

Validating the value of lean branding for an early stage start-up: A case study of PuurBezorgd.

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Preface

A few years after having obtained my bachelor's degree in Architecture and having worked at a technology start-up that I co-founded, I decided to go 'back to school' in 2017 because I wanted to learn more about strategic design. This turned out to be a great and valuable choice.

During the Masters of Strategic Product Design, I had the desire and plan to start a new venture (again). However, this time the goal was to develop a concept that would contribute to a (more) sustainable world. Within this Masters' programme lies the opportunity to graduate on such a new idea or venture. Driven by both my initial ambition and previous experience I developed a plan throughout my second year. During the Build Your Startup course in the third semester, our team managed to validate a sustainable business idea, called PuurBezorgd: a package-free grocery delivery service. Two of us, Martijn and I, decided to continue with the adventure to translate this idea into a sustainable business, creating the opportunity to validate this project and develop it further as part of my thesis.

If you have ever been part of a business, innovation process or start-up yourself you are probably, the terms 'lean' and 'branding' must sound familiar. The lean start-up method, very popular within the world of new venture building, recommends to

continuously validate assumptions with customers (the outside world). Branding is of essential value for start-ups, as they need to acquire customers, have a distinct position among the competitive field and seek a sustainable relationship with customers.

During the Masters' courses about branding, it fascinated me how much is based on assumptions, rather than validated decisions. When searching for theories about validated branding, I found literature about 'lean branding', which which was music to my ears. When extending my research about this topic however, I could not find a thorough case study where lean branding was applied. Once I linked this so-called 'gap in literature' to my aim to develop our new business idea into a viable venture the topic of this thesis became clear: validating the value of lean branding for an early stage startup through a case study of PuurBezorgd.

As I had experienced before starting a new business comes with ups and downs. Throughout this recent proces I however gained new insights and learned important lessons, both personally and related to my view on starting a new business. This report will give insight into the journey I made in the process of applying the so called 'lean branding' philosophy to our new venture.

I hope you will enjoy the read!

Acknowledgments

This project could not have been executed without the contribution of my supervisors, friends and family. Due to personal circumstances, the writing of this thesis has not been an easy ride for me. Therefore, I am deeply grateful for the people surrounding me, who have helped me cross the finish line.

First of all, I would like to thank my supervisory team; Erik-Jan Hultink and Roland van der Vorst. You helped me straighten things out and trusted that I would be able to finish this project successfully.

Secondly, and equally as important, I would like to thank my parents, my sister and Sofia for their

unconditional love and support throughout this past half year.

A big thanks as well to Lotte, Tom, Matthijs, Jack, Martijn, Margot, Jan, Tara and Sofia for their valuable time and effort in giving feedback on and input for this project.

Martijn, thank you for your unlimited positive attitude towards the unfortunate circumstances. I respect your work ethic and I am very grateful that you were able to run our business when I was not.

Last but not least, thanks to all participants of the many research studies; your time and input have been very valuable for this thesis.

Abstract

Start-ups face many challenges in their early phases. Two important ones, that are apparent for most starting ventures, are the development of their proposition and acquiring customers.

For the development of the proposition, the lean startup methodology is a popular method used among start-ups worldwide to (in)validate decisions in their early stage. The method advocates working 'outside-in, continuously validating what proposition the customers actually desire and what makes them buy your product.

When it comes to acquiring customers and creating a distinct position among the competitive field, branding is an invaluable process for startups. Within literature on start-up branding, two schools of thought exist: the first suggests a brand needs to be created inside-out, the other suggests branding for startups needs to be developed outside-in. Among the latter of the two a lean branding approach is proposed; applying the theories of lean startup methodology to branding. Although there is some literature on lean branding and certain frameworks are proposed, no case study has been conducted wherein lean branding is applied to the early phase of a start-up. The goal of this thesis has been to fill this gap.

The aim of this thesis is to discover the benefits and risks of lean branding for an early stage start-up. These aspects are analyzed through a case study of PuurBezorgd. This start-up was in need of a brand identity, making it a viable for this thesis. In addition, the researcher has been actively participating in the case study as one of the active

founders. Because of this, action research and autoethnography are used as methodologies. Autoethnography is a form of qualitative research in which an author uses self-reflection and writing to explore anecdotal and personal experience and connect this autobiographical story to wider meanings and understandings.

The focus of this research is both on working towards practical outcomes and creating new forms of understanding concerning the value of lean branding.

This project has two aims:

1. Gathering insights on the workability of lean branding for an early phase startup, which is still developing its proposition and searching for the product-market fit. Two models adopted from lean branding literature are used: a product-market-brand fit model and the build-measure-learn cycle model.
2. Developing a brand identity for a business-to-consumer startup, using outside-in thinking. A brand DNA model is used to define the brand identity.

The case study entails multiple iterations, each of which consists out of two parts. The first part focuses on the development of the brand identity for PuurBezorgd, containing analysis, synthesis and validation steps. The second part is focused on reflecting on and concluding the process of outside-in branding.

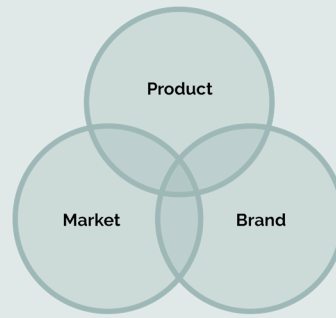
This research project has the following outcomes:

1. Concerning the value of lean branding for an early stage start-up:
 - The case study reveals many disadvantages to using lean branding for an early stage start-up. Conclusions are made on the (dis)advantages of lean branding and recommendations given concerning using the lean startup method, outside-in branding and branding a start-up that is still defining its value proposition.
 - An alignment model is proposed to evaluate the fit between product, market, brand and strategic vision to discuss the potential of transforming the start-up into a sustainable business.
 - An extra step to add to the build-measure-learn model is proposed: reflect. During this phase, it is proposed to use the alignment model and autoethnography to reflect both on the process as the content of the brand development.

2. Concerning the development of PuurBezorgd's brand identity:
 - During the three iterations of the brand identity a few invalidations were noticed, concerning the product-market fit. Two pivots are made, a new name is proposed, and brand manifestations are developed. This brand identity will continue to be developed and validated until a fit is found between the product, market, brand and strategic vision of the company.

The outcomes are visualised in figure 1, shown on the next two pages.

product-market-brand fit model



1 Theory

Two models are proposed in literature about lean branding

3 Proposed models

Based on reflections on the lean branding process, two adapted models are proposed



Alignment model

2 Case study

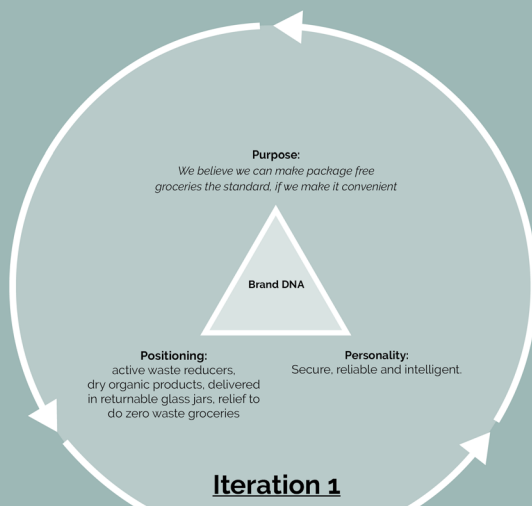
An early stage start-up, called PuurBezorgd, is used as case study. A brand identity is developed through iterations by applying the lean branding models. A Brand DNA model is used to define the main ingredients of the brand identity: purpose, personality and positioning



Reflecting on process: strategic vision is missing to evaluate fit for growth

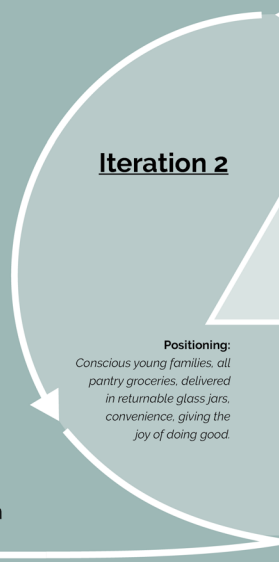


Measure



Iteration 1

Iteration 2



Positioning: Conscious young families, all pantry groceries, delivered in returnable glass jars, convenience, giving the joy of doing good.



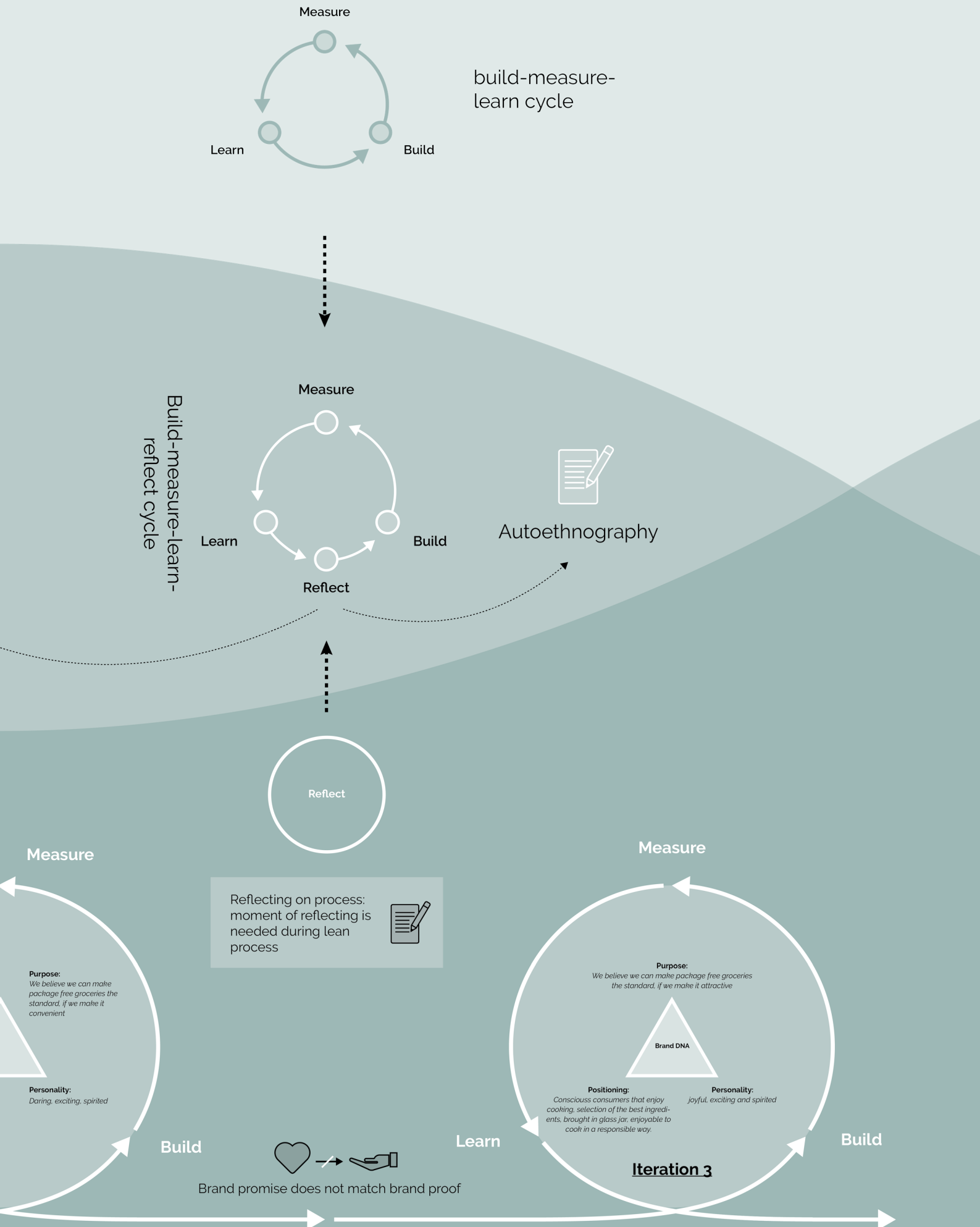
Brand positioning does not match strategic vision

Learn

Build

Learn

Figure 1. Outcomes of this thesis project



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The background features a complex, abstract geometric pattern. It consists of various overlapping shapes in two shades of teal and light blue. The shapes include circles, triangles, and irregular polygons, creating a dynamic and layered visual effect. The overall composition is balanced and modern.

The project

1. Introduction

This chapter will illustrate what aspects led to the formation of the topic of this thesis. The combination of a personal fascination within the aspect of branding, a gap found in literature about lean branding and an opportunity for a case study led to the thesis topic.

1.1. Personal fascination

What fascinated me as a student during the course Brand & Product Commercialisation, that focuses on branding and launch campaign, is the fact that at the end of the projects very different outcomes were presented, whereof some were assessed very well. These groups had generated great sensible deliverables, they had built a 'round' story for the brand with well argued decisions. It seemed as if these projects could be used and executed as such. Every time this happened, I could not stop wondering: which project would actually work best in reality? Which of the results would resonate the best with its target group, which brand identity would create the biggest awareness, the highest conversion, the biggest success in terms of the company's goal?

Every project was in some way 'validated' by asking some people what they think of the presented results, but actual behaviour could not be measured and it would come down to a gut feeling with regards to which direction would work best. While working in my first start-up, we used the lean startup framework to continuously validate all assumptions we had. Not only by asking customers what they wanted or thought, but by measuring their actual behaviour.

This is when I started wondering about the possibilities to use this type of validation for branding. Would this work? Would the targeted customers actually have a preference for a certain brand identity? Would customers show different behaviour with different brand identities for the same proposition? Could a branding identity be validated? This interest formed the first basis of my thesis topic.

1.2. Branding for start-ups

Start-ups face many challenges in their early phases. Two important ones, that are apparent for most starting ventures, are acquiring customers and having a distinct position among the competitive field. Amongst many others, Boyle (2003), Merrilees (2007), Holt (2003) argue a distinct brand raises awareness among and the conversion of customers. The viability of a start-up is increased when a distinct brand is created that stands out from its competition.

For start-ups, creating a suiting brand is challenging as it needs to stand out from the competition to create awareness, since in most cases there are no big budgets available for

advertising campaigns. A beginning venture does not have a brand reputation nor a large customer base it can rely on to keep a certain position in the market (Gupta, 2008). A start-up needs to create awareness among its target market by having a consistent story that resonates.

Within literature, two views on branding for start-ups, in other words two 'schools of thought', can be categorised. The first prescribes an inside-out approach for brand creation, the second argues for an outside-in approach (Bresciani and Eppler, 2010; Centeno and Hart, 2013; Gartner, 2014; Rode and Vallaster, 2005). This division in views can also be noted within strategy, where the inside-out approach is called the recourse based view (Wernerfelt, 1984; Grant, 1991 and Barney, 1991) and the outside-in approach is called the positioning school, largely based on the work of Porter (1980, 1985). Beverland (2018) argues a brand should open up for members of a community, relating to the outside-in approach.

Outside-in thinking, when it comes to strategy, is popular within the field of start-ups and for many a successful strategy tool to find a product-market fit. Many start-up incubators, accelerators and other institutes that provide start-up programmes, adopted the lean startup methodology as their main organising framework (Mansoori, Karlsson & Lundqvist, 2019).

When it comes to applying outside-in thinking to branding, less knowledge and experience seems to be apparent. Although there is literature about outside-in branding for start-ups and frameworks are proposed, there is no case study yet where lean branding is applied in the early phase of a start-up. This missing piece, formed the second basis for the topic of this thesis.

1.3. Case study

During the first semester of the academic year 2018/2019, three fellow SPD students, one of my flatmates (TU Delft alumni) and I took part in the Build Your Startup course. After having done weekly brainstorms on problems, needs and opportunities in different areas and markets, starting a few months in advance of the start of this course, one problem/need stood out to have the most potential in terms of market need and our personal motivation: the need for doing groceries in a package free way without much extra effort. During the Build Your Startup Course we did research, development and validation in iterative loops. During this course the current concept was defined - and validated to a minimal extend: a package free grocery delivery service for consumers. After this course, my former housemate Martijn and I decided to continue executing the concept, trying to transform it into a viable business.

In January 2019, towards the end of the Build Your Startup course, our team started piloting our concept to make a last real validation step. The validated need until that moment was to create a convenient way to do groceries without packaging. The concept we had developed was an online webshop for pantry groceries that would deliver products in a package free way, by delivering these dry goods in glass jars. Once we would deliver your next order, we would take back the empty glass jars to wash and reuse them. We found a 'quick and dirty' way we could pilot our concept. We used one of the rooms in my house as a warehouse, we bought glass jars at Ikea and bought products in bulk at wholesaler Makro. At the time I started writing my thesis, Martijn and I made the decision to move to a small office and warehouse space in a multi-company building in the east of Rotterdam.

As the service proposition on both the front-end and the back-end was far from finished and developed, the strategising activities were intertwined with service development. This is relevant background information for the rest of this thesis, as the strategic decisions that were taken in the next few months, were made along the way of the brand development. There was no fixed proposition that needed to have a brand folded around it. More in depth information about PuurBezorgd will be given in chapter 3.

The need for PuurBezorgd

Until the start of this thesis, no effort was put in branding the concept of PuurBezorgd. As described, branding is an important aspect for start-ups. This is where the opportunity arose to use this need for PuurBezorgd as case study for this thesis: developing a brand identity for PuurBezorgd by applying outside-in thinking. This formed the third basis for the thesis topic.

Aspects that led tot the formation of the thesis topic



Personal interest in validating a brand identity



A gap in literature about outside-in branding for start-ups



An new venture, initiated by the researcher, that needs a brand identity

Figure 2. Overview of the research approach

2. Scope

This chapter presents the thesis topic and the aim of the project. The research approach will be discussed, including the methodologies that will be used during the case study and the structure of this report thesis is explained.

2.1. Thesis topic

The combination of three aspects mentioned in the introduction chapter sparked the interest to look further into literature about 'lean branding'.

In literature about outside-in branding, a gap is found concerning lean branding: no actual case study is executed to validate the proposed frameworks for a start-up. This gap could be filled with the case study at hand, applying the proposed lean branding philosophy of Busche (2014) and

Gardner (2014). Both authors argue lean branding would work well for an early stage start-up that did not put effort in its branding identity yet.

As the gap in literature found is about the practicality of the outside-in approach of branding for a start-up, the aim is to research the value of lean branding for a business-to-consumer startup. As described in chapter 1, there is an opportunity to apply this branding approach for a new venture, called PuurBezorgd. This start-up needs to develop its brand identity.

“Validating ‘lean branding’ for an early stage start-up: a case study of PuurBezorgd.”

Based on the gap in literature combined with the need of PuurBezorgd, the thesis subject is:
Validating 'lean branding' for an early stage start-up: a case study of PuurBezorgd.

The aim of this thesis is twofold:

1. It will explore the applicability of out-side in branding for a business-to-consumer start-up. This is done through applying a lean branding process (see chapter 5 'frameworks used') on a real-life case.
2. Developing a brand identity for a business-to-consumer startup, using outside-in thinking.

2.2. Research approach

The research approach that has been employed during the execution of this thesis is action research, which intends to link action and reflection, but also theory and practice (Reason & Bradbury, 2001). The focus of action research is both on working towards practical outcomes as on creating

new forms of understanding. As Reason and Bradbury (2001; p 2) state 'action without reflection and understanding is blind, just as theory without action is meaningless'. For action research, the process of inquiry is as important as the outcomes, as it is concerned with everyday experiences and the development of living knowledge.

The researchers perspective

As the case of this thesis is a new-venture idea I co-initiated myself, there were two options in terms of a perspective in which the assignment of the thesis could be executed. The first one would be to take the perspective of an external consultant, conducting research and creating a proposal as if I were an outsider and advising the founders team. The second would be to take the perspective as one of the active founders of the new venture.

The perspective as one of the active founders was chosen as it seemed the best way to come to valuable results concerning the topic of this thesis.

Firstly, because in the early phase of a new venture, brand development is not something that is done

The researcher as active founder



The researcher is the active founder of the new venture that is used as case

Using autoethnographic texts to reflect on process



The context: the situation in which the field text takes place.



The text: the field text, constructed based on events and memories.



The reflection: reflecting on the field text, linking to literature.

Figure 4. Overview of the research approach

after the business and product are created and shaped, but in parallel during these developments (Gardner, 2014). The course of action is determined on insights that are gathered during the development process (Busenitz & Barney, 1997). This iterative development process might change the course of action quickly. As PuurBezorgd in this case is at the very first phase of its existence, the business and service that is offered is not fixed yet. Therefore the brand-building process would be dynamic and parallel to strategy. This gives the preferability to the perspective of the insider, to give insight in how the strategy and branding decisions influence each other.

Beverland (2018) argues a brand meaning is created with influence of other stakeholders outside the firm. He refers to the cultural brand model of Holt (2003) that identifies four 'authors' of brand meaning: users (including consumers), the firm, influencers and popular culture. There is a shift in practice from a view where the emphasis was on 'creation', 'control' and 'management' towards a focus on co-creation of the brand. Nowadays, a brand needs to constantly adjust and align their desired meanings to that of other authors (Beverland, 2018).

Secondly, because the aim of this research is to empirically test my hypothesis, which would benefit from continuous reflection on the processes as an entrepreneur.

Methodology: Autoethnography

The methodology for reflection that will be used for this thesis is autoethnography. Van Oorschot (2018) defined autoethnographic research as "autobiographies that self-consciously explore the interplay of the introspective, personally engaged self with cultural descriptions mediated through language, history, and ethnographic explanation"

(Ellis & Bochner, 2000 p. 742).

The term comes from ethnography, research that is about the relation of the behaviour of people and their practice or culture, and autobiography, highlighting the individual experience and reflection on its own behaviour (Wolcott, 1999 & Van Oorschot, 2018). Where ethnography takes the 'third person' view and the researcher is the observer and describer, autoethnography is autobiographical at the same time (Chang, 2008).

As an entrepreneurial educator, Van Oorschot (2018) noticed the thin line between what students perform in favour of their new venture and what is executed within the frame of the (entrepreneurial) course. I realised this thin line would also be present when combining working on PuurBezorgd as one of the founders while performing research and writing this thesis. Van Oorschot (2018) argues autoethnography is a valuable method for students to make sense of the business proposition development process they go through when working on new venture creation and broaden their learning to a more general level. Especially when it comes to the Master of Science level, where the creation of a new venture will not be the sole purpose of a thesis, but will always be combined with the use of - and ideally reflection on - scientific tools and techniques. The application of autoethnography makes it possible for student-entrepreneurs to focus on their daily practical experiences, but at the same time learn from it on an academic level (Van Oorschot, 2018).

A last relevant remark Van Oorschot makes for the argument of using autoethnography as a method in this thesis, is that it contributes to the academic understanding of the entrepreneurial processes during new venture creation. The process of branding is an integrated part of new

venture creation for business-to-consumer start-ups, as argued in the former paragraph 2.2.1 The researchers perspective.

Van Maanen (1988) defines three types of autoethnographic texts. The first are so called 'realistic tales', in which the writer describes a certain event as accurate as possible. The second are 'confession tales', in which the aim is to reflect on how personal traits (negatively) influenced certain processes. The third are 'impressionist tales', in which the focus is on specific significant moments in the process that are noteworthy to reflect on. I will mostly use confession and impressionist tales to reflect on my process during the performed research. This is done for the purpose of learning: critically analysing the reasons behind decisions that are made - sometimes unconscious - during the process.

An autoethnographic text exists of three elements:

1. *The context*: the situation in which the field text takes place.

2. *The text*: the field text, constructed based on events and memories.
3. *The reflection*: reflecting on the field text, linking to literature

Autoethnographic texts are written and reflected on after the process has been walked through. In this way, a field text becomes a recollection and reflection of events (Change, 2013) This gives the possibility to express one's own experience in a way that by no other method could be captured.

These autoethnographic texts are used as means to reflect on the application of outside-in branding. In this way, the autoethnographic texts give valuable insights into benefits and risk of using outside-in branding for an early stage start-up.

