mostly marketing themselves as places of relaxation, calmness, and peace, these campsites currently often attract an older audience, such as retirees. Campsites as such enable themselves to still present services towards their guest such as swimming pools, without the consumer having to fear for these facilities to be overrun by loud playing toddlers.

Weirdly enough however, the need for young adults to meet one another on campsites without children around is a niche that appears to be less often targeted towards. As the abundant number of available hostels in urban areas show, the need for communal properties is there. Although there are campsites focused on housing teens, the shift from teen to adult creates a gap in the campsite portfolio that creates an opportunity to fill. The communal aspects of a hostel could easily be implemented into campsite culture: one only needs to think of campfires. Meeting people around the campfire, having a drink, sharing stories, and using the campsite as a base for hiking in surrounding nature incorporates the essence of the hostel experience combined with the adventurous nature of camping trips.

ADVENTURE-FOCUS OF CAMPING TRIPS

For Gen Z, camping is not just about the campsite, but about what is around it. As introduced by Millennials, for Gen Zers the product itself takes a backseat while the experience is the focus point for their decision making (Francis & Hoefel, 2018). The picture-perfect aesthetic of nature and beautiful travels to exotic places that social media communicates to Gen Zers and young Millennials create the wish to engage in similar experiences first-hand. This means that campsites can and should focus their efforts on the adventurous experience and the picture-perfect travels of young adults.

This does not apply to campsites alone however, as this marketing strategy can also be used by travel organizations to target young adults more effectively. Travelbase, such an agency, communicates the experience over all else, as their slogan confirms: "Creating once-in-a-lifetime experiences since 2010" (Travelbase, 2022). A quick qualitative study showed the importance of the full experience, which includes the trips to and between campsites, camping on the site itself, and the activities in its surroundings.

LUXURIES ABUNDANT: GLAMPING

Also related to the picture-perfect envisioning of travel, however focused on the opposite side of the spectrum, is luxurious camping. Also known as 'glamping', a portmanteau of glamour and camping, travelers have access to the most luxurious accommodations, often outfitted with private sanitary facilities, air-conditioning, and furniture, and are often accessorized with decorative pieces to enhance the comfortability during the travel experience.

One of the major downfalls of glamping is its ecological impact, which relative to most accommodation means can be enormous. An example of this is bad insulation of a tent combined with air-conditioning. Due to this, many glamping sites focus their efforts to embracing the sustainability aspects of travel, and market their sites as such. To lower the ecological footprint to even below the standard of travel accommodations, several steps are taken. Accommodations are built of sustainable materials, facilities as solar showers and dry toilets are put in place, and tents are produced to be insulated, all leading to a low carbon footprint. With these actions taken, glamping allows travelers to experience nature more closely in an eco-friendly manner, without the need to sacrifice their comfort.

3.5 Camping in everything

As mentioned before, the trend of traveling in a repurposed van is heavily trending among Gen Zers and young Millennials. The prospect of digital nomadism has heavily boosted the interest in the sense of freedom that vanlife can bring. But vans are not the only accommodations that are trending, as people are camping in all sorts of things.

TENT, CARAVAN OR RV?

The starting point and most possibly the first three types of accommodation people think of with camping are tents, caravans, and RVs. The definition of these types of housing is very broad though, and current trends are reaching for the limits on what is possible. Rooftop tents are a good example, in a way combining both basic forms of an RV and a tent: you drive around in your accommodation, as well as the obvious part that it is in fact a tent.

These rooftop tents are becoming more prevalent in the camping industry. As it generates the possibility to enhance a car to essentially become a very basic RV, it offers a cheap option towards touring trips. As obtaining an RV can be costly, rooftop tents make touring more accessible. Furthermore, the tents are not linked to a certain car, creating a form of freedom and even a possibility for sharing ownership. The car itself is also a variable input, which means the tent could be mounted atop a heavy-duty 4x4 offroad truck to track through natural paths, something most RVs are not able to. Rooftop tents are therefore a perfect fit for the search for adventure and the sense of freedom, while offering less comfort than an RV would.

Something that relates a bit to the vanlife movement is the boost in interest in micro-RVs. These much smaller versions of RVs offer less

comfort but are far easier to navigate and often much cheaper to get. The tiny vehicles offer a more freedom-oriented experience, similar to the converted vans and rooftop tents, which appears to be a driving factor behind the rise in interest into these new forms of camping.

TECHNOLOGY INCLUDED

Next to the means of traveling, there is the controversial subject of technology. On one side of the spectrum, there are those who want their camping trip to be completely off-grid, becoming one with nature and detoxing from the stress of life back home. On the other side, there are those that value comfort and find implementing technological features into their temporary homes to be a solution to hassles, in turn leaving time for the relaxation part of vacation. Neither are wrong, but it is important to distinguish these perspectives to fully understand the needs and wants of the consumer.

Then, there is the case where technology is a necessity, as is the case with workations. A solid internet connection and all mobile communication devices are a must for a workation to function as it should.

Whether out of necessity or just because, the electrification, and in further extent smartification, of the accommodation is trending. RVs are built and sold with electrical engines. Lithium batteries and solar energy enable for off-grid camping. People are linking their caravans and RVs to smartphone apps to enable adjustment of heating and lighting from anywhere.

03

RECAP

MARKET TRENDS

SUSTAINABILITY

consumer behavior

energy transition

electrical vehicles (EVs)

circular economy

SPECIALIZED CAMPSITES

no children around

adventure-focus of camping trips

luxuries abundant

FLUIDITY IN WORK-LIFE BALANCE

flexible lifestyle

workation and digital nomadism

CAMPING IN EVERYTHING

tent, caravan or RV?

technology included

ACCESS OVER OWNERSHIP

service-based business models

sharing economy

sustainable impact

04

GEN Z AS CONSUMERS





Disputably the most important party in the entire industry is the consumer. Their wishes and demands create the backbone of the market from the demand side, where the companies surrounding the consumer react with offering on the supply side. Therefore, it is only natural for ANWB to research the consumer thoroughly and try to understand the wishes and demands of their target group, be that outspoken or underlying aspects. As mentioned previously, the main target audience for this project is Generation Z, plus a snippet of young Millennials. Thus, this chapter will elaborate on the consumer behavior of Gen Zers. This chapter discusses the value drivers of Gen Z gained through both desk and qualitative research, with the latter allowing for a deeper elaboration on the internal workings of the young adults of the future.

4.1 Target audience

Age wise, the targeted group of people for this project ranges from 23 to 35 years old, excluding people aged 22 and below out of the scope. The wishes and demands of anyone younger than 22 years old are (assumed to be) significantly different from that of the young adult audience scoped as of now. 18- to 22-year-olds are for example newly of legal drinking age in the Netherlands and more European countries, often resulting in searching for experiencing the boundaries of what they can do, and therefore have a higher tendency of crossing said boundary. The prospect of searching for oneself is most prevalent in this age group, which is why it is chosen to start targeting towards an older segment. Of course, people aged 23 and people aged 35 also have different wishes, but the largest portion of 'growing up' is assumed to have passed by then. Naturally, everything younger than 18 will have even more different wishes and demands and are therefore also excluded from the scope.

The reasoning behind the target audience being mostly Gen Z is because of the implementation time for the strategy designed during this project. It is assumed that the steps to be taken by ANWB will take a few years to optimize, during which the share of Gen Zers falling in the age category set previously will gradually become larger. To focus the strategy on the future success, it is therefore chosen to target the internal workings of Gen Z, combined with the wishes and demands people within the age range speak of.

4.2 Gen Z identified

The general value drivers of Gen Z have been researched by many scholars, of which their papers can formulate a basic understanding of the inner workings of the young generation. Gen Z, also known as the iGen or 'true gen' (Francis & Hoefel, 2018), is the generation succeeding Millennials (Generation Y) and preceding Generation Alpha. Though defined differently throughout academic papers by birthdates (Dolot, 2018), for this project we establish the generation to include all people born from 1995 onward to 2010.

SHAPED THROUGH TECHNOLOGICAL INNOVATION

Gen Zers are known to be digital natives: people that grew up with problem-solving technology at their disposal (Dolot, 2018). As technological innovation has been continuously speeding up in the past few decades, as for example the introduction of the internet, and smartphones to connect from anywhere, have drastically changed the way of life in many ways. While the older generations had to adapt to all these changes, Gen Zers have been brought up in times of rapid development, and thus have an innate ability to include the digital aspects into the core of their lifestyle (Francis & Hoefel, 2018; Dolot, 2018).

Although the introduction of the internet has proven itself to be the start of the most impactful change in recent decades, the ability of mobile devices to access the internet from anywhere at any time has increased the possibilities for implementation into society to a lifestyle-based level. As the ability to connect is built into the DNA of the Gen Zer, they have been dubbed many names relating to this, such as C Generation (C from connecting), iGen, and Gen Tech (Francis & Hoefel, 2018).

Brought up during the digital revolution, being born in the 1990's and 2000's, Gen Zers learned to function in both the physical and digital worlds. They have optimized their lifestyle using both the real and the virtual, seeing them as complementary to one another (Dolot, 2018). Though related, the digital and physical identity of the Gen Zer is not necessarily defined by the other. Instead, the different worlds create the possibility of having more than one identity. This in turn is the source of one of the core aspects of Gen Z: the manifestation on one's individual identity (Francis & Hoefel, 2018). The inherent necessity of Gen Z to both explore and express their identity then creates incentive for the formulation of a digital presence as a part of their social life.

TRUTH AND TRANSPARANCY

The biggest driver for most choices of Gen Z is the search for truth (Francis & Hoefel, 2018). Francis and Hoefel (2018) therefore refer in this paper to this generation as the 'true gen'. They also state four behavioral aspects that define the generation, including radical inclusivity, dialogue over confrontation, and pragmatic realism, all based on the prospect of truth (Francis & Hoefel, 2018). As truth is what drives Gen Z towards consumption decision-making, trustworthiness and honesty are boosted in necessity to target this generation (Gutfreund, 2016). As the ANWB already has a trustworthy brand image, this is something the company can use to their advantage.

However, just trust will not be enough to convince Gen Z of your suitability to their needs. The critical nature and level of pragmatism relating to their realism requests companies to not only communicate what they offer, but also practice what they preach in an active

stance towards moral causes (Francis & Hoefel, 2018). One of the most universally compelling causes is the ecological impact paired with the consumption of the company's products or services.

INDIVIDUALITY AND PERSONALIZATION

Generation Z values their personal differences amongst one another, seeing the individual identity of any single person over their group representation. The individualistic nature of the Millennial is seemingly further developed into a social construct of unique aspects of the individual. However, one of the major differences with their predecessor generation is that Gen Zers have a far more inclusive stance towards any personal differences. Where the Millennial is often seen as egocentrically individualistic, the Gen Zer embraces change and individuality on a more social level (Francis & Hoefel, 2018).

This form of radical inclusivity is one of the reasons Gen Z is notoriously difficult to target towards, as people tend to go their own paths divergent of that of the masses, as the masses contain all possible identities and include a wide set of personal differentiations. It is also one of the drivers of the rise in demand for custom personalization, therefore making sure the offering suits the individual through modular design (Francis & Hoefel, 2018; Gutfreund, 2016).

4.3 Consumption and decision-making

Now that the target group is identified and their main values are discussed, it is time to dive one step deeper into their consumer behavior. This section will discuss the decision-making tactics of Gen Z, and how a company, ANWB in particular, can efficiently exploit this in their marketing strategies.

GEN Z AS CONSUMERS

One of the main changes that Gen Z experiences differently from their preceding generations at their age is the sheer amount of information and change that they deal with through life (Taylor, 2018). Not only is the abundance of information a notable intergenerational difference, but the number of choices in consumption is also boosted significantly. Contrary to previous beliefs, many recent studies show that giving too much choice has a bad influence on the behavior of the consumer (Thangavel et al., 2019). Gao and Simonson (2016) phrase it as 'an abundance of choice, perhaps too much', and Iyengar and Lepper (2000) go even further by stating the abundance of choice can lead to 'mind freeze' at purchase. This could be the reason for the more simplistic approach many companies use in their strategic positioning in current day. It can even hypothetically be called back to why Gen Z is so focused on finding truth, as the overabundance of information asks for the recipient to filter out that what is untrue.

Another factor often discussed in consumer behavior studies is the tendency for brand loyalty among demographics. Taylor (2018) states that Gen Zers are far more critical in their perception of advertisements and have a cynical stance towards a brand's intentions. This distrust is difficult for brands to change, and even small missteps towards fulfilling the expectation of the consumer can be rewarded with an outcry on social media. Gen Z are the least loyal demographic group towards retailing brands, choosing short-term benefits over long-term loyalty programs or similar (van den Bergh and Pallini, 2018). However, the study discussed in Thangavel et al. (2019) states that over 30 percent of consumers fall into a group that they describe as the 'brand- and quality-conscious shoppers': people suggested to believe only well-known brands can offer the best quality in their industries.

This same study mentions however that over their sample within the Gen Z demographic, value consciousness and a drive for convenience are the two shopping orientations that drive Gen Z towards consumption (Thangavel et al., 2019). The first-mentioned value consciousness can be deducted through Gen Z's tendency to 'compare and contrast' the available offering through the information the internet presents, more so than any preceding generation does. This once again links back to their distrusting demeanor towards brands and their advertising.

The drive of Gen Zers to use consumption for convenience (Thangaval et al, 2019) is made clear by the rise in popularity of e-retailers. Being one of the most demanding generations yet in fields of services, on-demand shopping has seen rapid growth over multiple industries (Weinswig, 2016). Streaming services such as Spotify and Netflix serve the demand for ad hoc media content, flash delivery services as Flink and Gorillas are booming, shared vehicle services as Flyx and Go Sharing are continuously more present in more areas, and the instant gratification different social media platforms deliver to tackle boredom can also be linked to the on-demand lifestyle.

Something completely different from the demanding nature of Gen Z is the pressure they experience from social media to live fun and interesting lives. As the first generation, Gen Zers have grown up with social media and therefore grew up “in public”, creating pressure on documenting their lives and those lives being interesting enough to post about (Weinswig, 2016). This pressure consequently encourages Gen Z to spend on leisure services, thus trying to make their life perceptually more meaningful. It also leads to this generation being more attached to the notion of personal appearance, raising body consciousness among the generation and even incentivizing children to use beauty products from an earlier age than ever (Weinswig, 2016).

STRATEGIC EXPLOITATION

Due to the reasons described, Gen Z is notoriously difficult to market towards by current standards. Companies will have to adapt to the new generation and its demands, as the marketing strategies that worked so well on previous generations will leave corporations out of business. The pressure for companies to speak truth and practice what they preach is heightened to unprecedented levels due to the critical and cynical stance of Gen Z towards brands and their promises (Francis & Hoefel, 2018). Therefore, the most important thing to do as a company or brand is to – blatantly said – “cut the bullshit”. This is not enough on its own however. Due to the sheer amount of information that Gen Zers go through, they are known to have a shorter attention span. Adding piles of information onto any individual within this demographic group thus only leads to what Iyengar and Lepper (2000) formulate as ‘mind freeze’, thus discouraging consumption. Therefore, it is strategically best for companies to give short, impactful statements on their mission and goal, and following up on this statement through action.

For ANWB specifically, this means that the amount of information should be reduced, thus creating a stronger story to communicate to this demographic group. The association aspects of the organization create a valuable opportunity for ANWB to target Gen Z due to their moral activities. Working towards reduced emissions for example is a great goal for companies to take to target Gen Z consumers, as a sustainable future is of major importance for them. Currently, ANWB has the tendency to dump a hefty amount of information on their activities on interested parties, as this information is slightly placed on the background, only found when specifically looking for on the website.

The initial lack of a mission statement in the branding communication and the further oversaturation of information when specifically looking into it both hinder the successful targeting of the Gen Z audience. A simple mission of ANWB, such as “together towards a sustainable future” or similar, can help greatly with sparking interest in the consumer. Information on the activities of the organization that work towards this goal should then be summarized into a concise and simple manner, readable in only a short period of time to suit the low attention span.

The presence of social media pressure is abundant in this generation, which creates an opportunity for ANWB. Due to the social pressure to have an interesting and fun life (to post on socials), this generation has a larger tendency to spend money on leisure services as vacation, excursions, and other activities. As ANWB specializes in this industry (see Chapter 2 for their positioning strategy), they can suit their offering to be suitable for Gen Z to gratify their demand for documentable leisure. Visualizing the Instagram-worthy aspects of the leisure service in question, this can further encourage sales.

04

RECAP

GEN Z FACTS

Most of Gen Z's decision-making is based around their search for truth.

Contrary to Millennials, Gen Z uses their individuality-focus in a more social context, driving their radical inclusivity by accepting or even praising those who are different.

They grew up in an era of technological integration, thus are native to using smart devices in their daily lives.

Growing up with social media led to their lives being broadcasted into the public, pressuring them into living fun and interesting lives, as well as living up to appearance standards.

CONSUMER BEHAVIOR

Gen Z has a notoriously critical and cynical stance to branding efforts and advertisements, using the seeing is believing tactic as a standard.

Gen Z spends more money on leisure activities due to their social pressure to be fun and interesting enough to matter on socials.

Sustainability is a major driving force behind the decision-making of Gen Z, heavily influencing their preferences based on e.g. carbon footprint.

Phase 2

Design

Building on the theoretical framework of the analysis phase, the next step in the process is the design phase. During this phase, which covers Chapters 5 to 8, the gathered information is bundled and used as a means to ideate and validate on design directions and further on the concept itself.

The design phase starts off with Chapter 5, which focuses on the first ideation methods used throughout the creative process. With a combined effort of analytical theorem and design thinking, it delivers on the divergent ideation part, as well as the convergent validation and concept choice part.

From Chapter 6 onwards, the concept is further defined and iterated upon in a continuous cycle. Chapter 7 is chronologically positioned simultaneously with Chapter 6, where one lays focus on the concept, the other on the validation thereof. This validation is done through qualitative research, more specifically interviews, which grant more specific insights into the behavior of the target audience concerning the concept and its context.

