

# ENGAGING END CONSUMERS WITH SECRID'S PURPOSE STORIES

*a communication  
concept, plan and  
future vision*

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## Executive summary

In today's landscape, an increasing number of brands are articulating their purpose to meet consumer expectations of greater responsibility toward societal and environmental issues. However, brand purpose should not be reduced to a mere marketing tactic; instead, it should serve as a guiding principle for organizational strategies and decision-making.

For Secrid, purpose has always been at the heart of its identity. Despite its reputation for technological innovation, Secrid's foundation lies in a design heritage driven by the mission of "driving the industrial evolution by using design as a force for good." This mission encompasses a holistic approach to better design—better for the product itself, for people, and for the planet. Over time, Secrid has organically cultivated a loyal following, with fans who appreciate its innovative and aesthetic designs. However, due to its history as a retailer-focused brand, Secrid faces challenges in directly communicating its purpose to end consumers. Limited experience and resources in B2C communication have widened this gap. As a result, while Secrid enjoys high product awareness, its brand and purpose awareness remains comparatively low—even among its existing user base.

Secrid's goal is to create a communication strategy that directly engages end consumers, ensuring that its products are valued not only for their functional qualities but also for the deeper purpose behind the brand. The ultimate aspiration is to inspire both consumers and the industry to adopt holistically better design and consumption behavior, thereby advancing its mission of driving the "industrial evolution." This prompted Secrid to pose the central question:

**"How can we communicate our purpose stories to our end consumers in a 'Secrid way,' ensuring they associate us not only with our products but also with our purpose?"**

Through literature and case studies, this project identified key challenges and opportunities for Secrid in addressing this gap. Design takeaways and criteria were developed through this research, and a 'Big IdeaL' was formulated to serve as the foundation of Secrid's B2C communication. Six essential characteristics of purpose-driven communication were identified: consistency, authenticity, empathy, transparency, collaboration, and adaptability and translated into design criteria and take-aways as well.

Building on these criteria, a prototype was developed for the post-purchase mailing touchpoint to test and validate purpose storytelling through the Big IdeaL and formulated design criteria. Two rounds of validation—qualitative interviews and surveys—provided valuable feedback that informed iterations of the prototype and testing of the design criteria. New criteria and take-aways were also formed based on validation outcomes.

The results culminated in a comprehensive communication plan, consisting of a Big IdeaL, validated design criteria and a suitable short term channel plan and long-term communication vision. The short-term plan focuses on reclaiming Secrid's competitive position by optimizing current communication channels. The long-term plan envisions Secrid fulfilling its mission as a driver of the "industrial evolution," establishing itself as a benchmark for purpose-driven branding.

**This project delivers actionable outcomes: the Big IdeaL as a guiding principle for communication, validated design criteria for purpose branding, a prototype concept based on these criteria, a short-term plan for consistent strategy application, and a long-term vision with suggestions. These equip Secrid to convey its purpose, foster engagement, and inspire adoption of the Industrial Evolution.**

## Reader guide

Each chapter begins with a brown page displaying the chapter title and number. The sections within the chapter are also listed on this page.

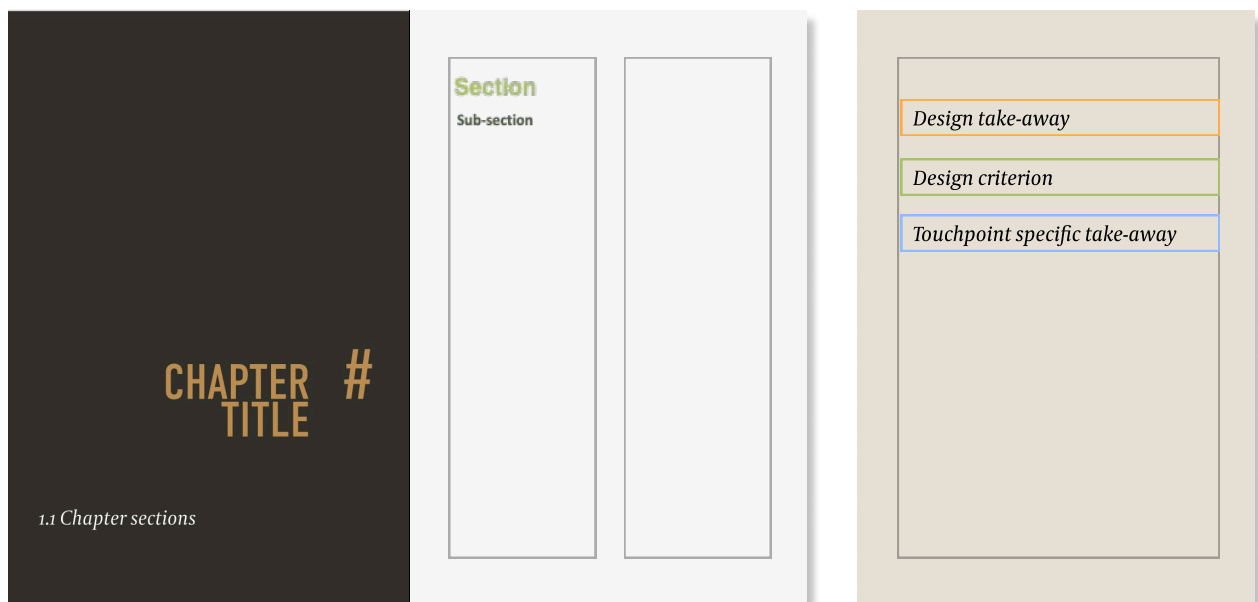
Regular pages are structured into two columns, with light green titles introducing sections and dark green titles introducing sub-sections.

Summary pages, which present design criteria and takeaways from research and validation, feature a beige background. These pages distinguish different types of insights through color-coded text boxes:

- **Orange text boxes** highlight design takeaways.
- **Green text boxes** represent design criteria.
- **Blue text boxes** indicate touchpoint-specific takeaways.

### Explanation of Key Elements:

- **Design Takeaway:** Insights that guide scoping and decision-making throughout the project.
- **Design Criterion:** Actionable statements derived from research that must be implemented in the communication concept or broader strategy.
- **Touchpoint-Specific Takeaway:** Insights specific to the developed touchpoint (in this project: the post-purchase mailing), based on validation results.



## Preface

Dear reader,

I present to you the final project that marks the completion of my Master's in Strategic Product Design at Delft University of Technology. This thesis represents the culmination of both academic and practical experiences that I have gained throughout the years, and I am proud to share it with you.

First and foremost, I want to express my gratitude to my supervisors, Ellis and Sander, for their guidance and constructive feedback. Your expertise, encouragement, and critical questions pushed me to go beyond my comfort zone and reach new heights with this project. Thank you for consistently challenging me to refine my ideas and supporting me throughout this journey.

Having worked at Secrid for the past three years, I've had the privilege of experiencing firsthand its unique mission and purpose, which inspired me to center my graduation thesis around it. This project was born out of my own belief that more people should recognize how special and authentic Secrid is in its role within society. Secrid's values and its dedication to making a positive societal impact deserve to be shared with a wider audience. I

am grateful to Secrid for supporting me in exploring this idea, and for the opportunity to translate this passion into a meaningful project. Special thanks to Fleur and my colleagues at Secrid for brainstorming with me, offering fresh perspectives, and helping me bring this project to life. And, of course, a special mention for the amazing coffee that kept me energized, especially during the final stretch!

Third, I would like to thank all the participants who contributed to my research phases. Whether through interviews, surveys, or brainstorm sessions, your insights were invaluable in shaping the direction and outcomes of this project.

Lastly, I want to thank my friends and family for their unwavering support and encouragement. Your belief in me, words of reassurance, and constant reminders that it would all pay off kept me grounded and motivated. Thank you for giving me the energy to keep going when things felt overwhelming.

Enjoy reading!

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# INTRODUCTION 1

- 1.1 Introducing the company Secrid*
- 1.2 The design challenge*



*In this chapter, the company where the project took place will be introduced, together with the design challenge given, its relevance, and the assignment description guiding this project.*

## 1.1 Introducing the company Secrid

René van Geer and Marianne van Sasse van Ysselt, the founders of Secrid, began their journey in the 1990's when they were running their design agency, Spirid. During this time, they observed a change in what people carried in their wallets. With the rise of electronic payment systems in the Netherlands, society was transitioning from using cash to relying more on cards. While still running their design company, they designed the first two precursors of the cardprotector nowadays. When Spirid got bankrupt due to the financial crisis, René and Marianne decided to put all their focus on exploring more solutions to serve this transitioning from cash to card and the need for a more compact, safe and convenient solution. With the help of family and friends, and a lot of trial and error, they launched the now still existing Cardprotector in 2008 (figure 1) (Secrid, n.d.). They decided to control the whole production chain themselves, to regulate and ensure ethical, local and social production practices aligned with their values.



Figure 1 A picture of a Secrid card protector

Although Secrid is mostly known for the product itself, the company is more than just an innovative wallet maker. The founders have design and creativity at their core and believe in 'Design as a force for good, to drive the

Industrial Evolution'. The mission of their design agency SPIRID (1990-2009) was already 'Exploring, developing, applying, and promoting a holistic approach to the design process, so that everything humans create becomes meaningful for everyone who encounters it' (Secrid, n.d.). They formulated and developed their own '7 design principles' framework (Appendix A), to make their holistic design philosophy tangible and teachable. Secrid showcases the power of good design, and how better design choices create better outcomes for both the final product, people involved, and planetary boundaries. They embrace a value-driven strategy and have built a profitable and healthy business while staying true and always acting from their core values, proving that purpose and profit can thrive together. Secrid's purpose is deeply rooted in driving what they call the "Industrial Evolution" a shift towards more sustainable production and consumption practices. An explanation on the Industrial Evolution, by Secrid (n.d.) is :

*"Look around you. Everything is designed. From the clothes you are wearing, to the phone in your pocket and the building you are in. All these products shape our society and impact our ecosystems. Since the Industrial Revolution and the relocation of factories to low-wage countries, mass production has become the norm. This development has brought prosperity to some, but also social inequality, depleted raw materials, environmental pollution, declining biodiversity and a climate crisis. The industry cannot be stopped, but it can be changed. We see a leading role for designers within that transition. The general guideline is simple. Every product must be better than its predecessors. We call this: Industrial evolution. "*

This vision gave rise to the following working principles and initiatives below. Secrid's holistic approach is also reflected in its internal management practices. The company fosters a collaborative environment by using a Holacracy governance system, which replaces traditional hierarchical structures with self-

organizing teams. This approach encourages employees to work autonomously, empowering them to make decisions within their roles without relying on top-down directives. More on the consequences of this management structure in *Chapter 3*.

I. 7 Spirit Design Matrix

This seven-step design model ensures that all perspectives, from social impact to technological innovation, are included throughout the product development process. It emphasizes creating holistic, long-lasting designs. They educate designers on their practices with this matrix.

II. Care and Repair

Secrid has implemented a Care and Repair program, with 450 repair points globally, aiming to extend the lifespan of their products and reduce waste. Repairing wallets rather than replacing them significantly lowers environmental impact. With the intention of making their wallets last a lifetime, Secrid has offered all repairs for free.

III. 100% made in Europe

With 85% of production taking place in the Netherlands, the other 15% takes place in Europe as well, namely Belgium, Italy and Germany.

IV. Material Research

While currently using European leather and recycled aluminum, Secrid had been researching and investing in materials for years. Working together with manufacturers, material designers and creating testing machines to test alternatives to leather.

V. Working with Sheltered Workshops

Secrid partners with sheltered workshops across Europe, contributing to social inclusion by employing people in environments where they can thrive, assembling 100% of its products in the Netherlands.

VI. B Corp Certification

Since 2021, Secrid has been a certified B Corp, reflecting its commitment to balancing profit with people and the planet, with a goal of reaching even higher standards by 2024.

VII. Secrid Impact Fund

Established to support initiatives aligned with Secrid's values, the Impact Fund contributes 1% of their turnover to support and help new designers grow their holistic designs. In 2022 alone, the fund donated €491,375 to various projects demonstrating the company's dedication to creating positive change through changing the way we design and consume.

VIII. CO2 Compensation

Secrid actively offsets its carbon emissions through partnerships with FairClimateFund. Since 2018, Secrid has offset all its CO2 emissions and invested in projects that both reduce emissions and benefit local communities.

## 1.2 Design challenge

As outlined in the introduction, Secrid is a company that offers more than just wallets. This design challenge extends beyond crafting a communication plan; it involves exploring how the company's purpose can be effectively communicated to end consumers, either independently of or in conjunction with the physical products it sells.

### 1.2.1 Project Context & Relevance

Until now, Secrid has followed a retail-first strategy, prioritizing sales through retail channels and therefore focusing on communication and touchpoint-optimization for this channel, called a B2B (business to business) approach. They recently took the strategic decision to transition to a more omnichannel strategy, which means the consumer will have a central position and all channels work consistently together with each other, creating a seamless experience for the consumers. For this shift, a B2C (business to consumer) approach is needed. Several reasons for the shift towards a more B2C approach are being mentioned by one of the founders. First, Secrid needs to maintain its competitive advantage. Due to many copy products on the market that have stronger marketing strategies and therefore better visibility, Secrid loses its reputation of being the original. With future product diversification on the agenda, it is important to maintain a strong brand reputation at consumers in between competition. Second, the COVID-19 pandemic revealed Secrid's heavy reliance on physical retail stores, highlighting the need to increase direct to consumer sales as part of its strategy. And lastly, Secrid wants to inspire an 'Industrial Evolution', where consumers have an equal amount of influence. Therefore, B2C communication about this purpose and mission is needed to start this shift among consumers, while keeping inspiring the industry and designers.

### 1.2.2 Problem statement

Secrid has successfully built a loyal following, with fans emerging organically over time. However, the company has limited experience in direct B2C communication because of their retail strategy described in 1.2.1. While Secrid enjoys high product awareness, brand awareness remains low—even among existing users. The desire of Secrid is a strategy that engages end consumers directly, ensuring that Secrid's products are valued not only for their functional qualities but also for the deeper purpose behind the brand. Eventually, they hope to inspire consumers and the industry to create holistically better products by making better design and consumption choices.

### 1.2.3 Assignment

At the beginning of the project, the following assignment was decided on:

*“Create a strategic communication plan supported by one clear and powerful message (a 'Big Idea'), to engage Secrid's end consumer with the company purpose. I will research purpose marketing, and design prototypes to test what strategic communication concepts can influence conscious consumption. “*

Questions that emerged with this assignment and guided the research phase were:

What is Secrid's purpose?  
How can this be translated into a Big Idea?  
What is purpose marketing?  
How to communicate as a purpose brand?  
What does conscious consumption entail?  
How to influence it?  
How can consumers be engaged?

Later in the report, this assignment will be discussed again and how it was shaped throughout the project.

# PROJECT APPROACH 2

*2.1 Double Diamond Approach*  
*2.2 Deliverables*

*In this chapter, the project approach will be explained. Namely, the design method that guided the project, the deliverables that resulted from the research and a reader guide that explains how graphical elements can be understood*

## 2.1 Double Diamond approach

The goal of this graduation project is to develop a way for Secrid to communicate and engage with end consumers around its core values, purpose, and mission—in a distinct “Secrid way”.

As a guideline for the project, the Double Diamond framework was chosen to check and monitor planning and process towards the final goal.

The first diamond focuses on exploring the problem from more perspectives. The aim of the first phase, *discover*, is to open up the problem space and gather a wide range of insights to better understand Secrid’s position in the problem context and the challenges and opportunities. Secrid’s internal and external context, purpose branding, conscious consumption and consumer engagement together with case studies into other purpose brands were analyzed. Through this discovery phase, it became evident that Secrid’s core message and communication strategy lacked clarity. Therefore, the next phase, *define* also aimed to produce a first foundational deliverable/overview: a clear core brand foundation centered around a “Big IdeaL” which will guide the rest of the project (deliverable 1). This phase also brought all information from the discover phase into actionable criteria and insights for the second diamond.

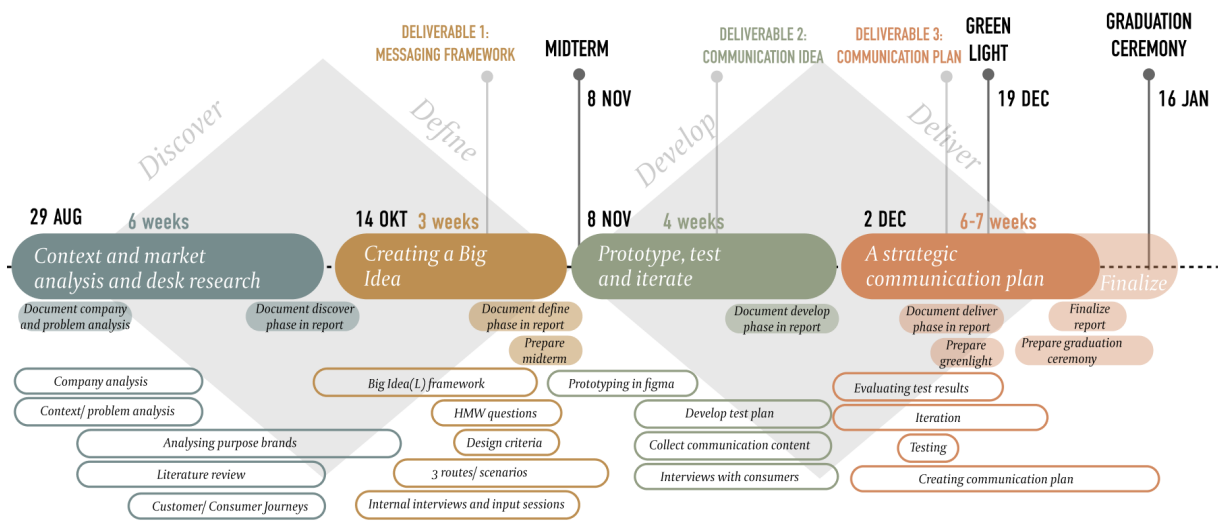
The second diamond starts with the *develop* phase, where potential communication routes were generated using ‘how might we’ questions. More information was gathered speaking with internal stakeholders at Secrid

from different departments. After choosing a route, one touchpoint was chosen and prototypes were developed based on the design criteria and purpose branding characteristics to validate purpose story communication. The concepts were tested, the prototype was iterated (deliverable 2) and new design criteria and take-aways were formed. In the last phase, *define*, another validation was done through a survey. After reflecting on the survey outcomes, some conclusions were made about the impact of the design on consumer behavior intentions. The outcome of both tests resulted primarily in a complete list of validated design criteria (deliverable 3), with one touchpoint further elaborated based on these criteria. All criteria were then generalized and used to build a short term communication plan and future communication vision (deliverable 4). The planning of the graduation project can be found in figure 2.

## 2.2 Deliverables

To conclude, the final deliverables are:

1. A Big IdeaL
2. One communication concept worked out for a specific touchpoint
3. A list of validated design criteria for purpose branding
4. A broader communication plan both for short term and long term



**Goal:** Understand the problem context, learn from other purpose driven brands, learn about purpose branding theories, scope project

**Goal:** Understand and design core message, generate communication ideas, check desirability and get internal input, more project scoping.

**Goal:** Create communication prototypes to validate how purpose stories can inspire and engage consumers

**Goal:** Bring all knowledge together in a strategic communication plan that gives guidance for future B2C communication

Figure 2 planning of graduation project

# CONTEXT ANALYSIS 3

- 3.1 The effects of the retail-first strategy at Secrid*
- 3.2 Secrid's strengths and weaknesses*
- 3.3 Serving different segments over time*
- 3.4 Client wishes and needs*
- 3.5 Context conclusions*

This chapter describes findings of the internal and external analysis. First, the effects of Secrid's previous retail-first strategy are discussed. Second, Secrid's strengths and weaknesses. Third, audience segmentation and lastly the clients' (Secrid) wishes and needs. These insights help the understanding of the problem context, opportunities and limitations in the solution space. The chapter will end with a summary and actionable take-aways.

## 3.1 The effects of the retail-first strategy at Secrid

### 3.1.1 Lack of expertise and capacity on B2C communication

The first effect of Secrid's (historically) retail-focused strategy, is a lack of emphasis on B2C communication. As a result, the communication team has limited experience in this area, and ownership of this task has been minimal.

After 15 years of focusing primarily on retailers, the team is beginning to recognize the value of omnichannel strategies and how these changing dynamics could redefine their roles. In the decentralized structure of Holacracy, this transition requires time, as responsibilities are distributed across circles, and achieving collaboration and alignment is a gradual process. More on the implications of Holacracy can be read in 3.2.1.

### 3.1.2 Dilution of purpose in B2B2C journey

The second effect is the dilution of the purpose story in B2B2C journeys. Consumers receive

their wallets across different channels and stakeholders, these possible routes can be found in figure 3. In reality, more stakeholders are involved between Secrid and its retailers, but these are left out for simplification and because we focus on B2C communication in this project.

The figure illustrates the transfer of product and purpose stories. The product itself remains consistent and unchanged when it leaves Secrid. However, the purpose story becomes increasingly diluted along the distribution chain, also found in the graduation report from Meier (2022) and experiences from working in the brand store of Secrid. One of the reasons of this dilution, found by Meier (2022) is the difficulty of transferring purpose stories through retailers, they often simplified to a company 'being sustainable'. Next to that, display material which is provided by Secrid itself, does not invite conversation or spark interest about purpose stories.



Figure 3 Simplified routes of the product and purpose flow from Secrid to end consumer



### 3.1.3 Underdeveloped consumer touchpoints in post purchase phase

The third effect is undeveloped post purchase touchpoints. The current consumer journeys are primarily optimized for retail routes, with significant investment in point-of-sale (POS) materials, retailer communication, and sales tools. However, as seen in the current simplified consumer journey (figure 4), post-purchase touchpoints are underdeveloped.

The packaging (see Appendix B for images of the packaging touchpoint) currently serves as the final controlled touchpoint. After this, consumers can optionally register, follow Secrid on socials or reach out for care and repair. However, none of these are consciously activated. Purchases done on the Secrid website contain one more touchpoint before receiving the packaging, which is the post-purchase mailings. These are currently just used for transactional and practical information.

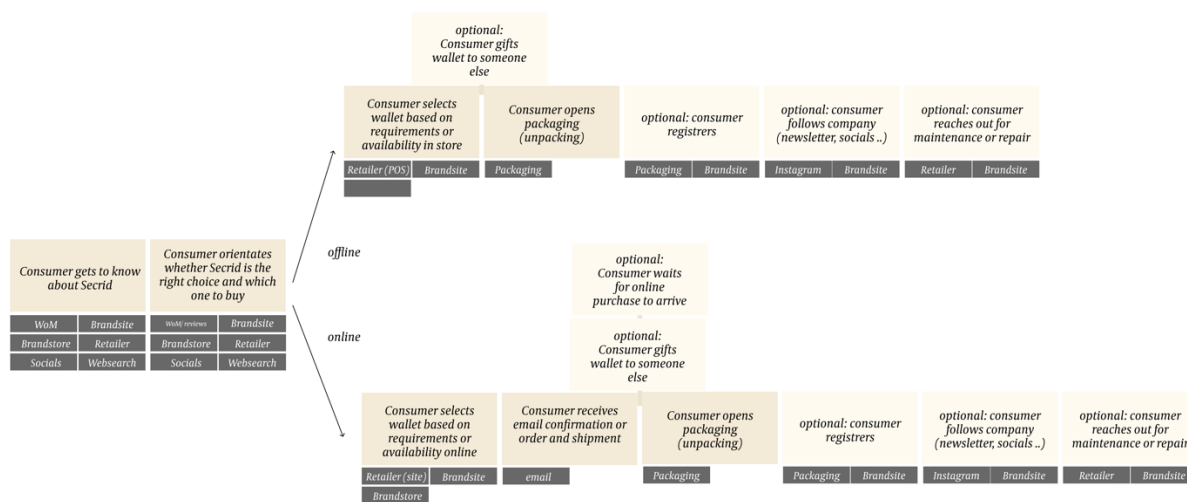


Figure 4 Simplified consumer journeys (B2B2C and B2C) with focus on consumer touchpoints

### 3.1.4 Lack of clear B2C communication basis, leading to fragmented communication

The last effect relevant for the problem context is the absence of a clear, foundational message that explains Secrid's purpose and mission. The purpose, vision, mission, and values have not been clearly articulated, leaving no solid starting point for a cohesive communication strategy. As a result, Secrid's communication heavily relies on individual stories, which, without a unifying concept, lack consistency and fail to convey a strong, overarching message. This issue is further amplified by fragmented communication across various channels (figure

5). Secrid's purpose generates numerous stories, but previous research (Meier, 2022) found that this fragmentation makes it difficult for retailers and store employees to clearly communicate the brand's purpose. Even within Secrid, employees struggle to summarize the brand succinctly. In a Holacracy structure, this shared understanding is especially critical. Since individuals autonomously make decisions within their roles, these decisions must align with a clear and commonly understood purpose (Bernstein et al., 2016).

Without a unified foundation and clear messaging, maintaining consistency across channels and stakeholders remains a significant challenge.



Figure 5 Some examples of Secrid's current fragmented communication

## 3.2 Secrid's strengths and weaknesses

### 3.2.1 Holacracy and its limitations

The first point discussed is Secrid's managerial system, which is both a strength and a weakness. Secrid operates using Holacracy, a decentralized governance system that replaces traditional hierarchies with self-organizing teams. This approach allows employees to make independent decisions within their 'roles', which is a defined task, responsibility and authority that individuals have within a project or the broader company. The goal of this approach is to foster agility and continuous adaptation (Holacracy, 2022). Holacracy at

Secrid involves "tensions" — issues or opportunities that any employee can raise, proposing solutions or changes. These are discussed in governance meetings to ensure collaborative, transparent decision-making (Van Gerven, 2023).

Instead of fixed job descriptions, Secrid assigns flexible roles grouped into "circles" (figure 6) that align with the company's purpose. Employees often hold multiple roles, enabling them to utilize a range of skills (Van de Kamp, 2018). Ideally, this approach supports a dynamic work environment where the company evolves with changing needs and challenges.

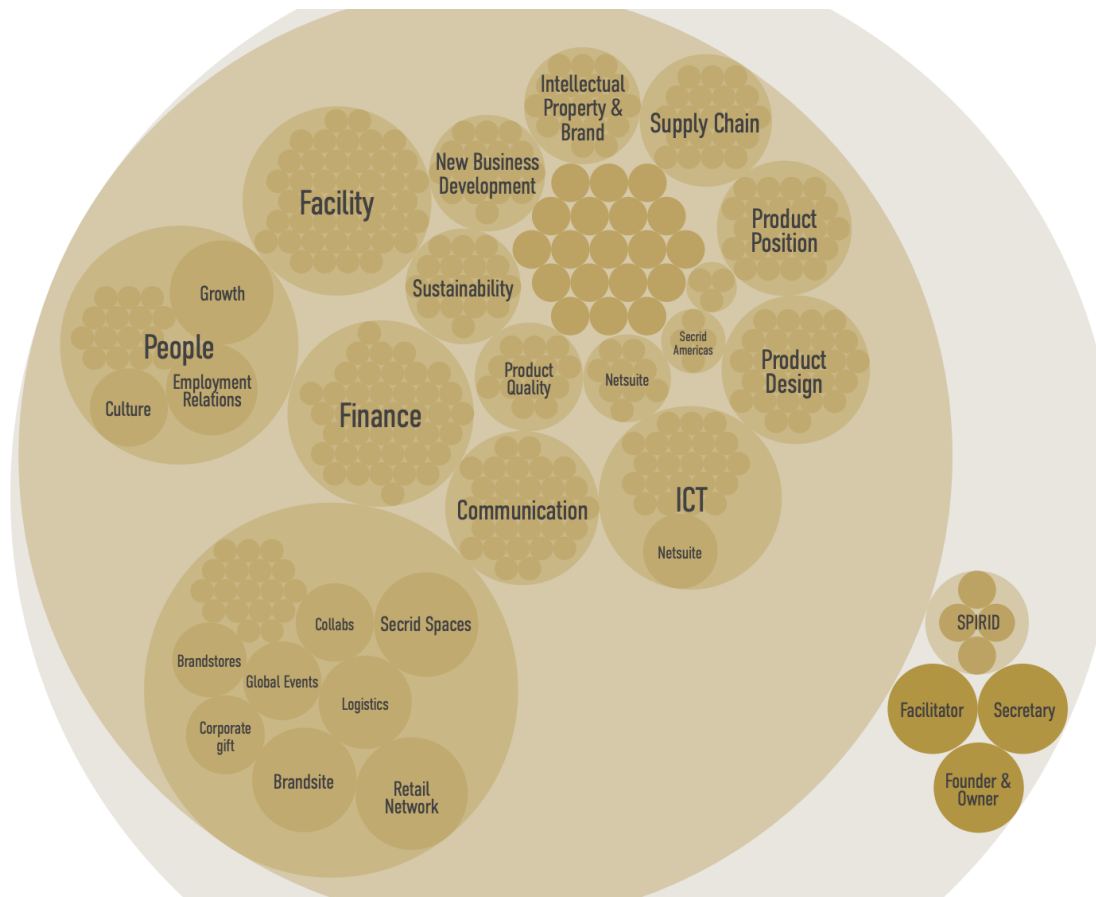


Figure 6 Overview of the circles at Secrid

### Limitations

However, Holacracy can also present challenges. When new responsibilities or ideas arise, it often leads to the creation of additional roles, which individuals can take on. As a result, many people end up juggling multiple roles, making employees struggle with fragmentation and making it difficult to prioritize tasks. Next to that, fragmentation of responsibilities and priorities also results in difficulty scheduling meetings with all the roles/people involved in the project (Bernstein et al., 2016). This often leads to a situation where numerous ideas and solutions are generated and documented, but the execution or resolution of the problem is delayed. Another reason for this, is that responsibility for a project is scattered over multiple roles and people, with role ambiguity as a result.

Furthermore, while Holacracy aims for better decision making, it can be delayed by all the formal processes and procedures that are needed for the final decision making. For this project, increased cross-circle collaboration will be essential to ensure a cohesive, company-wide approach, as circles currently focus on their specific roles rather than fostering broader cooperation, see figure 9 (Retreat Presentation Rene, 2024).

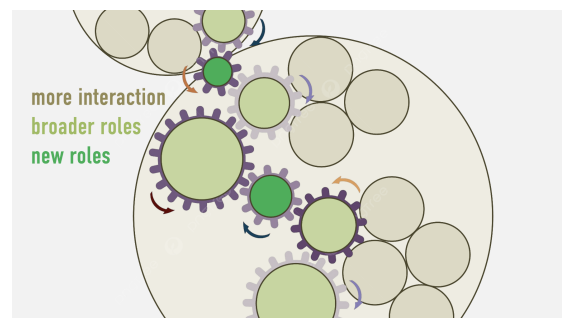


Figure 7 René's (founder) visualization of the need for more interaction, broader roles and new roles

### 3.2.2 Secrid’s design heritage

The second strength is Secrid design heritage. Secrid faces a significant challenge with copycat products, with over 1,000 businesses having replicated the Cardprotector and wallet designs. While some of these competitors can be shut down due to Secrid’s original patents, many others make slight design changes to legally bypass patent restrictions. Competitors started with copying Secrid product specific USP’s (figure 10), focusing on protection (RFID-blocking technology), durability (high-quality leather and aluminum) and convenience (compact size and ease of use). These three are mostly important for the ‘mid-range segment’ of consumers, more on this in 3.3 and Appendix C. However, some competitors also started copying purpose specific USP’s, like CO2 compensation, B-Corp certification and recycled materials. These are important USP’s for more conscious consumer segments that value responsible production. See figure 8 for an overview of Secrid’s product and purpose specific USP’s.

PRODUCT	PURPOSE
RFID protection 4-6 cards The Original Compact Quick access Durable	100% sourced and made in the EU CO2 compensated B Corp Company Care & Repair Assembled in Sheltered Workshops 85% recycled aluminium

Figure 8 Overview of Secrid’s wallet USP’s

Even though some purpose specific USP’s are still unique for Secrid, as is the assembly in sheltered workshops and sourcing locally, Secrid’s greatest and most unique strength lies in its holistic approach to design, which blends creativity and design expertise in a way that is difficult for competitors to replicate. While this may not be immediately evident to consumers through product pages or packaging, it is a distinctive advantage that can be claimed and explained through communication. This competitive edge will be further clarified and explored throughout the remainder of the report.

### 3.2.3 High product and low brand awareness

The third section presents both a strength and weakness. Secrid benefits from high product awareness, which has long been a significant strength. The product often sells itself through word-of-mouth or by being noticed in use by others. However, a key weakness lies in the brand's low recognition. Many Secrid wallet owners are unaware that their wallet is a Secrid product, and some even purchase competing wallets under the mistaken belief that they’ve bought a Secrid. This disconnect highlights the need to strengthen the link between the product, the brand and its purpose.

### 3.2.4 Earned media as the cornerstone of Secrid's success

Lastly, a communication strength is discussed. Secrid’s success can be attributed to the impact of earned media. Without advertising and communicating a lot about the brand and product in the past, the product sold itself through proud product owners.

Earned media is unpaid content generated by consumers themselves or media sources. It plays a crucial role in amplifying brand purpose. Unlike paid advertisements, earned media originates organically, often from customer satisfaction and/or alignment with brand values. By crafting messages that resonate with consumer beliefs and encourage sharing, brands can harness earned media to expand reach and reinforce authenticity (Ordenes et al., 2018). One of Secrid's most impactful forms of earned media is Word-of-Mouth (WoM), which greatly influences consumer opinions through authentic recommendations from friends, family, and experts (Defiel, 2014). Purpose-driven brands can particularly benefit from this as consumers increasingly act as advocates, spreading brand messages within their social circles, which builds credibility and strengthens brand awareness.

### 3.3 | Serving different segments over time

The third context analysis highlights Secrid's current approach to audience segmentation. In Secrid's early years of success, the focus was primarily on product-specific communication. Consequently, the audience primarily consisted of individuals seeking a tech-driven, high-quality, and innovative product, with limited interest in Secrid's brand narratives. This group, referred here as the 'mid-range' segment, continues to represent the largest share of users. This segment values functionality, quality, and durability above all. Over the past 15 years, however, Secrid's products have garnered interest from additional user groups, some with more interest in Secrid's purpose stories. An overview of all four identified segments is presented in Figure 9, with further details available in Appendix C. Each segment has

unique preferences regarding communication channels and brand narratives. Therefore, it is crucial to take these different preferences in mind when creating a communication concept and plan. While purpose-driven stories may not appeal to every segment, incorporating product-focused messaging ensures relevance for audiences primarily interested in product features. At the same time, purpose-driven communication can attract new segments and strengthen bonds with specific groups, such as called here the "low range" segment and other conscious consumer segments not yet identified by Secrid. Balancing these approaches allows for broader engagement and more meaningful connections across diverse audience groups.

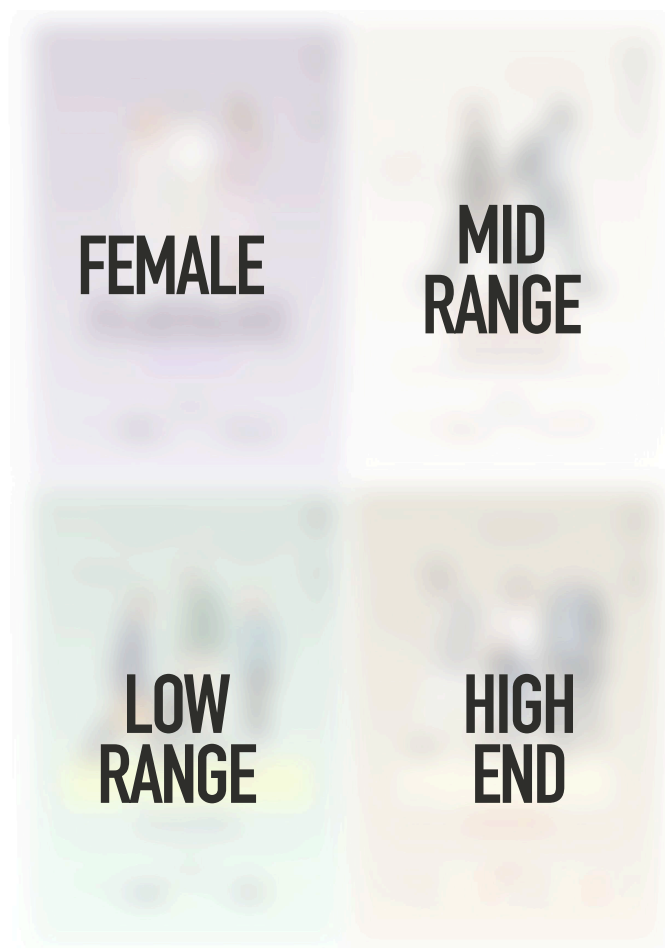


Figure 9 Secrid's 4 buyer segments. Full image in Appendix C.

### 3.4 Client wishes and needs

This section highlights the client's wishes and needs, derived from open conversations with founders, advisors, and internal experts, which revealed several key themes. Some of these already emerged during the context analysis but mentioned again by client stakeholders and therefor repeated.

The founder emphasized that Secrid's purpose is anchored in creating intentional, design-driven impact, and wants to show this design element rather than merely showcasing positive outcomes.

Moreover, client stakeholders emphasized the need to strengthen the connection between product, brand, and purpose, as many consumers own Secrid wallets without recognizing them as Secrid products.

Furthermore, transparency about design dilemmas and trade-offs was also noted as a

critical opportunity to engage consumers with Secrid's values while prompting them to reflect on their own choices.

Next to that, the discussions highlighted the importance of consumer touchpoints, particularly during the aftersales phase, which remains an underutilized opportunity. This phase can reinforce brand narratives, address cognitive dissonance, and foster loyalty. A positive post-purchase experience can amplify word-of-mouth marketing and redirect retail purchases to Secrid's owned channels, granting the brand greater control over consumer perception.

Finally, a diverse storytelling approach rooted in authenticity and aligned with Secrid's core values was recommended. This strategy aims to connect with a broad range of audience segments while prioritizing the existing fan base.

## 3.5 Context conclusions

In this section, the chapter is summarized and translated into takeaway. These takeaways helped with scoping and decision making throughout the project.

### 1. The effects of the retail first strategy at Secrid

Secrid's retail-first strategy has resulted in limited expertise in B2C communication, which has, in turn, led to fragmented and inconsistent messaging across channels. Furthermore, purpose stories are progressively diluted as products move through the B2B2C chain, often simplified by retailers to a vague notion of "being sustainable." In addition, post-purchase consumer touchpoints remain underdeveloped, with packaging serving as the final controlled touchpoint and optional follow-ups, such as care and repair, lacking activation. Moreover, the absence of a unified purpose and mission exacerbates the challenge, as it complicates alignment within the decentralized Holacracy structure Secrid operates with, thereby making consistent and cohesive communication across stakeholders and channels particularly difficult.

#### Design take-away 1

The project should focus on B2C, rather than B2B2C, post purchase touchpoints, aiming to bridge the knowledge and expertise gap while leveraging underdeveloped opportunity areas.

#### Design take-away 2

A Big Idea will help understand Secrid's purpose both internally and externally.

### 2. Secrid's strengths and weaknesses

Holacracy is a decentralized governance structure that fosters agility by enabling employees to make decisions within flexible, self-organized roles grouped into "circles." While this approach encourages adaptability, it also leads to challenges such as role fragmentation, scheduling difficulties, and delays in decision-making due to the complexity of processes and scattered responsibilities. To address these issues, greater cross-circle collaboration is needed to ensure a cohesive company-wide approach.

