

Evolving Secrid's product offering into product service systems.

A concept and strategy — *By Julian Neef*



Personality

EVOLVING SECRID'S PRODUCT OFFERING INTO PRODUCT SERVICE SYSTEMS.

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PREFACE

As a student Strategic Product Design, the graduation project is the culmination of over six years of education. Throughout my period as a student I gained knowledge on design and its value for the consumer, the organisation and the environment. It has taken time for me to fully acknowledge and see the value of the study as it often sounded as a feast of trendy buzzwords.

The challenge for me has been to look beyond those buzzwords and see their meaning and implications. Before starting Strategic Product Design I interned at a company to enable me to link the theory I would learn to examples I had seen in practice. This resonates with various projects that applied the theory to practice, which made the potential value of a Strategic Product Designer much more concrete.

Originated from a personal hobby, innovation in the area of digital products and services has always interested me. When Secrid offered a position to explore this market for the company, I was eager to take on the challenge. Throughout the past months, Secrid has left quite the impression on me. The growth of the company and their dedication to design is astounding and has motivated me to bring this project to a successful end.

About the report

The report that lays before you—the reader—takes you through the journey of this project; from nothing to something. Although the journey unfolded to be messy, the report aims to bring structure to this project and has been divided into four sections. Accommodation—the first section—helps the reader to accommodate on the company, context and the assignment of this project. The design section introduces the deliverables of this project. The final two sections (The Future Of) discuss the implications of the deliverables. Each individual section is concluded with the key takeaways of that section.

Every section consists of multiple chapters, which start with a management summary of the matter that will be treated in that chapter. Within a chapter, multiple subchapters divide the purpose of the chapter and guide the storyline of the entire

report. Finally, the report concludes with a conclusion, recommendation and a short reflection on this project. Thereafter, appendices can be found that contributed to this project, which are referred to within the text of this report.

Acknowledgements

This project could not have existed without many people that have been around me and supported me the past months. First of all, thanks to René and Marianne for the opportunity for this graduation, their knowledge, guidance and support. I also want to thank Giulia and Sjoerd for their guidance, support and continuous belief in a happy ending.

There are also many people in my direct surroundings that have helped me along the way. Eva, thank you for your love and support. Many thanks to my family and friends that have been involved and the entire Secrid team for enabling me to work with and alongside you. Special word of thanks to Remco for proofreading. Anu, Omar, Harry, thank you for everything. A final word of gratitude goes out to Esther and Farid, for keeping me physically fit to handle this challenge.

MANAGEMENT SUMMARY

Secrid is a company that designs and manufactures innovative wallets and has grown very fast by doing so. The company has the ambition to play an important role in the self-defined pocketwear market, which is symbol for small and convenient products you carry with you. Acknowledging the rise and popularity of the smartphone as a pocketwear product, the company desires to explore the market of digital products and services.

Secrid has not yet expanded their product portfolio beyond the wallet. However, brand extension is necessary for any one-product-brand to survive. As Secrid currently has no efforts in this market of digital products, there needs to be a way to translate Secrid's brand to digital products and services. By designing for a typically Secrid emotional experience, the brand can be translated to this market independent of the functionality of the products for this market.

Personality Driven Design

Personality Driven Design is a tool that materialises the process of design for an emotional experience. It has been extracted what concerns Secrid's customers have regarding their wallets as those influence the emotional experience according to appraisal theory. Designing for those Secrid specific concerns for different products is accomplished by ideating around personality traits that are matched to those concerns, as people connect with products in a way similar to how they connect with other humans.

Through this process of ideation, it is continually asked how a certain personality trait influences the usefulness, usability and desirability of a product; thus making the design of a new product personality driven. As Personality Driven Design is focused on the emotional experience of the product that is subject to its process, it can also be useful for the design process of for example the marketing department. Additionally, it provides a new perspective on the development of the Secrid brand.

Personality Driven Design is the first step by step tool to design for an emotional experience and has impact on design methodology and design for emotion literature.

Beyond Secrid, the tool or its mechanism can even be generalised to different companies and purposes.

Portfolio of Concepts

As Secrid needs a way to get started in this new market, the portfolio of concepts is introduced. The portfolio consists of four concepts that indicate Secrid's role in the market by being designed for different—yet still Secrid—concerns. The Talisman concept envisions Secrid's ultimate role in the market and embodies what the company can accomplish in the future. The Passbook concept is a less complex concept that the company can immediately start with.

The concepts of the portfolio are sequentially more complex, so the company needs to acquire the necessary capabilities to realise those products. This is primarily done by the hiring of new people and partnering with a software development firm. Internalising knowledge on digital products and services has the added benefit that the company acquires the flexibility to deal with and act on technological innovations, which can also be beneficial for the physical product portfolio.

As the company looks towards the market of digital products as a great opportunity that can add value to the brand and organisation, every concept contributes to various performance indicators to indicate their success. The risks that come with the development of the portfolio are identified and mitigated by various strategies that indicate the company needs the flexibility to adapt alongside the development. Every project can be strategised, but as change in the context is unavoidable, such a strategy is never finished.

Conclusion

Personality Driven Design and the portfolio of concepts provide Secrid with a way to enter the market of digital products and services and has a wide variety of inspiring products it can start developing. It is therefore recommended that Secrid starts implementation of both deliverables.

TABLE OF CONTENTS

PREFACE	4
MANAGEMENT SUMMARY	6
TABLE OF CONTENTS	8

Accommodation

1. INTRODUCING SECRID	14
1.1 Company.	16
1.2 Market and competitors.	20
1.3 Customer.	24
2. ABOUT THE ASSIGNMENT	26
2.1 Moving into product-service systems.	28
3. LITERATURE REVIEW	32
3.1 Transitioning a brand to product-service systems.	34
3.2 Design for a coherent emotional experience.	36
4. METHOD	40
4.1 Defining the deliverables.	42
4.2 Approach to this project.	44
4.3 Timeline of activities.	46

Design

5. PERSONALITY DRIVEN DESIGN	56
5.1 Mechanism of the tool.	58
5.2 Instructions for use.	62
5.3 Elements of the toolkit.	64

6. PORTFOLIO OF CONCEPTS	68
6.1 Striving for product-service systems.	70
6.2 Passbook.	72
6.3 Access.	74
6.4 Foundation.	76
6.5 Talisman.	78

THE FUTURE OF Personality Driven Design

7. THE IMPACT OF PDD ON SECRID	86
7.1 Brand development.	88
7.2 New product development.	90
7.3 Marketing and communication.	92
8. THE POSITION OF PDD BEYOND SECRID	94
8.1 Generalising PDD for broader use.	96
8.2 Position of PDD in the design profession.	98

THE FUTURE OF The Portfolio of Concepts

9. IMPLEMENTATION STRATEGY	106
9.1 Purpose of the portfolio.	108

9.2 Role of the concepts.	112
9.3 Roadmap.	114
9.4 Development strategy.	122
9.5 Marketing strategy.	126
10. IMPACT OF THE PORTFOLIO ON SECRID	130
10.1 Impact on the company's capabilities.	132
10.2 Contribution to the key performance indicators.	136
10.3 Risk analysis.	140
CONCLUSION	144
REFLECTION	146
REFERENCES	148
Appendices	154
Appendix A: Observational research.	156
Appendix B: Design language & principles.	158
Appendix C: Comparison to Vip, JJG & Spirid.	160
Appendix D: New framework version.	162
Appendix E: Idea generation.	164
Appendix F: Idea rating.	166
Appendix G: Top rated ideas.	168
Appendix H: Researched wallet concerns.	170
Appendix I: Sourced personality traits.	172
Appendix J: New concept posters.	174
Appendix K: Design tool board.	178



PART 1

ACCOM- MODATION

- Chapter 1. **Introducing Secrid**
- Chapter 2. **About the assignment**
- Chapter 3. **Literature review**
- Chapter 4. **Method**

CHAPTER 1

Introducing Secrid

This chapter introduces Secrid, a Dutch company that designs and manufactures wallets. The goal of this chapter is to inform the reader about the Secrid brand and organisation. Secondly, the wallet and pocketwear markets are introduced alongside Secrid's main competition in these markets. Finally, the chapter concludes by introducing Secrid's target customers.

1.1 COMPANY.



Figure 1. The Secrid product portfolio: Cardprotector, slimwallet, miniwallet & twinwallet. All products are available in different colours and leather variants.

Secrid is a Dutch company that designs and manufactures wallets. Founded in 2009, the company designed the award winning Cardprotector, a small aluminium housing that protects four to six cards, which sits at the center of every Secrid wallet. Every wallet is available in a variety of different colors and materials (Figure 1), which are updated twice every year; just in time for the spring/summer and autumn/winter seasons. This release cycle is comparable to that of the fashion industry.

Over the past six years Secrid has achieved a year over year growth rate of about 100%, mainly by expanding the sales network. For the years to come, the company aims to grow 50% year over year based on the current product portfolio. In 2016 the company aims to sell over one million wallets worldwide, which would scale it to a revenue comparable to companies such as Fatboy, Moooi and Marlies Dekkers.

1.1.1 A pocket-sized revolution

Secrid's founders are very consciously building their company and its identity as they aspire Secrid to lead a pocket-sized revolution. This credo embodies that small



Figure 2. The Secrid passport details the meaning of the seven organisational values: independent, respect, together, creative, fan-tastic, modest & growth.

products you carry with you can have a huge impact on the world, because every penny you spend determines the world you want to live in.

For a couple of years now, Secrid has spent a great deal of time trying to define what sets their organisation apart from other companies. This has led to the creation of the Secrid Passport, a small passport-like book containing seven organisational values (Figure 2). Besides this, the company is currently in the process of defining the Secrid brand. Throughout the company there is a sense of what the Secrid brand is, but this has never been made explicit. Today, Secrid's founders are themselves involved in everyday decision-making to ensure any effort matches their idea of the Secrid brand.

It is therefore clear that especially the product development, marketing communication and graphic design departments would benefit from a well-defined brand. To accomplish this, Secrid has hired another graduation student and is working with external consultants and employees from different departments to capture the Secrid brand in a brand book. This brand book can support the different departments in



Figure 3. A typical Secrid celebration.

their projects with clear, unambiguous guidelines. At the time of this writing, this is still an ongoing effort.

1.1.2 From cow to consumer

Originated at the design table and countless prototypes later, Secrid works with suppliers and manufacturers from The Netherlands to realise its products and improve their production processes. As an example Secrid has developed new tooling to cut the leather more efficiently—saving 20% of leather—which is a big deal as 3% of all Dutch cows end up as a Secrid wallet.

Secrid currently employs around 70 people (Figure 3) in different departments. A large part of the workforce works in sales related jobs, managing an ever larger network of agents and retailers around the world. All retailer, agent and webshop orders are



Figure 4. The Secrid design studio.

distributed from the Secrid headquarters in The Hague. The R&D department (Figure 4) designs new products and tools to test, manufacture and sell Secrid products. As the mechanism to pop out the cards of the wallet is unique, Secrid is eager to protect its intellectual property with patents and actively averts replicas from its market. The marketing and communication and graphic design departments work on communication to the outside world through words and visuals.

Secrid is proactively trying to improve the quality of its work and processes, embracing technological advancements, implementing a state-of-the-art ERP & CRM webplatform and allowing its employees to optimise their own workflows, borrowing parts of the lean manufacturing methodology (Melton, 2005).

1.2 MARKET AND COMPETITORS.



Figure 5. Secrid's competitors Bellroy, Dosh and Ögon.

In its six years of existence, Secrid has developed a modern line of innovative wallets that features a model for everyone. By adding new types of leather and new colours every spring/summer and autumn/winter season, the collection stays updated regularly. The Secrid wallets have seen a year over year growth of over 100%. For a large part, this has been achieved by expanding the amount of retail locations to around 5000 stores worldwide.

Although the Secrid wallets appeal to more people and every year and the company is growing at a very fast pace, the company has not expanded its product portfolio beyond the wallet yet. This makes Secrid vulnerable as their main competition is the more traditional market of small leather goods which poses the threat of new entrants in the pocketwear market.

1.2.1 The small leather goods & wallet market

As Secrid wallets are different from traditional wallets, it was difficult for Secrid to position its products. This led to a market entry primarily through office supply stores as the market perceived the product more as a gadget rather than a wallet. Secrid has focused on changing the image of their products towards a fashion accessory by moving its products to men's fashion and leather goods shops and expanding the

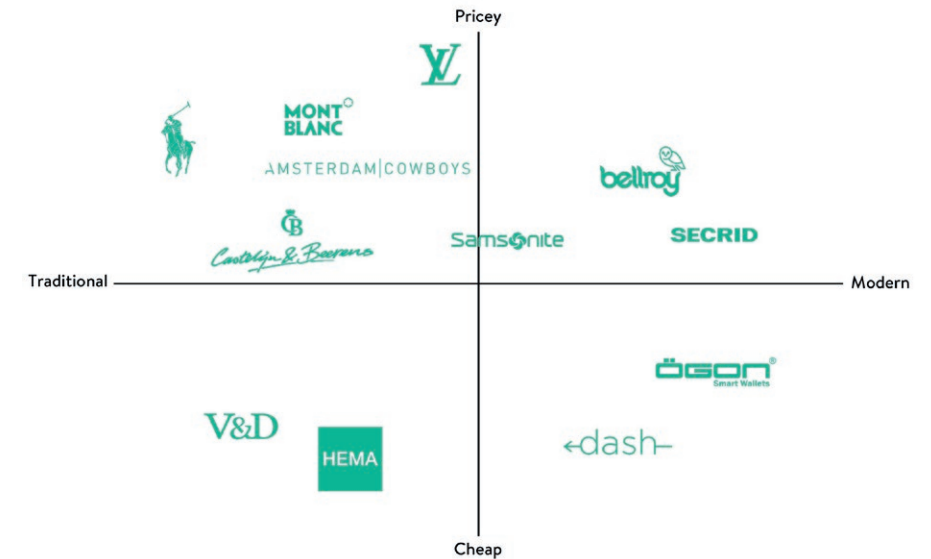


Figure 6. A comparison of some competition in the wallet market.

collection of leather variants. Comparing Secrid to the traditional leather industry, the company has already outgrown Castelijns & Beerens—one of the largest leather goods manufacturers of The Netherlands—in terms of revenue.

Secrid may not compare itself to the more traditional market of small leather goods, but for most consumers a Secrid wallet is just an alternative to a more traditional wallet. However, recent technological developments have increased demand for more innovative wallets that offer protection against the hacking of RFID cards. Secrid is therefore part of a market of more innovative wallet manufacturers, among which are Bellroy, Dosh and Ögon (Figure 5).

Secrid's main competitors of the wallet market have been positioned against each other to see how Secrid matches up to these manufacturers in terms of innovativeness and price (Figure 6), as those indicators are the main differentiators of the brands in the market.

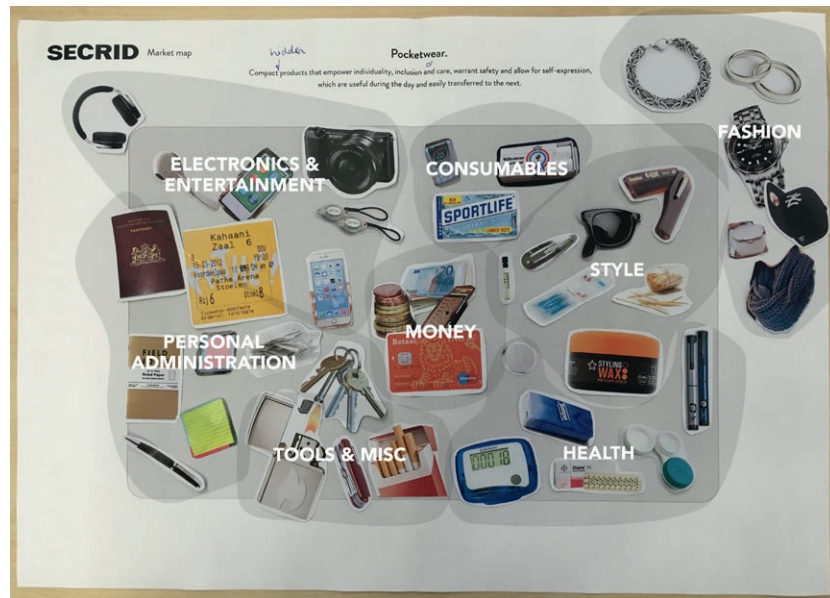


Figure 7. Categories of products in the pocketwear market.

1.2.2 The pocketwear market and everyday carry

Secrid has the ambition to rule the pocketwear market, a self-defined market for pocket-sized, convenient products that fit our dynamic lives (Figure 7). Many different companies design products that can be classified as pocketwear, but there is no company that specialises explicitly in the pocketwear market. For now, Secrid has focused on its wallets, but has plans for more pocketwear products to expand their physical product portfolio.

The pocketwear market is flooded with promotional gifts and there is a lack of effort in the higher end of the market, which is where Secrid aims to position itself. A popular category of products in the pocketwear market is the so-called Everyday Carry (EDC), which are essential products with a focus on functional aspects that you need to carry every day, such as wallets, keys, pens, knives and more.



Figure 8. Popular pocketwear crowdfunding projects.

Considering the many initiatives on crowdfunding platforms such as Kickstarter (Figure 8), the market is trying to modernise. New small teams try to disrupt the market with innovative products, but lack a professional approach in their design, production and retail processes. Established companies have difficulties to innovate, providing an opportunity for Secrid to disrupt the high end of the pocketwear market.

In terms of functionality, the pocketwear market has seen innovation from digital products and services, especially in mobile applications. This app economy has brought countless software products that can be treated as pocketwear. Notebooks, calculators, medication reminders, tickets, receipts and many more pocketwear functionality has been translated into apps (Figure 9).

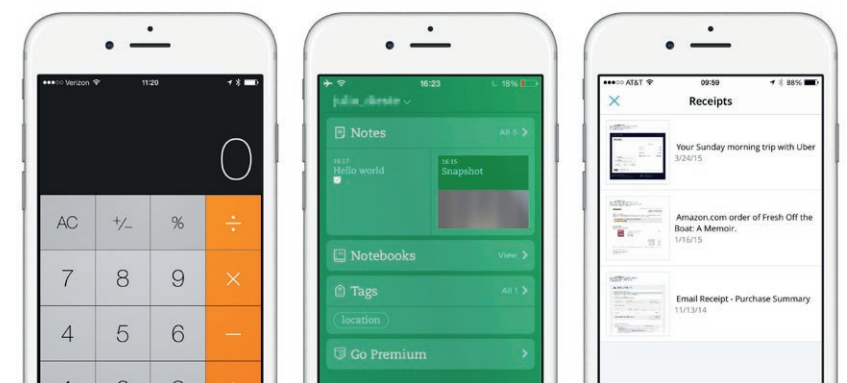


Figure 9. Smartphone apps related to pocketwear functionality.

1.3 CUSTOMER.

Figure 10. Deux Freres, one of Secrid's many retail locations.

Secrid has built a vast network of agents and retailers through which the company sells their products to consumers in around 5000 locations worldwide. Besides their indirect channels, Secrid also sells directly to consumers through their website, which is scheduled to launch this year in the United States.

In the early days, the company expected its products to mainly appeal to younger generations. However, the wallets were first adopted amongst seniors who enjoyed the wallets for their ease of use and protective features. To appeal to a wider public, Secrid has repositioned its brand in the higher end of the market, shifting its retail locations from office supply stores to male fashion and luxury leather goods shops (Figure 10).

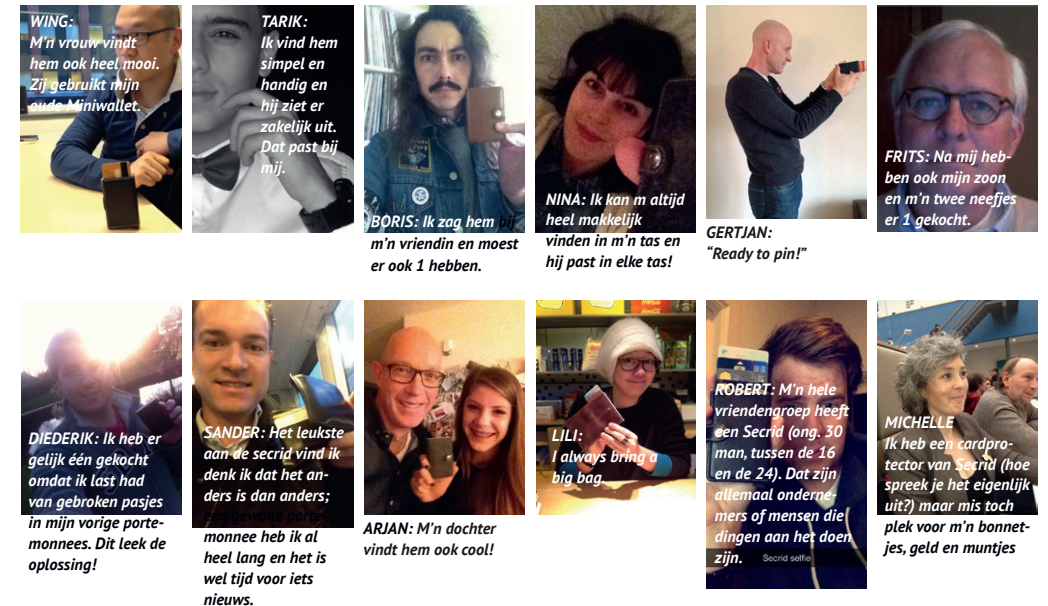


Figure 11. This collection of Secrid customers shows the varied demographics of the company's target group.

Market research by The Young (De Jonge, 2014) shows a varied customer profile (Figure 11), making it difficult to generalise Secrid's target group in personas based on the current product portfolio. Among Secrid wallet owners, all age groups and demographics are represented. This means that it may be easier to unify the target group by what they value in their wallets or the Secrid brand instead of demographics, which will be explored later in this project. It could also be concluded that Secrid does not know their target customers very well.

CHAPTER 2

About the assignment

This chapter introduces the assignment of this graduation project. The current situation of Secrid in its market is discussed, along with the complication that is the motivation for this project. Secondly, the research questions are introduced, which revolve around Secrid desiring to enter the market of digital products and services. Thirdly, the requirements and expectations of the company in relation to this endeavour are discussed. Finally, this chapter introduces a framework of key performance indicators that will help to determine the value the potential future products in this new market.

2.1 MOVING INTO PRODUCT-SERVICE SYSTEMS.

The digitisation of society is undeniable and is the foundation for this project. Traditional manufacturing companies are moving more and more into services, powered by modern internet technology ("The Most Innovative Companies of 2016", 2016). For consumers, their mobile devices are the embodiment of this change as a platform and touchpoint for services of third parties due to their nature of being internet connected at all times (Yoo, Henfridsson, & Lyytinen, 2010).

2.1.1 Situation and complication

Secrid has positioned itself in the pocketwear market in a unique way by developing high-quality products. However, the smartphone has disrupted the pocketwear market by making functionality that is typically associated with pocketwear available to all at nearly no cost. The intimate character of the smartphone has led it to become the most used piece of pocketwear (Steemers, Ward, & Witteveen, 2014), posing a threat and providing an opportunity to Secrid.

2.1.2 Research questions

These facts have led to Secrid desiring to explore the market of digital products and services. By exploring this market, Secrid can search for opportunities to add value for their existing customer base and potentially expand their reach to new customers as well. As the opportunities for this market are limitless and the development of digital products and services is resource intensive, the company has questions on how it can best approach this endeavour:

- What is Secrid's role in the market of digital products and services?
- What kind of pocketwear products can Secrid develop for this market?
- How can Secrid integrate their character into digital products?
- In what way can these products generate value for the brand and the organisation?
- Should Secrid branch their product portfolio into digital products and services?

The intimate character of the smartphone has led it to become the most used piece of pocketwear, posing a threat and providing an opportunity to Secrid.

2.1.3 Project requirements and expectations

The research questions implicitly set requirements for this graduation project. First of all, a method needs to be developed that helps to define the role of the company in a new market. Secondly, the project needs to inspire Secrid with potential pocketwear products the company can develop for this market. Third, a tool is necessary that helps to translate the character of Secrid's products to a new market. Finally, it also needs to be explored how the products in that new market can add value for the company and this project should conclude with an advice on whether the move towards digital products and services should be made.

Secrid is careful with the expansion of their product portfolio as new products have to match the distinctive character of their wallets. Also, Secrid has indicated that it would like to at least break even financially in this new endeavour. As the company wants to be inspired with the potential of this new market, there is a sense that these products can add value in different ways than only in terms of revenue and profit. Secrid is prepared to invest in digital products and services when the added value of those projects has been made explicit.

Only 19% of all Dutch citizens are familiar with Secrid's products.