Chapter 8 takes a different turn, and looks towards the branding and marketing strategy of the concept. Several recommendations are made for ANWB to implement in their overall strategy in a product launch campaign. This campaign, combined with the concept and the gradual launch of the innovation portfolio recommended within this report, are then used for the next phase, which will focus on gathering all insights and integrating them towards the final goal of making a strategic roadmap for ANWB.

05

IDEAS TO DESIGN DIRECTIONS





This chapter represents the culmination of the preliminary research into four different ideas. Through clustering and brainstorming during creative sessions, the first converging steps were taken towards the final deliverable. In several steps, this chapter depicts the different clusters that emerged from these creative sessions, and how these clusters combined to create four different conceptual directions. Then, through scaled decision-making, the final concept direction was chosen as a base for the concluding design strategy of this project.

5.1 Clusters and ideas

The first step towards converging the design direction was to organize the insights and findings of the initial explorative research and to make them available on a single board. This formed the basis for the ideation methods used throughout this chapter, starting with forming clusters. This process of clustering and ideation based upon those clusters is loosely based on the method defined within the ViP process (Hekkert & van Dijk, 2011).

CLUSTERING

The findings, divided into different types of information through coloring, were all individually put on sticky notes, ready to be dragged around by a select group of people. The purpose of this setting was to facilitate an interactive way to see the information presented and get a feel of the context of the project. As the creative team was able to drag the sticky notes around, they were enabled to form clusters of their own, combining the insights in creative ways. The goal of these clusters of information was to spark ideas, so the clusters included combinations that at first did not have to fully make sense. As the clusters were being made, the creativity of the team sparked more ideas and clusters along the way, which in turn led to more clusters, and so on. In the end, 17 clusters were defined by the team, all existing only as a patch of sticky notes without any written message, meaning, or title.

After the clusters were formed, as it became apparent that the team would (mostly) make their clusters individually, it was chosen to have someone different from the creator to read the cluster out loud and define their view upon the thought process of said cluster. This sparked discussions on the variable nature of the clusters and added to the creativity of the attendants. This added level of creativity was

perfect for the next phase: the ideation. The last to finalize the clusters was to give them a catchy name, which should define the cluster enough to make it clear, but also leave room for creative takes on the sketched direction.

IDEATION

The same team that made the clusters in the first place were tasked with ideating on the found clusters, coming up with ideas or directions that could be incremental to the portfolio of ANWB, their marketing or any other strategic step towards a positive result for ANWB and stakeholders involved. This brainstorm session was done individually for about two minutes, after which the team led themselves to being an ideation focused oiled machine of co-creativity through discussions and adding on each other's thoughts.

It turned out that some clusters could benefit from being correlated to other clusters, while others could be added upon as well. By leaving the initial findings on the board too, the team would come up with even more ideas by even finding new directions based on the present cluster groups that would form the base of their newly opted directions. The final result was a batch of ideas that were varying from useful to amazing yet out of scope or similar. A visual of the clusters and corresponding ideas as made by the creative team is shown in Figure 5.

5.2 Design directions

During the ideation phase, multiple ideas were grouped into clusters of ideas, which were then used to deduct design directions. Out of this ideation methodology came four different directions for the ANWB to further develop for their future strategic approach. These directions stand alone in their strategic approach, though can also be executed simultaneously, or be combined in some way or another. This section however will present the four directions as stand-alone visions to simplify matters and make the designed future strategies more tangible.

The four directions derived from the ideas are as follows: “Workation”, “Adventure Time”, “Vanlife Access”, and “Next generation”, labeled blue, green, yellow, and red respectively (Figure 6). This section will go more into detail on each of these directions, and furthermore elaborate on the decision for the final direction the project went forward with.

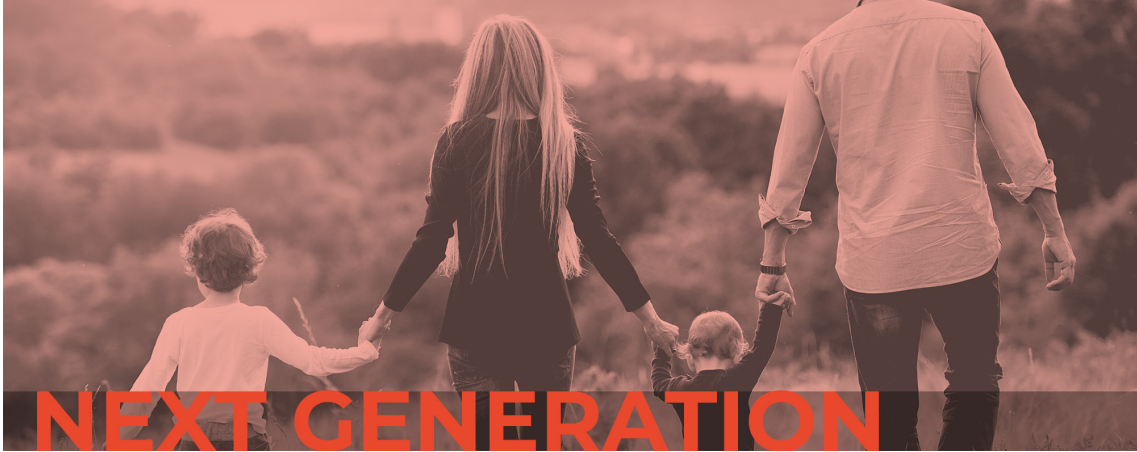


Figure 6 - Design directions depicted in their respective banners.



Figure 7 - Design direction "Workation" in detail.

WORKATION

The first direction, labeled blue (Figure 7), is the facilitation of workations through the current portfolio placements of the ANWB. To make this happen, several steps need to be taken on an international level. One of the first things that allows for the ANWB to implement the trending workations into their offering is to introduce them as a separate segment on their website. This means adding search features related to the necessities of a workation, such as a solid internet connection and a lack of screaming children.

This no-children policy also creates an opportunity to dive into: adult-only campings, but with a focus on young adults. This basically creates a serene environment with young active people, which are also enabled to work remotely through good wi-fi. While the ANWB currently does not handle the campsites themselves, and only acts as a medium for campsites and campers to connect through their online platform, it should be possible to invest in the upcoming trend of young professionals searching for ways to combine work and leisure in more direct ways.

Next to the necessary campsite adjustments, it would also be beneficial to adjust the branding and marketing strategies to suit the younger generation. As has been proven by tangible sales, the average age of the current member is around 50 years old, which denotes a drastically higher target group than would be necessary to make this into a success. Therefore, it would be wise for ANWB to brand this portfolio offering differently.

One of the possibilities for rebranding is to set up a new sub-brand focusing solely on the younger generations. The brand could have different phrasing, and slightly deviate from the main brand personality traits of ANWB to suit the new audience more, while not alienizing the current customer base. Of course, it could be opted to use the established brand of ANWB, though that would mean it should be put into a whole new light to effectively reach the Millennials and Gen Zers.

This (new) brand can then be marketed through channels that reach the target audience more directly, such as social media, festival presences, and/or camping events with a focus on innovation. Not only the means of communication could be changed, also the style of communication could be altered to suit the wishes of the target group more and fall in line with their beliefs. One of the main strengths of the ANWB brand is their stance towards a better world and a better future, for example through enforcing sustainability into their own processes as well as their lobbying standpoints within the political environment of both the Netherlands and the EU. As has been stated in Chapter 4, Gen Z is highly ethical in their decision-making and tends towards pragmatic viewpoints on subjects important to them, which definitely includes sustainability. Having the ANWB market their power through facilitating more sustainable alternatives, as well as practicing what they preach through their political influence, the young generation would theoretically be more inclined towards sales and/or membership.



Figure 8 - Design direction "Adventure Time" in detail.

ADVENTURE TIME

The green labeled design direction (Figure 8) envisions the brand of ANWB to incorporate the adventurous nature of camping in its marketing and offering. Like the blue banner (see Figure 7), this vision focusses on the brand image of the ANWB, and opts to adjust it to suit the (future) young adults of Gen Y and Z. Also similar would be the inclusion of a new type of campsite, being the childless environment for young adults. This time however, the campsites would act as the camping version of a hostel, enabling guests to mingle together around a campfire, have some drinks with friends or strangers, and thereby encouraging meeting new likeminded people on the nomadic travel style many young campers adhere to.

The biggest part of this direction is the branding strategy, which must be changed to not only suit the younger generation but target them straight on. Introducing a new sub-brand of ANWB gives the most freedom to do so, all while remaining true to those familiar with the ANWB brand. Let us name this brand as ANWB Young for definition purposes. Where ANWB would continue their current strategy of communicating their trustworthiness and 'be there when you need us' image, ANWB Young has the freedom to incorporate a more adventurous side into their communication and offering.

Adventurous can be seen as the antonym of the current communicative style of ANWB, which leads back to being prepared for everything. The most challenging part of this direction would therefore be the cooperation of both brands under the same company name, as the product offering of ANWB Young would still be linked to the membership system of ANWB to help the association grow. The offering could therefore for example be a complete adventure package trip, in which the traveler is unaware of certain parts of their journey, all while ANWB has everything together that they could ever need on their trip. Sharing similarities with the company offering of SurpriseMe, the traveler could then be guided through their travels, but the final location would remain hidden from them. This way, the adventurous part is an experience, while leaving the actual problematic parts of adventure, such as unforeseen problems along the way, to be handled by the trustworthy company that is ANWB.



Figure 9 - Design direction “Vanlife Access” in detail.

VANLIFE ACCESS

The yellow design direction (Figure 9) uses innovative efforts on the camping portfolio to further increase their branding towards the new generation of young adults. By playing into the trending vanlife movement, ANWB is presented with an opportunity to alter their brand image to incorporate a young and innovative personality through the physical manifestation of having ANWB-branded RV-vans driving on the Dutch (and European) roads. Next to the renting revenues of these vans, which are marketed towards the target group to enhance the portfolio towards their wishes and demands, ANWB also gains the indirect effect of their brand image being spread through indirect advertising efforts.

One of the main assumptions towards this direction is the viability and desirability of such project. Where the feasibility is definitely doable, as the ANWB has vast knowledge and skills of vehicle workings and repairs through their *Wegenwacht* services, the final market size is hard to predict. What allows this market to have great potential in the market is its ease of access for the target group. Where the vanlife trend typically asks for their travellers to build their own RV-van to travel with, the threshold for entering this market as a consumer and experiencing the freedom of vanlife is greatly reduced. Through qualitative research, it should be seen whether or not this generates a market large enough to make the project viable.

Even though this project might not be profitable - even on the long term -, the value of this project lies with its branding as well. As one of the main problems of ANWB seems to be its branding, changing that through unconventional and indirect methods can create a safe passage from the current older target group to incorporate the younger generation too, with less risk of losing their current clientele in the process.

Paired with this direction is a wide variety of other opportunities that go hand in hand with the portfolio expansion. The clearly recognizable ANWB RV-vans can be showcased on fairs and events, where the company can even introduce their own innovation hub related campsite for both marketing and sales purposes. While some competitors already entered the market of a shared economy model on RV's, such a program could also be introduced. And the *Wegenwacht* can of course be incorporated into both the logistics and roadside assist services necessary to optimize the chances of success.

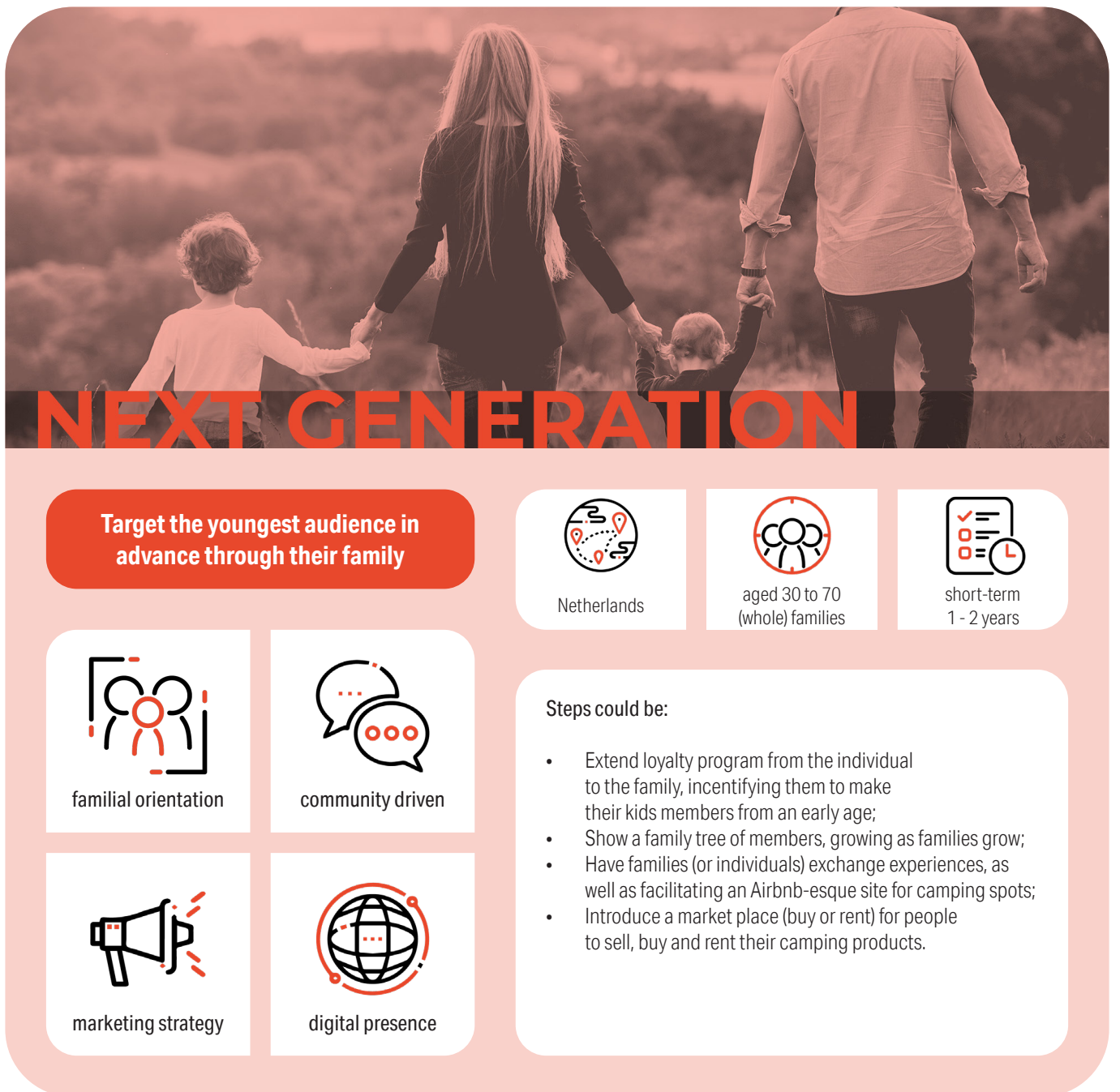


Figure 10 - Design direction "Next Generation" in detail.

NEXT GENERATION

The last direction is labeled red (Figure 10) and has a completely different perspective on solving the problem by incorporating the current older generations to motivate their kin to become a member. Where the current loyalty program brings value to the individual if they have been a member for some time, the proposal in this design direction is to shift from the individual towards the family. This way, younger people can receive a part of the loyalties their parents or grandparents have earned through long-term commitment to the association, therefore creating incentive to become member as well.

Due to the loyalty program (partly) shifting from the individual to the familial, the genetic line of (late) members can be visualized in a ANWB loyalty family tree, where people are able to extend the tree by motivating their family to become member and therefore also be included. A similar platform could enable members to exchange experiences on matters such as camping and touring. This can then be extended upon further by introducing a private campsite sharing platform, where people can find each other to camp on their terrain, wherever that be located.

This sharing economy marketplace could also be extended to include the rental and selling of goods and gear. This could allow people to share their possessions with one another, creating great value incentive for the consumer due to its cost-effectiveness, as due to the sustainable nature of having products remain less idle. By reducing the initial investment of goods, gear, and camping vehicles, due to the pay-per-use model shown through this marketplace service, the threshold for newcomers to experience camping for the first time is greatly reduced, enabling more people to experience camping through ANWB's services, thus allowing for a rise in potential memberships

5.3 Concept choice

The value of the concepts for the ANWB comes in different forms, making a direct numeral ranking difficult to make. Most notably, the effects of branding and marketing strategies is initially difficult to predict and put into quantitative measurements. Where the sheer size of the market could be inferred through demographic means, it remains to be seen whether the project itself would be suitable for the demands of the customer, and with that if the desirability would be sufficiently enhanced to result in a rise of sales and member count.

To halt stagnation in the process of this graduation project, it was chosen to request the assistance on experts on the field: ANWB employees of different departments. To make an informed decision, three ANWB employees were consulted on their perspective of the proposed directions, two of the camping department, and one with ties to research projects relating to the younger audience this proposition would be for. Their expertise allowed them to rank the directions in order of most favorable to least favorable, which is then used to enable for a clear decision to further research and develop throughout the remaining scheduled time set for this project.

The ranking was initially supposed to be made together, but, due to scheduling errors, the ranking of one of three was made separately. This turned out to be of great value, as their ranking was not influenced by the other two and could therefore be used as a secondary check for the resulting ranking of the main meeting.

All three people had a very clear first choice, while the latter three were differing from person to person. The yellow direction, or the Vanlife Access project, would be the most prominently named vision for the future of ANWB that best suited the wishes and demands of both the company and the young adult consumer. The other directions were perceived with positive reviews too, although it was stated that there are too many variables for the red line to be continued in the context of this project, and concern was shown for the blue line due to its focus on work-related activities, where the ANWB stands for leisure and holidays.

Next to the yellow line being the clear winner in this ranking, the green line also received unanimous praise. This sparked debate on the exclusivity on the directions, or whether they could be combined in some way. The branding strategy proposed in the green line, thus the shift from focusing on the destination and facilitation of the campsite towards the consumers experience, has major similarities with the yellow line, although it is less prevalently mentioned in the latter. Therefore, the optimal strategic direction for the ANWB to pursue was deemed to be the yellow line, incorporating the brand message of the green direction. This allows the ANWB to fully adapt their branding efforts towards suiting the needs of Gen Z young adults, and in the process create value through proposition innovation by extending their portfolio related to the camping industry.