#### Design take-away 3

An execution plan for B2C communication should consider the Holacracy management structure and its implications.

Additionally, Secrid's strong design heritage faces challenges from copycat products replicating both product-specific USPs, such as RFID-blocking technology and durability, and purpose-driven USPs, like sustainability initiatives. Despite this, Secrid's holistic design approach remains a significant, hard-to-replicate strength.

#### Design take-away 4

The Big Idea should focus on the unique design heritage and philosophy of Secrid. It should highlight the meaning and importance of design and (design) choices.

Furthermore, while product awareness is high, brand awareness lags, highlighting an opportunity to better communicate the unique integration of its design and purpose-driven narrative.

**Design take-away 5**

The communication concept should include the product itself for recognition, and establish a clear and cohesive link between product, brand and purpose.

The last strength of Secrid relevant in the project context is its ability to leverage earned media, particularly through word-of-mouth (WoM). As an unpaid and organic form of content, earned media can help in amplifying Secrid's brand purpose in an authentic way.

**Design take-away 6**

The Big Idea and communication concept should be easy to understand and recall for it to be shareable through WoM.

### **3. Serving different segments over time**

Secrid's B2C communication has evolved to cater to four key customer segments, with the biggest share in the "mid range" segment, which values functionality, quality, and longevity. Each segment has unique communication preferences, requiring a tailored approach to ensure messages resonate differently but with each segment. Purpose-driven communication could attract new segments and deepen connections with existing ones.

**Design take-away 7**

The communication concept should develop a variety of stories to engage different segments.

### **4. Client needs, desires and ideas**

Discussions with founders, advisors, and experts emphasized the need to strengthen the connection between product, brand, and purpose, addressing the issue that many consumers fail to recognize their wallets as Secrid products (take-away 5). Transparency about design dilemmas was identified as a way to engage consumers with Secrid's values while prompting reflection on their own choices.

**Design take-away 8**

Purpose stories should also highlight the dilemmas and choices involved, encouraging consumers to reflect on their own consumption choices.

The aftersales phase emerged as a crucial touchpoint, offering opportunities to reinforce brand narratives, address cognitive dissonance, and enhance loyalty, potentially redirecting purchases to Secrid's own channels (take-away 1). Finally, a diverse, authentic storytelling approach aligned with Secrid's mission was recommended to engage both the existing fan base and broader audiences effectively (take-away 7).



# REVIEW 4

*4.1 The definition of purpose branding in literature*

*4.2 Characteristics of purpose branding*

*4.3 Understanding purpose storytelling*

*4.4 Understanding and scoping consumer engagement*

*4.5 Understanding and scoping conscious consumption*

*4.6 Review conclusions*

*After looking at Secrid's internal and external context, this chapter presents an overview of desk research and case studies. First, purpose-driven branding and storytelling will be covered looking at literature and other purpose brands. Second, the meaning of engagement and conscious consumption is reviewed to scope and understand what these two terms could mean in the context of this project. The initial questions that emerged with the assignments (subsection 1.2.3) were trying to be answers in the light of this project. The chapter also concludes with actionable takeaways and design criteria for the project.*

## 4.1 The definition of purpose branding in literature

Purpose-driven branding goes beyond corporate social responsibility (CSR) and merely offering functional and symbolic benefits (Shaw, 2015, as cited in Narayanan & Das, 2021), by making a brand's purpose a fundamental part of its identity, operations and even business model, focused on addressing important social or environmental issues (Narayanan & Das, 2021; Hajdas & Kłeczek, 2021). It can create meaningful and long-lasting connections with consumers by aligning values (Fernandes et al., 2024, Sruthi Pillai & Ramakrishnan, 2024), sharing the same purpose and fostered by a collective sense of belonging to the brand (Accenture Strategy, 2018).

The key distinction between cause-related marketing and purpose branding lies in their focus. Cause-related marketing targets short-term goals aligned with a specific cause, whereas purpose branding integrates a company's core beliefs and values into its entire business strategy. As a result, brand purpose has a more holistic, integrated, and unified impact (Narayanan & Das, 2021). Next to contributing to social and environmental issues and connecting with consumers, brands with purpose can also challenge the status quo and transform social practices (Hajdas & Kłeczek, 2021). Transforming social practices will be discussed further in the context of conscious consumption in section 4.5.

## 4.2 Characteristics of purpose branding

Apart from having a purpose as a company, other characteristics of purpose branding have been identified and validated through a combination of literature and case study analysis. These characteristics are not characters of a purpose brand (when building one) but focused on communicating as a purpose brand. It will serve as essential criteria for developing Secrid's B2C communication plan to engage end consumers with purpose-driven stories. The case studies focus on brands that either inspire Secrid or are recognized as strong purpose brands, including Nudie Jeans, Holie Granoli, Veja, Patagonia,

Tony's Chocolonely, and Oatly. Each key element from the literature is analyzed and illustrated with examples from these brands, confirming the theoretical findings with real-world cases. Additionally, one unique element observed exclusively in the case studies was added, resulting in a total of six elements. The complete analysis, conducted in Figma, can be found in Appendix D. Each element section will conclude with a reflection on Secrid's current efforts and its potential to further develop this element.

### 4.2.1 Consistency

#### Literature

The first characteristic is consistency. With increased digital touchpoints, brands face the challenge of delivering consistent messaging

across all channels in an omnichannel approach that creates a seamless consumer journey (Payne et al., 2017). Duncan & Moriarty's strategic consistency triangle (see figure 11) helps maintain alignment between

what brands "say" (promises made), "do" (delivery on those promises), and "confirm" (validation from customer and media feedback), ensuring that each interaction reinforces the brand's purpose, see figure 10 (Narayanan & Das, 2021; Hsu, 2017).

Likewise, Integrated Marketing Communication literature (IMC) highlights the

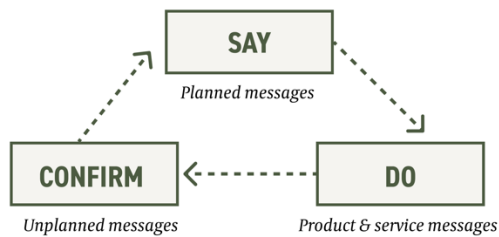


Figure 10: Say, do confirm framework by Duncan & Moriarty (1998)

importance of consistent messaging across all platforms. Ensuring alignment between brand values and messages across channels builds trust and coherent perceptions among stakeholders. While tailored to specific audiences, these messages must stem from a unified strategic purpose, creating a cohesive brand narrative (Duncan & Moriarty, 1998).

### Case studies

When looking at the case study analysis, consistency in a unified purpose can be easily recognized among brands and all their communication activities. Purpose-driven brands ensure their mission and purpose are prominently featured across all brand touchpoints, especially on websites and social media. When messages shape towards a specific context of communication, the connection to the purpose is still clearly linked.

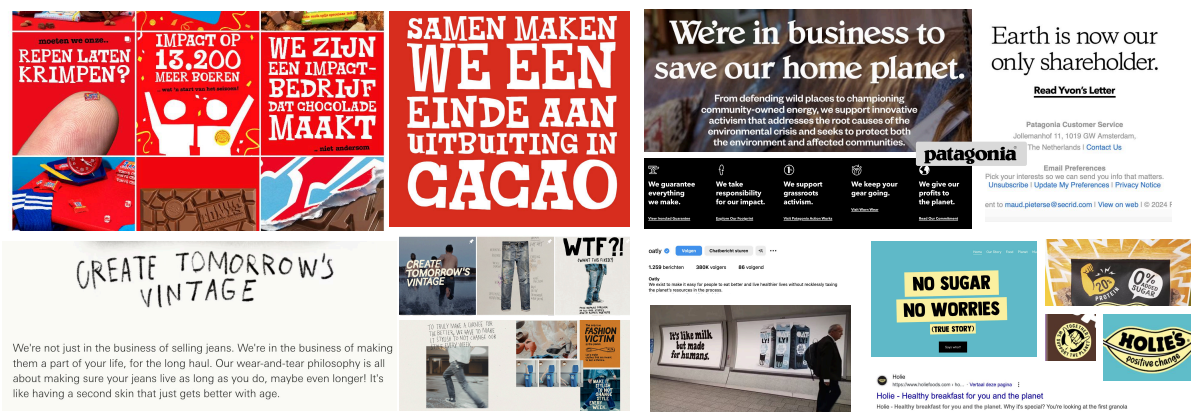


Figure 11 Examples of clearly stated mission and purpose on brand channels

### Secrid context

As noted in section 3.1.2, Secrid's current communication is highly fragmented, primarily due to the absence of a clear and unified purpose statement that is consistently understood both internally and externally. As highlighted in takeaway 2, developing a "big idea" will provide a foundation for more cohesive communication. In the context of B2C

communication, this big idea should be prominently conveyed on brand channels, with all quotes and messages clearly aligned to it. Furthermore, based on the framework by Duncan & Moriarty (1998), Secrid is currently focused on 'doing.' The proposed communication plan from this project aims to address the 'say' aspect, while the 'confirm' phase will require long-term measurement and is further discussed in section 8.3.

## 4.2.2 Authenticity

### Literature

The second characteristic is authenticity, which signifies independence and originality, with higher authenticity perceived when a brand's actions align with its true identity. Key factors influencing perceived authenticity include brand heritage, virtuousness, passionate employees, and consumers' identification with the brand (Fritz et al., 2017). This characteristic is crucial in purpose branding, as consumers are quick to detect insincerity, particularly in an era marked by widespread "woke-washing" and "greenwashing" (Fernandes et al., 2024). Genuine alignment between purpose and actions builds trust and fosters emotional connections, even in B2B contexts, where it enhances partnerships and promotes long-term value alignment (Hajdas & Kłeczek, 2021; Guzmán et al., 2024).

their homepage or social media to highlight their virtuousness. In contrast, product-focused brands typically place purpose-related content in less visible areas, such as side menus, headers, or footers, making it less central to their identity. Proudly and openly talking and promoting company purpose can improve authenticity.

### Secrid context

Secrid views itself as a highly authentic company, operating independently without any shareholders and staying true to its core values. However, this authenticity is not yet fully reflected in its communication. The brand's purpose is not prominently communicated; for instance, the focus of the website's main page is on products, with purpose-related stories appearing only at the end (figure 12, left), and no clear purpose statement is present. Also on social media (figure 12, right), purpose stories are not posted often.

### Case studies

Purpose-driven brands often prioritize showcasing purpose stories prominently on

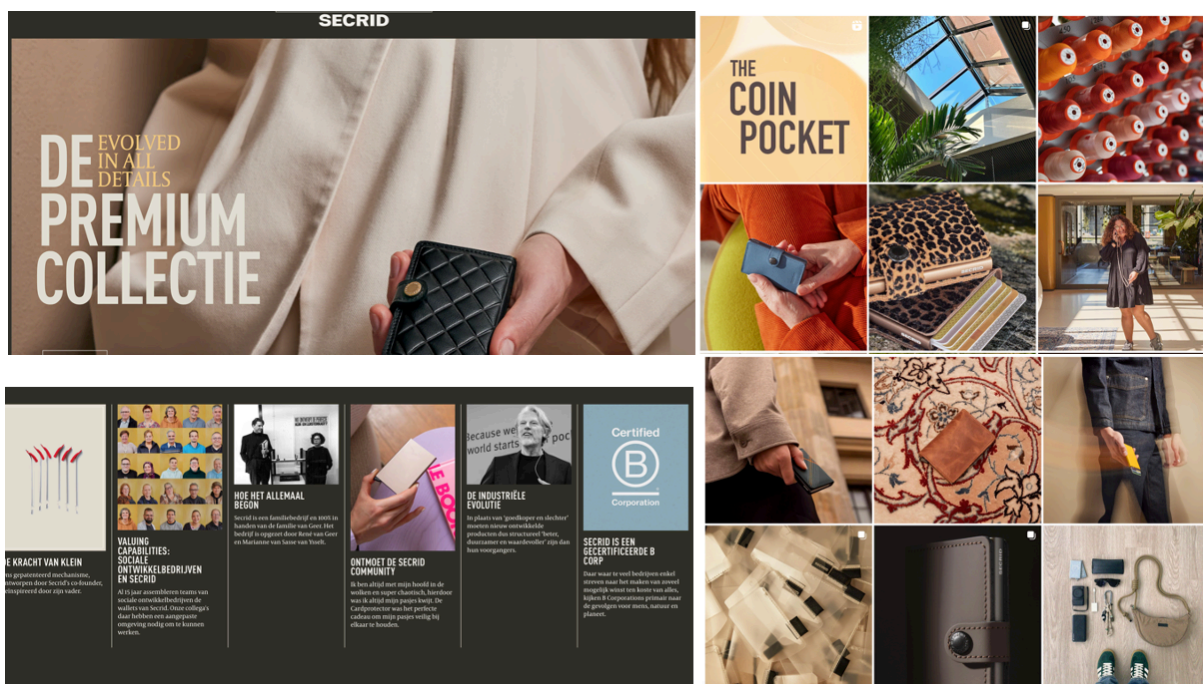


Figure 12: examples of Secrid's current communication which does not reflect its authentic personality

## 4.2.3 Empathy

### Literature

The third key characteristic is empathy. While authenticity involves sharing one's own identity, empathy is about understanding and holding the emotions and experiences of others. Advertisements that showcase relatable, everyday situations and tackle sustainability through a human-centered lens often resonate more deeply than those that emphasize the daunting aspects of climate change (Rodgers & Yang, 2023). Similarly, Reboul (2022) highlights that sustainability-focused advertisements are most impactful when they prioritize people by addressing their real-world challenges and offering practical, actionable solutions. By presenting innovations that make sustainable behavior easier, these ads connect more effectively with audiences than those that focus solely on promoting the brand (Reboul, 2022).

### Case studies

A key strategy to enhance consumer connection through empathy is incorporating human elements that focus on real people, communities, or people impacted by the brand's initiatives. By featuring faces and lifestyles tied to their purpose, brands like Veja, Oatly, Veja and Nudie (figure 13) make their brand more relatable and emotionally engaging. This approach bridges the gap between a brand's mission and consumer empathy, fostering deeper connections. Particularly on social media, real people often take center stage, whether they are directly impacted by the brand's work or simply using or wearing its products. Also humor is used on socials to grow empathy.

### Secrid context

Secrid's social media content (figure 12, right), while aesthetically pleasing, lacks realism and empathy, making it impersonal and difficult for consumers to form an emotional connection with the brand.



Figure 13 Examples of brands using lifestyle and human focused content on their socials

## 4.2.4 Transparency

### Literature

The fourth characteristic is transparency. Transparency further reinforces trust and credibility, as consumers value brands that openly share their practices, supply chains, and raw data on its impact (Fernandes et al., 2024). Aligning actions with purpose and sharing openly about it, brands reduce skepticism, particularly on social and environmental matters (Hajdas & Kłeczek, 2021; Sruthi Pillai & Ramakrishnan, 2024; Guzmán et al., 2024).

### Case studies

In the case studies of purpose-driven brands, transparency is a highly recognizable and extensively implemented element. These brands openly share every step of their processes, from sourcing and production to the challenges they face (figure 14). By providing impact reports, supplier data, and openly disclosing both successes and setbacks, they build trust and credibility, demonstrating a genuine commitment to progress rather than perfection.

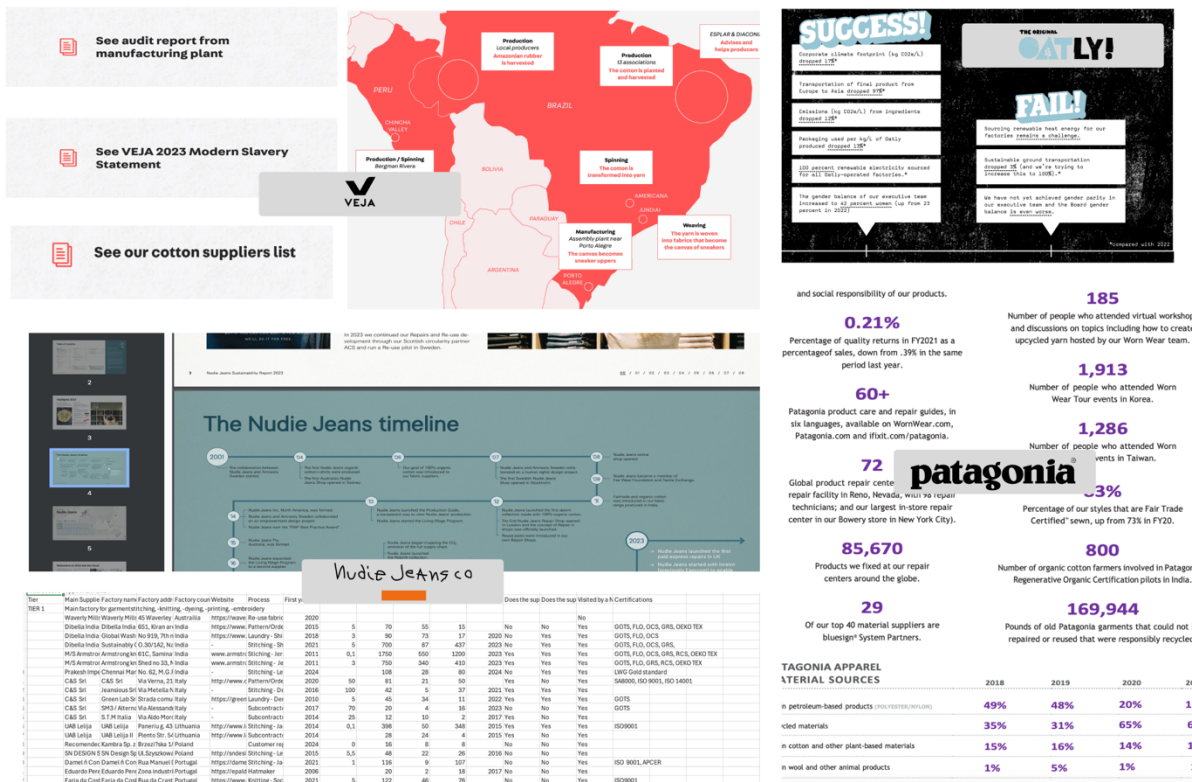


Figure 14 Examples of Nudie, Oatly, Veja and Patagonia that share raw data about their production chain and are not afraid of presenting 'fails' instead of only talking about successes.

### Secrid context

Secrid publishes an annual impact report that provides detailed insights into every stage of the wallet's journey before reaching the end consumer. The report also addresses dilemmas, acknowledging the challenges of

achieving perfection while highlighting efforts to take small steps and invest in researching alternatives. However, Secrid could enhance its transparency by sharing more about these dilemmas and including raw data directly on its purpose story pages, rather than limiting this information to the impact report.

## 4.2.5 Collaboration

### Literature

The fifth characteristic is collaboration. Brand purpose is not a standalone, top-down initiative but rather fosters collaboration with key stakeholders, including shareholders, suppliers, consumers, and society (France et al., 2024). Collaborating with like-minded stakeholders amplifies purpose-driven initiatives, broadening impact and achieving sustainable change. Partnerships leverage shared strengths, enhancing brand visibility, community engagement, and stakeholder loyalty, while fostering long-term societal impact (Suparno et al., 2023 as cited in Sruthi Pillai & Ramakrishnan, 2024).

### Case studies

In the brands analyzed, it is common that collaborations and partnerships occur (figure 15). However, it is not always with likeminded organizations that share similar purposes. These collaborations do still help with more brand awareness. What is also notable is that many collaborations are with niche brands, for example Danner x Patagonia, with Danner being a fisherman brand. The goal of these collaborations could be to enter and connect with new niche markets and show them what your brand could mean to them.

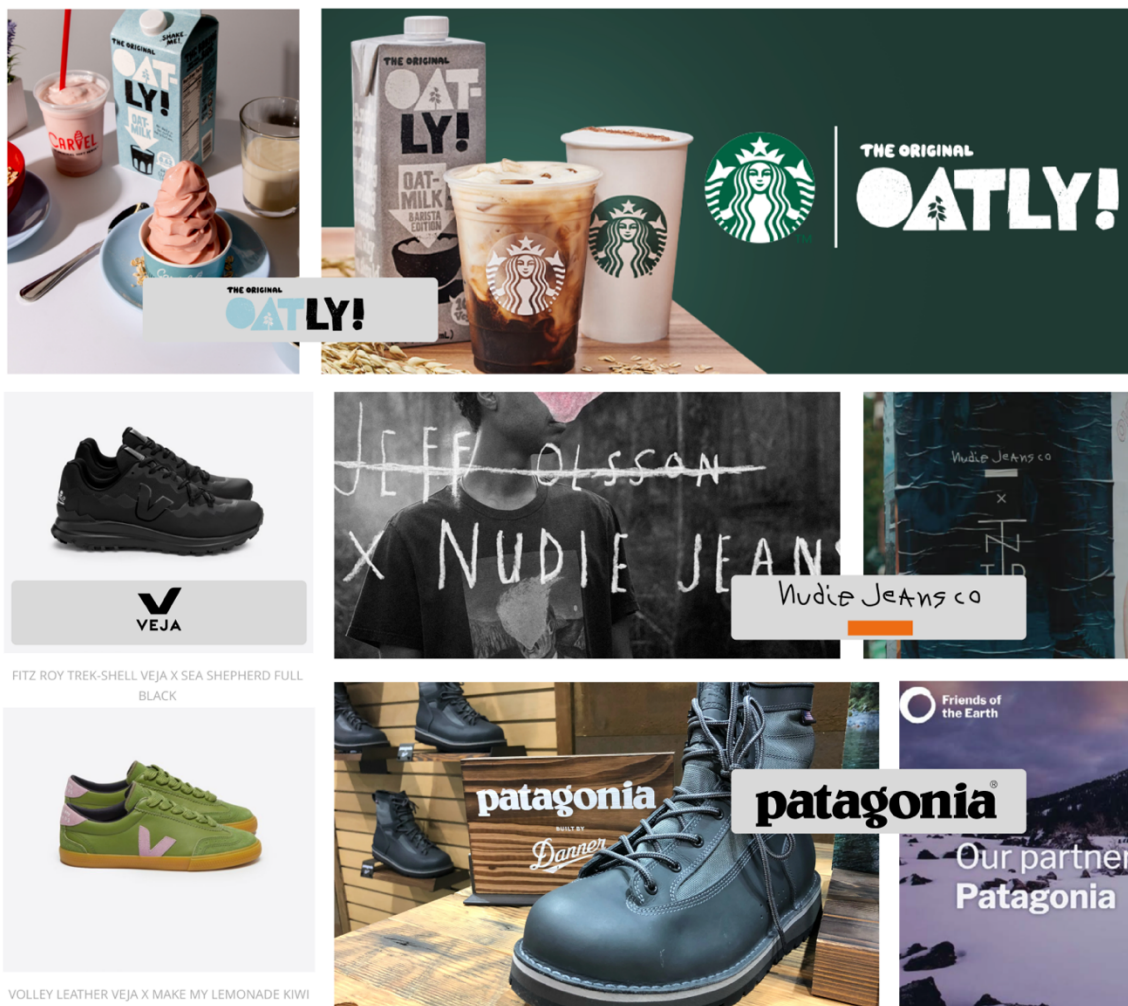


Figure 15 Examples of brand collaborations of the case study brands

### Secrid context

Secrid frequently collaborates with other brands (figure 16) not only to enhance visibility but also to align with shared purposes. For instance, its partnership with Freitag reflects their mutual values of sustainable production and product longevity through care and repair. Collaborations with museums like Van Gogh and Mauritshuis allow Secrid to enter the art

niche, showcasing how their products complement refined craftsmanship and artistic detail. Similarly, the partnership with Victorinox highlights their shared commitment to preserving design heritage. Additionally, Secrid engages with local artists, such as Franky Sticks and Maayke Schuitema, to strengthen local relevance and connect with niche audiences.



Figure 16 Some collaborations of Secrid in the past



## 4.2.6 Adaptability

### Literature

The last characteristic is adaptability. Purpose-driven branding appeals most strongly to socially conscious consumers who integrate brand values into their purchasing decisions. According to Self-Congruity Theory, consumers prefer brands that align with their self-image, with Millennials and Gen Z particularly drawn to brands reflecting their personal values (Hsu, 2017; Fernandes et al., 2024). Consequently, purpose branding may not resonate universally, as consumer values and motivations vary widely (Narayanan & Das, 2021).

To maximize the effectiveness of purpose-driven messaging, it is crucial be adaptive by considering audience involvement levels, as explained by The Elaboration Likelihood Model (ELM) by Petty & Cacioppo (Hedhli & Zourrig, 2022). High-involvement audiences, such as policymakers or expert audiences, process information through the central route, requiring logical arguments, data, and well-supported messages to create lasting change. In contrast, low-involvement audiences, such as general consumers, are more likely to engage through peripheral route processing, influenced by endorsements, visuals, emotional appeals, or humor (Hedhli & Zourrig, 2022).

By tailoring messages to match the audience's involvement level and leveraging purpose-driven branding where it resonates most, brands can reach diverse audiences. For example, Fritz et al. (2017) identified that high-involvement consumers tend to focus on detailed brand attributes, whereas low-involvement consumers rely more on straightforward cues like brand heritage, as easily processed signals are more persuasive for them. In the end, there will always be audiences who may react negatively and

distance themselves from your brand. These people are not open to purpose or the specific purpose that brand holds. Harper et al. (2015) studies proved this difference in reaction and impact when testing impact campaigns on 'open to purpose (OPT)' and not open to purpose (nOPT) audiences. The key is to move forward without losing focus, choosing to speak up, staying true to its values, and prioritize those who support and align with your movement (Ipsos, 2023).

### Case studies

While not all consumers fully embrace the purposes of these brands, companies show their adaptability by creatively diversifying their storytelling through various narratives, perspectives, mediums and channels. By offering multiple ways to communicate their purpose (figure 17), brands effectively reach a broader audience, appealing to different interests and preferences. For quick insights, they utilize social media posts and short videos. For those seeking more in-depth understanding, they provide blog articles, detailed reports, podcasts, books, interactive websites, and other formats. Audiences are directed to more deep layers of information into the story by seamless connecting different pages and even channels. This approach will be referred to as 'layered storytelling' throughout the report, emphasizing the varying depths of information provided to engage different audience segments and interests (see figure 18 for an example).

Lastly, it is also plausible that a brand purpose resonates first with niche audiences. For example, Patagonia started its brand in the outdoor fanatics' niche, Oatly in the professional barista community and Nudie in the early adopters of vintage fashion. These cases show that resonance and a movement begin with a few.

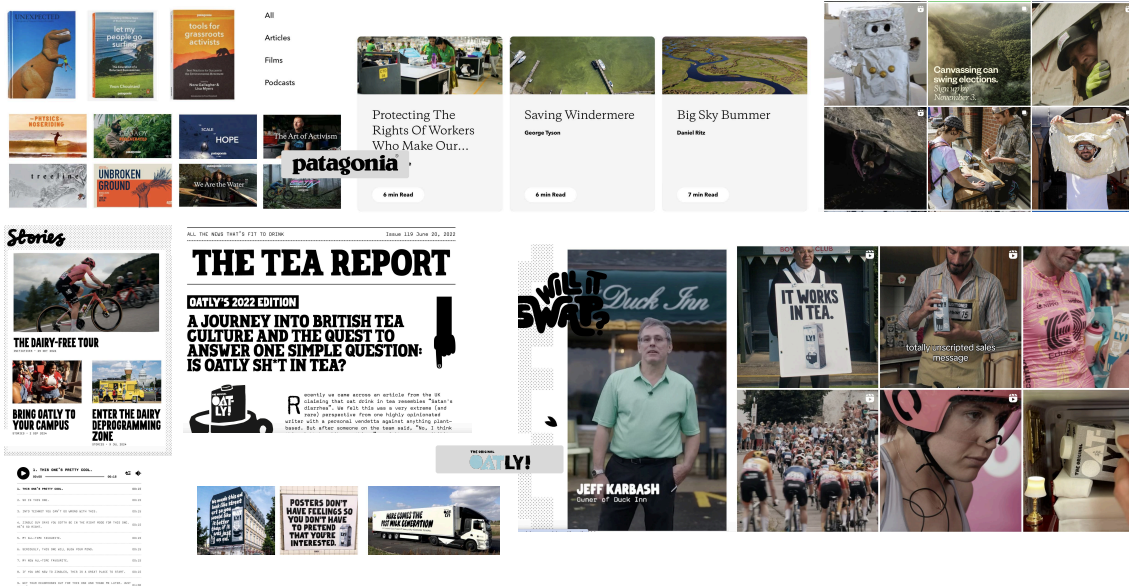


Figure 17 Examples of using different mediums, like books, podcasts, articles, short videos on socials and more

<p><b>Layer 1:</b> The first thing a consumer sees</p>	<ul style="list-style-type: none"> <li>• Short snippets of film</li> <li>• Claim/quote</li> <li>• Visual material</li> </ul>		
<p><b>Layer 2:</b> What a slight interested consumer finds next</p>	<ul style="list-style-type: none"> <li>• More specific topics/titles</li> <li>• Short description of topic</li> </ul>		
<p><b>Layer 3:</b> What a consumer triggered by the information finds even deeper in the search</p>	<ul style="list-style-type: none"> <li>• Extended information in the form of text</li> <li>• Video's</li> <li>• Interviews</li> </ul>	<p>promise of making a pair of jeans</p> <p>Organic cotton is grown without any artificial herbicides, pesticides, or genetically modified seeds. Organic farming methods also avoid the risks associated with herbicides, pesticides and insecticides used in farming. The basic chemicals used in organic farming are natural and biodegradable. The soil is not over-fertilized, and the water is clean. Organic cotton is also free from any harmful chemicals.</p> <p>About 1% of the organic cotton used for Nudie Jeans products is sourced from Turkey, and the remaining organic cotton is sourced from the base woven cotton fields in both Turkey and India as a part of our sustainable supply chain. Organic cotton is a long-staple cotton, which means the fibers are longer and stronger than those of conventional cotton. This makes our jeans last longer and more comfortable. The cotton we use is also free from any harmful chemicals.</p> <p>And there are more benefits. The artificial pesticides in herbicides mean no or very low concentrations to produce these substances. Organic cotton is also free from any harmful chemicals. The soil is not over-fertilized, and the water is clean. Organic cotton is also free from any harmful chemicals.</p>	
<p><b>Layer 4:</b> Detailed information and proof</p>	<ul style="list-style-type: none"> <li>• Data reports</li> <li>• Impact reports</li> <li>• Long video's</li> </ul>	<p>supplier excel file</p>	

Figure 18 Example of a layered buildup of information on the Nudie website (left) and a Patagonia story via socials (right)

## Secrid context

Secrid does not use a layered storytelling approach yet, often not directing to other channels or directly diving into deeper layers of information. On their social media they do succeed in sharing stories in a more approachable and digestible manner, but still without linking to other channels and mediums connected to that specific purpose story. Given the complexity of Secrid's stories, which often involve multiple holistic perspectives,

structuring content in layers could serve as a valuable guideline for future purpose-driven storytelling.

Lastly, Secrid maintains a neutral tone in its communication across all channels, avoiding activism while aiming to inspire and drive change. As mentioned earlier, adopting a stronger stance could potentially alienate certain audiences, but it might also attract new ones who align with the brand's values and contribute to achieving the desired impact.

## 4.3 Understanding purpose storytelling

Apart from the discussed characteristics that could make purpose branding more successful, this section will look more specifically at the way of storytelling and tone of voice purpose brands have.

### Simplicity and clarity

First, simplicity and clarity in a brand's purpose strengthen its presence in consumers' minds. With many consumers feeling overwhelmed by choices, brands act as decision-making shortcuts, or heuristics. These heuristics are built on a network of associations, including emotions, visuals, symbols, and experiences. A clear and consistent purpose helps reinforce these associations, ensuring the brand is top of mind in situations and moments that are connected to this purpose (Shaw, 2015).

### Types of purpose driven brands

Secondly, three types of purpose-driven attitudes can be incorporated into communication strategies, as identified through case studies and insights shared by Secrid's social media lead. The three types are:

**Optimism Approach:** Brands like Nike and Holie emphasize a positive, uplifting perspective, showcasing achievements and focusing on inspiration.

**Activist Approach:** Brands such as Patagonia and often non-profit organizations take a proactive stance, driven by urgent environmental missions. They often highlight the negative consequences of inaction to motivate behavioral change.

**Awareness Approach:** Brands like Tony's Chocolonely balance positive and negative narratives, educating consumers on critical issues while encouraging informed and thoughtful action.

After consulting with the communication team and founders, Secrid has chosen not to take an activist approach that emphasizes problems to drive action. Instead, they aim to inspire hope by focusing on what can be achieved together. Transparency is key to their strategy, presenting both positives and negatives (including dilemmas) in every context. This positions Secrid between an optimistic perspective and one that fosters awareness.

### What's in it for me?

Third, a right balance between sustainability and brand messaging should be achieved. Balancing sustainability and brand messaging is key to creating impactful advertising. Ads that integrate sustainability with broader brand benefits are more effective than those focusing solely on sustainability claims. When sustainability is addressed in isolation, advertisements often lack engagement and fail to convey a fresh perspective, making it harder to connect with audiences. Successful campaigns weave sustainability into the core of the brand's message, aligning it with its

values and broader purpose. This approach creates a more cohesive narrative, resonating with consumers and reinforcing the brand's identity (Reboul, 2022).

#### **Logical brand-purpose alignment**

Lastly, research on brand-purpose alignment highlights the importance of ensuring a clear connection between a brand's purpose and its business activities. When there is no logical alignment between the two, consumers often

become skeptical, and brand communication fails to resonate effectively (Gray et al., 2024; Fernandes et al., 2024). For Secrid, this implies that their purpose narratives should be explicitly linked to their products, integrating purpose within the context of their offerings rather than communicating it as a separate narrative.

## **4.4 Understanding and scoping consumer engagement**

The assignment of this project is about engaging end consumers with Secrid's purpose stories, but how does engaging happen and what does it mean? In this section, literature on consumer engagement is presented and the definitions for engagement in this project are scoped.

### **4.3.1 Definition of Consumer Engagement in literature**

Companies are increasingly realizing the importance of establishing personal, two-way relationships with customers that encourage interaction, a concept known as 'consumer engagement' (Kumar et al., 2010).

Multiple definitions for consumer engagement can be found. A general definition is: 'The level of a customer's cognitive, emotional and behavioral investment in specific brand interactions.' (Hollebeek, 2011b). What lacks in this definition, and is outlined by Calder (2022), is that an engaged consumer is not only *receiving* from a company, but also *interacting* with the brand as a multidimensional concept (Calder, 2022). The deeper the emotional bond, the greater the engagement, and the stronger the relationship that forms between brands and consumers (Morrison & Humlen, 2015). Moreover, consumer engagement helps brands move from transactional relationships to transformational ones, where consumers become advocates and ambassadors for the brand's mission (Sruthi & Ramakrishnan, 2023)

The concept of 'brand communities' is also frequently discussed in the context of consumer engagement. According to Morrison & Humlen (2015), building a brand community involves three phases: the first is engagement, followed by co-creation in the second phase, and empowerment in the third. Reaching the engagement phase signifies the initial step toward establishing a brand community.

### **4.3.2 Three types of consumer engagement**

As discussed in 4.2.6, not all audiences resonate similarly due to different value alignment and interest levels, and therefore will not engage similarly as well.

According to Ma et al. (2022), consumer engagement can be categorized into three types: cognitive, emotional, and behavioral:

#### **1. Cognitive Engagement**

Cognitive engagement involves consumers' attention and mental involvement with brand-related information, such as product features, benefits, and innovative qualities (Dessart et al., 2016; Hollebeek et al., 2014, as cited in Ma et al., 2022). It satisfies the need for utility and informed decision-making through detailed content like product introductions, promotions, and tips (Tafesse, 2016; Mollen & Wilson, 2010, as cited in Ma et al., 2022). This is the most 'low involved' layer of engagement.

## 2. Emotional Engagement

Emotional engagement captures the emotional connection consumers feel toward a brand, such as trust, pride, or belonging (Dessart et al., 2016; Hollebeek et al., 2014, as cited in Ma et al., 2022). This connection fosters loyalty, positive word-of-mouth, and resilience to service issues (Bowden, 2009, as cited in Ma et al., 2022). Brands often use storytelling, visuals, and celebrity endorsements to stimulate these emotions (Lim et al., 2020, as cited in Ma et al., 2022).

## 3. Behavioral Engagement

Behavioral engagement refers to voluntary consumer actions, such as reviews, feedback, or sharing content, driven by a desire for self-expression and connection with the brand (Hollebeek et al., 2014; van Doorn et al., 2010, as cited in Ma et al., 2022). Social media interactions such as likes, shares, and comments are common examples, although deeper analysis of these actions provides greater marketing insights (Tafesse & Wien, 2018; Schultz, 2017, as cited in Ma et al., 2022). This is the most 'high involved' layer of engagement.

Furthermore, research indicates that unexpected benefits and moments of delight are highly valued by consumers, fostering

positive attitudes, higher satisfaction, and increased engagement (De Wulf et al., 2001, as cited in Melero et al., 2016).

### 4.3.3 Current engagement between Secrid and end user

Secrid currently emphasizes one-way communication, limiting the potential for meaningful interaction with end consumers. However, Secrid fans frequently take the initiative, creating content on platforms like Instagram and TikTok or participating in discussions on Reddit. To harness this enthusiasm, Secrid can adopt a two-way communication approach by integrating interactive features, such as clickable elements, reaction options, and sharing tools, into their channels.

Appointing a community manager can further enhance these efforts, ensuring consistent and genuine interaction with fans. This role would oversee community spaces, respond to user inquiries, and create opportunities for playful and engaging interactions, such as user challenges, polls, or co-creation initiatives. Establishing dedicated spaces for fans to connect, share their experiences, and feel part of the Secrid community can foster loyalty and build stronger and more personal two-way relationships.

## 4.5 Understanding and scoping conscious consumption

Conscious consumption, a concept frequently highlighted on Secrid's website and internal documents. For this project, the broad and often ambiguous term "conscious consumption" was scoped more precisely using insights from literature on conscious product ownership and social transformation practices. Secrid defines conscious consumption as 'buying responsibly from ethical companies, prioritizing quality and durability, only buy products when you truly need them, and using products for as long as possible'. While encouraging responsible consumption in a broader sense remains part of Secrid's vision, the first horizon is to foster

conscious product ownership toward its own product, their wallets. In the context of this project, conscious consumption entails 1) fostering greater attachment to wallets by encouraging users to understand the product, prioritize care and repair, and extend its lifespan (4.5.1), and 2) familiarizing consumers with the concept of 'better' choices, helping them comprehend it, and motivating them to act on it (4.5.2).

### 4.5.1 Conscious product ownership

Conscious product ownership recognizes the consumer's role in extending a product's lifecycle, shifting the focus from replacement to repair and retention. Research shows that emotional attachment to a product plays a key role in this behavior (Van Den Berge et al., 2020, as cited in Mugge et al., 2009). Products associated with personal experiences or milestones, such as gifts or those tied to special memories, are more likely to be perceived as irreplaceable (Belk, 1988; Grayson & Shulman, 2000, as cited in Mugge et al., 2009). These emotional connections foster protective behaviors, such as careful handling and repairs, which delay replacement and promote sustainable consumption (Mugge et al., 2009). Kamleitner et al. (2019) highlight the potential of products with a "biographical story," particularly those made from repurposed materials. These stories tap into the human affinity for narratives, enhancing perceived value and encouraging consumers to treasure their products. While this approach has proven effective when talking about repurposed materials, further research could explore how insights into production, sourcing, or the value chain might similarly enhance user-product attachment.