2.1.4 Key performance indicators

To show Secrid how value can be generated by potential efforts in the market of digital products and services, a framework of key performance indicators will be developed. Following the organisational values of Secrid (Figure 2 on page 17), this project focuses on customer loyalty, through which profit margins and revenue can be increased. By increasing customer loyalty, customers will be eager to try out other Secrid products. Also, loyal customers are cheaper to retain than acquiring new customers (Rubinson & Pfeiffer, 2005).

This project will also contribute to the brand awareness as diversifying Secrid's product portfolio will bring the brand in contact with more and different customers. This is especially important considering only 19% of all Dutch citizens (Meulenbroeks & Petit, 2016) are familiar with Secrid's products.



Figure 12. Framework of Key Performance Indicators.

For Secrid, the quality of its products and services is the most important differentiation from direct competitors. The perceived quality of the brand and its products has a great influence on the brand equity and is therefore an important KPI for this project. However, the most important driver of brand equity is price premium, because it determines the premium customers are willing to pay to acquire a brand (Aaker, 1996). According to Aaker (1996), price premium is also the most important driver for brand equity as every other measure should also influence price premium.

All KPIs have indirect influence on Secrid's revenue and profit margins through its brand equity, measured by price premium (Figure 12). When the deliverable of this project is implemented, more attention will be direct towards how these KPIs can be operationalised and measured.

CHAPTER 3

Literature review

Having defined the assignment of this graduation project, this chapter will provide a theoretical background to the subjects at hand. First, product-service systems will be defined and the opportunity of this type of products in relation to product portfolio expansion are explored. Then, a theoretical background is provided on the way companies manage an expansion of their product portfolio and the role of the brand in that process. Then, the focus of this chapter shifts to customer loyalty, as the role of product attachment in customer loyalty will be researched. The chapter concludes by defining a way that enables the design of an emotional experience from a product's personality, in which Secrid's brand takes on a central role.

3.1 TRANSITIONING A BRAND TO PRODUCT-SERVICE SYSTEMS.

Secrid is currently a wallet manufacturer, but has the ambition to explore the market of digital products and product-service systems. However, expanding a company's product portfolio beyond physical products has great impact on both the organisation and the brand.

3.1.1 Product-service systems

A product-service system (PSS) is a special form of servitisation and is “an integrated product and service offering that delivers value in use” (Baines et al., 2007). The PSS can benefit both its user—as it delivers value through a more personalised experience (Morelli, 2006)—and its provider, by saving costs or implementing new business models for generating new revenue streams (Osterwalder & Pigneur, 2010).

The past decade has seen an exponential increase in literature on servitisation (Beuren, Ferreira, & Miguel, 2013) as internet technology enables new service business models as a driver for growth (Barrett, Davidson, Prabhu, & Vargo, 2015). Acknowledging the business and consumer value of servitisation, manufacturing companies are more and more compelled to enter the market of product-service systems by expanding their product portfolio (Oliva & Kallenberg, 2003).

3.1.2 Product portfolio expansion as an extension of the brand

In brand equity literature, brand extensions are defined the development of new products for an existing brand (Kapferer, 2012). Kapferer (2012) argues that this process is vital for the survival of one-product-brands, because every product has its lifecycle, which will end with the product's obsolescence. A brand extension can prevent the brand name becoming the product name, as it could otherwise lead to the same obsolescence.

In order for a brand extension to be successful, special attention should be given to the concept of brand affection, the consumer's associations with a brand and the degree of similarity of a new product category compared to existing ones (Broniarczyk & Alba, 1994). Brand extensions that match these criteria poorly have a small chance of succeeding as they may damage the brand's equity (Wood, 2000).

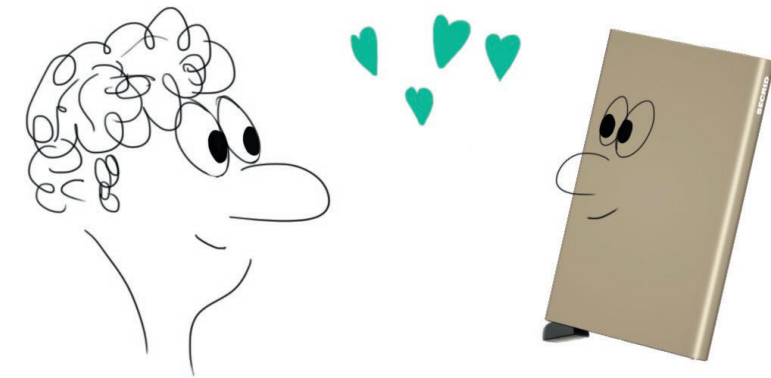


Figure 13. People connect to brands comparable to how they connect to other humans.

3.1.3 The role of the brand in brand extensions

Integrating the core of the brand into brand extensions is vital for consumers to evaluate the fit and accept the brand extension (Keller & Aaker, 1992). This is underlined by Urde (2003; 2009), who argues that a brand's core values support the brand's promise and should be integrated into products for consumers to experience them.

Brand extension is vital for the survival of one-product-brands.

The same can be argued from a brand loyalty perspective. According to Thomson, MacInnis, & Park (2005), the way consumers connect to a brand is comparable to how we connect to and build relationships with other humans (Figure 13). So, in order to be able to connect with a brand and develop affection for it, the consumer must connect with the brand on an emotional level (Keller, 2003; Aaker, 2012).

Consumers can only connect to a brand by experiencing it, which is mainly done through its products and marketing efforts (Brakus, Schmitt, & Zarantonello, 2009). By building relationships with a brand's products, people are more likely to become loyal to that brand (Thomson, MacInnis, & Park, 2005). In this respect, a brand's products are essentially the carriers of the brand's core values (Urde, 2003).

3.2 DESIGN FOR A COHERENT EMOTIONAL EXPERIENCE.

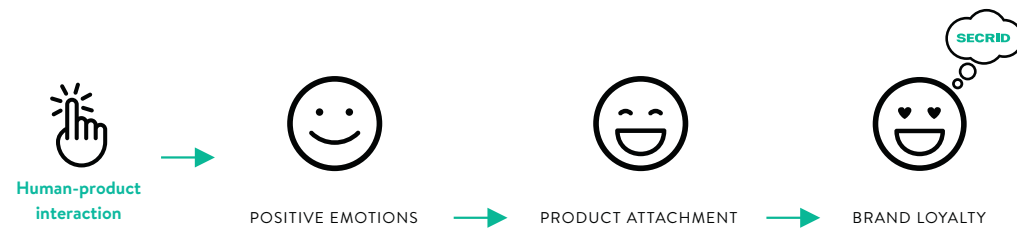


Figure 14. The degree of experienced positive emotions during human-product interaction is positively related to how likely people are to become loyal to that brand.

As customer loyalty is an important performance indicator of this project, it should be researched how the characteristics of a product can contribute to customer loyalty. The product takes on a central role in customer loyalty as those customers have to resonate with the core values of the brand, which the product is a carrier of.

3.2.1 Product attachment

Attachments are formed over time as a result of interaction between a person and a product, during which the product gains meaning to the owner (Mugge, Schifferstein, & Schoormans, 2010). The degree of positive emotions a person experiences during interaction with a product is positively related to the degree of attachment they develop for a product (Schifferstein & Zwartkruis-Pelgrim, 2008). Other research indicates that people who develop attachments for certain products are more likely to become loyal to that brand (Figure 14) (Thomson et. al., 2005).

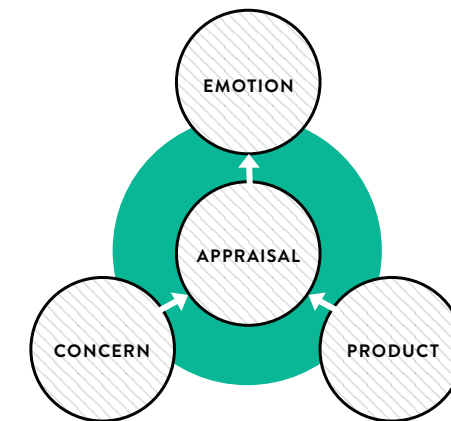


Figure 15. Appraisal theory (adapted from Desmet, 2002).

3.2.2 Appraisal theory

The emotional response to a product can be explained through the appraisal theory (Desmet, 2002), which states that users have an emotional response to a product as they quickly and unconsciously compare the product's features to its effect on their personal well-being (Figure 15). When a user is confronted with a sharp knife, they may have a fearful response because they have a concern for physical well-being. A chef may have a concern for a proper knife as it is his tool and thus may have a joyful emotional response. This example shows that one product has different meaning to different people as those people have different concerns.

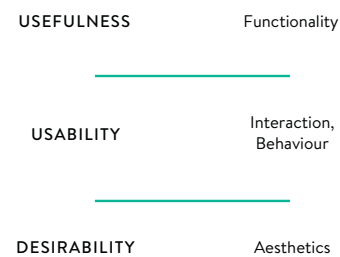


Figure 16. The three levels of requirements of every product.

3.2.3 Emotional experiences in services

The difference between a service and an experience is the emotional connection that is made during the interaction between the user and the service (Pine & Gilmore, 1999). Morrison and Crane (2007) argue that positive emotions need to be experienced by the user before, during and after usage of the service in order to acquire the user and make them loyal to the service brand. Experiencing the brand on an emotional level is of great importance for service brands (Pullman & Gross, 2004), which is underlined by Morrison and Crane (2007) who state that branding strategy for service brands should be about optimising the emotional experience instead of the market share.

3.2.4 Designing an emotional experience from a product personality

During the interaction of the user and the product, the user experiences the product's personality through all layers of the product and prefers a product personality that is similar to their own (Govers & Schoormans, 2005). Sanders (1992) defines three levels of requirements for every product: its usefulness, usability and desirability (Figure 16). A product's personality can influence these three categories of requirements (Kolko, 2014; Van Gorp & Adams, 2012).

So, a product's personality can embody the core values of a brand in a product by influencing the product's usefulness, usability and desirability. This means that a product's personality can influence the emotional response a product will evoke as

A product's personality can embody the core values of a brand in a product by influencing the product's usefulness, usability and desirability.

appraisal theory shows that a product's features are partly responsible for the emotional response to a product (Desmet, 2002).

The process of having products embody the core values of a brand is especially important in the case of brand extension to ensure the new product is not too dissimilar of existing products, which is a condition for successful extension (Broniarczyk & Alba, 1994). The emotional experience can be designed coherently across an entire product portfolio by being designed from similar product personalities to embody the same set of core values (Morrison & Crane, 2007).

3.2.5 The case of concerns and core values

This research took notice of the similarity between the concept of concerns in Desmet's (2002) appraisal theory and a brand's core values as described by Urde (2003) when those concepts are applied to design for emotion theory. The relation between implementing a brand's values through appraisal theory in product design has been suggested by Stompff (2003), who argues that a brand's DNA can be integrated into products by designing for the common concerns of a target group. This can only be accomplished by a long-term relationship of the designer with the company. In this relationship, the designer has learned the company and its values through experience and breathes its culture to in the end become the brand.

CHAPTER 4

Method

Having developed a theoretical background on product portfolio expansion and designing the core values of a brand into new products, this chapter focuses on defining the deliverables of this project. By defining the deliverables, a design approach is formulated that leads to those deliverables. Then, this chapter describes the design process of this project and concludes with a visual representation of all steps that have led to the final deliverables which will be introduced in the next section of this report.

4.1 DEFINING THE DELIVERABLES.

Considering the limited width of Secrid's product portfolio, working on brand extension is a necessity, especially when considering when the brand name can become the product name. As this project is concerned with expanding the product portfolio into product-service systems, the effort should be carefully considered as Secrid has no experience with product development in this market.

4.2.1 Integrating the Secrid brand in product-service systems

A process that makes it clear that Secrid is still a young company, is that it is actively trying to define the Secrid brand and its core values. According to Stompff (2003), Secrid's founders are the only two people in the company who live and breathe the brand enough to be able to design its core values in new products. This complicates both general decision-making processes and this graduation project as a well-defined brand and core values are the ideal starting point for the design of a new brand extension.

One deliverable of this project will be the development of a design tool which enables both Secrid's designers and this graduation project to integrate the core values of the brand in new products. The goal of this design tool is to ensure that new Secrid products will have a similar emotional experience as existing Secrid products in order to have a coherent emotional experience across the entire product portfolio. To design a product with a specific emotional experience, the products will be designed for the common concerns of the target group. By designing for those concerns, the appraisal process is essentially influenced by the usefulness, usability and desirability of the product. As found in literature, these product requirements can be influenced by the personality of a product.

4.2.2 Diversifying into product-service systems

As Secrid has a product portfolio of physical products, transitioning towards product-service systems is a significant departure from its current products and activities. This project will focus on the development of a portfolio of multiple concepts for the market of digital products and services.

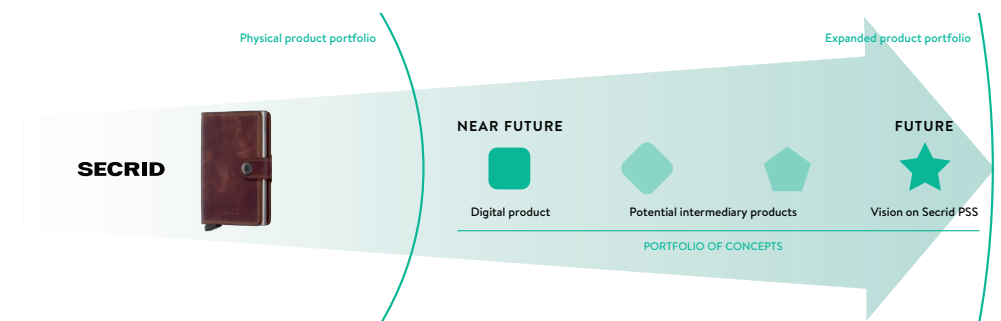


Figure 17. A visual representation of the portfolio of concepts, containing concepts for the near future and envisioning Secrid's ultimate role in the market in a couple of years.

Multiple concepts can indicate the full potential of this market for Secrid and can give meaning to the role of the company. This portfolio can envision Secrid's ultimate role in this market and inspire the company with an innovative concept that can be developed in a couple of years. On the other hand, the portfolio can offer a concept that can be developed right away (Figure 17).

4.2 APPROACH TO THIS PROJECT.

Having defined the deliverables of this project, there needs to be an approach that outlines how these deliverables will be realised. This approach consists of several methods that will be used in a process that will lead to the design tool and portfolio of concepts.

4.2.1 Methodology

To find the common concerns of a possible target group for product-service systems for Secrid, the current Secrid wallet owners are a good place to start. By finding out how people experience their Secrid wallets, it can reveal what concerns them in their wallets. By generalising and clustering those concerns, they can be used to design the portfolio of concepts by matching personality traits to those concerns.

To find these concerns, it was considered to interview owners of Secrid wallets to find out what people value in their wallets. However, Secrid hired an external party over a year ago to conduct qualitative research with twelve Secrid customers (De Jonge, 2014). In this research, the participants elaborate who they are and what they like about their wallets. These interviews proved to contain sufficient amounts of qualitative data that can be used for this project.

As the requirements of a product can be influenced by the personality of a product, it will be necessary to find personality traits that match the concerns. These traits can be sourced from internal Secrid documents, as well as another Secrid graduation report (Camo, 2016) and idea generation.

The concerns and personality traits together are the core of the design tool. One of the goals of this tool is that it can be used during the design process for new Secrid products. Therefore, the tool needs to be clear and usable, which is why the tool will be compared to other design tools.

4.2.2 An iterative process

In the process of designing the portfolio of concepts, every idea and its aspects can be continuously tested and questioned to what degree it fits the brand. The results of this process can be used as input to improve the design tool, which completes the design

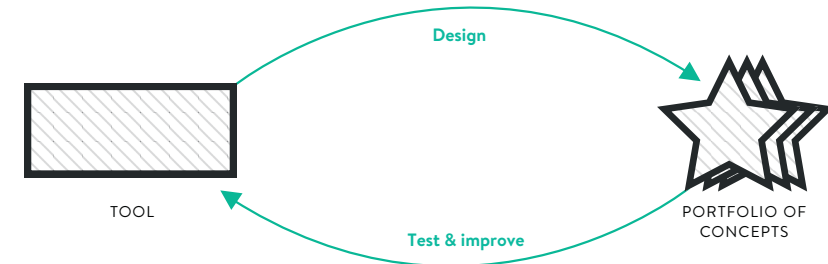


Figure 18. The design process of this project works in iterations to continuously improve both deliverables.

cycle. In this graduation project, this process will be repeated iteratively to continuously create better versions of the design tool and the portfolio of concepts (Figure 18).

At the end of this project, the design tool and the portfolio of concepts are results of each other. This approach has inspired by the Lean Startup Method (Ries, 2011). Quick cycles of designing, testing and learning will quickly evolve the deliverables through embracing new insights.

4.3 TIMELINE OF ACTIVITIES.

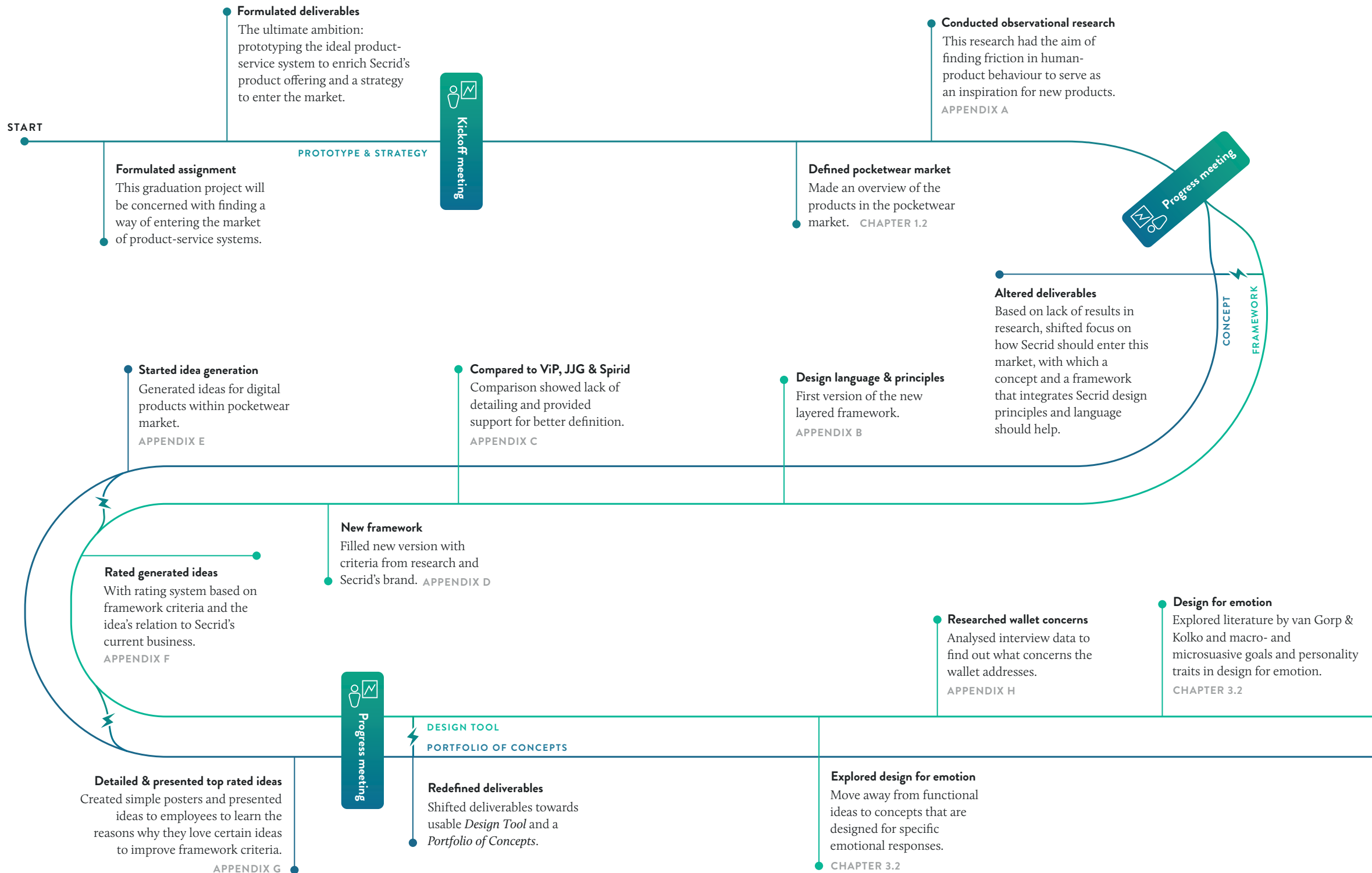


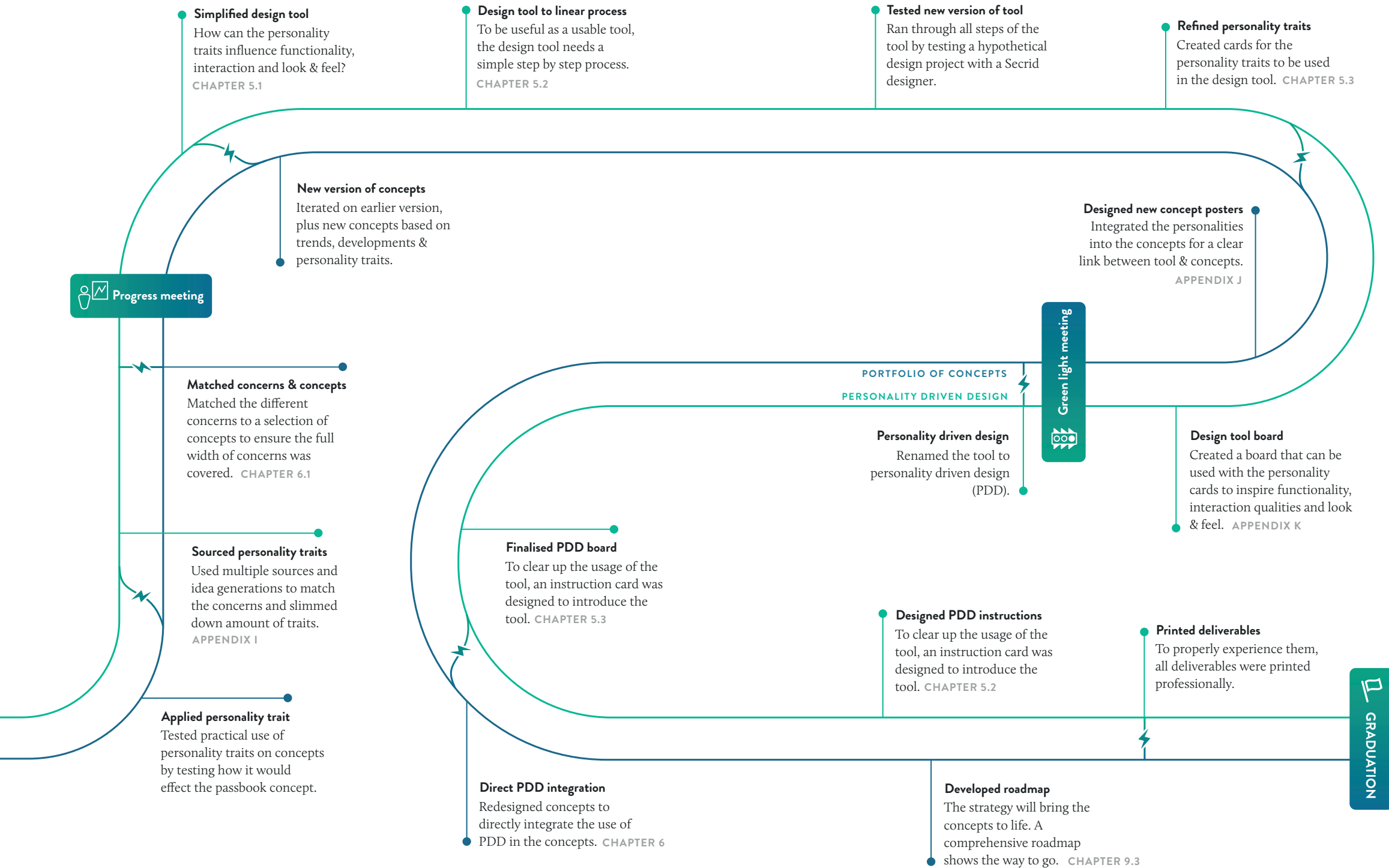
The approach of this project itself has been designed to change based on new insights. Working in iterative design cycles can quickly lead to new insights based on which parts of the project or its deliverables have to be altered and ultimately improved. This approach is favourable as it embraces new insights and prevents holding onto premature beliefs.