2.3. Thesis structure

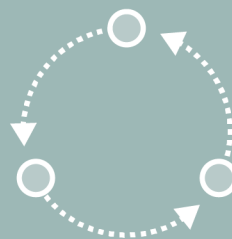
The first part of this report contains the case description and a literature review concerning the meanings and applications of inside-out and outside-in thinking.

Theory



Literature review and frameworks used

Practice: case study



Developing the brand strategy, using lean methods



Reflecting on the process

Figure 5. Overview of the thesis structure

In the second part of the report, the case study is described outside-in branding is used to develop multiple iterations of the brand identity for PuurBezorgd. During this case study, reflections are made on using outside-in branding whereafter conclusions and recommendations are made.

Chronological order

The order of a thesis report is normally not written down in chronological order of events. However, three reasons stimulated the deliberate choice to describe the iterations made in chronological order. The first reason is the fact this thesis takes the lean approach as the starting point for branding, which gives the base for an unplanned approach (Gardner, 2014). In this way, this thesis gives insight in the messy process a start-up goes through. The second reason is the fact this thesis wants to give insight in the application of the lean startup

methodology for branding, which means build-measure-learn loops that iteratively take place one after another (Ries, 2011).

The third reason is the methodology of autoethnography favours a chronological order of events to give the most valuable insights and learnings, as the reflective texts influence the proceedings of the project.

Case study structure

The case study entails multiple iterations, each of which is built out of two parts. The first part focusses on the development of the brand identity for PuurBezorgd, containing analysis, synthesis and validation steps. The second part is focussed on reflecting and concluding on the process of outside-in branding. This structure will be explained on page 29.

3. PuurBezorgd

One of the aims of this thesis is to develop a brand identity for a new start-up called PuurBezorgd. To understand why and how PuurBezorgd came into existence, PuurBezorgd will be analysed and discussed in this chapter.

The need

Plastic is a widely used packaging material; it is cheap, light and easy to produce. In total, an estimated 9 billion tonnes of plastic has been produced worldwide. Unfortunately, only 9% of this amount is recycled and 13 million tonnes of plastic disappears into the ocean every year (UN, 2018). Estimates state more than 12 billion tons of plastic waste will be dumped in 2050. This underlines the importance of UN Sustainable Development Goal 12, regarding responsible consumption and production, including through the reduction, recycling and reuse of waste streams (sub-goal: 12.5) (UN, 2015).

In addition, recent research published in Nature (Climate Change) shows that current plastic production and consumption involves a total CO₂ emission of 1.7 gigatons, which is approximately 4% of the total worldwide emissions. The same research shows that even with scenarios that would comprise 100% recycled plastic, total emissions are reduced by only 25% (Nature Journal of Climate Change, 2019).

The ownership of the problem caused by plastic pollution is shifting towards the consumers. Documentaries like Blue Planet II (BBC, 2017) demonstrated the devastating power of plastic

waste in the ocean, after which 88% of respondents in the UK indicated that they wanted to adjust their behaviour. Several consumer studies show the desire for consumers to reduce their personal plastic waste (PWC, 2015 & Earthwatch, 2019).

In addition to consumers, more and more producers within the food industry feel driven by a social point of view to think differently about their packaging. One of the main initiatives in this direction is the "New Plastics Economy Global Commitment", signed by more than 350 leading fast moving consumer goods companies, such as Nestlé, Unilever and Mars. This initiative aims to make all packaging recyclable, reusable or compostable by 2025 (Ellen MacArthur Foundation, 2018). The initiative is supported by more than 15 financial institutions with a total value of 2.5 trillion euros. In addition, five venture capitalist funds have released 200 million euros to support projects that pursue these goals.

Governments are also focusing on reducing plastic waste. An example is the closed "Plastic Pact NL" between the cabinet, the Dutch business community and environmental organisations to use 20% less plastic in 2025 (Rijksoverheid, 2019). All of the above shows that consumers, suppliers and politicians alike want to reduce plastic usage

and look for sustainable solutions. The interaction between these parties is shown in figure 6.

At present, there is no retailer in the Netherlands who has jumped in the gap between supplier and consumer to offer a sustainable solution. The founders of PuurBezorgd see an opportunity to fill this gap.

The vision

We as founders of PuurBezorgd state the following vision:

"We believe package-free groceries can become the standard, if we make it convenient." PuurBezorgd believes in a future where little or no waste will be created, while having a lower "footprint" for the same quality of life.

The obstacles

This vision is not achieved yet for the following reasons:

1. The consumer has no easy way to do its shopping without packing.

At the moment it costs consumers significantly more time and energy to live (partially) package-free compared to buying regular packaged goods.

The following factors drive this extra effort:

- Products without packaging are currently only offered in specialty shops, such as farmer-shops and on the market. To purchase all products package-free, consumers have to go to several locations.
- To be able to buy and take the products home package-free, consumers must bring their own storage containers. Collecting, transporting and cleaning these containers takes energy and time.

There have been a number of physical package-free stores in the Netherlands, which tried to be a "one-stop-shop" for a wide range of package-free items. However, most of these package-free stores had to close their doors after a few months (Volkskrant, 2018).

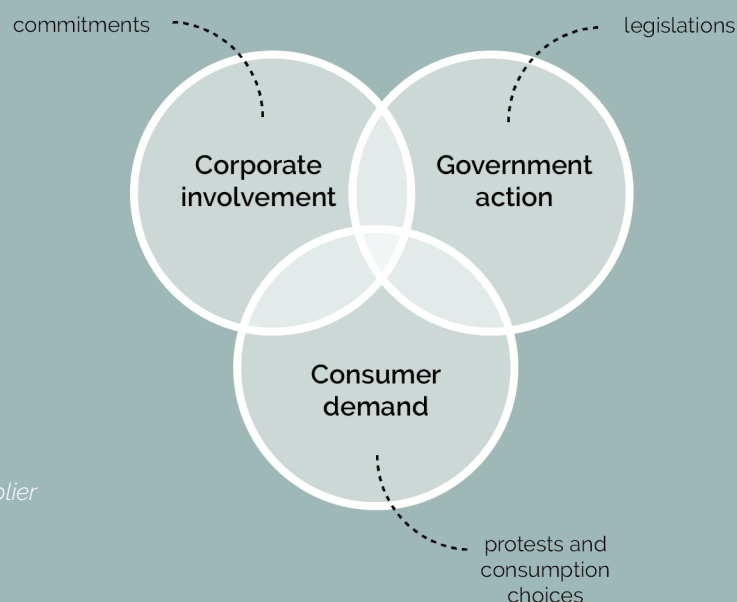


Figure 6. The interaction between consumer, supplier and the government as it comes to making supermarkets more sustainable, adopted from Nielsen (2018).

De Volkskrant dedicated an article in 2018 to the decline of the package-free stores in the Netherlands, with one important conclusion: if customers have to choose between convenience and sustainability, consumers choose convenience.

The mentioned reasons for the extra effort to be able to shop package-free appear to be too great of a barrier to persuade enough consumers to switch from their normal habit of doing their groceries at regular supermarkets.

2. Suppliers currently have no channel to offer package-free products in a controlled environment.

The majority of consumer products are packaged and are not offered package-free by the producer nor by the retailer. The exceptions to this are some of the fruit and vegetables, which are offered in supermarkets without packaging. Branded products in particular cannot be supplied package-free for quality reasons. Previous discussions between PepsiCo and a physical, package-free shop stranded because the quality and hygiene could not be guaranteed, because in this concept, the customer filled its own jars (J. van der Schoot, Commercial Director Pepsico Benelux, personal communication, May 8, 2019). In addition, Unilever indicates that the lack of internal guidelines and quality procedures are the reasons it is not yet cooperating with a package-free supermarket (M. Planes, personal communication, April 5, 2019). Both companies indicate that offering their products without packaging must be a controllable and manageable process before it can even be considered.

Trends

Following many other sectors, e-commerce for groceries is starting to be embraced by consumers.

Bringing the convenience of ordering groceries and getting them delivered at home, the market size of online supermarkets is growing fast the last few years (Statista, 2019). This progression is partly thanks to the rise of Picnic, that is investing heavily in getting a significant market share in online grocery shopping. Currently 29% of Dutch households order groceries online from time to time (GfK, 2019; CBS, 2019). The market share of online groceries was 4.1% at the end of 2018, where this was 2.3% in 2016 (GfK, 2019).

This trend influenced the direction of the solution relating to convenience.

The solution

Our solution for the gap between suppliers and consumers is an online package-free supermarket, focused on "ecovenience": a combination of "ecofriendly" (sustainable) and "convenience". We purchase products in bulk from suppliers, with which we fill glass jars. We offer these products in our webshop and deliver them when it suits the customer who can choose from a few time-slots based on its location. When we deliver the groceries, we take their empty glass jars with us to clean and reuse them. Figure 7 shows this process. Our solution offers consumers the convenience of home delivery and a controlled environment for the supplier.

Products

Supermarket products that are most commonly purchased online are dry goods, soft drinks, water and juices and non-food groceries. These are mainly heavy products, which customers prefer to have delivered at home, which is also confirmed by a survey by ING, in which 46% of consumers indicate that they want to buy online in order not to

carry heavy products anymore (ING, 2015).

For this reason, PuurBezorgd first focusses on offering shelf-stable bulk goods (food and non-food).

The team

The team of Puurbezorgd consists of two founders and four interns.

The founders

Martijn Bijmolt, TU Delft alumni, studied mining and worked for a few years at a offshore wind turbine start-up. Martijn has the ability to program and automate almost everything he desires. He prefers to work on the back-end of a project, setting up structures, procedures and operations. On top of this, Martijn learned a lot about finance during his last job, is able to create financial models and raised over 1,5 million euros in subsidies in his last role within the start-up.

Jouri Schoemaker (that is me), co-founded one start-up before (www.shake-on.com) at high-tech

incubator YES!Delft that is still internationally active.

After a few years of fulltime involvement in this start-up, I decided I wanted to obtain a Masters degree that would enable me to simultaneously start a new, sustainable venture at which I could continue working afterwards. My expertise lies within marketing, sales and public relations (PR).

Aside from this, I am able to bring people together and get them moving. Indirectly, this has made me responsible for human resources (HR).

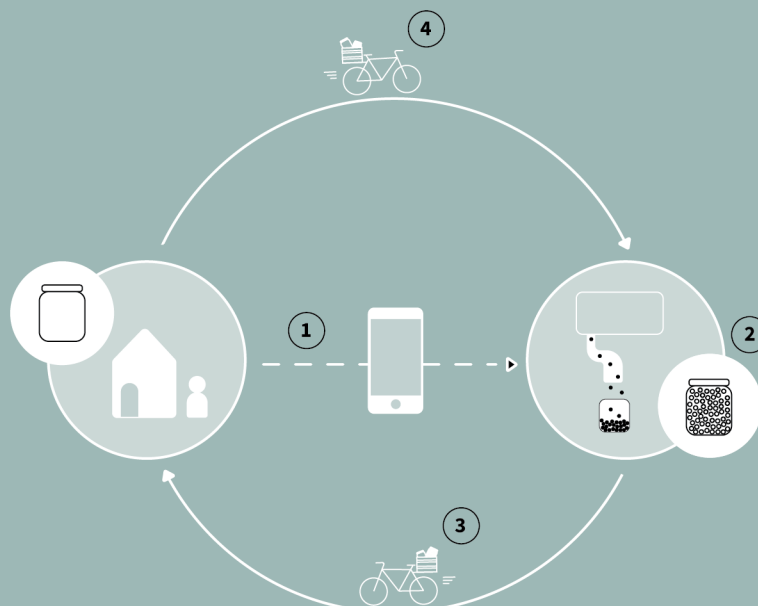
What makes Martijn and I a fitting combination is the fact that we are opposites: Martijn cares about the back-end, I care about the front-end. What we share is the commercial mindset to make impact through growth. We both believe more impact will be made by reaching many people who all make a small difference, as opposed to setting up an initiative that only reaches a few people who make a big difference per individual.

The interns

Within our team of interns, two study Business

Figure 7. Our solution for offering package-free groceries.

- 1) The consumer buys the products online,
- 2) The products are filled in glass jars in our warehouse,
- 3) We deliver the filled glass jars at the customer,
- 4) During the next delivery, we take the customer's empty jars with us for cleaning and reuse.



Administration at Erasmus university, one participates at the Bildung Academy in Amsterdam and the fourth attends a masters in Food Safety at Wageningen University. They all applied for an internship at their own initiative, as PuurBezorgd did not have the financial means to offer an actual paid internship. Because of the mutual interest and benefit, the internships were without strings attached from both sides: we discussed their planning so that it would fit in their study programmes, what they wanted to learn and how they would contribute to our concept.

Our culture

- Sustainability needs to be fun and approachable.
- Everybody is more than welcome to contribute in this early phase. We strive to find win-win situations.
- Our focus is on finding ways to reach the most consumers to make the biggest impact. We do not point the finger at parties like Unilever, but try to find ways to collaborate. In this way we

help them to contribute to a better world, while we at the same time increase our reach and thus raise our potential impact.

On the page 29, figure 9 gives an overview of the strengths and weaknesses of PuurBezorgd. As this chapter focusses on the internal analysis, opportunities and threats are left out, as these will only be relevant after having done the external analysis.

Customer base

Currently PuurBezorgd has served around 100 customers in two months since it started offering its services in Rotterdam. Combined, these 100 customers have placed 174 orders, through which 1123 products were delivered in a package free way. 55% Of the customers have placed 2 or more orders. PuurBezorgd has not made any effort to brand or market its services.

Figure 8. The PuurBezorgd team



Name

The name PuurBezorgd is a left-over of one of the first 'splits tests' we did to see which direction in proposition resonated the most among consumers. Split tests - also referred to as A/B testing or multivariate testing - is a method of conducting controlled, randomized experiments with the goal of improving a website metric, such as clicks, form completions, or purchases. The goal is to detect a statistically significant difference in behavior. The split test our team was executing consisted of three different propositions with a brand name as literal as possible: LokaalBezorgd, DirectBezorgd and PuurBezorgd. The first one focused on delivering groceries from local retailers, the second focused on delivering groceries within a 2 hours timespan and the last one focused solely on delivering groceries in a package free way. The proposition of 'delivering groceries package free' got a significant better traffic rate than the other two propositions. That's why we continued developing and validating this proposition, using the name PuurBezorgd for the time being.

Conclusions & implications

The first conclusion that can be taken from the internal analysis, is the limit in resources. When

it comes to finance and organisation, resources are minimal. This implicates the importance of focus on the core business, making sure the value proposition is improved. Any extra ideas, services and additions need to be critically looked at. Finding the core benefit PuurBezorgd delivers to its first customers is key to develop and strengthen the proposition further.

The second conclusion is that the imitability and competitive inferiority leads to the importance of growing the business and acquiring as much consumers as fast as possible. In this way - when the concept would become successful - bigger corporates may be more interested to collaborate or acquire our concept instead of copying and setting up the infrastructure themselves. The focus should be on finding the product-market fit - the fit between what customers desire and what our service delivers - as soon as possible to enable growth.

The third conclusion is the importance of focusing on the early adopters, to enable growth. The importance of being successful among the early adopters is stressed by Rogers (1983), since they are the opinion leaders that will make sure others follows their lead. Research by Beverland and Ewing (2005) supports these findings. Combined with the focus on outside-in branding this gives reason to do customer research as analysis to give direction to the brand identity.

Strengths	Weaknesses
<ul style="list-style-type: none"> • PuurBezorgd is able to deliver a package free alternative to regular supermarkets at the same price. • PuurBezorgd fulfills the needs of both customers and suppliers. • PuurBezorgd attracted its first customers without marketing efforts. • PuurBezorgd attracts applications for internships and positions without recruiting efforts. • The founders both have experience with working at a start-up. • The founders complement each other: together they are able to cover all back-end (finance, IT, tech and automation) and front-end (marketing, sales, PR and HR) activities. • Both founders have a commercial mindset and focus on growth within a sustainable context. 	<ul style="list-style-type: none"> • Limited financial resources: Both founders invested some of their savings to set-up this new venture. A couple of investors have shown their interest. The aim is to make as much traction as possible to make the best deal possible when securing the first equity deal. • Limited staff: Martijn is the only one committed fulltime. I have to work on this thesis besides operations and all interns work part-time. Even with the ambition of getting an investment in the coming year, our team will not suddenly expand exponentially. • Imitability: our concept does not suit itself to patent in any way and it does not involve a break-through technical innovation. This means our concept is not hard to copy • Competitive inferiority: our competitors have better resources. • Lack of expertise: both founders do not have any experience within the industry that PuurBezorgd is operating in.

Figure 9. Strengths and weaknesses of PuurBezorgd



Theory

4. Literature

In this chapter, literature is studied concerning outside-in and inside-out thinking, relating to two fields that are relevant for the development phase of PuurBezorgd; strategy and branding. These two perspectives are analysed both in general and applied to start-ups specifically. This chapter will conclude by listing the characteristics of outside-in branding, which will be used in the critical reflection on the case-study.

4.1 Outside-in versus inside-out

In both strategic management and branding, two schools of thought can be defined: the outside-in and the inside-out approach. These will be elaborated on in the following two paragraphs.

Strategic management

Day and Moorman (2010) state there are two tracks of strategy. According to them two paradigms in business strategy run the field: the inside-out approach and the outside-in approach. In business the overarching goal is to create (long-term) shareholder value. These two approaches use very different means to achieve that end.

The inside-out approach is guided by the belief that the inner strengths and capabilities of the organisation will be what makes it prevail. The outside-in approach is guided instead by the belief that customer value creation, customer orientation and customer experiences are the keys to success

(Saeed, Yousafzai, Paladino & De Luca, 2015).

From an outside-in approach, long-term shareholder value is a consequence of listening and providing value to customers and helping

them get their jobs done better than the competition while providing a seamless customer experience. The ideal organisational culture is market- and customer-oriented and the targeted customer segments – buyers as well as users – are the source of inspiration and development. There is also a strong belief that if the customers are not satisfied with the solutions offered, business will suffer and shareholder value will diminish.

With an inside-out approach to business, effective use of company resources and core capabilities are viewed as driving shareholder value. Inside-out strategists believe that a company achieves greater efficiencies and adapts more quickly to changing circumstances with this approach.

Baden-Fuller (1995) describes there are two perspectives within the field of strategy research.

He also labels them as 'outside-in' and 'inside-out' and illustrates these perspectives with the central questions asked: 'What market should we be in, and how should we position our firm in that market' and 'How should managers conceive and organise change inside the firm'. (Baden-Fuller, 1995).

Others refer to these perspectives as two schools of thought (Cater, 2005). The division of schools of thought can be recognised when it comes to research concerning strategy as well as research

concerning competitive advantage.

Both strategic management and marketing scholars agree on the notion that competition is at the core of the success or failure of a company. What aspects enable competitive advantage and how it can be sustained is therefore an important topic of interest in literature concerning business strategy. As such, many studies address the questions of how to create, manage and sustain competitive advantage (Srivastava et al., 2001).

The first of the two schools of thought is categorised as the positioning school.

Following this view, the image of competition and the competitive battles are determined by the structural conditions of the industry. It looks at the differences regarding profit potentials between industries and the difference in profit potentials based on different positions within an industry. This way of thinking has been recognised in several fields: in industrial economics (Bain, 1951), in strategy (Ansoff, 1965) and in competitive strategy (Porter, 1980).

Those who subscribe to this image of competition typically ask the question 'What industry should we be in' and 'Where should we position ourselves in the market'. Their belief is that these questions can be answered without careful consideration of the company itself. The key proposition of the positioning school is that the choice of industry can have a significant effect on the choice of profits, and that correct positioning in the industry is equally as important. Subsequently it is argued that some strategies and industries are intrinsically more profitable than others.

The second school of thought links to the Resource-based View (RBV), which argues that companies compete on the basis of competencies and capabilities. Possibilities for success arise in

stretching resources in novel ways, making unusual plays, and rethinking markets and products (Baden-Fuller, 1995). It argues that the internal capabilities and resources form the inimitable competitive advantage, and should be leading in taking strategic decisions as by these means superiority can be achieved (Wernerfelt, 1984; Grant, 1991 and Barney, 1991). Prahalad and Hamel (1997) further argue organisations should focus on their competences and draw their strengths from this when they want to get ahead of their competition. Core competencies of a firm are the combination of resources and skills that distinguish a firm in the marketplace. By using its core competences, organisations can move into new markets and market growth possibilities more easily.

Branding

There are many different definitions on what a brand and branding is, both in literature as in practice (Beverland, 2018). This is partly due to the fact that many experts in the field disagree on the definition (Kapferer, 2008). The classic definition by The American Marketing Association remains the one preferred by many (but not all) academics and practitioners: 'A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers.' (Beverland, 2018; American Marketing Association). Others focus more on the perception of - and the relationship with - the consumer, such as Kapferer (2008) who defines the brand as an intangible perspective that is shared in products, services or experiences. Slightly related, Gardner (2014) sees the brand as a relationship between the organisation and its audience. Holt (2004) argues the brand meaning is shaped by four authors: the user (including customer), the firm, influencers and popular culture.

For this thesis, a brand identity needs to be created. That is why defining the process of creating (and maintaining) a brand - branding - is relevant in itself. Branding is the process within which a company tries to convey a desired image in the mind of the customer. The aim is to generate a shared belief about the brand, which is realised when a customer ascribes the same values to the brand as the organisation does (Van der Vorst, 2004).

Within the branding literature, the terms 'outside-in' and 'inside-out' are used as well. In regards to brands, these terms are used to describe the two sides from which brands are perceived (Burmam, Hegner, Riley, 2009). The first is the outside-in perspective: the way the brand is perceived by the customer (Ind and Bejerke, 2007). This external perspective on the brand is called the brand image (Buurmann and Stolle, 2007; Keller, 1993). The second is the so called 'inside-out perspective': the way the brand is constructed and managed by the owner of the brand (de Chernatony and McDonald,

2003). This internal perspective on the brand is called the brand identity (Kapferer, 2004).

Figure 10 shows a schematic visualisation of this outside-in vs inside-out perspective of the brand

Another way that these two perspectives are described are in terms of the strategic orientations of a company: market orientation versus brand orientation (Urde, Baumgarth, & Merrilees, 2013). The market oriented approach means taking an outside-in perspective. The brand image is seen as key and the focus is put on the needs and wants of the customer. The brand oriented approach means taking an inside-out perspective, where the brand identity is seen as key and starting point for offerings to the customer.

Marketing researcher Sharp (2010) argues that brands grow through physical and mental availability. Physical availability means that customers can buy your brand at as many places as possible. Mental availability means that

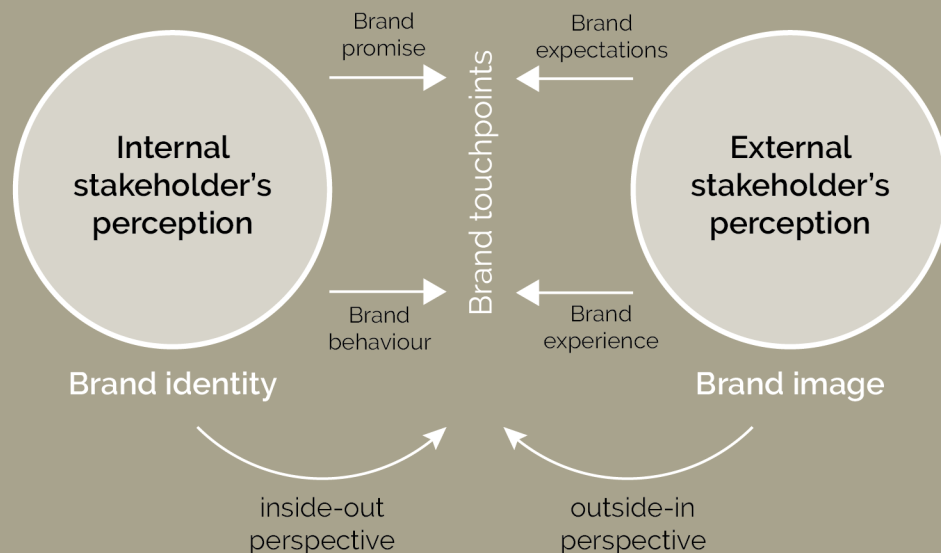


Figure 10. Brand identity versus brand image, adopted from Meffert, Burmann and Kirchgeorg (2008)

customers think about your brand at as many circumstances as possible. Sharp argues branding is about creating salience, not per se a distinct positioning. He also argues against using target markets as he advises to focus only on mass marketing (Sharp, 2010). The limitation of his views and constructed laws are in the fact he analyses existing multinationals with a brand heritage and big budgets. This is a significantly different situation than the one that start-ups are in. Start-ups can use differentiation in branding as a mean to stand out from the competition, and create awareness without heritage and big budgets.