05

RECAP

Using the findings of the Analysis Phase, this chapter focused on a cycle of diverging through ideation and converging again through design direction formulation and choice. Four design directions were presented to be interesting.



Through perception of experts and designer Vanlife Access was most interesting to follow up on during this project.

The other directions are left open but are presented to ANWB as potential future research projects.

06

**CONCEPT
DEVELOPMENT**





This chapter takes the chosen design direction of Chapter 5, Vanlife Access, and elaborates on the further design process to transform it into a concept. To smoothen the edges of the design, the previously established theoretical framework acts as the basis. Add demographic data on the specific industry and market of RV-vans and the right market description for this concept can be found. Furthermore, the initial idea is ideated upon to further define its boundaries, as assumptions are taken into question and options are presented.

6.1 Concept in numbers

The first important step to take for the conceptualization is to make it more quantifiable. The idea or design direction presented as Vanlife Access is positioned in a yet unidentified market. To add value to any stakeholder involved, it is necessary to identify the market by applying numbers to it: how many potential customers, how much money, how much investment costs, how long can it take. By applying quantifiable variables to the concept, it had transformed into a tangible strategic approach.

CURRENT MARKET

The defined market in the design direction is not specifically presented as of now, which is one of the reasons why its innovative value can benefit ANWB. Therefore, to define the scope of this envisioned market, the current market must be taken as the starting point. Data queries, such as the number of RV-vans on the road with Dutch license plates and the average age that drives them, can grant an overview of the market in its current state, including its flaws and gaps. By using the market as the starting point, the concept can be designed around the changes necessary to both adapt and innovate towards the future vision.

As is the scope of this project, the target group is potential consumers aged between 23 and 35 years. Centraal Bureau voor de Statistiek (CBS) (2022a) informs us that over 2.9M people find themselves to be in this group, with roughly 40k more males as females. CBS (2022c) also states that from people aged 20-40 almost 3.5M people have a base driving license for driving a car (license B in any form), which in the Netherlands is valid to drive most RV-vans.

Regarding RVs, while the number of repurposed RV-vans is hard to come by, RDW statistics show that out of the almost 180k vehicles in the Netherlands defined as having the interior of an RV, around 34k are also defined as being company vehicles (RDW, 2022). These appear to have originated as company vehicles but have been repurposed to RV-vans. While this does not include passenger vans, such as the iconic VW Transporter, it can also be reasoned that some of these that are included in this data query are not actually RV-vans. Therefore, the 34k can be used as a well estimated guess of the number of repurposed RV-vans currently present in the Netherlands (RDW, 2022). Furthermore, the number of RVs in general has doubled in the last ten years (Autoredactie, 2022) and has grown by 30% in only 2,5 years due to the COVID-19 pandemic (BOVAG, 2022), thus now almost reaching previously mentioned 180k (RDW, 2022).

While the data is possibly available in the deep and humongous data sets of the RDW and/or CBS, it was shown to be too difficult to retrieve demographical information of the owners of these vans, most importantly their age. Chances are that the young generations cover a major part of the RV-vans, as vanlife appears to mostly be a trend among Gen Z and young Millennials (Gretzel & Hardy, 2019).

VIABILITY BASED ON NUMBERS

Though numerical quantities are not the sole dictator of viability and success, the numbers do look promising. With an enormous demographical group set as the target group, if there is even a mere 1% interested in this concept, it would still account for almost 30 thousand individual consumers. Assuming the eventual goal of the ANWB is to rake in more members of this younger generation, this concept could prove to help reach that goal. Even though not all people have a driver's license, this could also be played upon by the ANWB, as they also offer courses to teach driving and help pass the tests to get a license.

It should be noted though that the estimated value of this concept for the ANWB does not come mainly from direct sales, but rather the marketing of the brand in a different manner. The fresh take on the brand, all while staying true to their 'leisure without hassle' attitude, makes for a more direct approach for the ANWB to appeal to the younger generation, which effects not only the sales of this concept offering, but also of their current and future offering throughout the entire company. The movement for the ANWB to share their own values and identity in a fresh manner supposedly creates incentive for decision-making towards the brand for the Gen Zer. The full effect of this movement, and waves of oral marketing that possibly and likely can follow, is difficult to put into numbers. This is unfortunate for the presentability for this concept, as most corporate decisions are finalized through monetization models and strategies surrounding cashflow. To tackle this, the concept should include a more concrete marketing approach, which is why it is backed up with a product launch campaign (PLC). More on this in Chapter 9.

6.2 Idea to a concept

To creatively iterate on the design direction, it was necessary to identify the pros and cons, where the pros were to be preserved, while the cons act as opportunities for adaptation and change

IDENTIFYING OPPORTUNITIES

The main idea of the concept at first was to introduce repurposed ANWB branded RV-vans to the market through a rental monetization plan, and this core of the concept has not changed. Another option that did not appear to have any necessity for the success of turnover margins for this project was a sharing economy-based model, where people could rent out their personally owned vans through the platform of ANWB, other than the ANWB providing their own vans. Although interesting, the main value, as previously stated, is based in the fresh marketing of the brand, which is much more apparent through the rental of ANWB branded vehicles, other than just offering a platform.

A problem with this became apparent though: the vans lacked individuality. Through qualitative research, it became apparent that there are three main values intrinsically bonded with vanlife:

- 1** The sense of freedom of travelling around in a campervan, offering all the basics the driver needs;
- 2** The sense of joy that the repurposing and building process of the van brings to the owner;
- 3** The sense of individuality and personality that the van entails as a result of unique choices that shape the bus to be as it is.

Of course, the impact of these values depends on the individual questioned, with most notably the second one differing much per person. The main idea of the Vanlife Access design is focused on the notion of the first value, giving consumers the sense of freedom that vanlife can offer, without the hassle of building nor the investment costs of owning a van. What the design still lacks however is the customization and personality of the vans. To tackle this, the concept can be expanded to incorporate a building place, incrementally incorporating the second value as well.

FREEDOM, BUILDING AND INDIVIDUALITY

In the process of ANWB-van rental, the (rough) product journey of the RV-vans is necessary to identify. As the initial idea stood, the RV-van came to be from repurposing a Wegenwacht service vehicle, and then would eventually be depreciated and sold or disposed of. This repurposing would be done by ANWB personnel, most likely those associated with Wegenwacht, as they are most likely to have the necessary knowledge on the vehicles. However, to enable the consumer to satisfy their need for the second value, it would also be possible to open a community-driven workspace for building these vans and have personal freedom to incorporate their own spin on the interior of the van. This encourages individuality, and, if done right, can create a uniquely built fleet of RV-vans, each different from the next.

The facilitating efforts of ANWB of this workspace and the collaboration with the community drives a group of enthusiast builders to instead of making their own van, to make a van their own. The completed vans can be named and marketed based on their internal layout and interior design elements, such as furnishing, bed size, functional inclusions etc.

Of course, the ANWB must limit the possibilities slightly to have the vans at the very least have the same basic functions, such as a bed and cupboard space. The uniquely designed vans can then be given a name that, according to the main builder(s), suits the van most in its personality. The final platform of ANWB-rental that was included in the initial design direction can then offer the RV-van, show its location if available for rent, and market its unique qualities.

One thing that should be mentioned is that the customization efforts should solely be made applicable to the interior and should be reduced to a minimum for the outer aesthetics. Changing the exterior of the vans to personal wishes would undermine the value of recognition of the vans on the open road, resulting in the necessity for far more restricted design, enforcing brand guidelines. For this, it could be possible to allow vans of different colors, though the main brand color of yellow would be the obvious choice to allow for even more brand recognition.

COMMUNITY-DRIVEN VALUE

One of the main marketing forces used through the inclusion of the workspace concept is the strategic use of the vanlife community. In interviews it became apparent that RV-van owners have a positive affiliation with other owners, either through friends and family or through social media with strangers. An interviewee pointed out that they missed a physical location that could help them with their building process, and similarly where they could help others with similar problems. After the interview, when mentioning the rough idea, they reacted in awe to the idea of an accessible workspace for pros and newbies to meet each other and do what they love: work on their van.

The workspace proposed could also include ANWB-members with their own vans to embrace this established community. The majority of the participants have shown to be ANWB-members themselves (mostly for Wegenwacht services for their van specifically), and for those that are not ANWB-members, it would give great incentive to change that. Incorporating the community does not only establish a direct link to potential customers, but also create value through one of the most effective marketing effects: word of mouth. As social media is one of the main means of communication for most of the younger generation, and specifically for vanlifers as well, word of mouth can also spread through using hashtags or similar, creating a wave of marketing basically free of charge.



6.3 Design vision

All the above-mentioned aspects shape a process that the ANWB implements in the future, and an offering that suits this over the set timeline. This end goal is phrased as the design vision. This design vision then acts as the goal which ANWB can work towards. In turn, this means that it is put at the end of the roadmap as the optimized outcome of the strategy, which is then enabled to be put together.

The main goal is for the ANWB to incorporate a community-driven marketing force through the offering of rental branded RV-vans and the facilitation of a meeting place for builders, mechanics, and enthusiasts, in the form of a workspace. This in turn leads to a rise in customer engagement with the scoped younger audience, teaching the new generation about the opportunities and offering the ANWB presents them, as it brings an opportunity for ANWB to profile their values and associative activities in a new way that suits this target group. This leads to the following design vision:

ANWB and Gen Z work together towards a freedom-focused and sustainable future of mobility by making the vanlife movement accessible for the young generation, where identity and personal value are the central drivers for both parties to collaborate upon.

It should be noted that the vision does not congruently represent the final product offering, as that would be the final and therefore completing step of the roadmap, which combines all previous steps to shape up to be final concept as previously described.

6.4 Strategic approach

Multiple steps must be taken over time to set this concept up with the most potential towards both commercial and communal success. These steps need to be an amalgamation of the journey of the product (van), the company, its workforce, and the consumer. In this, logistics are also a major part of the main flow of the final service offering, such as the placement of raw materials or prefabricates, the specific location where everything is placed together, and working hours, but these facility management aspects are left out of the scope of this project. Instead, the focus is put on the timeline of when to introduce and/or implement what specific part of the process, until the final vision can be reached in the end.

One of the first steps to take is to start collaborative work between Wegenwacht and Kamperen departments. As previously mentioned, the roadside assist service department is a major party within this project and must be included in the building up from the start onward. Where Wegenwacht should start by both setting up a workspace at a yet unidentified location and indexing their (nearly) depreciated vehicles, the department of Kamperen should start on their inclusion of a rental system for the repurposed vehicles. By having these departments working together on their own functions simultaneously, it optimizes the timeline for efficient implementation of the RV-van rental service.

Another step to be taken, independently from any other logistical set-ups, is the creation of a community with the ANWB as the central facilitating party. While initial acquisition of interested consumers is a combined effort of both the ANWB Kamperen and Marketing departments, the physical manifestation of the meeting place would be facilitated with the help of Wegenwacht service professionals.

To launch the offering successfully over the set timeline of the roadmap, it is important to include a product launch campaign, or PCL for short, in the strategic process. The set-up of this PCL would then be the third line to start distinctly on the roadmap, next to the physical set-up of the vehicles and workspace, and the internal set-up at the Kamperen department.

06

RECAP

FUTURE VISION

ANWB and Gen Z work together towards a freedom-focused and sustainable future of mobility by making the vanlife movement accessible for the young generation, where identity and personal value are the central drivers for both parties to collaborate upon.

MAIN VALUES

Vanlife has three main values or benefits linked to the experience:



Freedom of
exploration



Joy of
building



Identity
expression

NECESSARY STEPS

Wegenwacht and ANWB Kamperen have to combine forces to optimize the potential of success.

During the rollout, a meeting place in the form of a workspace is developed to accommodate the community in its needs and facilitate the act of repurposing the vans to RVs.

COMMUNITY

The concept is based on a community-driven feedback loop, where the community itself is used for upscaling and growth.

In the end, the community itself is the driving force of the concept and the source of new memberships and free oral advertising.

07

QUALITATIVE
INSIGHTS





The vanlife concept developed through Chapters 5 and 6 has been backed up by mostly desk research, only accented with some observational conversations and informal interviews. The next natural step of the process of this project was therefore to validate assumptions through qualitative research in the form of semi-structured interviews. This chapter elaborates on the interview method used, the sampling of participants and the obtained results. The newly found insights either validate the concept of vanlife accessibility or shine light on important details that need to be implemented for concept optimization or considered for the strategic roadmap.

7.1 Participation sampling

For the validation of the yellow design direction, and the possibility for further conceptualization, qualitative insights are most efficient for gaining insights in the consumer behavior of the target audience. To do this, the first step is to define the necessary information, thus both assumptions taken and gaps in the literature review, that both can be answered by participants. By listing the unknowns, which in turn acts as “research questions” for the interviews, can then be applied to certain groups of people.

For this research, the unknowns created a necessity to interview at least two consumer groups: people who have built their own van and travel around in them, and people who are interested in vanlife, but for whatever reason have not yet decided to build or buy one themselves or have specifically chosen not to. The first group of people, from now on referred to as “RV-van owners”, can give insights into their experiences with owning an RV-van and travelling around with it. For them, it is assumed that the RV-van holds personal value, as they are also the ones that built the van in the first place. For the second group of people, referred to as “vanlife enthusiasts”, the questions to be answered were based around their decision-making. The enthusiasts are the supposed early adopters of the concept offering – or so is assumed – so their behavior, and most importantly their hesitation towards either building or having their own RV-van, is of major importance for the conceptualization of this design, and validation of its desirability on a holistic level.

To be able to find significant answers within a short timeframe due to project constraints, it was chosen to analyze the insights in an informal manner over the typical coding method. As the coding method and with it the necessity for transcription of the hour-long interviews

would be enormously time-consuming, it was proposed that the inclusion of more interviews analyzed through informal means would result in more significant insights than would be obtained through less interviews and rigorous coding-work. This choice enabled for more interviews to be held, therefore generating a multi-perspective view on personal experiences.

Due to this, it was chosen to interview three people from both groups, making for a total of six participants. Both would preferably have at least one participant of each gender, and all participants should be aged between 23 and 28. This age range was chosen to future-proof the information, as this information would still be relevant in coming years covering the scoped age range of 23 to 35 years (they will take at least 7 years to become 35).

Though all participants of the study had been picked through these selection criteria, one of the participants of the vanlife enthusiast group had been working currently on building their own van, therefore having already made the choice to start their vanlife adventure. However, due to their recent decision to do so, his answers would give more valuable insights on decision-making from another perspective. Therefore, this turned out to be a positive change in the research process and allowed for even more insights to be gathered from different points of view.

7.2 Interview set-up

The interviews are set-up in similar manners. The set time for the interview was about an hour per participant, in which three themes would be discussed:

- 1 Travelling with companies;
- 2 Vanlife experiences;
- 3 ANWB and concept perception.

The interviews take the form of semi-structured interviews, of which the guides used during questioning can be found in Appendix B. To reduce bias towards the ANWB or anything relating to the main goal of this project, it was chosen to share minimal information on the research and its goals during at least the first two themes. To accomplish this, the participants were asked consent for most pressing matters (including recording), as the consent form would give away too much information on the parties involved, most notably ANWB. The consent form in full was signed after the questioning ended. The goal of the interviews was to let the participant express their own thoughts, opinions, and prior experiences on vanlife, and travelling in general.

The first theme set the tone of the interview, with people reminiscing on vacations they have done and experiences they valued most. Tasked with listing a view of the companies that came to mind when thinking of travelling, the participants could relate their experiences to companies they chose to use the services or products of during these experiences. The first theme answers the question of what drives the participants' consumer decision-making.

The second theme is set-up to go deeper and more specific on the vanlife movement, and how that effectively changed their experiences. This theme is where the interviews between the two groups would differ: the owners were questioned on their choice to build their own van, and what they experienced along their travels to be most valuable about their vans, while the enthusiasts were questioned about their drivers for vanlife, their experiences (if any) with RV-vans of for example friends or family, and what hinders them to commit to building their own van.

The third and final theme is where all the information about the project comes out. The participant is informed of the query-giver being ANWB and is taught the rough layout of the conceptual workspace and rental service. Here is where the interviewer will align questions and answers of previous themes together with more specific questioning relating to the conceptual project, the ANWB company and associated brand, and their own personal views and ideas that surfaced during this interview. This theme also acts as the conclusion of the interview, so any other missed points that the participant wants to share should be discussed here.

As the interview is finalized, the interviewer gathers his most important notes and any form of recording, differing if the interview was done physically or digitally. Any quotes used throughout this report will be derived from the recordings in the form of transcription, if applicable translated from Dutch to English by the researcher's best of abilities.

7.3 Gathered insights

This section will list the most prominent insights that were shared during the interviews with the RV-van owners. The first group of people that shared their experiences are the owners of RV-vans. They expressed their passion for their vans in detail and share their insights into their own personal experiences enthusiastically. The second group were the enthusiasts, that have previously engaged in RV travels, though have not yet committed to building their own. As most of the interview questioning overlapped, the common answers of both groups together will be discussed first, followed by the differences between the groups.

Both during the first and second theme of the interviews, participants expressed their values through both spoken and unspoken communication. The first theme was set up in a broad manner to have the participant lead the conversation in the direction of their own choosing. By using probes to continue the conversation when put on a halt, it became clear why the participants would choose this path. The second theme then takes a more straightforward approach. By specifically asking about vanlife and how they experienced their travels (and building process if applicable), they were able to directly phrase their answers as what they believed was right. It is the combination of the two approaches then that makes the answers interesting, creating opportunity to probe towards previous findings, and asking how that correlates in their perspective.