### 4.5.2 Transforming social practices

In the context of this project, inspiring conscious consumption requires a transformation of social practices, particularly in how consumers engage with products and make 'better' consumption decisions.

#### **Brands have transformative impact**

The relevance of brand purpose lies in its ability to elevate brands beyond mere commercial or functional roles, positioning them as catalysts for societal change. As

Swaminathan et al. (2020) highlight, brands increasingly adopt purpose-driven strategies to address societal, environmental, and ethical challenges, aiming to reshape consumer practices, altering habits, values and assumptions. By encouraging more sustainable consumption, ethical decision-making, or conscious lifestyle choices, brands with a strong purpose can drive meaningful behavioral change and disrupt the status quo in ways that align with long-term social progress (Hajdas & Kłeczek, 2021b; Hsu, 2017). However, there remains a gap in understanding how these brands can achieve transformative impact.

#### **Theory of social practices**

Hajdas & Kłeczek (2021b) suggest the Theory of Social Practices (TSP), that provides a sociological perspective on behavior change, contrasting with traditional individualistic approaches that focus on cognitive, affective, and conative stages. Instead of emphasizing individual motivations, TSP examines collective social practices structured around principles (norms and values), actions (skills and behaviors), and resources (tools and materials). In a branding context, principles reflect cultural norms and brand meanings, actions represent how consumers engage with products, and resources include the materials and infrastructure provided by brands to enable new practices.

TSP suggests that behavior change is less about providing information or motivation, as traditional models assume, and more about embedding new practices into collective routines. Brands can drive transformation by offering resources and tools that allow consumers to improvise, practice with and adopt new behaviors. Over time, these new practices may redefine existing principles and norms.

## 4.6 Review conclusion: take-aways and design criteria

The insights from this chapter are organized into two categories: design takeaways and design criteria. Design takeaways, similar to those established in the context analyses, act as guiding principles for decision-making and scoping. Design criteria are more specific, actionable elements that must be integrated into the validated communication concept and broader communication plan. Each section is briefly summarized, followed by the resulting takeaway or criteria presented in a highlighted box.

### 1. Characteristics from purpose branding

Six characteristics of purpose branding were identified and discussed with examples from case studies and in the context of Secrid.

First, consistency. Consistency is important when communicating to end consumers through different channels, keeping the purpose of the brand clear in all communication. An important triangle that needs to be balanced is the say-do-confirm triangle (figure 10). Case study brands ensure that all messaging is clearly linked with the broader purpose. Secrid currently does not link communication clearly to its company purpose.

#### Design criterion 1

The communication concept and/or plan is guided by the Big Idea to ensure consistency among all messaging.

#### Design take-away 9

The impact should be measured to confirm whether the messages were received as intended.

Second, authenticity, characterized by alignment between a brand's actions and identity, is crucial for building trust and emotional connections in purpose branding. Consumers value independence, brand heritage, and virtuousness, particularly in an era of "greenwashing" (Fritz et al., 2017; Fernandes et al., 2024). Authenticity is often demonstrated through prominently displayed purpose stories on websites or social media.

#### Design take-away 10

Secrid should take an inside-out communication approach and should therefore share their own authentic stories more prominently without tailoring too much towards consumers and commercial language.

Empathy, the third key characteristic, focuses on understanding and addressing the emotions and experiences of others. Research shows that sustainability ads resonate more deeply when they present relatable, human-centered solutions rather than overwhelming issues like climate change (Rodgers & Yang, 2023; Reboul, 2022). Case study brands enhance consumer connection by showcasing real people and communities tied to their initiatives.

#### Design criterion 2

The communication concept and/or plan uses real life and relatable content for consumers to identify with the brand to improve authenticity.

Fourth, transparency. Trust and credibility can be reinforced by being transparent about impact, production processes, suppliers and even company flaws. Simple claims without extra information can be seen as ‘woke-or green-washing’.

**Design criterion 3**

The communication concept and/or plan is transparent by mentioning or directing to more information and raw data per purpose story told.

Collaboration is the fifth characteristic. While all brands engage in partnerships, purpose driven brands can amplify their impact and reach by aligning with (like-minded) partners. Both the case study brands and Secrid already demonstrate effective use of collaboration, which makes it a design take-away rather than a criterion.

**Design take-away 11**

Secrid should keep looking for meaningful collaborations, both on a global and more local and niche level.

Sixth, catering to diverse audience interests. Purpose-driven branding is most effective with individuals who exhibit high self-brand alignment. Tailored messaging can address various audience segments and interests by presenting different stories across multiple mediums and channels, all structured with layered information to ensure coherence and depth.

**Design criterion 4**

The communication concept and/or plan builds up its stories from an accessible layer of information

**Design criterion 5**

The communication concept and/or plan delivers diverse stories across various channels and mediums.

**Design take-away 12**

It is acceptable when Secrid’s purpose stories do not resonate with all types of end consumer segments.

## **2. Purpose storytelling**

Purpose-driven storytelling requires simplicity, clarity, and alignment between a brand’s purpose and its activities (design criterion 1 and design take-away 2 and 5). Three common approaches include optimism (e.g., Nike), activism (e.g., Patagonia), and awareness (e.g., Tony’s Chocolonely), each targeting different consumer responses. Secrid adopts a middle ground between optimism and awareness.



Design criterion 6

The communication concept and/or plan emphasizes hope and transparency and never talks negatively or speak about being against something.

Integrating sustainability with broader brand messaging is essential for engagement, as isolated sustainability claims often fail to resonate. Effective narratives weave purpose into product offerings, ensuring authenticity and avoiding consumer skepticism (design take-away 5).

### 3. Understanding and scoping consumer engagement

Scoping consumer engagement revealed three types of engagement, each varying in depth and aligning with the diverse interests of different audience segments: cognitive, emotional and behavioral engagement.

Design criterion 7

The communication concept and/or plan offers engagement on cognitive, emotional and behavioral level.

### 4. Understanding and scoping conscious consumption

Conscious consumption was defined as 1) encouraging people to become more mindful product owners, motivated to extend the lifespan of their products, and 2) helping users understand the impact of making better choices, whether within the context of Secrid or a broader scope, while fostering their intention to act on it. TSP emphasizes that providing tools and enabling practices empowers individuals to adopt and internalize these new ways of thinking and acting.

Design criterion 8

The communication concept and/or plan should articulate the meaning of 'better,' not only in the context of choosing Secrid but also by encouraging consumers to explore and define their own interpretation of 'better.'

Design take-away 13

Telling stories about the product could enhance its symbolic value, creating more conscious product ownership

# SOLID FOUNDATION 5

- 5.1 Purpose, mission, vision and values*
- 5.2 A Big Idea(L) framework*

*This first deliverable lays the groundwork for Secrid's communication strategy and plan. It defines and clearly articulates Secrid's Purpose, Mission, Vision, and Values, providing a unified foundation for the communication strategy. Currently, different circles within Secrid employ varying versions of the purpose and mission statements, highlighting the need for alignment and clarity before developing a unified Big Idea.*

## 5.1 Purpose, Mission, Vision and Values

To start with, the purpose, mission, vision and values were gathered through a review of recent and older documents. From experience working at Secrid the final purpose, mission, vision and values to work with in this project

were formulated (figure 19). They were slightly changed when discussing them with a member from the communication team and product positioning team.

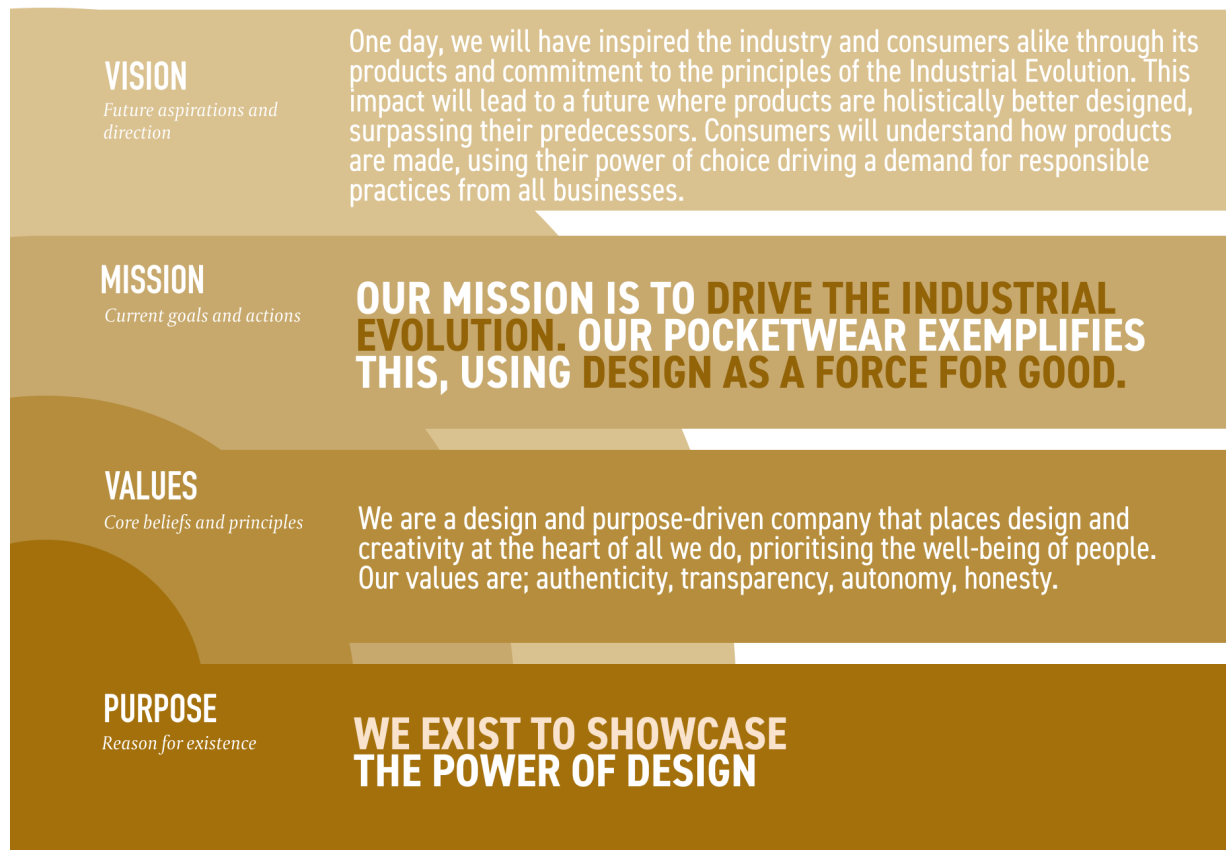


Figure 19 An overview of the purpose, values, mission and vision

## 5.2 a Big Idea(L) framework

### Why a Big IdeaL?

In developing Secrid's communication strategy, it's essential to align all brand messaging with the brand's core. A well-defined message should inform every aspect of communication, creating a consistent and cohesive brand message that reflects Secrid's purpose and objectives (Narayanan & Das, 2021). This helps ensure that each message, whether for internal teams, external partners, customers or consumers, reinforces Secrid's commitment to its mission and purpose.

Currently, Secrid's core message, "Using design as a force for good, to drive the Industrial Evolution," reflects its focus on design as a catalyst for meaningful change. After discussions between the communication team and the founders, it was decided to retain this phrase for communication as it effectively captures Secrid's values and mission. However, to ensure alignment between internal understanding and consumer interpretation, this statement was challenged in this project to create a statement that connects the internal and external meaning of the brand.

### The Big Idea

To form a concept to carry out Secrid's brand core externally, two frameworks stand out: the Big Idea and the Big IdeaL, both developed by Ogilvy. The "Big Idea," introduced in the 1950s by David Ogilvy, has become a foundational approach for advertising and branding agencies. It is a singular clear message that functions as an internal guide, aligning campaigns, external briefings, and employee messaging, while also making the brand's essence easily understandable externally. Acting as a unifying force, the Big Idea guides decision-making across various contexts (Millward Brown et al., 2012). Examples of Big Idea's from well-known brands are:

Apple: "We make technology so simple that everyone feels part of our future."

Red Bull: "Perfect fuel for any extreme adventure so you thrive on the edge of life."

Tesla: "Engineering that inspires and challenges humans to join the path to a better future."

Note that a Big Idea is not the same as a brand slogan. For example Nike's 'Just do it', is not a Big Idea, but derives from their Big Idea (Beloved Brands Inc. & Robertson, 2015).

### The Big IdeaL

The Big IdeaL, later developed by Ogilvy Company (Ogilvy et al., 2011), introduces an additional layer of purpose-driven philosophy, positioning the brand in relation to a broader cultural or societal ideal which is intertwined with the company's purpose. It aims to encapsulate the brand's core ethos in a way that resonates across cultures and connects deeply with employees and consumers (Millward Brown et al., 2012). Unlike a purpose and mission statement, which tends to be more company-centric, a Big IdeaL reaches outward, capturing the brand's impact and relevance in the world (Stengel & Garbe, 2011).

The Big IdeaL can be framed as: "(Brand/company) believes the world would be a better place if \_\_\_\_\_." This structure encourages brands to articulate a statement beyond product functionality, establishing a more human, meaningful connection with audiences. While many corporate visions can seem abstract or overly complex, the Big IdeaL is designed to be simple and relatable, making the brand's purpose accessible to everyone (Ogilvy et al., 2011).

Two applications of the Big IdeaL that align with Secrid's challenges are:

**Articulating Purpose:** A well-defined Big IdeaL provides a memorable, relatable purpose that resonates with employees, whether in a casual setting or a formal meeting.

**Differentiation in a Functionality-Driven Market:** In markets that typically compete on price or functionality, a Big IdeaL allows a brand to stand out with a philosophy-driven message that engages consumers on an emotional level.

Other frameworks also help organize brand foundations and statements, such as the Brand Pyramid, Brand Key Model, Brand House, and the Positioning Statement (see appendix E-1). However, the Big Idea and Big IdeaL frameworks provide a more direct bridge between internal understanding and external communication and give a commercial layer to it. For this project, the Big Idea and Big IdeaL offer a suitable basis for crafting Secrid's external communication and fostering alignment between the brand's purpose and the audience.

### 5.2.3 Frameworks in action

To bring the frameworks into action, Secrid's purpose and purpose stories were first analyzed to identify key themes for the development of a Big Idea (Appendix E-2).

Then, the Big Idea framework was filled in individually to explore Secrid's essence and practice with the framework in Secrid's context. The result of this can be found in figure 20. Through this process, a key insight emerged. As we found out throughout the research phase, Secrid's identity is not solely about the positive actions it takes, such as CO<sub>2</sub> compensation, partnerships with sheltered workshops, and EU-based production. At its core, Secrid's purpose is centered on the power of design as, using it 'as a force for good'. Along the way, dilemmas are faced to pursue a 'better' situation, to create more positive impact by the way Secrid designs. Wanting to make better choices makes Secrid essentially a 'conscious' designer, navigating

dilemmas and making decisions that align with its values. To extend this philosophy to consumers, the aim is to transform social practices by equipping them with tools and practice to make conscious choices themselves, as scoped in the research chapters. Conscious choices for Secrid means 'better' choices. Although it is acknowledged that 'better' is a vague term that can be broadly claimed, it encapsulates the essence of Secrid's holistic design approach, where no decision is entirely perfect due to its interconnected impact. This ambiguity is intentionally leveraged during the ideation phase as a playful tension to inspire communication concepts.

Lastly, the Big IdeaL framework, which be briefly explained, was also individually used to form the final Big IdeaL.

The Big IdeaL, positions the brand between a societal "cultural tension" and its "best self". Cultural tension refers to societal conflicts or trends that a brand can address, while the brand's best-self captures its unique qualities, such as heritage, rituals, and impact on loyal users. Translating these qualities into a contemporary context creates a compelling identity aligned with modern consumer expectations (Ogilvy et al., 2011). With existing knowledge of the company, internal purpose and mission statements and the Big IdeaL theory, the following statement was created: "With our pocketwear, we showcase the power of design and the impact of choice when valuing 'better' over 'more.'" (figure 21). An explanation of each element of the Big IdeaL can be found in table 1.

Table 1: Explanation of Big IdeaL elements

<b>With our pocketwear</b>	Specifying what Secrid does and through what object
<b>We showcase the power of design</b>	Secrid's reason for existence/ purpose
<b>And the impact of choice</b>	Secrid's purpose stories are a result of the choices made in design, and therefore the result of the choice of the end consumers
<b>When valuing 'better' over 'more'</b>	Create a holistic perspective (nothing is perfect) and making it tangible to consumers how they can keep making impact with their choice

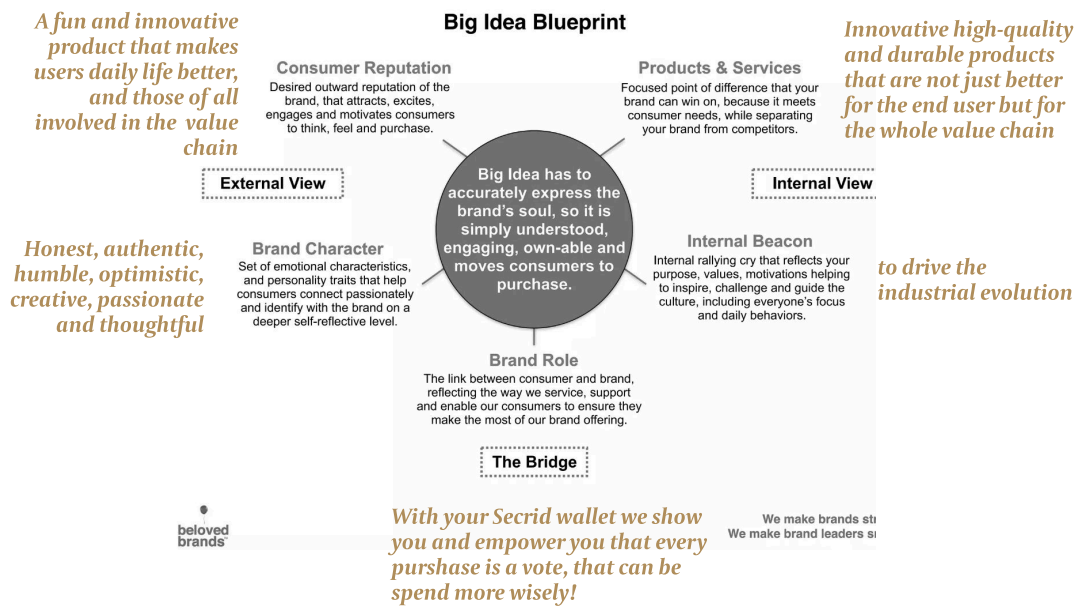


Figure 20: Big IdeaL framework visualized by Beloved Brands Inc. & Robertson (2015), filled in for Secrid

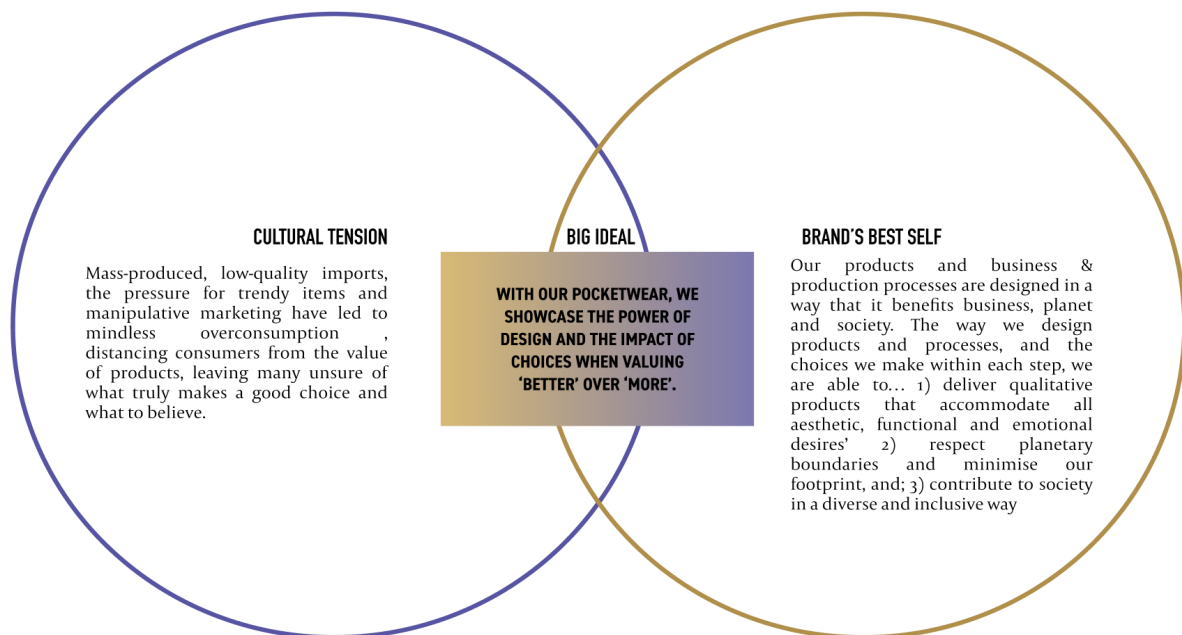


Figure 21 The filled in Big IdeaL framework with the final Big Ideal

The result of this chapter can be found in one visual below (figure 22):



Figure 22 An overview of the final basis to work with in this project

# FROM RESEARCH TO DESIGN 6

*6.1 Design focus*

*6.2 Storytelling approach*

*6.3 Ideation and final concept*



*In this chapter, the research comes together to create a design to validate. To summarize, the literature research and case studies formed design take-aways and design criteria. Take-aways help(ed) with decision making and project scoping. Design criteria were formed to be implemented in the prototype and/or the broader communication plan. To start with a solid foundation, a Big IdeaL was created in chapter 5. This chapter will show how a post purchase mailing was created based on the criteria.*

## 6.1 Design focus

### 6.1.1 Reshaped design challenge due to scoping

The project started with the following project assignment:

Create a strategic communication plan supported by one clear and powerful message (a 'Big Idea'), to engage Secrid's end consumer with the company's purpose. I will research purpose marketing, and design prototypes to test what strategic communication concepts can influence conscious consumption.

This assignment evolved throughout the project. Initially centered on promoting conscious consumption in a broad sense, but by scoping this definition, it was reframed to focus on 1) making consumers more conscious owners of their wallets and 2) helping them realize the impact of choosing 'better,' as articulated in the Big IdeaL and give them tools and practice to do so. Consequently, the prototype's purpose shifted from testing whether conscious consumption was stimulated in a bigger context, to evaluating whether purpose stories resonated, strengthened user-product attachment, and effectively conveyed the Big IdeaL's intended message; encouraging people to value "better" over "more" (ideally in a broader context).

Together with other scoping decisions made with the design take-aways in the research chapters, the assignment evolved to refined description:

Develop a **communication concept and broader communication plan**, centered around a **Big IdeaL**, to effectively engage end consumers with the company's purpose through **B2C** channels. This involves researching **purpose branding, conscious consumption, and consumer engagement**. Based on the take-aways and design criteria gathered, validate whether the Big IdeaL triggers to engage, creates more product attachment and motivates to apply 'choosing better over more'.

The focus for the touchpoint that will be designed and validated is the post purchase mailing touchpoint. This phase of the consumer journey is, as discussed before, underutilized. This stage of the customer journey holds significant potential, as it is when cognitive dissonance occurs, and exceeding consumer expectations can lead to heightened satisfaction or even delight and as a result increased positive word-of-mouth (WoM) (Berman, 2005). Additionally, this is a key moment when people are naturally inclined to share their experiences about a new purchase through WoM (Berger & Schwartz, 2011). After validation of the post purchase email, insights will be generalized towards a broader communication plan on the short and long term, from chapter 8 and onwards.

## 6.2 | Storytelling approach

### 6.2.1 Four storytelling angles

The ideation phase began by integrating the research findings with the Big IdeaL. Secrid's purpose stories were then examined in detail, revealing four distinct storytelling angles that could serve as perspectives for conveying these stories. These angles vary in terms of concreteness and tangibility, in some ways acting as opposites to one another. They are therefore visualized in figure 23 as a quadrant, using an example story about leather to illustrate their differences. A more detailed explanation of these angles and the concepts created for them can be found in Appendix F.

#### Short term: linking product and purpose

The short-term focus for Secrid will center on the top-right quadrant (figure 24). Since the connection between their product and purpose is not yet clear to consumers, communication should prioritize making this

link tangible and easy to understand. This involves clearly presenting what lies behind the products consumers buy and use. There is some overlap with education and the concept of "better," which requires basic yet accessible education about design, tied directly to Secrid's values, and a clear explanation of what "better" means in this context.

#### Long term: adopt an educational angle

In the future, once Secrid has established a reputation as a purpose-driven brand, they could expand their focus toward a broader educational role, going beyond their own products. At that stage, they can delve deeper into the holistic complexity of "better," using their seven-layer design model (focused on dilemmas) more prominently in their communication to educate and inspire on a larger scale.

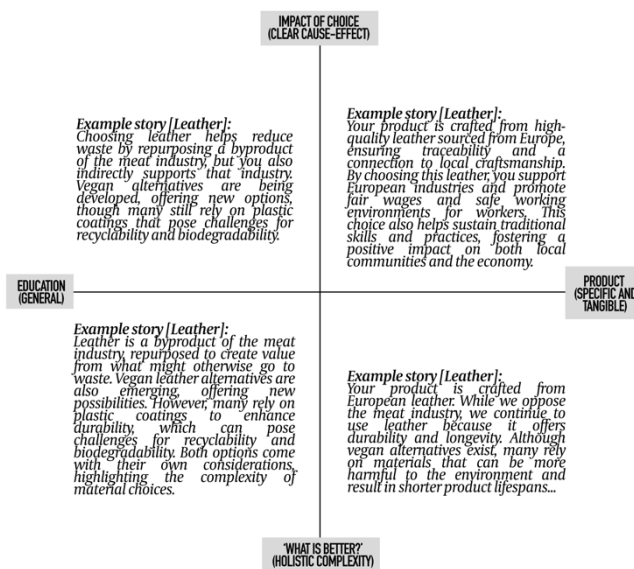


Figure 23 Four angles of telling Secrid's purpose stories

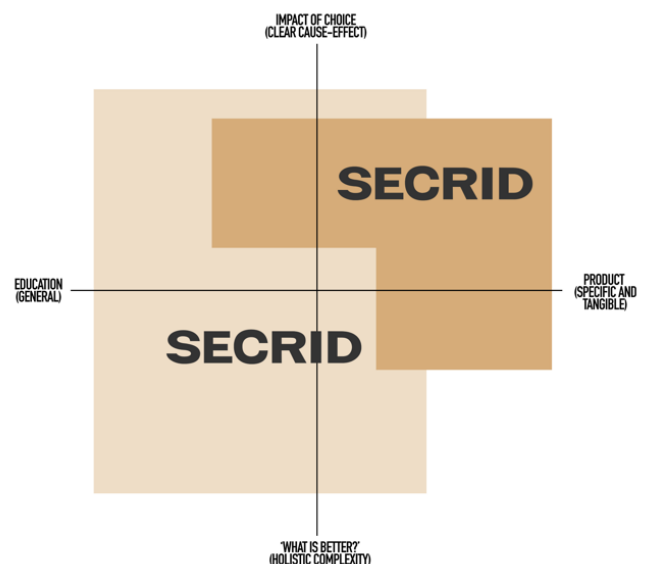


Figure 24 Short term communication angle (top right and more future oriented communication angle (left bottom))

The description of the final angle to work a short term is the following:

Secrid’s products embody its purpose stories, reflecting the brand’s values and intentional design choices. Every element of the wallet carries a story of thoughtful choices, from manufacturing processes to partnerships, all driven by the mission to use design as a force for good. Yet, just as Secrid makes intentional choices, consumers face choices every day too. Perfect choices may not exist, but better choices always do. By using the purpose stories of Secrid connected to the wallet, the brand invites consumers to understand the impact of their choice for Secrid, a choice that reflects the power of design and the value created when prioritizing ‘better’ over ‘more.’

### 6.2.2 Layered storytelling approach

A layered storytelling approach, as discussed in the research chapters, is essential for engaging audiences with different interest levels across various channels and mediums. To operationalize this approach, a table (figure 25) has been created with two examples to demonstrate how elements of the purpose stories of Secrid align with each storytelling layer. The table also highlights two channels,

recognizing that the starting point and perspective of the story may shift based on the first channel/ touchpoint (since the first touchpoints differs often in an omnichannel environment).

These examples are structured around the short-term angle descriptions, with the first layer emphasizing the product, the second focusing on choices, the third on education, and the fourth on proof and validation. These layers reflect the angles previously discussed, providing continuity and depth.

Dilemmas transcend individual layers and can be integrated at any level of storytelling, as long as it adapts to the right layer of information. For instance, a "dilemma of the month" could introduce basic dilemma narratives at layers 1 or 2, while more detailed discussions about the same dilemmas—such as the environmental impact of leather tanning—might appear in Secrid’s impact report. This layered approach ensures flexibility, allowing dilemmas to enrich the storytelling framework and engage consumers meaningfully at every level.

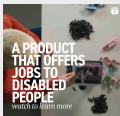

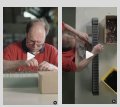





<p>Layer 1: The first thing a consumer sees</p> <p><b>product</b></p>	<p><b>Example of sheltered workplaces from Instagram</b></p> <p>A product that gives work to disabled people</p> 	<p><b>Example of Care &amp; Repair from packaging</b></p> <p>Lifetime care and repair service. A product made to be repaired</p> 
<p>Layer 2: What a slight interested consumer finds next</p> <p><b>choice + dilemma</b></p>	<p>You choose for a product that offers disabled people work and purpose</p> 	<p>You choose for a slow-product that last a lifetime by repair service when something breaks or doesn't worked as its supported to anymore.</p> <p>Find care and repair point. Buy at-home repair kit how to care for your wallet</p> 
<p>Layer 3: What a consumer triggered by the information finds even deeper in the search</p> <p><b>educate + dilemma</b></p>	<p>Our colleagues in sheltered workshops need tailored environments to be able to work, because they have autism, for example, or may have lost a limb. But where society tends to fixate on their disabilities, we see their capabilities...</p> <p>We work with these people because they are the best for the job. For us, they are a must-have: they're uniquely skilled, valued employees, who are integral to Secrid's operations, identity and success.</p> <p>"They know every millimeter of their 'Secrid' products."</p> <p>Interview on brand site</p> 	<p>A product embodies time, human effort, and the energy of the earth. By recognizing this and committing to keeping and caring for it throughout its lifetime, we can avoid the need for additional energy to create a replacement...</p> <p>Care and repair map. At-home repair kit order page. Wallet care page with tips</p> 
<p>Layer 4: Detailed information and proof</p> <p><b>prove/ help</b></p>	<p>full film tours special tooling creation videos interviews</p> 	<p>the time and energy of a wallet-proven. Video of repairing</p> <p>Step by step wallet care and videos Repair video</p> 

Figure 25: Example of storytelling layers with two channels and stories of Secrid

## 6.3 Ideation and final concept

### 6.3.1 Idea generation

#### Creative concept

The idea generation process involved a series of "how might we" brainstorming sessions conducted both on paper and digitally via Figjam (Appendix F). These sessions generated multiple ideas for communicating Secrid's purpose stories across different touchpoints, including the post-purchase email.

The final storytelling concept selected for the post-purchase email was titled, "If you choose .., you also choose...". This concept was chosen because it capitalized on the moment immediately after the consumer's purchase decision, providing an opportunity to emphasize the broader impact of their choice rather than merely confirming the physical product they bought.

The Big Idea was integrated by framing the message around the statement, "You chose better," followed by examples such as, "By choosing [X], you also chose [Y]" to emphasize the idea of better choices. The concept of "The Power of Design" was incorporated by concluding the list of stories with, "That shows

the power of design." The narrative therefore became:

You chose better.

You chose [wallet chosen], which also made you choose [purpose stories]

That (the purpose stories) shows the power of design.

Additionally, the email introduced basic educational content to explain what design means, providing context for the phrase "the power of design" in connection to better choices, and reinforcing its significance.

To explore various ways of presenting purpose stories and integrating the Big IdeaL, four types of stories were selected, and one topic to test a dilemma:

**Material Stories:** Recycling of aluminum

**People Stories:** Working with disabled people

**Service/Product Stories:** Care and repair

**Production Stories:** Local production

**Dilemmas:** Leather

#### Prototype development

A prototype for an after-purchase (automated) email was created from the current post purchase mailing templates as a starting point (figure 26).

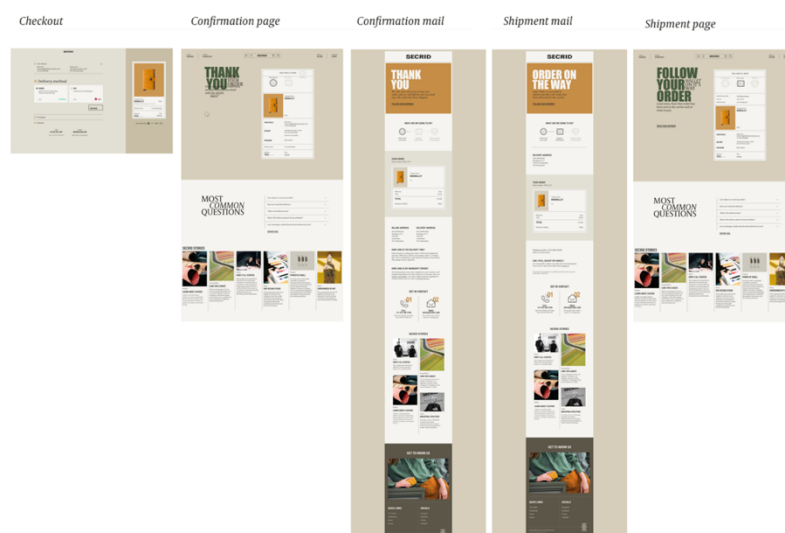


Figure 26 The current post purchase mailing flow

Next, the narrative was built and aligned with the layered storytelling approach, focusing primarily on layers one and two while incorporating layer a bit of three into two of the four prototypes to test its suitability for this touchpoint. Graphic materials and styles were selected from Secrid’s brand book to maintain brand consistency.

Four email prototypes were created (figure 27, next page) to test different elements of the storytelling concept. The prototypes varied in their creative approach, balance of images and

text, and emphasis on either "design" or "choice.". See table 2 for the main differences or variations between each prototype.

The prototypes were developed based on the design criteria outlined in the research chapter. While variations were introduced to evaluate specific criteria, consistent elements were preserved across all prototypes to ensure reliable testing. For a detailed mapping of how the criteria align with the prototypes, refer to sub-section 6.3.3.

Table 2: Overview of main differences between the four prototypes

	A	B	C	D
<b>Creative Approach:</b> Different phrasings of "if you choose, you also choose," and variations in emphasis on the chosen wallet.	You chose for ... also means choosing for .... Emphasis on chosen wallet.	Your choice [wallet]. What you'll be holding in your hands soon [purpose stories]. Emphasis on chosen wallet.	Order partly delivered... Receipt of delivered values [purpose stories]. Slight emphasis on chosen wallet.	With choosing better you .. [purpose stories] No emphasis on chosen wallet.
<b>Balance of Images and Text:</b> Testing graphic authenticity (c2) and layered storytelling (c4) by adjusting visuals and text density (e.g., GIFs, imagery of hands).	Moving element (wallet gif). Layers 1 and 2 text.	Hands / no people on images.	Layer 1 text for purpose stories and layer 1-3 for paragraph text. Less space covered with images.	Layer 1-2 text for purpose stories and layer 1-3 for paragraph text
<b>Design vs. Choice Focus:</b> Testing the balance between emphasizing the design aspect and consumer choice (c1)	Focus on the power of choice.	Focus on power of design and choice (mixed).	Focus on the power of design.	Focus on the power of design.

Figure 27 The four prototypes that were created for the qualitative validation

### A

**YOU CHOSE BETTER**  
Your order is on its way!  
While waiting, be curious what 'better' means and how you already contributed!

**YOU CHOSE FOR**

**ALSO MEANS CHOOSING FOR:**

- 85% LESS RAW ALUMINIUM PRODUCTION
- LIFETIME REPAIR SERVICE
- SOURCED FROM EUROPE, MADE IN HOLLAND
- OPPORTUNITIES FOR DISABLED PEOPLE

*That's the power of choice, choosing 'better' over 'more'.*

**DILEMMA OF THE MONTH**

REAL LEATHER OR VEGAN LEATHER ALTERNATIVES

With our pocketwear, we showcase the power of design and the impact of choices, when valuing 'better' over 'more'.

DRIVING THE INDUSTRIAL EVOLUTION

QUICK LINKS | SOCIALS

### B

**YOU CHOSE BETTER**  
Your order has been shipped. Be curious and find out what you'll be holding in your hands soon!

**YOUR CHOICE**

**WHAT YOU'LL BE HOLDING IN YOUR HANDS**

- 85% LESS RAW ALUMINIUM PRODUCTION
- LIFETIME REPAIR SERVICE
- SOURCED FROM EUROPE, MADE IN HOLLAND
- OPPORTUNITIES FOR DISABLED PEOPLE

*That shows the power of design, choosing better over more.*

**DILEMMA OF THE MONTH**

REAL LEATHER OR VEGAN LEATHER ALTERNATIVES

With our pocketwear, we showcase the power of design and the impact of choices, when valuing 'better' over 'more'.

DRIVING THE INDUSTRIAL EVOLUTION

QUICK LINKS | SOCIALS

### C

**RECEIPT OF ALREADY DELIVERED VALUES**

- 85% LESS RAW ALUMINIUM PRODUCTION
- LIFETIME REPAIR SERVICE
- SOURCED FROM EUROPE, MADE IN HOLLAND
- OFFERING JOBS TO DISABLED PEOPLE

**THAT SHOWS THE POWER OF BETTER DESIGN**

Look around you, everything is designed. From the clothes you are wearing to the phone in your pocket and the building you are in. When making choices, you have the power to choose for 'better' over 'more'.

**YOUR WALLET ON ITS WAY!**

**THAT SHOWS THE POWER OF BETTER DESIGN**

Look around you, everything is designed. From the clothes you are wearing to the phone in your pocket and the building you are in. When making choices, you have the power to choose for 'better' over 'more'.

**DILEMMA OF THE MONTH**

REAL LEATHER OR VEGAN LEATHER ALTERNATIVES

With our pocketwear, we showcase the power of design and the impact of choices, when valuing 'better' over 'more'.

DRIVING THE INDUSTRIAL EVOLUTION

QUICK LINKS | SOCIALS

### D

**WITH CHOOSING BETTER, YOU..**

- SAVED 85% RAW ALUMINIUM PRODUCTION
- RECEIVED LIFETIME REPAIR SERVICE
- SUPPORTED LOCAL INDUSTRIES
- GAVE DISABLED PEOPLE WORK

**THAT SHOWS THE POWER OF BETTER DESIGN**

Look around you, everything is designed. From the clothes you are wearing to the phone in your pocket and the building you are in. When making choices, you have the power to choose for 'better' over 'more'.

**DILEMMA OF THE MONTH**

REAL LEATHER OR VEGAN LEATHER ALTERNATIVES

With our pocketwear, we showcase the power of design and the impact of choices, when valuing 'better' over 'more'.