Throughout the course of this project the deliverables have undergone major transformations based on new insights. At the start of this project, the vision for the final deliverables was blurry and all kinds of efforts have attempted to work towards the

final deliverables as presented in this report. Therefore, most of the journey of this project could be seen as unnecessary clutter, but the contrary could be argued as well. These activities all had their place in this project and each of them contributed to progress in general.

Therefore, all efforts are shown in the timeline of activities, which gives an overview of how the project and its deliverables evolved. For a fair percentage of the efforts it is not necessary to directly elaborate on them in this report. Those activities therefore point towards the appendices for a more comprehensive elaboration.







This project focuses on the development of a design tool to integrate the core of the brand into new products and a portfolio of concepts that shows Secrid the market potential.

ACCOMMODATION: KEY TAKEAWAYS

- Secrid is a fast growing company, which currently employs more than 60 people in The Hague and manages a network of around 5000 retailers worldwide.
- The company operates in the self-defined pocketwear market, a market for small, convenient and intimate products.
- Expanding the product portfolio beyond the wallets is necessary for the survival of the company.
- For many people, the smartphone has become the most indispensable piece of pocketwear, disrupting the market and posing a threat and providing an opportunity to Secrid.
- Entering the market of product-service systems requires a method to integrate the core of the brand into those new products.
- To show Secrid the potential of the market, this project will develop a portfolio of concepts to define Secrid's role and a vision for this market.



PART 2

DESIGN

Chapter 5. **Personality Driven Design**

Chapter 6. **Portfolio of Concepts**

CHAPTER 5

Personality Driven Design

One of the deliverables of this project is a method that helps Secrid to integrate the core of their brand into new products. From design for emotion theory, Personality Driven Design has been developed. This chapter explains how and why this tool works. As Secrid's designers should be able to use the tool, an instruction for using the tool is provided. This instruction also introduces the various elements of the tool which will be discussed separately at the end of this chapter.

5.1 MECHANISM OF THE TOOL.

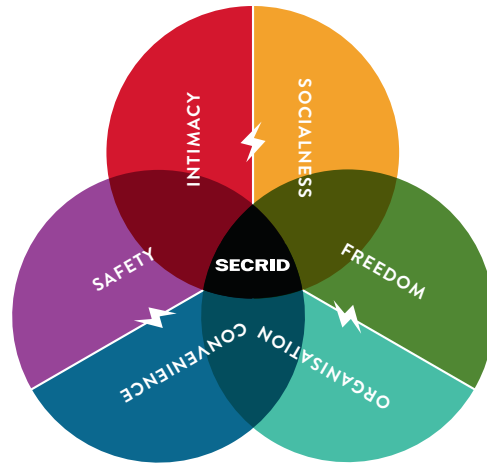


Figure 19. The concern diagram displays the contrast and complementary character of the six concerns.

Personality Driven Design (PDD) is a design tool that will help Secrid to design new products and services for an emotional experience which is typically Secrid. It provides the tools to integrate the Secrid brand in new efforts, which is crucial for brand extension. By using PDD, a coherent emotional experience can be designed that transcends functionality and media.

The focus of PDD is to enrich an existing product idea towards a more detailed concept. Often, when a product idea is first conceived, it is a vague description of a solution that assesses a customer need or pain. PDD is designed to help Secrid develop those ideas to more detailed concepts that have more depth in all levels of product requirements; its functionality, usability and desirability. The output of PDD can be used to formulate a design brief or program of requirements to start the design and development of the product.

5.1.1 Conflicting, complementary concerns

The concern diagram (Figure 19) is a visual representation of the concerns that Secrid should address in their products, which are the result of a process of research and



Figure 20. Secrid's founders, René van Geer and Marianne van Sasse van IJsselst.

analysis (Appendix H). By designing products for these concerns, the appraisal process is influenced to let the emotional experience be uniquely Secrid.

Pairing the concerns shows that they are both conflicting and complementary. For example, something that is very intimate, is difficult to show in social situations. But on the other hand, intimacy is all about how you connect with people you care about. Therefore, intimacy and socialness are both conflicting and complementary concerns. This holds up in the other concern pairs as well.

This finding can be traced all the way back to Secrid's founders, Marianne and René (Figure 20), who are the perfect example of having different backgrounds and

How would a compassionate character influence my product's usefulness, usability and look and feel?

qualities, but being complementary in many areas. Where René was educated technically, Marianne has a background in fashion. These conflicting and complementary characteristics are deeply embedded in everything they create, including the Secrid brand, the company and its products. By designing this, René and Marianne have been embedded in all company activities to a level that they have become the brand, as suggested by Stompff (2003).

5.1.2 Personality traits

As supported by literature, the design of a product can be influenced by personality traits (Kolko, 2014; Van Gorp & Adams, 2012). For this project, the concerns each have three personality traits that can inspire the design of new product, which is the main goal of PDD. By matching the personality traits to the concerns, designing for a personality trait is the embodiment of designing for the concern it is matched to.



Figure 21. The Personality Driven Design toolkit contains all elements that power the tool.

5.1.3 Integration into a usable toolkit

Every concern is the parent of three personality traits, which inspire the design of every level of product requirements in PDD. When an idea is enriched in PDD, a personality trait essentially asks the question of how that personality trait would influence the idea's usefulness, usability and desirability. By combining a personality trait with the three levels of requirements of an idea, it inspires a new perspective for that idea and can thus lead to interesting new functionality, interaction qualities and behaviour and elements of look and feel. In this process—generating ideas from personality traits—products are indirectly designed for the concerns that are typically Secrid.

These elements are combined in a toolkit (Figure 21) that can be used by Secrid's designers to inspire all product aspects and make it specifically Secrid. In this project, PDD is used to create rich concepts for Secrid's role in the PSS market.



Personality Driven Design *From idea to Secrid product in around 2 hours.*

2 Prioritise concerns

Determine the pick-order by placing the most important concern stack on top, all the way to the bottom.

1 Name & value proposition

Write down the name of your idea and formulate its value proposition.

3 Trait + product = ...

Start with the first trait of the stack on top, and ideate how that trait would influence each layer of your idea. Use sticky notes, photos or sketches, and place them in the ideation area on the right. Turn the hourglass when starting a new trait. Look at the back of a card for a short explanation!

4 Top to bottom, left to right

Work your way through all 18 personality traits by working from top to bottom and place the results in the ideation areas on the right of each level.

5 Save or trash?

Did a trait serve as useful inspiration? Put it on the save stack as it's part of your product's personality. Trash a trait if it didn't. Don't worry: your product's personality doesn't have to contain all 18 traits.

6 Collect

When finished, collect the saved personality traits as they shape your product's personality. Safely store the generated ideas for every product level.

7 Reflect

Take some time to study the impact of the new information. Use the new input in a briefing or program of requirements for the concept. Leave the board hanging for the remainder of the project.

Personality Driven Design		Name	Value proposition
		Secret product	Our customers will like our product as it adds value where they need it.
CONVENIENCE ORGANISATION INTIMACY SAFETY FREEDOM SOCIALNESS COMPASSIONATE COMPASSIONATE BALANCED	COMPASSIONATE + Usefulness =	This secret product can be more balanced by being hard and soft. Our secret product should function also as a more secretive product. Our secret product should have a feature to be less secretive. Our secret product should have a feature to be less secretive. Our secret product should have a feature to be less secretive.	
	COMPASSIONATE + Usability =	Our secret product should have a feature to be less secretive. Our secret product should have a feature to be less secretive. Our secret product should help their users with their goal.	
	COMPASSIONATE + Desirability =	Our secret product will have curvy lines and optimistic colors.	

SECRID

Contents of this kit



6 CONCERN CARDS

Each containing...



3 PERSONALITY TRAITS

To be used on...



THE PERSONALITY DRIVEN DESIGN BOARD

Constrained only by...



AN HOURGLASS

TIP Don't have 2 hours?

Limit the amount of traits cards used in the process to the 8 most important traits (1 per concern, 2 extra for the 2 most important concerns) before step 2 to limit the total time needed to 45 minutes.

5.3 ELEMENTS OF THE TOOLKIT.

As can be seen from the PDD instructions, the toolkit contains various elements that power the tool. Besides the concern and personality trait cards, the PDD board is the central element on which all interaction comes together. To limit the amount of time needed for a PDD session, an hourglass completes the toolkit.

5.3.1 Concern and personality trait cards

As the instructions already teased, the concerns and personality traits have been turned into cards. These cards are around the size of regular business cards and are colour-coded to match the concern diagram as seen before. The concern cards simply state the concern on the front and a short explanation of every concern is given on the back of the card (Figure 22).

The personality trait cards are a bit more detailed (Figure 23) as they are central to the PDD process. In PDD, the personality trait cards essentially ask a question to the designer, but in this process it is critical that the designer exactly knows what the personality trait means. Therefore, the front features an inspiring image that matches that respective personality trait. The back of the card features the question that is asked to the designer: “What if the product’s character is compassionate?”.

To get a better idea of what a personality trait could mean in this context, a short explanation is given of how this trait could be interpreted. It is also highlighted how the Secrid wallets possess this personality trait, which is a concrete example of the implementation of a personality trait in a Secrid product.



Figure 22. The six concern cards feature a simple front and have a short explanation on the back.



Figure 23. The personality trait cards have been designed to fit the concerns. The design of the front is distinctive and the back features a simple description and how it currently exists in Secrid's products.

5.3.2 Personality Driven Design board

During a PDD session, all interaction comes together on the PDD board (Figure 24). The board has been designed as minimal as possible to just provide a simple structure as the concern and personality trait cards—and the generated ideas later in the process—are the content of the session.

After prioritising the stacks of concern cards and their respective personality trait cards on the left, every trait is ran through all levels of the product (usefulness, usability and desirability) and then archived or trashed for the idea in question. Each level has its own colour-coding for visual distinction between the levels and there is plenty of ideation space on the right side of each level. The board has been intentionally designed to deal with just one personality trait at a time to provide focus during the design process.

The PDD board has been designed to be used on a wall so that its users can gather around the board and have a clear view of the process. To enable this, the board and cards are magnetic and as post-its are used for idea generation, these can be easily stuck to the board. Besides using post-its, the board's users can also use moodboarding techniques for the desirability level to give a visual representation of the look and feel of the product idea.

When a PDD session finishes, the cards that have been stacked on the save stack can be evaluated as they shape the personality of the product. The generated ideas can be used to formulate a briefing or program of requirements for the design project. During this project, the board can remain on the wall as it can serve as an inspiration for the design process.

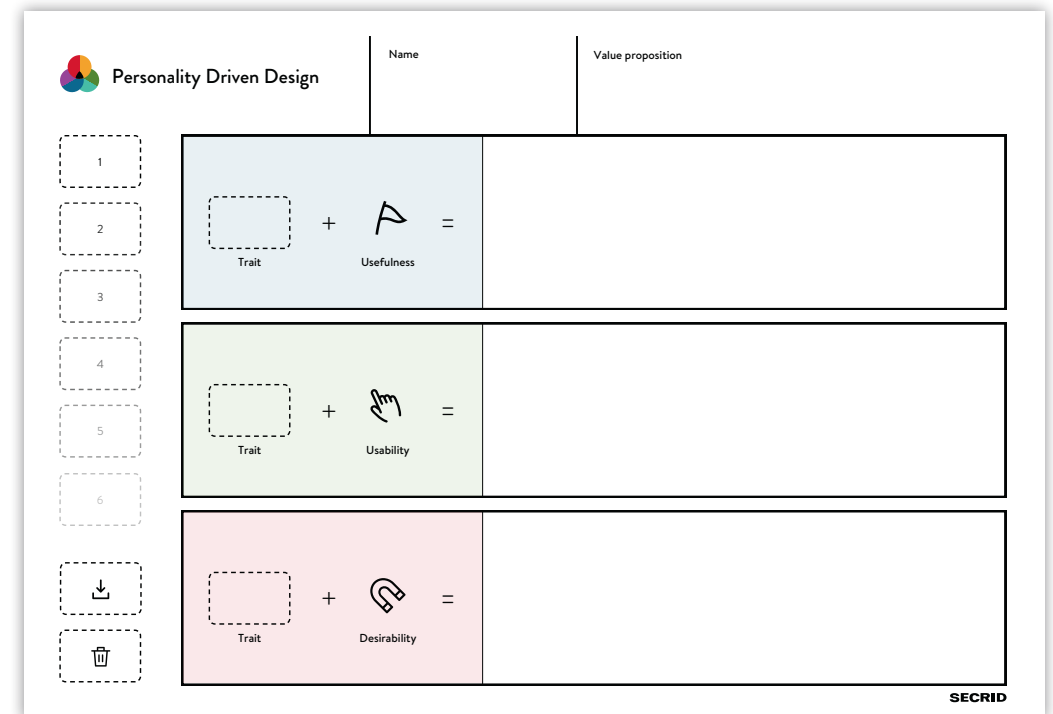


Figure 24. The Personality Driven Design board.

CHAPTER 6

Portfolio of Concepts

This chapter introduces the second deliverable of this project: the portfolio of concepts. This portfolio consists of multiple concepts that have been developed to inspire Secrid with potential products in the market of digital products and services. Additionally, these concepts demonstrate the ability of PDD, through which they are examples of products that are typically Secrid. In this chapter, the background and value proposition of the concepts is detailed. The chapter concludes by showing the PDD process of every individual concept.

6.1 STRIVING FOR PRODUCT-SERVICE SYSTEMS.

6.1.1 Purpose of the portfolio

The portfolio of concepts is essential to this project as it materialises Secrid's potential efforts in the product-service systems (PSS) market. This project originally started with the purpose of finding the best fitting Secrid product in the PSS market, but later shifted to the development of a portfolio of concepts as these indicate the width of the PSS market for Secrid. Working on a portfolio has the benefit that every concept can contribute to building capabilities that are necessary to work towards a major milestone, in the form of the ultimate pocketwear PSS.

The portfolio of concepts has been created by using PDD to demonstrate the power of the tool. PDD has taken a central role in this process as it has enriched ideas to concepts that share a coherent emotional experience by being designed for the different concerns. The portfolio of concepts is therefore a demonstration of what PDD can accomplish.

6.1.2 Idea generation and trend research

The portfolio of concepts has been developed alongside PDD as the timeline of activities (Chapter 4.3) clearly shows. This process has initiated many efforts to generate ideas for the portfolio and improve on these ideas in later iterations. The lack of structure in this process and the fact that the deliverables of this project have been redefined during the project contribute to the difficulty of grounding the exact source of the final concepts.

Key in this process has been the holistic collection of contextual data and a composition of this data into valuable insights. This process started with the observational research that provided insights into the behaviour of consumers with their pocketwear products. Trend analysis has guided this process further to compose clusters of insights that in short show societal and technological developments that Secrid could tap into with a new product.

The insights in technological and societal developments have exposed the needs of the customer. By formulating a value proposition for each concept, a proper fit between



Figure 25. The portfolio of concepts along with the concern pair they emphasise.

the concept and customer needs can be realised (Osterwalder, Pigneur, Bernarda, & Smith, 2015). Obviously, this fit is essential to the effectiveness of the concept.

6.1.3 A vision on the market of product-service systems

The diversity and complexity of the PSS market makes it difficult to focus on developing something that is uniquely Secrid. In approaching this market, Secrid needs guidance and a vision of what the potential of the PSS market is for the company. The portfolio of concepts fulfills this function by containing a final concept that is the ultimate pocketwear PSS.

To get a sense of what Secrid's role in the PSS market is, the concepts of the portfolio each have their own emphasis. As pocketwear is a rather wide market, every concept exhibits a different part of this market by emphasising different concern pairs in the PDD process (Figure 25). As the concerns of this project are all central to the Secrid brand, emphasising a different concern pair will highlight what concerns are most important to address in a concept.

By emphasising different concern pairs, the emotional experience of every concept is slightly different. However, because all concerns are still a part of every concept, the emotional experience is still typically Secrid. The approach of exploring what a typical emotional experience for Secrid in the PSS market can be is favourable to defining the width of the market by functionality. This is partly because an emotional experience in relation to pocketwear is more timeless than typical pocketwear functionality, which is subject to change due to technological and societal developments.

6.2 PASSBOOK

6.2.1 Insights and value proposition

The Passbook concept was designed to take away the number one reason people stay away from a Secrid wallet. The wallet's compact form factor lets people bring less cards, which is an important obstacle in the purchase decision of potential customers. Having less cards with you has its advantages as it's less clutter and gives you more focus.

However, providing a digital solution to bring extra cards that is in perfect synergy with the Secrid wallet creates the ultimate wallet solution. Secrid Passbook will store membership-, loyalty- and giftcards people could otherwise not bring in their Secrid wallets.

This concept of bringing membership-, loyalty- and giftcards digitally is not in any way new, but there is added value for Secrid to take on this concept themselves. Where existing solutions focus to become the ideal trashcan for all your cards, Secrid's Passbook takes a note from the Secrid wallets and organises your cards neatly and helps you to get rid of them when possible. This will ultimately help you to live a more focused life—with less clutter—which is why the concept emphasises the Freedom and Organisation concerns.

6.2.2 Enriching Passbook through PDD

As the Passbook concept has an opinionated character (Figure 26), it will allow you to carry extra cards digitally, but actively works to limit this amount of cards to prevent clutter. To limit the amount of cards, the product will remind you about cards you haven't used in a while so they can be archived. Giftcards will automatically be archived when they have been used completely. This step of archiving cards is to have users be comfortable with taking away cards without them being deleted directly.

As the Passbook concept is allergic to clutter, it makes a distinction in cards you need every day and cards that you use sporadically, which provides structure. This structure is embodied in the look and feel of the product, which can be described as fitted and custom. The product is surprising and assertive as it will remind you in the context of

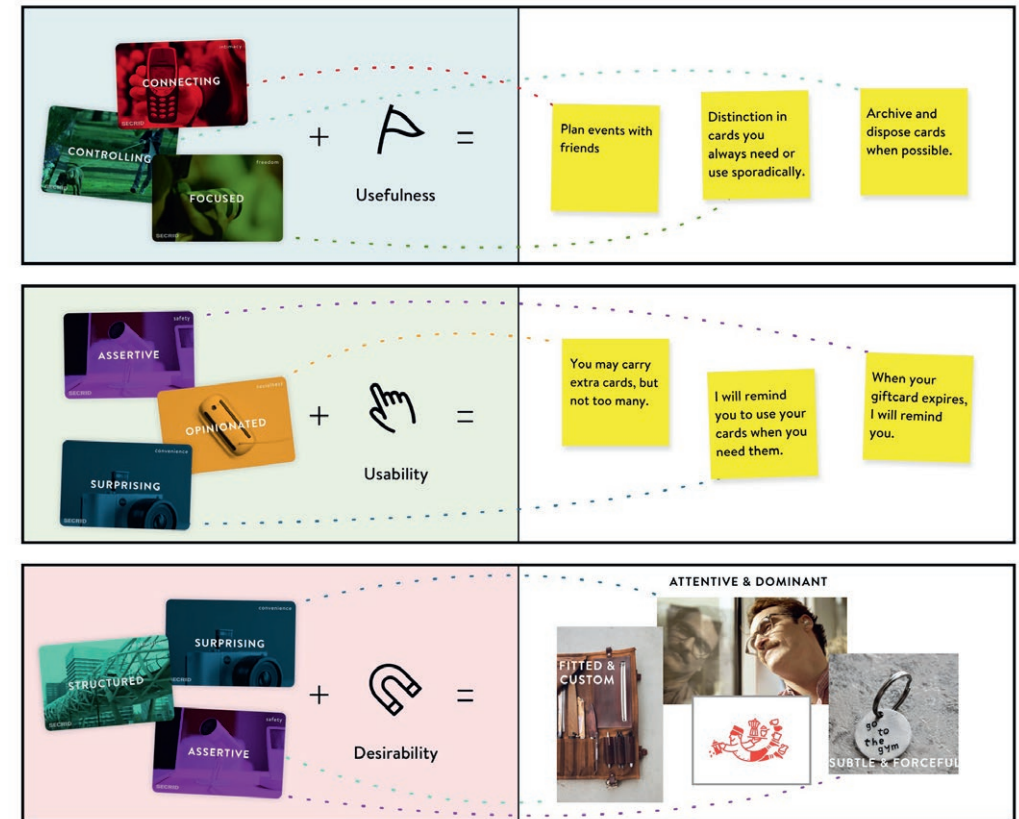


Figure 26. Processing Passbook through PDD.

when a specific card could be useful. This works especially well in locations you don't visit that often, as is often the case with for example loyalty cards of hardware stores. If you have had that gift card for dinner around for a while, Passbook will help you to plan an event with friends to finally use that card before it expires.

6.3 ACCESS

6.3.1 Insights and value proposition

The Access concept is inspired by one of the fastest growing problems of the past decade. Everyone with internet access has seen an explosion in the amount of online services they use, each of them requiring your email address and a password. This isn't a problem for too many people as they can easily remember the two passwords they use (Slain, 2016); the difficult one for their bank and government services, and the simpler one for everything else.

However—as you may have guessed—this tactic could be disastrous as a hack of one of those online services may lead to the theft of personal data and even your identity. The effects of such an event are hugely underestimated, even though hacking gets more frequent and sophisticated. Access takes on this problem as it provides users access to the growing amount of online accounts in a safe and convenient way by suggesting and storing easy to remember and secure passwords. Therefore, the Access concept aims to address the Safety and Convenience concerns.

6.3.2 Enriching Access through PDD

Access provides an easy, reliable system that creates ultrasafe and unique passwords in the form of a sentence—with so-called high entropy—which is calculated by the uniqueness of the password. The passwords stored in Access can only be sentences which are easy to remember as the user's personal data (such as their name or place of birth) and the information of the service the password is for are used as input for a password.

As this product has an elegant and no-nonsense personality (Figure 27), it can change passwords for you and those passwords are synchronised to all your devices, without being synced to the cloud. Avoiding a cloud infrastructure is important because cloud servers are subject to different legislation across the world, making it impossible to keep data stored on servers out of the hands of third parties. Besides this, cloud infrastructure weakens the security of the data as the central storage for everyone's data is attractive for hackers.

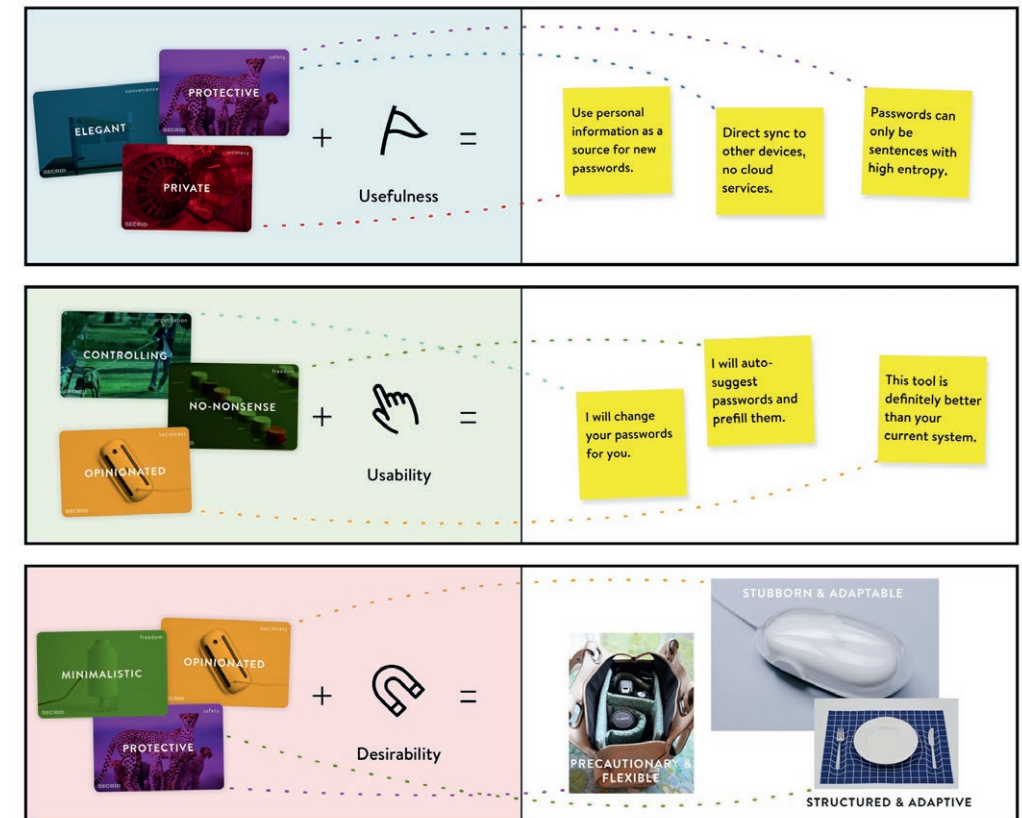


Figure 27. Processing Access through PDD.