4.2 Lean startup methodology

Let us first define what a start-up is, as the term has become a popular term and is used on a daily basis for all starting enterprises (Schevernels, 2015). There are different interpretations of and opinions on when a starting enterprise could be categorised as a 'start-up'. The boundaries that are most agreed upon are the aspects that the venture has an innovative idea with a scalable businessmodel (and has the ambition to scale), uses new technology and did not find its exact product-market fit yet. The purpose is delivering new product or services and searching for a repeatable and scalable business model under extreme uncertainty (Chew, 2015). Therefore, the founders of a start-up need to find the right customers and offer the right product or service to them (Blank, 2013).

Among start-ups worldwide, outside-in thinking is used through applying the lean startup methodology (Nirwan & Dhewanto, 2015). The lean startup method has made its way to become a standard piece of literature for founders to develop

their businesses in the early stage. Many start-up incubators, accelerators and other institutes that provide start-up programmes adopted the lean startup methodology as their main organising framework (Mansoori, Karlsson & Lundqvist, 2019). The Lean Startup Methodology (LSM) is a mindset and business approach at the same time that aims to change the way companies are developed and new products are launched. The theory itself originated from Lean Thinking or Manufacturing, a management approach famously applied by Toyota's factory production system, that was studied by American management academics and created the term Lean. (Virani, 2012).

The 'Lean startup' method, originally described by Eric Ries (2011), advocates the time for a large scale roll-out arises only when there exists absolute certainty that the product or service is viable. Until then, short Build-Measure-Learn cycles are used (see figure 11) to (in)validate decisions during the development of the proposition.

The methodology argues a start-up should launch as quickly as possible with a "minimum viable product" (MVP), a product that includes just enough features to allow useful feedback from early adopters. The company then continues testing hypotheses with a succession of incrementally refined product versions. The company should not think about scaling until it has found its product market fit (PMF); convinced that a solution is developed that matches the problem.

An important aspect in the lean startup methodology is "pivoting". It refers to a major change in a company's direction based on user feedback. This does not mean the vision of the company is changed. It is the proposition that is adapted after an invalidated proposition. In terms of Simon Sinek's Golden circle, the 'why' stays, but the 'how' and 'what' change (Sinek, 2009).

Concluding, this theory emphasizes the importance of incorporating customer experiences in producing solution based products. This is done through an iterative process where problem, product, and customer hypotheses are developed and validated. The method advocates working 'outside-in', continuously validating what proposition the customers actually desire and buy. In this way, money, time and other recourses are kept to a minimum, by creating a product that will create value in the marketplace and will be paid for, making the business viable (Ries, 2011; Blank, 2006; Furr & Ahlstorm, 2011).

4.3 Startup-branding

Recent literature on start-up branding can be found at Bresciani and Eppler (2010), Centeno and Hart (2013), Gartner (2014) and Rode and Vallaster (2005). All are prescribing a general framework for the branding process. Within these views on branding for start-ups, again two 'schools of thought' can be categorised. One prescribes an

inside-out approach for brand creation, the other argues for an outside-in approach.

Inside-out

The first school of thought believes a strong brand is created inside-out. Brands that are created inside-out are fully based on the vision of the company, the position it wants to take and the way it wants to express itself. As a result, the steps in this process can be defined up front. The frameworks proposed by literature that adheres to inside-out branding for start-ups are linear, planned processes based on certain steps: it is the outcome of the sum of multiple brand elements (Gardner, 2014). Bresciani and Eppler (2010) suggest that branding strategies for new ventures is different than for existing corporate brands and therefore should not be compared. They developed a framework of a planned brand creation process for start-ups that exists of three successive steps: brand strategy, brand design and brand building plan (see figure 12). Besides these steps, this framework helps start-ups choose a certain

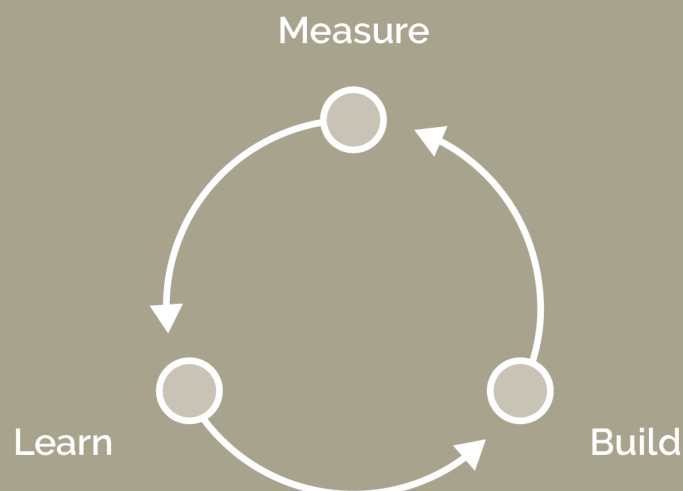


Figure 11. Lean startup loop, adopted from Ries (2011).

branding approach that suits their situation and industry.

Similar to this kind of planned brand creation process is the framework developed by Kotler and Pfoertsch (2006). Although comparable, it elaborates on five sequential steps: brand planning, brand analysis, brand strategy, brand building plans and brand audit. It emphasizes the first step, where for reasons of continuity and long-term involvement, the company needs to set-up internal procedures and structures. The last step, the brand audit, seems to be the validating step to check if adjustments are needed. This step however is done last, and is not an inherent part of the brand development, where an outside-in approach would use customer feedback continuously during the brand development process.

What is overlapping in the approaches of Bresciani & Eppler and Kotler & Pfoertsch is the emphasis on the brand planning, as a previous step in advance of creating the brand itself. They both

seem to argue that changes are made afterwards. This aligns with the so called 'deductive analytical approach', a term coined by Courtney (2001), meaning a linear process that includes rational, decision-making actions.

Outside-in

The second school of thought believes an outside-in approach suits a start-up better when it comes to branding. Outside-in brands are created by listening closely to the target audience, building the brand identity around the brand drivers of that audience. Among others, Gardner (2014), Busche (2015) and Rode & Vallaster (2005) argue the process of brand-building for startups is fluid and executed in continuous relation to the company's audience. This results in a less structured process that is more dynamic than the static models proposed by the first school of thought.

Gardner (2014) argues it most matters how people perceive a brand and the above mentioned planned approaches do not consider how



Figure 12. Three phase brand creation process, adopted from Bresciani and Eppler (2010).

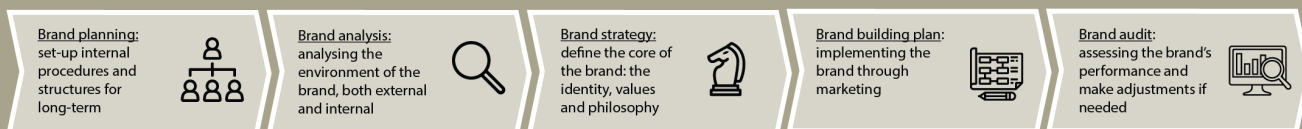


Figure 13. Five phase brand creation process, adopted from Kotler and Pfoertsch (2006)

customers relate to the brand. He believes our current economy is driven by value-creation where power lies in the hands of the consumer who expects certain values and states that a company cannot just develop a brand and push it on to the market. The linear processes described before do not allow validated market-insights to be applied in decisions actions made during the brand development process.

Brand elements should be continuously validated by the outside world as the brand's perception is constructed by its audience that gives meaning to it (Busche, 2015).

Gardner (2014) and Busche (2015) both propose using a 'Lean Brand Framework' which means they apply the lean startup framework to the core of the brand-building process for any start-up. The build-measure-learn feedback loops enable the gathering of customer feedback on brand elements, making iterations and swiftly acting upon those insights possible. The main focus of the framework is to develop a brand that fits the beliefs and needs of the customers.

Similar to when the lean startup framework is applied during the creation of new ventures, the aim is to develop assumptions and test these based on hypotheses regarding a certain value, need, passion or belief of potential customers that the company desires to fulfil. These hypotheses are tested through explorations and experiments. The assumptions are validated and multiple iterations are used to come to the stage where a group of customers is passionate about the company's product or service offered.

As early phase start-ups are mostly still searching for the product-market fit, it is assumed this lean way of branding fits well. As both the product, market and brand are being defined and

developed in parallel. The process needs to be flexible and the brand needs to adapt according to customer feedback. This links to Courtney (2001) and Elbanna (2006) who describe the way start-ups manage the relationship between the company and its environment creates uncertainty about the directions it is heading. This requires a flexible brand-building process which offers room for iterations, pivots and explorations.

4.4 Lean branding

When reading the books of Gardner (2014) and Busche (2014) about lean branding - an outside-in approach for start-up branding - it becomes clear there are no brand creation processes proposed. The only framework that both of the authors mention is the build-measure-learn cycle (see figure 11 on page 37) that is used in the Lean Startup Method. However, this is a framework that is used for the validation phase of a hypothesis, not a framework for the brand development process. Therefore, the lean branding theory can be interpreted as a philosophy. As such, reflections on the workability of lean branding will be based on certain characteristics of lean branding as philosophy.

To be able to reflect on lean branding, a list with characteristics and benefits of outside-in branding is constructed based on the literature of Gardner (2014) and Busche (2014). This list will be used to reflect upon the process of outside-in branding during the case study.

The following characteristics and assumed benefits of outside-in branding can be defined:

1. Customer centricity

The customer is made the most important influencer on the brand development. The

assumed advantage is that this will make sure the created brand will resonate with - and appeal to - its customers. As Beverland (2018) argues, customer input will be used to 'co-create' the brand.

2. *Fast iterations and pivots*

Short iteration cycles are used, which gives the advantage of validating hypothesis early on in the process. In this way, potential misassumptions and opportunities are identified as soon as possible. Relating to fast iterations, pivoting refers to a major change in a brand's direction based on user feedback. Instead of finding out about the need for a change in direction after investing heavily in the brand development, lean branding makes sure pivots are made early on in the development process when needed.

3. *Minimal resources.*

Gardner (2014) en Busche (2014) argue no external parties are needed for creating the brand identity. By developing the brand identity without external parties, resources are kept to a minimum. Budgets for marketing efforts are also kept to a minimum until product-market-brand fit is found. This is an advantage for early stage start-ups where financial resources are scarce.

4. *Prototyping.*

To test and gather concrete feedback from customers during the brand development process, probes are used to show to customers which they can react on. This gives the advantage of getting concrete feedback by consumers to improve brand elements. Prototypes are used to measure real consumer behavior instead of solely consumer attitudes.

5. *Evidence based decisions.*

Because build-measure-learn loops are used to validate hypothesis, decisions for the brand development are made based on concrete results. This gives the assumed advantage there is less subjectiveness in decisions that are to be made.

6. *Continuous adaption.*

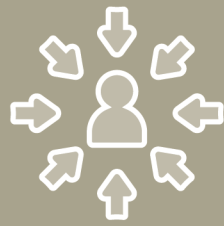
Both Busche (2014) and Gardner (2014) argue the brand should act like a chameleon, continuously adapting to its environment. The assumed advantage is the brand would always relate to - and align with - its customers.

This list is visualized in figure 14.

Conclusion and implications

Both in literature and in practice, both views - outside-in and inside-out - are used and favored by different researchers and organisations. When it comes to start-ups, outside-in thinking seems to be predominant, linking to popularity of the lean startup method. When it comes to branding however, inside-out thinking seems to be predominant.

Concerning lean-branding, no scientific literature is available. The authors who wrote about lean branding propose a philosophy for lean branding but do not present concrete processes that can be used. As the subject of this thesis is to validate the value outside-in thinking on brand development, the described list with characteristics and subsequent assumed benefits will be used to reflect on the process of outside-in branding.



Customer centricity



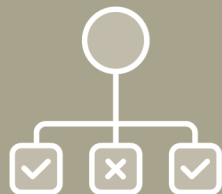
Fast iterations and pivots



Minimal resources



Prototyping



Evidence based decisions



Continuous adaptation

Figure 14. The characteristics and assumed benefits of lean branding

5. Frameworks

Within both branding literature and the daily practice, many different brand models are proposed and used (Beverland, 2018). To be able to limit the scope of the case study, a few frameworks will be chosen and applied during this project. This chapter will describe the frameworks that are used in this project.

Brand DNA Model

For this case study, the Brand DNA Model, proposed by Berghuis and Van der Vorst (2018) is used to construct the brand identity for PuurBezorgd. In this model, a brand identity is built of three corner stones, together forming a triangle (see figure 15). This model is used during this project because of the experience of the researcher with this model due to former study courses.

1. Purpose:

The purpose describes (in one or two sentences) the essential core belief that the brand stands for. It gives clarity on why the brand exists.

2. Positioning:

This is formulating the strategy to make a brand occupy a distinct and credible position, relative to competing brands, in the mind of the customer.

The positioning of a brand is build up of multiple aspects:

- Target audience
- Product category
- Product attributes

- Functional benefits
- Emotional benefits
- Self-expressive benefits

The positioning can be described along the following sentence:

For .. (*target audience*),
.. (*Brand name*) offers .. (*product category*)
that .. (*product attributes*),
.. (*functional benefits*)
and gives people the ... (*emotional benefits*)
to .. (*self-expressive benefits*)

3. Personality:

The personality of a brand describes how the brand behaves, by naming the main personality traits the company would like the brand to be ascribed with. The theory of Aaker (1997) describes five brand personality dimensions that categorize a wide range of personality traits that consumer ascribe to brands.

The hypothesis includes that constructing every main element of the brand DNA using the outside-in perspective would be beneficial to the success of the brand.

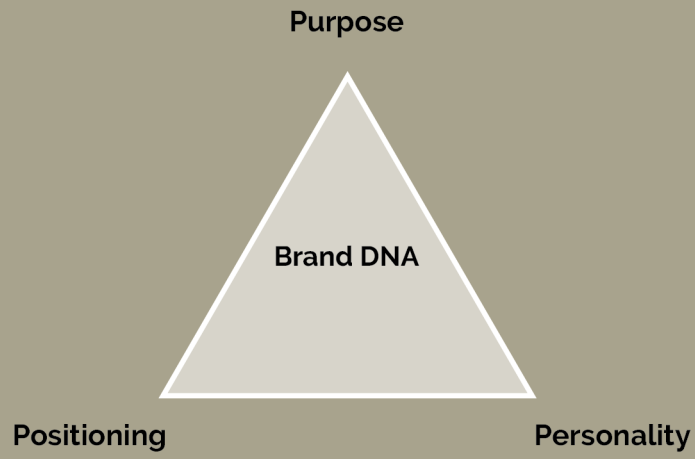


Figure 15. Brand DNA model (Berghuis and Van der Vorst, 2018)

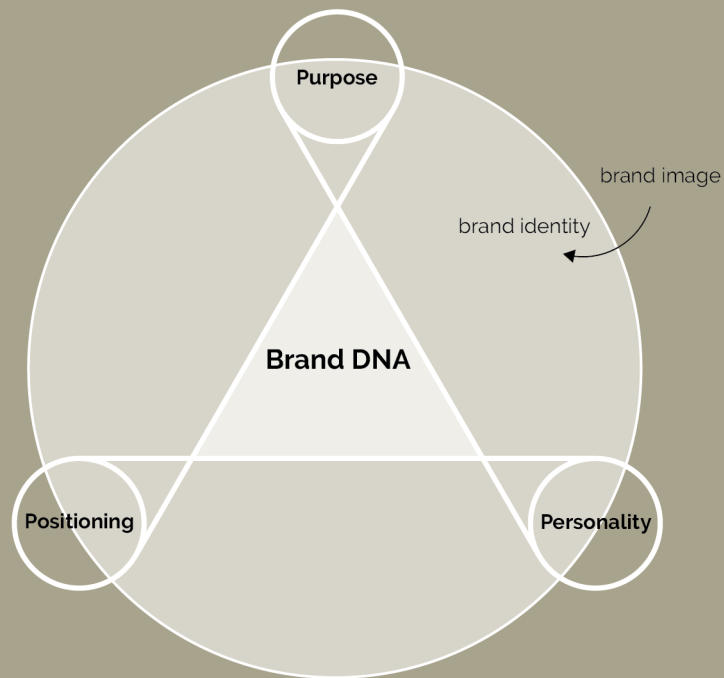


Figure 16. Constructing the brand DNA elements outside-in (self interpreted model).

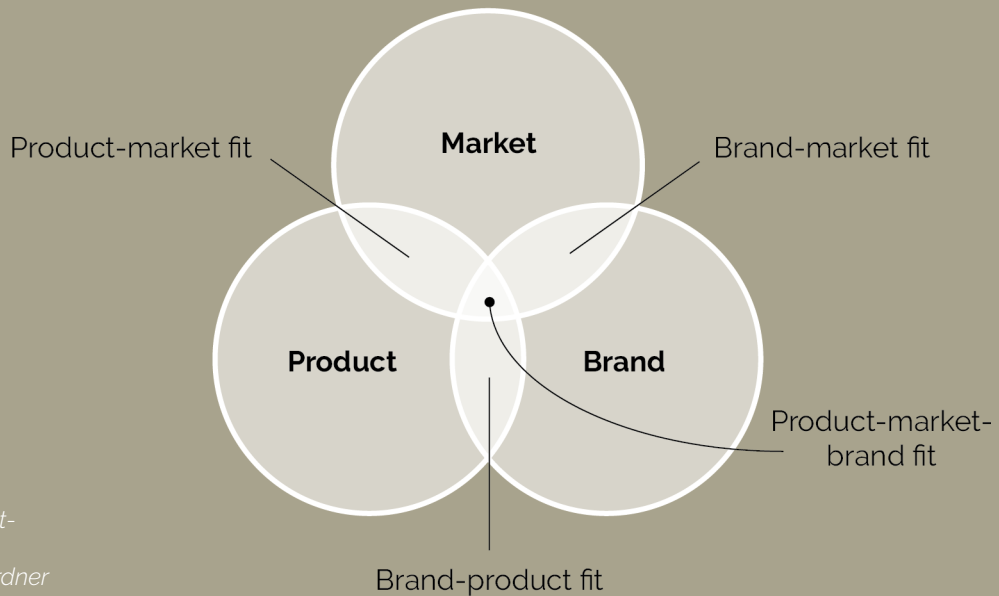


Figure 17. : Product-market-brand fit, adopted from Gardner (2014)

As described before, the brand promise is the brand identity that is constructed from the inside, whereas the brand experience is that what is actually experienced from the outside (see figure 10). The assumption is that it would be best to construct the brand outside-in; to let the preferred brand image influence the three main elements of the brand identity (see figure 16).

Brand-product-market fit model

It is important for a start-up to find its product-market fit as soon as possible in order to create what customers need and want to pay for. Gardner (2014) argues that for a startup to become a sustainable business, the challenge is to find the spot where a group of customers is passionate

about the company's product or service offered. He argues this is the reason why lean branding should be applied; the goal is to find the product-market-brand fit as soon as possible:

- Product-market fit means the product fulfills the needs of a market
- Brand-product fit means the brand promise is fulfilled by the product offering
- Brand-market fit means the brand resonates in the market through its emotional value offering.

The combination of these three relations is the product-market-brand fit. This framework is illustrated in figure 17 and will be used during the case study.



Case study

Structure of the case study

In this second part of the research, a case study is used to experience the workability of an outside-in approach for branding.

The goal is to iteratively develop the brand identity for PuurBezorgd. Because there is no specific framework proposed by Gardner (2014) and Busche (2014) - the authors that advocate the lean branding process - taking the outside-in approach is taken as a guiding philosophy.

The case study entails multiple iterations, each of which is built out of two parts. The first part focuses on the development of the brand identity for PuurBezorgd, using outside-in branding. This part

includes the following three chapters:

- Analysis
- Synthesis
- Validation

The second part is focused on reflecting and concluding on the process of outside-in branding.

This phase includes the following chapters:

- Reflection
- Recommendations

The complete iteration loop is visualized in figure 18.

The case: developing the brand identity for PuurBezorgd, using lean branding as approach



The study: reflecting on the process of lean branding



Analysis



Using different kinds of research

Synthesis



Using the Brand DNA Model

Validation



Using a build-measure-learn cycle

Reflection



Using autoethnographic texts

Conclusions & recommendations



Using text and models

Figure 18. The structure used for the case study

Iteration 1

In this first iteration of developing the brand identity, the outside-in approach will guide the activities undertaken during the development of the brand identity.

During the analysis phase, the following researches will be executed:

- A trend research
- A market & competition analysis
- 2 types of customer research: one qualitative research done through open-ended interviews and one focus group session.

The aim is to gather insights for the brand identity

components: the positioning, personality and purpose of the brand.

After the analysis phase is concluded, the synthesis phase will defined the brand identity components.

To validate this brand identity, a build-measure-learn loop is applied.

After having (in)validated the 'success' of the constructed brand identity, two autoethnographic texts are written to reflect on the process and the outside-in approach for branding. In the last chapter of this iteration, conclusions and recommendations are given.

The case: developing the brand identity for PuurBezorgd, using lean branding as approach



The study: reflecting on the process of lean branding



6. Analysis



- 6.1 Trend research
- 6.2 Market & Competition analysis
- 6.3 Customer research

7. Synthesis



Constructing the brand identity by its elements purpose, positioning and personality

8. Validation



- 8.1 Build
- 8.2 Measure
- 8.3 Learn
- 8.4 Conclusions

9. Reflection



Autoethnographic text 1-3

10. Conclusions & recommendations



Five conclusions with recommendations

Figure 19. The steps and activities taken in iteration 1

6. Analysis

6.1 Trend Research

For the positioning of the brand, it is important to look at the context the brand operates in. Not only the current contextual factors are important, it is also important to look at future external factors. Therefore a trend research is conducted. Aside from context, relevant trends that could influence the brand will be analysed.

The technique used for this research is Trend Patterns, a creative trend research tool (Simonse, 2017). This technique consists of uncovering the most relevant external trends that are influencing the context of the company, both currently as potentially in the future. This research tool will shortly be introduced, after which the main findings are presented. After every trend pattern that is presented, a short paragraph will describe subsequent related opportunities for the brand.

Research approach

First, emerging trends were studied. There was a focus on general trends - following a DESTEP analysis -, on delivery services and on (online) grocery shopping. The sources include reports, studies, articles and papers from different disciplines. In order to make this information more tangible and convenient, a visualization technique was applied: trend cards were created with self-explanatory images.

Second, to manage all sources trends were selected and clustered based on similarity and correlation. The following step consisted of finding out connections between the different clusters in order to check correlations, overlaps, interconnections, and mainly, patterns. The most relevant trends were compiled in 'trend cards' and linked to potential opportunities to act upon for this brand. These will be discussed in detail later on.

1^a Servitization

There is a growing amount of companies that offer products as a service, meaning consumers pay for using a product instead of paying for the products itself. Think of Swapfiets that rents out bicycles and Philips that lets consumers pay per Lux instead of paying for the physical lightbulb. Companies are increasingly extending their offering with services to reach into customers' lives (Hyken, 2017).

1^b Opportunity for the brand

The opportunity for PuurBezorgd would be to frame their offering of glass jars - the temporary packaging - as a product and as a service. Consumers do not own the glass jars, but they use it as a service to be able to do groceries in a package free way. Many consumers already own glass jars, which they are currently refilling themselves. However, that process takes going to the supermarket, buying products, bringing them home, unpacking them, filling the jars and getting

rid of the waste. All these steps are replaced by our service.