DRIVING THE INDUSTRIAL EVOLUTION

QUICK LINKS | SOCIALS

### 6.3.2 Incorporating and testing engagement

Furthermore, various engagement approaches were embedded in the design to determine which resonates most effectively with cognitive, emotional, and behavioral engagement (Hollebeek, 2011b; Ma et al., 2022). These were incorporated and tested within the prototypes as follows:

**Cognitive Engagement:** Measured by assessing respondents' ability to recall and understand the content of the email.

**Emotional Engagement:** Evaluated by determining whether participants felt inspired, curious, or positively inclined toward the brand after viewing the prototype.

**Behavioral Engagement:** Assessed by testing whether participants were motivated to engage further, such as exploring dilemmas or additional resources about better choices.

#### Behavioral Engagement Features

To encourage more active engagement, beyond traditional clicks and views, the prototypes included the following features:

1. **Dilemma of the Month (figure 28):** This concept encourages consumers to engage on social platforms by exploring the "dilemma of the month," designed to educate and spark interaction.

These dilemmas are intended to help consumers playfully experiment with the concept of "better," emphasizing the complexities and trade-offs inherent in every choice while demonstrating that no choice is perfect. By addressing relatable and relevant consumer dilemmas and showing people both sides of the coin, such as "Leather vs. Vegan Leather Alternative," Secrid can make people think of the trade-offs of choices. The dilemmas should resonate with consumers and be presented in an accessible way, steering clear of overly technical or niche topics. Additionally, consumers can submit their own consumption dilemmas, expanding the conversation to broader and more diverse contexts, even beyond Secrid's product line or value chain.

2. **Better Choices guide with the 7 holistic perspectives from Secrid (figure 29):** Providing tools for informed decision-making in an easy format where questions are asked that can be (mentally) answered.

3. **Practice with the conscious AI Bot (figure 30):** Allowing consumers to practice making better choices in a guided, interactive format.

This structured approach ensured that the prototypes not only communicated Secrid's purpose stories but also engaged consumers more actively in multiple ways.

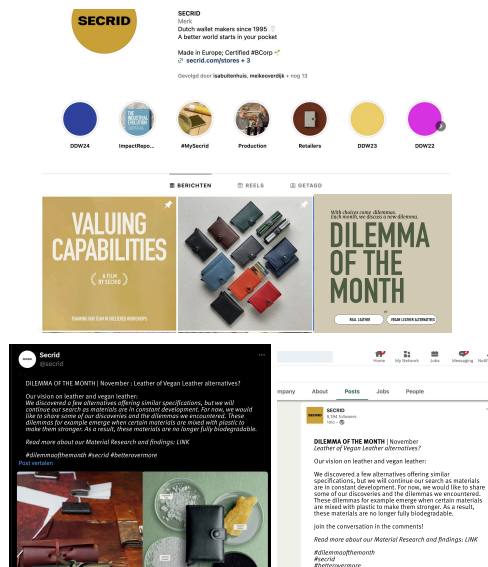


Figure 28: Example of Dilemma of the Month on socials



Figure 29: Overview of page with critical questions to learn how to choose 'better'



Figure 30: Example chat with conscious AI Bot



### 6.3.3 Implementation of design criteria in the prototypes

How each criterion was integrated into the prototype for validation is detailed in table 3 below. Most criteria were consistently applied across all four prototypes, some were varied (table 2)

Table 3: Overview of criteria and implementation in prototypes

<p>Design criterion 1 The communication concept and/or plan is guided by the big idea to ensure consistency among all messaging</p>	<p>The communication concept and/or plan is guided by the Big Ideal to ensure consistency across all messaging. The Big Ideal is seamlessly woven into the prototypes through several elements. It opens with the title, "You chose better," providing an engaging and positive introduction. The concept emphasizes consumer decisions by stating, "You chose [X], thereby also chose for [Y]," illustrating the broader impact of their choice. Each prototype concludes with the phrase, "That shows the power of design," reinforcing the connection between purpose and design. The full Big Ideal is also included in the footer, ensuring a unified and cohesive narrative throughout.</p>	
<p>Design criterion 2 The communication concept and/or plan uses real life and relatable content for consumers to identify with the brand to improve authenticity</p>	<p>This criterion is primarily suited for social media channels but has been subtly incorporated by utilizing Secrid's own visual materials including actual employees in the pictures.</p>	
<p>Design criterion 3 The communication concept and/or plan is transparent by mentioning or directing to more information and raw data per purpose story told</p>	<p>The stories are clickable, each directing to the BrandSite for the full story. Imperfections/ dilemmas are presented beneath each story for more transparency.</p>	
<p>Design criterion 4 The communication concept and/or plan builds up its stories from an accessible layer of information</p>	<p>The story titles provide clear, layer 1 and 2 information, while smaller text boxes offer some level 3 narratives.</p>	
<p>Design criterion 5 The communication concept and/or plan delivers diverse stories across various channels and mediums</p>	<p>Diverse stories are shared in the prototype; 1) material 2) sheltered workshops 3) care and repair 4) local production. Different mediums will be incorporated in the broader communication plan.</p>	
<p>Design criterion 6 The communication concept and/or plan emphasizes hope and transparency, and never talk negatively or speak what Secrid is against</p>	<p>The concept avoids using negative words or tone and instead conveys a sense of hope by involving the end consumer in the outcomes of the purpose story. Any dilemmas or imperfections are subtly introduced through the small text beneath each purpose story, maintaining a positive and inclusive narrative.</p>	
<p>Design criterion 7 The communication concept and/or plan offers engagement on cognitive, emotional and behavioral level</p>	<p>All three engagement levels were integrated for validation in the qualitative research.</p>	
<p>Design criterion 8 The communication concept and/or plan should articulate the meaning of 'better,' not only in the context of choosing Secrid but also by encouraging consumers to explore and define their own interpretation of 'better.'</p>	<p>The prototype successfully ties the concept of "better" to the purpose stories, presenting them as evidence of making a better choice. The overarching idea of "better" is emphasized by the closing statement, "choosing better over more." Tools and practice are designed as a link to explore better choices, interact with a chatbot, and engage with the "dilemma of the month" offers both a learning resource and a chance to apply these insights. Additional elements should be integrated into the broader communication plan.</p>	 <p>building you are in. When making choices, you have the power to choose for 'better' over 'more.'</p>

# CONCEPT VALIDATION AND ITERATION 7

- 7.1 First validation: qualitative interviews*
- 7.2 Findings qualitative interviews*
- 7.3 First iteration*
- 7.4 Second validation: survey*
- 7.5 Findings survey*
- 7.6 Generalizability*

The prototype from Chapter 6 was initially validated qualitatively to assess whether the objectives and expectations were met. Upon reflection, several limitations were identified during the validation process. Consequently, a second round of validation was conducted with a survey after iterating on the qualitative test results. This chapter discussed the outcomes of both validations and its implications for the prototype and communication plan.

## 7.1 First validation: qualitative interviews

To assess the reception of purpose-driven stories, the prototypes were validated through qualitative consumer interviews. This approach allowed for capturing participants' real-life responses and provided flexibility to adapt questions based on their reactions. The objectives of this qualitative research were:

**Objective 1:** Evaluate if the Big Ideal was comprehended as intended, focusing on cognitive understanding

**Objective 2:** Evaluate whether information was communicated on the right level of information and being able to be recalled (cognitive engagement)

**Objective 3:** Evaluate whether participants want to engage or act beyond the presented prototype (emotional and behavioral engagement, conscious consumption)

**Objective 4:** Evaluate whether the brand was perceived differently after learning and interacting with purpose stories (cognitive, emotional engagement)

1. If I say: Secrid, what comes to mind?
2. Where and how did you first encounter Secrid, and what was your impression of Secrid at that time?
3. What can you remember about Secrid? Do you have any memories or stories in mind?
4. What values do you associate with Secrid? What do you think Secrid stands for? [Let them choose words from a values list]

### 7.1.1 Method of qualitative interviews

14 respondents that owned a Secrid were recruited indirectly that were not familiar with this graduation project or anyhow personally connected to Secrid apart from owning a Secrid wallet. The respondents ranged from 24-59 years old, with 40% men and 60% woman. The interviews were held in Dutch, therefore the questions asked, and answers given are translated to English in this report. The interviews were held online through Teams and participants were asked to share their screen (figure 31). The interview guide can be found in Appendix G-1. Before letting them interact with the prototype, their pre-knowledge and associations with Secrid were questioned as a 0-point/ baseline. They were asked the following questions:

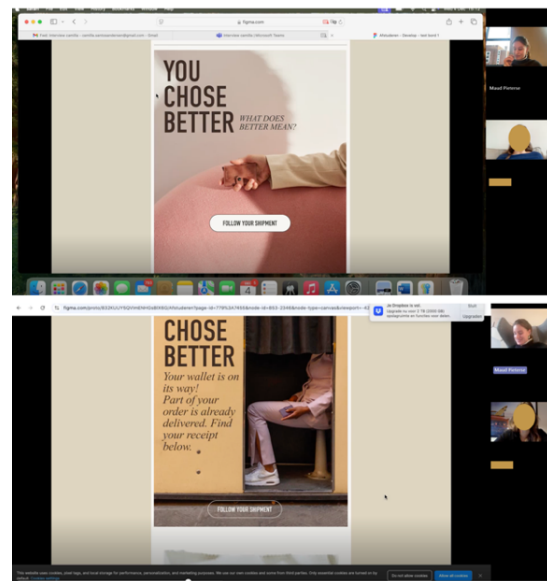


Figure 31: screenshot of how participants were interviewed through teams

Participants were provided with a Figma link granting access to the prototype; an interactive design that allowed them to click through screens for more information or to proceed further. All prototype screens are documented in Appendix G-2.

To create a realistic scenario, participants were guided through the initial part of the prototype, starting with a fictional purchase screen displaying the wallet they had just (fictionally) purchased. By the fourth screen, they encountered the actual prototype being tested. This approach aimed to simulate a

natural experience, reducing forced attention and encouraging authentic responses and information processing.

Throughout the interaction, participants were continuously encouraged to think aloud, sharing their thoughts and understanding as they navigated the prototype. Once they completed the guided interaction, they were asked to close the prototype. This ensured that responses in the second part of the interview relied on their feelings and memories of the interaction.

The second phase of the interview aimed to assess participants' comprehension, recall, and any shifts in their thoughts about the brand and the Big IdeaL. The same questions were revisited that were asked before to determine if participants' understanding of the brand had evolved and if new information about the brand was remembered.

5. What is your impression of Secrid now? What do you know about Secrid at this moment?
6. How did you feel about receiving this email, and what do you think Secrid was trying to achieve with it?
7. What stories can you recall from/about Secrid?
8. What values do you now associate with Secrid, and what do you think Secrid stands for?
9. Is there anything you did NOT understand?

To assess whether participants were emotionally and behaviorally engaged, as well as their ability to understand "better" in a broader context and feel motivated to act on it, the following questions were also included.

10. Did the email make you think? Can you relate it to situations where you had to make a choice yourself? (What does making a better choice mean to you now?)
11. I noticed you did/did not click on the dilemma/choose better/images. Tell me, why did you (or didn't you) do that? (Check if people were engaged)
12. You saw the phrase "the power of design" under the Secrid brand. What does that mean to you?
13. You saw the phrase "better choices", what does that mean to you?

Lastly, people were explained about the research and asked to review the other prototypes as well to receive some feedback on those as well.

## 7.2 Findings qualitative interviews

The interview responses were analyzed with a coding method. The interview notes were coded and organized into thematic clusters. These themes were then translated into insights that helped with answering the objectives. The clusters of the coding process can be found in Appendix G-3, while this chapter provides a summary of the qualitative clusters in relation to the research objectives and accompanied by relevant quotes.

### 7.2.1 Qualitative test results

- **Objective 1: Evaluate if the Big IdeaL was comprehended as intended, focusing on cognitive understanding**

In the qualitative interviews, participants largely understood the Big IdeaL as intended, associating "The Power of Design" with the positive influence a product can have. Quotes illustrating this understanding include:

*" Good design can help you execute your mission statement"*  
*" Products with sustainable values"*  
*" Design you can bring sustainable things with"*  
*" You can reach a lot with how something is made"*  
*" The way a product impacts the planet. The whole lifecycle is design"*

However, participants viewed 'design' on its own only in terms of aesthetics and functionality, such as:

*"it is smart and functional"*  
*"it is practical and it fits a lot of stuff"*  
*"It looks good"*

For "better choices," initial confusion arose, but after interacting with the prototype, most participants understood the link between choosing Secrid means contributing to Secrid's purpose. Responses included:

*"You choose better when you choose for Secrid instead of a competitor"*  
*"Better choices are better for sustainability, by choosing for Secrid you contribute to this"*  
*"Sustainability, respect, quality.. 'I' choose better because it said 'YOU chose better'"*  
*"If I order here, I also contribute to that was Secrid does"*

Lastly, some participants understood better choices in a broader context than just choosing better by choosing for Secrid, and some reflected on their own definition of better:

*"I have many choices as a consumer"*  
*" Better choices.. for me it is price but for Secrid it is sustainability"*  
*" As a consumer, choosing for the values a brand or producer of a product also values"*  
*"Better choices is looking better at what you purchase"*  
*" It is about quality above quantity"*

To make these insights actionable, two new design criteria were established. First, the word ‘design’ on its own is mostly understood as aesthetics and function, therefore it should always be explained with examples or more context in the sentence.

*Design criterion 9 (identified after validation)*

The communication concept and/or plan explains the word ‘design’ in a specific context with examples

Second, the term ‘better’ may often be interpreted in the context of Secrid’s superior product attributes, such as better quality, better leather, or better service. While these associations may be accurate, they risk diluting the intended focus on activating consumers to make "better choices" that go beyond product-specific contexts. To avoid this confusion, alternative terminology—such as "premium quality," "European leather," or "outstanding service"—can be used to describe product characteristics more clearly, while preserving "better" for broader, purpose-driven narratives.

*Design criterion 10 (identified after validation)*

The communication concept and/or plan talks about ‘better’ in the light of choices, not connected to specific product characteristics

- **Objective 2: Evaluate whether information was communicated on the right level of information and being able to be recalled (cognitive engagement)**

Participants highlighted several content preferences for this touchpoint. They preferred essential information to be immediately visible, with secondary details provided later. Most participants avoided scrolling to the bottom of the page, emphasizing the importance of placing key content at the top. In repetitive formats, such as a sequence of four purpose stories, they typically engaged only with the first story before deciding whether to continue. Smaller text was often overlooked, particularly when larger titles or prominent text were present, while visuals and numerical data were more effective in capturing attention, although numerical data can be confusing or feel meaningless. Additionally, participants found clickable elements unclear and expressed a preference for clear, visible cues to access additional information. Even when they chose not to click, the availability of these options enhanced trust and credibility. These findings gave rise to the following criteria and take-aways:

*Design criterion 11 (identified after validation)*

The communication concept and/or plan seamlessly and clearly connects channels and sources, providing consumers with easy and visible access to additional information

**Touchpoint specific take-away 1**

The post-purchase mailing should primarily offer the information required and needed at that moment before sharing other things like purpose stories or engagement efforts.

**Touchpoint specific take-away 2**

The post-purchase mailing should craft its titles so that the core story is fully conveyed through them, as most recipients tend to read the titles only.

The aluminum story was the least remembered and often misunderstood by participants, who either struggled to grasp its meaning or found it unengaging. Conversely, the care and repair story resonated strongly, as it provided a clear, personal benefit that aligned with participants' perception of quality as a vital attribute. The story about people with disabilities was also positively received but lacked clarity. Participants expressed curiosity about where these individuals work, how they are integrated, and what specific roles they fulfill.

**Touchpoint specific take-away 3**

The post-purchase mailing should initiate a recurring format by starting with content that directly benefits and attracts attention from the end consumer

Both stories featured images of people, which likely drew more attention due to this, looking at the characteristic's *authenticity* and *empathy* from chapter 4. When participants were asked to recall the stories, more than half only remembered the visuals and stories of those with people-centered visuals, reinforcing the importance of incorporating such imagery as outlined in design criteria 2.

- **Objective 3: Evaluate whether participants want to engage or act beyond the presented prototype (emotional and behavioral engagement)**

First, some participants found the dilemma engaging because the question was simple yet thought-provoking; they didn't immediately know the answers, which drew them into the dilemma.

*"It is a very direct example of a dilemma. I would follow Secrid on Instagram to find answers to these types of questions."*

*"The dilemma was interesting, because do I even know what is better?"*

*"It feels cynical that a sustainable company uses leather, so I want to know more about it. I wouldn't react in text but would prefer to vote in a poll."*

**Design criterion 12 (identified after validation)**

The communication concept and/or plan includes a dilemma of the month that is relatable to consumers themselves, instead of only to Secrid specific

Secondly, some participants mentioned they would prefer to receive this information (the purpose stories) beforehand and would not necessarily act on it in post-purchase.

*"You would expect this beforehand and not after purchase."*

*"It feels a bit too late to do something with it when hearing it after purchasing"*

**Touchpoint specific take-away 4**

The post-purchase mailing should contain purpose stories presented previously before or during other purchase touchpoints.

Unfortunately, the 'learn how to define better' and as a result the conscious AI bot were not noticed by testers because of too much information and content visible.

Lastly, several participants reflected on values they already held, often feeling reaffirmed or triggered to act further:

*"When I read this now, I'm reminded again that sustainability is an important topic, and I should act on it more."*

*"It's a confirmation of things I already value in a brand."*

*"You start thinking about how other companies approach this. I can now recognize these characteristics in other brands."*

Some of these participants even expressed a willingness to share this philosophy with others:

*"Now that I know this, I would share it with others because sustainability is an important topic in my surroundings nowadays."*

Others did not reel related to sustainable topics, therefore the interaction with the prototype made no difference to them, which confirms take-away 11;

*"If I want it, I want it. I'm not about sustainability, but I do like smart solutions."*

*"I'm not triggered, no. I don't value sustainability, so I don't feel the need to change or act on it."*

- **Objective 4: Evaluate whether the brand was perceived differently after learning and interacting with purpose stories (emotional engagement, conscious consumption)**

Participants generally found Secrid's communication authentic but retained some skepticism:

*"It is authentic because it is being shared openly"*

*"A lot of brands do this nowadays"*

Nonetheless, many gained a more favorable impression of Secrid, seeing it as more sustainable than initially perceived. They appreciated the brand's deeper purpose:

*"It is more than a wallet brand."*

*"They care about more than just making profits"*

*"It's for sure not Chinese mass production"*



## 7.3 First iteration

Based on the findings from the qualitative test, several iterations were made to the design:

- **Material story adjustment:** The story about aluminum was removed as it resonated less with participants. In competitive contexts, the first story should have the strongest impact, which was not the case here (touchpoint specific take-away 1).
- **Integration into the repetitive scheme:** The product was integrated into the repetitive structure at the top because participants valued information aligned with their purchase expectations in that context (touchpoint specific take-away 1 & 3).
- **Added explanation for 'design':** An additional sentence explaining the meaning of design was included at the start of the email. This was necessary as 'design' was not always clearly understood and needed more contextual clarification (design criteria 9)
- **Prominent display of the Big IdeaL:** The Big IdeaL, which was not sufficiently visible, is now placed in a box in the middle of the email for better emphasis.
- **Text reorganization:** The long text was moved to the bottom of the email, as only highly interested readers tend to engage with it. Keeping it in the middle discouraged further reading. It was kept in the email to improve trust and credibility.
- **Titles build a story:** The text before the purpose stories and after the purpose stories are the same size as the titles of the purpose stories itself. Together, they tell a short version of the full story (touchpoint specific take-away 2).

The iterated design at this moment is visible in figure 32.

Figure 32 Iterated prototype after qualitative research



## 7.4 Second validation: survey

### 7.4.1 Reflection and limitation of first validation approach

The qualitative test among 14 participants provided diverse insights, ranging from understanding the Big IdeaL to feedback on graphical elements. However, conscious consumption was neither thoroughly tested nor sufficiently explored. For this project, stimulating conscious consumption means:

- Fostering stronger user-product attachment to the Secrid wallet, such as encouraging longer use and repairs when it breaks.
- Guiding participants to understand and apply the concept of “better” decisions, either based on Secrid’s principles or their personal definition of “better,” and inspiring them to extend this thinking to a broader context.

Another limitation of the study was that, after reflecting on the interviews, the four concepts lacked distinct differences, making it difficult to draw firm conclusions about their variations. The focus of the test leaned heavily on understanding the Big IdeaL and whether participants would engage, leaving conscious consumption underexplored. To address this, a second test with the iterated prototype was conducted to better understand this touchpoint and evaluate all key elements of the assignment, namely: the Big IdeaL, consumer engagement, *and* conscious consumption. To do that, a survey was developed to address new research objectives 5 and 6, which were not sufficiently explored in the qualitative interviews. These objectives are crucial for validating whether the approach effectively fosters conscious consumption, as defined in this project.

Objective 5: Determine if people feel more attached to their wallet and if they would repair it more readily if it broke.

Objective 6: Explore whether participants develop a clearer personal definition of “better choices” in consumption and if they feel motivated to act on it.

Additionally, Objective 1 was reassessed to evaluate a broader understanding of the Big IdeaL beyond the insights gathered from the 12 qualitative interviews. Objective 3, related to engagement, was also revisited with a focus on participants’ curiosity about specific topics to engage with, because some of these were unnoticed during the qualitative test.

### 7.4.2 Method of survey

A survey was created in Paperform, where the iterated prototype was tested by participants and questions were asked afterwards. The questions were mostly multiple choice questions where people could give multiple answers, and some open-ended questions. Participants were recruited via an email database of 550 Secrid users that recently (last 30 days) registered their wallet and signed up for future user testing. All 550 were mailed (figure 33) to asked to join the survey. 131 people responded and participated in the survey. A question was added to segment participants in 5 segments based on Secrid’s current buyer segments and potential new segments. The data was analyzed with and without segmentation, to see whether new insights emerge, as literature indicates that different segments may exhibit varying reactions in purchase behavior and areas of interest.

The main survey questions are outlined in Figure 34, with the dashed line illustrating the prototype interaction. The questions with corresponding question numbers are:

1. When purchasing a product, the most important to me is...
2. How do you feel about your own wallet now?
3. How do you feel about ‘better choices’ now?
4. I feel inspired to...
5. When looking at the email, I was curious and would have clicked on...
6. The power of design means to me.. /better choices means to me...

The full survey with questions and layout can be reviewed in Appendix H. Table 4 explains the function of each question formulated.

**SECRID**  
**HELP US IMPROVE !**



Dear Secrid owner,

You recently registered your Secrid wallet. During registration, you expressed interest in contributing to consumer testing, and we're excited to invite you to participate in a quick online survey. The survey takes just **5-10 minutes** to complete. We truly appreciate your time and insights!

[Click here to start the survey](#)

Thank you for being part of the Secrid community!  
Best regards,  
Maud | Secrid Researcher

Figure 33: Screenshot of mail invite to invite participation in survey

**1**

**FIRST, LET'S UNDERSTAND YOUR PERSPECTIVE ON PURCHASES**

When purchasing a product, the most important for me is that...\*

*Choose the one that applies best*

- A - It's affordable.
- B - It's responsibly and sustainably made.
- C - It's more expensive but durable.
- D - It's innovative or unique.
- E - It matches my values or lifestyle.
- Other

← →

**2**

**NOW, WE WOULD LIKE YOUR INPUT...**

How do you feel about your own wallet now? \*

*You can select multiple answers*

- A - My perspective on my wallet hasn't changed.
- B - I feel indifferent about the email's content.
- C - I value my wallet more and feel proud of my purchase.
- D - I intend to repair my wallet if it breaks instead of replacing it.
- E - I feel more connected to the wallet and the story behind it.
- F - I now see it as more than just a wallet brand.
- Other

**3**

How do you feel about 'better' choices now?\*

*You can select multiple answers*

- A - I didn't fully understand the concept of "better choices."
- B - I am more motivated to make thoughtful purchasing decisions in the future.
- C - I intend to consider factors beyond price and looks when making purchases.
- D - I already prioritize making better choices, so my perspective hasn't changed.
- E - I better understand how my consumption choices impact the world.
- F - My personal perception of 'better choices' remained the same
- Other

**4**

I feel inspired to... \*

*You can select multiple answers*

- A - I didn't feel inspired to take any action by clicking or reading
- B - Share the concept of "better choices" with friends or family.
- C - Research more about Secrid's approach to sustainability.
- D - Continue making choices that align with my personal values.
- E - Reflect on how I can apply "better choices" in other areas of my life.
- Other

**5**

When looking at the email, I was curious and would have clicked on:\*

*You can select multiple answers*

NONE OF THE ABOVE

**6**

**SOME LAST QUESTIONS!**

The email mentioned "the power of design." To me, this means...\*

The email talked about "better choices." To me, this means...\*

Figure 34: Questions in survey

Question number	Objective or goal with question
1	Segmentation between consumers to see whether conscious and product focused users differ in their perception of the purpose stories
2	Test objective 5, the first (out of two) scoping definitions of conscious consumption in this project
3 and 4	Test objective 6, the second (out of two) scoping definitions of conscious consumption in this project
4 and 5	Test objective 3, curiosity to engage
6	Test objective 1

Table 4: Overview of objective or goal for each question in the survey

## 7.5 Findings survey

### 7.5.1 Data discussed

All answers are analyzed in connection to the research objective, similar to how the qualitative results were presented in section 7.2. The survey was an indicative exploratory research, meaning it is not statistically tested and used for the purpose of exploring the objectives. This research is designed to understand emerging patterns and identifying

potential opportunities. The study aims to highlight initial insights into how different consumer segments respond to the prototype presented. While not statistically generalizable, the findings provide indicative findings of varying segment preferences and behaviors, offering a foundation for further research or strategy development.

- **Objective 1: Evaluate whether the Big IdeaL was comprehended as intended, focusing on cognitive understanding.**

To start with objective 1 that is tested again in this survey. To evaluate participants' understanding of the Big IdeaL, open-ended questions about the meaning of "the power of design" and "better choices" were analyzed qualitatively using color-coding (see figure 35). All open answers were marked by the researcher as either green for fully understood, orange for partially understood, and red for not understood *as intended* (see

table 5). When looking at an overview of these colored boxes, it can be concluded that the concept of "better choices" (right column, figure 36) was better comprehended than "the power of design" (left column, figure 36). Despite adding more explanation in the iteration following the qualitative interviews, the term "design" carries existing cultural associations, leading to continued misunderstanding of "the power of design."

Figure 35: Overview of color coding with open answers to the understanding of 'The power of design' (left) and 'better choices' (right)

<b>The Power of Design</b>	Participants understand the concept of 'design' as intended when they perceive it as part of a broader process encompassing the entire value chain, rather than limiting it to its visual and functional aspects. Additionally, they understand how thoughtfully designing these value chains can create positive impacts and has the power to drive meaningful change.
<b>'Better' Choices</b>	Participants comprehend 'better' choices as intended when they recognize their own agency in making consumption decisions. They also understand that 'better' can signify options that are less harmful, more socially inclusive, longer lasting, or otherwise contribute positively, or they can clearly define their own definition of 'better'.

Table 5: Intended meaning of both definitions

Regarding 'the power of design,' most participants responded with terms like quality, durability, and innovation. These were marked red if no further explanation accompanied them. Conversely, examples of green marks include:

*"Design can solve or address issues."*

*"Deeper thinking that goes beyond the looks."*

*"The power of researching the market and finding solutions to everyday problems and designing a product to overcome these challenges and one that will also appeal to the market audience."*

*"The far-reaching effects design choices have on a product and the company at large."*

*"The power of design for me lies in creating solutions that combine aesthetics, functionality, and emotional impact to add value and drive change."*

Looking at the second open question, many participants associated "better choices" with 'sustainability', these were marked orange. The green coded answers nuance a more holistic understanding of 'better choices':

*"Choosing for quality and durability and the whole concept of Secrid, instead of choosing a cheaper product."*

*"A full concept of your purchase including more than just the product. Also look at how it was made and the effects."*

*"Choices that help to solve a personal need whilst not doing harm to others and maybe improve other people's lives a little bit as well."*

*"Informed choices. Understanding the impact of choices."*

*"Creating a way for prospective consumers to see what they are doing currently could be done in a more economic and sustainable way while still giving quality and assurance."*

*"Better choices to me mean making decisions that align with my values, improve outcomes, and lead to positive, sustainable impacts for ourselves and others, and for future generations as well."*

In contrast to the qualitative research, where some participants initially interpreted "better choices" narrowly within the context of purchasing a Secrid wallet, the survey revealed that most respondents could generalize "better choices" to broader aspects of decision-making. For many, it signified thoughtful consideration, mindfulness, and conducting research before making a purchase:

*"Choosing a brand or a product that provides more than just the product but also values. "*

*"Making more well considered choices"*

*"Think better before you buy"*

*"Be more thoughtful"*

*"More research before you buy"*

- **Objective 3: Evaluate whether participants want to engage or act beyond the presented prototype (emotional and behavioral engagement)**

Objective 3 was assessed by asking participants, after viewing the prototype once, what they would have clicked on out of curiosity. Multiple-choice question 5 is visualized in a graph (see figure 37). The results indicate that the "care and repair" story resonated the most with participants. Additionally, it is notable that over a third of the respondents expressed interest in

engaging with the "learn how to define better" content and the "dilemma of the month," highlighting their curiosity to explore these topics further and learn more about them. This suggests that implementing these two methods of engagement could fulfill the desired level of interaction for some of the audiences.

5. When looking at the email, I was curious and would have clicked on:

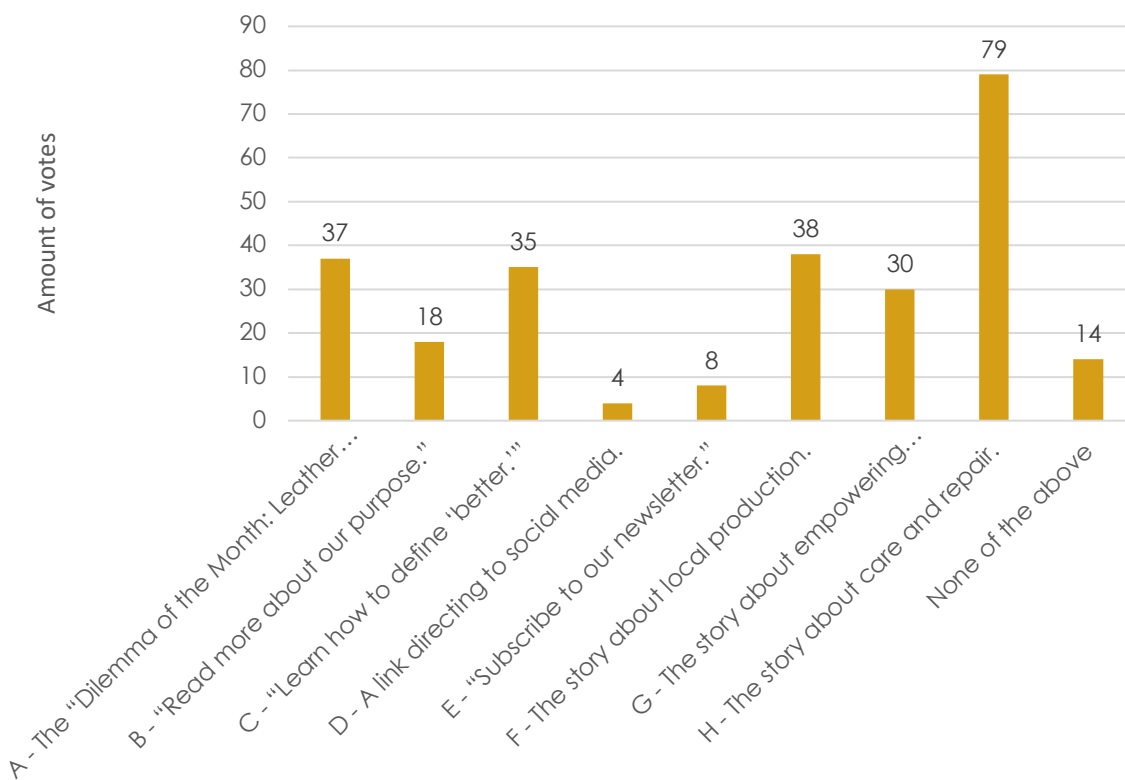


Figure 36: Result of total group (n= 131) on question 5

### Segmentation insights

When looking at the data after segmenting (figure 37) consumers based on the segmentation question (question 1), it is noticeable that for segments that prioritize product-specific qualities like innovation and durability, the care and repair story resonate most strongly. In contrast, conscious consumers are more drawn to stories

highlighting broader societal impacts and show greater interest in learning about Secrid's purpose compared to other groups. While those seeking affordability are generally less engaged with the purpose stories, their curiosity about the "Dilemma of the Month" stands out. Also other product-focused segments express curiosity in the interactive

engagement options (Monthly Dilemma and learning how to define better) . This suggests that these engagement designs may appeal to a broader audience beyond conscious Lastly, conscious consumers exhibit higher overall curiosity and a willingness to passively engage with purpose-driven stories, which confirms literature research findings on this.

consumers and serves as an effective introduction to perspectives on "better choices" for less purpose-involved segments.

This indicates that conscious consumers are more receptive to receiving information, whereas other groups may require active and participatory engagement methods.

5. When looking at the email, I was curious and would have clicked on [per segment]

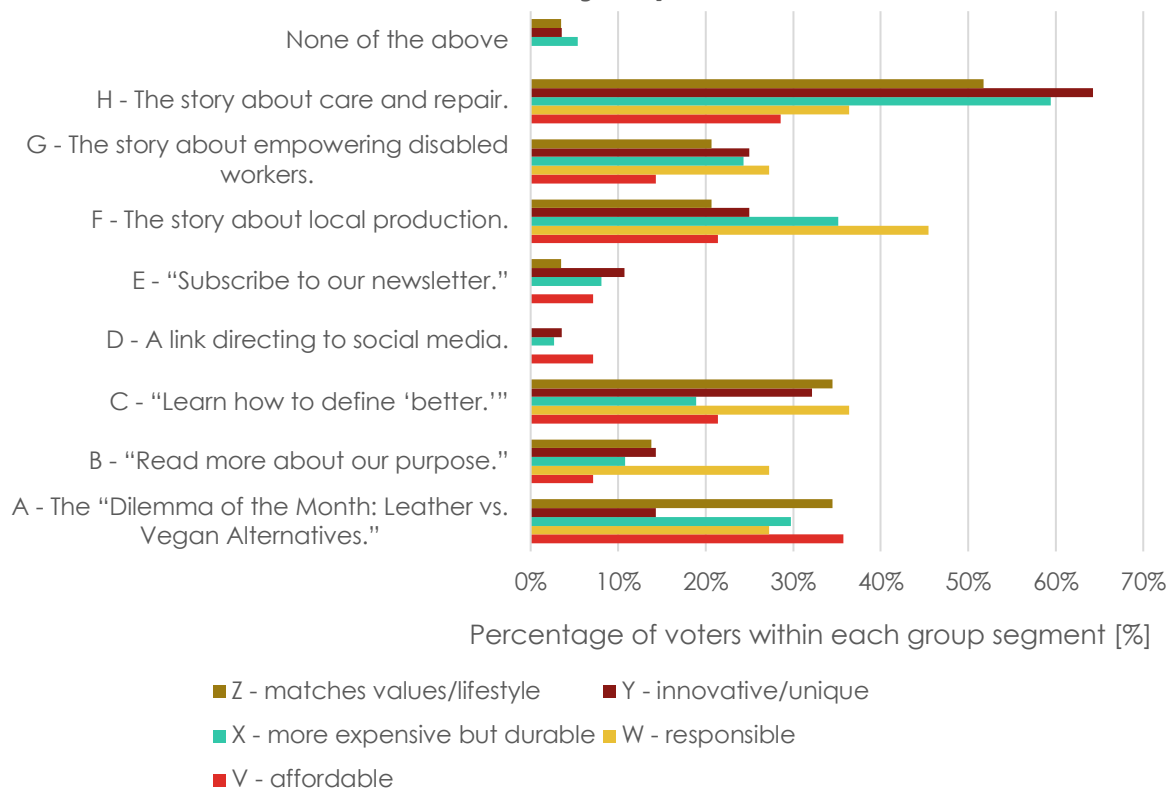


Figure 37: Results of question 5, visible to each of the five segments

Secondly, question 4 (figure 38) also provided valuable insights into consumer engagement with the prototype. The responses show that, for some participants, the prototype inspired action-oriented intentions. Examples include conducting additional research (question 3, option C) and sharing newfound insights with

others (question 4, option B), which are both emotional and behavioral engagement. On the contrary, there was also people that did not understand the concept of better choices (question 3, option A) and did not feel inspired to take any action (question 4, option A).

#### 4. I feel inspired to...

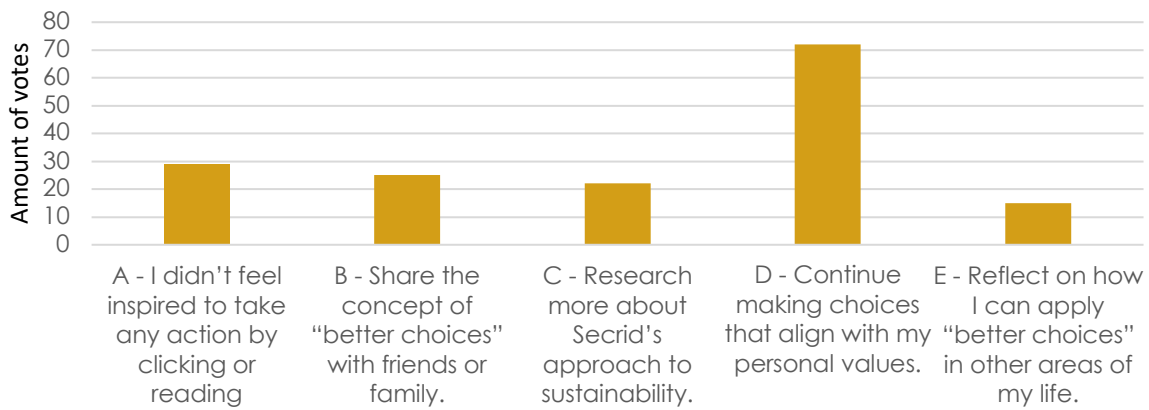


Figure 38: Result of total group (n= 131) on question 4

#### Segmentation insights

When looking at the same question from different segments (figure 39), the most participants voted on continuing making choices that already align with their personal values (D). Looking at the different segments again, option A (not inspired to act) is mostly chosen by the more product- focused segments (X,Y,V). If we focus on answers B, C, and E, which represent the most active forms

of engagement beyond A (not feeling inspired to act) or D (continuing to make choices aligned with personal values), it becomes clear that the segments prioritizing personal values (Z), responsibility (W), and durability (X) score the highest in potentially taking actions, which again confirms literature findings on different segments and different interest in brand purpose.