Ensuring the privacy of a user's data is crucial for Secrid for the company to be trusted by its users. Handling your customers' most personal data is a very sensitive matter that should not be taken lightly. Being Secrid, building trust by being a partner for people's personal data is crucial in the PSS market.

6.4 FOUNDATION

6.4.1 Insights and value proposition

Secrid has initiated the pocket-sized revolution with their wallets, which are produced fairly in The Netherlands. The vision of the pocket-sized revolution reaches far wider and in the words of the Secrid founders comes down to a very impactful statement: The company deeply believes that every penny a person spends, determines the world they want to live in.

Foundation aims to make people more conscious of their spendings to support a better world by starting and taking part in inspiring impactful projects. Secrid has recently explored how they can return some of their success to society and is working to start a local initiative in The Hague. The Foundation concept ties into this concept, but is to be implemented when the Secrid Foundation will have taken off. Foundation aims to address the Intimacy and Socialness concerns by connecting and inspiring people to work towards shared goals.

6.4.2 Enriching Foundation through PDD

The Foundation concept wants to make an ever growing public more aware of their spendings and stimulates people to start spending for a better world (Figure 28). People can start their own initiatives, which can be very simple. For example, one can start a project to never walk away from a store with a plastic bag again. More challenging projects could be more impactful, such as becoming a vegetarian. Other people can follow and take part in these initiatives, while Foundation calculates the impact that the network of people has on the world.

Foundation will highlight special projects and let people determine their own involvement. Becoming a full time vegetarian may be a difficult step for some, so it could be easier to start by eating vegetarian for just one day per week. The more people take on this challenge, the more impact a Foundation project has.

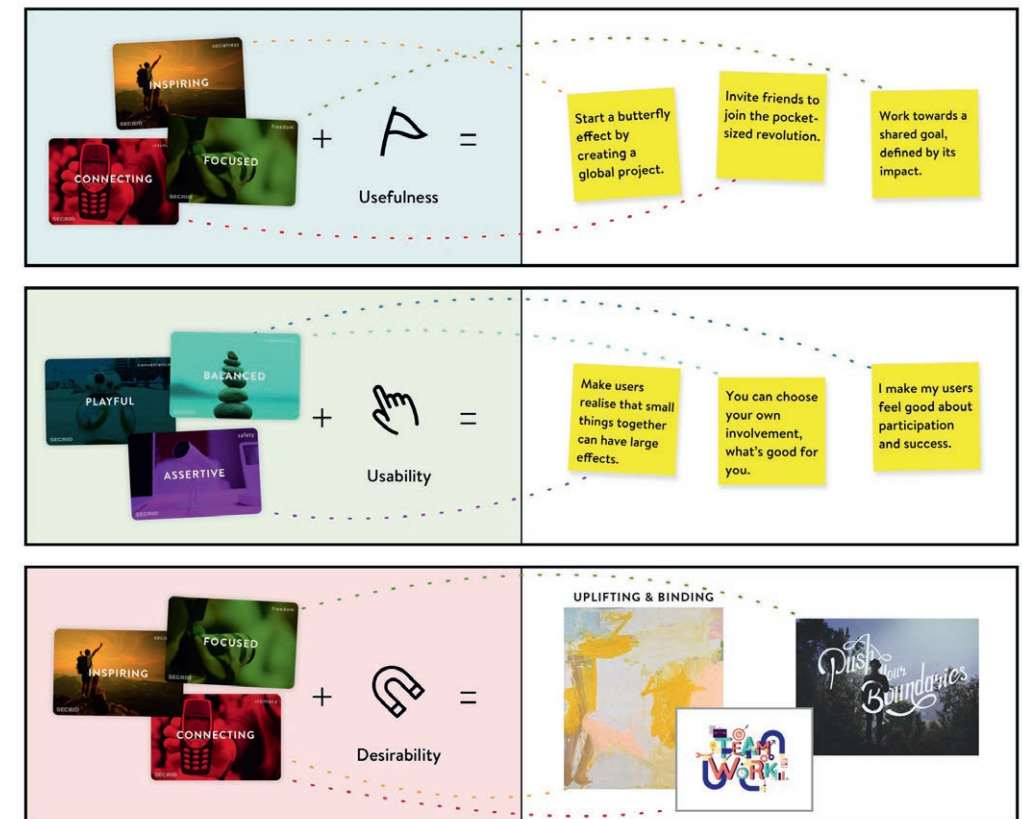


Figure 28. Processing Foundation through PDD.

This all comes down to the same principle: the way you spend your money determines the world you want to live in. The Foundation concept will help to empower the pocket-sized revolution and will improve Secrid's image as a responsible company. Even the smallest of change can have a very large impact when we do it together.

6.5 ✦ TALISMAN



Figure 29. Our smartphones have extended the boundaries of the self as the first external part of our brain. Adopted from Balkan (2016).

Being the most innovative and intriguing concept, Secrid Talisman completes the portfolio of concepts as its first product-service system; the ultimate synergy between a physical and digital product. Besides this, Secrid Talisman is the ultimate pocketwear product and could not have been a better fit for the Secrid brand and product portfolio.

6.5.1 Insights and value proposition

Embracing the era of digital technology and the ever growing stash of digital data that we own, it has become impossible for many to properly manage what truly matters. In case of fire, very valuable data, such as that special childhood photo, or your first love letter, will be irreversibly destroyed forever. Furthermore, the digitisation of our society does not bring us closer together, but drives us further apart. When we're immersed in our screens, we tend to forget what real human connection is about.

However, being immersed in our screens is not as egocentric as it seems. Our phones are the first devices we trust enough to store our memories, handle our communication and provide us with the world's information. In essence, the smartphone has evolved to become the first part of our brain that we have outsourced to an external device; our first exocortex (Balkan, 2016; Smith, 2016).



Figure 30. Talisman is a self-designed product and can therefore be any shape or material one likes.

Viewing the smartphone as an extension of the mind provides new perspective in the ever ongoing debate on security and privacy. By allowing governments access to our phones, we essentially provide access to part of our brains; an unprecedented compromise of the boundaries of the self (Figure 29).

Acknowledging this new role of our smartphones and the clutter of our data makes it clear that this part of our life should be managed properly. Therefore, the Secrid Talisman is a small, self-designed product (Figure 30) that stores your most important data close to you and keeps you in touch with the ones you love and care about. The Talisman is the ultimate pocketwear product as it will be made to always be with you and connects you to what you care about.

6.5.2 Enriching Talisman through PDD

In interacting with Talisman, you can easily indicate your most valuable photos, documents and perhaps access to online accounts, to always carry with you (Figure 31). This data is of course only available to you personally. Being the ultimate pocketable product, the object has no screen but can occasionally feel warm to the touch, indicating that your loved ones are fine and thinking about you, bringing you literally in touch with each other.

In terms of look and feel, Talisman must be the most personal product, which is realised by having people design their own Talisman or choose from a gallery of designs. It is however important to realise a design that's both portable and iconic. Realising this is the purpose of a design tool that will be provided to consumers to assist in designing their Talisman.

In case of loss or theft, its data can easily and safely be restored and the stolen or lost unit will be blocked remotely. The data of your old Talisman has been backed up in splitted, separately unreadable parts to the Talismans of your loved ones. This means that you can easily restore its data to a newly ordered Talisman by visiting the people you care about. This way an unfortunate event of losing your data brings you closer to the people you love.

In case of unexpected death, there is currently no procedure on how to deal with the digital footprint someone left behind. Secrid Talisman solves this problem as it lets you create a data testament, through which you provide access to its data for people you specify in order for your digital footprint to be handled the way you would have wanted.

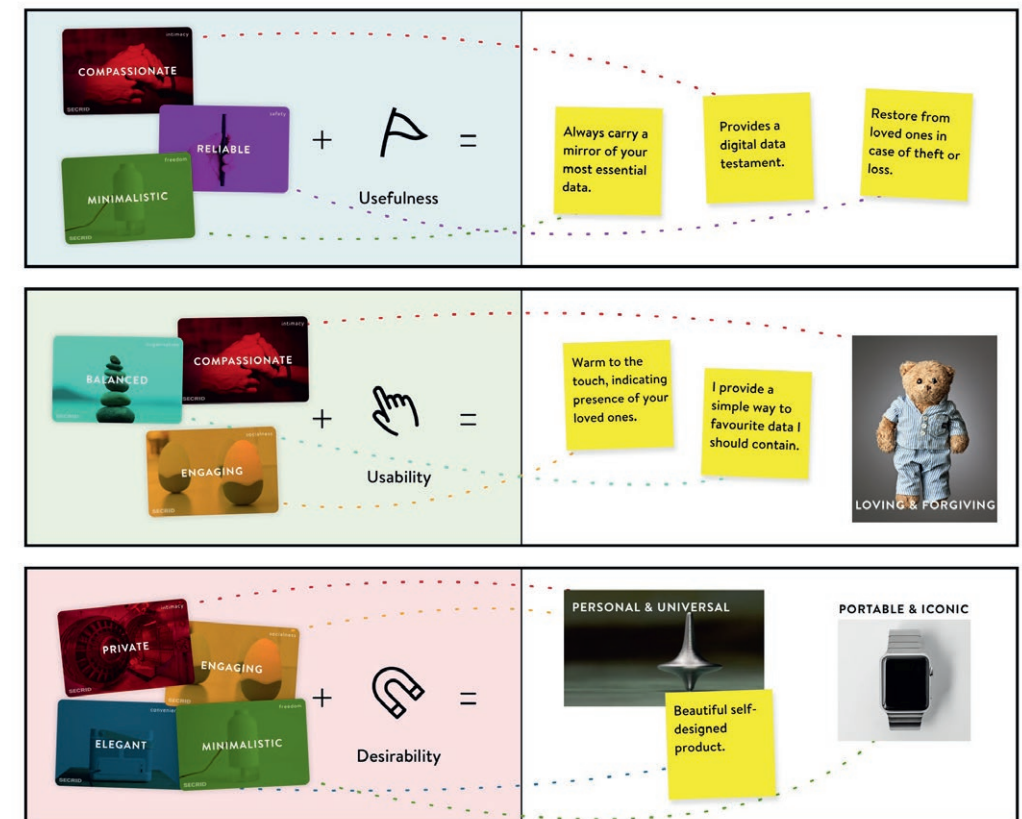


Figure 31. Processing Talisman through PDD.



Although serving different purposes, Personality Driven Design and the portfolio of concepts are intimately connected as results of each other.

DESIGN: KEY TAKEAWAYS

- Personality Driven Design is a new design tool that focuses on designing products for an emotional experience.
- The Secrid-specific personality traits address the common concerns of the company's target customers.
- Ideating how a personality trait would influence the usefulness, usability and desirability of a product ensures those traits are integrated in every layer of the product.
- The portfolio of concepts offers various concepts that each focus on a different pair of concerns, thus emphasising a slightly different—although still 'Secrid'—emotional experience.
- Every concept has been enriched by the Personality Driven Design method to design them to be specifically Secrid.
- The Talisman concept envisions Secrid's ultimate role in the market of digital products and services and shows the company what they can work towards.



PART 3 – THE FUTURE OF:
PERSONALITY
DRIVEN DESIGN

- Chapter 7. The impact of PDD on Secrid
- Chapter 8. The position of PDD beyond Secrid

CHAPTER 7

The impact of PDD on Secrid

Having established the value of Personality Driven Design by the development and detailing of the portfolio of concepts, this chapter explores the value of PDD for Secrid. As the tool will be used within the company, it may provide value in various departments and processes. This chapter starts by detailing the impact of PDD on the process of brand development Secrid is currently in. Then, the implications of PDD for new product development are discussed, as PDD may also be useful for Secrid's physical product portfolio. This chapter concludes by discussing the potential usefulness of PDD in the marketing department.

7.1 BRAND DEVELOPMENT.

Secrid is in the process of defining its brand identity, from the values of the brand to usable guidelines that support design projects. Within the company there is a feeling of what the Secrid brand is, but this has not yet been made explicit. As PDD is a design tool that helps Secrid to integrate its brand into new products, it offers new perspective on the Secrid brand (Figure 32).

In the process of designing PDD, the common concerns of the company and its target group have been defined, along with personality traits that embody the Secrid character of the company's products. These ingredients help to materialise the brand in new products and can assist in helping define what a Secrid emotional experience should be.

The brand will be elevated beyond functional constraints that currently define the pocketwear market.

A starting point for this process of the design and development of the brand can be to define the Secrid brand by its emotional experience. In doing this, the brand will be elevated beyond functional constraints that currently define the pocketwear market. As Secrid has defined its own market which is scarce of competitors, it has trouble to position itself in this market. Formulating the Secrid emotional experience can be a starting point to define the company's position in this market.

The concerns—intimacy, socialness, safety, convenience, freedom and organisation—are a great starting point as they address what Secrid's target group is concerned with. Those concerns will be closely linked to the identity and values of the Secrid brand, but are more focused on the customer perspective as they define the commonality between the company and its customers.



Figure 32. Secrid invests a great deal of energy into the development of the brand. PDD can provide a new perspective in this discussion.

This way, PDD can be a starting point to a new perspective in Secrid's journey to their brand identity. By experimenting with PDD in this process, the tool is introduced to more people within the company and design for a coherent emotional experience will become part of the conversation. Involving designers in this process often leads to better results and will in the end lead to higher firm performance (Gemser, Candi, & Van Den Ende, 2011).

7.2 NEW PRODUCT DEVELOPMENT.

PDD has been designed as a tool for new product development (NPD) processes. While this project has focused on leveraging PDD for digital products and PSS, PDD can also be used for physical products. PDD allows designers to get inspired by the relation between personality traits and the product idea that is under consideration.

By starting design projects with PDD, new products can be designed for a coherent emotional experience which is typically Secrid. Even when using PDD, it may be beneficial for its users—the designers—to be deeply embedded in Secrid's culture to be able to design the emotional experience as suggested by Stompff (2003). This means that product design gets better with experience as designers get a better feel for what the typical Secrid experience is (Figure 33). This makes PDD more powerful as its users know what to look for in it.

As PDD focuses on both functional and experiential design, firm performance is likely to benefit from integrating the tool in the company's NPD process.

The PDD board can be useful as a boundary object as hanging it on a wall during a design project is likely to elicit discussion (Carlile, 2002). The visual display of PDD as a boundary object is important as it provides insight into the design process to employees from different departments. Their insight and feedback can be a valuable addition in the design process.

It has been made clear that PDD focuses on turning an idea, which is embodied in the form of a value proposition, to a richer and more detailed concept. So in the entire design process of a product, PDD is focused on the front-end of design. It is important to include executives early in the design process as it increases their understanding of a project and builds support for that project (Smith & Fischbacher, 2000). This is key as executives are dominant in decision-making processes regarding the realisation of new products (Gebauer & Fleisch, 2007).



Figure 33. The R&D department can use PDD during the design of new products.

As PDD focuses on both functional and experiential design, firm performance is likely to benefit from integrating the tool in the company's NPD process (Gemser et al., 2011). This integration can be established by experimenting with the tool in a couple of pilot projects, after which its contribution can be evaluated. This performance can then again be used to improve PDD for widespread use within the company, essentially continuing the iterative development process that this project initiated.

7.3 MARKETING AND COMMUNICATION.

Over the past years, Secrid has increasingly invested resources into marketing and communication efforts. The projects of this department concern the communication of the brand and its products to agents, retailers and consumers. An example is the catalogue, which is refreshed twice a year alongside the new collections. There are of course more projects, which all heavily rely on the Secrid brand, such as the magazine—a bundle of Secrid stories for agents and retailers—and the new website.

As PDD focuses on implementing the core of the brand into a new product to design for a specific emotional experience, this might also be applicable to marketing and communication projects. Taking the example of the catalogue (Figure 34), it meets Sanders' (1992) definition of the layers of requirements of a product. The catalogue informs retailers about all their products, which attributes to the usefulness layer. On the usability layer, the catalogue may be presented in a physical book, or as a digital reader. The desirability of a catalogue is especially important as its look and feel communicates the identity of the brand.

By using PDD in marketing and communication projects, the tool is used to influence the brand identity as the bridge to the customer's identity and supports the internal brand building process.

To use PDD for a marketing project, the first act would be to formulate the value proposition, which defines how the outcome will add value for its user. Then, by going through the entire PDD process, the personality traits are used to inspire novel ideas that enrich the concept. The results on the PDD board can then be used to formulate a more detailed briefing, which is the start for the development of multiple design proposals.

This process would help Secrid employees to have more grip during the design phase, as multiple marketing and graphic design employees have shared their frustrations about the usually capricious design process. As PDD provides input for the marketing

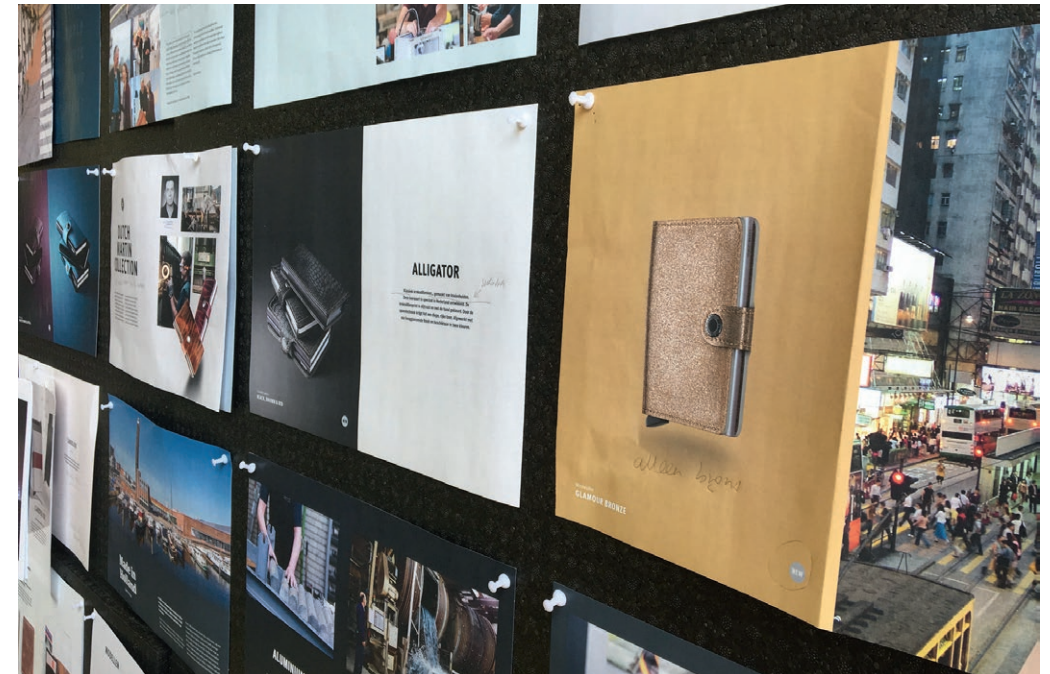


Figure 34. The development of a catalogue has many similarities to the development of products as there are clear usefulness, usability and desirability layers in a catalogue.

department to prepare more detailed briefings, the only ingredient that is currently missing are functional brand guidelines which contain information about the graphic style and tone of voice of marketing projects. These can only be developed after the brand itself is properly defined and made explicit as discussed earlier.

By using PDD in marketing and communication projects, the tool is used to influence the brand identity as the bridge to the customer's identity and supports the internal brand building process (Urde, 2003). This is important because the brand is a valuable communication tool between the organisation and the consumer.

CHAPTER 8

The position of PDD beyond Secrid

Where the previous chapter discusses the impact of PDD within the company, this chapter discusses the position of the tool beyond Secrid. First, the case will be made to generalise the tool beyond Secrid and it will be discussed what elements of the tool need to adapt to apply the tool in other companies. Then, this chapter discusses the academic implications of PDD as the tool is one of the first simple methods to design products for an emotional experience. Therefore, the position of PDD in the design discipline is discussed as well as the position of the tool in design education.

8.1 GENERALISING PDD FOR BROADER USE.

PDD has been designed to be specific for Secrid, as the concerns and personality traits are sourced from various parts of the company. However, PDD can be generalised to be usable for different companies as the mechanism of the tool is not dependent on the Secrid brand. By generalising the tool, design for emotion can be embedded in more companies, eventually leading to financial gain (Gemser et al., 2011). Inspiring the usefulness, usability and desirability of products by using personality traits to design for the concerns of a brand is a universal mechanism that can be applied more broadly.

In order to achieve this generalisation, the PDD board can remain as is, but the concern- and personality trait cards (Figure 35) have to be redesigned for the company the tool will be used at. As those companies may already have a well-defined brand values, these can be used as a source for the concerns the company shares with their users. If this is not the case, consumer research can be performed to source the concerns.

The personality traits are the most influential part of PDD, as they exist to inspire every aspect of the product that's under consideration when PDD is being used. For companies other than Secrid, these personality traits can be best sourced from analysing their brand's personality in existing products and marketing efforts. These have been designed to embody the brand in a specific way that provides clues to their personality.

To concentrate the necessary efforts to modify PDD to a specific brand, companies can organise a workshop to find and define the concerns and personality traits. To optimise the effectiveness of such an event, a multidisciplinary team should be composed that contains a variation of stakeholders to receive broad input about the brand.

Employees from different departments all work with the brand in different ways, which is why they should be included in the team. Managers and executives should also be included as their presence will get them to empathise with PDD, providing the basis for investments in and successful implementation of the tool within the company (Gebauer & Fleisch, 2007). Various customers can be included as they are the target group for the company's offerings and therefore have a different perspective on what they value in the brand.

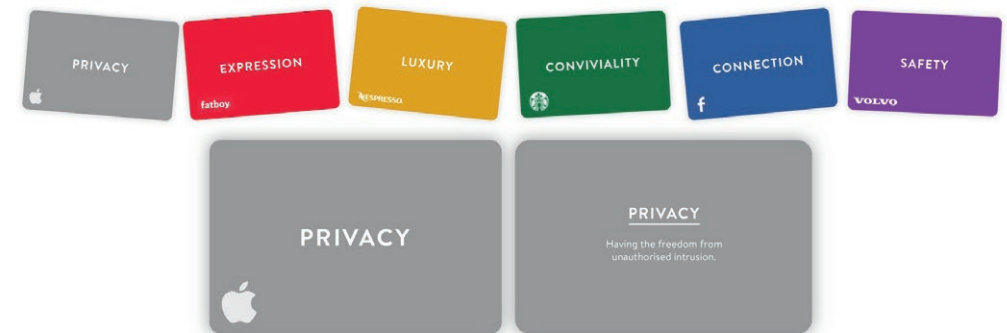


Figure 35. Potential concern cards for different companies.

8.2 POSITION OF PDD IN THE DESIGN PROFESSION.



Figure 36. This mobile phone concept has been designed for a ‘wow’ appraisal by designing the product’s personality to be impetuous yet self-willed, sincere, yet balanced and beneficent yet sophisticated. Adapted from Desmet, Porcelijn, & Van Dijk (2007).

As PDD provides a new approach to design for emotion, it adds value to several topics within the design profession. For instance, how does it compare to existing design methods? As PDD differentiates by designing for an emotional experience, it will be interesting to see how it positions in the design for emotion literature.

8.2.1 Design methodology

Within the design profession, many tools have been created to aid the designer in problem solving activities. Design methodology has been a great interest of researchers, in large because there are underlying ingredients that are the source of creative solutions in the design process (Smith, 1998). However, classic design methods focus on the detailing of concepts and the design of smaller subsolutions that a product is composed of (Van Boeijen, Daalhuizen, Zijlstra, & Van Der Schoor, 2014).

Newer design methods tend to focus on designing products for the consumer’s problems or needs, which has been dubbed human-centered design; often used in the design of services (Stickdorn & Schneider, 2010). In this regard, PDD can also be seen

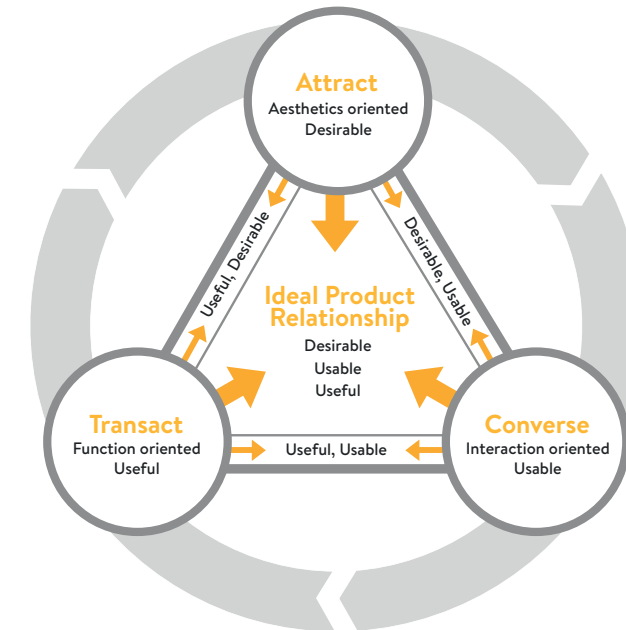


Figure 37. The A.C.T. model can be used to inspire the design of new products by looking at the Attract, Converse and Transact layers of the product and the interaction between those layers.. Adapted from Van Gorp & Adams (2012).

as human-centered as it focuses on the emotional experience of the consumer by focusing on designing for the concerns of the consumer.