2^a Ecoconvenience

There is a noticeable trend involving more consumers who are putting effort in acting on sustainability issues in a way that aligns with their values. A reflection of this is that they buy products considering their ethical properties (Lewis & Potter, 2011). A divergent yet aligning ethical behavior is ecoconvenience, a lifestyle that consists of consciously choosing environmentally friendly options, if accessing it does not require extra effort for the consumer (Trend One, 2017).

2^b Opportunity for the brand

Ecoconvenience links to what PuurBezorgd is aiming for, bringing together the possibility to do groceries in an eco friendly way and the convenience of getting these groceries delivered at home without the need to visit special shops with your own reusable containers.

The relevant question for the concept of PuurBezorgd is which convenience is most referred to:

- The convenience of the service positioned against the alternatives for package-free grocery shopping as benchmark, meaning the replacement of the effort for customers to go to special shops with their own containers
- The convenience of the service positioned against regular supermarkets, meaning you do not have to carry your pantry groceries but can have them delivered at home. This option would result in stepping into the competition of current online supermarkets.

3^a Local love

Local love is a mindset which is consistent with ecoconvenience, where consumers would rather opt

for local initiatives and locally sourced products for reasons both related to the local economy and the implied positive environmental impact (Radius, 2014). The option should however be at hand within a reasonable amount of effort.

3^b Opportunity for the brand

A significant amount of our customers order their fresh groceries at Rechstreex: an initiative that makes it possible to order directly from local farms. When it comes to our service, they prefer supporting a local initiative and appreciate the personal service. They like the idea of talking to team members who are involved in the operations. The preference for locally sourced products would provide an opportunity to collaborate with other local initiatives and brands. It is important for the brand to consciously decide whether we want to emphasize the local aspect in our brand identity. This could be achieved by making sure every new hub that is opened will be run by local entrepreneurs involved in the local economy, making it feel like a separate entity.

4^a Experience Economy & E-tailing

People are valuing their free time increasingly and as such are seeking meaningful experiences (Hershfield, Mogilner & Barnea, 2016). In the context of retail, this can be seen in most brand flagship stores, where shopping is no longer about purchasing, but about immersing yourself in the brand experience. Retailers are increasingly adopting omnichannel strategies, where online and offline shopping are no longer viewed as isolated experiences, but as a coherent customer journey where one complements the other.

This view is supported by market trend research firm Nielsen (2016), that states: "Consumers interact with brands across both digital and physical channels, and increasingly, they do not make a

distinction between the two".

This can be transposed into consumer behaviour through 'showrooming' and 'webrooming' where customers either choose offline and buy cheaper online or, browse online and buy in store respectively (Nielsen, 2016).

4^b Opportunity for the brand

The opportunity for PuurBezorgd would be to bridge the gap between offline and online with a pop-up store, where products can be seen, felt and tasted before ordering.

The pop-up store could function as a showroom, where products can be ordered, but will still be delivered at home. In this way, the focus could be kept on delivering 'ecovenience', but adapted to the preferences of consumers to have physical experiences.

5^a Infolust

There is a growing need for actionable information. People want to know concretely how they can act upon their aspirations to contribute to a more sustainable world. Firstly, more transparency is desired when it comes to background information on products and services; where it comes from, the impact it makes and so on. Secondly, this information should be presented in an actionable way. What does this information mean, how could or should it influence decisions consumers make? Thirdly, the information should make it feel easy to act, presenting win-win ways for the consumer.

5^b Opportunity for the brand

This trend would argue for PuurBezorgd to make it as clear as possible how the brand acts upon sustainability, added by what impact consumers make when buying their groceries at PuurBezorgd. It should be critically assessed how prominently this should be expressed. Combined with the trend

of local love, it could be interesting to show the impact that is made per street, per neighbourhood and/or per city.

6^a Autogistics

In the field of logistics, fast developments are taking place worldwide involving automation and robotisation in warehouses and delivery systems. In the Netherlands Albert Heijn is piloting the use of robots that deliver groceries (Business Insider, 2019) and smart doorlocks to be able to put groceries inside consumers homes at moments they are not at home (Distrifood, 2018). Picnic and Jumbo are automating their distribution centers as much as possible with the newest technologies (Logistiek, 2018). The main advantages of the deployment of an automated storage and order picking system offer food retailers different benefits, all of which ultimately result in lower costs: fewer employees to be hired, less space required, smaller chance of errors and more efficient filling store shelves (Lindert, 2018). The main challenges at automation for logistics in food-retail are (Lindert, 2018):

- Great diversity in packaging: from boxes and crates to bags and trays
- Mixed palletizing: efficient and stable stacking of different products
- Quality of delivery: quality of pallets, labels and product data

6^b Opportunity for the brand

The opportunity here for PuurBezorgd is to take the next step in shaping a new sort of retail operation on both the in-bound as the out-bound aspect.

Online supermarkets like Picnic have their back-end operations equipped like any other offline supermarket. They receive all products packed in boxes, wrapped in plastic, and stacked on pallets (P. Renting, operations director at Picnic, personal communication, 11 December 2018). This all needs

to be unpacked and put on the shelves of the warehouse.

The opportunity for PuurBezorgd would be to have its silos directly filled at the producers and put in place at the filling machines without much manual labour needed. On the out-bound aspect, regular online supermarkets cannot fully automate because of all the different sizes and materials of the packaged products. PuurBezorgd however could automate this because of the use of only a few fixed sizes of packaging, made of the same material and shape. This gives the brand the opportunity to position itself as the newest kind of retailer, that skips the whole packaging step of products. By automating as much as possible it could result in the opportunity to offer products for a lower price.

7^a 'No excuse, stop single use'

As described earlier in chapter 3, the desire to reduce on single use plastics comes from both consumers and suppliers. The question is if suppliers feel this need intrinsically or out of external pressure from consumers. Consumers and suppliers of consumer goods are however not the only two actors in this play. The third, and an important one in itself, is the government. Governmental regulations are employed to act upon the world-wide problem of plastic waste. EU regulations banned plastic straws and set up plans to ensure that every piece of packaging on the continent is reusable or recyclable by 2030. Environmental organisations like Greenpeace set up campaigns worldwide, such as the Plastic Monster Races, to draw attention to the plastic waste that is created by the large Fast Mover Consumer Goods Companies. The races are led by shouting 'No excuse, stop single use' (Greenpeace, 2019).

7^b The opportunity for the brand

The opportunity here is to free ride on this trend while providing a positive and solution based mindset. Moreover, the brand could act as an opportunity for the big brands to help them deliver their branded products in a package free way. Instead of 'pointing the finger' towards these big brands, the brand of PuurBezorgd could act as a positive personality that would rather help and involve all stakeholders to create even more impact.

Conclusions and implications

This trend study results in a few conclusions that are relevant for constructing the brand identity: When *positioning* the brand, it should be taken into account how the proposition is presented. From the trends 'servitization', 'local love' and 'infolust' it can be concluded the service could be positioned as a new kind of service rather than an online supermarket. It could take into account the local aspects of the place it operates in and the brand should be as transparent as possible.

For the *personality* of the brand identity, the 'no excuse, stop single use' trend leads to combining trustworthiness with optimistic, positive and rebellious traits in order to present itself as a front runner.

For the *purpose* of the brand identity, the 'ecovenience' and 'no excuse, stop single use' trends confirm the well-timed opportunity of this concept, endorsing the belief package-free grocery shopping could become standard if it is presented as a convenient alternative.

6.2 Competition & market analysis

As found in literature and described in paragraph 4.1, outside-in thinking within strategic management argues the competitor landscape is of essential importance for the positioning of a company (Baden-Fuller, 1995). To define which markets PuurBezorgd could be positioned in, a competition and market analysis is performed.

Research approach

Desk research was performed to identify relevant competitors. Competitors were defined in at different levels: product form competition (similar features with similar values), product category competition (same product category) and generic competition (fulfilling the same need). After all competitors were noted, three different markets that PuurBezorgd could operate in were defined. These three market definitions will be described in detail.

A. The market for online supermarkets

The first market definition would be the market for online supermarkets.

A short history about the relevant existence of online supermarkets will be given first to illustrate the opportunities and risks of an online grocery store.

Albert Heijn was the first supermarket that made steps to add delivery to its services, by acquiring Telesuper in 1989. At the end of the nineties, they introduced the name albert.nl.

It took almost ten years, until 1998, before other existing retailers like Edah and C1000 started offering online ordering with pick-up points and deliveries to offices. However, both stopped

continuing these services after the pilot phase.

In the years 2000-2005 a lot of new ventures from outside the existing retailers branch stepped into the e-commerce trend and believed in the need for ordering groceries online: Max Foodmarket, smaak.nl, truus.nl, superdirect.com (in collaboration with Sligro Food Group). All these initiatives had to stop their activities within two years because of financial reasons. One of the main reasons was the fact the group of customers was not growing as hard as expected. Since 2011 more settled supermarkets started offering an online service with delivering or pick-up points: Boni, Coop and Plus. Tests by consumer panels in that time gave insight in the bad services delivered where it was clear the processes were not developed well. Albert Heijn was the only one that seemed to have its delivery service under control and kept existing.

In 2014, Jumbo initiated its online supermarket via jumbo.com. It started with pick-up points only, but quickly added home delivery as option. Since then, more players became more active in the market for so called online grocery stores: Ekoplaza, Plus, Coop, Deen, Boni, Hoogvliet and Spar all started advertising actively with their delivery services. A few more outsiders came into existence also: Picnic entered the national market with an investment of 100 million euro in 2017, StockOn, a spinoff of

PostNL, entered the field in 2018 (but had to close their doors in 2019 already because of financial reasons) and Crisp is online since the end of 2018 with an offering focusing on fresh groceries. The business model for online supermarkets has not proven to be profitable yet. Albert Heijn, Plus and Jumbo admitted they still make loss on their online grocery activities (Trouw, 2017). It is also an investment heavy business model, when the delivery is done 'in-house', meaning the delivery cars and employees are owned by the (online) supermarket. Picnic made a loss of €45 million in its first year. But also if the delivery is outsourced to existing delivery parties like PostNL, the investments are still very high. Crisp burnt €3 million in half a year and StockOn had to stop within a year, not being able to secure a next investment round.

The current competitor field exists of brick-and-mortar supermarkets that offer online and delivery services: Albert Heijn, Jumbo, Ekoplaza, Plus, Coop, Deen, Boni, Hoogvliet, Spar. Besides these, there are a handful of online-only grocery stores: Picnic as a broad offering like regular supermarkets, Crisp started focusing on fresh (meat, fruit and vegetables) but is expanding it's offering towards a broad offering of high-end products and Pit&Pit offers a selected range of dry goods, comparable with the current offering of PuurBezorgd. Lastly, there are a few specialistic online grocery shops like BasBoerNoten, DeNotenShop.nl and de kruidenbaron.nl that offer mostly one category of products.

Albert, the online service of Albert Heijn, has been the market leader since its existence 2002. However, recently Picnic took over this position in certain area's where Picnic delivers (Distrifood, 2019).

Conclusion

Online supermarkets have a difficult business model, because of low margins, high costs and high consumer expectations. It seems more profitable to focus on a niche, in terms of both offering and target segment.

Specialist online grocery shops such as denotenshop.nl and kruidenbaron.nl have been existing for a long time because of their clear focus on offering and outsourcing delivery.

The clear differentiators for PuurBezorgd in this market are:

- The package-free way of delivering and consuming the products.
- Only offering dry goods, having selected certain products per category.

This differentiation is visualized in figure 20.

B. The market for shopping zero waste

Consumers that are into doing their groceries without creating any waste have a few places to go to:

- the local market: by bringing your own bags, the food that can be found on the market can be bought in a package free way. The category of products that could be found here are fresh (vegetables, fruit), herbs, nuts, bread products. These market are present on fixed days in the week. The prices are mostly competitive with the regular supermarkets
- (Partly) package free store: there are some stores left in certain places where consumers can tap their own dry goods. In some of them you are aloud to bring your own containers (which have to be weighted before hand), in some other consumers are obligated to use biodegradable bags to tap their groceries in.
- There have been a number of physical package-free stores in the Netherlands, which tried to be a "one-stop-shop" for a wide range

Figure 20. Competitor landscape for online grocery stores



Figure 21. Competitor landscape for biologically produced goods

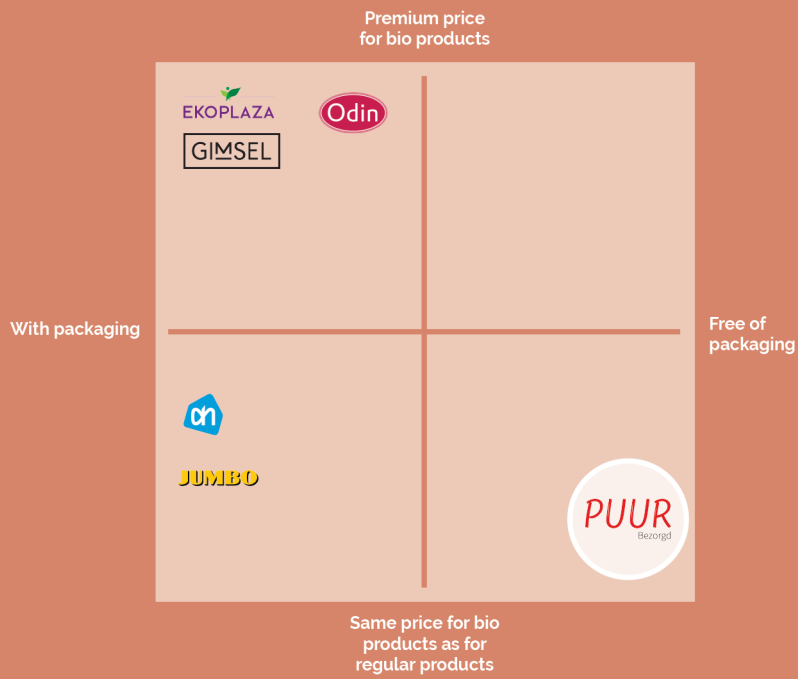
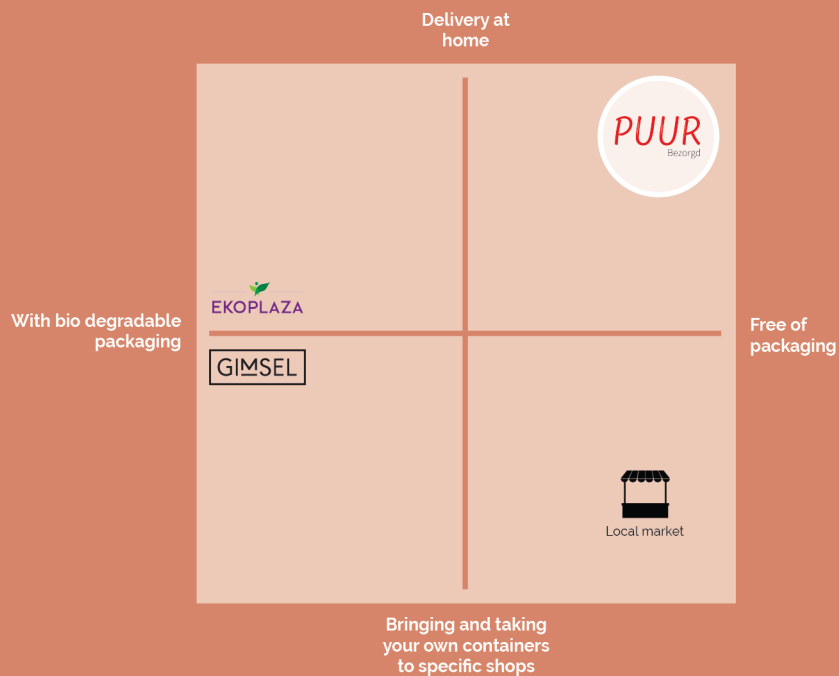


Figure 22. Competitor landscape for zero waste shopping



of packaging-free items. However, all of these package-free stores had to close their doors within two years (Volkskrant, 2018)

Conclusion

Products without packaging are currently only offered in specialty shops such as farmer-shops, biological supermarkets and on the market. To purchase all products package-free, the consumer has to go to several locations.

To be able to buy and take the products package-free, the consumer must bring its own storage containers. Collecting, transporting and cleaning these containers takes effort.

The differentiators in this market are:

- The convenience aspect: not having to go to several shops and to bring and carry your own containers.
- Fully free of single use packaging.

This differentiation is visualized in figure 22.

C. The market for doing biological produced groceries

For biological retailers, there are many small retailers active in different cities. In Rotterdam, Gimsel is a well known and popular shop for biological goods. Besides these single shop retailers, a few bigger national players exist in The Netherlands: Ekoplaza, Natuurwinkel and Odin own respectively 75, 26 and 19 shops.

These retailers attract a certain target segment that believes in the added value of the biological label, both when it comes to the quality and healthiness of the product as the conditions for human, animals and nature. Consumers pay a significant higher price for biological products than comparable non-biological products.

Within regular supermarkets, there are also specific shelves for biological products. The same accounts here; the products with bio-label have

higher prices than comparable products without. Besides these retailers, other initiatives gave birth to the possibility to get biologically produced fresh goods (vegetables, fruit, potatoes and meat) from local sources. There are many different local initiatives per region that focus on local (mostly paired with biological) produced food. The offer of these companies A few examples: Goeie Kost in the region of Breda, in Rotterdam there is Rechtstreef in the region Rotterdam and in Groningen there is Ekonoom. A few other concepts define 'local' a broader sense, getting products from within the borders of The Netherlands. Two examples are Verse Oogst and Hofweb. These company's also deliver nationwide, whereas the earlier mentioned local initiatives only deliver on a local scale.

The general perception, and also objective truth, of these initiatives, is they are more expensive than buying products in the regular supermarkets. Target customers of the companies care about sustainability and the local aspect and are accept the price premium they pay. They also know it's a fair price for the local farmers.

Conclusion

When it comes to products with the organic label, the perception is that this is more expensive than products without an eco-label. The opportunity for PuurBezorgd to stand out in this market would be to offer these eco-labeled products for prices that are still higher than non-bio products, but lower compared to the other supermarkets. We would be able to do that due to the high margins the other supermarkets take on these eco labeled products.

The other differentiator within this market is the package-free aspect. Although Ekoplaza is also advertising their products as 'plastic-free', they still work with biodegradable plastics as packaging material.

The differentiators in this market are:

- The lower price compared to other supermarkets that offer bio products
- Free of packaging

This differentiation is visualized in figure 21.

Conclusion & implications

When it comes to the markets PuurBezorgd is operating in, three different definitions can be given and respectively different competitor landscapes can be illustrated: the market for online supermarkets, the market for zero waste shopping and the market for biologically produced goods. In each of the markets, differentiating factors can be defined. In the next chapter, a customer analysis will be done to validate these market definitions and to determine which markets PuurBezorgd is currently operating in.

With this external analysis conducted and different

markets defined, inside-out thinking would argue to choose one market as most valuable and to focus thereon. However, taking the perspective of outside-in branding, it would be argued that our market definition should follow from our customers perception hereof. So, instead of choosing a market to position our brand in, it should be researched what market our current customers would position our concept in. This will be done by researching which alternative solutions our customers compare us with. In this way, the outside-in approach would lead to reinforcing the brand positioning based on customer feedback. It relates to the outside-in perspective in strategy management, as described earlier in paragraph 3.1. The questions 'what industry should we be in' and 'where should we position ourselves in the market' would be answered by customers (Saeed, Yousafzai, Paladino & De Luca, 2015).

6.3 Consumer research

In the context of the adoption of a new service or product, Rogers' (1982) theory about the diffusion of innovation is relevant. Researchers have identified a two-step flow of information: first from its original source (the supplier) to innovators and early adopters, and only subsequently from these groups to other adopters (Rogers, 1982). This theory argues to focus on the early adopter first, making sure they are ambassadors of the newly offered product or service, to ensure they activate the next group of customers. Therefore, strengthening the current positioning of the brand is important.

Here, two types of customer research are executed to gather insight into the early adopter, both to strengthen the brand and refine the service to their wishes.

Consumer research one: qualitative interviews with early adopters

Goal:

The goal of this study is to gather insight into the profile, needs and behaviours of our current customers. This is necessary to be able to focus the brand identity on the early adopters. These insights will be used as input to both construct the *positioning* of the brand and adapt the service proposition (which can be interpreted to be included in the positioning of the brand) to the preferences of our early adopters.

Research questions:

Based on the above mentioned goals, the following questions are central to this study:

1. Who is the early adopter of PuurBezorgd? (To define the target audience for the positioning of the brand)
2. What is the behavior of the early adopters towards sustainability? (To define the target

audience for the positioning of the brand)

3. What is the behavior of the early adopters behavior towards grocery shopping? (To define the offering and functional benefits for the positioning of the brand)

Method:

Study design

This is a qualitative study based on interviews with customers of PuurBezorgd. A qualitative method was used as this can reveal new information, uncover dimensions such as beliefs, thoughts and motivations and provide insight into complex relations (Hutchinson, Wilson & Wilson, 1994).

Participants

As the goal is to gain insight into the socio-demographics, age and income of our current customers, no specific selection was made. Instead, participants were randomly selected based on the amount of orders they had placed. From the group of customers that had placed one order, four customers were selected for an interview. From the customers that had placed

two orders, three customers were interviewed. From the customers that had placed three or more orders, two customers were picked. In total, nine customers were approached for an interview. These participants were asked to participate in a telephonic interview. Participants were guaranteed anonymity. They were told the interview would take a maximum of half an hour. No incentives would be offered. Every participant was happy to contribute to the development of our concept by participating in this study.

Data collection:

In this study, participants take part in an open-ended qualitative interview, executed over the telephone. The interview guide included twenty-five questions. Follow up questions were asked based on the answers given. The full interview guide can be found in the appendix. Notes were made during the interviews.

Findings:

The findings can be categorised per research question:

1. Who is the early adopter of PuurBezorgd?

Demographics

- All interviewees (9/9) have attained a higher education (some at university).
- Most interviewees (7/9) live together with partner or a family. The others were students.
- Most interviewees (7/9) earn a modal or above modal yearly salary. The others were students.
- Some interviewees (3/9) were international, including expats (1) and students (2).

Psychographic

Most interviewees (7/9) are focussed on their career and health.

2. Environmental behaviour:

Concerning environmental behaviour, the following insights were gathered throughout the interviews:

- Our early adopters are slightly anxious about the direction the world is heading. They feel the urgency to contribute in small bits wherever they can, although they realise it only has a small impact.

Quote: "I regularly feel the urge to contribute to a better world."

- For the interviewees who have children, giving a good example plays a role.

Quote: "I want to contribute to a better world and set a good example for my children."

- Our early adopters actively put effort in reducing waste and the use of less plastic.

Quote: "We're actively looking for alternatives for plastic packaging for a while now, I also go the local market with my own little jars to have them filled and we even went up and down to Leiden when there was still a package free shop stationed there."

- Our early adopters actively put effort into reducing their footprint, by consuming local, using green energy, going by train instead of driving, or using a shared car, eating less meat or no meat at all.

Quote: "We do not eat meat, we do not have a car and we go on holidays by train. All in favour of the environment."

- Our early adopters reduce waste out of intrinsic motivation, they do it for themselves and do not show off using this service to others.

Quote: "I do not show off using your service, I do this for myself. If we have people over for

a visit, I do tell them about your concept and try to inspire them to also act upon this."

- The interviewees describe the moment they feel pain when throwing away all plastic packaging when they take out the trash.

Quote: "I'm tired of filling our trash bin with all this useless plastic packaging."

3. Shopping behaviour:

- Most interviewees (8/9) never shopped groceries online before.

Quote: "I never experienced the need for online grocery shopping."

- Most interviewees go to the local market to buy fresh groceries.

Quote: "I try to go to the local market every week, bringing my own bags and trays to put in the goods I buy."

- Most interviewees go to regular nearby supermarkets for full assortment.

Quote: "In the end you just have to go to one of the big supermarkets to get everything you need"

- More than half of the interviewees specifically buy biologically produced food, as they strongly believe this is better for humans, animals and the planet.