#### 4. I feel inspired to... [per segment]

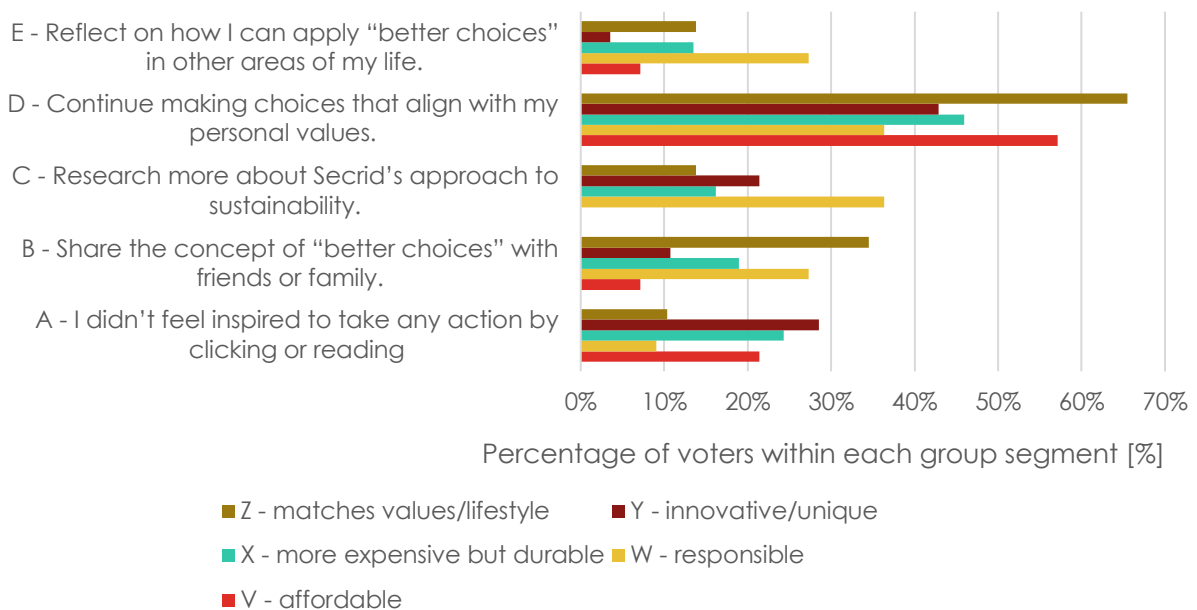


Figure 39: Results of question 4, visible for each of the five segments



- **Objective 5: Determine if people feel more attached to their wallet and if they would repair it more readily if it broke.**

This objective was validated through question 2 (see figure 40). The data shows that while some (around ten percent) of participants remained indifferent to the email, many (almost half) experienced a change in perception of their wallet. This change is reflected in their intention to repair it, feeling

more connected to it, and perceiving it as more than just a wallet brand. Based on these responses, it is likely that at least a quarter of the participants developed stronger product-user attachment, aligning with one of the scoped definitions of conscious consumption in this project.

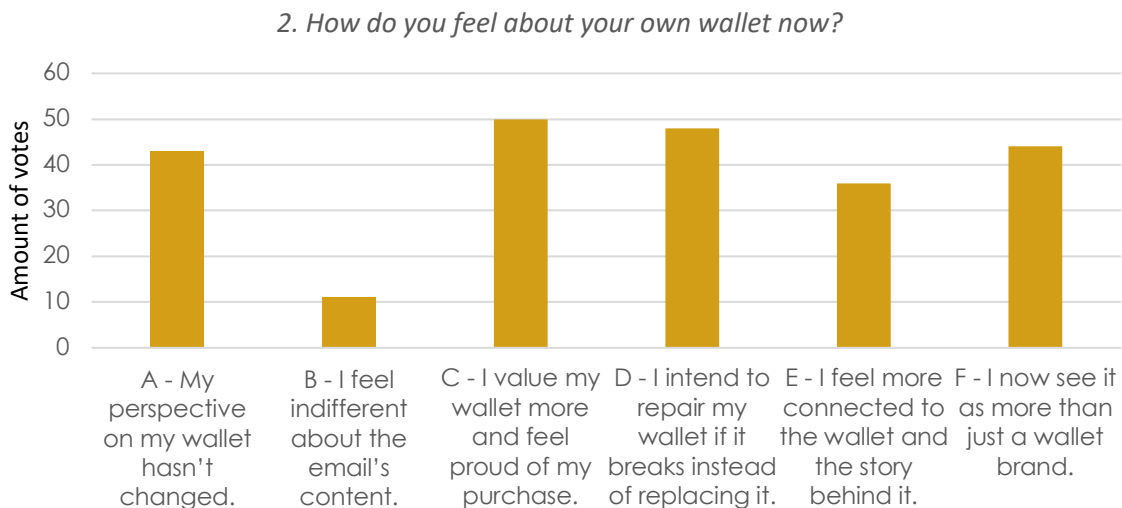


Figure 40: Result of total group (n= 131) on question 2

### Segmentation insights

Looking at the data by segment (figure 41), it stands out that participants often selected multiple options from categories C, D, E, and F together, since giving multiple answers was permitted. Interestingly, those who chose option A (no change in perspective) often also selected option D (intention to repair the wallet). This pattern suggests that even participants who did not experience a change in perspective may still be influenced by the communication to repair their wallet, demonstrating an action-oriented response despite perceived indifference.

Furthermore, the data highlights that the responsible (W) and value-aligned (Z) segments value their wallet more after interaction with the prototype. The durability-focused (X) segment shows the strongest willingness to repair over replacing, possibly driven by their focus on durability. In contrast, the affordable segment (V) experiences the least perspective change on their own wallet. To conclude, Secrid could strengthen bonds by emphasizing storytelling and ethical narratives for emotionally connected segments (W, Z), promote repair services to durability-focused consumers, and could possibly bridge the gap for affordability-driven buyers by highlighting the wallet's cost-effectiveness through repairability and long-term use.

2. How do you feel about your own wallet now? [per segment]

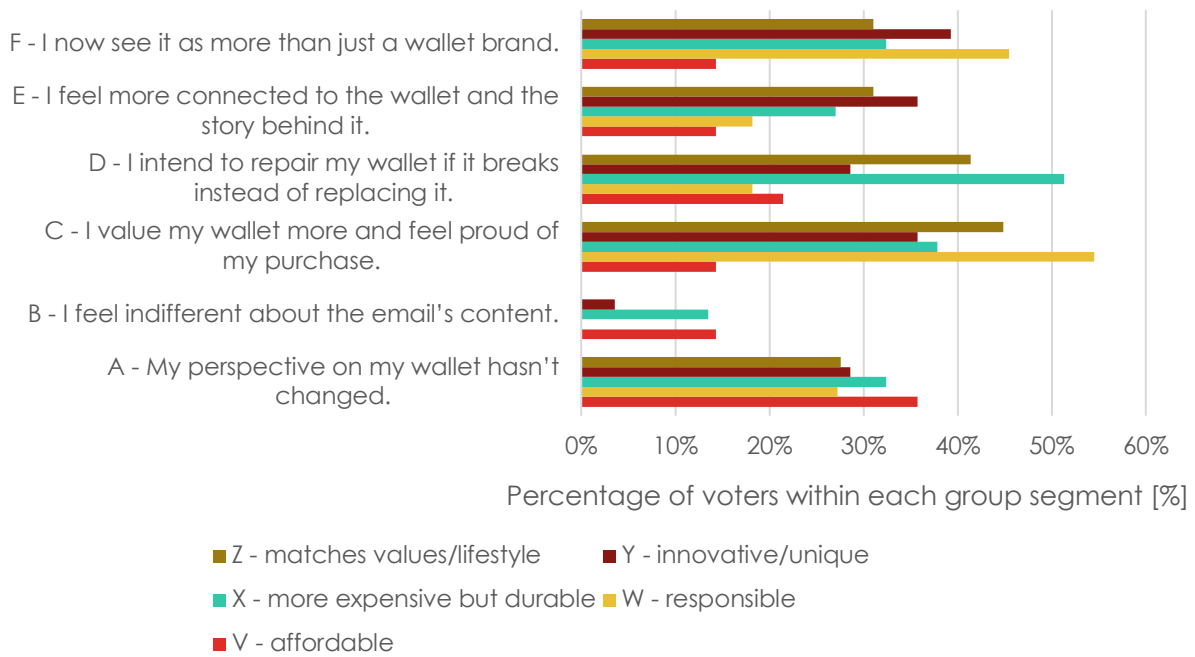


Figure 41: Results of question 5, visible for each of the five segments

- **Objective 6: Explore whether participants develop a clearer personal definition of “better choices” in consumption and if they feel motivated to act on it.**

The final objective, **Objective 6**, was assessed using questions 3 and 4, visible in figure 38 and 42. The data reveals that many participants already prioritize making better choices, as indicated by their responses to question 3 (option D). Most of these participants also confirmed in question 4 (option D) that they intend to continue aligning their choices with their personal values.

For others, the prototype inspired more action-oriented, conscious intentions. Some participants expressed motivation to make more thoughtful decisions (question 3, option B), consider factors beyond price and looks (question 3, option C) and reflect on their

decision-making processes (question 4, option E).

These findings highlight two key insights. First, a substantial portion of participants are already committed to making better choices and plan to maintain this approach. These participants could be reminded of and triggered by companies (like Secrid) that align with their definition of ‘better’. Second, the prototype clarified the concept of better choices in a broader context, motivating them to take more proactive steps, such as reflecting on their values or exploring the topic further.

### 3. How do you feel about 'better' choices now?

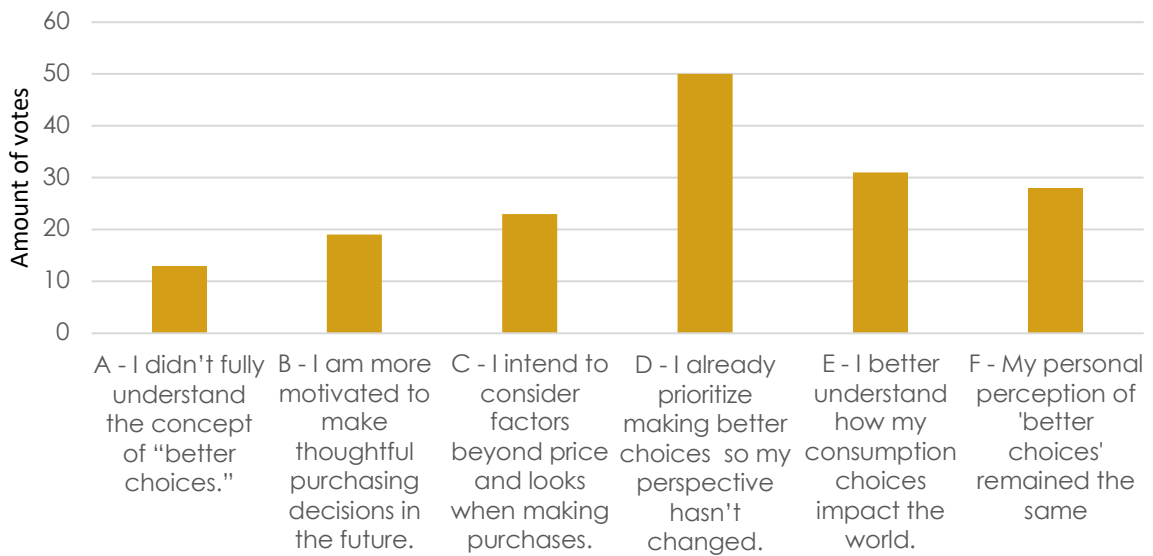


Figure 42: Result of total group (n= 131) on question 3

#### Segmentation insights

The segmented data (Figure 43) highlights that both the value-driven segment (Z) and the responsible segment (W) already prioritize making better choices, as indicated by their unchanged perception (D). Notably, the affordable segment (V) predominantly votes that their perception of "better" has remained the same (F), likely due to their emphasis on price-related factors over other product attributes. The innovative/unique segment (Y)

shows the least understanding of "better choices," which may stem from their focus on product-specific innovative features. However, many in this segment now report a better understanding of how their consumption choices impact the world (E). Lastly, the affordable segment (V) appears the least motivated to change their behavior after interacting with the prototype.

3. How do you feel about 'better' choices now? [per segment]

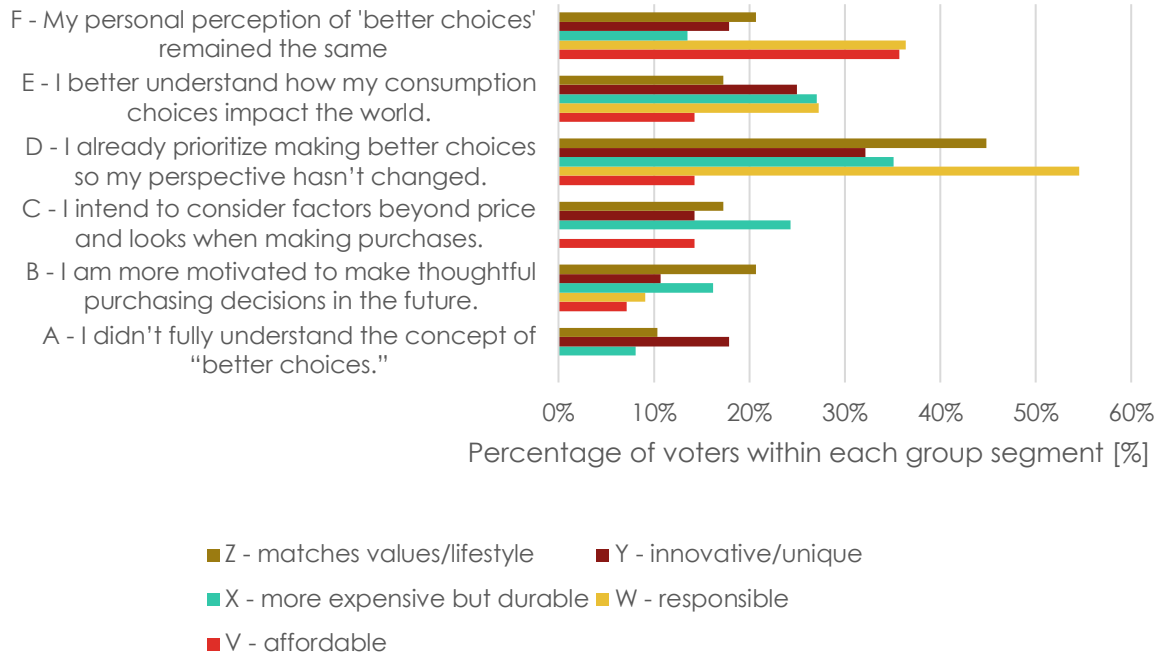


Figure 43: Results of question 3, visible for each of the five segments

## 7.5.2 Summary of second validation and final outcome

In this section, a summary of the survey insights is discussed leading to new design take-aways for future research or implementation. The survey yielded important insights into participants' comprehension of the Big IdeaL, their engagement with proposed designs, and their recognition of the scoped definitions of conscious consumption. While the study was indicative and exploratory, the findings highlight several trends and potential directions for Secrid's communication strategy.

**Objective 1:** Participants demonstrated a better understanding of "better choices" than "design," as it was often associated with cultural definitions limited to aesthetics and functionality. This indicates that "design" remains a more abstract and challenging concept. Moving forward, Secrid should focus communication efforts on "better choices" and the philosophy of "better over more," while continuing to explore how "design" can be effectively conveyed through alternative wording or formats. An educational approach to explain 'the power of design' might resonate more deeply with consumers in the long term.

*Design take-away 14 (identified after validation)*

The meaning of 'design' already has a strong definition in many consumer segments, associated with aesthetics and functionality. New ways should be explored to convey the meaning of 'the power of design'.

**Objective 3:** Engagement was then assessed through participants' curiosity to the engagement designs. The findings highlight varying levels of engagement across segments, emphasizing the need to create multiple tailored engagement elements rather than relying on a singular approach. Participants responded most positively to the "care and repair" story, which resonated well with diverse audiences, and showed significant curiosity about the "monthly dilemma" and a "guide to making better choices" using Secrid's 7-layer model. Responsible consumers were the most willing to engage with purpose-led narratives, while product-focused segments preferred more direct curiosity-driven and interactive formats. These findings align with case study observations showing that purpose stories delivered through diverse mediums and channels can enhance accessibility and impact.

*Design take-away 15 (identified after validation)*

Purpose stories should also be told in a more textual and traditional narratives (as well, next to other medium) for already more involved and purpose-driven segments

*Design take-away 16 (identified after validation)*

The engagement designs, such as the "Monthly Dilemma" and "Learning How to Define Better," resonate with less purpose driven segments. Therefore, further developing these engagement designs has the potential to foster emotional and behavioral engagement with these types of end consumers.

**Objective 5 and 6:** Two new objectives related to conscious consumption were also analyzed. While not significantly tested, the results indicate a slight increase in participant consciousness, as reflected in greater product-wallet attachment and inspiration among certain segments to take more responsible actions with new knowledge retrieved or being reminded of. Regarding objective 5, the data indicates a notable increase in product-user attachment for a portion of participants, as many expressed a newfound willingness to repair their wallet and a deeper connection to the brand. Finally, objective 6 shows that while many participants already prioritize making "better choices," the prototype successfully broadened perspectives of some participants on the concept, inspiring more thoughtful decision-making. Segments driven by values and responsibility showed the highest willingness to align with purpose-driven initiatives, while affordability-focused participants demonstrated less motivation to act, supporting design take-away 12. Altogether, this suggests that purpose-driven storytelling in this format could effectively foster conscious behaviors and attitudes as scoped for this project.

*Design take-away 17 (identified after validation)*

A significant portion of Secrid's registered consumers already prioritize making better choices, but purpose-driven communication using 'better choices' as an example can effectively trigger or reinforce conscious behavioral intentions.

*Design take-away 18 (identified after validation)*

Some wallet users develop a stronger attachment to their products after gaining more knowledge about them and are more inclined to repair them when they break, which indicates that it is effective to share product stories to foster more user product attachment.

**Graphic feedback:** In open answers and general comments, participants noted that while the prototype provided valuable insights, it was perceived as too lengthy by some. For this touchpoint, a more streamlined approach is recommended, focusing on key elements such as the care and repair story, a concise explanation of "better choices," and a link to the "dilemma of the month."

*Touchpoint specific take-away 5 (identified after validation)*

The prototype should be even more compact.

The study's prototype format may not fully reflect real-world interactions, and the multiple-choice design might have introduced bias of answering socially desirable answers. However, the larger sample size facilitated broader data collection. Unfortunately, the conscious AI bot could not be tested because the prototype in the survey was not clickable. Future research could research the conscious AI bot and focus on refining storytelling approaches for the "power of design,"(design take-away 14) identifying more effective strategies to engage less purpose-driven segments and exploring additional methods to inspire conscious consumption beyond the definitions scoped in this project.

**Overall chapter outcome:** To conclude, the primary outcome of this validation chapter is the confirmation of the design criteria. Based on the validation process, the selected touchpoint for testing, the post-purchase mailing, has been iterated slightly and can be found in the communication plan figure 44. The prototype requires further refinement and finalization in Secrid's signature style by the graphic designers and copywriters. This finalization should be guided by the visual proposal presented here but, more importantly, rooted in the tested and validated design criteria.

## 7.6 Generalizability to other channels and broader communication strategy

*To end the validation chapter, this section demonstrates how each criterion was implemented and validated throughout the research, highlighting how it could and/or should be generalized to other channels and the broader communication strategy.*

### Design criterion 1

The communication concept and/or plan is guided by the Big Idea to ensure consistency among all messaging.

**Validation:** The Big IdeaL was tested through interviews and surveys. Findings indicate that while the concept of "better choices" is well understood by consumers, "the power of design" remains less clear. This is largely due to the prevailing consumer interpretation of "design," which tends to focus on aesthetics and functionality.

**Generalizable:** Similar misunderstandings are likely to occur in other communication channels, particularly those with limited written explanations. While "better choices" is relatively easy to convey across channels, "the power of design" requires platforms and mediums that allow for more in-depth explanations to clarify its intended meaning.

### Design criterion 2

The communication concept and/or plan uses real life and relatable content for consumers to identify with the brand to improve authenticity.

**Validation:** The Big IdeaL was tested through interviews and surveys. Findings indicate that while the concept of "better choices" is well understood by consumers, "the power of design" remains less clear. This is largely due to the prevailing consumer interpretation of "design," which tends to focus on aesthetics and functionality.

**Generalizable:** Similar misunderstandings are likely to occur in other communication channels, particularly those with limited written explanations. While "better choices" is relatively easy to convey across channels, "the power of design" requires platforms and mediums that allow for more in-depth explanations to clarify its intended meaning.

### Design criterion 3

The communication concept and/or plan is transparent by mentioning or directing to more information and raw data per purpose story told.

**Validation:** The prototype validation revealed limited interest in the dilemmas (next to the purpose stories) aimed at enhancing transparency in purpose stories. However, participants expressed a desire for clearly clickable stories to improve trust and provide additional information if needed.

**Generalizability:** Insights suggest that all communication should establish clear and seamless pathways to additional information and raw data. While not all audiences may engage with this content, offering the option visually enhances transparency and trustworthiness.

Design criterion 4

The communication concept and/or plan builds up its stories from an accessible layer of information.

**Validation:** For the post-purchase touchpoint, layers 1 and 2, as well as some level 3 information, were incorporated and tested. The findings revealed that participants primarily read titles (layer 1), while longer texts (level 3) were largely ignored but contributed visually to a sense of trustworthiness.

**Generalizability:** Even in the tested prototypes, which accommodate more detailed information, participants engaged best with straightforward level 1–2 content. Therefore, it is recommended to limit communication to layers 1–2 for unsegmented audiences. For more targeted audiences, such as specific events or topic-focused newsletters, additional layers could be incorporated and tested for resonance

Design criterion 5

The communication concept and/or plan delivers diverse stories across various channels and mediums.

**Validation:** Diverse stories were incorporated into the prototype and validated. Outcomes suggest that segments differ in their interests, with more complex stories, like material stories, being less effective on level 1–2 communication channels or mediums. In contrast, stories with a direct link to personal benefit (e.g., care and repair) and those with a human, empathetic connection (e.g., sheltered workshops) resonated more and were more easily remembered.

**Generalizability:** It is recommended to continue sharing diverse stories across all channels and adding elements from the emphatic characteristic in it. However, complex stories like material stories may be better suited for segmented audiences or platforms where users spend more time and engage based on their specific interests, such as YouTube. Additionally, further research is advised to explore alternative communication formats for material stories, such as video or voice-based communication, to broaden their appeal and resonance.

Design criterion 6

The communication concept and/or plan emphasizes hope and transparency and never talks negatively or speak about being against something.

**Validation:** Communication in the prototype employed a positive tone of voice. However, it was not tested or validated whether this approach would have a different impact compared to a more activist tone of voice.

**Generalizability:** This criterion should be applied across all Secrid communication to maintain a consistent tone of voice, ensuring the brand does not position itself as activist but rather convey hope and portray what is possible.



#### Design criterion 7

The communication concept and/or plan offers engagement on cognitive, emotional and behavioral level.

**Validation:** All three engagement levels—cognitive, emotional, and behavioral—were tested and observed. Engagement was noted across these levels through recall of stories, increased curiosity about the brand and wallet, interest in exploring the "Monthly Dilemma," and willingness to learn how to make "better" choices. These engagement types proved more effective than simpler interactions like following social media accounts or signing up for newsletters.

**Generalizability:** Different engagement types align better with specific channels and should be tailored accordingly. Tested methods that resonated with segments should be implemented across channels. Linking stories to deeper layers is recommended universally across all channels. The "Monthly Dilemma" can be introduced on social platforms, mailings, and newsletters to drive interaction. The "Learn How to Define Better" page and the interactive AI tool for practicing better choices should initially be hosted on the brand site. Additional ways to facilitate interaction with these tools should be explored for other platforms. Looking ahead, events and co-creation opportunities could further deepen emotional and behavioral engagement, moving beyond traditional methods.

#### Design criterion 8

The communication concept and/or plan should articulate the meaning of 'better,' not only in the context of choosing Secrid but also by encouraging consumers to explore and define their own interpretation of 'better.'

**Validation:** The concept of "better" was discussed as 'you chose better' and by choosing better you ... The header "You chose better" led some participants to associate "better" exclusively with choosing Secrid, a few even perceived it as advertising.

**Generalizability:** To generalize the concept of "better," it is essential to avoid positioning it solely as synonymous with choosing Secrid, as was emphasized in the header of the prototype. While "better" can still be associated with choosing Secrid, care should be taken not to present it as an unchanging or universal definition dictated by the brand. Phrasing like "Did you choose better?" with a question mark, for example, introduces a more open and reflective tone, encouraging individual interpretation and exploration of the term. Further research could explore how such nuanced word choices and phrasing affect consumer perception and engagement with the concept of "better."

Design criterion 9 (*identified after validation*)

The communication concept and/or plan explains the word 'design' in a specific context with examples

**Validation:** In the validation process, the term "design" was given additional context, particularly during the survey test compared to the qualitative interviews. Despite these efforts, most participants still associated "design" primarily with aesthetics and functionality.

**Generalizability:** The use of the word "design" should be reconsidered, and future research could investigate alternative terminology or explore providing more context through mediums other than textual communication, such as visual or interactive formats.

Design criterion 10 (*identified after validation*)

The communication concept and/or plan talks about 'better' in the light of choices, not connected to specific product characteristics

**Validation:** The concept of "better" was discussed within the context of choices. Generally, participants understood it better when personally aligned with Secrid's values and therefore definition. However, segments with radically different perspectives on "better"—prioritizing price, quality, or other factors over sustainability—expressed less alignment with the term's intended meaning.

**Generalizability:** This criterion should be applied consistently across channels to avoid confusion about the use of "better" in varying contexts. For instance, Secrid should refrain from statements like "this is better leather because..." or "we work with better suppliers because..." as this risk sounding like a sales pitch. Instead, "better" should maintain a critical, inclusive stance that actively involves consumers in defining its meaning.

Design criterion 11 (*identified after validation*)

The communication concept and/or plan seamlessly and clearly connects channels and sources, providing consumers with easy and visible access to additional information

**Validation:** In the prototype, stories were designed to be clickable; however, most participants misunderstood this functionality. They expressed a need for clearer indications, such as explicit icons or text like "Click here for...". Additionally, participants expected to be directed to other channels (instead of staying on the same one) when seeking more information.

**Generalizability:** This criterion should be consistently applied across all channels to create a seamless and unified user experience. Connecting all channels cohesively ensures that consumers receive a consistent story, no matter which platform they access. To achieve this, clear graphical elements, such as distinct icons or actionable text, should indicate clickable areas or guide users on where to find additional information to go deeper in the layer of information. These enhancements will improve navigation and ensure clarity in communication across diverse channels.

Design criterion 12 (*identified after validation*)

The communication concept and/or plan includes a dilemma of the month that is relatable to consumers themselves, instead of only to Secrid specific

**Validation:** The "Dilemma of the Month" was tested in both validations and consistently attracted attention. If it was overlooked, this was mainly due to it being unnoticed rather than unappealing. Participants appreciated the concept as it provided a relatable and approachable way to learn something new, either by reading along or interacting. The leather-related dilemma particularly resonated with participants, as it was relevant and easy to connect with their own experiences.

**Generalizability:** The "Dilemma of the Month" should be integrated into social media channels and highlighted in email newsletters. Once published, the community manager can actively engage with comments and use them to identify potential dilemmas for future editions. Over time, as the communication strategy adopts a more educational tone, these dilemmas can evolve to address more intricate and complex issues, offering deeper insights and fostering thoughtful engagement through other channels and medium.

# A B2C COMMUNICATION PLAN 8

- 8.1 B2C communication strategy*
- 8.2 Short term communication plan*
- 8.3 Metrics and goals*
- 8.4 Implementation*

## 8.1 B2C communication strategy

Secrid faces the dual challenge of reclaiming its position as the ‘original’ in its competitive product field while also establishing a future proof plan to drive the ‘industrial evolution’. In the shorter term, Secrid must catch up with competitors and other purpose brands around them. To achieve this, their current communication strategy must be updated and implemented as quickly as possible. At the same time, Secrid’s strong future vision of the Industrial Evolution calls for a communication plan that is forward-looking, finding innovative

ways to inspire consumers to join this movement and align with the brand’s long-term goals. This chapter introduced a short term, more operational, plan that gives advice for each existing channel based on the design criteria and research outcomes. Next to a short-term and more concrete channel plan (section 8.2), a long-term vision and plan (chapter 9) will focus less on detailed channel concepts and more on insights into the future of B2C communication and purpose-driven branding, for Secrid. See figure 44 for an overview of the main strategy elements from the research and validation phase.

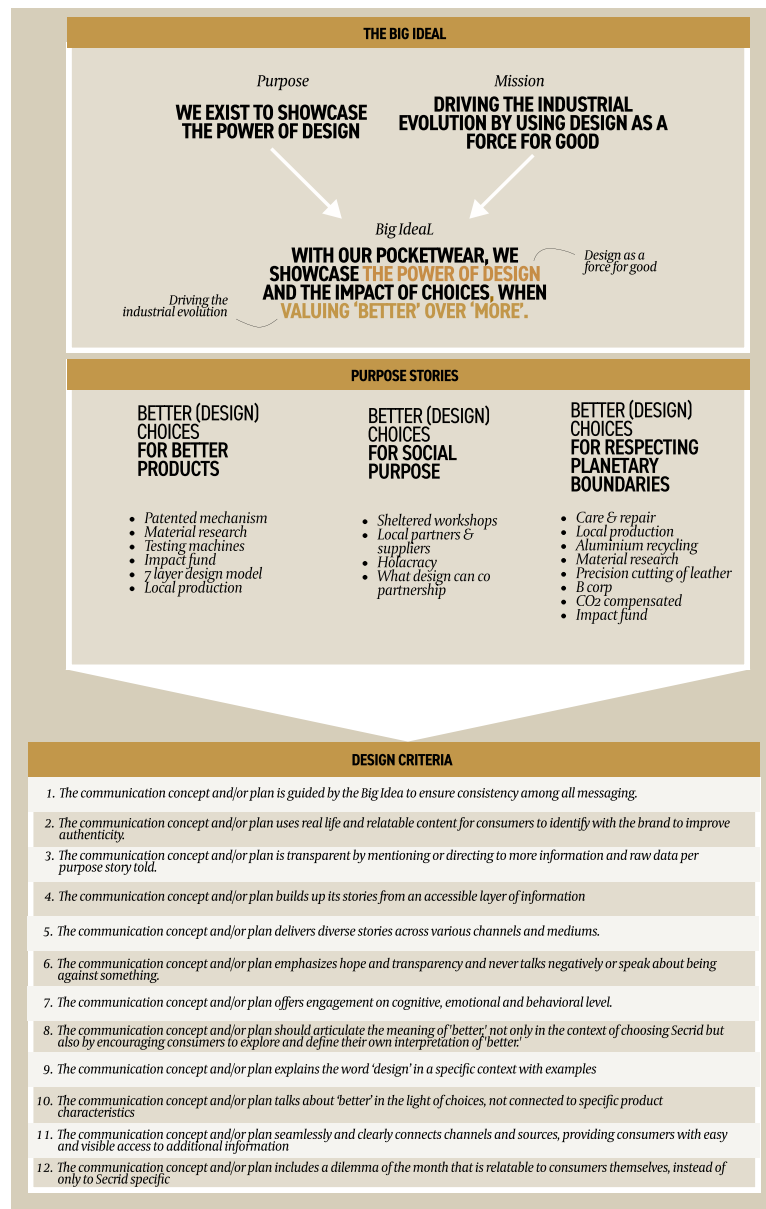


Figure 44: Overview of the Big Idea, purpose stories, and design criteria

## 8.2 Short term communication plan

In this project, the current post-purchase channels and existing stories will serve as the foundation for the short-term communication plan. These channels include the brand website, social platforms (Instagram, YouTube), newsletter, post-purchase mailing, and offline product packaging. These channels were selected because they are commonly utilized by competitive brands, and Secrid is already active on most of them. Although the newsletter is not currently in use, Secrid has a database of over 100,000 subscribed users who have expressed interest in receiving it and it is there for a channel to quickly (re)engage people with the brand. Case study brands were analyzed as an inspiration to what type of content they share on these channels (Appendix I).

The decision to prioritize existing channels is driven by their capacity for rapid implementation. Each channel already has dedicated teams, enabling changes to be executed efficiently with a refreshed strategy and clear guidelines, ensuring short-term

impact. While fast-growing channels such as TikTok and e-commerce platforms like Bol.com and Amazon could potentially increase Secrid's visibility, they have been intentionally excluded from the strategy. This is due to ethical concerns surrounding these platforms and their potential threat to physical retail. Secrid remains dedicated to supporting its physical retailers, reflected in contractual clauses prohibiting the sale of its products on large online marketplaces. Also, X and LinkedIn have been excluded from this plan, since they have a more industry focus in communication.

In the channel sub-sections, details will be provided on how each channel will be utilized, accompanied by guidelines for presenting purpose-driven stories across all platforms, informed by design criteria, and some communication ideas per channel. The criteria for designing and planning each channel were, apart from findings throughout this project, influenced by a review of how case study brands leverage similar platforms.

## 8.2.1 Post purchase mailing

This channel was researched in more detail in the validation phase on one specific touchpoint. This channel is suitable to (re-) introduce users with some of Secrid's stories and to engage and connect with new consumers by linking them to other channels. Two proposals for after purchase mails based on the validations from chapter 7 can be found in figure 45. Compared to the tested prototype, these mails are made even shorter by taking out one story and the long text paragraph. The full validation insights can be read in chapter 7, ideas and general advice for this channel are:

**Focus on the main message of the touchpoint:** Begin each post-purchase mail by clearly addressing its primary message, such as order confirmation, product review requests, or other post-purchase topics. This ensures clarity and relevance for the recipient.

**Limit information to layered 1-2:** Stick to layers 1–2 of information for simplicity but allow users to explore deeper layers by including 'read more' options that link to other channels. This enhances transparency, credibility, and optional engagement.

**Universal Engagement Options:** Offer diverse engagement opportunities to cater to different consumer segments. Since post-purchase mailings are not segmented and reach all consumers purchasing through the brand site, they should present a variety of entry points to Secrid's purpose.

**Cross-Channel Connections:** Encourage recipients to interact with Secrid's other channels by embedding links to the brand website, and social media. This facilitates continuous engagement beyond the email itself and binds users to Secrid beyond this touchpoint.

**Re-Engagement Email (30 Days):** Send a follow-up email approximately 30 days after purchase to request a product review or offer an incentive, such as registering for an additional year of warranty. This tactic, while not specifically validated in the research chapters, is often used by competitors as well. Next to that, Secrid users leave reviews all over the internet (Reddit, Google, YouTube, etc.) which indicates that they would like to share their positive (or negative) experiences.

**Highlight Repair and Warranty Stories:** Based on insights from the research, emphasize Secrid's repairability and warranty stories. These stories are relevant to a wide range of segments.

**Interactive or Personal Elements:** Incorporate interactive elements such as dynamic content (which changes to someone's name or chosen wallet) or a personal thank-you message from Secrid. This creates empathy and fosters emotional engagement with the brand.

**Showcase the Monthly Dilemma:** Include a small segment that links to the monthly dilemma or a current purpose story, offering a chance to educate and inspire consumers and connect them to other channels.

**SECRID**

**YOU CHOSE FOR BETTER DESIGN**

*Your order is on its way!  
In the meantime, take a moment to explore what 'better' means.*

[FOLLOW YOUR SHIPMENT](#)

**LOOK AROUND YOU, EVERYTHING IS DESIGNED. BY CHOOSING BETTER, YOU CHOSE ...**

**THE MINIWALLET VINTAGE OCHRE**

*A compact and long-lasting product that safely and joyfully handles your cards every day.*

**A LIFETIME REPAIR SERVICE**

*Repairing is better than replacing. We make sure your product can last a lifetime.*

**TO PROVIDE WORK FOR DISABLED PEOPLE**

*100+ talented people turn their disability in a capability, assembling our wallets with extreme precision every day.*

**LEATHER CARE**

*Lorem ipsum dolor sit amet. Ab nobis voluptatibus sit inventore voluptatibus ut minus maxime et quasi.*

*...and even more! find out here*

**THAT SHOWS THE POWER OF DESIGN.**

*With our pocketwear, we showcase the power of design and the impact of choices, when valuing 'better' over 'more'*

[LEARN HOW TO DEFINE 'BETTER' FOR YOURSELF](#)

with choices come dilemmas

**DILEMMA OF THE MONTH**

real leather    or     vegan leather alternatives

vote and learn!

f @ t in

SUBSCRIBE TO OUR NEWSLETTER!

**QUICK LINKS**

- All wallets
- Collections
- Stores
- Stories
- Get in contact

**SOCIALS**

- Instagram
- Facebook
- Twitter
- LinkedIn

From Holland with care © 2022 Secrid BV  
Ethical & Sustainable. Amsterdam.

**SECRID**

**AND.. WHAT DO YOU THINK?**

*leave a review and register for +1 year of warranty*

**30 DAYS AGO YOU CHOSE THIS WALLET**

[LEAVE A REVIEW](#)    [REGISTER YOUR WALLET](#)

**SECRID TIPS & TRICKS**

**OV CHIPCARD HACK**

*Lorem ipsum dolor sit amet. Ab nobis voluptatibus sit inventore voluptatibus ut minus maxime et quasi.*

**30 SECOND REPAIR**

*Lorem ipsum dolor sit amet. Ab nobis voluptatibus sit inventore voluptatibus ut minus maxime et quasi.*

with choices come dilemmas

**DILEMMA OF THE MONTH**

real leather    or     vegan leather alternatives

vote and learn!

f @ t in

SUBSCRIBE TO OUR NEWSLETTER!

**QUICK LINKS**

- All wallets
- Collections
- Get in contact

**SOCIALS**

- Instagram
- Facebook
- Twitter
- LinkedIn

Figure 45: Last versions of the proposed after purchase mailing



## 8.2.2 Instagram

Instagram is a social medium for sharing visual stories in a casual and approachable way. The Secrid account can ‘post’ and allows immediate interaction (reviewed by a community manager). Its algorithms can segment content, making it easier to reach diverse audiences and attract attention to different stories. Instagram is a fast-paced platform, which makes it a platform for layer 1-2 information.

For this channel, the following advice, suggestions and ideas are provided, with some visualized in figure 46:

**Dilemma of the Month:** As some segments were curious about the dilemma of the month in the validation tests, Secrid should implement this on Instagram each month. People can interact with each other in the comment or just vote and read along.

**Smart use of algorithm:** Use each post as a different story, offering multiple stories for different audiences that can be automatically tailored to different segments by the Instagram algorithm.

**Authenticity and empathy:** Leverage Instagram for authentic, human-centered content to foster empathy. For Secrid, this could involve sharing short stories featuring the people behind the brand and product, filmed as they talk about their jobs or personal experiences.

**Cross-Channel Connections:** Encourage recipients to interact with Secrid’s other channels by embedding quick links to the Brandsite, YouTube or other (future) channels and medium. This facilitates continuous engagement beyond the Instagram itself and binds users to Secrid beyond this touchpoint.

**Tips & tricks:** In the research was noticed that the care and repair story was most popular among diverse segments. Share short and fun tips & tricks around the products and its usage, to trigger lower involved consumers with content that is personal beneficial.

**Clear mission and purpose stated:** Add the mission and purpose in the profile description, to stay consistent among all channels. Also link the Big IdeaL to separate stories told by starting or ending it with sentences like ‘that shows the power of design’, ‘choosing better is choosing.. [to care for your products]’.

**Personal interaction:** Respond (and repost) frequently to user generated content to create a personal two-way interaction.