VALUE DRIVERS FOR TRAVELLING

One of the clearest insights is the need for freedom. This was unanimously described as one of the most important aspects of their vanlife experiences and has been a major driving force towards their decision to embrace travelling in an RV-van. As the mobility of the van allows for quick pack-up and travel, ad hoc planning for any activity becomes more accessible. The unbound nature of RV camping grants travelers the ability to 'set up camp' in a wide variety of locations, as there are many scattered across the European continent. Some also mentioned wild camping, and though this is officially illegal in most countries (e.g. it is legal in Scandinavia), it is apparently widely tolerated in for example rural France. The ability to alter plans on a whim is one of the main values that drives the vanlifers to love this form of travel.

Like the freedom aspects of vanlife, the feeling of adventure appears to be a favorite to mention. The majority stated that the trip itself is a part of the vacation, where the RV-van allows for nice touring. The freedom aspect itself adds to the adventurous nature of touring with the van: the undisclosed location of the campsite, only to be pinned down during the day of driving, creates a form of excitement to a certain degree. Of course, people are different in their wish for uncertainty and ability to deal with it and relax, thus the planning of where to go and where to sleep appears to differ a bit between peers. However, all of the participants explained their need for exploration and their wish to 'just drive' and see where they end up.

On another note, the necessity for the participants to live a sustainable lifestyle is also important to consider. Most have addressed their dislike of air travel, due to the related carbon emissions. As was also mentioned in the theoretical framework, the importance of living a sustainable lifestyle has proven to be high. In contrast, traveling by an often old and diesel slurping RV-van does not seem as sustainable either, but this is seen as less taxing on the environment by the participants. Noteworthy then is the value that sustainability holds in the eyes of the young traveler, often changing their decision on basic consumerism, such as eating less or no meat, traveling by train instead of plane, or driving an EV.

VALUE DRIVERS FOR (THE BUILDING OF) THE VAN

The van itself should have some basic functions that were spoken of during the interview. Most of these values were mentioned by one or two participants, but some were mentioned by a majority. The variable aspects most often have to do with a form of comfort, something demand varies widely for between people. Of course, the very nature of an RV-van is the minimalistic packing: only bring that which you need. The problem here appears to be the incongruent definition of what one needs. Where some may value living completely off the net, others might value a working fridge in their van. The same goes for other aspects, such as flowing water and internet connectivity, but also the inclusion of seating or a bigger bed. Every van is different from the other, due to the choices the owner makes on its customization, building it to suit their needs optimally and through this method making it their own.

This leads to the single most important driving force of the vans: personality. The RV-vans that are built are often cherished by their owners, and sometimes given a name (as that of a person). The references to their vehicles were majorly phrased in a context of personal attachment, as if it is a friend or family member. This appears to stem from two things: the huge investment of time and money on the building of the van, and the individual's customization and design for the van. The owners would express their interior choices, with one mentioning their wish for a large bed that can also be used as seating, while another shows a larger kitchen for more counter space. The amount of customizability and the freedom on the matter allows for more personalization.

PERCEPTION OF ANWB

The perception of ANWB became more apparent through straightforward questioning. After informing the participants of the assignment and involved parties of this project, direct questions were asked about both the ANWB and the concept.

Firstly, the hypothesis appears to be true that the ANWB has a profiling problem among young adults. The vast majority mentioned the stereotypical 'ANWB-couple', which acts as a satirical caricature of the brand. Otherwise, the first thing that was mentioned unanimously was the *Wegenwacht*, which was often described to be the entirety of ANWB (which obviously is far from true). When asked to describe the organization and its brand, traits as 'stuffy', 'simple', and 'old-fashioned' were mentioned. If the ANWB is to breach this set brand image and change the perception of the young audience, a serious change should be implemented. It should be said that two participants also stated that they felt like the ANWB has been changing towards a more future-proof status, thus hinting that the current strategic changes within the company seem to be noticed by its audience.

On a positive note, the ANWB was also mostly described as 'helpful', 'friendly', and 'trustworthy', with one participant phrasing it as their "rots in de branding" (a Dutch saying, literally "rock in the surf", meaning "pillar of strength"). This often refers to the *Wegenwacht* service specifically (though not solely), as the perception of the roadside assist has been overtly positive. The whole premise of this thought process is the trust that the participants experience in the assurance of service of ANWB: they are available whenever they are needed.

07

RECAP

INSIGHTS VANLIFE EXPERIENCE

Travelling by RV-van grants much freedom through enabling whimsical decision-making for routes and destinations.

A sense of adventure comes from travelling without elaborate planning prior to departure, which is mostly described as desirable.

Sustainability is of major importance, which is why most of those questioned refrained from using air travel options (even though the often old van is seldomly sustainable in use itself).

Through choices for functionality (and of course aesthetics) the van is customized to personal needs (larger bed or seating, electricity or not, etc.) Freedom to choose on these matters is a main part of what makes vanlife work.

INSIGHTS PERCEPTION ANWB

One of the main brand image issues was mentioned by almost all interviewees: ANWB-couples.

The ANWB and Wegenwacht are used indistinctively. When asked about whether they are a member of the association, the answer was unanimously related to whether or not the interviewee had Wegenwacht services.

Positive characteristics of the brand are helpful, friendly, and trustworthy.

Negative traits are stuffy, simple, and old-fashioned.

Current strategic branding changes have been noticed by a minority.

Phase 3

Strategy

The marketing of the concept is about as important as the offering itself. Therefore, the next phase of this project elaborates on the strategy that is advised for ANWB to implement for the concept's optimal market launch. This phase consists of Chapters 8 to 10.

To define the strategic marketing and branding approach that is advised to be implemented by the ANWB for a successful concept launch, the marketing mix is used to build up the basis of this strategy. As this is the focus of Chapter 8, this chapter acts as the main derivative of the marketing strategy.

Chapter 9 will in turn focus more on the branding aspects of the strategy, something already noted to be of major importance for the innovation acceptance under the name of ANWB by the target audience. It is there that a new brand DNA is envisioned, visualised through a few brand manifestations as examples of the message the brand should convey.

The aspects designed within these two chapters are then concluded as a product launch campaign, or PLC for short, which is used as the basis for the strategic roadmap discussed in Chapter 10. This roadmap acts as the final deliverable of this project, and thus Chapter 10 is the last chapter of the process documentation within the confines of the three phases.

08

MARKETING STRATEGY





This chapter elaborates on the positioning of the ANWB brand in context of the newly proposed innovation launch strategy. To fully grasp the marketing aspects of the product launch campaign, the (main) four Ps of the marketing mix are used as a means of strategy formulation: product, place, promotion, and price. Shedding light on the strategy through this model enables for clear communication of the insights and recommendations on all four aspects of the mix. This model is filled in related to the implementation strategy of the concept, which might alter from ANWB's current strategic approach, as this is the recommended strategy to be implemented throughout the method. This chapter acts as the marketing part of the PLC, where Chapter 9 focuses on the branding aspects.

8.1 Product

The product itself consists of two main points of offering: a workspace to create, maintain, and adjust repurposed RV-vans, and the renting of these vans through a pay per use model.

COMMUNITY WORKSPACE

In short, the main offering of the workspace consists of a main gathering area, in the form of a large garage facilitating the ability for enthusiasts and mechanics from a wide neighborhood to work together on the repurposing, building, maintaining, and celebrating the RV-vans of the ANWB. This can be set up in several stages, where the result encompasses a garage for both privately owned RV-vans and ANWB vans to be worked on. This gathering place stands as a community building, where the enthusiasts can meet and collaborate based on their shared interest. People can exchange ideas, tips and tricks, building preferences, experiences, and more with one another, spreading excitement and inspiration in the process. The space can even be used to facilitate workshops, which can be hosted by experts as mechanics and carpenters, but also influencers on vanlife.

The product itself here consists of two major things: the space itself and the RV-vans (to be). For the latter, there is a specific style of vans that can be used as input, which are the Volkswagen Transporter vans that the Wegenwacht has in their fleet. When they are run out of commission in their respective service (whatever Wegenwacht does with them, where, when etc.), they can be repurposed to RV-vans to be rented out by ANWB. The inclusion of Wegenwacht vehicles creates a stronger connection to the brand ANWB, as they are most probably the most iconic brand manifestations that the audience is aware of at time of writing. Using these vans as the base product can thus spark a feeling of familiarity

with the ANWB brand, even though this service stands apart from the Wegenwacht itself.

It can also inspire freedom, as the repurposing allows for partial deconstruction of the vehicles, which may feel as breaking a rule at first. By allowing for this, the company shares their trustworthiness with the community, as they communicate their trust in them as well. This suits the association nature of ANWB perfectly, as it is community centered by design, taking co-creation literally. The consumer is also the producer in a way, including them in the building process

Personal customization opportunities allow for the consumer to be able to share their demands and wishes in a direct co-creative manner. As their preferences are shown, the derived data can be used for future offerings of similar services. For example, if more people tend to build larger kitchen areas in their RV-van than at first thought, this can be translated to the RV market itself as the consumer prioritizing kitchen space over something else. This data can be valuable for RV and caravan manufacturers, which can help gaining better partnerships between them and ANWB.

RENTAL VANS

The second service offered is the lease of the built RV-vans. These vans, clearly branded with ANWB in a more leisure centric light, are distributed among certain gathering spots (which could coincide with the workspaces for efficiency) and can be rented on a pay per use basis. A pay per use monetization model has been chosen over a subscription-based model, as the latter would allow for consumers to basically have unlimited use of the van, which in turn would create a lot of idle time of the vans: the vans are reserved for use, yet not

8.2 Place

actually used. As the van could just be rented for extended periods of time then, it could be stationed next to the consumer's house, which would also complicate matters in maintenance and cleaning. Therefore, a pay per use model would incentivize consumers to take their rented van back to the distribution location to reduce their costs.

The vans are rented for a certain time, given upfront. While this impedes on the freedom that the van can give, it is necessary for efficiency in rentals and ability to reserve the van up front. There are multiple variables concerning time that are yet undefined for the rental service, including the minimum and maximum range of time that the van can be rented, but also the range for enabling reservation of the van. The timing of reservation is a two-sided coin. On the one hand, only allowing for reservation a one or a few days before the rental period enables the consumer to make ad hoc decisions on when and where to go and travel, although a longer period allowance for reservation allows for more elaborate vacation planning, lowering the risk for the consumer that their plans fall apart when there are suddenly no vehicles available. This duality should be balanced through trial runs during implementation, as there is not enough data to formulate grounded conclusions in what time windows would be optimal. Though of course one of the options could be to just find a good time window to use for this service, it could also be beneficial to split the fleet of vehicles to suit both consumer demands: one share of the vans are used for planned tours, while another part of the fleet is reserved for ad hoc trips.

As the direct monetization model of the renting service drives on the use of the vans over the internal value, in its optimal state the vans should be rented out to full capacity. Aside from the turnover of rental money this creates, it also makes sure the vans are driven in, and thus act as promotion material for the adjusted brand image of ANWB to suit the younger generation.

To facilitate this perfectly, it is wisest to centralize the manual services for the vehicles, such as cleaning between travels. In this regard, the vehicles could be seen as a hotel service, or to an extend AirBnB, where cleaning times are set during the early afternoon (as an example). As the vehicles are distributed from a centralized point, the cleaning (and quick error maintenance) can be done on site for all the vehicles that need it at once. This makes for an efficient service, and thus makes it optimally cost effective.

These distribution points do not necessarily have to be located at the same site as the community centers or workspaces for the building and maintenance of the RV-vans. However, these two places would benefit from one another, as the renters of the vans can see the building thereof first-hand, including the community that is build up in the workspace building. This allows for the renting consumers to drive their interest upwards and connect with the community on vanlife, in turn enabling them to become more passionate themselves on the subject. This creates a bond between the renter and the vanlife community of ANWB, and thus also the ANWB brand. It can create loyalty to using the rental service of the company, but also to the community and brand of ANWB.

A community workspace consists of optimally one large, sheltered gathering area, which acts as both a meeting place and a large-scale garage for multiple vans to be worked on simultaneously. The workspace should allow for the building consumers to both have space to build and make meaningful connections with one another over their shared interests. The amount of community workspaces can be increased over time with the strategic rollout in mind, but the start should focus on one with an impressive market area. The first community workspace should therefore be positioned in or near at least one large city, where a large amount of people can commute to in a relatively short amount of time. The same goes for the distribution hub for the rental of the vans: more can be introduced during rollout to cover a wider market area, but the first one should be positioned at the same site as the first community workspace. An optimal set-up would be to use the workspace as a distribution hub at first, until capacity is reached, and market area expansion is necessary.

As it is possible and likely that there will be overlap between building consumers and renting consumers, it is necessary to suit the needs of those that act as both. These combined consumers will often want to use the vans they have built for their own travels. It would therefore be best to keep the built vans near their place of origin, being the community workspace in which they were built. To accompany this, it is wise to have the location allow for future growth in capacity, other than simply distributing the vans around the country. This is most prominently the case with the first community workspace, which would initially also act as a distribution area. Due to the upscaling nature of this innovation in service offering, the first location must be able to grow in size, as a community workspace, but even more so as a distribution hub.

There is one assumption taken with the rollout as described, where the market area of the community workspace and distribution hub would be similar. On the long term, it is expected that the market area of the distribution hub would be smaller, which would mean that multiple distribution hubs would be necessary to cover the area of a community workspace. While the community centers need to be accessible, their focus lies on the community, which benefits from a larger amount of people, which in turn is more likely to happen with a larger market area cover. The distribution hubs are fully dependent on their accessibility, as their main purpose is to convenience the traveler with quick access to their vanlife wishes and demands. Combining this with the upscaling of the service, and the number of vans that are being built in a workspace will gradually increase as well. This increase can then be reflected in amount of distribution hubs, depending on accessibility and viability.

8.3 Promotion

The promotion linked with this project has two sides. At first, the service offering described in this report needs to be promoted in itself, whereas secondly, the service promotes the company itself as well. The latter refers to the new image that the project communicates towards and beyond its audience, due to the leisure themed vans being used as promotive brand manifestations. Even though these two are separate from one another by means of strategic approach towards implementation, they will be linked through their communicative efforts towards the extended audience. Their distinctly scoped target audience, both in nature and size, is reason for an elaboration on each separately. The promotion for the service offering is focused on young camping enthusiasts, searching for a sense of freedom in their traveling experience, where the promotion towards the brand itself is distributed on a much larger scale, including a focus on the young generation in general, but even extending to the rest of the population of the Netherlands. This distinction demands for different strategies in communication, hence the division in this section.

PROMOTING THE RENTAL SERVICE

At first, the project needs to be launched successfully, and for that to happen, solid promotion is key. This means identifying the consumer and inserting advertising communication in media they consume, as well as communicating the inner value of the company through these channels. Common sense already generates the assumption that Generation Z, also nicknamed iGen, is technologically advanced and active online, mostly on social media platforms. This is true for most channels, as YouTube, Instagram, and TikTok have important roles in the lives of the

average Gen Zer. YouTube for example takes a leading role in supplying information through for example video tutorials and product reviews (Backlund & Martin, 2019), and is used often for advertising purposes in a manner of ways (Duffett et al., 2019). Instagram has a similar set of advertising opportunities that can be used by marketers to enhance consumer engagement and brand awareness, such as brand owned pages, but also promoted brand posts (Barry et al., 2016). The mass following of social influencers allow for brands to advertise through them in subtle ways, creating a more personalized fit towards the followers of said influencers. As most Gen Zers follow at least some of these influencers, the sheer number of users on the platform creates incentive for marketers to exploit (Muñoz & Towner, 2017).

Social media will therefore be the main channel to promote the service innovation through. Many pages already exist on YouTube and Instagram covering vanlife, more specifically Dutch people that have posted their own experiences and travels, which is one of the major sources of inspirations for those that are currently showing interest in the subject. The people behind these profiles act as influencers through the eyes of the enthusiast but are themselves also a target for the community that builds the vans. Therefore, they can act as the founding members of the community, inviting those less involved to also be included.

The advertising of the rental service on socials should be done in two ways: have channels with relevant following incorporate the service and promote it through their content posting and use a microtargeted advertising campaign to specifically reach the target group. One of the influencers that can act as a role model is Geraldine Kemper, a nationally famous TV persona popular among young adults, who has just last year made her own RV-van and posts

about it regularly on her Instagram page (Kemper, 2022). As her aesthetic is adventurous, having presented TV programs relating to living on the wild side, a persona such as her is a perfect example of an influencer that would benefit the brand towards the vision for the brand image.

Aside from the digital channels, there is also the physical promotion of the vehicle rental service. Of course, the vehicles themselves function as promotion, as people can see them driving around on the open roads. However, it will be necessary for ANWB to insert themselves on critical touchpoints with the target audience. An example of where this is possible is to be present on festivals, promoting through useful free merch and showing off an exemplary RV-van. This can also be done by showcasing the iconic van and accompanying vanlife experience at a travel fair. Important here is that the fair in question should be targeted towards innovation and adventurous experiences, thus geared to the younger audience. The most prominent camping fair in the Netherlands is the 'Kampeer & Camper Jaarbeurs' (translates to Camping & RV Annual Fair), which received almost 40.000 visitors in its last run in October 2022. However, even though this fair is a general camping fair, it shows its focus on either families or older people, thus making it more difficult to reach the young adults without children. Yet, as ANWB is a major player at this fair, it is only natural they promote their latest innovation here anyway.

To target the audience more directly, an innovation hub for campers could be the way to go. With the vast resources that ANWB has, it would be possible to host a campsite location with multiple brand-new innovations, handy gadgets, and new ways of experiencing travelling on exhibition. Like a fair, these innovations are presented to the visitor, but

this campsite can also function as a functional and therefore revenue creating campsite itself. By doing so, people are enabled to get a feel of what the experience entails, and thus be more incentivized towards consumption. Current innovations presented can for example include ways of getting off grid with your camping vehicle with solar panels and other gear, ways of getting a good internet connection on the go, the latest trends in camping gear, and of course a place where travelers can exchange their own experiences and routes. This camping innovation hub can also be linked to the community workspace of this project, though it would not be necessary. The hub can however be promoted at the location of the community workspace, as people there can gather at the hub too for vacation purposes. This campsite should be focused on adults only, so it should have a similar vibe to for example a hostel: a place where people can stay and connect with each other to have a good time together.