Quote: "In the end you just have to go to one of the big supermarkets to get everything you need."

- Some of our early adopters are vegan or vegetarian in favour of the environment.

Quote: "I chose to become vegetarian because of the environment. "

- Some specified that the women mostly do the ordering.

Quote: "My wife ordered at your webshop. I am a big fan of this service and I'm happy she took the initiative to try this, as I would probably never have done that."

Conclusions:

Our early adopters attained a higher education and are environmentally conscious consumers who mostly act upon their aspirations to contribute to a better environment in many ways, which they often already do on other levels. Our early adopters are intrinsically motivated to waste less plastic and do not show off their contributions. They do like to give a good example to children and people that visit their house. The specific reason they chose our concept is the package-free aspect of it. The convenience of online ordering and delivering does not bring them added value. The value our concept gives them is the ability to do groceries in a package free way, as they have no other options to get all the products we offer in a package free way.

Implications:

These conclusions concerning our current customers will be taken into account when defining our target segment and will be used when it comes to constructing the Brand DNA. The target audience can be defined as 'active waste reducers'. The need that our service fulfills for this audience is primarily reducing plastic waste. Doing grocery shopping online is new to them and does not offer added convenience compared to regular grocery shopping. Compared to alternatives to do groceries with no or less packaging, our service does make it very convenient to do grocery shopping in a package free way. This influences the positioning of the brand and the market it is placed in. Looking

at the markets that are defined in chapter 6.2 Competition & Market Analysis, it can be concluded the market PuurBezorgd is operating in the 'market for shopping zero waste'.

So far, the positioning of the brand DNA model can be defined as:

"To active waste reducers, PuurBezorgd offers dry organic products that are delivered in returnable glass jars, making it possible to do zero waste groceries, and gives people the ... (emotional benefits, have yet to be defined) to ... (self-expressive benefits, have yet to be defined)".

This is visualized in figure 23.

Consumer research two: focus group session with early adopters

Goal:

The aim of this customer research is to gather

input for the construction of **the positioning** and **personality** of the brand identity. Specifically for the positioning, the aim is to gather insights concerning the functional, emotional and self-expressive benefits for the positioning of the brand. In the paragraph 'study design' it is explained why a focus group session is chosen as method.

Research questions:

1. How is the customer journey of our brand experienced?
2. What are the functional, emotional and self-expressive benefits of the brand?
3. What are the personality traits the customer would preferably experience when interacting with our brand?

Method:

Study design

This is a qualitative study based on a focus group session with customers of PuurBezorgd. Stewart & Shamdasani (2014) argue that, considering the diffusion process theory of

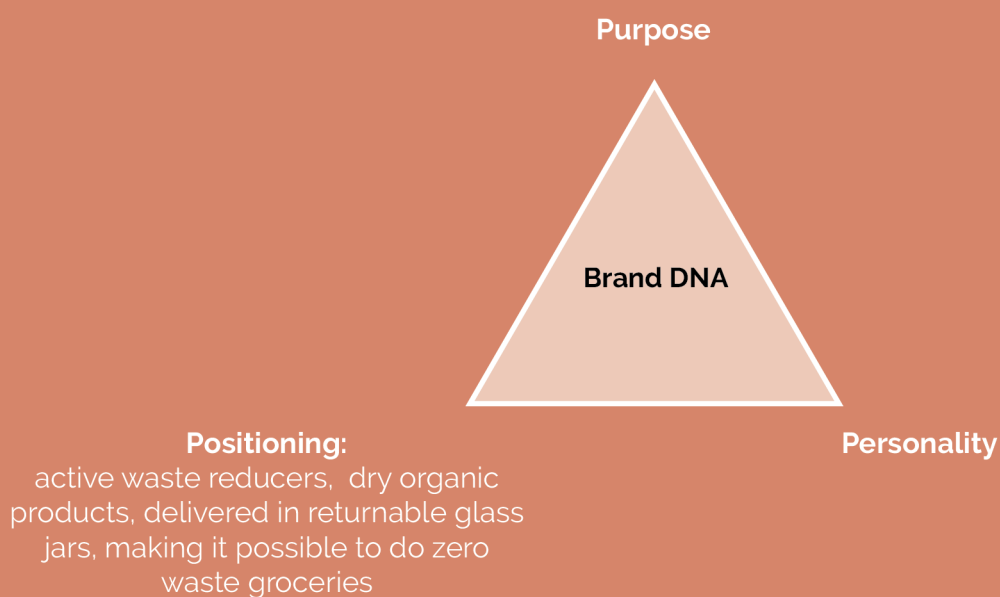


Figure 23. Brand DNA with concluded positioning statement after customer research one.

Rogers (1982), there is an advantage of group interviews compared to individual interviews. It is argued the innovators and early adopters - the consumers that are the first to buy the newly offered product or service - obtain their information from impersonal sources. For PuurBezorgd, the main 'impersonal' marketing channel that is used to research customers is social media. However, it is argued that it is personal communication with members of these early adopting groups that often plays a crucial role in the decision by members of the broader population to adopt or reject the new product or service (Rogers, 1982). Early adopters may function as opinion leaders: what they say about the product helps to determine whether or not it will be a success (Venkatraman, 1989; McQuarrie & McIntyre, 1986). Stewart and Shamdasani (2014) argue the remarks made by focus group members in the course of discussion afford insight into the communications which will actually occur among consumers following the introduction of the product or service.

The focus group interview has become a popular technique in market research because of its low cost, quick turnaround, and great flexibility (Stewart & Shamdasani, 2014). A focus group typically consists of six to ten people, and is led by a moderator with the aid of a discussion guide prepared in advance. The moderator is responsible for managing the group process, and for ensuring that the discussion stays relevant to the research questions.

In this case, the researcher himself functioned as the moderator of the focus group session. The focus group consisted of 9 selected customers. A presentation with slides and starting questions was prepared and used as guide during the group session.

To get a more thorough insight in the preferred personality traits, a list with personality traits -

based on the brand dimensions of Aaker (1997) was sent by email to the participants later. These insights are included in the findings of this research.

Participants

Participants were selected based on a couple of criteria:

- The participant did not participate in the first customer research.
- The participant has actively used our service two times or more.
- The participant is willing to contribute to our research without compensation.

In total, fifteen customers were approached for to participate. From these fifteen, eleven agreed to participate. In the evening of the focus group session, 9 participants showed up. The sessions would taken one and an half hour. No incentives were offered. Every participant was happy to contribute to the development of our concept by participating in this research.

Data collection:

Post-in notes were handed out for the participants to individually write their thoughts and answers on. After each question, participants were given the time to write down their answers, after which a group discussion was initiated to discuss thoughts and answers. The focus group session was video recorded and transcribed afterwards.

Findings:

1. Insights concerning the customer journey experience.

Positive experience

- For the participants, the experience through-out the customer journey is rather positive and climbs upwards towards the 'next journey', meaning a new order.

Quote: "the whole experience of your service is just nice"

- Our early adopters accept the small bugs and mistakes that are made. It confirms that they are dealing with a young local starting company that is trying to make a difference, which they prefer over a bigger company.

Quote: "I like the fact that I'm experiencing you're starting phase with all the bumps and challenges along the road"

Selection of products

- As the products are offered in a non-branded way on our website, consumer have the perception we selected the products. As a result, customers see us as responsible for the quality of the product.

Quote: "I have the feeling that you guys carefully select all the products, so I was actually surprised when I experienced the low quality of the filter coffee."

The glass jars are a key element for our concept

- Customers like the jars aesthetically.
- Customers share pictures of the jars on social media.

Quote: "The jars just look really nice"

Quote: "The first time I received my order I immediately took a picture and put it on Facebook"

- Customers hear or read about us through friends that shared pictures of the jars .
- It's easy to see when a product is almost run out through the transparent glass, and a remembering trigger to reorder.
- Customers prefer the transparent glass over

Quote: "I saw a friend of mine posting your jars somewhere online"

Quote: "It's really nice you can instantly see how much there is left of all ingredients"

other kinds of reusable packaging (tin cans, plastic Tupperware)

Quote: "I prefer glass, as plastic becomes filthy easily after a few times used."

2. Insights into the experience of the current brand and its functional, emotional and self-expressive value offering.

Functional benefit

- Our current customers want to reduce plastic waste. They see PuurBezorgd as a convenient solution to be able to realize this. For some of them it is a convenient alternative for special shops, for some it is a new opportunity for them, as they wouldn't go to special shops.

Quote: "your service makes my life so much easier, as I do not have to go to many different stores and places now"

Quote: "before you existed, I only aspired to do groceries in a package free way, but I never actually acted upon the desire because of all the effort. So in that sense, you just made it possible for me to act upon this wish"

Emotional benefit

Participants expressed the following feelings towards the way our brand behaves, which can be interpreted as personality traits.

- Shopping at PuurBezorgd gives the reassurance you're doing the right thing.
- Customers feel relieved that it is finally possible to do groceries in package free way in Rotterdam.

Quote: "you give a kind of reassurance that I'm making the right choice"

Quote: "I am happy that this way of doing groceries without packaging is finally possible in Rotterdam"

Self-expressive benefit

- For this group of customers, it seemed there was little self-expressive benefit in our concept, as they mainly used our service out of intrinsic motivation.

Quote: "I do this [doing groceries without packaging] just for myself"

- The customers that did share a picture of the jars on social media, did it to stimulate more people to do package free groceries. Thus the self-expressive benefit could be feeling relieved doing package free groceries is possible

Quote: "I just want to show people that these kind of awesome services exist!"

3. The personality traits the customer would preferably experience when interacting with the brand.

Participants expressed the following feelings towards the way our brand behaves, which were relevant of interpretations about the preferred personality of the brand.

- Shopping at PuurBezorgd gives the reassurance you're doing the right thing.
Quote: "you give a kind of reassurance that I'm making the right choice"

This could hint towards a reliability trait for the brand

- Ordering at PuurBezorgd gives our customers a better feeling than doing groceries in regular supermarkets.
Quote: "ordering from you [PuurBezorgd's webshop] gives me a comfortable feeling, because you're doing groceries in a fully guilt-free way"

This could hint towards a secure trait for the brand

- Customers trust the founders Puurbezorgd in knowing this is a more sustainable solution.

Quote: "I trust your guys that you researched that this is the best way"

This could hint towards a reliability trait for the brand.

As mentioned before in the study design, an email was sent to the participants later with a list of personality traits based on the dimensions of Aaker (1997). This was done to get more accurate insights in the preferred personality traits. The sole question the participants was asked was 'which personality traits would you give to PuurBezorgd?' The outcome from the survey was the following:

- The personality trait 'reliable' was mentioned by all 9 participants
- The personality trait 'secure' was mentioned by 8 participants
- The personality trait 'intelligent' was mentioned by 5 participants.

This gives a very clear indication of the preferred personality characteristic 'competence'.

Conclusions:

The following conclusions can be taken, referring to the research questions:

1. How is the customer journey of our brand experienced?

Our service is experienced very positive, although some small bumps along the customer journey. Our early adopter is accepting the current flaws in the service. It is confirmed by literature the first customers of new products and services are willing to accept imperfections and small issues to be able to use the new innovation (Rogers, 2002). Based on the insights, a customer journey is constructed, as can be seen in figure 24. A few moments of truth

Customer journey map

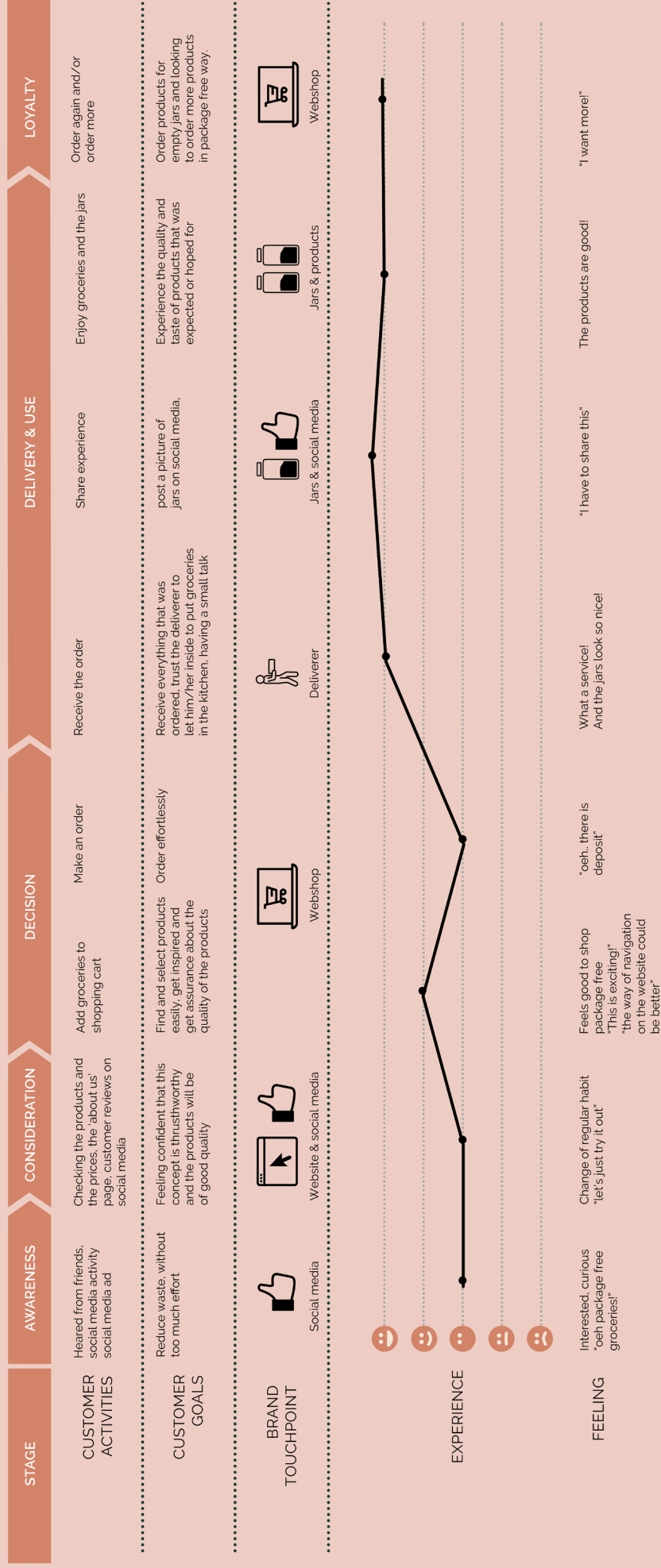


Figure 24. The current customer journey, based on the insights from customer research two.

are defined, which will be described in detail to illustrate the customer journey.

The moments of truth

In literature, moments of truth are defined as critical moments in the service encounters between a customer and the firm (Solomon et al., 1985; Normann, 2000). It are interactions between the brand and customer and define the brand perception of the customer, as are these moments where the brand delivers on the brand promise. When looking at the constructed customer journey (figure 24), the moments of truth refer to the brand touch-points.

Based on the customer journey that is defined, several moments of truth can be defined.

Moment Of Truth 1: Triggering interest with 'package-free'.

The first moment of truth is the first encounter with our brand (the 'awareness' phase in figure 24). This currently happens through referrals or social media ads. It should spark people's interest to visit our website to find out more about our concept. The main message that sparked the interest of our customers was the word 'verpakkingsvrij'.

Relevance for the brand

Getting awareness for the brand in an efficient way is relevant for a start-up that will not have big budgets anytime soon to invest in widely available marketing campaigns. Currently, the word 'verpakkingsvrij' is very effective in stimulating the interest of consumers online, this can be concluded from our online ads we ran on social media.

Moment Of Truth 2: Giving a reliable feeling when visiting the website.

The second moment of truth is the encounter with

our website (the 'consideration' phase in figure 24). Critical in this moment is the feeling visitors get. During the focus group session, it turned out the website should give the feeling of reliability and confidence that it's worth trying out ordering at our webshop without too much risk.

Relevance for the brand

The products should be presented in an attractive way to give the feeling we as a company care about the products we offer. It should be clear how we work and being transparent in our process.

Moment Of Truth 3: The special moment of delivering the jars and putting them in the kitchen.

The third moment of truth is the moment of delivery (the 'deliver' phase in figure 24). This turns out to be the positive peak in the customer experience. At this moment, all brand promises made come together and make or break the brand experience. The aspects that turn out to be important in this moment of truth are

- Delivery on time
- Friendly delivery person that feels trustworthy to invite to put the groceries in the kitchen
- The jars look aesthetically attractive to put in the kitchen and/or house
- The products are really delivered in a package free way
- The delivery is done in an environmental friendly way (electric Cargobikes or electric car)

Relevance for the brand

This would argue for the brand to always keep the delivery service 'in-house', making sure the full service experience is controlled. If you compare two competing online supermarkets Picnic and StockOn, the difference can be noticed clearly: in the case of Picnic, all delivery employees, mostly

young people, are selected and trained by Picnic itself, whereas StockOn works with the delivery service of PostNL, resulting in less control of the quality and delivery experience of the delivery employees.

Moment Of Truth 4: Use; quality of the products

The fourth moment of truth is the consuming of the products (the 'use' phase in figure 24). As the products are offered in a non-branded way, customers have the perception PuurBezorgd is responsible for the quality of the products. When the quality of a product is lower than expected, this influences the brand experience. This is because we are perceived to be the ones that selected the products. If we selected a product that's not of the expected the quality, this influences the perception of the other products.

Relevance for the brand

It could be a decision to frame the brand in such a way that it conveys our company did select the best products. To live up to this promise, every product should be carefully selected, tested and a story should be formed around it.

2. What are the functional, emotional and self-expressive benefits of the brand?

Based on the findings mentioned, the following benefits can be defined:

- The functional benefit can be defined as

'making it possible to do groceries in a package free way',

- The emotional benefit could be stated as 'relieved',
- The self-expressive benefit could be defined as 'to live up their aspirations of living with less packaging waste'

3. What are the personality traits the customer would preferably experience when interacting with our brand?

Based on the findings mentioned, the preferred personality traits are all within the dimension of competence: reliable, secure and intelligent.

Implications:

Using these conclusions the brand DNA model can be constructed further. The positioning statement can be stated as:

"For active waste reducers, PuurBezorgd offers dry organic products that are delivered in returnable glass jars, makes it possible to do zero waste groceries and gives people the relief to be able to live up to their aspirations of producing less waste".

For the personality it can be concluded the traits 'secure', 'intelligent' and 'reliable' would be most suiting for the brand identity, targeted at our current customers.

7. Synthesis

The brand DNA

Positioning statement

All together, the following positioning statement was constructed:

“For active waste reducers, PuurBezorgd offers dry organic products, delivered in returnable glass jars which makes it possible to do zero waste groceries and gives the relief to live up to the aspirations to live with less waste.”

Personality

As concluded in customer research 2, the preferred way the brand should express itself and behave is reliable, intelligent and secure.

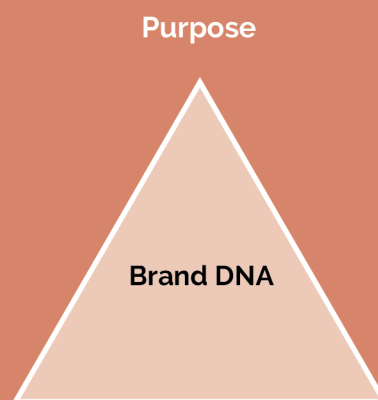
Purpose

The purpose of the brand is influenced by the outside, but determined by the founders of a company. As described in chapter 2, the vision of PuurBezorgd is the following: “We believe package-free groceries can become the standard, if we make it convenient”. This is taken as purpose of the brand.

The concluded brand identity is illustrated in the Brand DNA model in figure 25.

Next steps

The next step is to validate this constructed brand identity. This will be done through a build-measure-learn loop, as argued by the lean branding framework (Busch, 2014; Gardner, 2014).



Positioning:

Active waste reducers, dry organic products, delivered in returnable glass jars, making it possible to do zero waste groceries gives the relief to live up to aspirations

Personality:

Secure, reliable and intelligent.

Figure 25. Synthesis of Brand DNA after analysis phase.

8. Validation

8.1 Build

In this chapter the first step of the validation loop is taken; building concrete things to be able to measure and conclude on the specified hypothesis. The constructed brand identity, as described and illustrated in the last chapter, will be used to translate into manifestations. In this way, the next phase of the validation loop can be applied: measure. For a lean validation loop, a hypothesis is stated whereafter the measure phase gives insight whether this hypothesis is confirmed or not.

Hypothesis

Based on Rogers' (1982) theory which states that focusing on the early adopter is essential to grow the acceptance of a new service or product, the following hypothesis is specified:

With the defined brand identity - translated into manifestations - the customer base and revenue will steadily grow as it has been doing the last two months.

Manifestations

To be able to measure the effect of the brand identity, the aspects of the brand were translated into the brand touchpoints:

Webshop look and feel

For this aspect, the personality traits are taken as starting point to translate into the look and feel of our webshop.

The website is made as trustworthy and reliable as possible. The graphical style is kept very minimal, using no unnecessary frills or other attention grabbers. The fonts are kept very basic. The lay-out of the webshop is based on other grocery webshops like the one from Pit&Pit.

We took new pictures of the products that we offered, in a way it was as 'puur' as possible: only the product was showed on a white-grayish background (see figure 28).

On the 'about us' page, we started our vision statement with the idealistic desire to live in a world without packaging (see figure 29).

Social media posts

As figures 30, 31 and 32 illustrate, the posts on social media were kept as 'pure' and clean as possible. When showing our products, a white background is used. Beside pictures of our products, posts with tips & tricks how to live zero waste were posted. This was done based on the gathered insights in our current customers.

Product assortment

Within the Brand DNA, one element is the positioning statement, where the product offering is defined as 'dry organic products' which aims at product that were produced in a biological way. Listening to our current customers and using our brand positioning statement, we started expanding our product assortment with more biological produced goods.

Name and logo

Before constructing the brand identity, the idea was to change the name of the brand, as PuurBezorgd was a left-over of an former split test. However after have done customer research, the name seems to fit quite well. Therefor the name PuurBezorgd is kept and the logo was slightly changed to put

emphasis on the 'Puur' part with 'Bezorgd' as addition (see figure 27).

The next step

These manifestations are implemented to be able to measure and give answer to the hypothesis. This will be done in the next chapter Measure.

**Puur
Bezorgd**

Figure 26. old logo

PUUR
Bezorgd

Figure 27. new logo

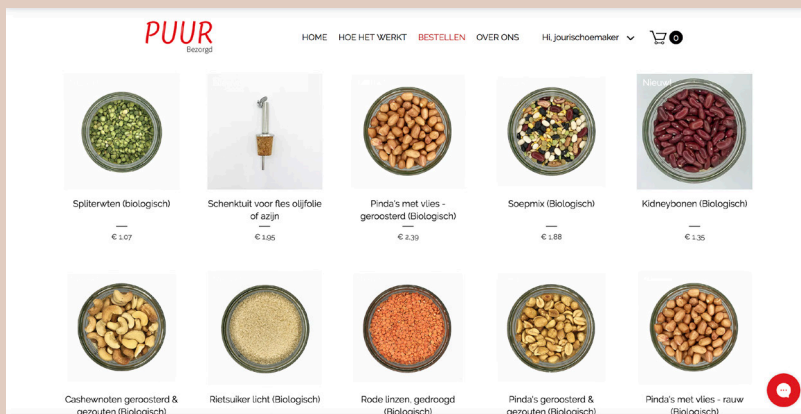


Figure 28. print-screen website



Figure 29. Print-screen website

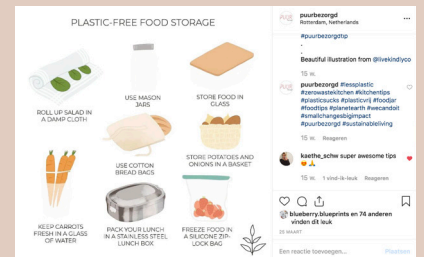


Figure 30. Print-screen social media post



Figure 31. Print-screen social media post



Figure 32. Image 5: print-screen social media post

8.2 Measure

In this chapter the second step of the validation loop is taken; measuring the result of the implementation of the built manifestations as described and visualized in the last chapter.