8.2.2 Design for emotion

Where PDD differentiates is the focus on design for emotion in the front-end of design, as the method aims to detail an idea—in the form of a value proposition—towards a concept through focusing on the emotional experience of the consumer. In existing design for emotion theory, there is usually an academically supported approach that attempts to design for emotional experiences. Desmet, Porcelijn, & Van Dijk (2007) focus on utilising appraisal theory to design the emotional response through the product’s character (Figure 36). The concept was designed by a team of professional designers and lacks a clear step-by-step process.

Although the authors convey why design for emotion works, it fails to offer a simple step-by-step tool that designers can immediately start with.

PDD takes a more holistic approach by designing for more concerns in one concept. Van Gorp and Adams (2012) formulated an approach that uses the A.C.T. model (Figure 37), which resembles the usefulness, usability and desirability layers defined by Sanders (1992), and agrees that a well designed product should be detailed in every layer. Although the authors convey why design for emotion works, it fails to offer a simple step-by-step tool that designers can immediately start with.

Kolko (2014) steps away from an academically supported approach to design for emotion in his book Well Designed and has inspired his method by practice. As PDD is partly inspired by this approach, there are resemblances between both methods. Kolko (2014) formulates a value proposition, an emotional value proposition (what users should feel after using the product), a product stance (comparable to the product's character) and a so-called product-concept map, where all elements come together (Figure 38). The approach has been partly adopted for the design of PDD, but was simplified as testing showed that the amount of steps was complex and difficult to follow.

Additionally, the Well Designed method made it difficult to be customised for different companies, due to the relative complexity of the individual elements. This is an advantage of PDD as the only changing variables when the tool is used in a different company are the concerns and personality traits. In this regard, PDD trumps all other design for emotion methods. This can partly be attributed to the visual approach of PDD, which makes it more accessible and easier to start with.

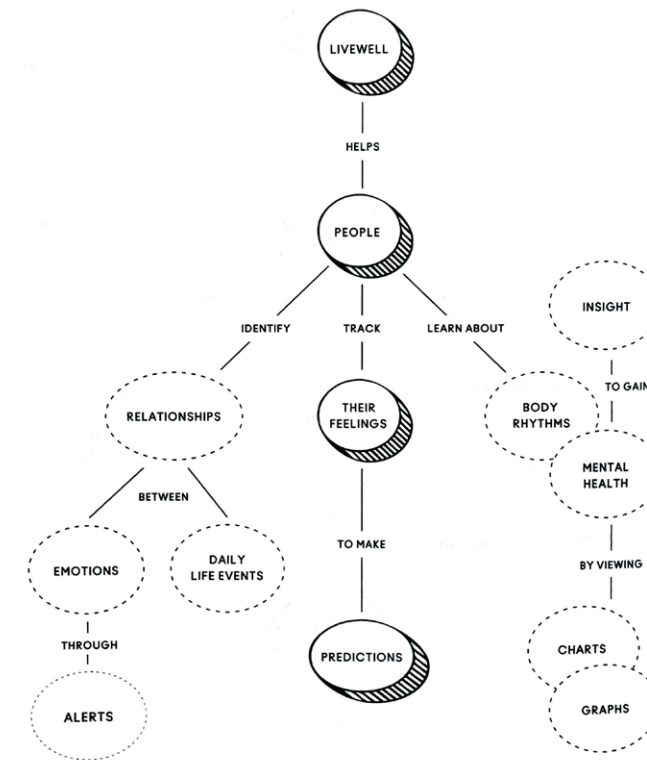


Figure 38. A product-concept map maps the functionality of a concept (Kolko, 2014).

8.2.3 Design education

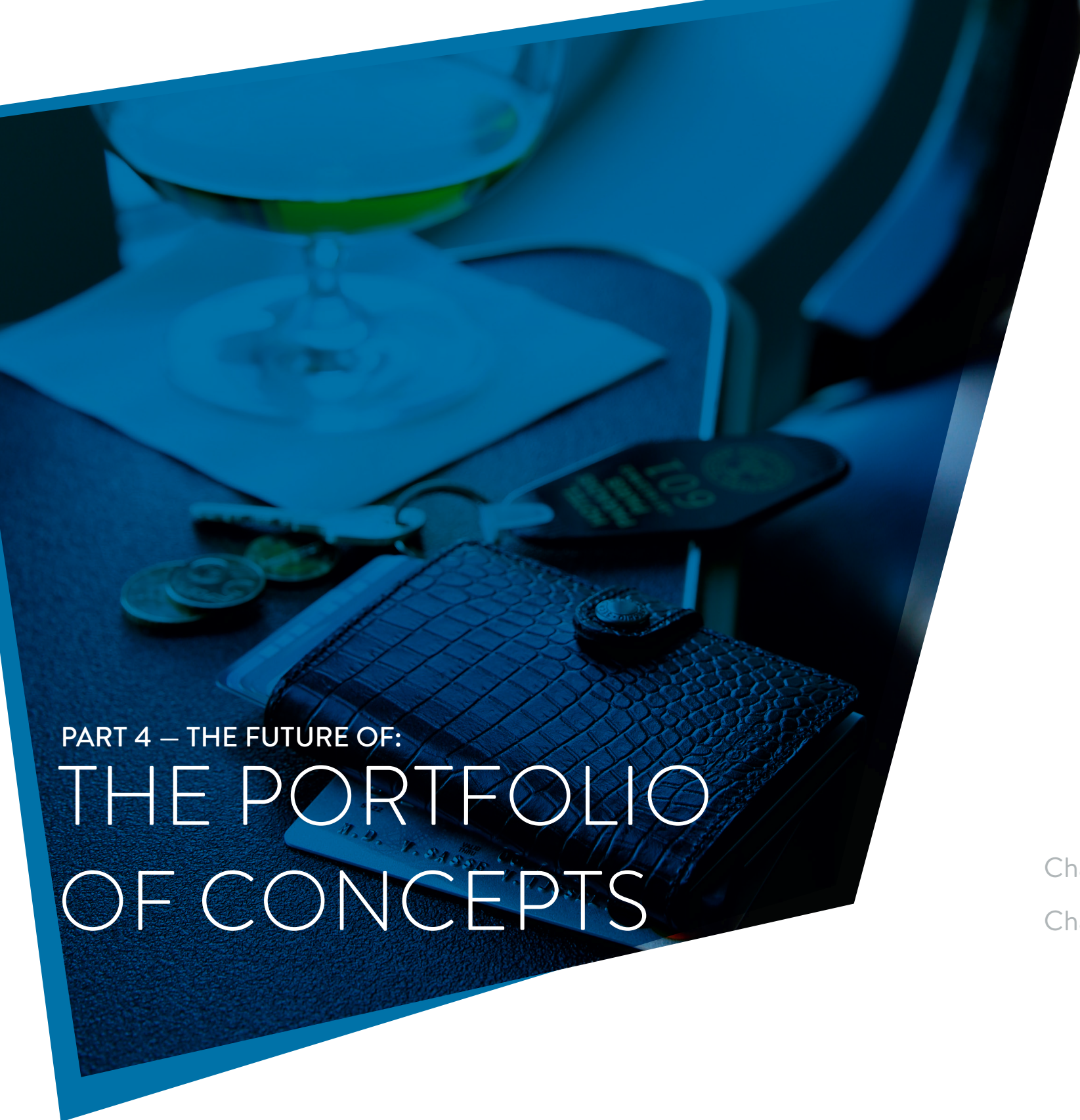
Having acknowledged the importance of design for emotion, both as a source for creativity and competitive advantage, PDD has the potential of enriching design education. Especially when the tool is more mature and its effectiveness has been verified in practice, its value and use can be taught in design education. Introducing PDD into classes opens up the discussion about design for emotion and can help to advocate the importance of it.



Personality Driven Design is the first design tool that provides a simple and linear process to design all kinds of products for an emotional experience.

PERSONALITY DRIVEN DESIGN: KEY TAKEAWAYS

- Personality Driven Design offers Secrid a way to integrate their brand into new product efforts.
- Personality Driven Design provides a new perspective into the company's conversation on the development of their brand.
- The tool can assist the company in the design of various marketing efforts—such as a new magazine or website—as well.
- By adapting the concern and personality trait cards, Personality Driven Design can be made useful for other companies.
- Personality Driven Design is the first design tool that provides a simple and linear process to design for an emotional experience.



PART 4 – THE FUTURE OF:
THE PORTFOLIO
OF CONCEPTS

Chapter 9. **Implementation strategy**

Chapter 10. **Impact of the portfolio on Secrid**

CHAPTER 9

Implementation strategy

This chapter discusses the implementation of the portfolio of concepts and will focus on the development of a roadmap that can guide this process. First, the strategic purpose of the portfolio and its individual concepts are discussed. Then, this chapter presents the roadmap, which consists of three different layers that focus on the development of the concepts, the organisation and technology and society. Having established a timeline for the development of the concepts, the development strategy is discussed that focuses on organising the resources to realise the concepts. The chapter concludes with a brief discussion of a marketing strategy, that includes potential business models and launch strategies.

9.1 PURPOSE OF THE PORTFOLIO.

When the deliverables of this assignment were defined, it was made explicit that the project will focus on developing a portfolio of concepts instead of one concept in order to indicate the width of the market for Secrid and to offer a varied range of potential products in terms of innovativeness and feasibility.

9.1.1 Brand extensions

The final portfolio contains the Passbook, Access, Foundation and Talisman concepts. When realised, these products will be a part of Secrid's product portfolio, the expansion of which is essential to the continuity of Secrid as a company (Kapferer, 2012). The portfolio is therefore a collection of brand extensions, in this case in the market of digital products and services.



Figure 39. Secrid will be the partner for your pocket.

As this market is very different from the market of physical products where the company currently operates, it is important that these offerings do not depart too far from Secrid as a company (Broniarczyk & Alba, 1994). This has been established by designing the concepts using PDD to essentially design for an emotional experience that is typically Secrid.

By designing pocketwear products for a different market, the definition of pocketwear has been reinforced. Zooming into functionality—and beyond the emotional experience—all concepts reinforce the pocket as a symbol for private, personal and convenient products. The portfolio in its entirety supports that Secrid will be the partner for your pocket (Figure 39) and therefore reinforces their ambition to lead the pocketwear market.

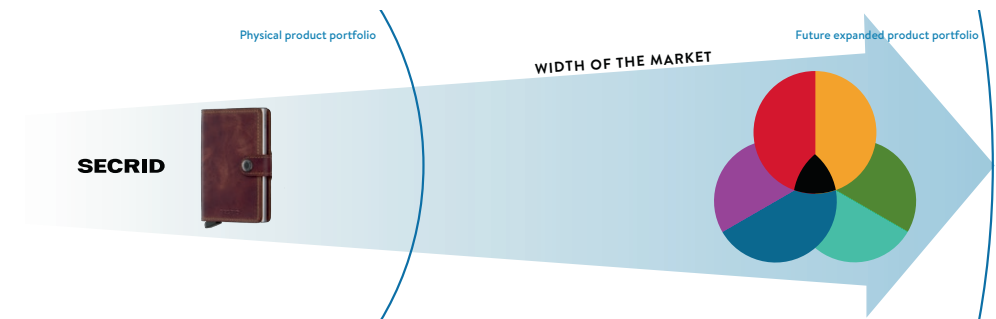


Figure 40. The width of Secrid's market is determined by the concerns that define the emotional experience.

9.1.2 Guide to a new market

The portfolio of concepts is a demonstration of Secrid's potential role in the PSS market. By focusing on extending Secrid's product portfolio based on the emotional experience to this new market, the concepts have extended Secrid's definition of the functionality of pocketwear. In this sense, the concerns play a central role in determining the width of the portfolio as they are the indicators of Secrid's market within the larger PSS market (Figure 40).

As the portfolio cannot depart too far from Secrid's product portfolio, it very consciously starts with the Passbook concept that extends the functionality of the existing Secrid wallets. The realisation and execution of this first concept is crucial as it will help customers to accept new Secrid products in this market that are functionally differentiating from the Secrid wallets.

In this way, each concept helps to build capabilities that are necessary to develop the successive concepts. This way, the portfolio builds up the different capabilities that are necessary to develop the Talisman concept; a more complex PSS. This concept fulfills the role of inspiring Secrid as the ultimate pocketwear product in this market and provides focus in the roadmap as a guiding light.

9.1.3 Digital research and development

Shifting Secrid towards the market of digital products and services is a transition that cannot be made overnight as the company has to acquire the necessary capabilities to realise the portfolio of concepts. This is why the first concepts of the portfolio—the Passbook and Access concepts—are digital products, which require less effort to be created than digital platforms (the Foundation concept) or product-service systems (the Talisman concept).

At first, current employees can work on parts of the design of the concepts and the company can outsource more complex tasks, such as the digital development. However—by working on the Passbook and Access concepts—the company acquires the capabilities that are necessary to develop the more complex concepts, which emphasises the character of growth in the portfolio (Figure 41).

By realising every concept, the company is essentially internalising knowledge that can be useful at a later stage in the portfolio or even for Secrid's physical products. This starts with the design of digital products and is later expanded to the knowledge about the development of digital offerings. To realise the Talisman concept, Secrid will need a team that actively researches interactive products and electronics.

Ultimately, this team can grow to a R&D team that focuses on technological innovations and how these can potentially be useful in Secrid's product portfolio. This team will give Secrid flexibility to experiment with and monetise new technology, improving the company's durability as it warrants the company's innovative character.

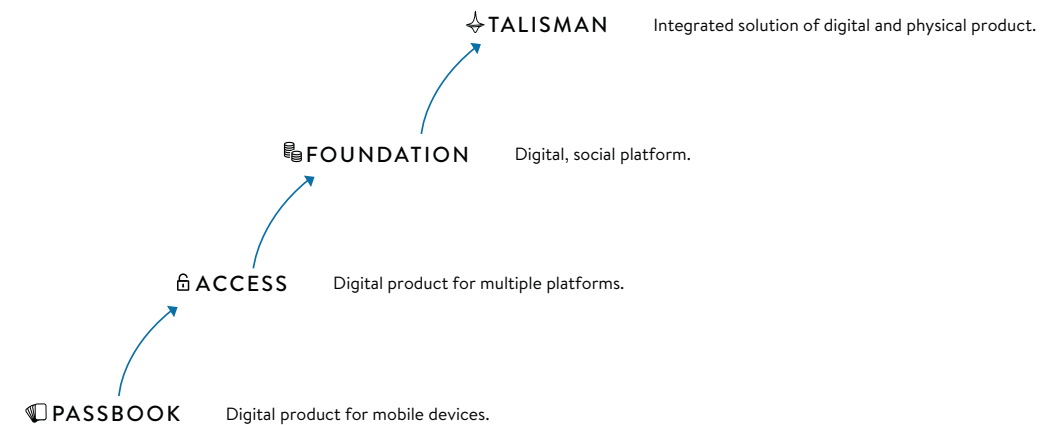


Figure 41. Without going into detail of the functionality of the different concepts, the portfolio of concepts is increasingly complex over time in terms of the type of product.

9.2 ROLE OF THE CONCEPTS.

Besides the capabilities that are required for the development of every concept, each concept has its own strategic purpose within the portfolio. While the focus of the concepts in this project is on the concerns and the emotional experience that leads to, the concepts each contribute functionally to a strategic goal.



Figure 42. Passbook emphasises the synergy between the wallet and the smartphone.

9.2.1 Passbook

The Passbook concept for example extends the philosophy and domain of the Secrid wallet to your smartphone (Figure 42) and takes away a major purchase obstacle by storing your cards digitally. This ensures both potential customers and retailers are more comfortable with purchasing and selling the wallet. The concept stays close to Secrid's current product portfolio to ensure it will be accepted as a brand extension, which is extra critical as Passbook will be Secrid's first brand extension.

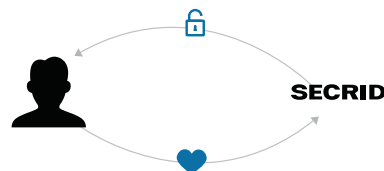


Figure 43. Secrid's customers gain trust in Secrid for handling their personal data.

9.2.2 Access

The Access concept takes on a much bigger challenge in enabling and protecting consumers in their ever growing digital footprint, by letting them easily manage passwords and codes, increasing their safety. Having Access managing private data is an

enormous challenge, but allows Secrid to build a relationship of trust with their customers, in which they can trust Secrid as a partner for their pocket (Figure 43). This relationship of trust is also an important condition for the Talisman concept as this concept is even more intimate.

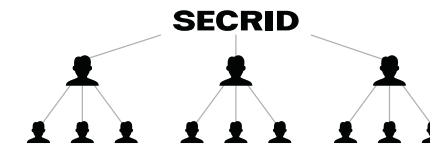


Figure 44. Foundation inspires more and more people through its social platform.

9.2.3 Foundation

The Foundation concept (Figure 44) aims for societal change by leveraging a digital platform that lets people create inspiring projects in which other people can take part. Strategically, this concept spreads Secrid's story that every penny you spend makes a difference and determines the world you want to live in. By having a platform that helps to improve society, Foundation helps Secrid to build their brand and show their fans and potential customers they truly care about the world by acting on it.

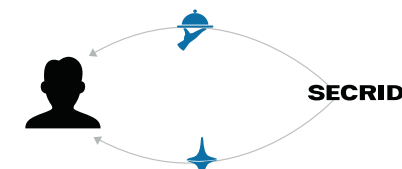


Figure 45. Talisman delivers both a product and a service as an integrated product.

9.2.4 Talisman

The Talisman concept leverages technology to create a new experience in the management of personal data. The concept has many sides to it due to its different functions, but the overall theme is in line with Secrid's passion for intimate, private products. The main role of the Talisman concept is to inspire the company to explore interactive products and to show the added value of a more complex PSS (Figure 45).

9.3 ROADMAP.

9.3.1 Purpose of the layered roadmap

To guide the implementation of the portfolio a roadmap has been developed that consists of three layers (Figure 46): the development of the concepts, the organisation, and society. Splitting the roadmap into various layers gives insight into the environment in which the concepts will be developed. The concept roadmap maps the development cycles of the various concepts, which provides insight into various phases of development and when each concept can be brought to market.

The second layer maps the required changes to the organisation and the teams that are working on the various projects. By overlaying the concept roadmap over the organisation roadmap, insight is given into the organisational conditions and resources that are necessary to bring the realise the concepts. This roadmap also shows the expected growth of the entire organisation in terms of revenue and number of employees.

A third layer has been developed to show the most important trends in technology ordered by their potential impact on society. These trends have been mostly sourced from the book by Aslander & Witteveen (2015). The past twenty years for example, have shown an incredible change in society, driven by technological innovation. Although it may be difficult to realise, the next twenty years may show even larger advancements in society and technology as these developments accelerate exponentially. By talking about future products, the context in which these will exist is very important for the effectiveness of those concepts as changes in society change human needs.

9.3.2 The years to come

No company can plan their product development for the next ten years as the road to those products can change significantly along the way. This is why the roadmap for this project has been limited to a period of five years, in which all concepts will be realised.

The technology to realise the concepts of this portfolio are all available, but will be developed further in the coming years. This is why for example the Talisman concept is not thoroughly detailed in terms of the required technology for realisation. Detailing a concept in this regard would neglect the development of technology of the coming

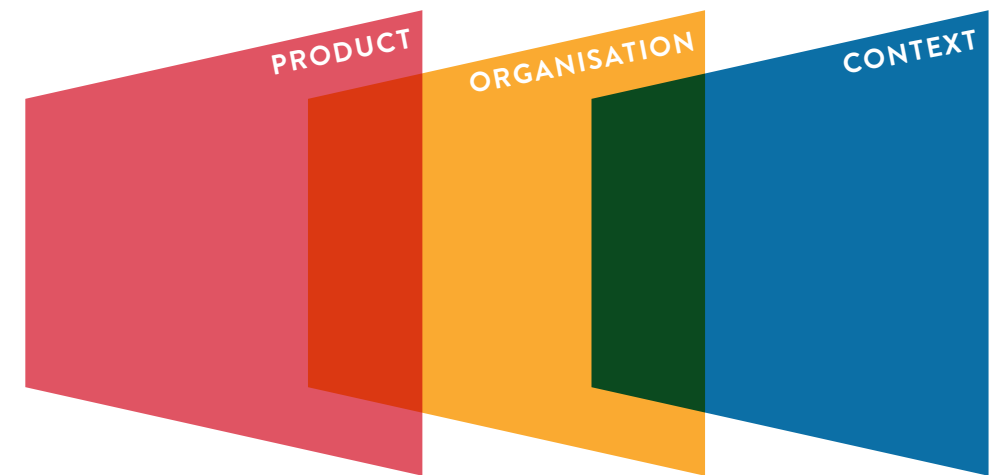
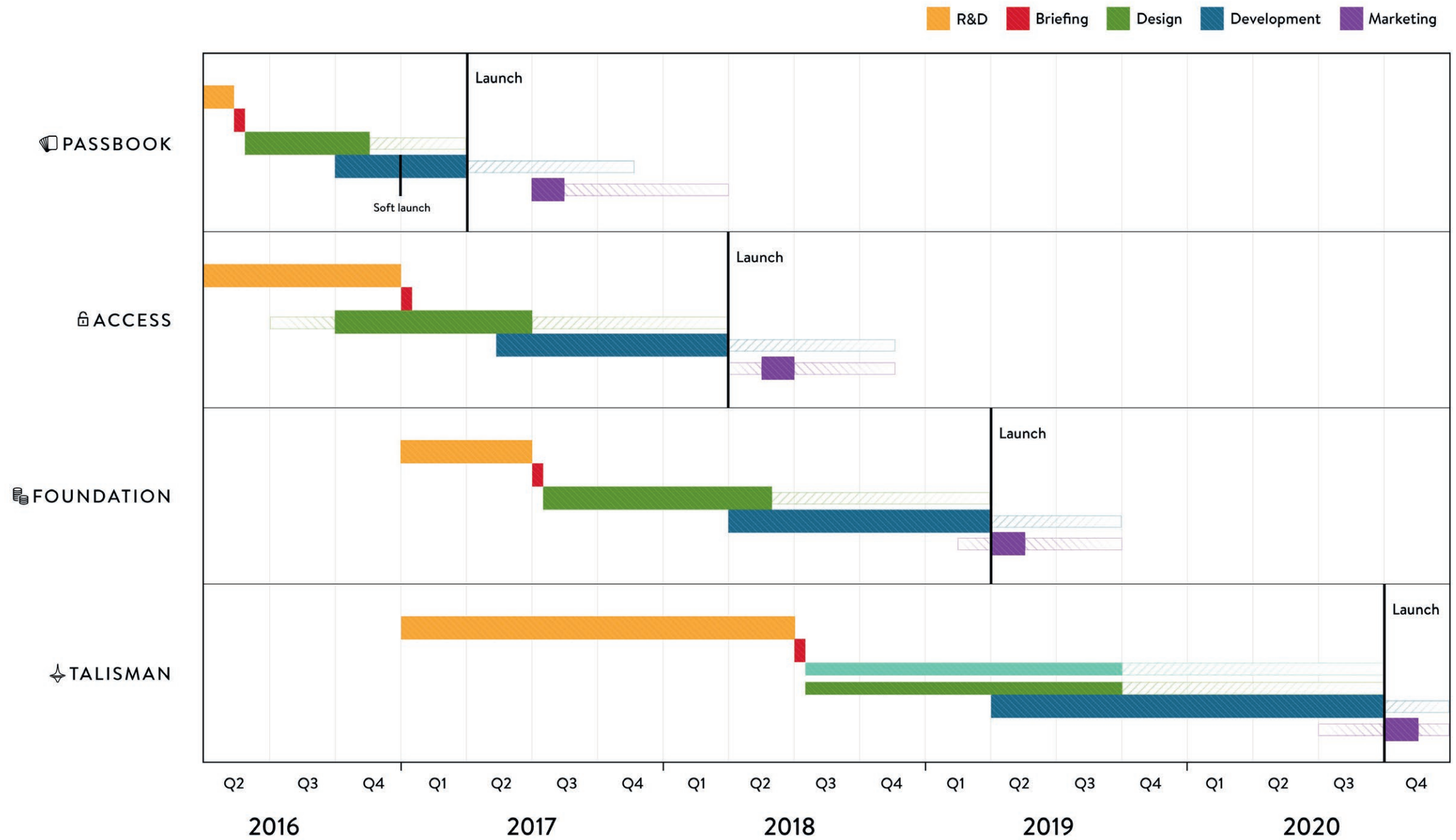