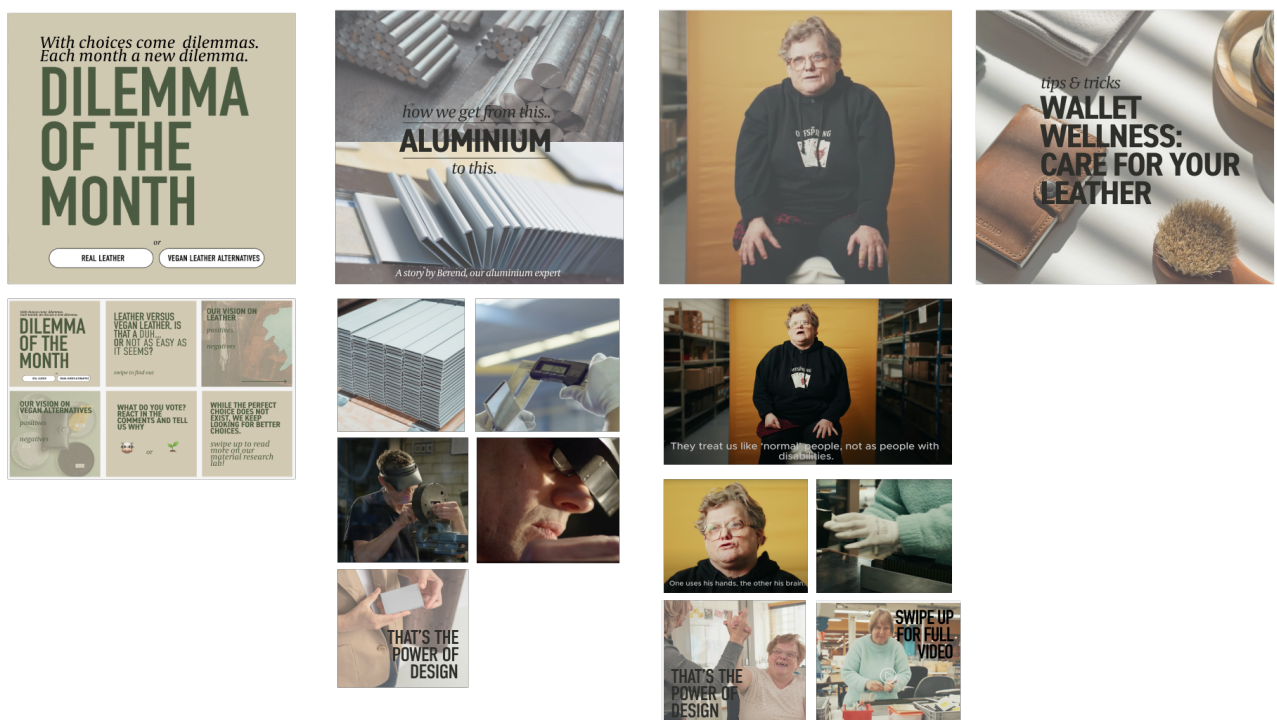


Figure 46: Examples suggestions for Instagram

## 8.2.3 YouTube

YouTube serves as both a social platform and a medium for Secrid's owned content, allowing the brand to share more in-depth stories and highlight its purpose through engaging video material. Additionally, YouTube hosts a wealth of user-generated content, including earned reviews and testimonials created by fans and influencers discussing their experiences with Secrid wallets. This platform offers an opportunity to reach audiences with niche interests while providing 'proof' to trust Secrid's purpose stories. It is ideal for engaging viewers interested in deeper, educational content that entertains while informing. With its capabilities for short and long-form video content and interactive features, YouTube supports layers 1–4 of information sharing. For this channel, specific recommendations and ideas are outlined, with some visualized in figure 47.

**How-to videos:** Share "how-to" videos with practical tips for repairing or caring for wallets.

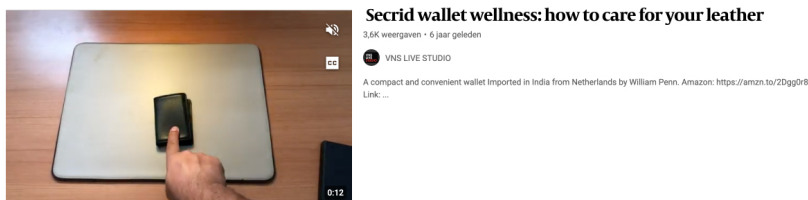
**Talent podium:** Share the short films highlighting the talents featured in the Talent Podium and share them on YouTube.

**Behind the scenes:** Post behind-the-scenes process and manufacturing videos, a popular format for YouTube audiences and some niche platform users.

**Live talks:** Host lectures or live talks in a Ted Talk style, streaming them live on YouTube and making them available afterward for broader reach.

**Educational shorts:** Develop short (5-10 minute) videos explaining the making of products, the origin of materials, and other niche topics. This is a popular format for YouTube as well.

**Unconventional live streams:** Stream live demonstrations of processes in the value chain to showcase extreme transparency, catering to niche audiences interested in manufacturing. For example: a 24 hour live stream of aluminium recycling. This could reach some niche YouTube audiences and might attract media attention.



24 hour live stream of aluminium melting (ASMR style)

Figure 47: Examples suggestions for Youtube

## 8.2.4 Brandsite

The brand website is suitable for providing comprehensive information and serving as the central hub for all brand content, it is therefore suitable for layer 1-4 information. It allows for a deeper dive into the brand's story, values, and products while offering a seamless platform for engagement, exploration, and purchases. For this channel, the following advice is provided, with some recommendations visualized in Figure 48:

**Make claims clickable:** Ensure that all claims, especially those stated as USPs at the top of main pages, are clickable. This allows users to easily navigate to detailed explanations or evidence that supports these claims, increasing transparency and engagement.

**Build stories using all 4 Layers:** present stories in a structured format across four layers of depth, allowing users to explore content at their own pace. This approach ensures clarity to avoid it to become overwhelming and cater to diverse user preferences, from casual website visitors to those seeking in-depth information.

**Structuring stories:** Currently, stories appear randomly across the website, making them harder to follow and comprehend. Create a dedicated "Our mission" tab in the main menu to centralize these stories. Introduce the mission through the Big IdeaL and categorize stories underneath to show their alignment with the overarching concept of "choosing better".

**Incorporate the 'If You Choose, You Also Choose For...' concept:** This concept can be used for all touchpoints that people are choosing or just have chosen, similar to the post purchase prototype made. On specific product pages, highlight how choosing a Secrid product aligns with broader values. This reinforces the connection between individual purchases and the brand's mission and creates a direct product-purpose connection.

**Link to the Big Ideal:** Ensure every story connects back to the Big Ideal, emphasizing the impact of better choices and the transformative power of design, by starting and ending stories with statements deriving from the Big Ideal. This coherence strengthens consistency among all channels.

**Learn how to define better – page:** Develop the 'learn how to define better' page tested in the prototype that explains the 7-perspective holistic approach to look at products and consumption.

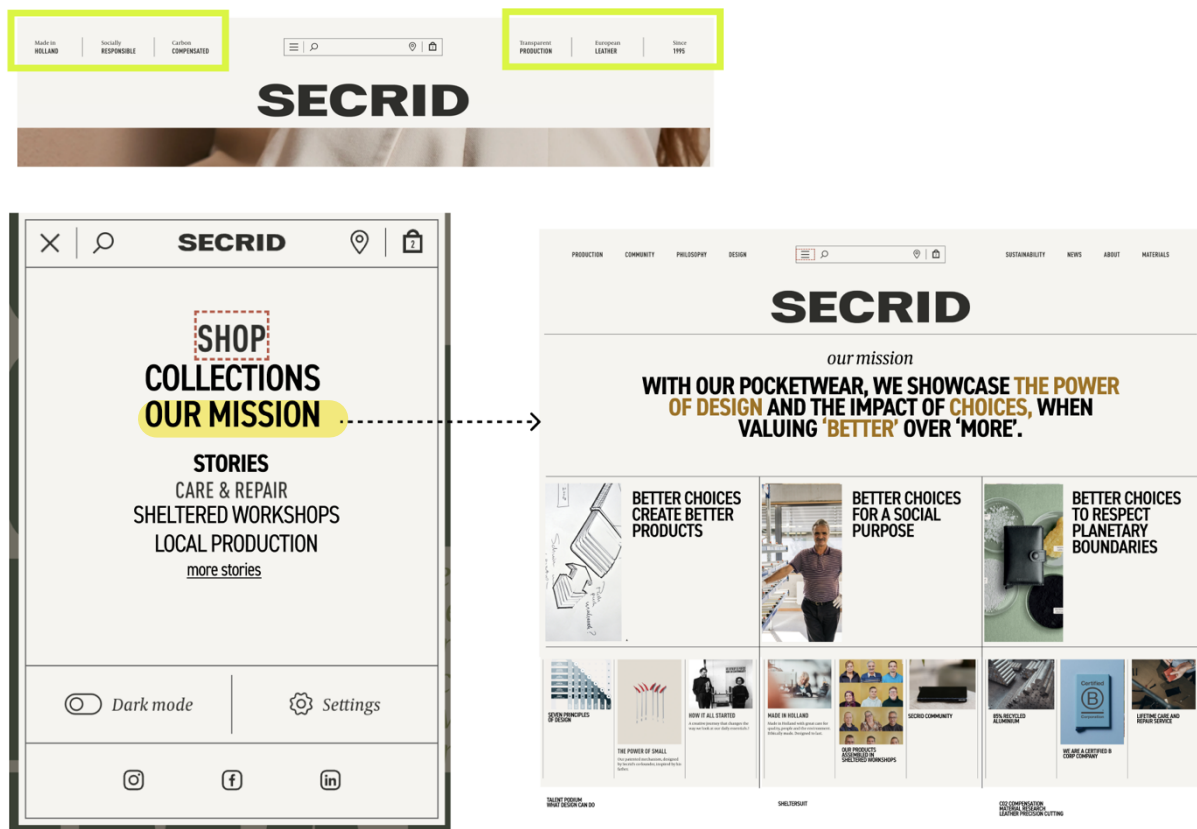


Figure 48: Examples suggestions for the Brandsite

## 8.2.5 Packaging

The packaging (see Appendix B for current packaging) and inserts (booklet and fake carton 'cards') introduce consumers to the world of Secrid by connecting stories directly to wallet elements in a tangible way. This touchpoint is highly valuable since all consumers must go through this touchpoint. These brief moments, offering multiple impulses, should stay within layer 1-2 information. This touchpoint effectively transitions from product to purpose, aligning with Secrid's short-term angle of storytelling (figure 23 and 24), while guiding consumers (from retail) to Secrid's owned channels through QR codes linking to the website and social media.

For this channel, the following advice is provided, with some recommendations visualized in Figure 49:

**Link to other channels via QR codes:** Include QR codes that direct consumers to Secrid's owned channels, such as the brand website. This creates a seamless omnichannel experience, encouraging further exploration of the brand's deeper narratives and purpose while connecting consumers from offline to online engagement.

**Product-purpose story alignment:** On this touchpoint, align stories with physical elements; tailor the storytelling to the physical components of the wallet to ensure relevance and enhance engagement. For example, an aluminum insert to share information about aluminum, a leather insert to explain the leather, and care and repair details on the money flap. This can help with product, purpose and brand connection in the consumer's mind.

**Embed the Big Ideal in the booklet:** Utilize the small booklet placed on top of the wallet to explain Secrid's mission through the Big Ideal. Ensure that each insert (e.g., aluminum, leather, care) is tied back to the overarching Big Ideal, creating a cohesive narrative that links all sub-stories to the brand's purpose. This again results in a direct product and purpose connection.

**Support consumer reflection:** Add reflective prompts or questions (e.g., "How does this wallet align with your values?") in the booklet to subtly encourage consumers to think about their purchasing choices in line with Secrid's mission.

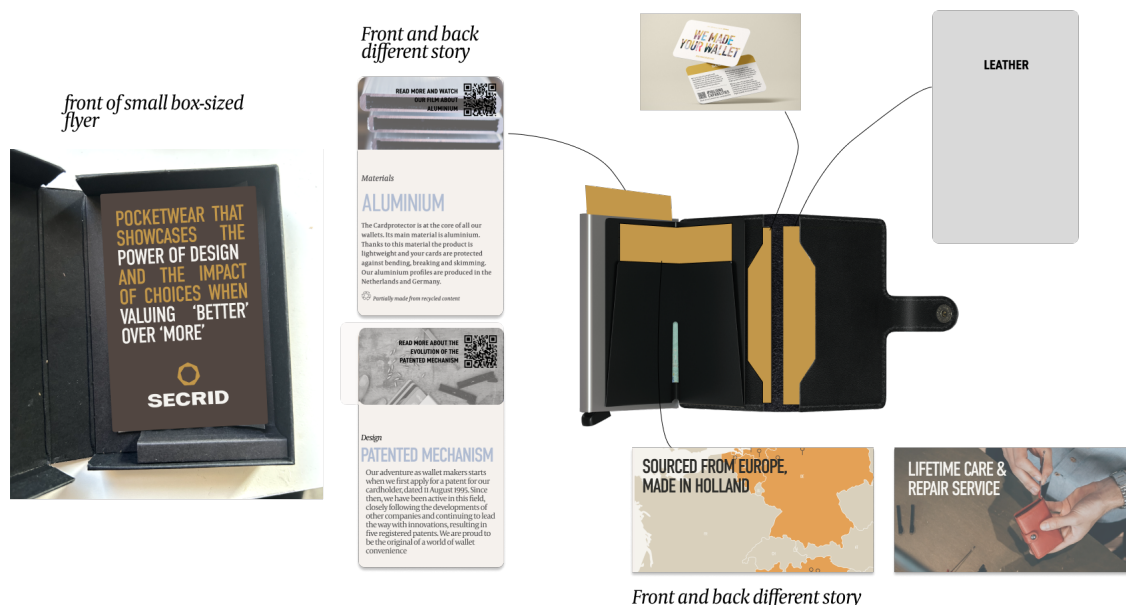


Figure 49: Examples advice for packaging

## 8.2.6 Newsletter

The newsletter is tailored for an audience already engaged with Secrid's brand and product stories, having willingly opted in to receive updates via email. This channel is therefore ideal for sharing in-depth content, ranging from layer 1 to layer 3 information. Initially, a newsletter will be distributed once per month, aligning with practices observed in other brand communications, which typically vary from twice weekly to monthly. To not overload consumers with emails and offer practice and reflection time for Secrid, it is not recommended to send out more than one newsletter per month at the start of using this channel

Some newsletters suggestions and ideas are:

**Dilemma of the Month:** Each email should feature the monthly dilemma to engage readers and direct them to social platforms, while educating them in a playful and straightforward way with Secrid's Big IdeaL.

**Highlight product launches from purpose:** Share new product introductions, emphasizing how they align with the Big IdeaL instead of solely presenting product features, showcasing the power of design, and detailing the better choices made during the design process.

**One story at a time:** Each newsletter should focus on a single story, presenting it from diverse perspectives—technical, design, and human. For example, an "aluminum story" could showcase the machinery in action, highlight the people involved in production, and explore the technical and design choices made.

**Raise curiosity in subject line:** Raise curiosity in the subject line by using questions, dilemmas, or content framed from the 'you' perspective rather than 'us.' This approach makes the message feel more personal and encourages recipients to open the email.

**Testing and segmentation:** newsletters are the perfect channel for A/B testing and segmenting audiences, getting to know the audiences better. Use this channel to test things that can be generalized to other channels as well.

## 8.3 Metrics and Goals

To ensure the effectiveness of Secrid's communication strategies, continuous measurement and refinement are crucial. In the short term, email effectiveness will be tracked using metrics such as open rates, click-through rates, QR code scans, comments, brand mentions, followers on social platforms, and newsletter sign-ups. These metrics, monitored via tools like Mailchimp, provide valuable insights into how well Secrid's communication resonates with its audience.

For the long term, the "confirm" stage of the say-do-confirm framework will be evaluated through comprehensive market research. This will be conducted by *Markteffect*, a trusted partner with whom Secrid has collaborated extensively. This research will measure brand perception and engagement among both users and non-users of Secrid, ensuring alignment

with audience expectations while fostering meaningful connections. Key objectives include increasing consumer perception of Secrid as more than a wallet producer, enhancing the recall of Secrid's purpose-driven stories, and deepening understanding of its core principles, such as the power of design and the philosophy of choosing "better over more." Traditional engagement metrics, such as story interactions and time spent across platforms, will further provide a comprehensive view of the strategy's success.

By integrating short-term engagement data with long-term insights, Secrid can refine its communication approach, ensuring its messaging resonates effectively across channels and audience segments, ultimately driving a stronger connection between brand, product, and purpose.

## 8.4 Implementation

The criteria have been validated, and guidelines for the existing media have been established, necessitating an execution plan.

### Post purchase mail implementation

The implementation of the post-purchase mail has been discussed and handed over to the Brandsite team for further review and retouching with a graphic designer, followed by implementation through an external partner responsible for the Brandsite development.

### B2C communication plan implementation

For the overall execution of the short term plan and working towards the future vision. A holacracy-based proposal has been developed. This project requires a thorough evaluation of the roles needed, determining whether the associated responsibilities already fall under existing roles or require new assignments. If gaps are identified, the decision must be made whether these roles can be filled internally or through external hiring. The plans are grounded in holacratic principles and personal experience with managing projects at Secrid.

#### 8.4.1 Holacracy structured implementation

In holacracy, jobs are defined as roles and accountabilities. Please keep in mind that a role is not someone's job, as explained before, people can hold multiple roles and roles can also be fulfilled by multiple people.

Roles are built around three key components:

1. **Role Title:** The name of the role.
2. **Purpose:** The overarching intent of the role, answering the "why" it exists and inspiring motivation and judgment.
3. **Accountabilities:** The specific ongoing actions the role must perform, providing clear guidance on "how" to achieve its purpose.

While accountabilities detail how to fulfill the purpose, they don't cover every single aspect, as the purpose provides broader context. Purpose and accountabilities work together to define a role's focus, but confusion can arise if the purpose is mistaken for a high-level accountability. When multiple roles work together toward the same purpose or project, *circles* are introduced in Holacracy. Circles bring interdependent roles together under a shared purpose, enabling collaboration, autonomy, and efficiency. By grouping roles into a circle, teams can streamline communication, minimize overlap in responsibilities, and maintain alignment within a defined scope. Circles also empower members to self-organize, create policies, and address tensions through governance processes, fostering continuous improvement and operational clarity.

#### *Example of a Role at Secrid*

**Role Title:** Market Researcher

**Purpose:** Gather insights into the market positioning of current and future products.

**Accountabilities:**

- Conducting research into markets where Secrid products are positioned.
- Collecting and sharing findings with the Collection and New Business Development teams.
- Performing market tests on product ideas through brand store or retailer/consumer testing upon request.

#### **Current Structure of B2C Communication at Secrid**

Currently, B2C communication is divided over multiple roles spread across different circles and subcircles, such as the Customer Care Circle, Communication Circle, Brandsite Circle, and Secrid Spaces (display materials). This structure prioritizes a seamless process between Secrid, its partners, and retailers, but overlooks consistency towards end consumers.

## Proposal for a B2C Communication subcircle

To optimize consistency in an omnichannel environment, the creation of a dedicated B2C Communication Circle is proposed. This circle will unify existing and new roles, fostering consistency, alignment, and efficiency in consumer-focused communication. Since the B2C Circle will be integrated as part of the general Communication Circle, it will be called a 'subcircle'. An overview of a holacracy circle structure can be found in figure 50.

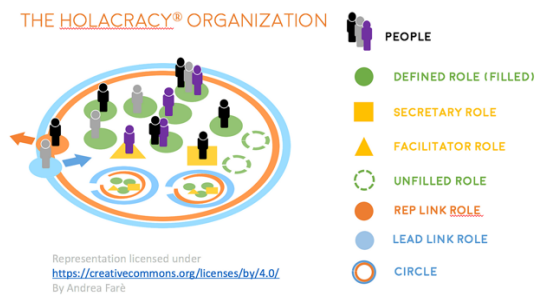


Figure 50: Overview of holacracy organization (licensed by creativecommons, Andrea Farè)

Lead Links are appointed by the Lead Link of the supercircle (here: the communication circle), ensuring alignment with the supercircle's purpose and accountabilities. In contrast, Rep Links are elected by the subcircle members through Holacracy's Integrative Election Process, a transparent and inclusive governance process which we don't go into deeper in this report.

A proposal for this circle (table 6) was made based on individual experience with holacracy, existing structures for communication projects and input from a member of the communication team. Keep in mind that some of these roles already exist and are part of other circles, meaning they are not all full-time positions.

Certain role descriptions have been sourced from Secrid's internal Holacracy website. The roles of Secretary and Facilitator will become relevant and will be elected from among the existing roles once the circle is established. As such, these roles are not included in the proposal outlined in table 6.

Table 6: B2C communication subcircle proposal

B2C communication circle			
"Inspire, engage, and connect with consumers to build meaningful relationships and effectively communicate the brand's value, ensuring consistent and impactful consumer experiences across all touchpoints."			
Role title	Purpose of role	Accountabilities	Secrid context
Lead link B2C circle	The Lead Link carries the purpose of the circle as a whole.	<ul style="list-style-type: none"> <li>Structuring the Governance of the Circle to fulfill its Purpose and Accountabilities</li> <li>Assigning people to the Roles within the Circle; monitoring role suitability; providing feedback to improve role suitability; and, if necessary, reassigning Roles to other people to enhance role suitability</li> <li>Allocating the circle's resources across its various projects and/or roles</li> <li>Establishing priorities and strategies for the Circle</li> <li>Defining indicators for the circle</li> </ul>	This role is assigned one the circle is formed
Rep link B2C circle	Mediate tensions from the B2C subcircle to the B2C general circle.	<ul style="list-style-type: none"> <li>Removing constraints within the broader organization for the subcircle.</li> <li>Understanding and distinguishing the tensions identified by members of the subcircle to determine which are suitable to address in the Communication circle.</li> <li>Providing the Communication circle with insights into the health of the subcircle, including reporting on indicators or recurring tasks assigned to the subcircle as a whole.</li> </ul>	This role is assigned one the circle is formed
Social media manager	Social media accounts are available and being updated. Social media is being used to optimally share stories with the outside world.	<ul style="list-style-type: none"> <li>Scheduling posts (complete with text and images).</li> <li>Monitoring the quality of posts (high resolution and correct dimensions).</li> <li>Maintaining an overview of our social media channels and accounts.</li> <li>Keeping the general look of our social media channels up to date (banner, bio, etc.).</li> <li>Identifying deviations on partner channels and addressing these.</li> <li>Maintaining contact/identifying with relevant followers and influencers.</li> </ul>	This role is already owned by someone
Community manager	Foster engagement and build relationships with consumers.	<ul style="list-style-type: none"> <li>Engaging with followers, responding to comments, and participating in conversations.</li> <li>Collaborate with internal creative teams to produce compelling content (text, images, videos, interactive media).</li> <li>Update the content strategist on actualities and creative ideas identified in engaging with end consumers</li> <li>Support external collaborations, assist in planning, and initiate engaging online events.</li> <li>Help managing all social media accounts, focusing on planning, content creation, and posting, while improving content and maximizing engagement.</li> <li>Adapt and embody the Secrid tone of voice to respond quickly, appropriately, and professionally to customer and follower inquiries on social media.</li> </ul>	This role is already owned by someone as a roll in the communication supercircle.
Content creator	Develop engaging, on-brand content for all channels and formats.	<ul style="list-style-type: none"> <li>Creating visual and written (together with the copywriter) content for posts, newsletters, and campaigns.</li> <li>Collaborating with the Content Strategist to align content with strategy.</li> <li>Producing content for spontaneous updates, planned messages, and actualities.</li> <li>Ensuring content is optimized for various platforms (e.g., video for Instagram Reels, articles for LinkedIn).</li> <li>Keeping the content library up-to-date with reusable assets.</li> </ul>	This role is still open, but there are no remaining FTEs available internally, so external recruitment is required.
Content strategist	Guide the overall communication strategy and ensure alignment with brand goals.	<ul style="list-style-type: none"> <li>Deciding on new content ideas, themes and campaign ideas based on market trends, brand priorities, and consumer insights.</li> <li>Planning and approving content for both spontaneous and planned communication (content calendar).</li> <li>Defining key messages and tone of voice for all channels.</li> <li>Coordinating with other roles to ensure consistency across all communications.</li> <li>Evaluating the effectiveness of strategies and suggesting improvements.</li> </ul>	This role is still open, and there are people in-house with the required competencies, making internal recruitment a viable option.



Copy writer	Craft impactful, purpose-driven messages that engage, inform, and inspire the audience while maintaining a consistent brand tone of voice.	<ul style="list-style-type: none"> <li>• Writing copy for social media, newsletters, website content, and campaigns.</li> <li>• Collaborating with the Purpose Guardian to ensure messaging aligns with the brand's mission and values.</li> <li>• Tailoring content to different audiences and platforms while maintaining a consistent tone.</li> <li>• Proofreading and editing content to ensure clarity, quality, and accuracy.</li> <li>• Staying updated on trends and consumer insights to create relevant and resonant messaging.</li> </ul>	This role is already owned by someone
Mailman/women	Maintain and optimize email communication to engage the customer base.	<ul style="list-style-type: none"> <li>• Writing and designing newsletters aligned with marketing campaigns and brand tone.</li> <li>• Segmenting audiences for personalized email strategies, together with data analyst.</li> <li>• Monitoring newsletter performance (open rates, click-through rates, etc.) and iterating based on results, together with data analyst.</li> <li>• Collaborating with the Content Creator for visuals and the Content Strategist for messaging.</li> <li>• Staying up to date on best practices for email marketing and compliance.</li> </ul>	This role is still open, but the in-house candidates are overqualified, making external recruitment or hiring a working student a more suitable option.
Graphic designer	Create visually compelling and cohesive designs that communicate the brand's story and enhance the consumer experience.	<ul style="list-style-type: none"> <li>• Designing visual assets for social media, newsletters, website, and campaigns.</li> <li>• Ensuring all designs align with the brand's visual identity and purpose.</li> <li>• Collaborating with the Content Creator and Copywriter to create engaging multimedia content.</li> <li>• Maintaining and updating a library of design assets for the team.</li> <li>• Experimenting with new design trends and formats to enhance consumer engagement.</li> </ul>	This role is currently handled by multiple freelancers (zfp'ers), but additional FTEs are needed. A request for more FTEs is recommended.
Brandsite communication strategist	Ensure the brand's website serves as an engaging, functional, and strategic hub for communication, storytelling, and consumer interaction.	<ul style="list-style-type: none"> <li>• Managing the structure, content, and design of the brand's website to align with communication goals and user needs.</li> <li>• Collaborating with the Content Creator, Graphic Designer, and Copywriter to keep the website dynamic and up-to-date.</li> <li>• Analyzing website performance metrics and optimizing for user experience, engagement, and conversion.</li> <li>• Ensuring the website reflects the brand's purpose and tone of voice.</li> <li>• Strategizing ways to integrate the website into broader communication efforts, such as linking campaigns and social media.</li> </ul>	This role is already owned by someone.
Voice of consumer	Consumer insights from the customer care journey are shared for communication optimization.	<ul style="list-style-type: none"> <li>• Collecting and categorizing direct B2C feedback from customer care interactions, including confusions, information needs, and requests.</li> <li>• Analyzing recurring themes or patterns in consumer feedback and presenting actionable insights to the B2C Circle (circle lead).</li> <li>• Collaborating with the B2C Circle to ensure feedback informs content strategies, product improvements, and communication plans.</li> <li>• Acting as a bridge between customer care and the B2C Circle, ensuring consumer voices are accurately represented and prioritized.</li> <li>• Proactively identifying gaps in communication or information based on consumer needs and proposing solutions to address them.</li> </ul>	This role is already owned by someone.
Communication data analyst	Ensure data-driven decision-making across all communication activities.	<ul style="list-style-type: none"> <li>• Tracking performance metrics across social media, newsletters, and campaigns.</li> <li>• Providing actionable insights to optimize content and engagement strategies.</li> <li>• Supporting the Social Media Manager and Content Strategist with regular reports.</li> </ul>	This role is still open, no in-house candidates with the required competencies. External recruitment is necessary.

Purpose guardian	Ensure the brand's communication and activities remain aligned with its core mission and values, driving purpose-driven decision-making and storytelling.	<ul style="list-style-type: none"> <li>• Safeguarding the brand's mission and values across all communication channels and campaigns.</li> <li>• Reviewing content, campaigns, and strategies to ensure alignment with the brand's purpose.</li> <li>• Collaborating with teams to translate the brand's purpose into actionable ideas and initiatives.</li> <li>• Acting as the final decision-maker on purpose-related questions or dilemmas.</li> <li>• Educating team members on the brand's purpose and its application in their work.</li> </ul>	This role is still open, and there are people in-house with the required competencies, making internal recruitment a viable option.
Brand manager	To cultivate and enhance the brand's identity, ensuring consistency across all touchpoints, and to strategically position the brand to build trust, recognition, and long-term loyalty.	<ul style="list-style-type: none"> <li>• Safeguarding the brands' identity across all communication, campaigns, and materials.</li> <li>• Collaborating with internal teams and external partners to create compelling, on-brand content and experiences.</li> <li>• Strategizing the brand's positioning and evolving long-term strategies aligned with organizational goals.</li> <li>• Tracking and analyzing key performance metrics to optimize branding efforts.</li> <li>• Educating teams on the brand's purpose, tone, and guidelines to ensure consistency.</li> <li>• Acting as the final decision-maker on branding-related questions and challenges.</li> </ul>	This role is still open, and there are people in-house with the required competencies, making internal recruitment a viable option.

### 8.4.2 Circle meetings

In Table 7, an overview of the meetings for this sub-circle is presented, including their associated activities and the required attendees. For the scope of this report, Holacracy meetings categorized as 'governance meetings' are excluded from the overview. Please note that attendance is now based on assigned roles, and often, multiple roles are assigned to the same individual. As a result, the number of roles attending does not always correspond to the number of people present.

Table 7: proposed meetings for the B2C communication subcircle

Type of meeting	Who needs to be there?	Activities/ goals
Bi weekly kick-offs	Lead link, Rep link, Community manager, Content strategist, Social media manager, Mailman/woman, <i>Optional when updates/ tensions:</i> <i>Graphic designer</i> <i>Copywriter</i> <i>Content creator</i> <i>Purpose guardian</i> <i>Communication data analyst</i> <i>Voice of consumer</i> <i>Brandsite communication strategist</i>	<ul style="list-style-type: none"> <li>• Update team on progress and upcoming communication</li> <li>• Discuss problems</li> <li>• Gather feedback</li> <li>• Bring in ad hoc ideas/ actualities to acts on</li> <li>• Review metrics and ongoing projects</li> <li>• Allocating tasks and tracking accountability</li> </ul>
Quarterly planning meetings	Lead link, Rep link, Community manager, Content strategist, Social media manager, Brandsite communication strategist	<ul style="list-style-type: none"> <li>• Define overarching B2C campaign topics for the upcoming quarter</li> <li>• Set key messaging</li> <li>• Align on tone of voice</li> <li>• coordinate the shared content calendar for all B2C channels</li> </ul>
Monthly creative workshops	Content strategist, Content creator, Community manager, Social media manager, Community data analyst, Purpose guardian	Foster a collaborative space where the team can brainstorm creative ideas, share innovative concepts, and discuss design possibilities that align with Secrid's communication vision.

# THE FUTURE OF B2C PURPOSE COMMUNICATION AT SECRID

# 9

- 9.1 The future of purpose brands*
- 9.2 The future of Secrid*

As outlined in Chapter 6 (see figures 23 and 24), Secrid’s short-term storytelling approach focuses on the connection between product and purpose, while the long-term/future storytelling angle shifts towards an educational angle. In this chapter, I will first explore the future of purpose-driven brands, followed by an examination of the educational role Secrid could play for end consumers, using the Cone of Possibilities as a framework (figure 51)

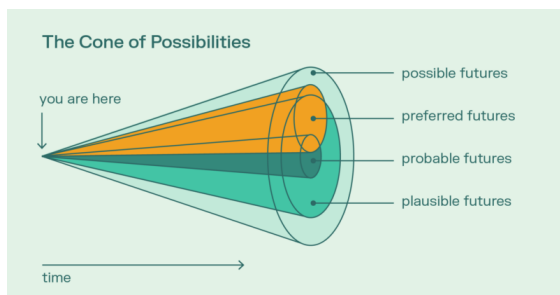


Figure 51: Visual of Cone of Possibilities framework (Delve, 2024)

## 9.1 The future of purpose brands

In today’s evolving communication landscape, brands are undergoing a significant transformation, becoming more human, socially conscious, and proactive in addressing societal challenges. This shift stems from a growing demand for meaningful engagement between consumers and companies.

A brand is no longer simply a product or service provider but a collection of values, often acting as a cultural and ideological symbol. Historically, public figures such as athletes or musicians represented ideological values. Today, brands, including corporations and even politicians, are taking on similar roles, shaping cultural conversations and serving as identity markers (Pineda et al., 2020). However, this dual role requires a high degree of integrity.

Amid increasing political polarization and global crises, brands are expected to contribute to solutions. While consumers want companies to align with their values, economic pressures often lead to an "intention-behavior" gap—where consumers value purpose-driven efforts but resist bearing their costs. Brands like Patagonia have navigated this gap by creating community-centered platforms that foster collaboration, education, and engagement, building consumer loyalty and deeper involvement (Ipsos, 2023).

However, access to a global marketplace means that ownership of a brand’s product does not necessarily translate into alignment with its values. For instance, someone may own a Secrid wallet without subscribing to the brand’s purpose. Ultimately, a brand’s impact depends on consumer support and purchasing decisions. As Ipsos (2023) notes, the more "consumer-investors" a brand attracts to its purpose, the greater its potential impact.

### From niche to global impact

To drive meaningful change, brands must balance global and local impact while fostering a sense of involvement among consumers, even when the impact is not directly visible in their local environments (Ipsos, 2023). Purpose-driven branding often resonates first within niche markets, for Secrid this might be conscious consumers and designers/ creatives. Rather than focusing heavily on traditional or digital advertising, Secrid can create spaces where its community can gather, discuss relevant topics, and inspire others. For example, Patagonia’s live talks and multiday events with guest speakers—accessible both physically and digitally—serve as a successful model for fostering community engagement.

## 9.2 Future of Secrid

To propose a future for Secrid, inspiration is taken from Ipsos (2023), who used a similar model to the cones of possibilities (figure 51), to sketch an optimistic and pessimistic future for purpose brands in general:

**The optimistic future** envisions a world in 2033 where people have embraced purpose-driven consumption. The challenges of the poly crisis prompted governments, corporations, and citizens to work toward solutions, with consumers willing to pay a premium for ethically produced goods. This shift was supported by the influence of brands that actively addressed societal and environmental problems, fostering a culture of thoughtful purchasing and pride in sustainable choices.

**The pessimistic future** portrays a scenario where purpose-driven efforts faltered. Despite initial momentum, businesses struggled to align purpose with profitability as consumers, influenced by economic pressures and political polarization, failed to support these initiatives meaningfully. Investors favored short-term gains over sustainable commitments, and brands abandoned ambitious purpose goals, leaving a fragmented and stagnant market unable to address global challenges effectively.

To develop these future scenarios for Secrid, a post-it session with fellow IDE students was conducted using the Cones of Possibilities framework. This process, with the help of AI to generate parts of the scenarios, the following things descriptions arose. First, an optimistic and a pessimistic scenario were created. Next, a probable future was sketched, reflecting where Secrid is likely to end up if they continue doing what they are doing. Finally, a preferred future was envisioned, striking a balance between the probable and optimistic scenarios. To support this preferred future, several communication ideas are proposed to help Secrid evolve and align with this vision.

### 9.2.1 Optimistic possible future

It's 2035 and Secrid's core philosophy of driving the Industrial Evolution by using design as a force for good has sparked a global movement, transforming the way people think about consumption.

Secrid's influence extends far beyond wallets, shaping industries, education systems, and global policies. Their platforms now include large-scale initiatives like the Secrid Global Academy, offering free educational programs to teach holistic design thinking to students, businesses, and policymakers worldwide. Their annual "Secrid Summit" has grown into one of the most influential gatherings for global changemakers, rivaling forums like the World Economic Forum but focused on ethical production and sustainable consumption.

Secrid's unmatched transparency and radical honesty about dilemmas have become the gold standard for corporate communication. Their "Dilemma Dialogues" series, streamed globally, brings together CEOs, designers, and activists to openly discuss the challenges of balancing profit with purpose. This has not only strengthened their brand but inspired entire industries to adopt similar approaches. Owning a Secrid product is now a universal symbol of progressive values, akin to a cultural badge of honor, symbolizing a commitment to ethical consumption and global betterment.

They have helped establish global certification standards for ethical production, with the 'Industrial Evolution certification' recognized as the ultimate mark of responsible production. This seal has become a benchmark for consumers and brands alike, reshaping industries from fashion to technology. Secrid has also become the first brand to lead an international coalition of companies and governments, driving policies that make sustainable production mandatory rather than optional.

With their innovative approach, Secrid's community has grown into a global force for good. They have launched programs like Secrid Field Labs, where consumers can visit production sites and co-create solutions with local makers, creating unprecedented transparency and connection. Secrid is not only a leader in the design world but a guiding force for global industries, proving that purpose-driven innovation can truly reshape the world.

## 9.2.2 Pessimistic possible future

It's 2035, and Secrid struggles as the purpose-driven movement fades.

Despite early promise, by 2035, Secrid finds itself in a challenging position. While the 2020s saw a rise in purpose-driven brands, economic pressures, inflation, and growing political polarization diminished consumer support for ethical initiatives. Many consumers prioritized affordability over sustainability, and communication about purpose did not resonate well enough for people wanting to pay extra for better values.

Secrid, once hailed as a pioneer, is now seen as niche and disconnected from mainstream consumer habits. Their dedication to ethical sourcing and transparent storytelling is appreciated by a small, loyal group but lacks broader support. Apart from that, their primary consumers remain mid-range customers with a focus on tech-savvy, innovative designs.

In this world, Secrid operates as a boutique brand with limited influence, catering to two disconnected segments. The vision of driving a movement has faltered, and the brand's role in tackling societal issues has been overshadowed by a fragmented market.

## 9.2.3 Probable future

It's 2035, and Secrid still balances its purpose and profitability with new products on the market and sharing purpose with the real Secrid fans invested in the brand.

In 2035, Secrid has found a balanced position in a world shaped by evolving consumer values and persistent economic challenges. While they have lost some of their earlier 'mid-range' segments that were more aligned with their product features, they have successfully attracted a new wave of conscious consumers who now form a loyal base. This shift has redefined their market presence, transitioning into new retail segments while significantly expanding their digital footprint, reducing dependency on traditional retail channels.

The brand has enhanced its communication strategy with earned presence in traditional channels. Occasionally educational events are held, that offer both digital and in-person

education and inspiration on holistic design, which mainly attracts niche audiences. Although not all consumers fully embrace the philosophy of "better over more," Secrid's messaging resonates with a consistent audience those values both quality and responsibility. By blending high-quality products with compelling purpose-driven narratives, Secrid has achieved a more purpose reputation than before.

Strategic partnerships with influential brands and industry leaders have further solidified Secrid's role in driving systemic change. While they may not be the dominant cultural force once anticipated, Secrid has established itself as a respected and influential brand that pragmatically bridges idealism with market demands.

## 9.2.4 Preferred Future:

It's 2035, and Secrid is a well-known purpose brand, leading by example.

In this vision of the future, Secrid has become a benchmark for purpose-driven brands, achieving a sustainable balance between idealism and practicality. Staying true to its mission of "using design as a force for good to inspire the industrial evolution," the company has successfully expanded beyond its early niche of designers, creatives, and conscious consumers. Secrid now engages diverse consumer segments by offering high-quality, durable products paired with purpose-driven narratives that educate and inspire. The brand teaches consumers how impactful design choices can reshape industries, encouraging them to "choose better over more."