An analysis is done to measure the influence of the built manifestations. This is done by analysing the growth in revenue per week and the growth in the amount of new customers per week.

Hypothesis

The hypothesis that is tested is

"With the defined brand identity - translated into manifestations - the customer base and revenue will steadily grow as it has been doing the last two months."

We expected our customers to stimulate growth through their recommendations to others.

For this, we can look at two graphs with data from January till April. The moment the brand identity and manifestation are implemented is in week 9.

The first one, figure 33, illustrates the revenue per week.

From week one till nine, a small growth can be noticed in the revenue per week. From week nine

onwards, a decline in the revenue per week can be noticed.

The second selection of data that is looked at, is illustrated in figure 34. This graph visualizes the amount of new customers per week that started ordering their groceries at PuurBezorgd. In this graph it can be noticed a decline already started after week 6. A big peak can be noticed in week 5. This was when PuurBezorgd was featured on a lot of zero waste blogs and social media channels.

Looking at our hypothesis, it can clearly be concluded our customer base and revenue have not been steadily growing. In the next chapter, research is done to look into the reasons to be able to take learnings from it.

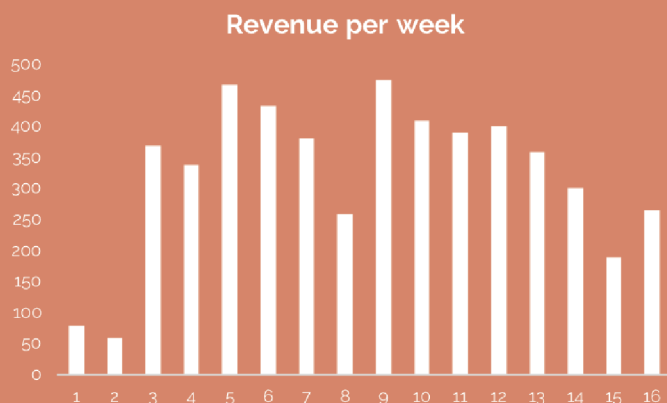


Figure 33. Graphs with data from PuurBezorgd concerning the revenue per week

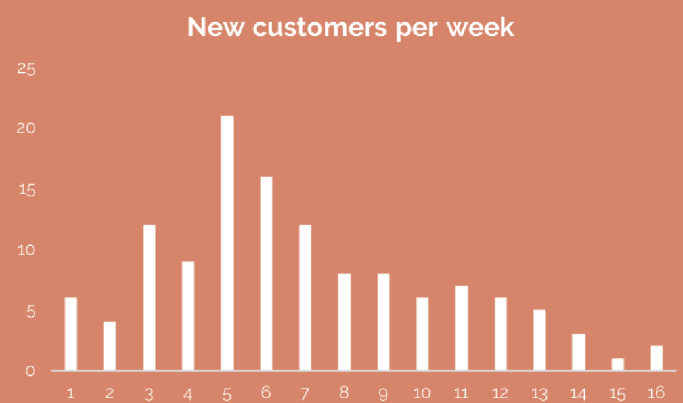


Figure 34. Graphs with data from PuurBezorgd concerning the amount of new customers per week

8.3 Learn

In this chapter the learnings are taken from the measurement outcome described in the last chapter. As concluded, the revenue and customer base have been declining. Two research activities are performed to find reasons behind this outcome, to see if this relates to the implementation of the brand identity. The first research has the aim to gather insight whether the implemented brand identity influenced the decline in attraction of new customers and decline in the return of existing customers. The second research aims to gather insight whether our target audience is the right audience for activating other customers.

Consumer research three: customers who stopped ordering

Goal

As in the measure phase it can be concluded the hypothesis was found to be unconfirmed, it is needed to find out whether the reasons behind this result are related to the implementation of the brand identity through manifestations. To get insights in this possible correlation, current customers that quit ordering could be interviewed to find out about their reasons.

Research question

The research question that was defined for this research is:

How does the perceived brand image influence the decision for customers to (dis)continue ordering?

Method

Study design:

This is a qualitative study based on interviews with customers of PuurBezorgd. Semi-structured interviews were used to gather insights why customers stop ordering. A interview guide was used to interview the customers over the

telephone in the evening.

Participants:

A list was made with customers that ordered one or two times, but did not continue ordering after this with a time span of twice the average time span between two orders. This list contained around 20 customers, from which 10 were picked randomly. These 10 selected customers were approach for an interview with the indication it would take up to 10 minutes of their time. Of these 10 selected customers, 8 were available for a telephonic interview and willing to contribute. No compensation was offered.

Data collection:

In this study, participants take part in an open-ended qualitative interview, executed over the telephone. The interview guide included nine questions. Follow up questions were asked based on the answers given. The full interview guide can be found in the appendix.

During the conversations, notes were made.

Findings

A few reasons were found to have influenced the fact the interviewees did not continue ordering at PuurBezorgd:

- The perception of price level changed, although we did not change the prices of the products we had before. The prices were perceived as higher than in the regular supermarkets.

“You started off having the same prices as the supermarket has, now you became more expensive, focussing so much on biological products”

- The perception of the product offer changed, customers expected more basic products

“I’m missing the branded products, it normal basic stuff like peanut-butter, chocopasta etc, I expected you would have them in your offer soon as well”

- The perception of the brand changed towards an 'Ekoplaza' image

“You went a bit into the direction of geiten-wollen-sokken people, the ones that go to Ekoplaza, I would say. I need normal products, not these kind of special products.”

- For some our customers, we were perceived as 'not sustainable enough'

“I do not like the fact you also offer non-bio products”

“I want the products also to be local or fair-trade.”

The sort of reasons can be categorised by two types of customers:

1. The first category are the die-hard active sustainable consumer, that is highly conscious of the environmental issues and the aspects that contribute to this. They prefer to live

as sustainable as possible to every extent.

They have a high standard when it comes to sustainable living and very critical on the details. Because of this, these type of customers are hard to satisfy.

2. The second category are less active conscious consumers, who are looking for ways to integrate the sustainable alternative with their regular habits. They prefer the regular products for the regular price, just as in the regular physical supermarket. For this target audience, we became too much of a biological store. Because of this, these customers are also hard to satisfy.

Conclusions

It can be concluded that the brand positioning did influence the activity of customers. If we want to satisfy and attract a broader range of consumers, we should readjust the positioning of our brand identity.

Implications

If growth of the business is the aim, the brand strategy has to be reconsidered. The current brand identity will attract a very narrow group of consumers, that is hard to satisfy.

Consumer research four: the influence of our customers on others

Goal:

The aim of this small research is to get a feeling to what extent our current target audience are 'thought leaders' or influential people that inspire others in their personal network. As it comes to the diffusion of adoption (Rogers, 1982), it is of essence that the early adopters are able to inspire others to take action.

Research question:

The research question that was defined for this research is:

Are customers in our current customer base able to activate other consumers?

Method:*Study design:*

To test whether our current customers are able to activate other consumers, individual referral discount codes were created for each current customer. When the referral code of a customer is used by another consumer, this new customer gets a discount (20% discount on all groceries) on its first order. When this occurs, the current customer that sent the referral code, also gets a discount on its next order (20% discount on all groceries).

A referral code discount action was constructed as mean for testing this ability of current customers to activate others around them. The referral code was sent to 80 customers.

Participants:

The referral codes were sent to all customers of PuurBezorgd that ordered at least once and did not uncheck the option for promotional email when they created an account for PuurBezorgd. This resulted in 80 customers that received an referral code.

Data collection:

Our software showed exactly whose referral code was used by which new customer. In this way it could be easily analysed how many new customers came in via the referral codes.

Findings:

After three weeks, the data showed 98% percent of the customers that received the referral code, also opened its email and has thus seen the discount code. The amount of new customers that came in via the referral codes however, stuck at four.

8.4 Conclusions & implications for the brand development

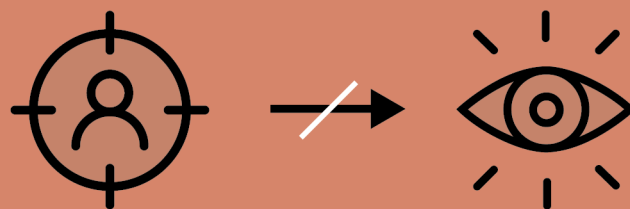
After this validation loop, the following conclusions can be made, followed by implications for the development of the brand identity.

Conclusions

Our current target audience are not the opinion makers, the ones that inspire and activate others. This is crucial when it comes to aiming for the early adopters, as these have to activate others around them to grow the market potential. This conclusion adds up to the conclusion of the customer research into customers who stopped ordering: our current customers are not the preferred target audience when it comes to the goal of growing the business. It can also be concluded that the brand positioning had influence on the type of customers we attract. If we want to satisfy a broader range of customers, our brand identity should get away from its current positioning.

Implications

If the business strategy is to grow, the target audience needs to be reconsidered, as the current early adopters will not be the ones that will grow the market reach for our business. As the strategic vision of the founders is to make impact by reaching a vast amount of consumers, the brand identity will be adjusted towards a suiting target audience that is suitable for growing the business. In the next two chapters, reflections will be made on the outside-in approach in the brand strategy creation and lessons will be noted for the next iteration of the brand identity.



The current target audience (market) does not match the strategic vision of the founders

9. Reflection

Reflecting on the process of outside-in branding during iteration 1

After having invalidated the hypothesis with the build-measure-learn sequence, this chapter will reflect on using outside-in branding by using autoethnographic texts. After these reflections are made and discussed, the next chapter will take conclusions and will give recommendations, both for the next iteration on the brand identity of this project, as for other start-ups that would use outside-in branding. Each autoethnographic texts is relating to a characteristic for the process of outside-in branding, as described in paragraph 4.4 on page 21 and visualized below:



Customer centricity



Fast iterations and pivots



Minimal resources



Prototyping



Evidence based decisions



Continuous adaptation

Autoethnographic text 1



Reflecting on the process of lean branding: customer centricity

This first autoethnographic text reflects on one of the assumed advantages of outside in branding: using a customer centric approach. Specifically, this text illustrates the potential misalignment with the founders when outside-in thinking is used to base the development of the brand identity upon.

Context

We were tipped about a march organized by Greenpeace, called the 'Plastic Monster rave'. This was part of an international campaign of Greenpeace, aimed to create awareness for the plastic waste that big Fast Mover Consumer Goods Companies like Unilever, Nestlé, PerpsiCo create. The march took place in Rotterdam, where we walked towards the headquarters of Unilever to deliver the physical plastic 'monster' that Greenpeace built for the occasion. From the perspective of our positioning, this event seemed to be a good fit for a promotional activity for our brand. The idea was to get people acquainted with our concept. I was able to get in touch with the organizing team from Greenpeace with which we agreed to sell 'package-free mocktails': pre-mixed alcohol-free cocktails served in our 0,4 liter jars, which we sold from our cargo bike. People would be able to buy a cocktail, pay a deposit for the jar which they would get back when they returned the jar. This would explain our concept in a related way. Our interns were really hyped about this event. The following text describes the day after this event, when Martijn and I sat down together to reflect on the event and the last month in general.

Text

The crowd was way smaller than we expected. As it was promoted quite extensively by Greenpeace and the amount of people being 'attending' on Facebook, Greenpeace expected around 400 people to join the march. It seemed there were a maximum of 80 people present. The people that were present were very conscious about consuming and spending money. They all brought their own snacks and water bottles. It was clear quite quickly that we were not going to sell all our mocktails. We were disappointed in ourselves, not having thought of this potential setting.

Secondly, we reflected on our current team. We realized all our interns are really into the zero waste movement, way more than Martijn and I are. The first time we bought some products for lunch at the supermarket around the corner, our team was angry at us for buying stuff that was covered in plastic. We did not realize we were working with people who are very active contributing to the cause of producing as little waste as possible. As two of our interns were responsible for marketing on social media, we soon noticed our content was heading towards zero waste related stuff and attracting followers from that specific scene. This was caused by the fact we did not have a clear brand vision yet, nor a brand guide book of some sort. When discussing what we should and should not post, arguments based on traction mostly won. These were the posts that were zero waste related. As we did not have big budgets for marketing purposes, it seemed attractive to reach as much people for free.

Reflection

By focusing on outside-in, we were unconsciously letting the brand image relate to 'eco-warriors'; we let our focus and direction be determined by our current customers. Martijn and I realized this was not the direction we were feeling enthusiastic about. Firstly, because our ambition is to make impact, by making consumers contribute who normally do not involve themselves herein. Now, we were helping the activists, those who are already contributing to the cause of reduce plastic waste. Secondly, because our ambition is to let this concept grow, extend our market to more places. With this target audience, that seemed to be unrealistic. We slowly became less enthusiastic about this whole concept, as it seemed we were becoming another activist zero waste concept. Martijn and I were not in this business to let a few people live zero waste in a perfect way, we were in this business to make a lot of people live with less waste and in this way make impact.

This moment also prompted us to see that our beliefs as founders were not completely aligned with the brand perception we were carrying out. Because we did not define our brand-vision clearly yet, we did not communicate why we went into this business and we did not critically ask our potential interns during the interviews why they preferred to do their internship at PuurBezorgd. We unconsciously let outside-in thinking determine the composition of our first team. This influenced the way of working, shaped our appearance to our clients and determined our communication to the outside world. It led to the decisions being made by this team.

Literature affirms the importance of the alignment between vision of the founders and the vision of the company. Backed up by their research, Tosti and Stotz (2001) argue entrepreneurs are most successful when they are passionate representatives of what their company promises. Research by Vallaster (2005) states to make a start-up team thrive in the early phase, the embedded emotional components of the brand should reflect the personal values and motivation of the entrepreneur. Furthermore, in order to attract, keep and encourage talent within the company, the entrepreneur should live the brand identity (Boal and Hooijberg, 2000). Rode & Vallaster (2005) conclude their research about corporate branding for start-ups with stating the entrepreneur should be the focus when it comes to the brand development process. This would argue for inside-out branding, instead of letting the outside determine the brand.

Conclusion

This text illustrates the risk of letting outside-in thinking determine the direction of the brand identity. This can lead to misalignment with the founders vision and ambition. It is essential to align the brand with the founders, as they are the drivers behind a start-up and its brand. In the next chapter, recommendations will be given on how to prevent this potential risk.

Autoethnographic text 2



Reflecting on the process of lean branding: customer centricity

This second autoethnographic text also reflects on using a customer centric approach for branding. Specifically, this text illustrates how a different start-up, that offers a comparable product-service combination with a sustainability claim at its core, has experienced a similar trajectory with the development of its brand identity.

Context

I had a drink with Tom, one of the founders of St. Gerrard Street, a start-up that offers 'headphones as a service': Instead of buying a headphone, their customers subscribe to their headphones for a fixed price per month. When (a part of) the headphone breaks, the headphone is repaired by replacing parts. The headphone is setup in a modular way so all parts can be easily replaced.

Text

St. Gerrard Street, or Pelican House, as the start-up was called when they launched their first product, received a big amount of free publicity from the start. They were featured by many national news channels, including the NOS and RTL Nieuws as top ones. St. Gerrard Street was framed as offering 'the first circular headphone' emphasizing the sustainable aspect of the product-service combination offered by the start-up. Through all this media attention, they gained increasing interest from consumers and traction through their website. As they launched a crowdfunding campaign, the expectations were high in terms of the amount of pre-orders they would receive via this crowdfunding campaign. The result however was disappointing. Although they reached their crowdfunding goal, the actual goal was to reach a multiple of this amount. To gather insight into the reasons for what happened, they conducted interviews with the founders of Fairphone and Mudjeans, two comparable concepts that had experienced exactly the same issue. The market research these two companies had done showed that it is not viable to base a scalable business on the small amount of customers in the Netherlands that has sustainability as its first reason to act. That is why both Fairphone and Mudjeans expanded internationally immediately. Having gained this insight, St. Gerrard street later switched their main brand messages towards other core benefits offered by their headphones: a high quality sound, the advantages of paying a small amount of money per month and the fact that you will never have to buy a new headphone when a small part breaks down. Together with their original proposition, they focussed on target audiences that would value these functional and emotional benefits the most.

Reflection

To some extent it could be argued the founders of St. Gerrard Street also let outside-in thinking influence

their brand positioning. As the press and consumers were triggered mainly by the sustainable aspect of their proposition, this was exploited to gain traction when they launched their first product. As a result however their brand was positioned in the market of sustainable product alternatives while this market turned out to be too small for them to build a viable business. For them, the resulting target audience was too small and therefore not aligned with their personal ambition. They started this business to solve the personal problem they experienced of having to buy a new headphone when only a small part broke down, combined with the negative environmental aspect of this. Now however, they seemed to only solve the problem of having a sustainable alternative for a small group of customers that is primarily interested in this aspect. This seems very similar to what we experienced at PuurBezorgd.

Conclusion

This text illustrates the risk of using outside-in branding in such a way that the brand positioning is mostly influenced by how media attention is gained and consumers' interest is triggered. There is much value in free publicity, but there is a difference between awareness and actual conversion. The focus of a brand should be on the long term aspirations instead of the short term results. Therefore, it is important to align the preferred target audience with the strategic vision of the company founders. In the next chapter, recommendations will be given on how to prevent the potential risk of neglecting the long term strategy causes.

Autoethnographic text 3



Reflecting on the process of lean branding: continuous adaption

This autoethnographic text reflects on the assumed advantage of outside-in branding: continuous adaption and evolution. Specifically, it illustrates on of the pitfalls of outside-in branding that I noticed when reflecting on a remarkable moment.

Context:

The owner of the multi-company building we're stationed in, informed us the signing in the building would be placed in two weeks. We were asked to fill in the document with our company name and details. This was the moment we could change the name, as we would later have to pay extra to change the name.

Text:

I personally experience eternal doubt whether we should change the name or not. Our current customers are used to the name PuurBezorgd, they like the name and when we proposed new names during the focus group session, nobody was enthusiastic. We also gathered a bit of local press attention we were really easy to find on Google. On the other hand, the name attracts and resonates with a certain audience, the audience we concluded is not the target audience to grow our business and impact. I have the feeling the change of name should be explained well to our customers, but I do not see how. We can't tell them we do not want to attract only them, but are looking for more people, that are slightly less concerned and active when it comes to packaging. They might not understand our name change. I just hope they won't change their minds about our concept after changing the name.

Reflection:

One and a half year ago, I was present at the lecture of Geert Doctor, senior consultant at Globrand, a naming agency that created names like Senseo, Schuddebuikjes and Thalys. I remember one of the first tips he gave very well. It was one of first slides: it said: "first take away: Start with a working name that is fundamentally unusable." Why? Because the involved team otherwise get attached to the name, and from then on it's very hard to change. The example he gave was the case of Senseo. The team that developed the proposition, used the working name 'caffé crema'. When Globrands was hired to come with a name, they were so attached to the name, they thought the product should keep this name. So when launched, the product was called 'Senseo crema'. After a short period of time it was validated that Senseo was the part of the name that stuck, the part 'crema' was dumped. I asked him the question straight away: "but what should you do if you want to validate a proposition with real audiences, you can't use a ridiculous name right?" He answered: "yeah you're right, we experienced this with some of our clients as well. What you should do is use a name that is as literal related

to the proposition as possible. Just keep in mind this will be not be a strong name and that you will change it later on". This is what exactly happened in our case; we used a temporary name that was very literal. We said we would get rid of it later. Still, we got used to the name, our customers did and every month that proceeded made it more difficult to take the decision to change the name. Besides this, Geert Docter also explained it's impossible to let the outside determine the name, as people never like a new name as they are not used to it yet. The only thing you could validate with people, that do not know what you business does, is what kind of associations they think of when hearing the name. Still, I asked what our current customers, during the focus group session, thought about our new names and I was influenced by their opinions.

This example illustrates how outside-in thinking can get in the way to of making swift strategic decisions in favour of branding and strategy for growth purposes.

Conclusion

I would recommend to consciously chose a name before the concept is put into the market. When validating the concept, using a working name is fine. Validation should be done in a 'controlled' environment, with a selected group of consumers. In this way, none of potential disadvantages, mentioned in the field text, would be present.

10. Conclusions & recommendations on process

Based on the reflections made through autoethnographic texts, this chapter concludes on the lessons learned from using outside-in branding in this first iteration and gives recommendations concerning the process of outside-in branding. The conclusions on the process are illustrated by examples from the case.

1. Outside-in branding lets the current customers determine short-term strategy

By focusing on outside-in branding and only listening to the first customer base, an early stage start-up easily moves into the direction that is relevant only to the early adopters.

This is illustrated by the following example from the case study: during the process of outside-in branding, we were focusing only on our first customers, which made us move into a direction that seemed to be only relevant to them. We adjusted our 'product' to the needs of our early adopters. The product assortment is a concrete example of an aspect we let be determined by our customers. It seemed a solid strategic decision in the short term to offer them the products they desired, as it would satisfy them allowing us to make more revenue per customer. However, this strongly influenced how the brand was perceived by other consumers, as shown in the interviews conducted with consumers outside of our current customer base.

Recommendation

I would recommend other start-ups to first define the long-term vision of the brand, to base choices upon, instead of basing strategic choices on short term wishes of customers. I would advise to put a timeline on validation and piloting with a certain

proposition, limiting and defining the participants of the pilot and ending this phase at a predetermined moment. Once this pilot phase is done, take the lessons learned to make strategic decisions for the brand.

2. Outside-in branding lets the current customers determine the target audience

By focusing on outside-in thinking, the first customers determine the target audience. This brings on several risks, as this audience might not be the preferred target audience that is aligned with the strategic vision of the company.

This is illustrated by the following example from the case study: at PuurBezorgd we let our first customers determine our target audience, as we only asked our current customers to do interviews and be a part of the focus group session. A few risks result herefrom. As concluded in the research with the referral campaign, our fan-base is not the kind of consumer group that would work as an 'oil stain', as they mostly are a specific kind of people, they do not have widespread networks that they ignite to act and their behaviour is not always aspired to follow by others. You need a group of customers that can help bridge the gap, the 'chasm' as Moore (1991) calls it.

Recommendation

In case a start-up opens up its service for consumers during the validation process, I would recommend to first analyze the current customers and combine the resulting insights with market analysis to define if this customer base is the preferred target audience to focus the brand on further along. For many innovations, the early adopters are the ones that will activate others around them (Rogers, 1982). For start-ups that have an environmental friendly solution at its core it might however appear the early adopters are not the preferred target audience to focus on.

3. Outside-in branding can lead to misalignment with the founders' vision

By developing the brand identity outside-in, there is a risk of misalignment with the start-up's founders' vision. The brand should be created with the founders, the ones with the vision for the company, because they have to breathe and represent the brand. .

This is illustrated by the following examples from the case study: In the case of PuurBezorgd, a misalignment with the vision and ambition of the founders became apparent. Martijn and I saw an opportunity with this concept to make an impact by making those consumers contribute that do not yet contribute to the problem of single use packaging. We recognised this need ourselves: we would like to do groceries in a package free way, but we would not make the effort to go to a special package-free store. Firstly, this group of consumers is bigger than the group of actively contributing consumers and secondly, this group of consumers is not contributing yet, so it directly makes impact when they start contributing by making use of our services. When moving into the direction of the 'eco-warriors' it became clear we were helping the consumers

that would otherwise find other ways to live without packaging. For them, we make life easier, but as a company we make less impact.

Besides this, Martijn and I did not 'live' the brand ourselves. This became most apparent at the office with the other team members, (see autoethnographic text 1 on page 55), but also in the decline of our enthusiasm for this concept.

The outside-in approach also led to adjustments to our product-offering: our assortment. For a brief moment, we considered to limit our offering to biologically product goods only. Though Martijn and I immediately discussed the fact that we do not believe biologically produced goods to be better for the environment per se. Relevant sources in this domain confirm there is no unambiguous answer to the question of whether organically produced food is better for the environment (Milieucentraal, 2019). Therefore, biologically produced food would not limit our assortment. We offer it for those who prefer it, but we also keep offering non-biologically produced goods. products.