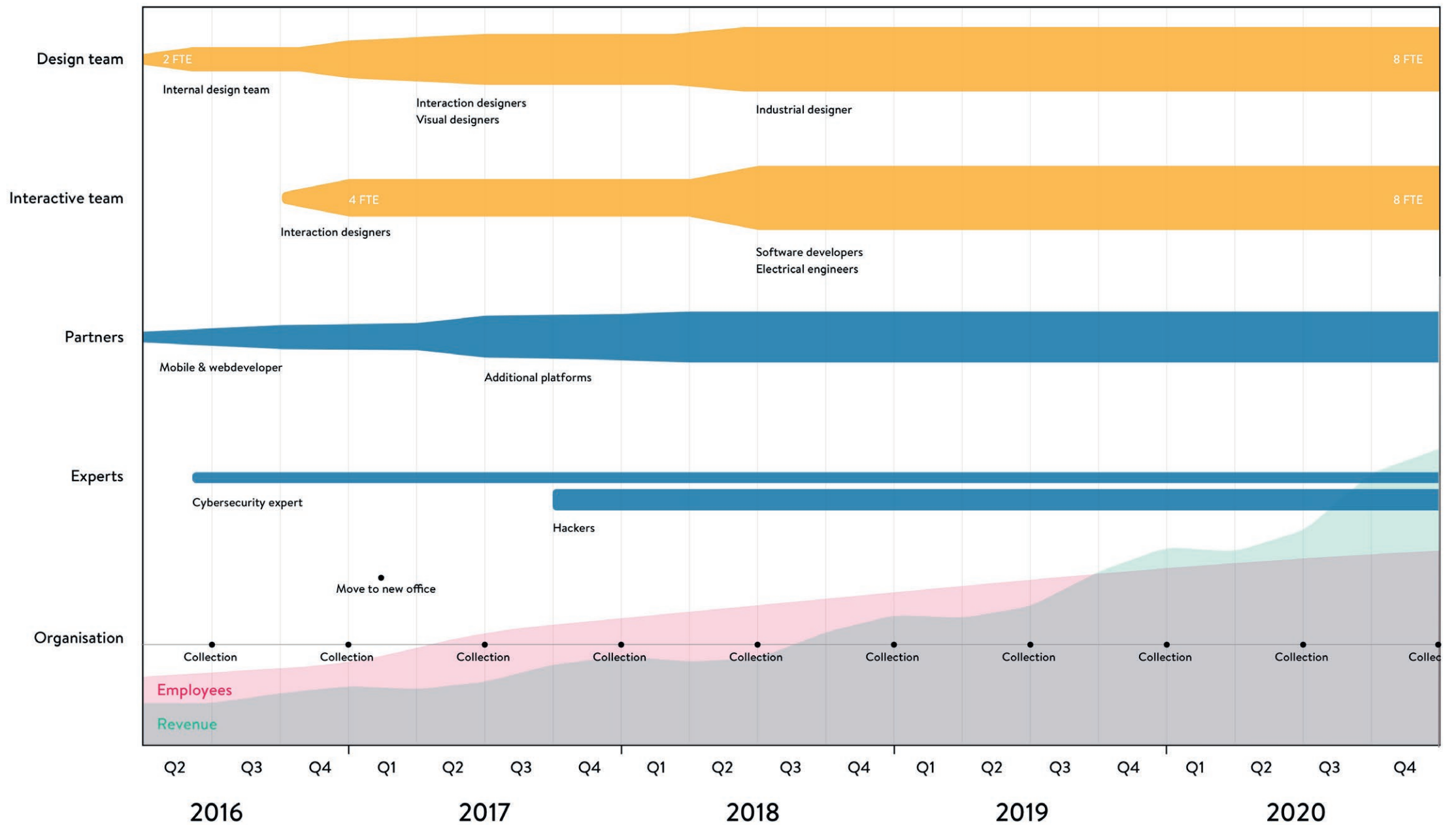
Figure 46. The three layers of the roadmap individually address the development of the products, the organisation and the context.

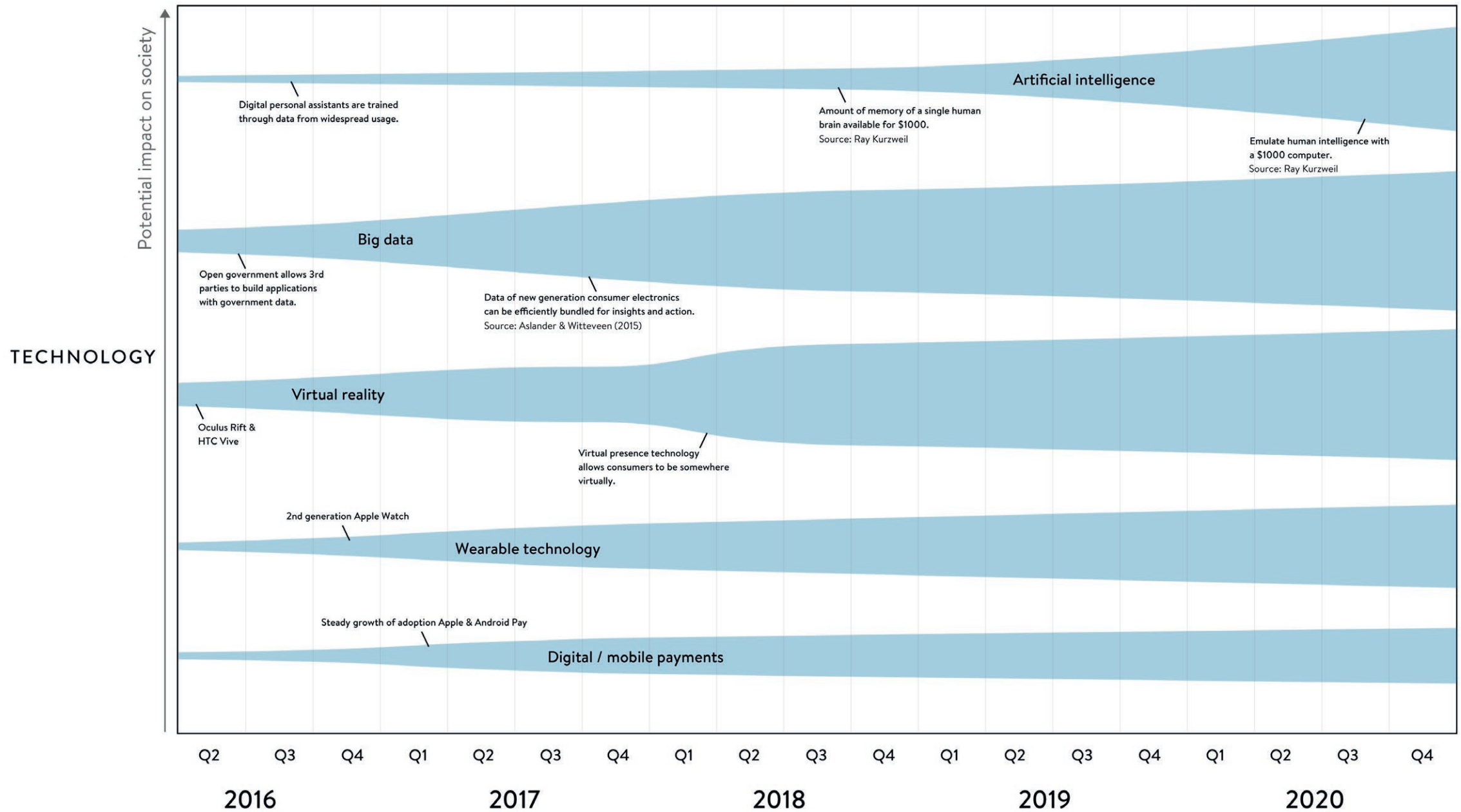
years, which are potentially disruptive for the concepts of this portfolio.

Secrid needs to transform into an agile organisation that can adapt to new technological developments. The development strategy of the portfolio of concepts is introduced after the roadmap to elaborate in more detail on how Secrid can realise the various projects as shown in the roadmap.



Internal External





9.4 DEVELOPMENT STRATEGY.

Working on digital products and services is different from the design and manufacturing of physical goods. For example, digital products can be distributed through digital channels, which allows for frequent updates after the initial release. The concepts should therefore be treated as if they are never finished and will require continuous efforts from the various teams working on the projects.

9.4.1 The digital team

Comparable to the way Secrid develops their physical products, the design of the portfolio of concepts will be handled internally as that controls the majority of the user experience. This means that especially for the Passbook and Access concepts, development can be outsourced to a specialised partner.

The Passbook concept can be designed with the existing graphic design department as the product is not too complex to realise. For the Access, Foundation and Talisman concepts, the design efforts will require new employees with backgrounds in visual design and interaction design. These employees will be working on the portfolio of concepts but can also contribute to other digital projects within the company; a new website for example.

This digital team will expand in early 2017 by the hiring of multiple interaction designers who have affinity with interactive products and electronics. Their initial contribution will be to a large period of research and development that will define various aspects of the Talisman concept. The outcome of this research can be used to create a briefing for that project, after which design and development of the final product and all touchpoints can start.

As clarified, the main objective of the digital team is to realise the portfolio of concepts. In the larger scope, the digital team is responsible to analyse new technological developments and their impact on Secrid as an organisation, on the physical and digital product portfolio and on pocketwear as a market. This will give Secrid the flexibility to properly handle potentially disruptive technology and embrace it instead of fight it.

The digital team is responsible to analyse new technological developments and their impact on Secrid as an organisation, on the physical and digital product portfolio and on pocketwear as a market.

9.4.2 Building relationships

Similar to the development of their wallets, Secrid can work with an external partner to realise the production of the concepts. In digital products, most production efforts are related to the programming of the software. It is preferred to work with a single development partner that is capable of programming for multiple platforms (iOS, Android, Web, Mac & Windows) and has already experience in delivering high quality products for other, renowned companies.

A good relationship between Secrid and this partner is beneficiary for both companies in order to get most out of the portfolio of concepts. With the Passbook concept, the primary goal will be to test the concept on the iOS platform due to the limited devices that is has to be programmed for. When the test shows that the concept works and is adopted by consumers, it can be considered to invest in bringing the concept to different platforms.

The Access concept poses challenges as it will manage and store sensitive information. A major advantage of the concept is that this data is not stored centrally on a location that is internet accessible and thus vulnerable to hackers. However, the Access concept should be as secure as possible, as a breach in security is very harmful for Secrid's image. This is why expert knowledge is needed from the design phase of this concept. Bringing in expertise on cybersecurity can be also beneficial for the Talisman concept.

When possible, these concepts should be exposed to a security audit, in which the system is tested to its limits to prevent unauthorised access by third parties. Secrid can work with a small team of hackers or partner with a security firm to acquire the metaphorical seal of approval concerning the security of the products. Most importantly it should be noted that this process of testing will be an effort that is not limited to a single test. Due to ever changing software, hardware and expertise of hackers it will be a continuous process where cutting corners cannot be permitted.

9.4.3 Internalise knowledge

By setting up the digital team and partnering with a development firm and external experts, Secrid acquires the capabilities that are necessary to develop the portfolio of concepts. This process of internalising knowledge on digital products and services is fundamental to the development of Secrid as a company as well.

As the company aspires for growth (Figure 2 on page 17), it is necessary to expand the vision and capabilities beyond those of a manufacturing company. In a world that is more digital every day, it is necessary to broaden the definition of pocketwear and embrace technological innovation to look for opportunities where Secrid can add value. Having teams in place that work on the cutting edge of digital innovation will help Secrid to quickly act on those opportunities.

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9.5 MARKETING STRATEGY.

As the portfolio of concepts is still in the future and the products have not yet been realised, it might seem early to discuss marketing strategy. It is important to formulate an early perspective on the marketing strategy of the various concepts to prevent this from becoming an afterthought. In the marketing strategy, this report elaborates on potential business models and launch strategies.

9.5.1 Business models

The service industry has brought a host of new business models (Osterwalder & Pigneur, 2010), although this statement could also be backwards. The rethinking of traditional business models has brought new products and services that deliver value in new ways, often powered by internet technology. One of the trends in this industry is that consumers often pay for access or usage instead of ownership, drastically optimising the efficiency of the product lifecycle.

For Secrid, the Passbook and Access concepts are primarily shaped in the form of mobile applications. In these cases, paying for access, ownership or so-called free-mium models—where consumers get a basic version for free and pay a premium for all features—are all potential business models. It should however be considered that there is a low willingness to pay for mobile applications (Heblij, 2012) and there is a trend among consumers to refrain from subscriptions for products that do not feel they require a recurring payment for it to keep delivering value.

Acknowledging the ongoing costs of the continuous development of digital products and services, it may be difficult to monetise a mobile application such as Passbook and Access. For Secrid, it may be viable to view these concepts as modules to the Secrid wallets, selling them as optional extras during the purchase of a Secrid wallet. This strategy aligns with the company's ambition to make the Secrid wallets a modular system that can be endlessly customised.

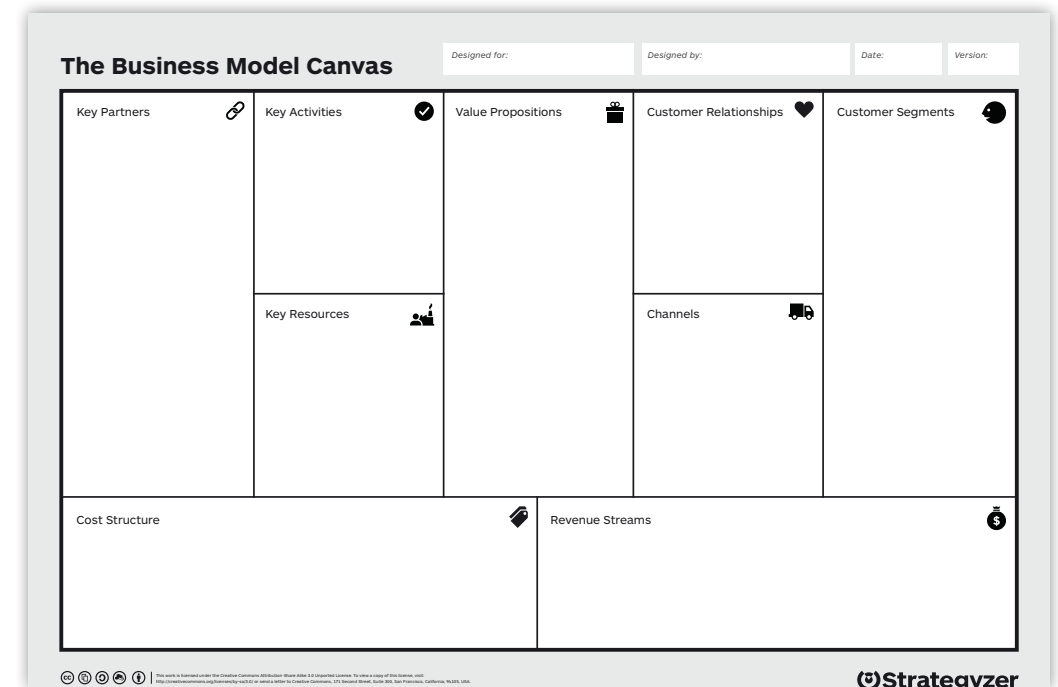


Figure 47. The business model canvas helps with the design of business models. (Osterwalder & Pigneur, 2010).

The Talisman concept lends itself to charge separately for the physical and digital components. As the concept has a much more unique value proposition, it will be easier to monetise this concept as customers do not have a direct point of reference of the business model of such a PSS.

When the briefing for a concept is developed, the business model canvas (Figure 47) may be used to map the various elements of the business model and find a fitting monetisation strategy for every concept. The Foundation concept may be an exception in terms of monetisation as it has a strong social goal and benefits Secrid as a brand.



Figure 48. Example of the design of a card that can be included in the packaging of the wallet to introduce the Passbook concept.

9.5.2 Launch strategy

The launch of the portfolio as a whole is just as important as the launch of the individual concepts. The Passbook concept plays an important role in determining the uptake and success as the first step of this portfolio. When the Passbook concept is launched, careful reflection on the project may lead to adjustments in the roadmap of the portfolio.

The Passbook concept is very suitable for a so-called softlaunch; meaning it will be published and available secretly without the support of marketing efforts. A slight

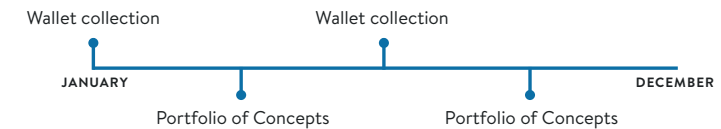


Figure 49. Distributing the launch of digital and physical products over the year.

hint of its existence to Secrid's fans allows for the testing of the concept and value proposition. The input during this testing period can be used to improve the concept. The final launch of the Passbook concept may involve the design of a card that will be included in the packaging of every wallet to inform people of the product when they can't fit all their cards in their new wallet (Figure 48).

The softlaunch scenario is not suitable for the Access concept as it involves managing sensitive information, which should not be exposed to taking risks in such a test phase. The Foundation concept would be more suitable as the platform can be tested on a smaller scale—for example limited by geographical constraints—to test if a healthy community can be built.

As the Talisman concept involves the development of hardware and electronics, its full launch should be carefully planned. Acknowledging the product's large development phase, plenty of time should be available to test all components of the PSS before launching the product.

Launching the various concepts of the portfolio will be either in spring or fall. This schedule has been considered to alternate presentation moments with the collection updates of the Secrid wallets which are in January and June (Figure 49). By alternating these launches, Secrid can smoothen the workload of the different departments that work on the projects. As a bonus, the company has more moments in the year to present new products.

CHAPTER 10

Impact of the portfolio on Secrid

Where the previous chapter discusses the prerequisites for the realisation of the portfolio of concepts, this chapter looks into the impact of the portfolio on Secrid. First, the impact of the portfolio on Secrid's current and to-be-acquired capabilities are discussed as the realisation of the portfolio requires changes in the organisation. Then, the contribution of the portfolio of concepts to the framework of KPIs is assessed. In what way do the individual concepts add value for Secrid? As the development of the portfolio requires significant resources, this chapter concludes with a risk analysis and discusses mitigation strategies.

10.1 IMPACT ON THE COMPANY'S CAPABILITIES.

10.1.1 The portfolio of concepts as a strategy for organisational change

New product development is a solid strategy for organisational change (Junginger, 2008). According to Junginger (2008), a human-centered development process of new products is an inquiry into the people, structures, resources and purpose of an organisation. This process of development ultimately transforms an organisation as if it is a product itself.

An organisation is always organising yet seldom organised (Junginger, 2008). This process of continuous change is necessary to adapt to the ever changing context, environment, economy and customer needs. By adapting, the organisation organises around the purpose of delivering value to its stakeholders, and does so by organising and upgrading their capabilities. These capabilities are what an organisation needs to do to be able to reach its goals (Hamel & Prahalad, 1990).

10.1.2 Upgrading existing and acquiring new capabilities

Secrid's existing capabilities surrounding product development mostly concern visualisation and styling, which are both useful in the process of designing new products. This for example shows in the design of the display material (Figure 50), where a unified and recognisable style is implemented across a line of custom designed displays. Another example of design capabilities occurs in the design of various brochures and magazines, where the team is continuously looking to design a better presentation of the Secrid brand.

An organisation needs stability to function well and change to survive.

By acquiring capabilities that concern digital and interaction design, Secrid can use those to translate the brand to digital platforms, such as the concepts of the portfolio. Those capabilities can also be allocated to design digital communication and indirectly a much more holistic presence of the Secrid brand.



Figure 50. Secrid's display material.

Secrid as a business has ongoing efforts that utilises their business capabilities; for example to optimise distribution processes. A good example of this is the retailer portal, which will be designed for the over 5000 retailers who can then manage their orders on an online platform. New capabilities such as the design for various digital platforms, presenting information, analytics and back-end development are extremely useful to work in synergy with the business capabilities to realise such a project.

By the hiring of new employees, partnering with a development firm and experts in the fields of digital technology, Secrid internalises knowledge that prepares the company to deal with the increasing digitisation of society. The portfolio of concepts is in a sense a tool to kickstart this organisational change to internalise new and extend existing capabilities.

10.1.3 The bigger picture

The impact of the portfolio of concepts and the new and extended capabilities have the potential to transform the company. The vision on pocketwear can be redefined beyond the functionality of physical products, towards a more abstract and descriptive emotional experience that transcends the medium of the current zeitgeist. Secrid can take a more confident and accepting stance towards new technology instead of the fear it can disrupt their market.

The new knowledge and capabilities can even have an impact on the existing physical product portfolio and projects within the company. The definition of a product can be broadened as value can be delivered over multiple touchpoints and platforms to where Secrid's consumers are. The process of the development of products transforms the work ethos as a product's boundaries blur and a product will never be finished.

Within the portfolio, the relations between the concepts are important to transition the various teams between those projects. As each project has a different emphasis, it helps the teams to apply those new capabilities to problems that are similar but different. This way, the capabilities themselves are developed alongside the portfolio of concepts.

Considering the growth of Secrid over the past years, the company has proven to be able to deal with changes to the organisation. The portfolio of concepts emphasises this to let change itself be the only constant of the organisation. However, this taps into the paradox of the organisation, which needs stability to function well and change to survive (Junginger, 2008). The challenge for Secrid will be to find stability within the constant change of the organisation, customers and context.

The process of the development of products transforms the work ethos as a product's boundaries blur and a product will never be finished.

10.2 CONTRIBUTION TO THE KEY PERFORMANCE INDICATORS.

Where the capabilities mostly concern the organisational impact of the portfolio of concepts, the KPIs assess the performance of the portfolio. Having established a framework of KPIs (Figure 51), the different concepts of the portfolio can be tested against those indicators to measure their effect.

However, as the portfolio of concepts is at this point in its development rather conceptual, the KPIs are not yet measurable targets. When the concepts will actually be developed, the suggested KPIs can be used to develop measurable targets that the products have to meet in order to determine their success.



Figure 51. Framework of key performance indicators.

10.2.1 Passbook

The Passbook concept mostly contributes to the customer loyalty KPI (Figure 52) as people and retailers alike are more comfortable in recommending, purchasing and selling Secrid products. There is limited contribution to improving the brand awareness of the company as the product will only be marketed to people considering a wallet or who have already purchased one. As Passbook has great synergetic value combined with the physical wallets, it does contribute to the perceived quality of Secrid as a brand and the value they can deliver.

All of these factors combined contribute to the price premium people are prepared to pay for Secrid products. As Passbook takes away a major purchase obstacle, sales of the Secrid wallets will possibly rise which in turn increases revenue. As the Passbook

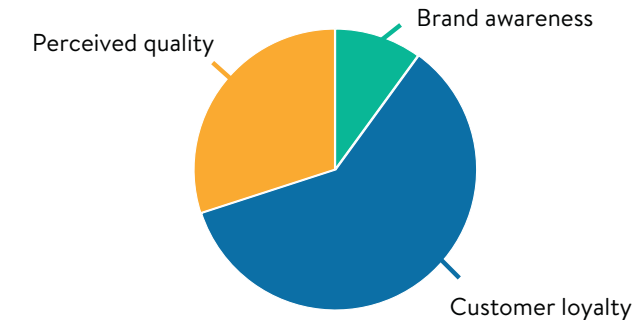


Figure 52. The distributed contribution of Passbook to the KPIs..

concept influences customer loyalty, it is likely to increase profit margins as existing customers are cheaper to retain than acquiring new customers (Rubinson & Pfeiffer, 2005).

10.2.2 Access

The Access concept branches away from the wallet functionality and mainly taps into the security of people's online presence. This contributes to the brand awareness of Secrid and when executed successfully, the concept will contribute to a higher perceived quality of the brand and increase the brand equity (Figure 53). When Access becomes a successful service, the customer's trust in Secrid will increase. A good

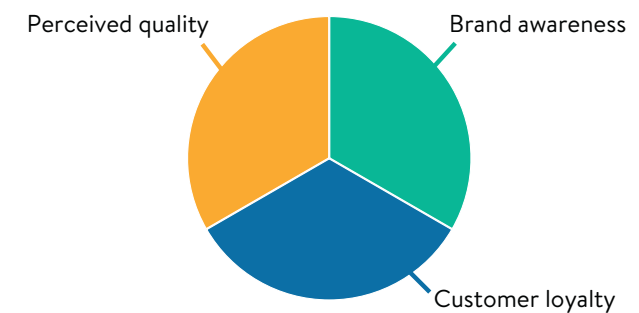


Figure 53. The distributed contribution of Access to the KPIs.

service experience can also make customers eager to try out other Secrid products. All of these factors contribute to the price premium people are prepared to pay to acquire the Secrid brand.