The workspace grants another opportunity for ANWB: van-building workshops. These workshops can be hosted by the same influencers that were mentioned earlier, supported by the experts of Wegenwacht, as well as carpenters and mechanics. These workshops provide windows ensured of consumer engagement, thus setting the stage for community growth. The workshops can already be given before the first workspace is opened, which means that the community can be built up in physical manner much sooner than would be necessary for the workspace to be completed. The workshops also generate revenue, which helps the strategy along, specifically at the beginning of implementation.

PROMOTING ANWB

For this implementation strategy to work successfully under the brand of ANWB, the brand image needs to be adapted to suit the target audience better. The audience, being Gen Z, is notoriously difficult for marketers to target, as they are critical in their search for truth (Francis & Hoefel, 2018). Therefore, nonsensical promotional speeches will not work on them if they are not backed up by actions. The positive side of this is that the ANWB already does a lot of work towards making for a better and sustainable future and uses their power to lobby for their members in Parliament of both the Netherlands and EU. The problem here lies in the communication efforts of the company, which currently lacks the necessity for it to be enhanced in drastically large proportions.

The inner values of ANWB, which are currently often mentioned to be vague according to the interviewees, need to be more clearly communicated towards the consumer. The current situation states that the ANWB does so many different things simultaneously, without proper communication thereof, that the overview for the consumer is lost in the process. The consumer is only capable of comfortably handling a certain amount of information, and the current lack of prioritized information does not help their focus point on the matter. This needs to change. ANWB should start communicating their value manifestations in straightforward fashion. This could be done by setting up a statement that they actively work towards, and then underneath list all the activities related to this. For example, put focus on the goal of ANWB to work towards a sustainable future of traveling, backed up by their actions of government lobbying and innovation introductions. Doing so helps clarify

the inner values of the company and club for the consumer, who can then choose to back the actions of the company or not.

The inner values of the brand are not the only focus point of the promotion strategy, there is also brand personality that lacks focus as of now. The interviewees described the ANWB as trustworthy, but also outdated, mentioning the similarities of the brand and one's parent: not cool in any way, but there if you need them. Though the latter part is part of what makes the *Wegenwacht* service work as well as it does, the first part hinders the brand to sell to the younger generation.

During the meeting that led to the choice of a design direction, it was stated that the brand of ANWB was not to be expanded towards work (workation direction), as the brand stands for leisure and fun. The brand should reflect this stance more in its manifestations and communication by incorporating a more adventurous theme. Currently, the ANWB is perceived as promoting a safe environment (adhering to the 'parent' theme), but this can be altered to include the company offering safety for the consumer to expand their reach towards adventure with confidence. Doing so shifts the focus from the safety to the adventure but keeps the safety in its positioning. This can thus appeal to both the current clientele of ANWB and the target audience of this project. ANWB is then not just a safety net for when all goes wrong, but a facilitator of going further and exploring new opportunities and environments alike. This also reflects the travel agency side of the company more, as this feels left out in the current brand image that the interviewees shared.

8.4 Price

In this stage of the project, the pricing strategy is very difficult to pinpoint in numbers, as there is much more research necessary to derive a suitable price for the services offered. This section therefore focuses on the business opportunities for both direct revenue and indirect effects.

Three separate direct income sources can be capitalized upon with the gradual rollout of the innovation strategy, the first two relating to the workspaces and the last one on van rental. While the van rental system is pretty self-explanatory, the first two require a bit more information.

The first revenue stream that can be gained is through giving workshops with experts on building vans. These workshops, which can be coached by e.g. influencers known for their van builds, but also carpenters and mechanics, can then create the first possibility for enthusiasts to meet and work together on making the vehicles. These workshops are quite costly to host at first, and will likely not break even for quite some time. This is due to the price, which should target to remain as low as viably possible, therefore making them accessible for a wider audience. These workshops can then act as placeholders for the workspaces to come, intriguing the consumer for what is next.

Then, there is the memberships for when the workspaces are live. Using the workspace will require a fee for builders and van enthusiasts, as ANWB will facilitate a meeting place for anyone affiliated with vanlife. Again, the target here is to make prices as low as viably possible to make it most accessible to the largest group, thus facilitating the growth of communities linked to the workspace and thus ANWB.

As mentioned, the last income can be gathered by renting out the built RV-vans towards the consumer. For this offering, the pricing needs to be competitive. The main value that the rental service offers is the consumers' accessibility towards experiencing travelling with a repurposed RV-van. The price for renting the van should reflect this, and thus it should be made at least cheaper than owning your own van. This is most probably the only direct revenue stream that can boost the earnings of ANWB through direct methods.

More importantly than these direct streams is the indirect effect that the rollout of this project will inflict. Mentioned previously already, the rollout of the vans and subsequent presence on the open roads allows for great advertising opportunities, most notably targeting the younger audience. It is through this indirect method that the young adults of Gen Z can gain more respect for the brand of ANWB, changing the brand image to suit their own demands more.

This shift in branding strategy is estimated to have the biggest impact on overall revenue for the company, creating intrigue within the target audience and boosting sales of both products and memberships. This is also why the numerical value is difficult to verify within the scope of this project, as much more research and data is necessary to derive any significant conclusions on numbers. It is also the reason why this project is viable only on the long-term, and should be seen as an investment towards the future-proofing of the engagement of ANWB.

08

RECAP

MARKETING MIX

PRODUCT

Introduce a community workspace, acting as a meeting place for builders and enthusiasts alike.

Facilitate workshops on vanbuilding hosted by influencers and experts on building.

Put ANWB-branded RV-vans on rent, allowing consumers to experience vanlife travelling first-hand without high investments.

PRICE

Three direct revenue streams: workshops, workspace contributions, and RV rentals.

Indirectly, the new communication and branding strategy allows for Gen Z consumer engagement, thus potential rising memberships and sales across ANWB.

PLACE

The workspace acts as a meeting point.

There should be distribution areas for the van rental service to function optimally.

Preferably, these two locations are combined into a single area, or at least located as closely together as possible.

PROMOTION

Influencers on socials for community building and indirectly targeted advertising.

Microtargeted advertising on socials for direct advertising to the consumer.

Service advertising presence on festivals and fairs.

Community-based oral advertising.

Rental RV-vans branded towards a fresher ANWB, driving on the open roads.

Have more focused communication on moral stances and activities to support that stance.

09

BRANDING FOR GEN Z





Following the marketing strategy detailed in Chapter 8, this chapter focuses on the branding aspects of the product launch campaign. By establishing a brand targeting the younger target audience, the potential for market success is boosted significantly. This chapter look into the current brand image profile of ANWB and uses models such as brand archetypes to redefine the ANWB's brand DNA so it suits the new target audience. Furthermore, this brand DNA is further developed into a strategy for ANWB to implement, focusing on both aesthetics and communicative efforts. To visualize this proposed brand image, several brand manifestations are designed to convey the message in a concise yet clear manner.

9.1 Branding the concept

As previously established, the brand image of ANWB among the younger audience could use some tweaking. Currently, people describe the brand as dull, old fashioned, and allover unstylish. One person questioned made the analogy that they appear as one's parents, present when they are needed, but also not the first people that come to mind for experiencing thrilling adventures, nor are they generally thought of as up to date in the fashion department, which counts in clothing, technology, and communication. This also highlights the positive aspects of the current image: the brand's trustworthiness in perspective of the consumer. The pillar of strength persona that the ANWB currently adheres toward has an overall positive outcome for the consumer, which undoubtedly is one of the main reasons for the enormous success that is the Wegenwacht roadside assist service.

INTRODUCE A SUB-BRAND?

To fully grasp the brand's strengths and weaknesses in its current state, a plethora of models can be used to formulate a fitting brand identity. Mark and Pearson (2001) share 12 different archetypes of brands, which they state all brands adhere to. These archetypes are positioned in a circular model in the lecture given by van der Vorst (2021), as is depicted in Figure 11. This circular model shows four directions, positioning each archetype to its fullest extend or in between two of these directions.



Figure 11 - Brand Archetypes (Mark & Pearson, 2001: van der Vorst, 2021).

The archetype of the Caregiver would fit the current brand perception of ANWB best, which also suits the overall type of business that the ANWB entails. However, it should be mentioned that the Every Man archetype also fits the brand image, it could even be said the brand acts in a combined archetypal manner. This starkly contrasts the main brand image that would fit the concept, which would benefit from an explorer archetype. While the caregiver and every man are positioned adjacent to one another, in turn making a combined effort easy to achieve, that certainly is not the case for the explorer archetype, being positioned on the other side of the circle, therefore focusing on different brand identity communication.

The vast variety of products and services that ANWB offers makes it difficult for the brand to specify itself as other large brands do, such as Apple, Nike or outdoor gears competitor Bever. This creates a less marketable brand, which does not help encourage brand loyalty, which in turn makes for a weaker brand overall. This could be solved by diverging from the main brand through either a sub-brand or different brand overall. The problem with diverging, however, is that one of the main values of the concept was to alter the brand image of ANWB in a positive way towards a more adventurous persona. Therefore, there is a delicate balance of staying true to the nature of the main brand ANWB, while also diverging the brand image towards a desirable brand in the eyes of the younger target audience.

To make ANWB more appealing to the younger audience on a holistic level, it would be necessary to name the ANWB as often as possible. This manifests in the consumer to see the capabilities of the ANWB in a different way, linking their perception of the brand to the core values they. For this reason, using a completely different brand would be unwise, thus should be opted to either create a sub-brand to match the Explorer archetype, or diverge the main brand towards incorporating three archetypes at once. History states that the ANWB prefers to have an all-encompassing brand for their entire portfolio, so from their perspective it would be best to market the product under the main ANWB brand. This, combined with the added value of the concept towards a better perception of the main brand, makes it most interesting to introduce the concept under the brand ANWB. Doing this does create a risk of losing out on any strong identity by diversifying too much, therefore lacking focus. It does allow for easy recognition and enables for the brand to create a holistic singular experience, which can act as a driving force towards consumer engagement. For the context of this project, it is chosen to use the main brand of ANWB for the marketing of the innovation concept, both to suit the history of ANWB and fully use the concept to shift the brand image in a positive direction for Gen Zers, one of the main goals of this project.

NEW BRAND DNA

The main essence of a brand is formulated through its brand DNA. As the model used in the Brand & Product Commercialization course (van der Vorst, 2021) of the IDE faculty of TU Delft shows, there are three core values of a brand that dictate its DNA: positioning, purpose, and personality. In Figure 12, this model is visualized in context of the brand of ANWB following the implementation of the conceptual innovative portfolio expansion.

The main idea of the altered message of the brand, which differs from the current message it shows, is that it targets the need of Gen Z for self-expression and exploration (Francis & Hoefel, 2018), and thus more successfully reaches the targeted audience of this project's scope. By combining the exploration and self-expression, as is done through the functional

attributes of the concept, the brand is still able to communicate their core personality traits, such as their openness and friendliness, but exchange their traditionalism and outdatedness for an explorative and adventurous set-up. Setting up the brand as a one-stop shop for everything related to travelling should encompass all emotional benefits from these services, thus the feeling of safety and trust for services as roadside assist and insurances is as important as the sense of adventure for travelling itself.

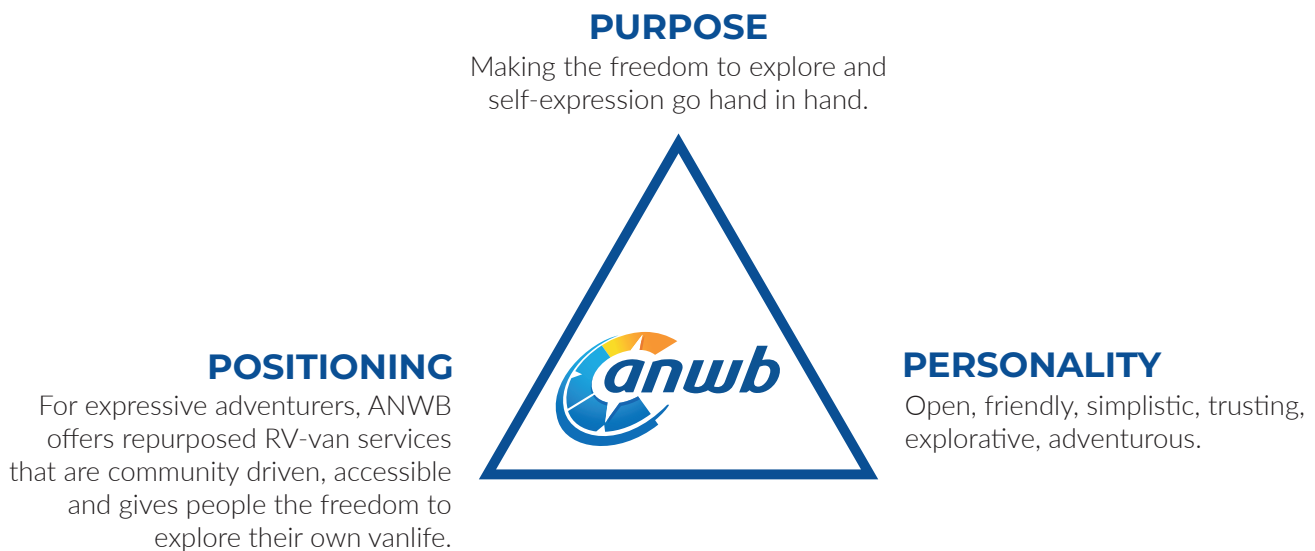


Figure 12 - Conceptual Brand DNA of ANWB (model: van der Vorst, 2021).

9.2 Visual identity

As mentioned before, the brand itself should be altered to reflect the newly proposed brand image the ANWB should convey. The goal of this section is to incorporate a more adventurous stance in life in the communication of the brand through its manifestations, without changing too much of the original brand style. To accomplish this, some visual alterations will be proposed. Language use will be molded into a form better suiting the target group as well. This is translated to a style guide that can be used to shape different brand manifestations.

It should be noted that these changes are not made by a graphic designer, but act merely as inspiration of what a change in the branding strategy could look like.

COLOR USE

Although the goal is to preserve the brand on a large scale, some visual alterations are proposed to make the brand suit the new target group better, without alienating the current clientele of the company. One of the most iconic visual aspects of the brand ANWB is its coloring, more specifically its signature yellow. The brand recognition of this color, combined with the hues of blue, is sublime and should not be messed with while doing any visual updates. Therefore, the coloring of the brand remains unchanged during this new strategic proposal. The power of recognition that the coloring holds also allows for deviations on other visual aspects, as the brand will still be recognized intrinsically by the consumer.

STYLING

The current style of ANWB is quite simple, mostly using a combination of two color tones and simple blocks of text. However, the styling seems to be slightly dated, and could go for an update in similar fashion as the logo did. Also in similar fashion, it would be unwise to change the iconic coloring combination of the yellow and blue hues, as it delivers strong brand recognition.

For the rollout of this innovation strategy, it is wise to use a slightly altered version of the standard branding of ANWB. Doing so allows for a better targeting of the audience without hurting the overall brand image towards current consumers. Using a fresher version of the initial brand style enables ANWB to present itself in a positively active manner.

One of the first things noticeable on the current website (taken as an example in this case) is that there is way too much going on: the website is too clodded with text and there is little visible priority. This can be solved by streamlining the website with less text and more visual language to communicate the point the site is trying to make. A page should heavily focus on a single thing as well, and not include many aspects of different parts of the company, another problem often occurring. Clarity and simplicity are key here. Using photos that are Instagram-worthy in style are a great way to communicate the experience other than the product itself, something that is currently being implemented on several pages on the website as well, but could be done more congruently.





All in all, simplifying the styling is the best option. Using more whitespace and reducing the amount of gradients used in detailing is a great way of granting the viewer a clear overview on the manifestation at hand.

COLORS

HEX CODE

CHARACTER TRAIT

GRADIENTS

FECC18		Creativity, Happiness
F18814		Confidence, Sociability
2896D4		Trust, Loyalty
13448A		



FLAT ONLY

Used for surfaces
can be combined



Used for text



WITH GRADIENTS

Used for surfaces
*only one per visual
maybe one color as accent,
otherwise only greyscales (white)*



Used for text



COMMUNICATION

TOPE OF VOICE

For the concept: straightforward, informal, and exciting. Examples (should be in Dutch for ANWB context):

“Do you feel free? Drive the coolest van and experience vanlife yourself.”
“Destination? What’s that? Live a free life and experience the journey.”

For the overall brand: active, society focused, focused, no nonsense. Examples:

“Join us in making mobility carbon neutral in 2030.”
“Less carbon, more EVs. See how we tackle the climate crisis.”
“Mobility for everyone: how ANWB helps the country connect.”

TOPICS

For the concept: prioritize the experience, refrain from calling out details.

ultimate freedom, roadtripping, vanlife, journey as you please, etc.

For the overall brand: prioritize the company’s stance (one max per visual), don’t bombard with information.

goal for the future, carbon neutral, accessible mobility,
safety vs adventure, mobility equals freedom, etc.

The easiest way to visualize a chosen (re-)styling strategy is by designing a style guide. Including simple things such as color choice, text usage, logo variants, whitespace inclusion, picture requirements, and so on, the style guide can help streamline the different manifestations of the brand into a single entity, this time targeting Gen Zers more successfully.

The style guide shown in Figure 13 is designed based on the findings that came from the interviews, brand styling articles, blogs, and designer instinct.

The first thing mentioned in the style guide is the use of colors and the respective character traits they convey. As previously established, this concept is to use the same color palette that ANWB currently uses, due to the value of its brand recognition. However, it is wise to incorporate more of the orange coloring as well, not just the yellow. Orange conveys confidence and sociability among others, something that the brand needs to lean towards to target the younger audience more successfully.

Something else that ANWB does use already in its manifestations (website being an example) is the blue gradient. This guide proposes the use of a yellow to orange gradient, again leaning on the message behind the use of an orange color. It is also the gradient most prominently featured on the exterior of the van, as can be seen in Figure 16. What should be noted about the usage of gradients is that it should only be used on large surfaces, such as a background layer of a website or smartphone app, and if used should only be combined with either a single color hue as an accent, or just greyscales. This circumvents the problem that gradients often induce in graphic design: making the design too busy and uncohesive.