Recommendation

The founders' vision should be central when developing a brand identity. I would recommend to start developing the brand identity inside-out, after which outside-in analysis could be used to validate the brand identity and manifestations. Using outside-in branding will set the founders aside, which is not preferred. For a start-up, the founders' drive and vision is essential to transform the company into a sustainable success.

4. Outside-in branding for a social enterprise automatically puts the social aspect at the front

For a start-up that has a social purpose at the heart of its proposition, it is important to deliberately choose whether the brand focus will be on the social benefit of its solution. I would argue that

when outside-in branding is used, the brand will automatically be steered in the direction of the social aspect of the brand. As described in the conclusions before, this brings on a few risks.

Recommendation

I would recommend the founders of a social enterprise to ask themselves the following questions:

1. Do you want to focus on consumers that would use your product or service with the social purpose as first reason to act?
2. If the answer to question 1 is yes: will this target audience be big enough to sustain a viable business? (This depends on the market size, the scalability, the other stakeholders involved, the business model and so on).

3. If the answer to question 2 is no: what core benefits does the product or service give to consumers, besides contributing to humanity, nature and/or the environment? There are many tools that can be of help to determine the core benefits of the proposition, such as the value proposition canvas (Osterwalder et al., 2014).
4. Having answered question 3: how can this core benefit, combined with the social aspect of the solution, set itself apart from competitors?

I would recommend that the founders of a social enterprise try to answer these questions beforehand, when creating the brand identity. The assumed core benefit besides the social benefit should be validated, as this will be key in growing the company's business.

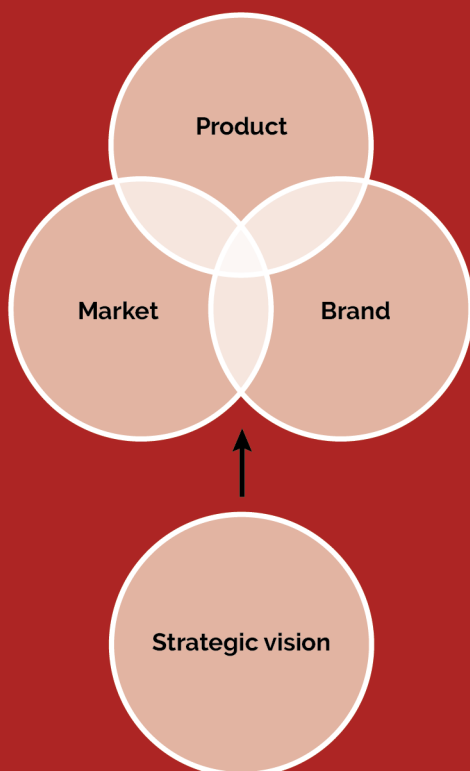


Figure 36. In the top, the model of Gardner (2014) with three elements. A fourth element 'Strategic vision' is added.



Figure 37. The new alignment model with five connections

5. The founders vision should be aligned with the product-market-brand fit

As defined in chapter 5. Frameworks, Gardner (2014) argues a start-up needs to find its product-market-brand fit. I would argue the strategic vision of the founders is missing in this model to determine if the start-up found a fit to grow sustainably.

This is illustrated by the following example from the case study:

Looking at the case study so far, it could be argued that outside branding led to a product-market-brand fit for PuurBezorgd as Gardner (2014) would define it (see figure 36), because the following fits could be noted:

- *Product-market fit: does the product fulfill the need of the market? When the market is defined as the active waste warriors, it can be concluded the current product fulfills their needs and a fit is found. Our service offering gives them the ability and convenience to do groceries in a package free way.*
- *Product-brand fit: is the brand promise fulfilled by the product offering? The current promise of the brand, making it possible to do groceries in a package free way, is fulfilled by the current service. It can be concluded a fit is found between the product and the brand.*
- *Brand-market fit: does the brand resonate in the market through its emotional value offering? When looking at our current customers as the target audience, the brand resonates through the emotional value of giving the relief to live up to their aspirations to live without waste.*

However, as concluded before, this product-brand-market fit is not aligned with the founders' vision for PuurBezorgd. It seems these elements are missing in the model to enable an evaluation of a brand strategy for a start-up that wants to grow.

Solution

The following solution is proposed: a fourth element should be added to the model of Gardner (2014). This element should represent the founders' vision and initial business strategy. The term 'strategic vision' seems to suit the representation of these aspects.

Literature from Jim and Porras (2002) and Hatch and Schultz (2009) describe strategic vision as an overview of where a company wants to be at in a specific time in the future. Strategic vision is also used in the Organisational identity model, that names strategic vision, culture and stakeholders as the three cornerstones of the organisational identity (Hatch and Schultz, 2009).

To add 'strategic vision' as an element to the model, it should be analysed which connections are relevant and with which other elements this fourth element overlaps. With the addition of 'strategic vision', the following three new connections could be made:

- *Market-strategic vision fit: this would mean that the strategic vision aligns with the need of the market. Looking at the case study: this seems to be a relevant and important connection, as this was the main problem during this iteration of the case.*
- *Brand-strategic vision fit: this would mean that the brand and strategic vision strengthen each other in two ways. The brand promise should be a facilitator of the strategic vision. Referring to the case: if the strategic vision involves expanding nationally the brand should envision this. Vice versa, the strategic vision of the company should be aligned with the brand promise, making sure the brand promise is perceived as credible by consumers.*
- *Product-strategic vision fit: this connection seems not to make any sense. The right*

product portfolio should be offered to realise the strategic vision. This is however already covered by the product-market fit, where the importance of a product that fulfills the market need is defined.

Therefore the fourth element, 'strategic vision', is added to enable an overlap between the elements market and brand (see figure 37). This way, five connections are made between the four elements. This model can be used to evaluate the brand strategy. Through these connections, the following questions can be evaluated:

1. Product-market fit: does the product fulfill the need of the market?
2. Product-brand fit: is the brand promise fulfilled by the product offering?
3. Brand-market fit: does the brand resonate in the market through its emotional value offering?

4. Market-strategic vision fit: does this market segment enable the strategic vision of the company?
5. Brand-strategic vision fit: are the brand promise and the strategic vision of the company aligned?

Using these 5 questions, an evaluation can be made on whether all elements are aligned for a successful growth of the start-up.

6. A fourth step - reflect - should be added to the build-measure-learn cycle

Lean branding and in general the lean startup method can result in a hurried process where the focus on customers translates into running after their wishes and needs. This blurs the separate phases of launching a new product: branding, piloting/validating and launching.

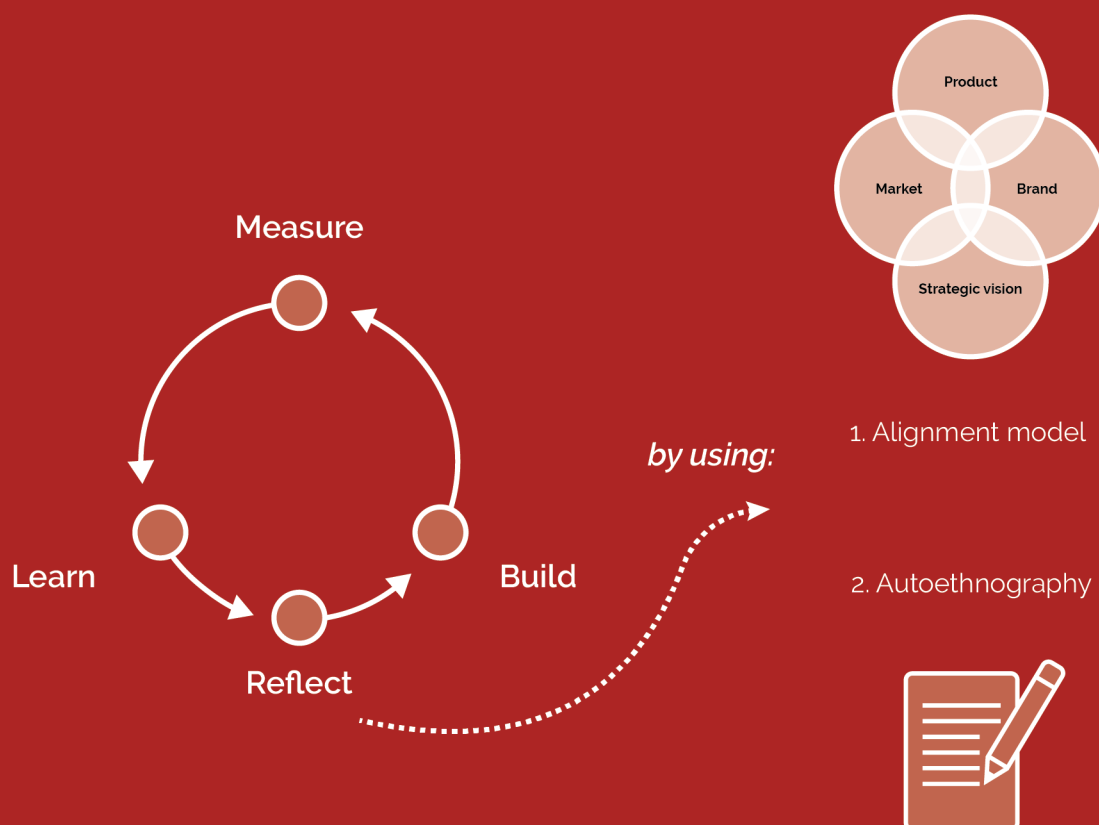


Figure 38. Adding a fourth step to the lean start-up loop: reflect, using the alignment model and autoethnography.

This is illustrated by the following example from the case study: In the case of PuurBezorgd, there was no clear distinction between these phases. The initial idea was to validate the concept by 'piloting' it in Rotterdam. By opening up our service to all who were interested and because online blogs started writing about us, the traction made us continuously deliver our service. Because of this, there was neither a clear launch of our service, nor was there a clear brand and launch strategy.

Solution

The use of autoethnographic texts actually turns out to be a valuable means to reflect on this hectic

lean process while it is taking place. By using autoethnography, the founders of a start-up can reflect on the process and the content, which gives a valuable strategic overview while providing insights for the proceeding of their company. My recommendation would be to plan this moment of reflection after every validation cycle. So a fourth step could be introduced after build, measure and learn: reflect. At this point, both the alignment model should be used to evaluate the fit as autoethnography to reflect upon the process.

This solution is visualized in figure 38.

Iteration 2

As we concluded at the end of the first iteration, our current customers would not be the preferred target audience when it comes to the strategic vision of the company. Therefore, a new iteration is initiated to find a more suitable brand identity, following a similar structure as iteration 1.

In the analysis phase, the following activities have been done:

- A consumer analysis to identify potential target audiences which would better align with the strategic vision of the company. Outside-in thinking is used to see which market could be attracted with our proposition.
- Customer research is used to explore which personality traits could spark the interest of our aimed target audience.

After having found a synthesis concerning the brand identity, a validation loop is used to see which landing page, based on a type of personality that is translated into a visual identity, would create the highest conversion among our potential customers. Lessons are learnt concerning who is actually attracted during the validation and what their expectations are. During the learn phase, the proposed alignment model will be used to evaluate the fit of the brand identity with the growth plans of the company.

Auto-ethnographic texts will reflect on the experiences in this second iteration concerning outside-in branding. Finally, conclusions and recommendations are given concerning outside-in branding. The process is visualized in figure 39.

The case: developing the brand identity for PuurBezorgd, using lean branding as approach



The study: reflecting on the process of lean branding



11. Analysis



- 11.1 Consumer analysis
- 11.2 Customer research

12. Synthesis



Constructing the brand identity by its elements purpose, positioning and personality

13. Validation



- 13.1 Build
- 13.2 Measure
- 13.3 Learn
- 13.4 Conclusions

14. Reflection



Autoethnographic texts 4-7

15. Conclusions & recommendations



Final conclusions and recommendations

Figure 39. The steps and activities in iteration 2

11. Analysis

11.1 Consumer analysis

Following the strategic vision of PuurBezorgd, the aim is to attract consumers to our concept. To get insight on which target segment we should aim for, a consumer analysis is done.

To give a direction into which markets could be relevant to analyze, it is important to look at the strategic vision of the company.

The purpose of our company is: 'We believe we can make package free groceries the standard, if we make it convenient'.

There are two important things than can be noted from this purpose statement:

1. We believe we can make package free groceries the 'normal' option, which implies we want to have a large impact by making a change on a large amount of consumers. It does not say directly that our service will become the standard, but by making our service big, we could influence the consumers expectations from other grocery related companies, such as the big supermarket chains and fast mover consumers goods companies.
2. Making it convenient is key. Our assumption is that our solution would be convenient for our target audience.

Based on this, it is relevant to look at consumers within the realm of sustainability. Two aspects seem to be relevant for the sustainable behaviour of consumers:

- To what extent does the consumer care about

environmental issues and thinks a sustainable lifestyle is important.

- To what extent is the behaviour of the consumer in line with his or her aspiration concerning a sustainability.

Bases on these two aspects, a matrix with two axes can be constructed to visually divide consumers in four segments, see figure 40:

1. Consumers that care and actively contribute. They are willing to put effort in acting upon their aspirations to contribute.
2. Consumers that are aware and care, but are not contributing yet, they did not adapt their lifestyle behavior yet.
3. Consumers that are indifferent to a sustainable aspect of a product or service.
4. Consumers that are sceptial towards sustainability and consciously don't adapt their lifestyle behaviour

Our current customer base can be placed in the upper right corner: those who care and already acting. They do not mind putting in extra effort to act. These are also the consumers that did groceries at the package-free stores when they were still present in The Netherlands. As concluded earlier, this customer segment is not the right segment for making impact and growing the business.

The audience that we would prefer to focus on, both from the founders personal motivation as from a business perspective, is the upper left corner: consumers that care about the environment and think sustainability is important, but did not adapt the lifestyle yet, mostly for reasons of convenience. This group of consumer are more suitable to make a bigger impact, become viable as a business and to grow faster. However, further research into this audience is needed to find a more specific target segment to focus on.

Online grocery shopping

Reports that focus on development of online grocery shopping in the Netherlands show the biggest penetration for online grocery shopping in The Netherlands comes from young families (GFK, 2018; Motivaction, 2018; IRI Nederland, 2017). A more specific segmentation shows the target audience 'kind & carrière' (child & career) is most

likely to start buying groceries online. This target audience makes up 7,5% off all Dutch households and accounts for 14% of the total supermarket spending (Strabo, 2016). Furthermore, research of Fargo et al (2006) shows the adoption of online groceries in the Netherlands is most prevalent in urban areas.

Sustainable behavior

Research companies that focus on segmentation relating to sustainable behaviour of consumers give insight in target segments that would be relevant for this proposition (Motivaction, 2018). It uses an existing mentality model, called the mentality model, that segments consumers based on their behaviour.

Based on this model, it determines 5 segments (see figure 41) within sustainable behaviour that will be elaborated on:.

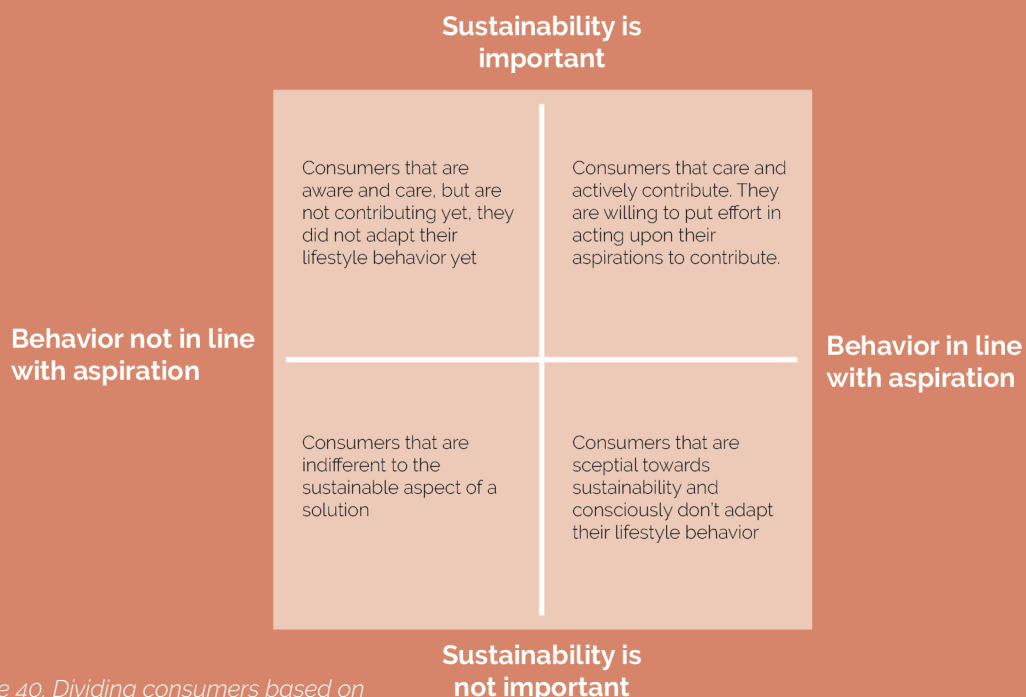


Figure 40. Dividing consumers based on sustainable behavior

1. The 'plichtsgetrouwen'

The 'dutiful' are consumers that are living in a very sustainable way, without doing it for that reason. Based on the principles of economy and cleanliness, they consume less than average and do not like waste and unnecessary luxury. They love a quiet and regular life and religion often plays an important role in this.

'Dutiful' are socially involved. This involvement and the fact that they place great value on the family also makes them responsible to leave the world well for the generations to come.

2. The 'structuurzoekers'

The 'structure seekers' love an easy and regular life. They live in the here and now and find enjoyment and socializing very important. When it comes to sustainability, structure seekers are the bottom line. In everyday life they are hardly concerned with this subject. When they purchase a new product, they do not initially look at whether it is energy efficient or sustainable but pay attention to the price and whether the product delivers the quality

they expect. They find it less important to make sustainable choices and often they do not know which products are sustainable to be. Due to the increasing focus on sustainability in our society, their knowledge about this is an increasing subject matter.

3. The 'verantwoordelijken'

The 'those responsible' group of consumers who are very aware of their ecological footprint and its effect on future generations. These are consumers who take their responsibilities and lead the way with sustainable products, services and initiatives. This group is willing to put extra effort into a better world. They are intrinsically motivated to live sustainable. The consumers can be found in different age groups, living situations and locations. The research states their preferred communication approach is factual and not preachy and their ambition is solidarity. They live in a meaningful and conscious life and see sustainability not as a hype. This consumer segment could be placed in the upper right corner of the matrix in figure 40.

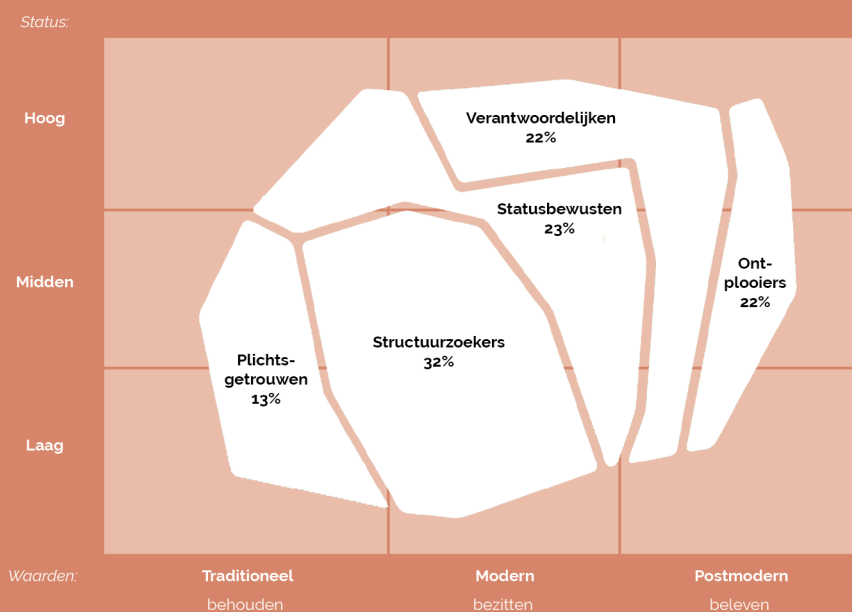


Figure 41. Mentality model applied to environmental behaviour, adopted from Motivation (2018).

4. The 'statusbewusten'

The 'status conscious' strive for luxury and success in their lives or have already achieved it. This group includes career-oriented young people. Status conscious people are aware of environmental issues and read a lot about it in the media. Yet they do not contribute much although they aspire to. Status conscious people are more often convinced of the reality of the problem and are also prepared to make sustainable choices. The research states their preferred communication approach is optimistic, they are open for new things and change. They are fond of entrepreneurship, sensitive for showing what they have achieved and how they contribute. These type of consumers could be put in the upper left corner of the care-act model. These are also the consumers that inspire others around them, as they like to show how they contribute. Like-wise people are sensitive to what others do/contribute.

5. The 'ontplooiers'

The 'developers' are open in life and actively search to new experiences. Personal freedom is the starting point for this group. They take life as it comes and try to get as much pleasure out of it as possible by doing things that are meaningful to them. Developers want to make a contribution themselves, creatively think along about solutions and do not blindly follow the masses. Developers know what the concept of sustainability means, but usually give their own interpretation to it. They are looking for a sustainable lifestyle because there is a lot of innovation but as soon as sustainability gets in the way of their freedom and pleasure, they opt for the latter.

These five segments can be placed in the matrix concerning sustainable behavior that was constructed earlier on (see figure 42). Based on this

matrix and the fact the aim is to target consumers that are in the upper left corner of the matrix, it can be concluded the 'statusbewusten' would be the suitable target audience to focus on.

Conclusions

If we combine the insights of both 'sustainable behavior' and 'online grocery shopping', the following target group within the upper left corner of the matrix can be illustrated:

Young families that live in the bigger cities of The Netherlands, mostly outside the city centres. The adults are 30-40 years old, they have one or more children between 0-11 years old, they are highly educated, they have a modal or above modal income and are dual earners..

Concerning psychographics, they live in a high social class and combine careers with having children.

They plan ahead and order groceries a week in advance, in big amounts. The groceries are partly determined by the preferences of their children.

They want to contribute to a better world but convenience comes first. They aspire to set a good example for their children. This group contains both families that did not order groceries online before and families that currently order at competitors.

We will define these target audiences as 'conscious young families'.

Combined with the competitor analysis done in chapter 6.2, the matrix can be filled in as depicted in figure 42: the first audience we were focussing on were the 'verantwoordelijken' for who mostly other biological shops are alternatives for our service. Our 'new' target audience will be the 'statusbewusten' for which the main competition are other online supermarkets that offer convenience. Based on this, it can be concluded that the market definition

for this target segment is a combination between the market for online supermarkets and the market for doing groceries in a package free way. The differentiators from the competition are a) free of packaging, and b) convenience of delivery at home. The competitor field is visualised in figure 43.

Implications

Our new target audience will be 'conscious young families'. The need that our service fulfills for this audience is having the convenience of home delivery while reducing plastic waste.

Using the brand DNA framework, we can translate our conclusions from the consumer analysis into the following positioning statement:

For conscious young families, PuurBezorgd offers regular groceries that are delivered in returnable glass jars, makes it convenient to do groceries without packaging waste and gives people the ... (emotional benefits to be defined) to .. (self-expressive benefits to be defined).*

Looking at figure 44, we can see the implications on our Brand DNA.