Having a successful business model and a healthy market penetration, Access may contribute to the company's revenue. However, the complexity of the development of the product along with the continuous efforts to keep the product secure are paired with significant investments. It may therefore be difficult to turn Access into a profitable product.

10.2.3 Foundation

The Foundation concept tells Secrid's story and helps people to work together towards a better world. Although the concept is therefore not focused on monetisation, it should contribute to the KPIs in a different way (Figure 54). By socially spreading Secrid's story the concept mainly contributes to the brand awareness. As more people are becoming aware of the Secrid brand, new people can try out different Secrid products as those help them to support Secrid's values. Therefore, the Foundation concept may indirectly contribute to the company's revenue although the concept itself will not be a money maker.

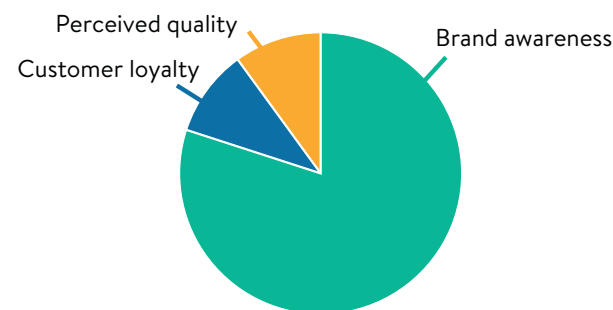


Figure 54. The distributed contribution of Foundation to the KPIs.

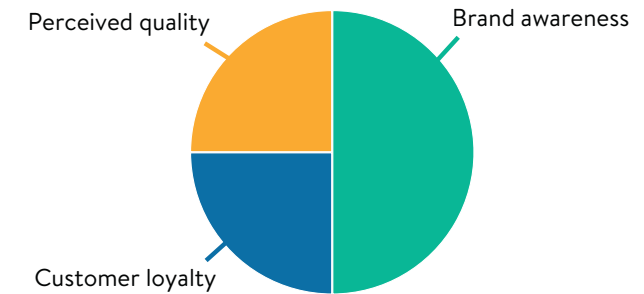


Figure 55. The distributed contribution of Talisman to the KPIs.

10.2.4 Talisman

The Talisman concept offers a unique value proposition which therefore can be properly monetised. By being an integrated PSS, customers are delivered value in new ways over multiple platforms. Through the product's innovative character, Secrid is in an unique position to market the product and raise brand awareness (Figure 55). This may lead to an increase in sales of the Talisman and other Secrid products; increasing the company's revenue.

When the concept is executed well, Secrid shows customers that it is capable of delivering such a complex product, which will increase the perceived quality of the brand and its products. This will increase the price premium people are prepared to pay to acquire a Secrid product. However, as the Talisman concept has various complex elements, the investments required for realisation are significant. Therefore, contributions to the company's profit may initially be limited.

10.3 RISK ANALYSIS.

The impact of the portfolio on the organisation and the contribution of it to the KPIs show Secrid it would be beneficial to go ahead and start implementation of the portfolio. However, as every project in business there are various risks to consider. By elaborating on these risks beforehand and coming up with strategies to mitigate those risks, the portfolio of concepts can be implemented while avoiding the pitfalls.

10.3.1 Lack of investment and escalation of commitment

To successfully launch the concepts of the portfolio, Secrid needs to be invested in the opportunity of the market. A lack of investment into the potential of the portfolio may lead to taking half measures in the design or development of the concepts, which may lead to a suboptimal product.

The development costs of a fairly simple product as Passbook would total to around 20.000 euros.

On the other hand, there is a risk of escalation of commitment to the portfolio. This means Secrid at one point has invested a significant amount of money into a product that may never successfully deliver on its promise. The pitfall here is that the company may fail to acknowledge the product may not work as expected and launch it after all.

Both these risks are mitigated by kicking off the roadmap with the Passbook concept, which requires limited investments and resources to be realised. Therefore, this product is an ideal concept to test the waters of the new market and the potential for Secrid as a brand and organisation.

10.3.2 Failure to monetise

In order to illustrate the investments that can be expected in the portfolio of concepts, the Passbook concept was pitched in brief to an experienced mobile developer. The developer estimated that around 200 hours would be sufficient to program this mobile application for a single platform. Calculating the total costs of development with the

rate of an experienced development firm would sum the costs to around 20.000 euros.

Acknowledging that this investment excludes the internal cost of the research and design for this product, the total investment for this fairly simple product are still significant. Secrid of course has the option of selling Passbook as a module to the Secrid wallet, but must acknowledge that the direct returns of this project may be limited. The value for Passbook and all products of the portfolio is created in different ways than just in terms of revenue.

However, Secrid needs to realise that the investments that are required to realise the concepts can only be powered by a financially healthy business model. By optimising the business model of every concept or by creating measurable targets for the various KPIs, the company can mitigate the risk of overvaluing a concept of the portfolio. This way, the portfolio of concepts can live up to their full potential and be more than a prestige project.

10.3.3 Changes in the context

Often discussed in this report is the possible threat of the entry of new technology that could disrupt the pocketwear market. In a sense the transition of payment methods and loyalty systems towards the smartphone are already a threat to Secrid's wallets. For the portfolio of concepts, the threat of a new technology or a different change in the context can impact the effectiveness of the concepts of the portfolio.

The risk of developing an outdated product is mitigated by viewing the portfolio as a fluid plan that should adapt to these changes. The different concepts form a vision of the emotional experience in pocketwear, but the final functionality can be different in a new context. The main objective for the digital team is to stay updated on these innovations and interpret their effect on Secrid and the portfolio.



The Portfolio of Concepts is a guide into the market of digital products and services and has Secrid acquire new capabilities that helps the company cope with new technological developments.

PORTFOLIO OF CONCEPTS: KEY TAKEAWAYS

- The portfolio of concepts is a guide for brand extension into the market of digital products and services.
- The portfolio offers four concepts that build in complexity over time, allowing Secrid to acquire the necessary capabilities to realise those concepts.
- Within the portfolio, each concept has a dedicated strategic purpose, from being functionally close to the physical wallets, to offering a vision of what Secrid can ultimately accomplish in this market.
- The roadmaps visualise the plan for development of the concepts and show how the organisation needs to change and the changes in the context along the way.
- During the realisation of the portfolio, Secrid acquires capabilities by internalising knowledge and building relationships related to the development of the portfolio.
- These new capabilities give the company the flexibility to act on new technological developments in the future.
- The concepts contribute to various KPIs that measure their performance in other ways beyond revenue and profit.
- Developing the portfolio is not without risks. The Passbook concept can provide insight into the potential of the entire portfolio.

CONCLUSION

This graduation project has explored the market of digital products and services for Secrid and has developed deliverables that will help Secrid to enter this market. With the impact and strategy of the deliverables discussed, the conclusion of this graduation project is mainly focused on answering the research questions and drawing up the entire project.

Branching the product portfolio into a new market has led Secrid to question how they should approach this. By having developed Personality Driven Design, a tool has been developed to design for a coherent emotional experience across all products and markets. This tool also has the potential to assist Secrid in their process of defining the brand as it provides a new perspective that focuses on the emotional experience.

By having developed a portfolio of concepts, each with a slightly different emphasis, Secrid now has a wide variety of inspiring concepts that indicate what the company can accomplish in this new market. The Talisman concept especially envisions Secrid's ultimate role as it can be seen as the ultimate pocketwear product. The portfolio of concepts stretches the definition of pocketwear that is focused on the intimate emotional experience of pocketwear products.

Besides this, the framework of KPIs has been used to assess the added value of the individual concepts. The portfolio of concepts adds value in terms of improved customer loyalty, higher brand awareness and a higher perceived quality of the brand and its products. This improves the price premium people are willing to pay to acquire the Secrid brand, which leads to higher revenue and profit.

Recommendations

First and foremost, it is recommended that Secrid starts with the implementation of the portfolio of concepts. Every concept is a project of its own and this report can contribute to the briefings for those projects. The roadmap can be used as a guide that helps the company to acquire the necessary capabilities to develop the portfolio of concepts.

Before the development of the portfolio of concepts, the framework of KPIs of this project has to be made operational. By assessing the concepts based on these KPIs, their performance can be optimised and if necessary, changes can be made to the briefing of the concepts.

As PDD has shown its value in this graduation project to design products for an emotional experience that is typically Secrid, the company can explore the implementation of the method in the NPD processes and marketing department. Besides this, the method can be used to provide a new perspective on the branding of the company.

Future research can improve the PDD by for example researching if it can be developed digitally, to make using the tool more flexible. As will be tested within Secrid, it can also be researched whether the tool can be useful for branding purposes. Before branching the purposes of PDD, the current version of the tool needs to be tested extensively in a business environment to assess its performance, based on which all of these improvements can be made.

REFLECTION

This graduation project has drawn to a close and with it my career as a student at the Delft University of Technology. This project tested the skills I had learned during my bachelor's degree in Industrial Design Engineering and my master's degree in Strategic Product Design. In this reflection, I will look back on the project, the deliverables, process and what I have learned and will do different in the future.

Project and deliverables

I remember my first conversation with Secrid when they offered me the opportunity to explore a new area of potential business for them. The size of the company and their respect for design combined with the opportunity they gave me made me extremely happy. To me it always felt as if I was offered a blank slate of paper and had the opportunity and responsibility to deliver and inspire.

I am proud of the deliverables of this project. Although most people will probably have more affinity with the portfolio of concepts, PDD was the center of the assignment for me. I am very happy with how the tool turned out as I did not have much affinity with design for emotion when I started this project. The complexity of the subject made it difficult to be translated to a simple and usable tool.

By enriching the value proposition of the various concepts of the portfolio through PDD, I think I have successfully exhibited what makes a product typically Secrid. The earlier concepts of the portfolio may not be considered very innovative, but are of great strategic value to the company. The Talisman concept can guide Secrid towards innovating with technology and I would have never thought I could inspire Secrid with a concept of this quality.

Secrid has been supportive of this assignment and has supported my own vision for it. A couple of weeks into the project it felt that it was difficult to meet expectations as many employees thought I was about to develop a mobile application. I think that there is more to this project than just that and I can be proud of what I have achieved.

Process

As Secrid left the interpretation of the assignment to me, it has been difficult to find a way to take on this challenge. This project really felt as if it were a blank slate of paper and not a colouring practice, which made it more difficult than I had expected beforehand. The process I had adopted from the lean startup proved to be difficult to apply and I felt I wasted a lot of time in the earliest weeks and months of this project.

Looking back, I do feel as if all that wasted time contributed to the moment it clicked. At that time, it was a matter of defining the deliverables and working very hard to bring this project to a closure. This shows that I could be more confident in my own process, which was not always the case.

This insecurity showed in the many meetings with my graduation team. After I received criticism during one of the first presentation moments I felt very insecure in every subsequent meeting, regardless of the quality of the work I presented. The graduation team really supported me in regaining my confidence.

After the green light meeting I had so many ideas to improve my report, but I quickly had to accept that I could not implement all of them. A report like this is never finished and the intense work of the final weeks took its toll, which led to me postponing my graduation. This was obviously a huge mental setback, especially considering I was just one week away from delivering the report.

Learnings

I learned the hard way about the amount of pressure I can handle physically near deadlines. This has implications for my future project planning, in which I can take those physical boundaries into account. I have felt isolated in this project from time to time, which made me realise that I favour working in teams. I obviously learned a lot regarding the content of this project, especially on design for emotion and portfolio management. I feel proud that Secrid takes the result of this project seriously and is eager to start implementation.

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Appendices

Appendix A: Observational research.	156
Appendix B: Design language & principles.	158
Appendix C: Comparison to Vip, JJG & Spirid.	160
Appendix D: New framework version.	162
Appendix E: Idea generation.	164
Appendix F: Idea rating.	166
Appendix G: Top rated ideas.	168
Appendix H: Researched wallet concerns.	170
Appendix I: Sourced personality traits.	172
Appendix J: New concept posters.	174
Appendix K: Design tool board.	178

APPENDIX A: OBSERVATIONAL RESEARCH.

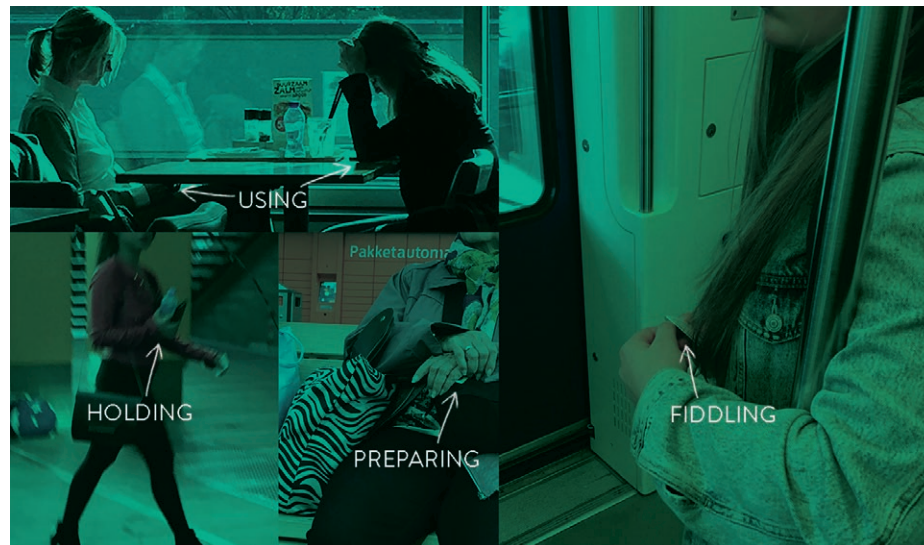


Figure 56. Observing the use of Pocketwear products.

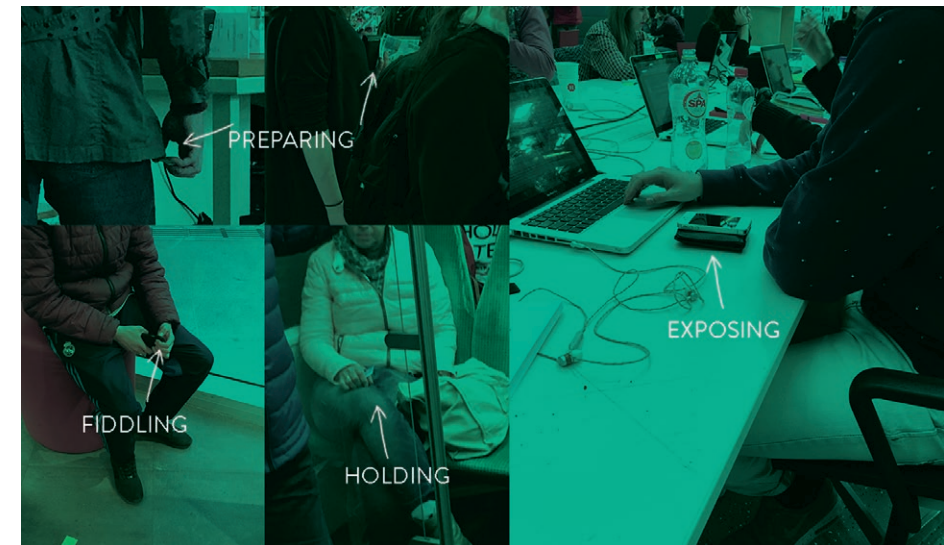
As evaluated earlier, pocketwear is a widespread market with many different types of products. Behaviour with and around pocketwear products can be the source for new Secrid products and services. This behaviour has often developed over longer periods of use in order to accustom to those products. It is interesting to observe this behaviour to see if there is any friction that people may not be aware of.

From friction to new products and services

The observed friction can be a starting point for ideation in order to optimise the use of pocketwear products or to introduce new products or services that help people to reach their goals more efficiently. In order to analyse this friction, many different settings (such as restaurants and train stations) have been visited to analyse how people interact with their pocketwear.

Observed behaviour in relation to pocketwear products

A majority of the observed pocketwear behaviour is dominated by smartphone usage. Ever since the introduction of the first smartphones, the penetration and usage of the



product have skyrocketed and fundamentally changed the way people communicate and spend their time (Steemers, Ward, & Witteveen, 2014). Other pocketwear products are used significantly less in the observed environments. A plausible reason for this may be the intimate nature of those products.

The findings have also been clustered into different behaviour categories (Figure 56). Most of these clusters concern interaction with pocketwear products before or after the actual use of the product. Another finding is that people of all demographics have been observed to fiddle with pocketwear products in all different contexts, which is a behaviour that is also observed with people who use a Secrid wallet.

Implications of this research

This research has provided valuable insights into how pocketwear is being used, but has not led to the finding of friction in this behaviour. However, the finding that the smartphone dominates the observational interaction people have with pocketwear reinforces Secrid's wish to consider the market of digital products and services.

APPENDIX B: DESIGN LANGUAGE & PRINCIPLES.

The first version of the framework (Figure 57) was developed when the assignment of this graduation project pivoted towards finding a way to help Secrid enter the market of digital products and services. By using a framework that is built on Secrid's design principles and design language, the products that will be designed for this market can be made explicitly Secrid and will fit the brand.

The design principles are related to the brand and its core values; the first building block of the framework. To retrieve usable design principles, it would be analysed how the brand and its core values are implemented in the existing product portfolio. The design principles are related to the look & feel of the products and focuses on what makes a Secrid product uniquely Secrid. What product attributes contribute to that identity and how should they be translated to look (structure, visual design) and feel (flow, interaction) of a Secrid product?

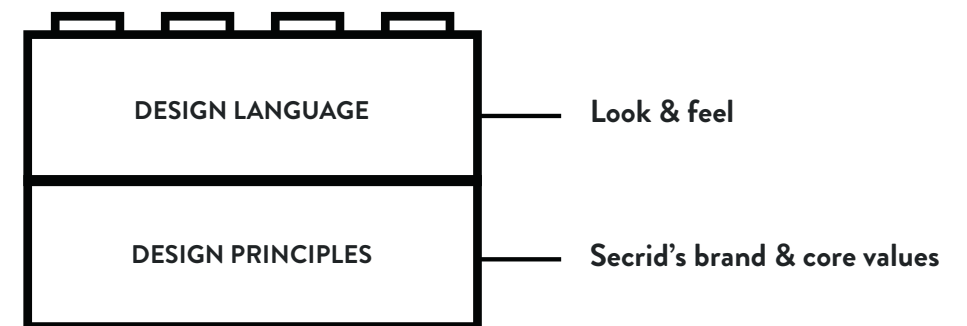


Figure 57. First version of the framework featuring design principles and design language.

APPENDIX C: COMPARISON TO VIP, JJG & SPIRID.

Developing the framework for this project (what would later become Personality Driven Design) confronted me with the different abstraction layers of the tool. These layers of abstraction resonated with me and resembled some other design methods, including Secrid's own Spirid model. This comparison (Figure 58) shows how the early version of my framework compared to the other models.

Layered development models

PERSPECTIVE	BRAND-PRODUCT DEVELOPMENT		PRODUCT DEVELOPMENT			
MODEL	Me	ViP	JJG	Spirid	Meaning	
APPROACH		Outside-in	Inside-out	Outside-in-release		
1	Vision / Attitude		Strategy	Soul	What do we want?	
2		Context		Society	In what context does the product exist?	
3			Scope		What features does it need?	
4	Design principles	Interaction	Structure	Surroundings	What will interacting with it be like?	
5			Skeleton			
6	Design language	Product	Surface	Skin	How will it look and feel?	
7			Skeleton	Structure	What is it made of?	
8				Synthesis	How is it built?	
9	Roadmap				How will it be implemented?	
10				Sales	How will it live up to its potential?	

Figure 58. Comparison of different layered development models.

APPENDIX D: NEW FRAMEWORK VERSION.

This new version of the framework (Figure 59) improved in resolution compared to the previous version. The main improvement is that the Mission and Vision layer represent what's shared across an entire product portfolio. This is in contrast with the previous version as the interaction was part of the design principles that was shared across a company's products.

Also, the Foundation and Execution layers are more detailed in what parts of the design process they include and what the product of each layer is. By developing a briefing and defining the interaction, one has essentially delivered the concept. By the execution, the structure, look & feel and production of the final product are defined. For the deliverables of this project only, the Plan layer was included to define the life of the product past its theoretical conception.

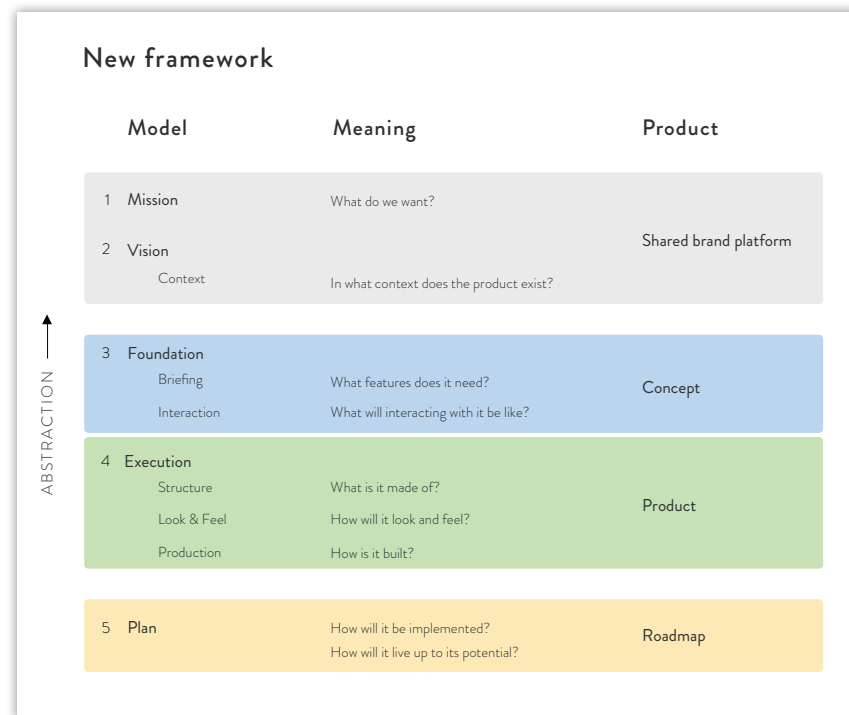


Figure 59. A new version of the layered framework.

The framework was then filled with information of the brand and the observational research (Figure 60). Every sticky note in this new version essentially asks a question to the product idea that is subject to the framework. Does the product matter? Does the product inspire?

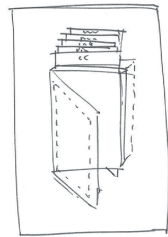
To assess how an fits the framework, a rating system has been developed that can rate the various aspects of the framework in a score of -1 to 3. When a concept scores -1 on any of the aspects, it will no longer be considered.



Figure 60. Final version of the framework, filled with information.

APPENDIX E: IDEA GENERATION.

My Wallet
- Digital extension of the Secrid wallet



- Visual Display of your wallet
- Visual extension of the wallet for digital passes/cards.

CODES
- securely store codes & pass words



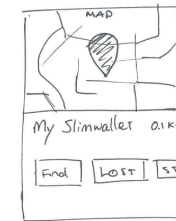
- Visual
- Difference in CARDS (an codes) & passwords of website accounts.
- Perhaps watch app for fast access.

Quick Note
- Secure & Quick note
Temp



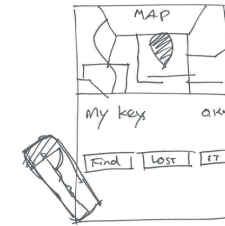
- may be combine
- 1 note at a time + Archive.
- Notification center
- Visual display of card/protector where note is stored.
- (Replacement for writing on hand or post it in pants)
- write/type/draw

Find my wallet
- App that locates wallet and helps to retrieve



- Shows last known position on map
- lets you find wallet
- Knows wallet contents
- Shows next steps (locking) when stolen
- Requires new hardware

Find my KEYS
- Keychain with integrated finding/retrieving mechanism



- Shows last known position on map
- lets you find keys
- Knows KEYS
- Shows next steps in case of theft
- Requires new hardware

Savings
- Easily start saving with this connected app



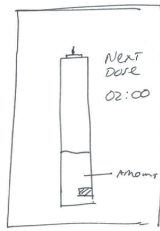
- Combined with an elegant money box for
- Shows saved balance
- Shows contents (coins)
- deposit & retrieve instantly
- Shows deposit/retrieval history
- Set savings goals

My Medicine
- Reminds you to take your daily dose



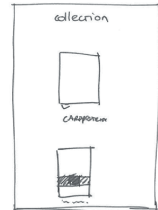
- Shows next dose, when and how to take it
- can be combined with physical container.
- Can also be for contraception

DIABETIC
- Reminds you to inject insulin.