Secrid's communication strategy thrives on a combination of traditional and innovative approaches. While maintaining a strong presence in digital and physical retail, the brand has created unique opportunities for community engagement through live events, educational talks, company tours, and field trips. These initiatives include both global and regional events that seamlessly blend digital and in-person experiences, fostering meaningful personal interactions.

Transparency about dilemmas has become a hallmark of Secrid's storytelling, setting a new

standard for honesty in corporate communication. The brand's name is now synonymous with its purpose, allowing it to communicate not just about its own mission but also broader educational themes and industry challenges. These efforts inspire and educate, encouraging collaboration and trust rather than polarizing audiences.

Secrid has also taken a leading role in driving systemic change through partnerships and global initiatives. By collaborating across industries, the company has championed more responsible production practices and inspired transformative change on a global scale. Though not a dominant cultural force like some

aspirational brands, Secrid is widely respected for its consistency and practicality as an advocate for sustainable products and production.

The Secrid Talent Podium, which initially spotlighted emerging designers, has now expanded to include established brands that align with Secrid's values. As a result, Secrid has become almost like a "quality mark," helping consumers and companies identify which brands truly prioritize better practices. This evolution cements Secrid's position as a trusted leader in sustainability and design, bridging purpose with meaningful impact in the global market.

## 9.2.5 Rough Ideas to grow to and maintain the preferred future

When envisioning the optimistic and preferred future, a strong and values-driven community is at the core. Drawing from the literature on consumer engagement, the process can be understood in three phases: 1) consumer engagement, 2) co-creation, and 3) empowerment. This section outlines innovative communication ideas that transcend traditional strategies, aiming to inspire and guide Secrid toward its desired future. These rough ideas serve as inspiration and focus on fostering a community by co-creation and empowerment, that aligns with Secrid's values and actively contributes to its growth and shared vision:

One day, we will have inspired the industry and consumers alike through its products and commitment to the principles of the Industrial Evolution. This impact will lead to a future where products are holistically better designed, surpassing their predecessors. Consumers will understand how products are made, using their power of choice driving a demand for responsible practices from all businesses (vision description from chapter 5, figure 17)

### Holistic plug-in help

Develop browser plugins (like Chrome extensions) that provide Secrid's holistic view on products users are viewing online. This tool educates users on the broader impact of their choices, offering insights into sustainability and ethical considerations.

### Conscious AI Assistance

Create an advanced AI tool that applies Secrid's 7-layer holistic perspective to help consumers think and act more consciously, encouraging better choices.

Global Expansion of the Secrid Talent Podium Scale the current Talent Podium beyond the Netherlands to other continents. This platform showcases and supports designers and creators globally, amplifying the brand's mission.

### ~~Talent~~ Brand Podium #SecridsChoices

Include purpose-aligned brands on Secrid's website under the "Secrid's choices" page, allowing consumers to shop other ethical brands. Introduce the hashtag #SecridsChoices to highlight these collaborations and other inspirational brands. Secrid could also put other brands in the spotlight by saying things like "Brand XX just joined the Industrial Evolution."

### Critical Communication Campaigns

Launch Out-of-Home (OOH) and digital ads posing thought-provoking questions on tunes towards its location like, "Do you really need it?" or "How long will this product last?" to spark reflection on consumption habits.

### Holistic Design Workshops

Host workshops at schools and design universities to teach holistic design principles. These sessions could use Secrid's existing "7-sided table" to guide discussions about sustainable design and consumption.

### **External Secrid Retreat**

Open the internal Secrid Retreat to the public, inviting consumers, industry leaders, and changemakers to co-create solutions for production and consumption dilemmas through shared learning and collaboration.

### **Supplier Field Trips**

Organize behind-the-scenes tours of suppliers and partners in Europe to deepen consumer understanding and appreciation of Secrid's production processes.

### **Educational Podcasts**

Create podcasts featuring:

- Conversations between Secrid and industry leaders about responsible and innovative practices.
- Discussions and reflection of monthly dilemmas, incorporating consumer feedback and stories.

### **Secrid Movement Token**

Offer responsibly made ornaments featuring Secrid's landmark, symbolizing participation in the movement toward better choices. These tokens could serve as gifts, representing shared values and commitment to conscious consumption.

### **Design with dilemmas contest**

A "Design with Dilemmas" contest brings designers together for one or two days to tackle real-world dilemmas in production and consumption. This approach, known as dilemma-driven design, integrates

perspectives from design, social sciences, and humanities to create solutions that deeply resonate with users' experiences. By identifying dilemmas (discovery), framing them in inspiring ways (definition), and generating actionable ideas (application), designers craft empathetic and impactful products that not only address users' challenges but also inspire reflection and better decision-making (Felciuc, 2024).

### **Willem Wever for products**

Adopt a "Willem Wever"-style interactive initiative where consumers submit questions like "How is product X made?" Secrid designers then explore and answer these questions in engaging and fun videos, offering a behind-the-scenes look while fostering curiosity and consumer connection.

### ***How it used to be stories***

Create short videos or stories inspired by nostalgic moments, such as the famous Dutch clip where people discuss not needing a mobile phone when it was first introduced. These could highlight historical perspectives on innovation and spark reflection on the evolution of products and consumption habits.

### **This is Not Design' Video Series**

Produce a film centered around a Secrid wallet, starting with the phrase, "This is not design." The video then transitions to showcase various aspects of the wallet-making process, with smaller, focused videos zooming into specific elements (e.g., materials, craftsmanship, sustainability). The film ends with the powerful statement, "...This is design." This concept could be adapted for other Secrid products to showcase their intricate production journeys and design philosophy (Appendix F).



# DISCUSSION 10

*10.1 Limitations*

*10.2 Recommendations and implications*

*10.3 Personal and process reflection*

## 10.1 Limitations

It is important to critically reflect on the limitations that may have influenced the findings of this study. This reflection will discuss its limitations for each research activity: the qualitative interview, and the survey. Lastly, it will discuss some overarching limitations throughout the whole project

### 10.1.1 First validation method

The qualitative research was conducted to validate the prototype among 14 respondents over zoom in a 30-minute semi-structure interview. The first limitation of the interviews was that respondents were asked to evaluate the prototype in a context removed from real-life scenarios. To mitigate this, respondents were guided through a multi-step flow before reaching the prototype, ensuring they were unaware of the specific aspect being analyzed. This approach helped reduce bias and maintain authenticity in their responses. However, it did not reflect the actual real life interaction. Another limitation was the sample size and composition. Only 14 participants were interviewed, selected randomly without segmentation. A larger, segmented group of respondents could have provided more robust insights and allowed for a comparison of reactions across different audience segments.

### 10.1.2 Second validation method

The survey was conducted among 131 respondents and consisted of a mix of multiple choice questions and open-ended questions. The first limitation pertains to the participant pool. Respondents were recruited from a pool of Secrid users who had already registered their wallets and signed up for future research testing. This predisposed them to be more open to Secrid's story and purpose, potentially leading to more positive responses than might be expected from a broader audience. On the other hand, the sample consisted of Secrid owners who have registered, making the respondents homogeneous in terms of ownership and having interacted with certain purchase touchpoints.

Secondly, the prototype's presentation format required participants to scroll through the entire content due to the placement of the 'next page' button at the bottom. This design choice may have influenced the interaction, making it less natural than a real-world scenario.

Another limitation is the potential for an intention-behavior gap, wherein participants may have provided reflective responses indicating positive intentions without necessarily acting on them in real-life situations (Conner & Norman, 2022). Although this was mitigated to some extent by structuring the survey with negative or undesired options first, offering more extreme answer choices could have further minimized this gap.

Furthermore, the sample sizes within each segment were smaller than the total number of survey respondents. As a result, conclusions drawn from segmentation data are more susceptible to the influence of outliers compared to the overall graphs representing the entire sample.

Lastly, the survey was not tested for statistical significance since the purpose of the study was exploratory. Testing on significance could have made the data analysis of segment samples more reliable (as discussed in the previous limitation).

### 10.1.3 Overarching limitations

The short-term communication plan was based on generalized insights in the post-purchase mailing validation. The study focused on a single post-purchase channel, despite the broader scope of communication within an omnichannel strategy. It is possible that these findings may not fully apply to other channels or touchpoints. Future research should expand validation efforts to include additional channels to ensure a comprehensive understanding of the communication strategy's effectiveness.

Lastly, this research was done by only one researcher, which may have influenced the interpretation of data due to potential researcher bias. Efforts were made to mitigate this bias by discussing the research outcomes

with a qualitative market researcher S. Verbiest.

## 10.2 Recommendations

### 10.2.1 Internal recommendations

#### **B2C communication Circle**

To ensure consistency and provide room for both structured and spontaneous communication efforts, establishing a dedicated B2C subcircle team is recommended. Currently, communication channels operate independently, with some lacking clear ownership. Looking at holacracy implications, creating a circle could raise priority and a feeling of responsibility to deliver as a team and individually within your team.

#### **Monitoring and testing**

Although Secrid possesses extensive consumer data, it is not currently utilized for analytical purposes. It is advised to hire a data analyst or similar role to do this full-time. Leveraging this data could offer valuable insights into the effectiveness and reception of communication strategies by various audiences, including end consumers and industry stakeholders. Conducting A/B testing is advised to validate communication variations and optimize elements such as narrative and graphic design styles. Testing communication prototypes in contexts that closely mimic real-life purchasing or product-receiving scenarios would provide more actionable and relevant insights. This data-driven approach will enhance the ability to refine strategies and maximize their impact across diverse channels.

#### **Audience segmentation**

As more data becomes available over time, implementing audience segmentation is strongly recommended. Although buyer-

segments exists, further testing and getting to know these segments would allow purpose-driven stories to be tailored more precisely for different audience groups and applied effectively across a broader range of channels, including magazines, newspapers, and other temporary media outlets. This ensures the right stories are communicated on the right channels.

#### **Future research**

Future research should explore the role and impact of pre-purchase channels and touchpoints, investigating how purpose-driven stories can be effectively integrated at earlier stages of the consumer journey.

Additionally, examining retailer engagement is suggested to evaluate how consumers perceive Secrid when shopping through third-party retailers compared to direct interactions via Secrid's owned channels. Understanding these dynamics would help ensure a cohesive and consistent brand experience across all communication and (sales) touchpoints.

Lastly, the associations connected to the word 'design' need to be further explored to determine how to convey its meaning better, whether through alternative wording or different communication methods.

## 10.2.2 External recommendations

### **Validating and measuring purpose**

Validating communication concepts centered around purpose requires moving beyond click ratios and sales metrics. Unlike traditional product selling, purpose branding focuses on more than just channel performance—it necessitates qualitative validation and direct engagement with the actual audience receiving the message. Purpose-driven stories are inherently more nuanced, open to varied interpretations, and aim to inspire deeper behavioral change rather than simply driving product sales. Additionally, the success of purpose branding cannot be measured as straightforwardly as sales conversions. For this reason, qualitative validation is essential, alongside the implementation of alternative, long-term measurement metrics to assess its impact effectively.

### **Guidelines**

This report provides actionable insights for designing communication strategies centered around purpose which can serve as a starting point for brands transitioning toward purpose-driven approaches.

### **Clarity in purpose**

Consumers interpret words and concepts in their own unique ways. Communicating a brand's mission and purpose is the first step in building a strong foundation for purpose branding. Testing whether the intended message resonates and is understood by the target audience is essential. If necessary, developing a "Big Idea(L)" to convey more complex ideas is recommended to bridge gaps in understanding.

### **Overcoming consumer skepticism**

In today's landscape, where greenwashing is prevalent, consumers often approach brands with skepticism, particularly those promoting purpose-driven messaging. Purpose brands face the challenge of rebuilding trust from a "negative starting point." To address this, authenticity and transparency—alongside other key characteristics of purpose branding—must be deeply embedded in the brand's actions and communications to mitigate this skepticism. This calls for a significant shift in mindset: while traditional sales strategies focus on telling consumers what they want to hear to drive purchases, credible purpose-driven brands must prioritize authentically showing who they are, even when they are not directly trying to sell something. Purpose is not something you sell but what you live and demonstrate.

## 10.3 Personal and process reflection

### 10.3.1 Process reflection

#### 1. Discover

The project began with desk research and interviews with colleagues to explore the problem space and gather insights. It became evident during this phase that conscious consumption communication and purpose branding are relatively new and complex fields. The wide range of perspectives from literature and real-world examples highlighted the challenge of choosing the most viable theories for the project. Despite these challenges, I found this deep dive into the subject personally rewarding, as it aligns with my own mission and values.

#### 2. Define

The insights from the discover phase were synthesized to establish a clear foundation for the project. This included creating actionable criteria and defining a core brand foundation centered around a "Big IdeaL." My mentors encouraged me to focus on one prototype and explore whether the learnings could be generalized to other communication channels. This phase clarified the project scope and set the stage for the development phase. However, it was still a challenge to scope enough since new insights also brought up new questions.

#### 3. Develop

In this phase, potential communication routes were generated, and I designed four different approaches for one touchpoint; the post purchase mailing. These routes were informed by design criteria and purpose branding characteristics. The prototypes aimed to validate which content and way of storytelling could most effectively engage consumers, and how people were engaged. Testing these concepts offered valuable insights, as I stepped outside the "Secrid bubble" and gained a better understanding of the average consumer. This realization was a pivotal growth moment for me as a designer,

reinforcing the importance of balancing organizational goals with user needs and perceptions.

#### 4. Deliver

The results of the testing phase culminated in 12 validated design criteria and recommendations for implementing these criteria within both the communication plan and the organization. The prototype was iterated and refined, with another round of validation conducted through a survey. The outcomes of these evaluations informed the development of a short-term communication plan and a future communication vision. This final phase emphasized the complexity of conscious consumption as a topic and highlighted the need for further exploration in areas like neuroscience and marketing.

### 10.3.2 Personal reflection

#### New field of knowledge

I thoroughly enjoyed the opportunity to work within a new field of knowledge. While my previous internship at an advertising agency taught me about communication from a strategic point of view, collaborating with Secrid's communication team revealed areas where I could deepen my expertise in communication and marketing, more in the practical field. This experience highlighted the dynamic nature of the field, with its constantly evolving trends, different stakeholder needs and strategies, which made the learning process both exciting and rewarding. To build my confidence and ensure my findings aligned with best practices, I embraced the challenge by conducting extensive desk research, analyzing case studies, and seeking guidance from my supervisor at Secrid. This proactive approach allowed me to strengthen my understanding and make more informed decisions throughout the project.

### **Communication as a product**

Building on the previous point, I also needed to adapt my product design expertise to the field of communication. Designing communication materials often felt unfamiliar, as I lacked the intuitive sense of right or wrong that I typically had with product design. Over time, I learned to view communication as a form of design itself, where even seemingly “obvious” findings contribute meaningfully to the research and design process. Like products, communication materials must address specific needs, engage their audience effectively, and offer clear value. This shift in perspective enabled me to approach communication challenges with the same design principles I applied to physical products, which helped bridge the gap between my expertise and the new field.

Reflecting on this process, I gained a deeper appreciation for the role of communication in shaping perceptions, driving engagement, and building brand identity. I learned that communication design requires not only creativity but also strategic thinking, careful messaging, and an understanding of audience behavior. This realization allowed me to approach my project with renewed confidence and clarity.

### **Familiarity with company**

My familiarity with Secrid brought both advantages and challenges. A key benefit was my understanding of the company’s structure, processes, and people, which proved particularly valuable given Secrid’s alternative way of working compared to other companies. This familiarity allowed me to navigate the organization more efficiently, connect with the right stakeholders for my project, and gain quicker access to internal resources and insights that might otherwise have taken much longer to obtain.

However, this familiarity also presented a challenge when it came to prioritizing my role as a graduation student. At times, I struggled to make decisions that were best for my graduation project, as they sometimes conflicted with what I believed would benefit Secrid. This occasionally led to hasty decisions, which left me feeling uncertain about sharing my work with Secrid colleagues who asked about it. Balancing personal academic goals with professional expectations became a recurring challenge, requiring me to take a step back and remind myself of the project’s scope and purpose. I learned the importance of setting boundaries and maintaining clarity about the objectives of my graduation project to avoid conflicting priorities.

# CONCLUSION 11

This graduation project explored the challenges and opportunities associated with enhancing Secrid's B2C communication strategy, aiming to bridge the connection between the brand purpose and the physical product. In an increasingly competitive and purpose-driven marketplace, Secrid's position as a design and purpose-centric brand demands communication strategies that authentically convey its values while engaging diverse consumer segments. The project was framed within the context of Secrid's mission, that is *'driving the industrial evolution by using design as a force for good'*. This mission was translated into a Big IdeaL to make it more explainable and reliable for end consumers in B2C communication

***With our pocketwear, we showcase the power of design and the impact of choices, when valuing 'better' over 'more'.***

The initial phase of the research revealed that Secrid's current communication approach lacks cohesion across channels, with its purpose stories often fragmented or underutilized. While the brand has a strong foundation in design and purpose driven values, these aspects are not consistently or explicitly communicated to consumers. Many touchpoints, particularly post-purchase channels, are underdeveloped, presenting untapped opportunities for deeper engagement.

This context underscored the need for a B2C communication strategy that not only strengthens the connection between product and purpose but also fosters a broader understanding of Secrid's role in promoting conscious consumption. The second phase of research therefor focused on purpose branding, purpose storytelling, consumer engagement and conscious consumption.

Guided by design take aways, criteria and the Big IdeaL, a prototype for the post-purchase touchpoint was designed. This prototype aimed to evaluate its effectiveness against six communication objectives:

1. Assess comprehension of the Big IdeaL, focusing on cognitive understanding.
2. Determine if information was communicated at the right level and was easily recalled (cognitive engagement).
3. Measure participants' willingness to engage or act beyond the prototype (emotional and behavioral engagement).
4. Evaluate whether interacting with purpose stories changed brand perception (cognitive and emotional engagement).
5. Investigate if participants felt more connected to their wallets and inclined to repair them if broken.
6. Explore whether participants developed a clearer personal definition of "better choices" and felt motivated to act on it.

Through qualitative interviews and survey-based validation, the project identified key insights into consumer perceptions and engagement behaviors. These were used to iterate the post purchase touchpoint, validate the design criteria, and to finally generalize towards a broader communication plan.

The communication plan is divided into a short-term plan and long-term vision. The short-term strategy aimed to elevate Secrid's B2C communication to a competitive level by optimizing existing channels like socials, packaging, newsletters, post-purchase emails, and the brand website. This would establish a foundation for the long-term strategy, which focuses on maintaining Secrid's relevance and achieving its vision of setting an example for consumers and the industry alike.

The findings of this project contribute to a deeper understanding of how Secrid can effectively align its communication strategy with its purpose-driven identity. This strategy not only strengthens the connection between product and purpose but also positions Secrid as a leader in the transition toward more conscious consumption.

This project highlights the complexity of balancing purpose-driven messaging with diverse consumer expectations. While Secrid's mission is rooted in sustainability and design, its success depends on its ability to communicate these values. The insights gained through this research provide a foundation for



Secrid to refine its communication strategy, ensuring that its narratives not only reflect its mission but also inspire meaningful consumer action.

In conclusion, the project demonstrates that Secrid's communication strategy has the potential to become a powerful tool for fostering conscious consumption and strengthening brand identity. The project

delivered 1) a Big IdeaL to help Secrid better articulate its internal mission and purpose to end consumers, 2) a validated design criteria for purpose branding, 3) an optimized touchpoint (the post-purchase email) incorporating the design criteria, and 4) a short-term communication plan alongside a future communication vision.

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## Appendix A: The Spirid Creation Matrix: 7 design principles

Our impact on the planet

# SPIRID CREATION MATRIX

At Secrid, we shape the transition toward Industrial Evolution through our product designs. We are consistently focused on evolving our products to ensure that each one is better than the last. To guide this process, René, our founder, created the SPIRID Creation Matrix. It's a roadmap that assists designers in turning ideas into better products by navigating various dilemmas and making informed choices based on the 7 Evolutionary Design Principles.

As every new design starts with an idea in the mind, with unlimited possibilities, it ends with a tangible product. To help designers, the SPIRID Creation Matrix helps to create products that meet the need of all stakeholders while navigating through their design process. The matrix is structured with 7 scales and 7 stages, totalling 28 intersections, representing the journey from conceptual ideas to tangible products. In this matrix the 7 scales push designers to think about all 7 Evolutionary Design Principles and find answers to improve the design.

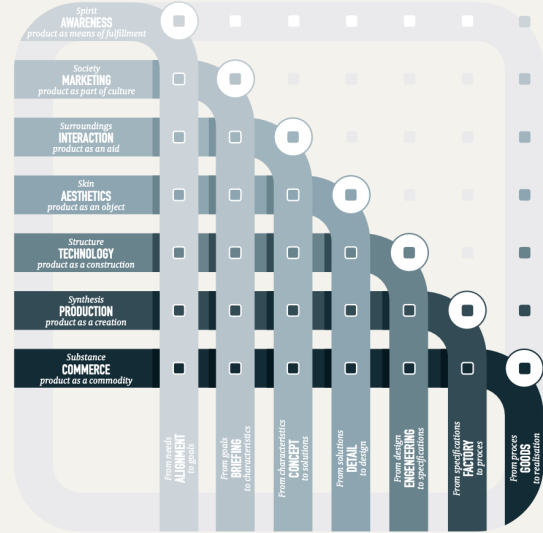
### 7 EVOLUTIONARY DESIGN PRINCIPLES

As mentioned about the concept of Industrial Evolution, new designs should always be better than the previous ones. To define what makes a design 'better,' the

Creation Matrix is paired with 7 Evolutionary Design Principles. These principles can serve as goals for designers and offer a framework for evaluating how each new design can be enhanced at every level:

1. Evolve Economy: Optimise commercial value.
2. Evolve Ecology: Optimise circularity.
3. Evolve Efficiency: Optimise resources.
4. Evolve Engagement: Optimise emotional attachment.
5. Evolve Effectiveness: Optimise interactions.
6. Evolve Effects: Optimise impact on society.
7. Evolve Ethics: Optimise moral value.

One interesting way to evolve engagement with a product is through personalisation. Allowing consumers to customise their own Secrid product can be a great example. By choosing their own Cardprotector, selecting a cover and adding a personal engraving, the product becomes uniquely theirs. This level of personalisation not only adds value, but also deepens the emotional connection. This encourages users to keep their Secrid product for longer and consequently make an effort to extend its lifespan.



→ The 7-layer model visualises the way we design our products

Source: Secrid Impact Report (2024)

## Appendix B: Current Packaging touchpoint





## Appendix C: Explanation of Secrid Segments

\*More information on segments not available in public report

# Appendix D: case studies

## Layered storytelling

what a consumer sees on the website

what a slight interested consumer sees on the website

What an interested consumer sees when 'read more' or scrolls further

What a super interested consumer sees when 'view full' ... have more links

FRM sustainability report

supplier excel file

GHANI RESPONSIBILITY REPORT 2023

NO SWEAT NO WORRIES

HEALTHY PLANET

WHY SNEAKERS?

THE COCONUTS

THE TEA REPORT

REPORT OF THE AGRICULTURE POLICE

## Consistency

### clear purpose statements on brand channels

### purpose approach stated on first page

## VEJA

Concept/sphere

no marketing budget  
collaboration for brand visibility  
no paper lightboxes  
no outside investments

the business model

no 100% white paper related back statement

Storytelling/mediums

message/signifier

WHY SNEAKERS?

WE'VE BEEN TAKEN AWAY FROM CACAO

FRM

NO SWEAT NO WORRIES

HEALTHY PLANET

STEUN ONZE MISSIE

## Different stories and mediums

## Human centredness

## Extreme transparency

Concept/sphere

Storytelling/mediums

lots of pictures and photos, but missing clear message on what is the danger in the topic

message/signifier

NO SWEAT NO WORRIES

HEALTHY PLANET

WHY SNEAKERS?

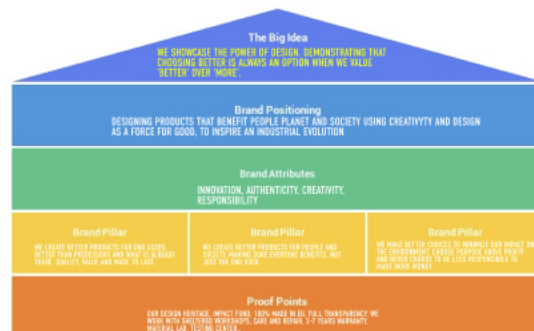
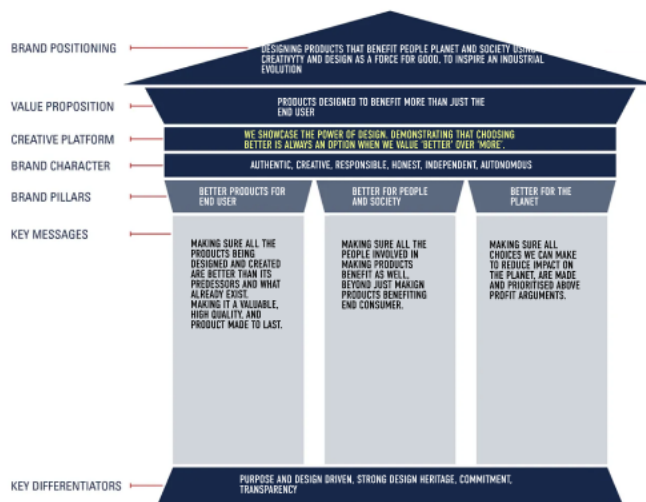
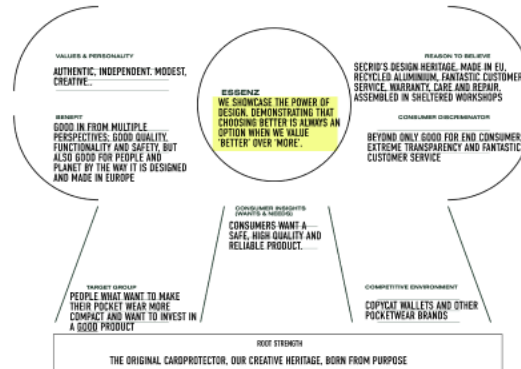
THE COCONUTS

THE TEA REPORT

REPORT OF THE AGRICULTURE POLICE

# Appendix E: Forming the Big Idea

## E-1: alternatives to the Big Idea framework filled in to see its similarity



## E-2: Secrid's purpose stories and what quotes and words are associated to them

Heritage Merkmale & Rense The original	CO2 compensation									Material Resourcing	Hologracy	product testing (evolved in all details)
experience passion	taking responsibility	inspiring educating helping	responsibility locally control	longevity/ long lasting taking responsibility	change reshape inspire	educate inspire control	involve responsibility social	proof responsibility social	investing the best development research	reshape trust people social	perfection details	
"Through design products that tell a story	respect	"Redefining how products are made and valued—each piece, a testament to craftsmanship and respect." "Through design	the hands that make them and the hands that use them products that tell a story	made to last a lifetime."	"Through design made to last a lifetime."	"Through design made to last a lifetime."	the hands that make them and the hands that use them products that tell a story	respect	made to last a lifetime."			made to last a lifetime."
"Redefining how products are made and valued—each piece, a testament to craftsmanship and respect."			"Redefining how products are made and valued—each piece, a testament to craftsmanship and respect."		"Redefining how products are made and valued—each piece, a testament to craftsmanship and respect." understood, valued and acted upon the stories behind the products we use.	"Redefining how products are made and valued—each piece, a testament to craftsmanship and respect." understood, valued and acted upon the stories behind the products we use.						

## Appendix F: four angles and its concepts

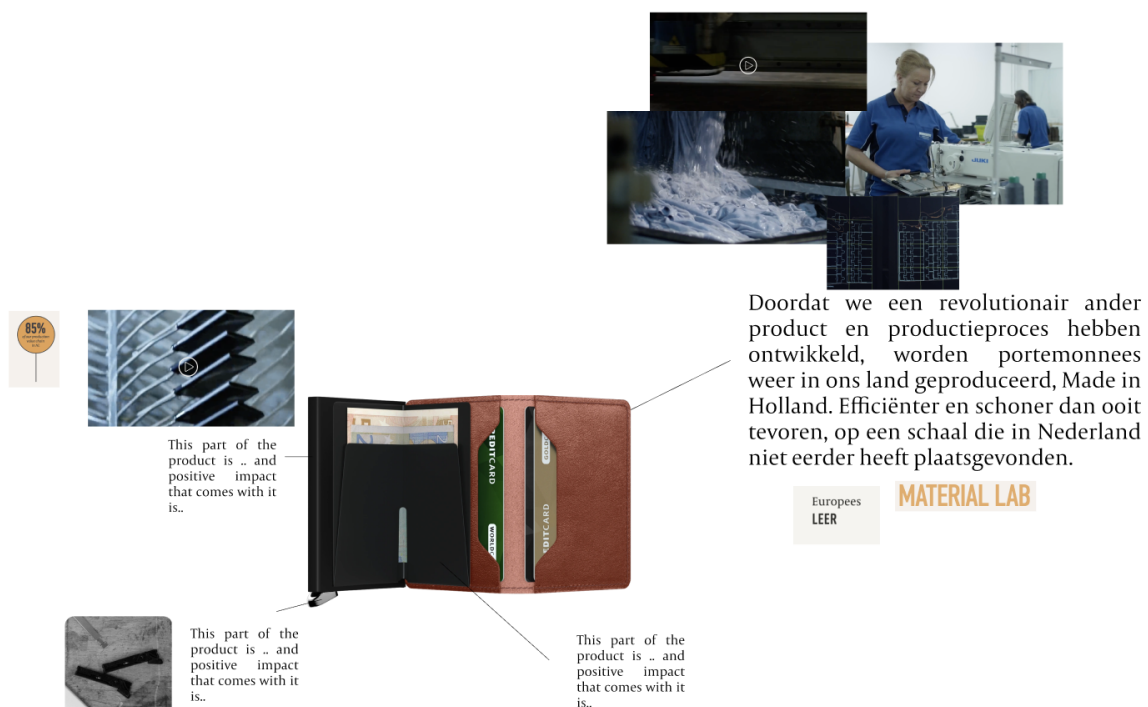
### Angle 1: Telling Stories Through the Product's Physical Elements

Each element of the Secrid wallet represents a part of its purpose story, with the product encapsulating all of Secrid's values and mission. Create a tangible connection between the product and Secrid's purpose stories, enhancing credibility through strong cause-brand congruence.

*Example:* Highlight material recycling with aluminum, reducing waste through precision leather cutting, and ensuring longevity by testing and evolving internal mechanisms.

Ideas:

- clickable elements/ exploded view on brandsite
- small movies about the production of each element



### Angle 2: Exploring the Meaning of "Better" through dilemmas

Address the ambiguity of "better" by presenting Secrid's interpretation and delving into the dilemmas behind its decisions, adding depth and authenticity to the conversation. The complexity of "better" choices lies in recognizing the trade-offs and dilemmas inherent in each decision—a challenge for consumers navigating brands that claim superior values. This inspired a reimagining of "better" as an open dialogue. For Secrid, "better" is a continuous journey shaped by design dilemmas, where every challenge drives the pursuit of improved solutions. By sharing the rationale behind its design choices, Secrid invites consumers to reflect on their own interpretations of "better" while fostering a more informed evaluation of the products they buy and own.

*Example:* Provide context by illustrating results, such as creating jobs for disabled individuals or explaining the trade-offs between leather and vegan alternatives. Engage consumers through social media polls, surveys, or live talks.

Ideas:

- Live talks about dilemmas
- Polls/ interactive voting
- Card game integrated in packaging.



### Angle 3: Educating About Design and Its Role in Everyday Life

Showcase the design decisions behind everyday objects to inspire thoughtful consumption and cultivate appreciation for the industrial evolution. This concept emphasizes the Industrial Evolution by revealing the hidden stories, purposes, and intricate design choices behind every product. By uncovering these narratives, consumers develop a deeper understanding of what products truly represent, enabling them to make more informed decisions about the brands and items they choose to support. Framed with an educational purpose, this approach positions Secrid as a thought leader in design, illustrating the transformative impact of prioritizing better design. Through clear visualizations of product evolution, starting with Secrid's wallet, the story aims to inspire consumers to embrace and contribute to the ongoing industrial evolution.

**Example:** Illustrate product evolution through visuals, books, or quotes, emphasizing the stories behind Secrid's products.

Ideas:

- Monkey evolution posters, but for products. Make them collectable/ collectors items.
- Fun old school magazines that dive into a specific manufacturing topic. Giving lectures at schools.
- Willem Wever concept: people can send in questions like 'how is product X made', a designer dives into the question and answers it in a cool fun video.
- Small stories and videos of 'how it used to be', like the famous dutch video where people talk about not needing the mobile phone when it was just new on the consumer market.
- A movie which shows a Secrid wallet saying 'this is not design', then showing all shots of parts of the process of making a wallet (which are on its own also small videos that zoom into one element), the video ends with '..this is design', this could also be made for other products than the wallet.

CONCEPT FILM WAT IS DESIGN



magisch slowmo beeld zoals hier:  
<https://www.youtube.com/watch?v=yslch4pgyck>

echte beelden van suppliers, designers, manufacturers etc.

'echt' beeld van wat design inhoud, het hele proces van materiaal tot product tot consument

allemaal losse filmpjes, hier kun je bijvoorbeeld <https://secriid.com/nd-ol/leather/> door naar het levertijmpje:



**Angle 4: Showing Consumers the Impact of their choice**

Emphasize how choosing Secrid affects supply chains, people, and the environment, instilling pride and encouraging similar choices in future consumption. Reminding people that they have a choice. Showing them that their choice impacts more than just their own life, where many choices were made to create the product.

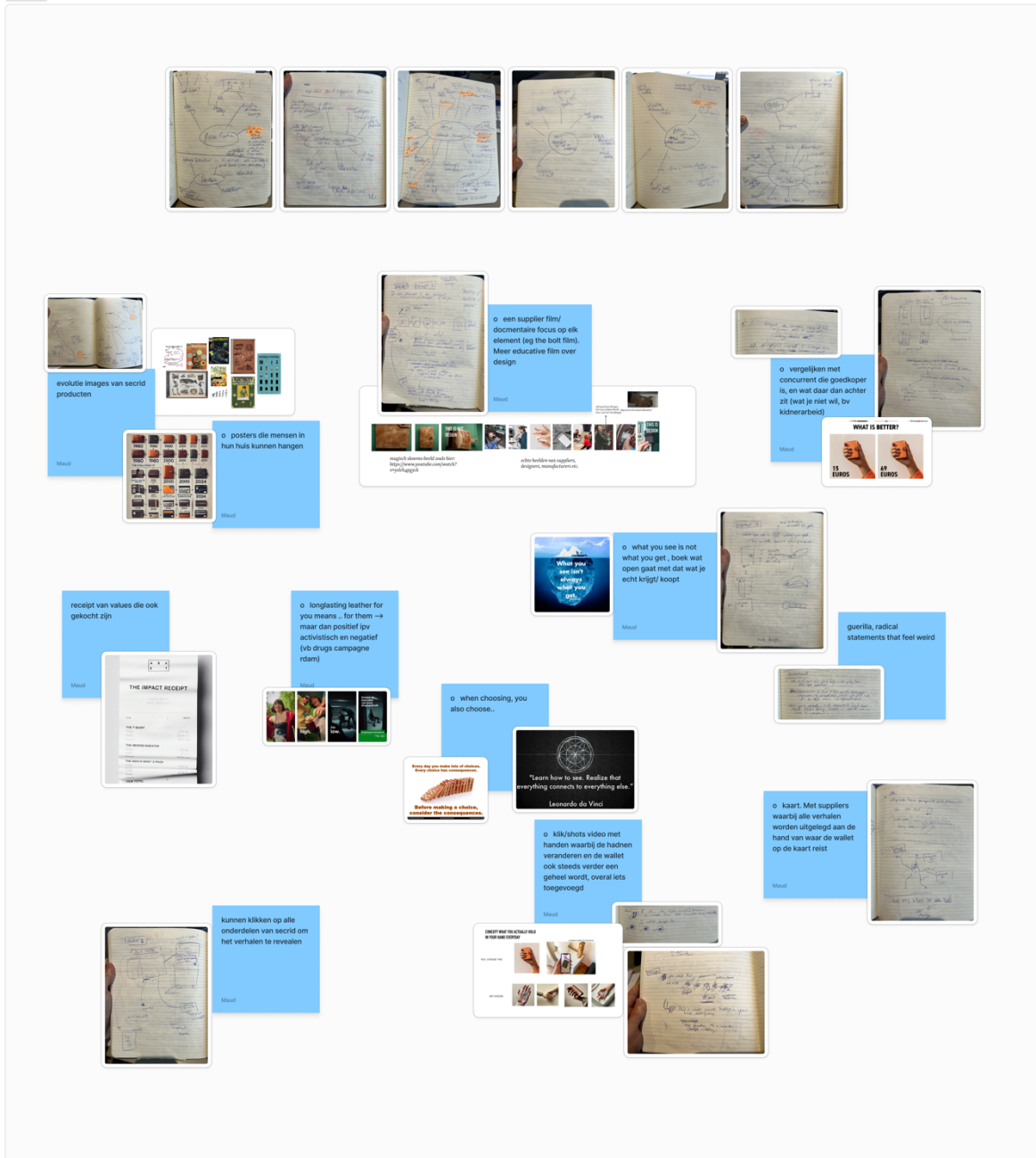
Example: Use either an activist approach (contrasting fair wages with exploitative conditions) or positive reinforcement (acknowledging consumers' role in promoting fair value and local production).

Ideas:

- If you choose... you also choose... (choices that come along with the product).
- More activistic approach: "When choosing for a 5 euro wallet from the Action, you chose for employees in China that earn X per day..".
- Positive/ awareness approach: 'When choosing Secrid, you choose 1) fair share of value, 2) offering them a job (sheltered workshops), 3) local production in the EU, 4) .. etc.'. Exact numbers of where each cent goes to in the value chain.

- Thanking consumers, thank you for.. giving me a fair share of value (stakeholders in value chain), .. for giving me work (disabled people in sheltered workshops), also giving material a voice .. thank you for giving me another chance to become something (recycled aluminium) etc.
- What you see is not what you get.
- Present the story of a product by metaphorically "opening" it, like a book, to reveal the narratives behind its cover and title. This approach helps people recognize the multitude of decisions, along with the people, places, and technologies involved, that shaped the product into what it is today. Engagement could take an activist turn through initiatives like #WhatYouSeelsNOTWhatYouGet, where consumers are empowered to call out other companies for the hidden truths behind their products, sparking a conversation about transparency and ethical production.
- For you and for them.. (diptych concept)





The written How Might We questions and outcomes organized on FigJam

## Appendix G: Qualitative interview

### G-1 Interview guide

#### Kwalitatief onderzoek

#### Respondenten

Ik wil 12 respondenten interviewen, elk een half uur. Ze hoeven niet aan archetypes of persona-eigenschappen te voldoen, maar moeten wel bekend zijn met Secrid; ze hebben het product of kennen het van hun omgeving. De respondenten zijn via via gecontact en dus niet op de hoogte over mijn afstudeerproject en verband met Secrid. Hun huidige perceptie van Secrid dient als nulpunt.