Furthermore, the style guide hints towards a more informal tone of voice in communication. Using shorter shoutouts, the target group can be targeted more directly without them, figuratively or literally, scrolling down. This suits Gen Z complete lack of attention span better, thus enabling them to actually read the posted message rather than preemptively and unconsciously blocking out the information the brand is trying to communicate.

Many manifestations of the brand ANWB currently have the tendency to be too cluttered with information, something that can easily be fixed by narrowing down the messaging per visual. One webpage should only have one to a few information points. This is most notable on the homepage of the company, which tries to summarize the entirety of the company, which in turn encompasses a lot of information in a single visual image.

The brand should focus its communication on the experience of the consumer, and again less on the details. Vanlife is all about the journey you experience and the sense of freedom it brings, the van itself is usually just an end to a means. Aside from vanlife, ANWB can focus its communication more towards the activities of the association, assuming there is a clear goal that can be communicated to begin with. There is a lot of activity going on within the association, lobbying stances towards governmental organisations on a national and continental level. Instead of mentioning everything separately, it would suit the target group better to have it under a common goal, for example the much-used “carbon neutral by 2030” or similar. This enables the reader to track back activities towards this goal and create a quick understanding. And, as established, quick is a necessity when targeting Gen Z.

← Figure 13 - Style guide

LOGO

The first thing that deserves an update through the style guide is the logo of the brand. While the 3D effects of the compass are well visualized, the current trend is for logos to be flat, simple and straight-forward. The added value of a flat vector logo is its usability in digital styling, for example adaptation towards app icons. In Figure 14, the change from the old logo to an idea of a new logo is showcased.

The logo itself has the same major outlines: a compass shape is positioned at the base of the name of the brand ANWB, further extending to the right of the logo. As can be seen, the coloring of the logo is also similar, although the new version changes the gradients of color for a flat design and removes the white middle. This new logo is more simplistic and fresh and allows for unicolored versions to be used if circumstances allow, as can be seen in Figure 15. The white unicolored version is for example applied to the proposed RV-van exterior design (Figure 16). Something else that is changed in the logo is the capitalization of the brand name, which makes more sense overall as the letters are an abbreviation and are capitalized in all communications of the brand other than the logo. The new logo should therefore reflect this capitalization as well.



Figure 14 - Old logo (top) to new logo (bottom).



Figure 15 - Logo in different styles.

9.3 Manifestations

Having the ANWB rebrand itself (partially) conform the style guide allows for specific targeting towards the Gen Z audience. Using a more adventurous approach, this section will introduce a few examples of how this brand could manifest itself. Of course the exterior of the van will be discussed, but this section will also showcase conceptual works as a poster image and merchandise.

VANS

The vans are a major branding opportunity for ANWB, as they drive around on the roads and can very cost-effectively market the brand towards the consumer base. The RV-van exterior aesthetically incorporates not only the

brand itself, but also the emotional function of the van: experiencing freedom of exploration. The van therefore uses the three colors of the logo's compass icon, where the blue shapes a base line, with a gradient of yellow and orange filling about 75% of the van from the top to the blue base. The logo is portrayed in full white, appearing as a visual cut from the background. The coloring is somewhat resembling a sunset view, while still staying true to the main design language proposed in the style guide. Due to the logo being white, it does not necessarily become the focus point of the design, while it still is very clearly branded to ANWB. In other words, the van suits the aesthetic of vanlife, all while still being a solid branding opportunity, setting ANWB as a brand that promotes leisure and exploration, other than just safety.

↓ Figure 16 - Conceptual exterior of branded RV-van.



PROMOTIONAL POSTER

The poster depicted in Figure 17 is a conceptual example of what a promotion for the concept could look like. Using the experience as the main focuspoint of communication, the reader is intrigued by the prospect of unknown destinations to discover. In this example, the logo is used as a backdrop behind the clouds high in the sky, signaling the placement of the company in the background, while leaving the exploring to the consumer. Peaking interest through the rough mountain drop, an adventurous tone is set.

The position of the van in the prime spot indicates its significance to the viewer. Located at the center of attention, it figuratively states that the van is something to show off. Driving around in the van is something cool, as it is boosted with the adventurous experience of both the backdrop and the text: "destination unknown".

Of course, in practice this poster should have a similarly catchy phrase, but written in Dutch. It could however be interesting to include non-Dutch speakers in the targeting as well, not solely due to the boost in immigration that is currently happening, but that is a notion that falls outside the scope of this project.

Figure 17 - ANWB poster concept. →



DESTINATION
UNKNOWN



YOUR ADVENTURE STARTS AT [ANWB.NL/VANLIFE](https://anwb.nl/vanlife)





Figure 18 - Conceptual ANWB brand merchandise

MERCHANDISE

When visiting a festival, the brand is able to present itself with a stand of some sorts, preferably with one of the vans there for marketing purposes. Merchandise is a great way of boosting engagement in such setting, for example through having freebies such as bags or glasses. A vision of what this conceptual merchandise could look like is depicted in Figure 18.

Not only does this boost direct engagement between the brand and the consumer during the festival, but it also acts as advertisement to secondary parties that see the branded merchandise in later settings when being used. This is most prominently true for actually useful products, such as the water bottle and bag.

Whichever product will be least likely to be trashed right away and brings function to its recipient has a higher potential of advertising the brand through use. However, the assumption goes that products such as these will be more expensive by nature, thus this is a trade off that should be considered. Due to the nature of the brand ANWB, it would make more sense to distribute functional products over cheap useless gear that will likely be trashed within a day. The sunglasses could be the exception for the rule, giving people the function of a pair of sunglasses for whoever forgot to bring them to the festival.

09

RECAP

BRAND DNA

PURPOSE

Making the freedom to explore and self-expression go hand in hand.

PERSONALITY

Open, friendly, simplistic, trusting, explorative, adventurous.

POSITIONING

For expressive adventurers, ANWB offers repurposed RV-van services that are community driven, accessible and gives people the freedom to explore their own vanlife.

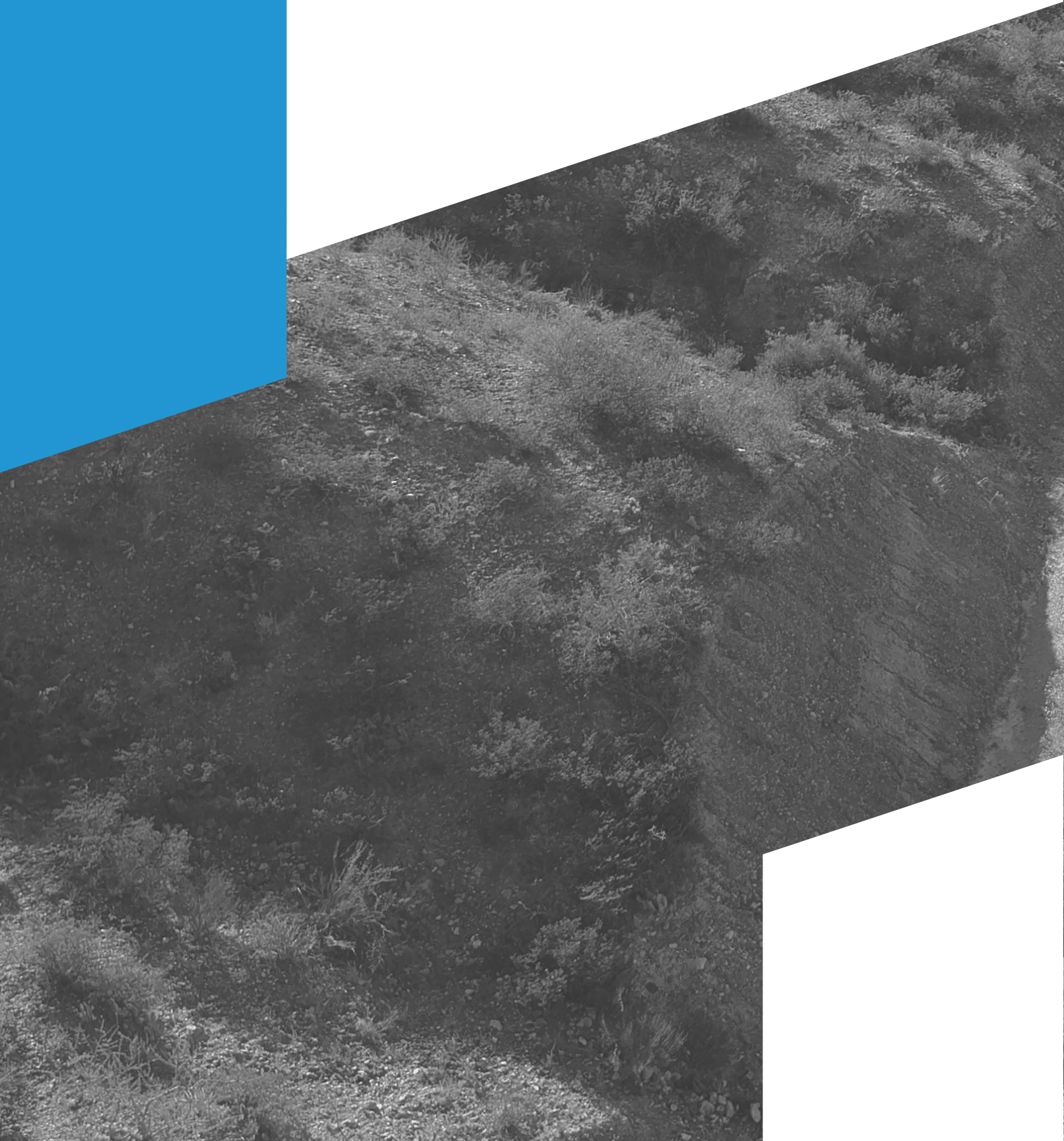
REBRANDING

This chapter redefines the brand as it should be communicated for this concept, to successfully target the Gen Z audience.



10

**DESIGN
ROADMAPPING**





The last step of the process is to design the final strategy and plot it over time, incorporating the time pacing of innovation suiting the company's scheduling. According to the method described by Simons (2017) in their book *Design Roadmapping*, the time pacing analysis is necessary for linking activities together and tuning the constraints of the roadmap. However, the first step is to identify the steps that must be taken to successfully launch the project in chronological order, not necessarily over a set period. Therefore, this chapter elaborates on all the necessary steps in chronological order, after which the time pacing analysis will shine light on the actual pacing of these steps. Finally, the roadmap is visualized by linking the steps together over time and tuning it together to become a single strategic timeline.

10.1 Horizons

The first step for the roadmap is to define the steps necessary to take in chronological order. There are multiple roads that must be included in this matter, with the main one of course being the introduction of the new product-service offering to be included in the portfolio of ANWB. To accompany the main line, it is important to look at the subsequent steps and changes as well, such as the trends over time, the value added for the consumer coming from the innovation proposition, partnerships, marketing campaign steps, and necessary resources. In this section, the value proposition is chronologically lined up, with the subsequent steps elaborated upon afterward.

The timeline of the strategy is divided into three horizons, each chronologically posing a step up towards the future vision at the end of the timeline. The three horizons are formulated as milestones in the process of implementation. Within each horizon, the value proposition is expanded upon by implementing a gradually more elaborate version of the concept idea through strategic implementation. These levels of value proposition thus derive the nature of the horizons and shape the base of the strategic roadmap.

INNOVATION PROPOSITION

The focus point of the roadmap is the product-service to be implemented in the portfolio of ANWB. Three intermediate stages of this proposition are defined and set the theme for their corresponding horizon. These horizons chronologically follow up one another in the following order:

- 1 Bringing a community together;
- 2 Facilitating the workspace;
- 3 Rental service and broaden market.

This lays the groundwork for the order in which the steps of implementation of the product-service offering can be done. These themes follow up on one another, and thus will progressively add on the previous horizon. Therefore, this section will discuss the content of the roadmap per horizon, thus showing the strategy for a gradual rollout of the innovation concept to work towards the design goal.

Two paths are defined within the context of portfolio offering, on which the different steps are plotted: the community and its location, and the rental service. Different steps spread out over the horizons will show the timeline over these two lines, thus shaping the base of the strategy proposed in the roadmap. The next few subsections will discuss the contents per horizon.



Figure 19 - Horizon 1

HORIZON 1

The first horizon (Figure 19) focuses on setting up a community. During this short-term focused phase, the first step to take is to introduce a webpage for the community, acting as a place where people can digitally come together in a low-effort manner. This webpage will also act as the launching platform of all coming steps, for example where people can enroll into a workshop, the next step.

The workshops function as a means to an end mostly, but also offers options for income creation. These classes on repurposing the vans into RVs can be boosted in engagement by having influencers present at the workshop. Working together with said influencer(s) and experts as carpenters and mechanics, it is possible to give these workshops as the first stage of setting up a community workspace,

more on that in the next horizon. This workshop also gives the first idea of what the community can do when physically together, exchanging information on their own experiences and building connections and friendships.

During these workshops, RV-vans are repurposed that can further down the line be used by travelling consumers as rental vans. This horizon therefore already starts the production process of these vans, fueled by the interest of the Dutch vanlife community.



Figure 20 - Horizon 2

HORIZON 2

The second horizon (Figure 20) follows up on the first horizon, and therefore focuses on the mid-term aspects of the strategy. It is here that the first pilot workspace is opened to the public, more specifically to the community which has started to build since horizon 1. This workspace will from now on house the physical services already introduced in horizon 1, such as the repurposing workshops.

Acting as a social meeting spot for members of the community, this space houses projects of repurposing vans that these members are currently working on. It has to be tested out more whether or not it is feasible and desirable to include people working on their own vans (so not ANWB owned vans for rental), but for this project we will solely focus on those that are to be rented out. This workspace allows for another revenue stream: paid memberships.

Speaking of renting out vans, this horizon will set-up and introduce the rental service near the end of its timeline. It is at this point that there should be a sufficient amount of vans built that can be offered to the travelling consumer, thus allowing for easy access for those people specifically.

A note for the rental service is that builders of the vans should have priority access of some sort, be that in pricing strategy or ease of reservation, specifically for their own built van(s). This boosts the value of identity expression, as the builders are able to travel around with the van built out of their made choices in things as materials and layout. What the priority access should entail will have to be tested when that time comes.



Figure 21 - Horizon 3

HORIZON 3

The last horizon (Figure 21) focuses on the long-term goals of the strategy and ends with the design vision in mind. Built up by the previous horizons, the third horizon focuses on upscaling, reaching a broader market audience, spread over a wider market area. Introducing more workspaces spread over the country allows people from these places to connect with the concept through risen accessibility.

Furthermore, the amount of vans repurposed will continuously and exponentially grow, and they should be distributed across the country, though keeping relatively close to home for the builders to not be too detached from the van. The introduction of distribution hubs allow for the rental service to sustainably grow and develop the third income opportunity of the concept: renting out the vans.

The most likely placement of the distribution hubs facilitating the rental service is to be combined in location with the workspace, thus making a large van repurposing and rental hub where all comes together. This can also lead to travelling consumers and workspace members to connect to one another and bond on the RV-vans that one likes to drive around in and the other has personally built.

Including the travellers into the community like this can potentially create a snowball effect that enables exponential growth of the community, thus extending the reach of consumer engagement and increasing the reach of oral marketing. The rising presence of the RV-vans on the roads also lead to a new form of brand recognition, focusing on the adventurous nature of vanlife more than the sturdy safety net that currently is dominantly the image of the ANWB brand.

10.2 Roadmap

As the horizons are defined in their themes, and their steps of innovation rollout are defined, the roadmap itself can be put together. As a puzzle, the different aspects of the strategy should align with one another over the set timeline to boost effectiveness, all while using the potential of the concept to its fullest extend.

As described by Simonse (2017), there are two different types of roadmaps to be considered: a strategic roadmap, which showcases the concept in clarity over time with only few aspects mentioned, and a tactical roadmap, which elaborates more on the details and gives an overview of the linked activities as well. For the content of this project, the strategic roadmap is skipped as the tactical roadmap defines all information presented on the strategic version and more.

To give the complete overview of the concept, the tactical roadmap is used to define the chronological order of the steps of the most important topics on the timeline, and cross-link them together wherever necessary. As such, the roadmap presented for this project depicts a grid-like schematic overview of the different aspects of the strategy, thus enabling for a visually convenient merger of the information found during the research and design phases of this project.

TOPICS TO INCLUDE

The roadmap (Figure 22, next pages) consists of a schematic overview with different topics depicted over the vertical axis, plotted over time over the horizontal axis. Different rows visualize or inform the reader of a list of aspects linked to one another, listed in this sub-section.

user values

As this project has a high consumer value focus, it should come as no surprise that this aspect is one of the most important, and thus is mentioned first. It plots which user value is being added by implementing the other aspects over the horizons.

portfolio

These steps are discussed before in the horizons overview. This section covers the widest area of the roadmap, and is visualized in detail to inform the reader of the different steps introducing innovation into the companies portfolio. Doing so adds up towards the design vision that stands at the end of the roadmap, thus acting as the final goal of the roadmap. While the user values are possibly the most important aspect, the portfolio innovation strategy acts as the base for the other aspects of the roadmap.

revenue model

Previous two aspects prefer the interests of the consumer, while the revenue model is what promises viability over time. While the direct revenue model is not the most important source of income coming from this project, it still shows the streams that allow for revenue to be gained. Due to direct sales not being the largest aspect of the strategy, it is also hard to define the break-even point, which is therefore not included on the roadmap.

organization

This row plots the internal organizational decisions that are recommended to commit to relating to the offering rollout. As ANWB is a large company with far-ahead planning, it could be wise to start setting up a separate department to start out with, doing trial runs and further research and implementation outside the confines of the main company. Further down the line, ANWB can then annex the department once more, and fully incorporate the offering in it's own strategy.

marketing

This aspect elaborates on the marketing channels that are recommended to pair with the innovation strategy. Different channels include influencers on socials, presence on festivals, and the vans themselves driving on the open roads.

community

The community aspects of this proposal can be seen as the driving force behind the portfolio enhancement. Using an upscaling strategy to increase the engagement from a built community helps both the portfolio itself as well as the marketing thereof.

resources

The resources necessary to make all of these steps work are listed in this row, plotted over time in relation to the steps mentioned previously.

partnerships

Similar to the resources, partnerships also are a necessity for certain strategic choices to be made into a reality. Several partnerships, both internal and external, are listed that boost the likelihood of success of this project.