- Shows next dose
- Reminders function

Purchase Secrid
- Shows collection of products & purchase points



- Show entire collection
- Shows where to purchase or online
- Maybe actual stock?
- Gift secrid
- Personalize (layering)

SUBSCRIPTIONS
- Track your monthly/yearly expenses

Spotify	€10/mnd
KPN	€45/mnd
Gym	€12,99/mnd
BANK	€4,-/Gr
Hosting	€5/mnd
Backup	€5/mnd
TOTAL	€205/mnd

- Shows all Recurring expenses + total &
- Sorted on when bill is due
- * This concept exists (Billy App)

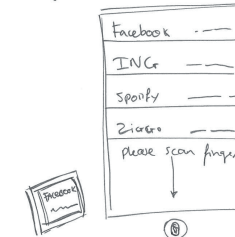
Secrid experience
- Brand Building App to experience Secrid



- Tells the Secrid story
- Inside look into the company
- Maybe fun factor as 'live coffee count'

Physical Authentication

A form of Biometrics being used to sign into services or reveal codes



- extremely secure auth method
- uses physical authenticator

Receipts

enter, manage and track expenses

Food	€12,-
Machine	€10
Elans	€2,-
Gas	€64
Tickets	€210,-

- enter your expenses
- Simply scan a receipt
- OCR for data extraction
- Email selection for reimbursement

APPENDIX F: IDEA RATING.

The generated ideas were rated for every part of the framework to see which ideas fitted the framework best (Figure 61). These ideas were detailed and presented to Secrid employees for more feedback.


Framework content	Description	Weight	My Wallet	Codes	Secrid Experience	Find my Wallet	Quick Note	RFID Game	Purchase Secrid	Subscriptions	Receipts	Physical Authentication	My Medicine	Find my Keys	Diabetic	Savings
Matter	Does the product matter?	2	2	3	2	2	2	2	1	1	1	3	3	2	3	1
Inspire	Does the product inspire?	2	2	2	3	2	0	2	0	0	0	2	2	2	2	2
Pocket-sized	Is the product pocket-sized?	2	3	3	3	3	3	3	3	3	3	2	2	3	2	0
Private	Does the product contribute to Secrid's private image?	2	3	3	3	2	2	2	2	1	1	3	2	2	2	2
Functional	Is the product functional?	2	3	3	1	2	2	1	1	2	2	3	2	2	2	2
Convenient	Is the product convenient?	2	3	2	2	3	2	2	2	2	1	1	3	3	2	2
Dedicated	Does the product offer a dedicated experience?	1	3	3	2	3	3	3	3	3	3	3	3	3	3	3
Fiddling	Does the product allow to be fiddled with?	1	1	1	2	1	2	3	1	1	2	2	2	1	1	2
Swift	Is the interaction with the product swift in its use?	1	2	2	1	2	2	2	2	2	1	1	1	2	1	2
Robust	Is the product robust?	1	0	0	0	-1	0	0	0	0	0	0	0	-1	0	0
Reliable	Is the product reliable?	1	0	0	0	-1	0	0	0	0	0	0	0	-1	0	0
Compact	Is the product compact?	1	2	2	2	1	2	2	2	2	2	1	1	1	1	1
Relation to current activities	How closely is the product linked to the current activities?	1	1	1	1	1	1	1,25	1	1	1	1,5	1,5	1,5	1,5	1,25
Total			40	40	35	33	31	27	26	26	24	23	23	22	21	21

Figure 61. The rating of the various concepts on the framework.

APPENDIX G: TOP RATED IDEAS.

The four posters of this appendix had been created to be presented to Secrid employees. The goal of this presentation had been for the employees to vote on their favourite concept and give a short reason why this concept was their favourite. Their reasons were used as an input to improve the concepts and the course of this project.


Secrid Wallet



Digitale uitbreiding van je Secrid Wallet.

Neem klantenkaarten mee in een digitale Wallet.
Registreer je Secrid Wallet.
Care voor jouw Secrid Wallet.


Secrid Note



Schrijf nooit meer iets op je hand.

Schrijf of teken direct iets op je Cardprotector, digitaal.
Bekijk oude notities.

Secrid Secure



Veilige opslag van gevoelige data.

Vergeet nooit meer een wachtwoord of pincode.
Versleuteld & diefstal-proof.
Jouw privacy voorop: geen synchronisatie.

Experience Secrid



Achter de schermen bij Secrid.

Verken het Secrid verhaal.
Leer meer over het productieproces.
Bekijk exclusief videomateriaal.

APPENDIX H: RESEARCHED WALLET CONCERNS.

By analysing interview data by The Young (De Jonge, 2014), it was discovered how people feel about the different aspects of their Secrid wallets and what concerns them in their wallets. The raw interview data was clustered to the moments people use their wallets. Then, it was analysed what goals people had for each of these interaction moments with their wallets. This was how the first version of the concerns were extracted (Figure 63).

MOMENT	MANAGING CONTENTS	CARRYING	HOLDING	SHOWING	RETRIEVING CARD
GOAL	Carrying only what I truly need	Carrying it whenever, wherever.	Playing, relieving stress	Showing off	Making a payment. Other card related goals.
CONCERN	Being forced to organise	Mobility, Freedom	(Un)conscious satisfaction	Social entitlement	Convenience Safety

Figure 63. Analysed the goals for each interaction moment and extracted concerns in these moments.

Another round of analysis reformulated these concerns of the wallet (Figure 62) and paired them with the emotional response people have to the wallet regarding that concern, the type of concern it is and the Concern theme it has been clustered to. These concern themes have been used to create the final concern cards.

Concern level	Concern themes	Concern type	
1 Why	Intimacy	Standard	My wallet should
1 Why	Freedom	Attitude	I like a wallet that
1 Why	Social entitlement	Goal	I want a wallet that
1 Why	Safety	Standard	My wallet should
2 How	Organisation	Goal	I want a wallet that
2 How	Convenience	Standard	My wallet should
3 What	Spiritual Satisfaction	Attitude	I like a wallet that
3 What	Aesthetic Satisfaction	Attitude	I like a wallet that
		Attitude	I like a wallet that
		Attitude	I like a wallet that
		Attitude	I like a wallet that

Figure 62. The concern themes, concerns and the emotional response.

Concerns Secrid Wallet

Keep my intimate stuff close
 Is compact to carry around
 Is a conversation-maker (has a feature that wows others)
 Protect me from RFID scanning.
 Forces me to organise.
 Let me easily retrieve the right card.
 Lets me fiddle with it.
 Is beautifully designed.
 Is technically advanced yet conveys traditional craftsmanship.
 Uses luxurious, high-quality materials.
 Is soft and warm to the touch.

Emotional response

Makes me feel intimate connection.
 Makes me feel free and yet complete.
 Makes me feel like a better self.
 Makes me feel safe.
 I might not like it but I feel it helps when I do.
 Surprises me everytime.
 Satisfying funkiness before actual use.
 Elevates the product experience.
 Makes me trust the product.
 Makes me trust the product.
 Makes me instantly familiar with the product.

APPENDIX I: SOURCED PERSONALITY TRAITS.

Having found the different concerns of this project, personality traits were sourced from interview data by The Young (De Jonge, 2014), an earlier graduation report by Camo (Camo, 2016) and other documentation within Secrid. The personality traits were collected and clustered by the different concerns (Figure 64).

Then, a process of review (with Secrid), analysis and reformulation followed that led to the final three personality traits per concern (Figure 65). This amount was limited to ensure the entire PDD process would not take too long. This was also when the interesting interaction between the concerns (Chapter 5.1.1) was discovered, indicated with the lightning bolt.

INTIMACY	SOCIALNESS	SAFETY	CONVENIENCE	FREEDOM	ORGANISATION
Friendly	Expressive	Reliable	Playful	Compact	Accurate
Connecting	Social	Secure	Elegant	Focused	In control
Private	Cheeky	Protective	Surprising	Minimalistic	Structured
Involved	Opinionated	Trustful	Fun	No-nonsense	Balanced
Honest	Challenging	Strong	Easy	Entrepreneurial	
Passionate	Confident				
Caring	Inspiring				
Warm	Inviting				
Empathic	Available				

Figure 64. The first iteration of personality traits.

INTIMACY	SOCIALNESS	FREEDOM	ORGANISATION	CONVENIENCE	SAFETY
Compassionate	Inspiring	Focused	Controlling	Surprising	Protective
Private	Engaging	Minimalistic	Structured	Elegant	Reliable
Connecting	Opinionated	No-nonsense	Balanced	Playful	Assertive

Figure 65. The final iteration of personality traits.

APPENDIX J: NEW CONCEPT POSTERS.

These new versions of the concepts have been developed after using PDD to enrich the concepts. However, these were not the final versions as it was not clear enough how PDD was used for each concept.

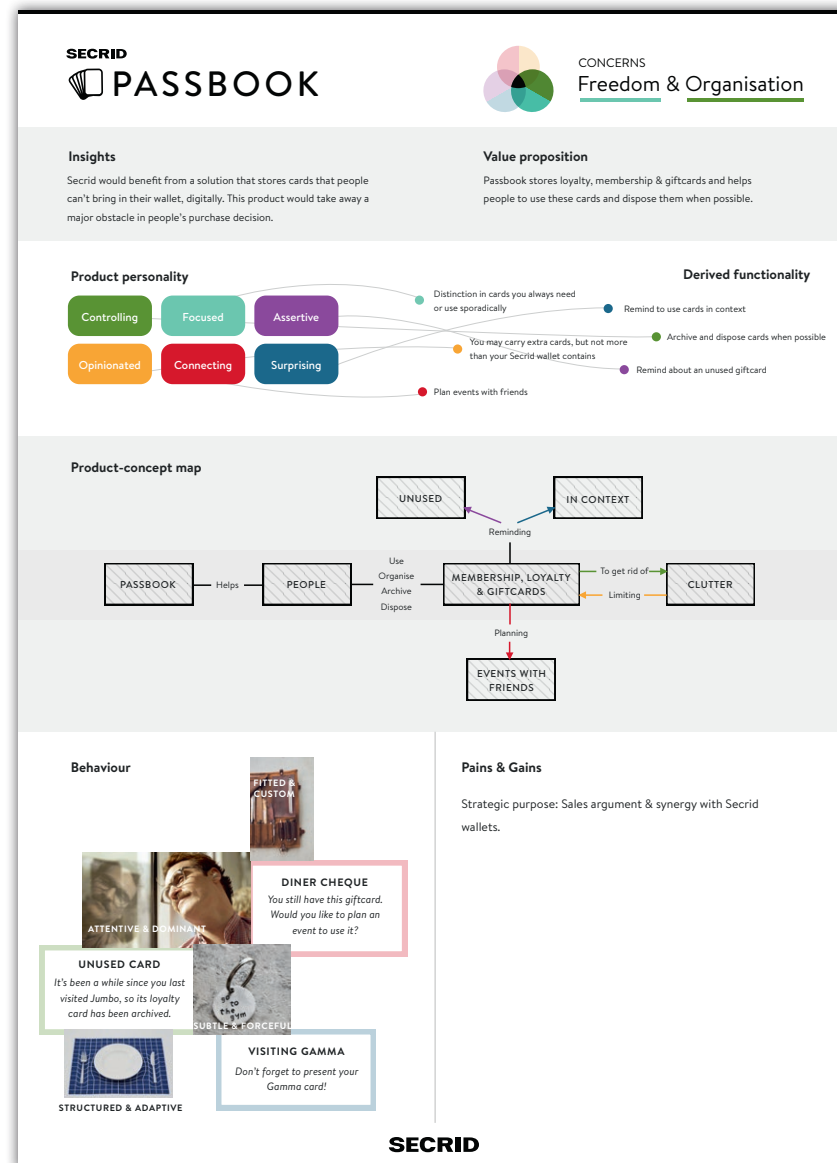


Figure 66. Poster for the Secrid Passbook concept.

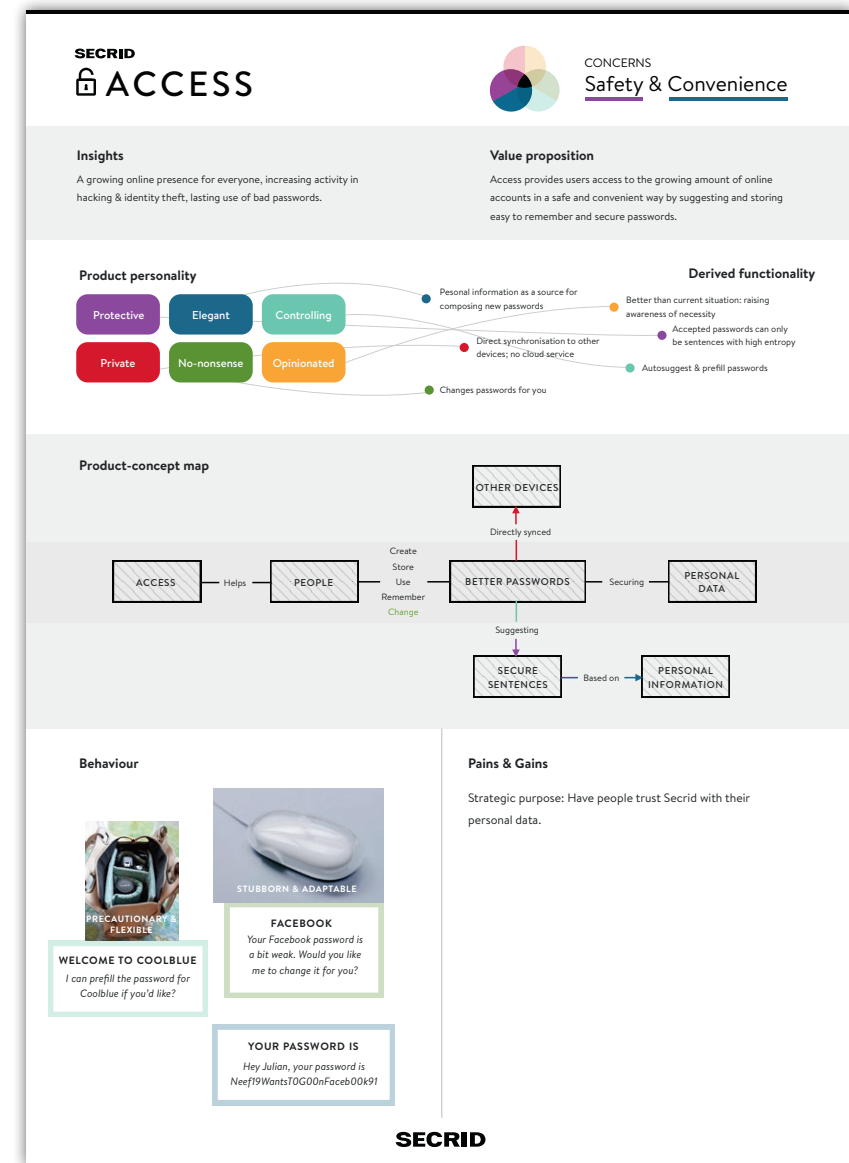


Figure 67. Poster for the Secrid Access concept.

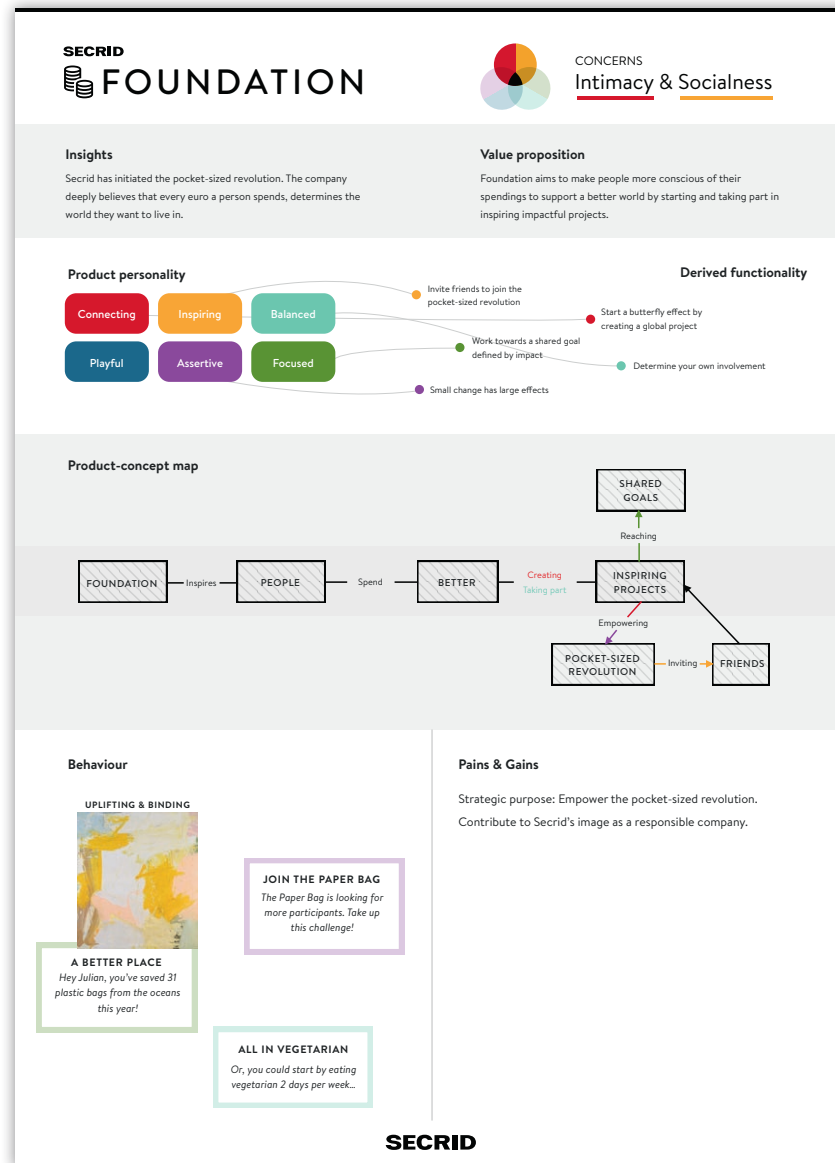


Figure 68. Poster for the Secrid Foundation concept.

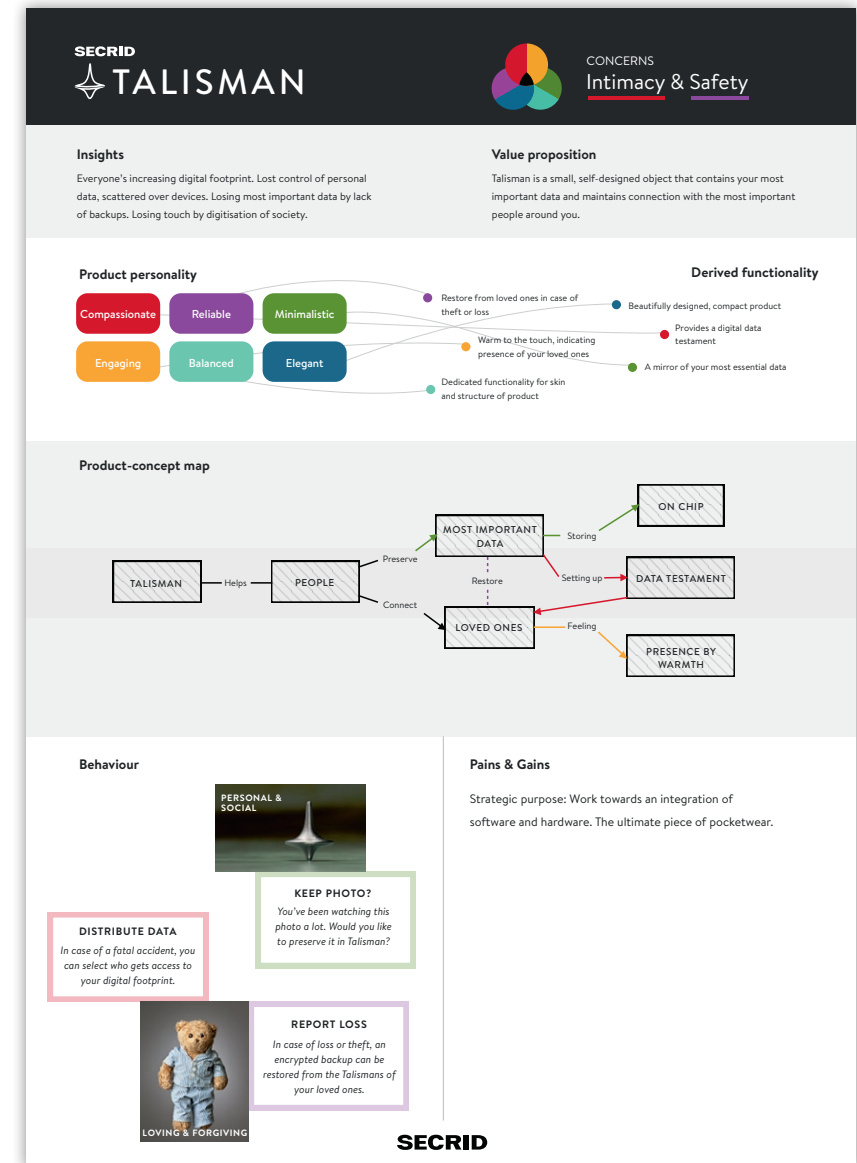


Figure 69. Poster for the Secrid Talisman concept.

APPENDIX K: DESIGN TOOL BOARD.

The design tool board (Figure 70) is where all interaction of the design tool comes together. This early version was created before the green light meeting and worked similar to the final version. The personality trait cards are used on the left side of the board and inspire ideation on the right side.

As this version was greatly improved to the final version, it is interesting to see what could be improved by the current version. First of all, it is unclear where the personality trait cards had to be placed. Originally, the idea was to move cards from layer to layer in the left box within personality traits and if they had been used on one of the layers, they could be moved to the right box. This mechanism did not hold up as one personality trait could inspire multiple layers.

Also, the space that could be used for ideation was found to be rather small, so in the new version, the area where sticky notes and moodboards could be made has been enlarged. The new version of the board also guides the order in which the cards are used by offering space to prioritise the concern stacks. Placing the cards on the board itself while using the board unifies the experience of using the tool.

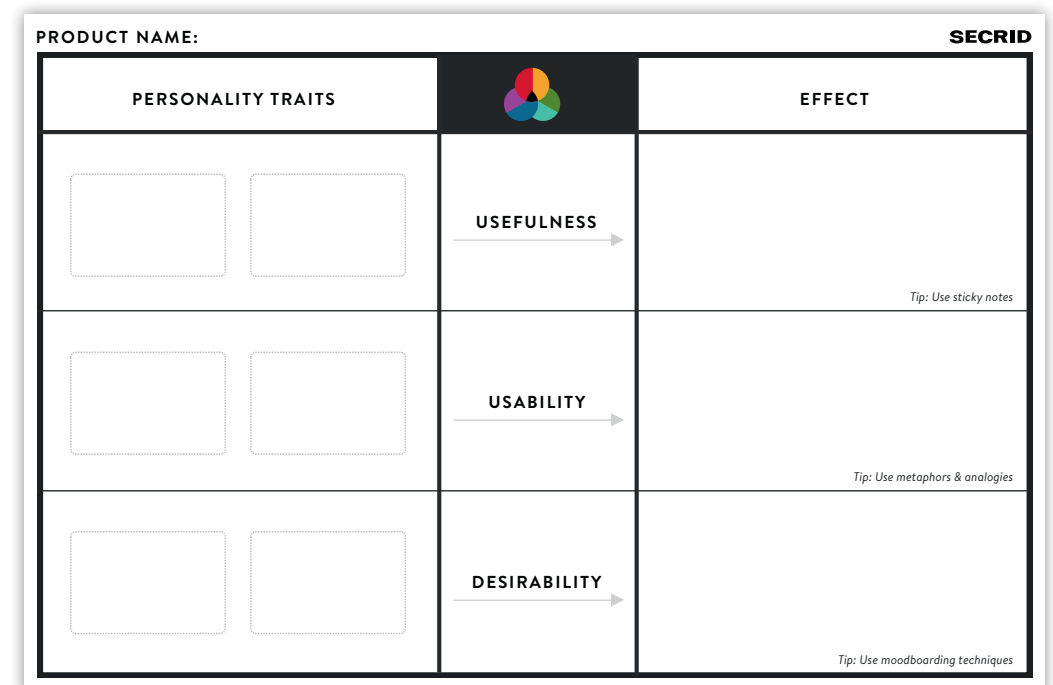


Figure 70. An early version of the design tool board.