#### Onderzoekopzet

[Consent form]

- **[5 min]** Semi-gestructureerd interview over de perceptie van Secrid, met de volgende vragen:
  1. Als ik zeg : Secrid, wat schiet je dan te binnen? (bij product specifiek antwoord: en als je aan het merk Secrid denkt?) (perception) *blijf proberen tot de respondent niks meer kan noemen*
  2. Waar en hoe ben je ooit in contact gekomen met Secrid en hoe kwam Secrid toen op je over? (behavior)
  3. Wat kan je je over Secrid herinneren? Heb je bepaalde herinneringen of verhalen in gedachten? (stories)
  4. Welke waarden horen bij Secrid, waar denk je dat Secrid voor staat? (value) [woorden laten kiezen vanuit values lijst

- **[10 min]** Respondenten doorlopen 1 van de 3 (gerandomiseerde) nieuwe after-purchase flows via een prototype in Figma. De flow combineert productinformatie met purpose-verhalen. Ik observeer hoe ze de flow ervaren: wat ze lezen, waarop ze klikken, en wat hen opvalt.

Daarnaast introduceer ik meerdere engagement-opties met verschillende niveaus van betrokkenheid:

1. **Laagdrempelig:** 'Read more'-opties, momenteel niet aanwezig.
2. **Interactief:** Een link gekoppeld aan 'Choose better,' waar consumenten kunnen leren/spelen met het lagenmodel om te ontdekken hoe zij bewuster kunnen kiezen.
3. **Actief:** 'Dilemma van de maand,' gedeeld via sociale media. Dit kan zowel een Secrid-dilemma zijn als een ingezonden consumenten-dilemma.

Ik laat je nu een email zien die jij ontvangt zodra je pakket op de post gaat. Je zal hem komende dagen ontvangen.

4. Wat zijn je eerste gedachtes als je dit ziet, zou je verder lezen, wat trekt je aandacht? Kan jij voor mij deze mail nu lezen zoals je dat normaal zou doen, maar ik wil graag meeluisteren. Ik wil alles horen wat jij ziet voelt en denkt. Zou je hardop kunnen denken. Je kunt ook klikken op sommige dingen die je ziet.

Ik ga dezelfde vier vragen nog een keer aan je stellen, met nog wat extra vragen.

- **[10 min]** Vervolg vragen na het doorlopen van de flow, aangevuld met twee engagement-specifieke vragen:
  5. Wat is je indruk van Secrid nu? Wat weet je nu over Secrid? (perception)
  6. Hoe was het voor jou om deze email te krijgen, en wat denk je dat Secrid hiermee wilde bereiken? (behavior)
  7. Welke verhalen kun je je van/over Secrid herinneren? (stories)
  8. Welke waarden associeer je nu met Secrid, en waar denk je dat Secrid voor staat? (value)
  9. Is er iets wat je NIET snapte?
  10. **(interactie engagement)** Heeft de mail je aan het denken gezet? Kun je deze betrekken op situaties waarin je zelf een keuze moest maken? (wat betekend een betere keuze maken nu voor jou?)
  11. **(actie engagement)** Ik zag je ... wel/niet klikken op dilemma/ choose better/ plaatjes , vertel eens waarom deed je dat/ deed je dat niet? (check hier of mensen zijn gestimuleerd om mee te denken).
  12. Je ziet onder het merk secrid staan 'the power of design' , wat betekent dat voor jou?
  13. Stel, je geeft een Secrid cadeau, wat probeer je dan te zeggen met dit cadeau? ( denk bijvoorbeeld aan het geven van wijn, bloemen, of iets lekkers )

De 2 (van de 3) andere concepten

Ik wil je nog twee andere ideeën laten zien die dezelfde boodschap proberen over te brengen. Zou je hiernaar willen kijken op dezelfde manier?

Laatste vraag :

15. Welke (van de drie concepten) inspireert jou het meeste om ook betere keuzes te maken?

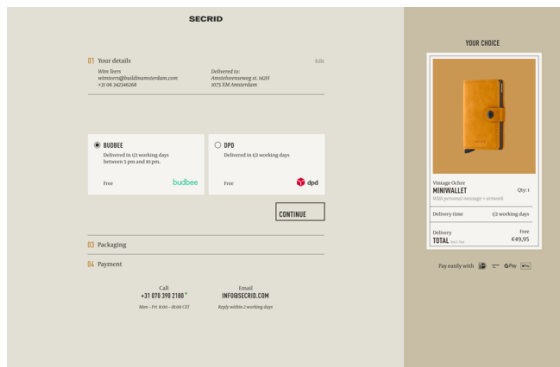
Resultaten / Analyse

De antwoorden gebruik ik om te bepalen of de inhoud en tone-of-voice op de juiste manier zijn overgekomen en kunnen worden herinnerd. Ook wil ik kijken welke van de 3 prototypes de missie van Secrid het beste overbrengt (betere keuzes maken)

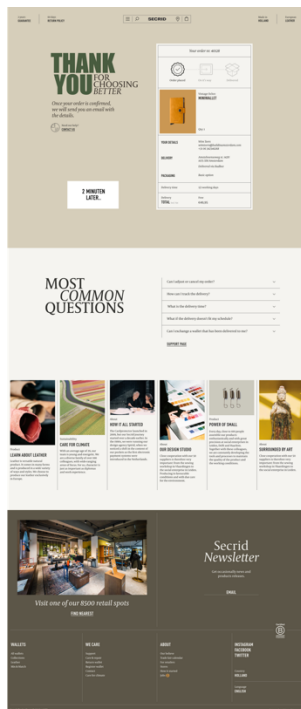
Op basis van de resultaten wil ik een verbeterde versie van de flow ontwikkelen en eventueel kwantitatief testen.

## G-2 Interactive prototype screens

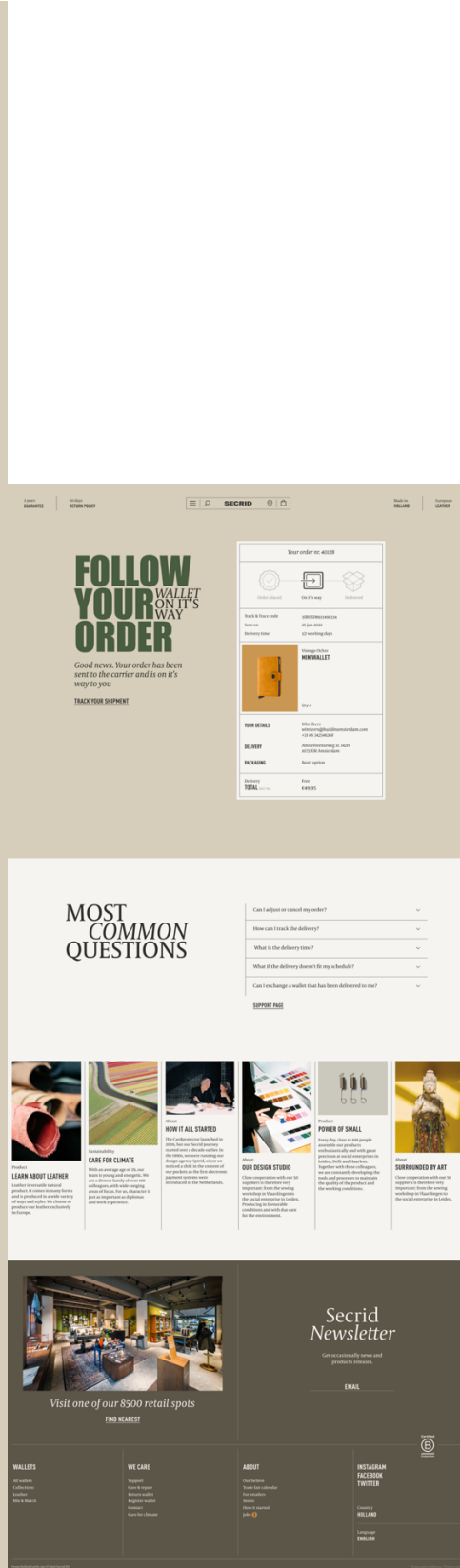
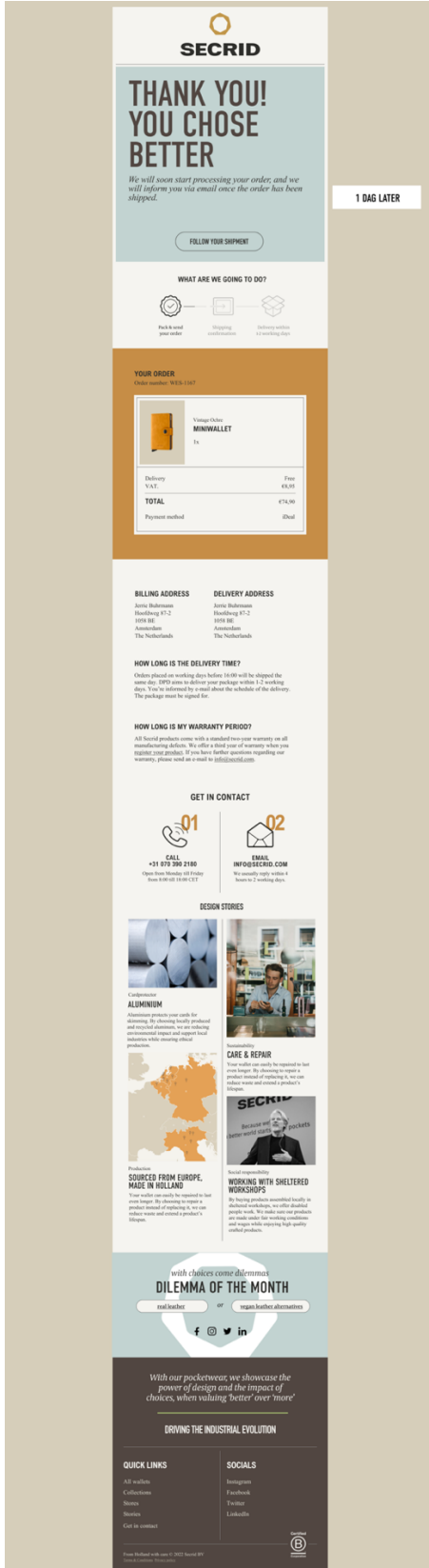
First screen:



Second screen:



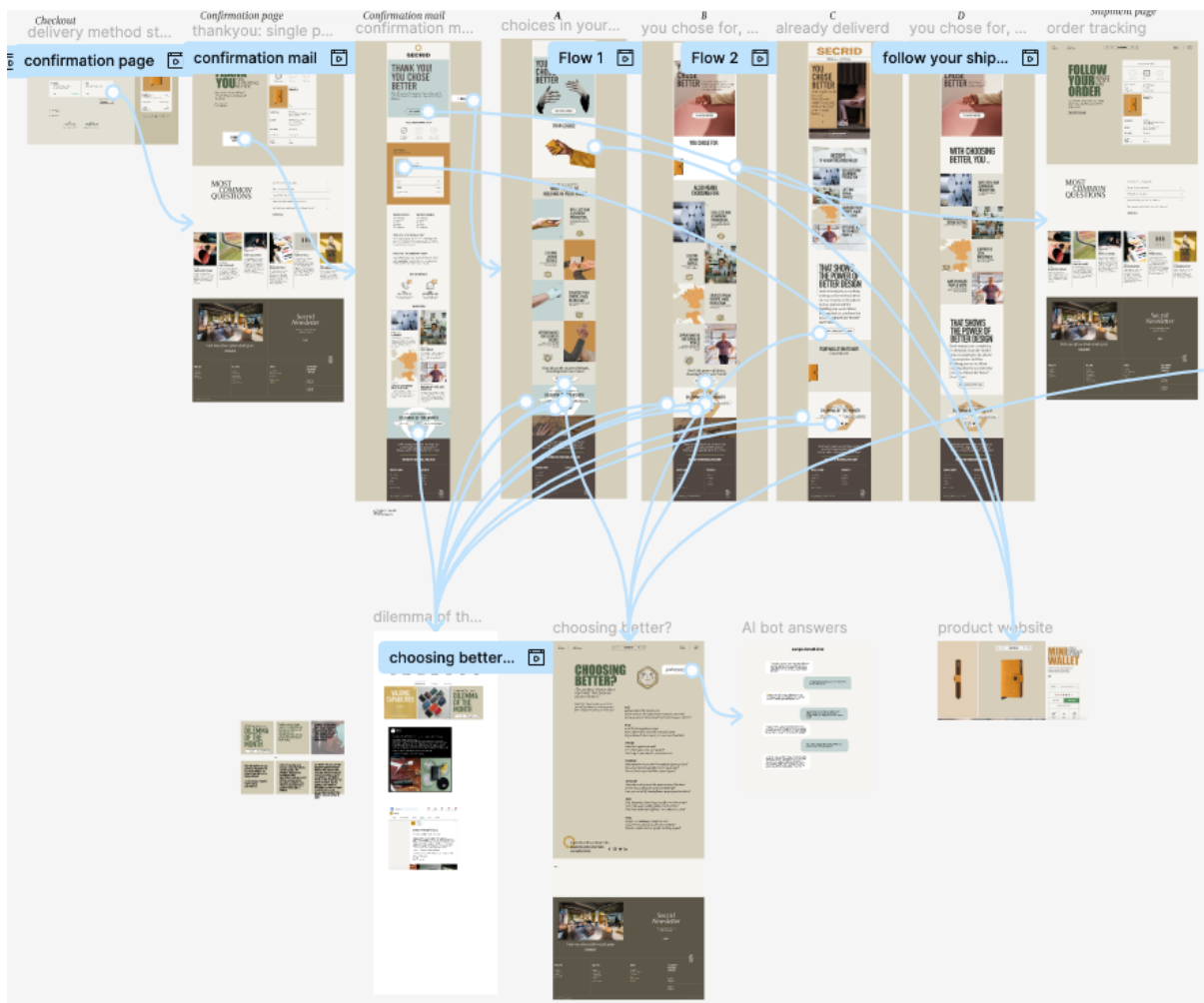
Third screen:



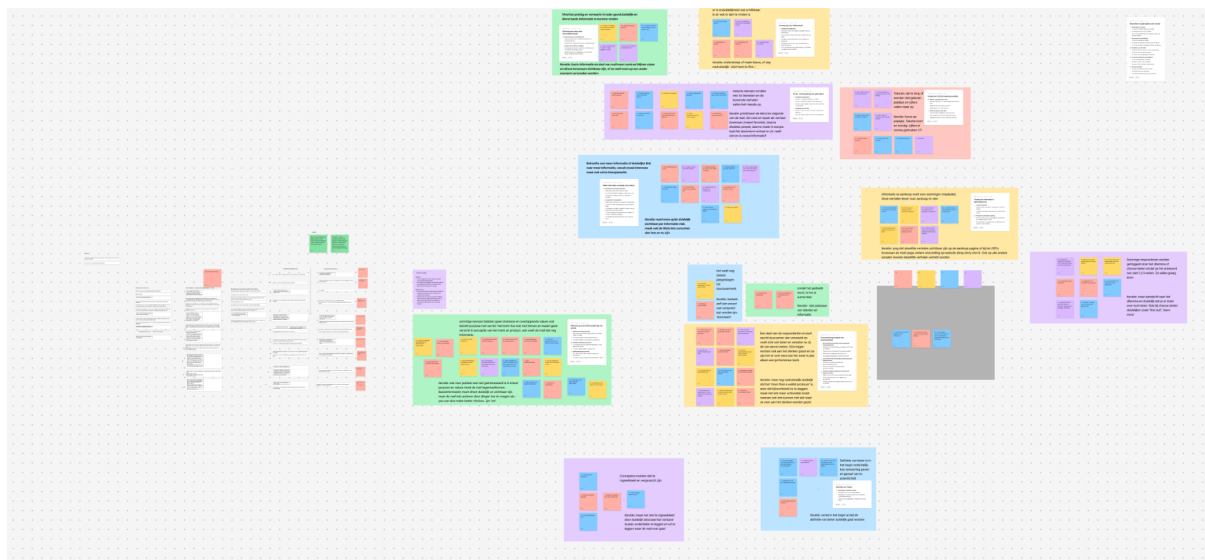
Fifth screen

Fourth screen was one of the 4 prototypes, discussed in chapter 6.

Screens were linked to create a flow and make the actual prototype clickable:



## G-2 Interview data analysis: coding and clustering





## HI THERE!

Thank you for participating in this research for Secrid. This short form will take about 5-10 minutes of your time and will help us tremendously! Your answers will remain completely anonymous.



## ABOUT YOU

We would like to ask for some general information about you to gain insights into who uses our products. This information is kept confidential and will never be shared with third parties.

What is your email?

*For privacy reasons, we need to ask for your email again. If you're not comfortable sharing it again, feel free to skip this optional question.*

Which country do you live in?\*

What is your pronoun? How do you identify yourself?\*

*give an answer*



## FIRST, LET'S UNDERSTAND YOUR PERSPECTIVE ON PURCHASES

When purchasing a product, the most important for me is that...\*

*Choose the one that applies best*

- A - It's affordable.
- B - It's responsibly and sustainably made.
- C - It's more expensive but durable.
- D - It's innovative or unique.
- E - It matches my values or lifestyle.
- Other



## NOW, IMAGINE THIS..

You've just purchased this wallet online:  
**Miniwallet Vintage Ochre.**



While waiting for your order to arrive,  
you receive this email:



THE WHOLE PROTOTYPE WAS SCROLLABLE HERE

## NOW, WE WOULD LIKE YOUR INPUT...

How do you feel about your own wallet now? \*

*You can select multiple answers*

- A - My perspective on my wallet hasn't changed.
- B - I feel indifferent about the email's content.
- C - I value my wallet more and feel proud of my purchase.
- D - I intend to repair my wallet if it breaks instead of replacing it.
- E - I feel more connected to the wallet and the story behind it.
- F - I now see it as more than just a wallet brand.
- Other

How do you feel about "better" choices now?\*

*You can select multiple answers*

- A - I didn't fully understand the concept of "better choices."
- B - I am more motivated to make thoughtful purchasing decisions in the future.
- C - I intend to consider factors beyond price and looks when making purchases.
- D - I already prioritize making better choices, so my perspective hasn't changed.
- E - I better understand how my consumption choices impact the world.
- F - My personal perception of "better choices" remained the same.
- Other

I feel inspired to... \*

*You can select multiple answers*

- A - I didn't feel inspired to take any action by clicking or reading.
- B - Share the concept of "better choices" with friends or family.
- C - Research more about Secrid's approach to sustainability.
- D - Continue making choices that align with my personal values.
- E - Reflect on how I can apply "better choices" in other areas of my life.
- Other

When looking at the email, I was curious and would have clicked on...\*

*You can select multiple answers*

**SOCIALS**  
Instagram  
Facebook  
Twitter  
LinkedIn

**TO SUPPORT LOCAL INDUSTRIES**  
Sourced from Europe, made in Holland. We guarantee fair working conditions and wages.

**TO PROVIDE WORK FOR DISABLED PEOPLE**

**A LIFETIME REPAIR SERVICE**  
Repairing is better than replacing. We make sure your wallet lasts for years.

**NONE OF THE ABOVE**

## SOME LAST QUESTIONS!

The email mentioned "the power of design." To me, this means...\*

The email talked about "better choices." To me, this means...\*

What values of the Secrid brand are most important/inspiring to you?\*

*You can select multiple answers*

- A - A better world starts in your pocket.
- B - We are a B Corp company.
- C - Secrid believes in your right to repair.
- D - Locally produced products (EU).
- E - Assembled in social workshops (NL).
- F - Secrid compensates 100% of its CO2 emission.
- G - None

## Appendix I: Channel analysis of case study brands

Socials: Instagram	Humanized content, product in action, authentic stories. Visual small documentaries or compact text in a slide post. Fun / behind the scenes content. Educational in an easy way. speaking both we and you.
Socials: LinkedIn	Current affairs (new stores, donation projects, events), educational events or information. Positive results/ outcomes or initiatives. Received awards. New product launch. Public actions (demonstrations, activations). Text + images or short videos. Speaking from 'we'.
Socials: Twitter	Short text, sometimes one picture. Speaking from 'we'. Taking a stance, more political and ideology standpoint. New products.
Socials: Youtube	product in use, product overview, products in context (lifestyle). Reacting / answering user questions. Fun vlog style content. Collaborations. how to videos.
Brandsite/ website	Product focus. The full stories, from short to long read, built up efficiently. Visual first. What's in it for you (as the consumer)
Automated newsletters	transactional, welcome to the family/ team, reengagement, review request
Other newsletters	promos, seasonal (holidays), ..
Packaging	small text explaining its purpose/ mission. QR codes linking to more. 'paper' for more text and brand stories. clear basic information. USP's clearly visible. What's in it for me (consumer) is clear. Clear brand mission/ purpose statement. layer 1-2 of information.
Displays	not very informative on purpose. mostly showing the products and giving easy access to it. posters or card boards explaining the main USP's





# IDE Master Graduation Project

## Project team, procedural checks and Personal Project Brief

In this document the agreements made between student and supervisory team about the student's IDE Master Graduation Project are set out. This document may also include involvement of an external client, however does not cover any legal matters student and client (might) agree upon. Next to that, this document facilitates the required procedural checks:

- Student defines the team, what the student is going to do/deliver and how that will come about
- Chair of the supervisory team signs, to formally approve the project's setup / Project brief
- SSC E&SA (Shared Service Centre, Education & Student Affairs) report on the student's registration and study progress
- IDE's Board of Examiners confirms the proposed supervisory team on their eligibility, and whether the student is allowed to start the Graduation Project

### STUDENT DATA & MASTER PROGRAMME

Complete all fields and indicate which master(s) you are in

Family name	<input type="text"/>	IDE master(s)	IPD	Dfl	SPD
Initials	<input type="text"/>	2 <sup>nd</sup> non-IDE master	<input type="text"/>		
Given name	<input type="text"/>	Individual programme (date of approval)	<input type="text"/>		
Student number	<input type="text"/>	Medisign			
		HPM			

### SUPERVISORY TEAM

Fill in the required information of supervisory team members. If applicable, company mentor is added as 2<sup>nd</sup> mentor

Chair mentor	<div style="background-color: black; width: 100%; height: 100%;"></div>	<p>! Ensure a heterogeneous team. In case you wish to include team members from the same section, explain why.</p> <p>! Chair should request the IDE Board of Examiners for approval when a non-IDE mentor is proposed. Include CV and motivation letter.</p> <p>! 2<sup>nd</sup> mentor only applies when a client is involved.</p>
2 <sup>nd</sup> mentor		
client:		
city:		
optional comments	<input type="text"/>	

### APPROVAL OF CHAIR on PROJECT PROPOSAL / PROJECT BRIEF -> to be filled in by the Chair of the supervisory team

Sign for approval (Chair)

Name \_\_\_\_\_ Date \_\_\_\_\_ Signature \_\_\_\_\_

## CHECK ON STUDY PROGRESS

To be filled in by **SSC E&SA** (Shared Service Centre, Education & Student Affairs), after approval of the project brief by the chair. The study progress will be checked for a 2<sup>nd</sup> time just before the green light meeting.

Master electives no. of EC accumulated in total \_\_\_\_\_ EC

Of which, taking conditional requirements into account, can be part of the exam programme \_\_\_\_\_ EC

<input type="checkbox"/>	<b>YES</b>	all 1 <sup>st</sup> year master courses passed
<input type="checkbox"/>	<b>NO</b>	missing 1 <sup>st</sup> year courses

Comments:

Sign for approval (SSC E&SA)

Name \_\_\_\_\_

## APPROVAL OF BOARD OF EXAMINERS IDE on SUPERVISORY TEAM -> to be checked and filled in by IDE's Board of Examiners

Does the composition of the Supervisory Team comply with regulations?

<input type="checkbox"/>	<b>YES</b>	Supervisory Team approved
<input type="checkbox"/>	<b>NO</b>	Supervisory Team not approved

Comments:

Based on study progress, students is ...

<input type="checkbox"/>	<b>ALLOWED</b> to start the graduation project
<input type="checkbox"/>	<b>NOT</b> allowed to start the graduation project

Comments:

Sign for approval (BoEx)

Name \_\_\_\_\_



# Personal Project Brief – IDE Master Graduation Project

Name student \_\_\_\_\_ Student number \_\_\_\_\_

## PROJECT TITLE, INTRODUCTION, PROBLEM DEFINITION and ASSIGNMENT

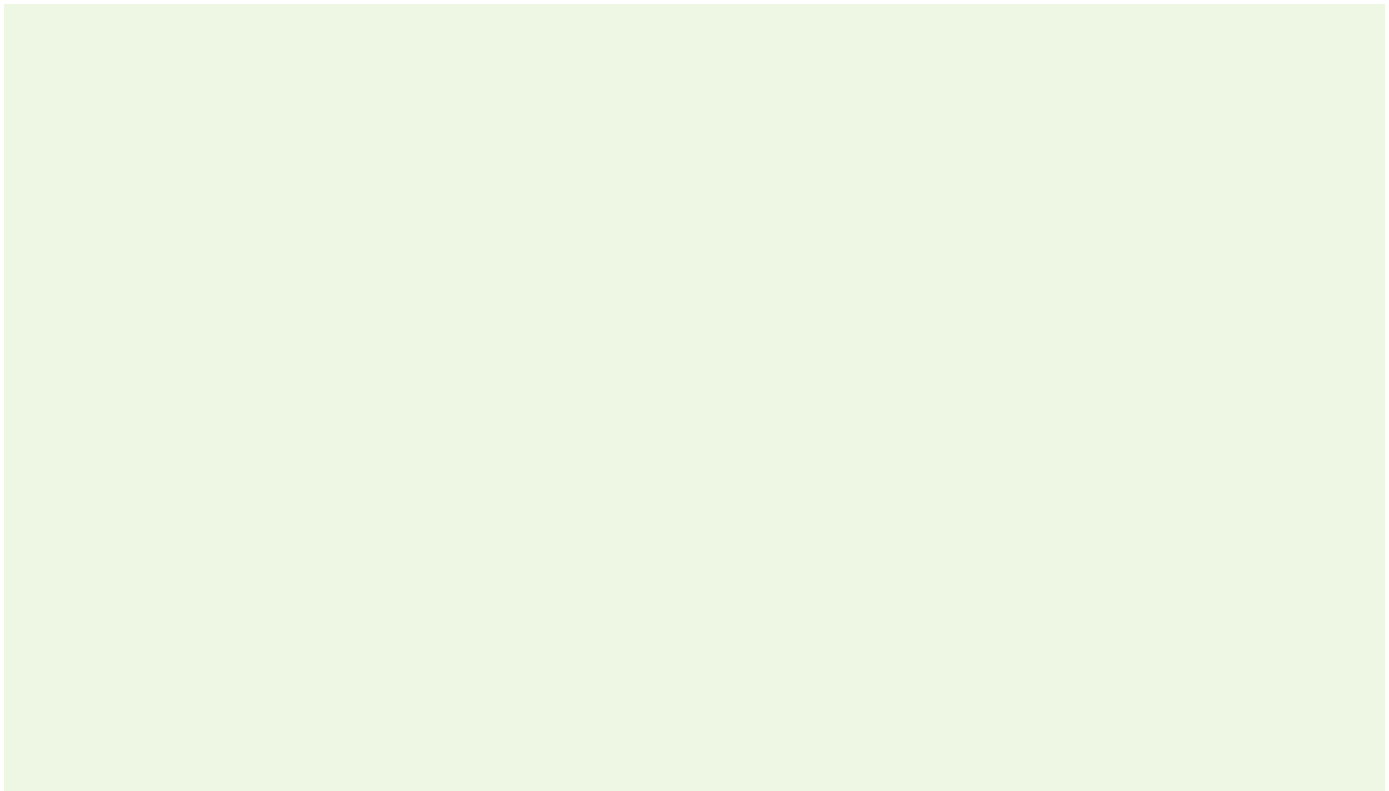
Complete all fields, keep information clear, specific and concise

**Project title** \_\_\_\_\_

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

### Introduction

*Describe the context of your project here; What is the domain in which your project takes place? Who are the main stakeholders and what interests are at stake? Describe the opportunities (and limitations) in this domain to better serve the stakeholder interests. (max 250 words)*



→ space available for images / figures on next page

## Personal Project Brief – IDE Master Graduation Project

### Problem Definition

*What problem do you want to solve in the context described in the introduction, and within the available time frame of 100 working days? (= Master Graduation Project of 30 EC). What opportunities do you see to create added value for the described stakeholders? Substantiate your choice.*

*(max 200 words)*

### Assignment

*This is the most important part of the project brief because it will give a clear direction of what you are heading for.*

*Formulate an assignment to yourself regarding what you expect to deliver as result at the end of your project. (1 sentence)*

*As you graduate as an industrial design engineer, your assignment will start with a verb (Design/Investigate/Validate/Create), and you may use the green text format:*

*Then explain your project approach to carrying out your graduation project and what research and design methods you plan to use to generate your design solution (max 150 words)*

## Project planning and key moments

To make visible how you plan to spend your time, you must make a planning for the full project. You are advised to use a Gantt chart format to show the different phases of your project, deliverables you have in mind, meetings and in-between deadlines. Keep in mind that all activities should fit within the given run time of 100 working days. Your planning should include a **kick-off meeting, mid-term evaluation meeting, green light meeting and graduation ceremony**. Please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any (for instance because of holidays or parallel course activities).

Make sure to attach the full plan to this project brief.  
The four key moment dates must be filled in below

<b>Kick off meeting</b> _____
<b>Mid-term evaluation</b> _____
<b>Green light meeting</b> _____
<b>Graduation ceremony</b> _____

*In exceptional cases (part of) the Graduation Project may need to be scheduled part-time. Indicate here if such applies to your project*

Part of project scheduled part-time	
For how many project weeks	
Number of project days per week	

Comments:

## Motivation and personal ambitions

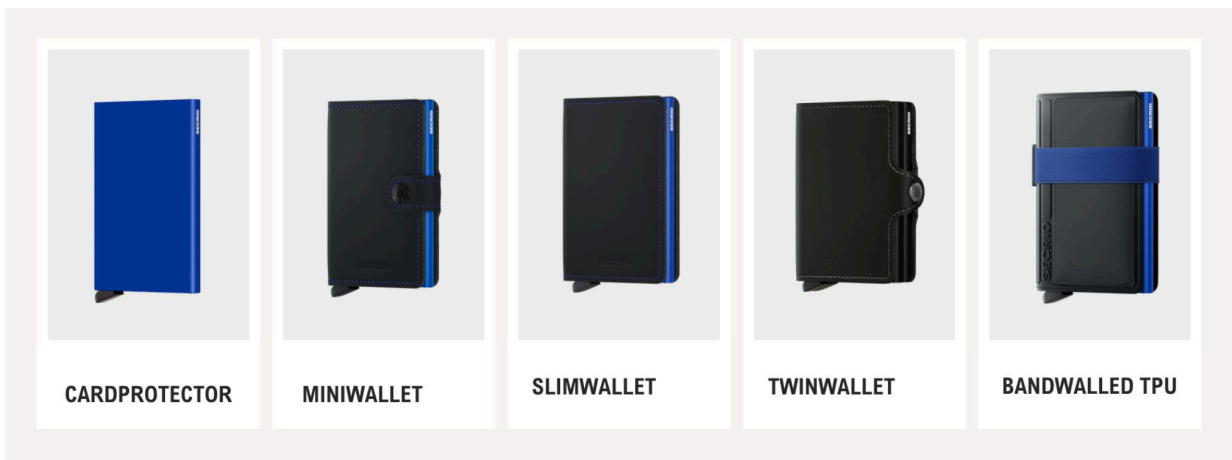
Explain why you wish to start this project, what competencies you want to prove or develop (e.g. competencies acquired in your MSc programme, electives, extra-curricular activities or other).

Optionally, describe whether you have some personal learning ambitions which you explicitly want to address in this project, on top of the learning objectives of the Graduation Project itself. You might think of e.g. acquiring in depth knowledge on a specific subject, broadening your competencies or experimenting with a specific tool or methodology. Personal learning ambitions are limited to a maximum number of five.

(200 words max)

# Appendix A: Company Overview

## Product Portfolio (Secrid website, n.d.)



## Current communication expressions (Secrid website, n.d.)

“De beweging van de Industriële Revolutie naar de Industriële Evolutie.”

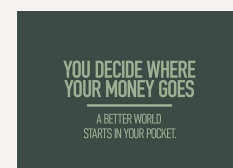


Een gemeenschap  
gebouwd op **CREATIVITEIT**  
gedreven door **WAARDEN**



A BETTER  
WORLD  
STARTS IN  
YOUR POCKET

Een creatieve reis  
die verandert hoe  
we kijken naar  
dagelijkse behoeften



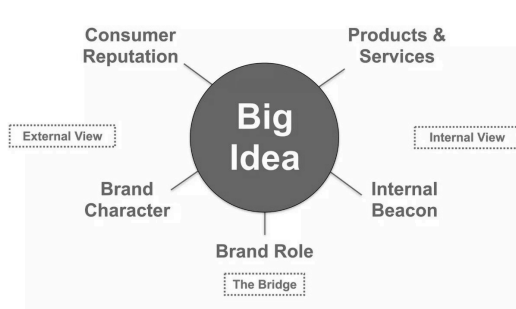
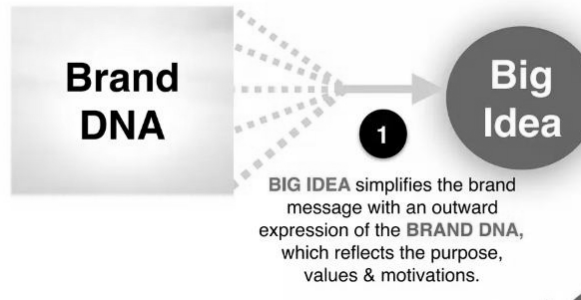
## First and only (B2B) campaign

<https://www.youtube.com/watch?v=io0f2SyFv8&t=33s>

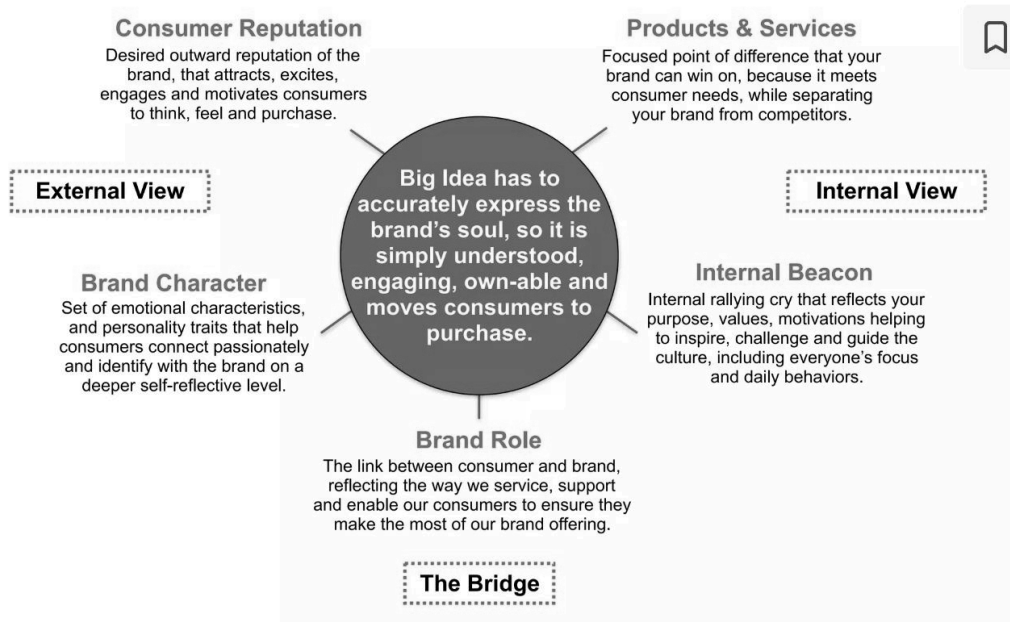


# Appendix B: 'Big Idea' Framework (Graham Robertson - Beloved Brands, n.d.)

<https://www.slideshare.net/slideshow/the-big-idea-explained/53467840#2>



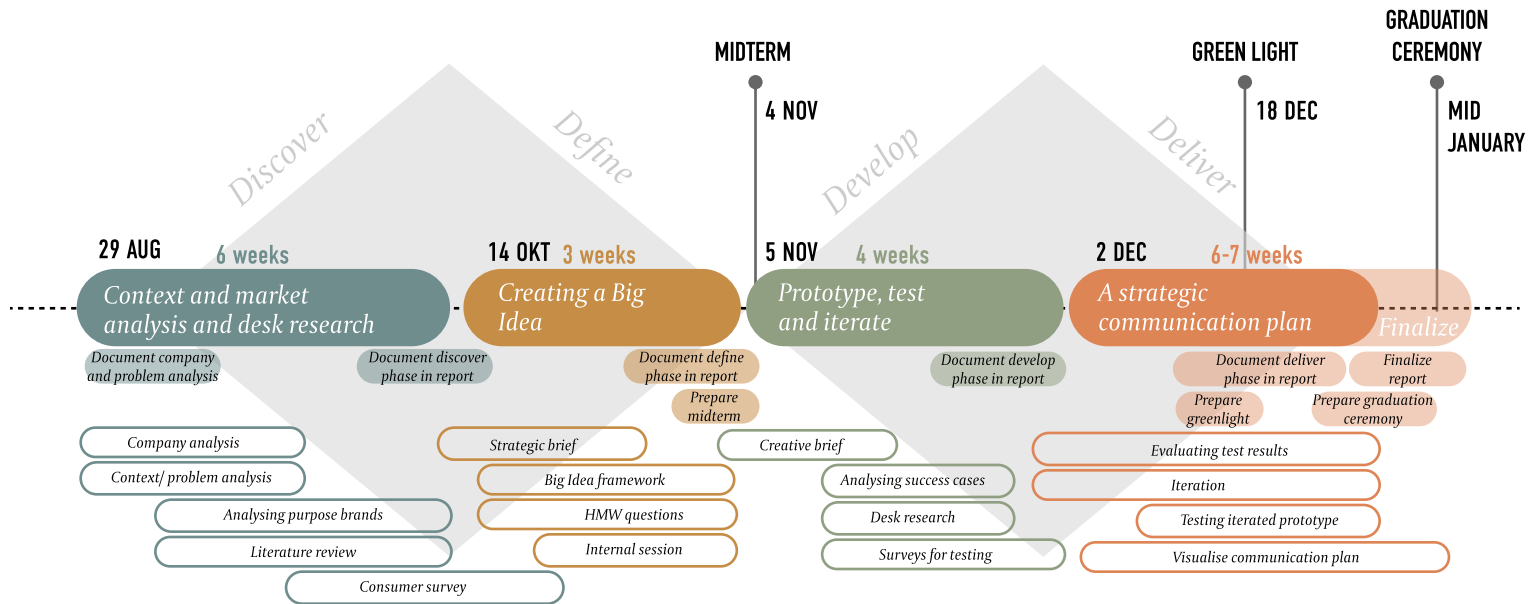
## Big Idea Blueprint



# Appendix C: Double Diamond framework and planning

## ASSIGNMENT

Create a strategic communication plan supported by one clear and powerful message (a 'big idea'), to engage Secrid's end consumer with the company purpose. I will research purpose marketing, and design prototypes to test what strategic communication concepts can influence conscious consumption.



**Goal:** Find the best communication channel to communicate purpose stories, learn from other purpose driven brands, and finding out what part of the story resonates with the target audience

**Goal:** Create and visualise a Big Idea that fits Secrid's norms and resonates with the target audience

**Goal:** Create communication expressions and test whether the expressions inspire conscious consumption.

**Goal:** Bring all knowledge together in a strategic communication plan that gives guidance for future B2C communication