Figure 22 - Tactical roadmap (next double pages) >



H1

short-term

bringing a community together

H2

facilitating the workspace

USER VALUES

PORTFOLIO

REVENUE MODEL

ORGANIZATION

MARKETING

COMMUNITY

RESOURCES & PARTNERSHIPS

Joy of building

Personalisation

Workshops by experts



Workshops

Workspace memberships

Subordinate department + Wegenwacht

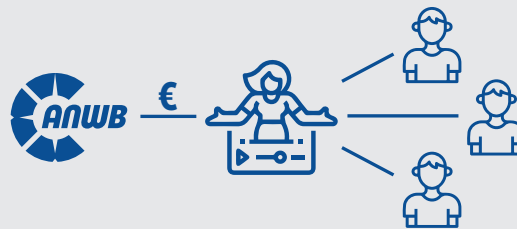
Teamwork w/ ANWB

Influencers

Workshops

Festivals

Microtargeting



Workshop temporary location

Workspace location

UX designer

RV-van storage

Carpenter

Influencers

Wegenwacht team

Festivals

App development

mid-term

H3

long-term

rental service
and broaden market

VISION

Freedom of exploration

Expand roster of workspaces

... and of hubs



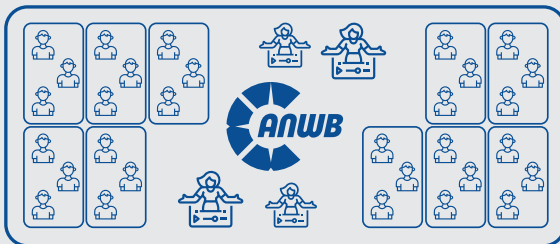
Distribution hubs

Launch rental platform

RV-van rentals

Internalize process ANWB

Branded RV-vans



Distribution hub(s)

More of everything physical


Campings

“ANWB and Gen Z work together towards a freedom-focused and sustainable future of mobility by making the vanlife movement accessible for the young generation, where identity and personal value are the central drivers for both parties to collaborate upon.”

11

**CONCEPT
VALIDATION**





This chapter describes the process done to validate the concept on the three pillars of successful innovation: feasibility, viability, and desirability. Feasibility is defined by looking into the technological and logistical challenges the concept creates during its strategic rollout, and whether or not these can be successfully tackled. Viability takes the money streams into account, looking into availability of funding and other resources and the potential for profit. Desirability is then measured by reaching out to potential consumers and validating the concept through their expression of its likability and their expected chance of engagement with the (workspace) community and utilization of the offered services. Lastly, recommendations are made taking this validation into account, so finalizing the project.

11.1 Feasibility

The concept itself is not a technologically advanced one, nor does it require future technologies to work over its planned course. The feasibility aspect of this concept is thereover linked to the ability of ANWB to implement and integrate this concept into their business.

Due to the sheer size of the organization, and the halting effect the chain of command has in such organizations on innovation implementation, it is recommended to use a subordinate department to test the strategy and deliver proof of concept through a pilot run. This would allow for a much stronger story when trying to sell this concept to the board of executives, thus having a higher chance to be approved for full implementation. This does however raise a few problems that need to be tackled within the organization, as such a subordinate department is not necessarily easy in set-up either. The current assumption is that the company benefits from keeping the innovative rotations outside the jurisdiction of the larger chain of command, giving freedom for adjustments in the early stages of implementation, most notably horizon 1 and 2.

Although the concept does not require innovation in technologies, it does require organizational change and multidisciplinary teamwork. The main teams necessary to make this a success are the ANWB Kamperen department and that of Wegenwacht. As they have little communication between the departments currently, let alone teamwork, this could prove to be a challenge. The facilitating role of the Wegenwacht assets and personnel have much power in the success of this strategy, though through research done during this study with both ANWB Kamperen and Wegenwacht, it is deemed possible to accomplish great teamwork leading to a well-oiled machine of the facilitation of leisure-focused services with the presence of technological expertise.

Diving deeper into necessary resources, the amount demanded for this strategy should be easily achievable with the number of resources at ANWB's disposal. Funding aside, much of the physical resources can be obtained through the facilitation of the Wegenwacht department, such as location, building, tools, gear, and experts on vehicle mechanics. With the inclusion of influencers for sharing the message and acting as the faces of the brand and concept, this could therefore easily be achieved.

In conclusion, this concept should be feasible enough, with the only major challenges presented being internally within the organisation. Through well-choreographed strategizing and a clear division of responsibilities, implementing this concept into the strategy of ANWB should be a cakewalk.

11.2 Viability

Contrasting its feasibility, the viability of the concept is much harder to proof, mostly due to the nature of its indirect revenue generation. Though the concept boasts three separate opportunities to generate income, it is assumed that none of these will naturally reach break-even anytime soon. The biggest jump in monetization of this concept is not focused on the service itself, but the effect it has on the brand image and consumer engagement related to the target audience of Gen Z.

Using the fresh take on the brand, and most importantly stepping away from the 'parent' image, this concept is prone to boost customer engagement and has the potential to create a significant rise in memberships among young adults. Therefore, instead of the concept being a direct form of monetizing the services offered, it should also be seen as an advertising opportunity. As advertising acts as one of the pillars of good marketing, it only makes sense that good advertising of a product, service, or the brand as whole creates a rise in sales, thus a rise in income.

The difficulty here is the actual effect this concept will have on the final revenue. In practice is difficult to deduct without in-depth financial modelling and thorough consumer insights. Though a deep dive into the monetary statistics of this concept is out of the scope of this project, it can be assumed to have a positive impact on the brand image among young adults, as has been stated by both participants of the qualitative research done in Chapter 7 and feedback received during informal conversations.

Advertising aside, the concept itself does allow for three revenue streams, and, depending on the level of success, the strategy can become profitable through direct means as well. However, it is recommended for the company

to see this concept as an investment in the engagement of the future generation with the brand and company, other than a stand-alone monetary strategy.

It should also be noted that the concept does not require much initial funding to set up a pilot for testing towards proof of concept, neither does this relation shift through upscaling in horizon 3. Working together with *Wegenwacht*, many assets already owned by the company can be used to have this concept function in full glory. (Close to) depreciated vans used by *Wegenwacht* services can be given new life by functioning as the base for the repurposing workshops. The workplaces spread throughout the country can be added upon by having them facilitate the concept, even if just for pilot purposes. Tools and other gear can be shared between *Wegenwacht* and the subordinate vanlife department. Through combining forces through teamwork, most heavy investments can be circumvented, thus reducing risk of financial losses.

11.3 Desirability

The desirability of the concept can be tested in two ways: through envisioning interviews with the consumer, and through test drives. While the test drive is far beyond the scope of this project, the interviews have proven quite valuable in giving insights into the wishes and demands of the consumer, and the likability of personal engagement with the concept should its services become available.

Through the interviews, before mentioning anything about either the inclusion of ANWB or the strategic proposal, the drivers of the consumer were identified. Using this revelation, the concept has been designed to incorporate the three main value drivers of the consumer concerning vanlife, being the sense of freedom through unrestrained travel, the sense of joy that the repurposing process brings, and the expression of self-identity that can be put into the creative process accompanying the repurposing of the van.

As the concept drives on both building the van and travelling around with a van, it allows the two to be split from one another, bringing many opportunities with it. Through embracing freedom throughout both aspects of the concept, the vans can be built in different (internal) styles and layouts, in turn boosting the individuality of the van, and thus that of the builder and driver alike. The builder is free to adapt the van towards their own design vision, while the traveller can choose between a wide array of unique vans that suits their personal style best.

The interviews also granted insights into the brand image of ANWB, which, in diminishing terms, has a long way to go. Though this was no surprise, the positive aspects of the brand were also defined, allowing for specific honing in on the positives, while changing the negatives to suit the Gen Z narrative. Using a more

adventurous style of branding and implementing this branding strategy into the marketing of the concept has been unanimously stated to help the image of the ANWB reach the audience in a more desirable manner.

A specific point to note is that the majority of participants shared their displeasure of the lack of a workspace for building their van. Some were put into awkward positions to build in unpreferred locations, due to the lack of facilities available. This displeasure was uncovered before the concept itself was pitched, thus was an unbiased frustration. This concept could solve this consumer issue.

Of course, the concept itself was also a subject of discussion in the qualitative research. After pitching the concept in objective fashion, the unanimous excitement led to the vast majority of interviews to lean towards a co-creative session, with the participants throwing in ideas themselves to make it even more desirable in their eyes. Using the insights gathered to alter the concept into its current design, the final result is by standards this project's version with the highest potential towards desirability.

11.4 Recommendations

To attain the highest potential towards a successful implementation of this concept strategy, a few recommendations from a designer's perspective are offered. This section lists these recommendations to help ANWB tackle the strategy in the correct way.

The first recommendation is to pilot the strategy first, as described in the roadmap spread over the first two horizons. As there are some variables that are either yet unfounded or unknown, such as the monetary aspects of the advertising campaign, it is wise to test the waters through a pilot run. Using this to test for proof of concept is a good decision, to reduce risk should the unlikely scenario hold that the strategy does not monetize as intended in practice.

As described previously, it is certainly recommended to create a team of ANWB Kamperen that detaches themselves from the main company hierarchy of the ANWB. This enables for quicktime adoption of necessary alterations to the proposed innovation to tweak the details, in turn creating the best version of the strategy possible. The design roadmapping process done in this report certainly models the context of the concept, but unforeseen adaptations will most likely be necessary throughout the implementation phase. These adaptations are easier to put through without a thorough chain of command decision-making process, thus giving this subordinate team responsibility privileges will surely help this process along, thus making the implementation period shorter.

To start off the implementation strategy, it makes sense to use an area with a dense population, reaching more people within the market area radius of both the workshops and consecutive workspace, depending on the current stage. A good spot to start would be close to the headquarters of ANWB, covering

the southern part of the Randstad, the larger metropolitan area of the Netherlands, of which the south area includes cities as Rotterdam and The Hague. This also grants a great opportunity to test out the functional market radius of the workshops and workspace, providing valuable data and insights on the behavior of the consumer related to transit. Tests as these are also recommended to include when the rental service rolls out, granting insights into the optimal distribution of the vans throughout the market area reach.

The last recommendation is for the ANWB to stay updated with trends and to dive deeper into their activities as an association. The current market demands for companies to take moral stances, boosting engagement through valid and grounded activities towards a clear goal. ANWB can use their unique profile as both a company and an association to easily use this technique to their advantage, provided they communicate their beliefs in a concise and clear manner, and boost their goals with activities that validate their statement(s).

12

DISCUSSION & CONCLUSION





With the project finalized by the end of previous chapter, this chapter discusses its content and reflects objectively on the process. Before concluding the report, it further dives into the significance of the insights and findings stated throughout this document, and elaborates on its contextual importance to the field of research and ANWB. It is then that this project will be concluded, as the next section answers the research question stated in the very first chapter, and the implications of this conclusion for the assignment's overall findings.

12.1 Discussion

The process of gathering insights for this project covers many different techniques of research. Therefore, the validity of the content of this report may differ between research techniques used. This section will discuss the validity of the content of this report in retrospect of its fabrication process. Furthermore, it will discuss the added value for the research fields in question.

PROCESS VALIDATION

The main techniques used for gathering insights are desk research and interviews. The desk research is used to gather insights on trends in the market and on the company and contextual industries. While the most current trends are difficult to establish with academic sources alone, a significant quantity of less credible sources stating the same trends also deliver insights of value. Most trends have also been backed by academic findings for validation purposes, raising credibility of statements made accordingly. For the industry, mostly surface-level research has been done, looking into the offering of ANWB and its competitors, as well as what players are present within the framework of the industry.

The interviews are done to gather significant data on the consumer's behavior and their thought processes. The value drivers defined in this report are derived from these findings, and have all been mentioned by the vast majority of participants. Whereas some individuals would disagree on several points, these statements were not used for the further development of the concept. Using only the significant data output of both the interviews and previously mentioned desk research allowed for a well-grounded design of the innovation strategy.

CONTENT VALUE

The content of this report is valuable for the query-giver ANWB, as most of the project has focused on their specific context. It is therefore possible that not all of the content is applicable to each and every scenario.

Insights on the experience of vanlifers is generally solid information, assuming the correct demographics apply. Should any of these differ, question remains if the findings still apply to the different target group. The best example of this would be a similar target group in age, but from another country. Cultural differences can greatly alter the consumer's behavior and thought process, and thus the insights presented in this document should be taken with a grain of salt outside of the mentioned demographical group.

The Dutch are a very camping-focused country, having significantly more caravans and RVs per capita relative to neighboring countries. This fact might also shift the findings of this report in international context. That said, the content of this report is applicable for the mentioned contextual setting, including the Dutch camping industry and the target audience of Gen Z.

In final, the content of this report is applicable and valuable in its own context, yet should be seen as less credible outside of it. Furthermore, the insights into the workings of the target group are prone to change, as the cultural development of the young adults of Gen Z will naturally diverge from the path set in this report. The credibility of the insights is significant in the context of this research, as its validity is used to answer the research question that started off this project.

12.2 Conclusion

The goal of this project was to design an innovation strategy for ANWB to monetize on the market segment that near-future Gen Zers provide with focus on their camping offering. This was done as a case study, helping to answer the research question defined in Chapter 1: “What business strategy can be designed for ANWB to activate Generation Z to become members of the association through the camping portfolio of the company?”

The concept proposed within this project has a high focus on vanlife, a trend that is rapidly gaining ground among the young audience. Through qualitative research, three major consumer value drivers were found: the freedom of unrestrained travel, the joy of building things, and the expression of identity through creative decision-making. Incorporating all three of these drivers into this innovation strategy proposal theoretically ensures desirability with a rise in consumer engagement among the target audience as a result.

However, through qualitative research, it was found that the current brand image of ANWB created a major hindrance towards consumer engagement with Gen Zers, as both the branding and marketing strategy currently fail to target them specifically. Using the strengths of the brand and company to the advantage of ANWB, the proposed strategy uses service offering as an advertising campaign. Through the use of branded rental vehicles, ANWB can position themselves in a new light, allowing the adventurous side of camping to be communicated over the family-focused essence that the camping industry often refers to. Proposing a PLC with specific branding recommendations allows ANWB to market the concept targeting the audience directly, thus raising chances of success on brand image and monetization alike.

As vanlifers reach out through social media, as the average Gen Zer does generally, playing onto this communal aspect is an important part of this strategy to work. Using influencers to boost consumer engagement with the service offerings, workshops are introduced to provide a low-effort and low-investment opportunity to experience the building or repurposing process of a van into an RV, something that has been missing on the current market. In similar fashion, the built RV-vans are rented out to provide a similar low-investment experience covering the travelling part. Consumers are granted easy access to the vanlife experience, introducing them to potentially their future preferred way of travelling.

As ANWB covers most of the positions within the camping industry surrounding the consumer, implementing this strategy will allow them to function even more as the one-stop shop for anything camping they already were, in return providing incentive for the target group to go on camping vacations, thus needing other services also provided by ANWB. This provides reason for the consumer to become member, to make use of the loyalty bonuses provided with memberships.

However, Gen Z will not easily become member, as the association needs to be aligned with their personal moral stances. Using this to the company's advantage, ANWB should position themselves as straightforward, communicating their association segment's activities under the phrasing of a single or few large overall goals, e.g. “carbon neutral mobility by 2030”. Playing on the notoriously short attention span of the average Gen Zer, quick strong statements work much better than overinforming without proper focus.



Reflection

I won't lie, graduating has been a struggle. As working from home has never been my forte, my prospect of successfully graduating plummeted with the start of the COVID-19 pandemic. This project is also my second graduation project, as the first just was not meant to be. All together, I have been busy with graduating (and dealing with a lot of mental crap) for almost two and a half years as of the ending of this project.

However, even after all the drama and demotivating happenings, this project took a turn for the better. With an enthusiastic team of mentors and the pandemic reaching its end, I grabbed my chance to finally graduate, this time with success. It is also due to the struggles involved that I am extremely proud to present this project, finalized and in my opinion of good quality. On a personal level, I know I needed this win, plotting the path toward a better future in the next chapter of life.

On a process level, nothing new stood out to me personally on my own strengths and weaknesses. As predicted, I tend to take more time at the start of the project, aimlessly trying to get a grip on the goal at hand. As I have learned in my time as a student, this time can be easily retrieved however with my solid writing skills, allowing me to relatively quickly get back on track. In previous projects, I was actively trying to avoid the struggle at the start by enforcing much pressure on doing better, but during this project, I enabled myself to work around my flaws and use my strengths to get up top.

That said, the open scope of the project did lead to some difficulties at the beginning. In future projects, I will try to make deliberate choices quicker from the start, creating a more directed path to research, other than the industry as a whole. Much of the research done became obsolete due to the design choices further down the line, and thus doing this research could have been prevented by making decisions earlier in the process. Of course, this amounts to a balance, as some insights and a wide perspective allows for better decision-making.

All in all, it was a pain, a struggle, a journey, and a period of life in which I have learned much, both professionally and personally. Whether good or bad, everything that happened made this project a challenge, one that I was not willing to lose. Through perseverance on levels I had never realised I was capable of, I am oh so happy to be finally able to say that I have graduated from my Masters course. Thus, I can work further towards my end goal of using that grey mass of mine to crosslink wide amounts of information and puzzle the optimal strategy for companies together. Using my analytical and creative prowess to help conquer any problems at hand, I look forward to continue my journey as a strategic consultant.

I hope this report was as nice to read as it was to deliver. If not, I salute your perseverance for coming this far anyway. With kind regards,

Niek

Glossary

ANWB

Royal Dutch Touring Club ANWB, query-giver and case subject.

Brand archetype(s)

Mark and Pearson's (2001) brand identity model, defining 12 archetypes that all brands adhere to.

Brand DNA

The main essence of a brand. A model by van der Vorst (2021) requires the definition of the brand's purpose, positioning, and personality.

Brand image

The image that pops up in the minds of consumers when thinking about a brand.

Brand manifestation(s)

Any communication material branded under the name of a specific brand. Examples are a website, poster, flyer, social media post, merchandise, products, etc.

Brand perception

The perception of a person related to the DNA of a brand, making a possible lack of communication apparent when present.

Branding strategy

The strategy of a company covering the branding of their portfolio.

Camper

Individual traveller staying the night in tents, caravans, RVs or similar.

Circular economy

Notion of a continuous product lifespan, being able to restart the production cycle with only the materials and energy left over from its end-of-life produce.

Circularity

Adhering to a circular economy.

Conceptualization

The process of designing and developing the concept further into detail.

Creative session

Meeting with creative participants for design insights, often linked with ideation.

Design roadmapping

Method by Simonsen (2017) describing the design process of creating a strategy delivered through a roadmap.

Electric vehicle(s) (EV(s))

Vehicles fueled by electricity through their electrical engine.

Gen Zer(s)

Individual(s) born between 1995 and 2010.

Generation Z (Gen Z)

One of the defined generations of people, including those born between 1995 and 2010.

Glamping

A portmanteau of glamorous and camping, the act of camping with abundant luxuries at the travelers disposal.

Horizon(s) (on roadmap)

Temporal segments of the strategy, the next further developing on the contents of the previous.

Ideation

The designer process of generating ideas.

Loyalty program

Marketing technique that rewards the consumer for any prescribed form of loyalty.

Marketing mix

Model for developing the marketing strategy, focusing on the 4 P's: product, place, promotion, and price.

Marketing strategy

Plan to successfully market a brand, its portfolio, or a specific product or service, covering all marketing aspects.

Millennial generation (Gen Y)

One of the defined generations of people, including those born between 1980 and 1995.

Millennial(s)

Individual(s) born between 1980 and 1995.

Product launch campaign (PLC)

Strategy for the introduction of a new product or service onto the market.

Recreational vehicle

Powered vehicle used for camping.

Sharing economy

An economic system in which assets or services are shared between private individuals.

Strategic roadmap

Visual representation of the strategy horizons, roughly sketching the main aspects of the strategy at hand.

Tactical roadmap

Visual representation of the strategy, showing the contents of the horizons in detail and linking activities together.

Target audience/group

Group of individuals targeted within the marketing strategy, specified by common attributes, demographic or else.

Value driver(s)

Intrinsic value that incentivizes the consumer to experience the functionality of the product or service.

Value proposition

Value that the company offers the consumer by offering their product or service.

Vanlife (#vanlife)

Movement on social media celebrating the freedom of unrestrained travel in a van converted to an RV.

Vanlifer(s)

Individual adhering their lifestyle to the vanlife movement.

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APPENDIX



APPENDIX A

Project brief

APPENDIX B

Interview guides

APPENDIX A - Project brief

Personal Project Brief - IDE Master Graduation

Designing a strategy for camping portfolio to appeal to a new generation project title

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

start date 04 - 07 - 2022 02 - 12 - 2022 end date

INTRODUCTION **

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

This project will be done for ANWB, a large organisation offering service solutions for mobility, vacation and other forms of leisure. The company started off as a society for cyclers, but has evolved way beyond their initial bounds to include offerings for cars such as roadside assistance and assurances. Being the largest club of the Netherlands, they work with memberships: members of ANWB can gain many services such as Wegenwacht (roadside assist) and price deductions on products and vacations. The organisation owns a few tour operators, about 50 driving schools, has their own towing company, and has 87 physical stores selling "documents, leisure clothing and travel products". The company itself currently has over 3.000 employees and 4,4 million members. They also publish Kampioen, the biggest magazine in the Netherlands with a circulation of over 3,5 million copies. So in short, they are a large company focusing their efforts on offering solutions for private mobility and vacation and leisure. They also use their size and backing of members to lobby their ideals on fields of sustainable mobility, smart navigation, leisure, safety and others to political powers such as The Hague or Brussels.

The targeted audience for this project is what the ANWB segments as young people, specified to people under the age of 35 and without children (as people with children are represented in the young family segment). Their perception of ANWB is an immensely important factor for this project, as I currently want to research if the branding and marketing efforts of ANWB, as well as their apparent personality traits, match up with a younger audience. The organisation mentions they experience a lack of younger members, and sees their current clientele gradually aging up. After a quick ask around, it appears ANWB is a company that is currently often perceived as trustworthy, simplistic, does-what-it-should, but to some extent also boring or dull. It could therefore be necessary for the organisation to alter their message, be it through branding, portfolio innovation or marketing. This discrepancy is visualised on the next page, with the first picture depicting the ANWB, and the second one of what I think camping could be like for the younger audience. The extent as to how the organisation is currently perceived this way has to still be researched though, which is one of the main points of this project.

Other stakeholders within the context of this project are for example the Dutch Government, as well as that of the European Union, as both have major influence over legislative aspects of what the ANWB can and cannot offer. The legislation of EV's for example generates a large shift within the organisation to facilitate innovation on that field. Of course during the project more stakeholders will become apparent, but for a quick context analysis these form the main ones.

Of course there is also the project itself, coached by a team consisting of both personnel of the TU and the ANWB, and executed in full by myself, the student. Collaboration with the team of ANWB can give me insights into the culture of the organisation, where the TU-based chair and mentor act as guides throughout the process and sources of information on their respective expertises.

space available for images / figures on next page

Personal Project Brief - IDE Master Graduation

introduction (continued): space for images



image / figure 1: Picture accompanied with the "ANWB Top campings 2019 bekendgemaakt" article, anwb.nl.



image / figure 2: A depiction of what camping can be, experiencing nature with friends, no kids or old people.

PROBLEM DEFINITION **

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

ANWB takes an active stand in their query to appeal to and attract more young people to become members. Specifically, the question came from the camping department within the organisation, so the problem in question is the apparent lack of interest shown by younger people (<35, no kids) to the camping portfolio ANWB offers.

This raises a few questions that are to be answered during this project, such as:

- Why is there a lack of new members in the mentioned segment?
- What are the touchpoints between the segment and the organisation, and what perception is created there?
- What value does the segmented target audience seek in the offering of ANWB?
- Can innovation on the offering of ANWB make the organisation more appealing?
- Are market trends able to be exploited by the company to gain relevance among the younger audience?
- How can ANWB convey the right message towards this segment (marketing, branding)?

What falls within the scope of this project is to find the source of what makes the target audience tick, and create a strategy for ANWB to be able to exploit this in both their portfolio and the communication thereof.

What is not part of this scope is a fully developed portfolio extension: the innovations on the portfolio will presumably remain well-thoughtout concepts. Depending on the flow of the project, what appears to be the most important aspect (innovation on either portfolio or marketing) might influence how much time is being put into one of the two. My initial thought is that the final strategy will consist of a conceptual roadmap to be implemented by the ANWB, taking both product innovation and marketing into account in a 50/50 time division. However, if one appears to be a far more problematic aspect than the other, this might shift to suit the needs of this project and the company.

ASSIGNMENT **

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

I will design a strategy for ANWB to implement, to in turn appeal more to and attract more younger people to ultimately become members of the organisation. This strategy will have a main focus on camping, however will take other aspects and strengths of the company into account to generate an optimised innovation strategy.

The final deliverable will most likely be a strategic roadmap, focusing on both marketing/branding and product innovation over time. The proposed strategic solution should be optimised for the ANWB to incorporate the wishes and demands of the target audience, as well as not harm their current profile.

I expect a few challenges to reveal themselves, of which I can already define a few:

- Finding the balance between the new paths to take to attract a younger audience, while staying true to the (current) essence of ANWB that 4,4 million members know.
- Form the strategy to optimally reach the target audience, yet it still can be implemented within the organisation and its culture,
- Offer a path to ANWB which is both realistic (feasible, viable and desirable) as it is visionary.

Using customer feedback, obtained through interviews, I will test the brand and portfolio perception at different intervals during the project. By doing so, I make sure that my design stays on course to help ANWB reach a younger audience, while staying true to their initial essence that 4,4 million members are familiar with. By observation and through other forms of organisational research, I can make sure that the company culture allows for the changes that are proposed in the strategy, while remaining effective in their end goal. By testing the roadmap on its effectiveness and adapting it to the set demands of the company and customer alike, it is checked on the three pillars of design.

PLANNING AND APPROACH **

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

start date 4 - 7 - 2022 2 - 12 - 2022 end date

GRADUATION PLANNING		4-jul.	11-jul.	18-jul.	25-jul.	1-aug.	8-aug.	15-aug.	22-aug.	29-aug.	5-sep.	12-sep.	19-sep.	26-sep.	3-okt.	10-okt.	17-okt.	24-okt.	31-okt.	7-nov.	14-nov.	21-nov.	28-nov.
date monday	calendar week	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
project week#		1	2	3	4	5			6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
ANALYZE																							
Company analysis																							
Customer (perception) interviews																							
Market analysis																							
Branding and marketing																							
Stakeholder mapping																							
SWOT																							
Re-evaluate findings																							
Check assumptions																							
IDEATE FIRST DRAFT																							
Brainstorm (group)																							
Initial concepts																							
First draft strategy																							
MIDTERM																							
Initial testing (with pot. customers)																							
Adjusting project requirements																							
CONCEPTUALIZE																							
Brainstorm (group)																							
Further conceptualisation																							
Customer (perception) interviews II																							
Define Product Launch Campaign																							
Formulate rough roadmap																							
FINALIZE																							
Create roadmap																							
Define steps																							
Time pacing analysis																							
Horizon definition over time																							
Further elaborate on main idea point																							
Adjust PLC to focus on this point																							
GREENLIGHT																							
Verify roadmap with ANWB																							
Verify final idea with customer																							
Adjust roadmap to final rendition																							
Finalize documentation																							
FINAL REPORT																							
Perfect presentation																							
GRADUATION																							

The project will be roughly divided into four phases: Analyze, Ideate (first draft), Conceptualize, and Finalize. Aside from the initial Analyze phase, which will cover most of the desk research and some initial interviewing, the phases build towards a deliverable that matches with one of the set deadlines for this project:

- The midterm meeting will showcase the findings of the analysis and how that roughly translates into a first draft for a strategy.
- During the greenlight meeting, the strategic roadmap is presented as it is then, as well as the documentation up to that point.
- The final deliverable (week before graduation) is the finalized tactical roadmap, including time pacing and implementation strategy.
- The last week is reserved for preparing an amazing presentation to round up the project.

Noticeable is the vacation in between week 5 and 6, in which I will be out of the country. To accommodate this, I foresaw that an overlap of phases one week prior and after the vacation is a good way to stay on track, as otherwise it might be difficult to follow up on a phase ending three weeks ago. At all other moments, the phases only overlap in a single week, mostly to keep the process fluid.

Speaking of fluidity, it has to be noted that the planning after midterm should be considered as a draft, as it is quite dependent on the process and findings of the activities that came before. For example, it could become apparent that the problem is a more hardware-based problem, or actually more on branding or marketing, which would shift the planning to optimise the process for the best possible outcome of this project.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

After my masters, I want to look into the possibility to become a strategic consultant, working project-based on strategies to be implemented by companies. This project seems to be a look into how that could look like, but then under the tutelage and mentorship of a coaching team from the TU Delft. This way, I am able to dip my toes into the life of a consultant.

This project specifically appealed to me, as it is challenging, yet has a clear objective. My previous attempt at graduation, I came to the conclusion that I need some sort of base to work upwards from, which that project was not able to provide. The scoping of this project is more clear, and yet the project itself is what I believe to be a challenging one. As of now, my personal view of ANWB is it being a bit bland and dull, unlike what I believe someone of my age would connect to for a fun vacation, like adventurous or cool. I know I can handle a challenge, in fact it actually motivates me to accomplish more. This, Although that set base is a must, which this project provides.

Another reason this project appealed to me is the subject itself. Due to it being targeted towards a younger generation, being people of my age, it will be easier to find people to interview etc., in turn leaving more time to work on what drives me the most: designing the optimal solution out of the information given. I personally see the initial research as necessary and possibly the most important part, but not the part in which I get to show what I can do, which is much more apparent in the analysis of said research and puzzling it together into a well-grounded strategy.

The ANWB itself is another reason this project seems like a good fit. The sheer size of the organisation wildly contrasts that of the start-up client of my first graduation attempt. Even though I liked the intimate work environment, I am looking forward to facing a large organisational structure, and working together with people from different departments and backgrounds. It also creates a large opportunity that I can make a big difference in the company, which would be cool to see my work be implemented afterwards. This also shapes to be a motivational boost.

I think my main hope for this project is that I will be able to combine my previously gained competences from the masters program into one single amazing end result. Though it is always good to learn more, I think I have the main competences I wanted to gain during this masters, and therefore see this project as a test for myself to prove that I am indeed capable of doing this. I know that I have a talent for seeing the full picture in ways most do not, so it would be amazing if I learn to hone that skill to generate optimal results. Of course, I will always strive to become better at what I do. My main flaw I would say is working alone, which is not my forte. I have always worked better in teams, combining the best competences together to create the best possible solutions. The lack of teamwork during my graduation project is going to be difficult for me, though I think the mentoring of both the TU and ANWB could help me greatly to evolve more on this field and learn to find and create a team wherever I work.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Because I have had some personal issues concerning mental health lately, in some ways this project is also to prove to myself that I can still do all of this: I still have these competences, even though it might not appear that way sometimes. My graduation is therefore also on a personal level of great importance, as it symbolizes the end of the problematic period and the start of me being myself again.

APPENDIX B - Interview guides

RV-van Owner

Interview Guide

MAIN RESEARCH QUESTION

What experiences does the (ex-)vanlifer have with the entire process from building to travelling and even living?

CHECKLIST FOR START

- Consent form signed
 - (If online:) connection is stable, and Teams is set up
 - Microphone is set-up correctly
 - Audio is recording (through Teams for easier transcription)
 - Pen and paper present for elaboration if necessary
-

INTRODUCTORY SCRIPT

- Personal introduction
 - Interview purpose and interviewee selection criteria
 - Gaining insights on the experiences of a vanlifer like the interviewee, and the drivers behind their consumer decision-making.
 - Make sure consent form is signed
 - Assure both anonymity and confidentiality
 - Interviewee may withdraw from interview at anytime
 - No wrong answers, interviewee should speak from own experiences and opinions
 - If not done yet: ask for permission to record
-

THEME 1: TRAVELLING PERSONALITY

Consumer decision-making through travelling

- What kind of vacation-focused travels do you often make?
 - What do you value most about these?
 - Do you have examples of companies that facilitated your travel needs?
 - Why did you choose for these companies?
 - Do you feel like these companies suit your needs?
 - Do you feel like these companies suit you as a person?
 - What kind of values do you think you are looking for in a company?
 - Why do you choose certain brands of products and/or services?
-

PROBES

THEME 2: BUILDING VANLIFE EXPERIENCES

- What compelled you to build your own RV-van? What about vanlife drives you towards this kind of travelling/living?
- Why did they choose to rebuild this specific van into their RV-van? Any specific demands a van needs to fulfil to be eligible for RV repurposing?
- What does the inside of the van look like?
 - What do they value most of their interior?
- Were there any initial hesitations towards starting the preparation of your own van?
- Would they have made the same decision to build their own van, if there were similar vans on the market that suited their needs initially? (Do it for the building of, or for the end result?)

THEME 3: IMAGE OF AND EXPERIENCES WITH ANWB

ANWB and their brand image

- What does the ANWB mean to you?
- Are you currently a member of the ANWB?
 - Why (not)? What incentivized you to (not) become a member?
- Does the ANWB suit your needs, and how (not)?
 - Why do you choose to (not) make use of their products and/or services?
- What characteristic trait do you value most about the ANWB?

CHECKLIST FOR CLOSURE

- Is there anything the interviewee would like to add? / Did we miss anything?
- Conclusive summary of the interview
- Informing interviewee on the use of the gathered data of this interview
- Thanks

PROBES

RV-van Enthusiast in Doubt

Interview Guide

MAIN RESEARCH QUESTION

What are the value drivers of vanlife enthusiasts, and what keeps them from enjoying this form of travel?

CHECKLIST FOR START

- Consent form signed
 - (If online:) connection is stable, and Teams is set up
 - Microphone is set-up correctly
 - Audio is recording (through Teams for easier transcription)
 - Pen and paper present for elaboration if necessary
-

INTRODUCTORY SCRIPT

- Personal introduction
 - Interview purpose and interviewee selection criteria
 - Gaining insights on the drivers of vanlife enthusiasts, and the criteria bound to their consumer decision-making.
 - Make sure consent form is signed
 - Assure both anonymity and confidentiality
 - Interviewee may withdraw from interview at anytime
 - No wrong answers, interviewee should speak from own experiences and opinions
 - If not done yet: ask for permission to record
-

THEME 1: TRAVELLING PERSONALITY

Consumer decision-making through travelling

- What kind of vacation-focused travels do you often make?
 - What do you value most about these?
 - Do you have examples of companies that facilitated your travel needs?
 - Why did you choose for these companies?
 - Do you feel like these companies suit your needs?
 - Do you feel like these companies suit you as a person?
 - What kind of values do you think you are looking for in a company?
 - Why do you choose certain brands of products and/or services?
-

PROBES

THEME 2: BUILDING VANLIFE EXPERIENCES

- What interests them about the vanlife trend on Instagram (or other socials)?
 - Are there aspects that interest them in specific about the trend?
- Is the interest in the trend linked towards their own desire to travel with such a van? (Assumption: interested in the experience)
- What about the vanlife movement would compel them to try it out themselves?
 - Any specific goods/gear/services that would be necessary?
 - What kind of vibe should the van have?
- Is there a current boundary that halts their wish to drive their own RV-van? (Assumption: effort/time-consuming through building)
- Do they know people that are an active member of the vanlife movement? Do they know them well/personally, and/or do they follow their activities on socials?

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ANWB and their brand image

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PROBES