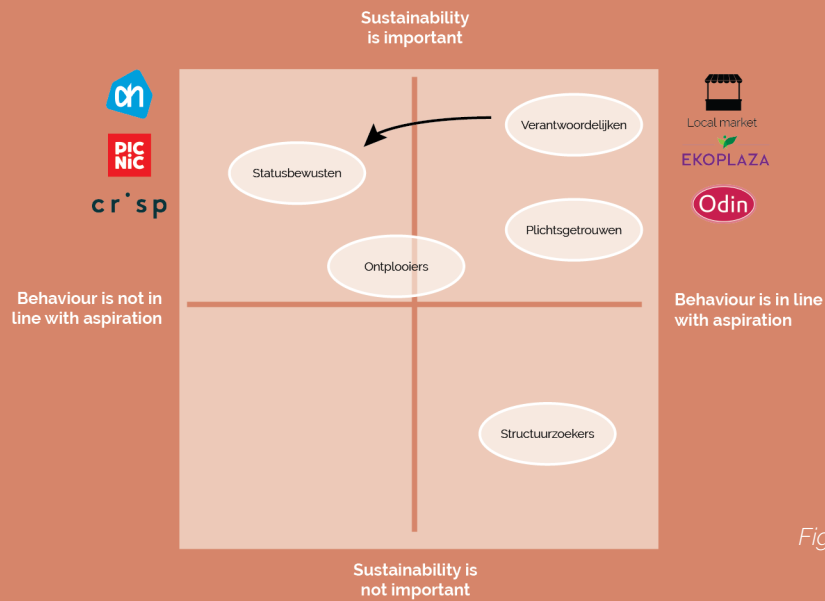


Figure 42. Matrix filled in with target audience and main competitors per quadrant

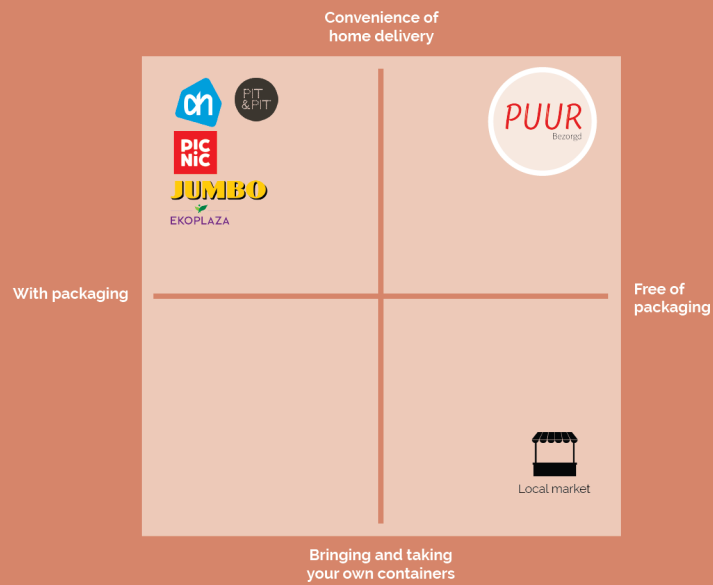


Figure 43. Competition axis with PuurBezorgd

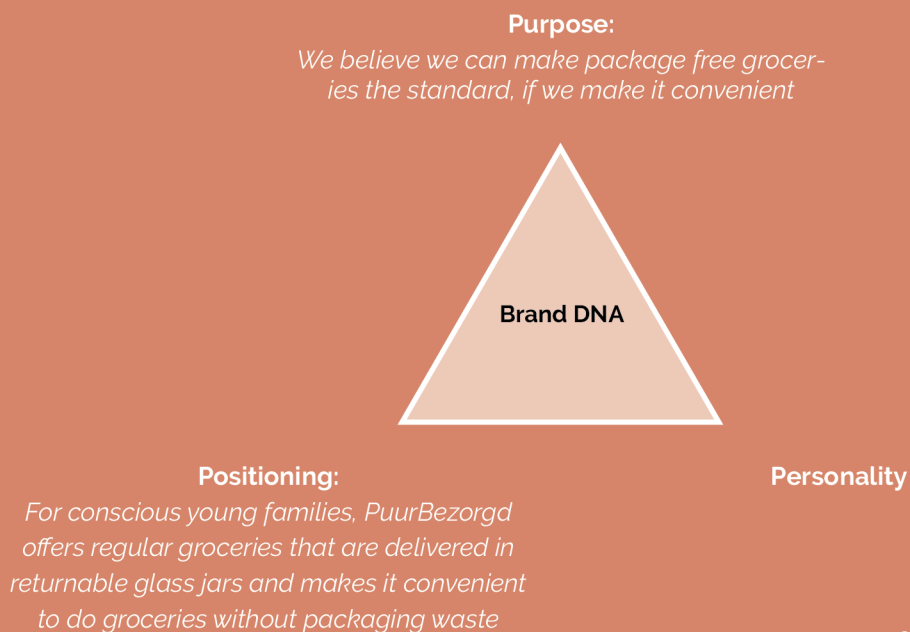


Figure 44. Brand DNA with concluded positioning statement after the consumer analysis

11.2 Consumer research five; finding the right personality

To be able to attract the preferred target segment - de 'statusbewusten' - as described in the consumer analysis, the brand identity needs to appeal to this audience. Outside-in thinking is used to test whether different personality styles would result in a difference in interest in our concept. To determine which personality traits could be best used to translate into visual styles, insights need to be gathered.

Research questions

1. What feelings do our target customers have during the current shopping experience at PuurBezorgd that could spark the creation of a new personality and visual identity?
2. What are the emotional and self-expressive benefits of our proposition for the target audience?

Method

Procedure

This is a qualitative study based on interviews with customers of PuurBezorgd. A qualitative method was used as this can reveal new information. Short open-ended interviews were performed during the moment of delivery at their homes. An interview guide was used during the interviews to guide the questions.

Participants

As the aim is to reach our 'new' target audience, participants need to be selected that represent our target audience. For practical reasons, participants were recruited from our current customer base. The selection was made based on the following criteria:

1. The first criteria was having a family, where both of the parents work fulltime.
2. The second criteria was the household should not actively been doing groceries in a package free way before using our concept, as this would direct towards the former target audience; active waste reducers.

Ten customers were asked to participate in the short research. Seven of them were willing to participate in the short interview.

Data collection

In this study, participants take part in an open-ended qualitative interview, executed face-to-face in their house during the delivery of their order. The interview guide included five questions. Follow up questions were asked based on the answers given. The full interview guide can be found in the appendix.

During the conversations, notes were made.

Findings

- Shopping at PuurBezorgd gives our customers a whole new experience when it comes to grocery shopping

Quote: "the entire experience of shopping my groceries by weight, the delivery at home,

the cheerful people who put your groceries in your house in those beautiful glass jars, it gives a whole new dimension"

Insight concerning personality trait: This could be linked to a personality trait 'cheerful and spirited'.

Insight concerning emotional and self-expressive benefit: This could link to 'giving people a fun experience by doing good'.

- Shopping at PuurBezorgd gives our customers a better feeling than shopping anywhere else.
Quote: "Ordering from PuurBezorgd feels so much nicer than anywhere else, because you get the feeling that you are doing good so you can shop without feeling guilty"

Insight concerning personality trait: This could be linked to a personality traits 'exciting and cheerful'.

Insight concerning emotional and self-expressive benefit: This could link to 'giving people joy by doing good'

- Shopping at PuurBezorgd makes our customers feel that they are supporting the rebels, and in this way also feel themselves as inspirators for others.
Quote: "it's noticeable that you are a new start-up that wants to do it differently, this inspires to immediately try it out and set a good example"

Insight concerning personality trait: This could be linked to a personality traits 'daring and young'.

Insight concerning emotional and self-expressive benefit: This could link to 'giving people the spirit to be a trend-setter'.

- Shopping at PuurBezorgd gives our customers the confidence you're doing the right thing

Quote: "you give a kind of reassurance that one is doing the right thing"

Insight concerning personality trait: This could be linked to a personality trait 'confident and secure'.

Insight concerning emotional and self-expressive benefit: This could link to 'giving people the comfort to contribute'.

- Shopping at PuurBezorgd gives our customers trust, they feel they do not have to worry when they order their groceries via our webshop.

Quote: "I trust you that you have done research that this is the most sustainable way of shopping"

Insight concerning personality trait: This could be linked to a personality trait 'reliable'.

Insight concerning emotional and self-expressive benefit: This could link to 'giving people the trust they are contributing towards a better world'.

- The jars give a nice feeling to consumers, it makes the kitchen more cosy. Many consumers already use jars.

Quote: "I already had a lot of jars at home, they look nice and it is a trend."

Insight concerning personality trait: This could be linked to a personality trait 'friendly and

contemporary’.

Insight concerning emotional and self-expressive benefit: This could link to ‘giving people the comfort to contribute in a desirable way’.

1. Confident, reliable, secure
2. Daring, exciting, spirited
3. Cheerful, friendly, contemporary

The personalities could go along with the following emotional and self-expressive benefits:

- Giving people the trust of doing the right thing.
- Giving people the joy of doing good.
- Giving people the comfort to contribute in a desirable way.

Conclusions

To summarize, the previously described insights could give direction to the creation of the following new personalities to test with:

These conclusions are visualised in figure 45.

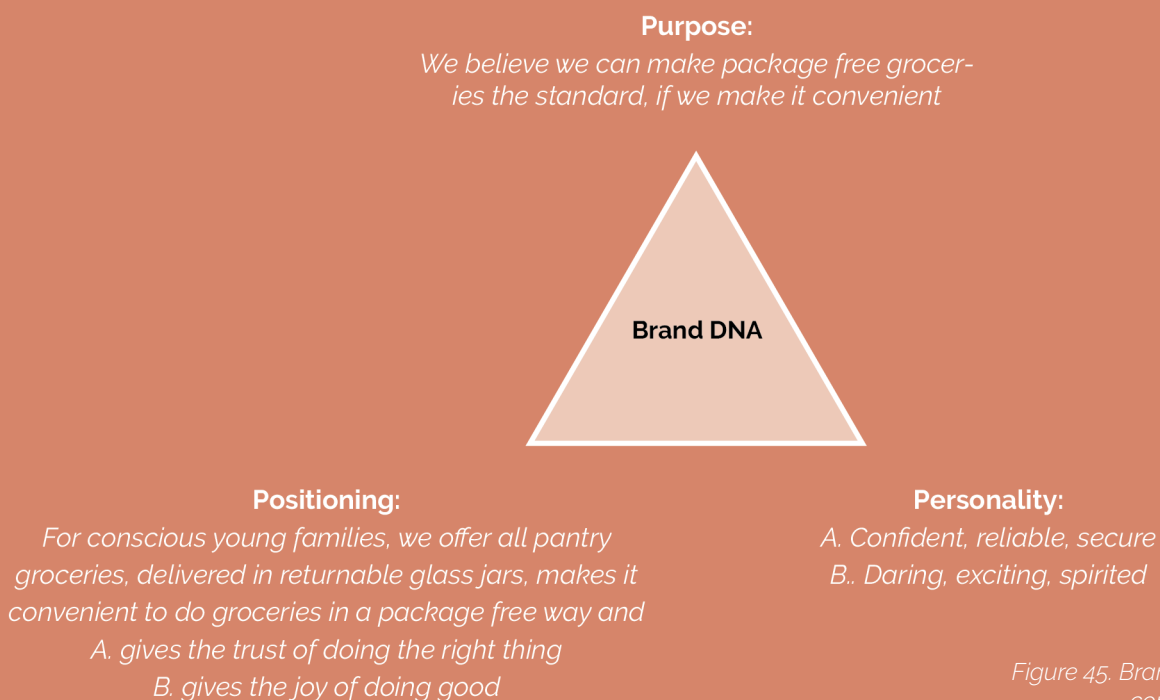


Figure 45. Brand DNA filled in after consumer research five

12. Synthesis

The brand DNA

In the analyses phase we concluded that there are three possible directions for the Brand DNA (illustrated in figures 46-48).

Purpose

As the aim of this second iteration was to find a positioning & personality that fit our vision as founders, the purpose of our company remains unchanged:

"We believe we can make package free groceries the standard, if we make it convenient."

Positioning statement

By means of a consumer analysis we concluded that our new target audience will be 'conscious young families', to which we will offer all pantry groceries, delivered in returnable glass jars.

The functional benefit for this audience is the convenience of doing groceries in a package free way.

Concerning the emotional and self expressive benefits, three possible directions remain:

1. giving the trust of doing the right thing
2. giving the joy of doing good
3. giving the comfort to contribute in a desirable way

Personality

In order to be perceived as a consistent brand, the brand personality should relate to the positioning & purpose. As concluded in the previous chapter, three options for the personality are proposed, that link with the emotional and self expressive benefits:

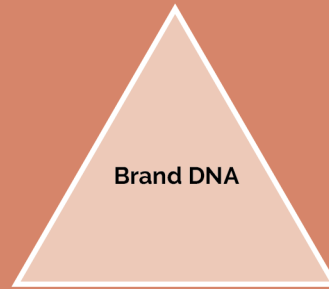
1. Confident, reliable, secure
2. Daring, exciting, spirited
3. Cheerful, friendly, contemporary

Next steps

In the validation phase, the three Brand DNA's as proposed will be tested to see which of the three resonates best with our target audience.

Purpose:

We believe we can make package free groceries the standard, if we make it convenient



Positioning:

For conscious young families, we offer all pantry groceries, delivered in returnable glass jars, making it convenient to do groceries in a package free way and giving the trust of doing the right thing.

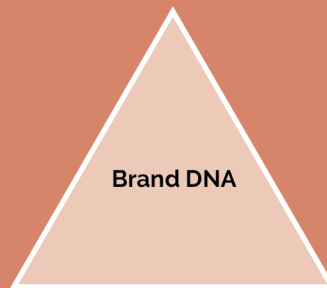
Personality:

Confident, reliable, secure

Figure 46. Brand DNA option 1

Purpose:

We believe we can make package free groceries the standard, if we make it convenient



Positioning:

For conscious young families, we offer all pantry groceries, delivered in returnable glass jars, making it convenient to do groceries in a package free way and giving the joy of doing good.

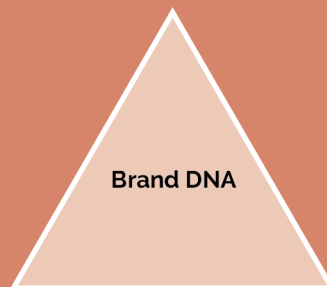
Personality:

Daring, exciting, spirited

Figure 47. Brand DNA option 2

Purpose:

We believe we can make package free groceries the standard, if we make it convenient



Positioning:

Positioning: For conscious young families, we offer all pantry groceries, delivered in returnable glass jars, making it convenient to do groceries in a package free way and giving the comfort to contribute in a desirable way

Personality:

Cheerful, friendly, contemporary

Figure 48. Brand DNA option 3

13. Validation

13.1 Build

To find out whether the outside-in approach could lead to an argued 'best' fitting brand identity for the brand, a split test will be set up to validate different brand identity's, translated into visual identities. For this validation, three landing pages are created as stimuli.

Mood-boards

To translate the three brand identity's into visual manifestations, mood-boards are created to give directions to this creation process. The mood-boards can be found in figure 50 - 55.

Input from students

Within the MSc. Strategic Product Design,

one course is called 'Brand and product commercialisation'. As the name describes, the course is dedicated to learn about branding and launching strategies. One of the assignments in the course is to create a brand DNA and visual identity for a new product or service. For the course edition of this year, the company case for this assignment was PuurBezorgd. As a result, 30 groups of students defined a brand DNA for PuurBezorgd accompanied with a visual manifestation. For this

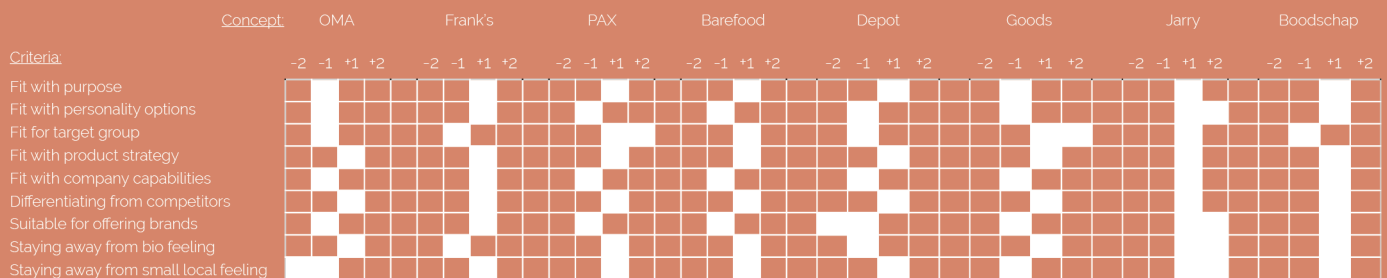


Figure 49. Harris profiles for student proposals

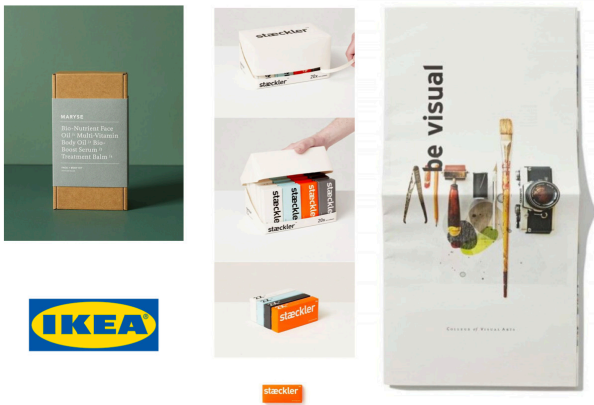


Figure 50. Mood-board A for Brand identity 1



Figure 51. Student proposals that fit mood-board 1



Figure 52. Mood-board B for Brand identity 2



Figure 53. Student proposals that fit mood-board B

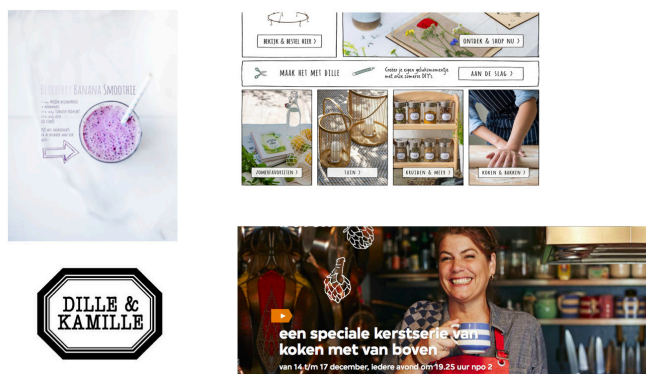


Figure 54. Mood-board C for Brand identity 3



Figure 55. Student proposals that fit mood-board C

thesis, these 30 proposals were used as inspiration for the creation of the landing pages.

To evaluate the relevance of the students proposals concerning the defined brand DNA's, a list of criteria was setup. Harris profiles were used to analyze the alternatives. A Harris profile is a graphic representation of the strengths and weaknesses of different concepts. The defined criteria will be evaluated by means of a four-scale scoring. Thanks to its visual representation, a Harris profile gives a quick overview of the overall score of each alternative on all the criteria, and therefore allows for easy comparison.

A small part of the list with Harris profiles is shown in figure 49. The best fitting concepts were added to the mood-boards that are created to help translating the Brand DNA's into visual manifestations. These can be found in figure 50-55. All other student proposals and the full overview of the Harris profiles can be found in appendix G.

Creating the landing pages

Based on these mood-boards, three landing pages were created with the following rules:

1. The lay-out of the webpages will be kept the same.
2. On every landing page, the products are shown in glass jars by taking photographs with different backgrounds
3. Every landing page will use different backgrounds to visualise the feeling of the personality traits
4. Every landing page will use different fonts to match the visual style.
5. The titles will be kept the same
6. The 'call to action' will be kept the same:

signing up for the waiting list.

7. A small introductory paragraph at the top of the landing page will explain the concept. These texts will be slightly adjusted in the style of the different brand identities.

The three landing pages that are created are illustrated on the next pages in figures 56 till 58.

Landing page 1

This page was constructed based on mood-board A with the combination of the personality traits 'confident' and 'reliable' and a visual identity in minimalistic and sec style (see figure 56).

Landing page 2

This page was constructed based on mood-board B with the combination of the personality traits 'exciting' and 'rebellious' and a visual identity in playful, energetic and colourful style (see figure 57).

Landing page 3

This page was constructed based on mood-board C with the combination of the personality traits 'cosy' and 'friendly' and a visual identity in cheerful and contemporary style (see figure 58).

Consumer research six; pre-validating the landing pages

Before using the landing pages in a split test, a small research activity was initiated to validate if the brand personality traits of the created landing pages are perceived as such.

Research question

The research question that is defined for this research is:

What personality traits are given to the different webpages that were designed?

Method

Study design:

This is a qualitative study based on interviews with potential customers of PuurBezorgd. Open-ended interviews are executed during a Food festival. Two types of stimuli are used to ask feedback on.

The first stimuli are the created webpages, printed out on paper, which are used to show to ask questions about.

The second stimuli is a list of personality traits, based on the research from Aaker (1997). His 'Free choice method', which is the most effective method of measuring brand personality traits (Romaniuk, 2008), is used for asking customers to assign personality traits to the stimuli given. The personality traits were translated to Dutch with help of literature from Smit, van den Berge, and Franzen (2002) that specified brand personality traits for the Dutch market. The interview consisted of 9 questions.

Participants:

During the festival, visitors were asked to participate in this research. The interviewees were selected based on a couple of assumptions regarding their fit for our aimed target audience. Only after asking the first few questions, it could be determined if the interviewee did fit within our target group. In total 12 consumers (non customers) were interviewed, whereof 9 were relevant concerning our target group. The data of these 9 consumers were used for analysis.

Data collection:

The list with personality traits was used for interviewees to point at, while notes were made to record their answers. The interview had three

questions about each stimuli. The gathered data concerning the answers given and the chosen personality traits can be found in the appendix.

Findings

Personality traits that were given:

1. For landing page 1, the personality traits from the given list that were chosen by the interviewees were as follows:
 - Almost all interviewees mentioned 'reliable', 'intelligent' and 'confident'.
 - Half of interviewees mentioned 'secure' and 'sincere'.
 - A few interviewees mentioned 'technical'.
 - Extra traits that were mentioned outside the given list were 'calm', 'modest' and 'thoughtful'.

As the intended traits were 'confident', 'reliable', 'secure', it can be concluded that the intended personality traits were mostly perceived as such.

2. For landing page 2, the personality traits that were chosen by the interviewees were the following:
 - Almost all interviewees mentioned 'exciting' and 'young'.
 - Half of interviewees mentioned 'cheerful', 'spirited' and 'daring'.
 - A few interviewees mentioned 'unique' and 'contemporary'.
 - Extra traits that were mentioned outside the given list were 'playful', 'creative' and 'stubborn'.

As the intended traits were 'exciting', 'daring' and 'secure', it can be concluded that the perceived personality traits mostly match the intended personality traits.

3. Interviewees pointed at the following

personality traits from the given list:

- Almost all interviewees mentioned 'cheerful'
- Half of interviewees mentioned 'contemporary', 'friendly' and 'original'
- A few interviewees mentioned 'spirited', 'charming' and 'feminine'.
- Extra traits that were mentioned outside the given list were 'cosy' (gezellig), 'cute', 'creative' and 'artistic'.

For this landing page, the intended traits were 'cheerful', 'friendly', 'contemporary'.

It can be concluded that the perceived personality traits show parallels with the intended personality traits.

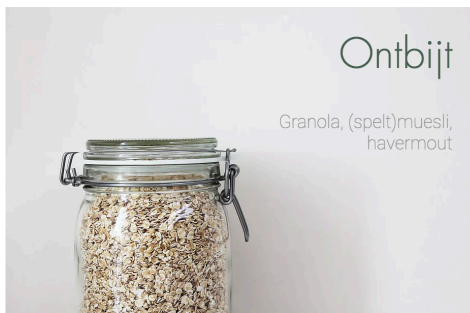
Conclusion and implications

The intended brand personality traits prove to match with the perceived brand personality traits. With this conclusion, it can be decided to use the created landing pages in the measurement phase.

Next steps

In the following phase, both consumer behaviour and consumer attitudes will be measured by means of the pre-validated landing pages. This will be done in two different kinds of researches, as will be described in the next paragraph 'measure'.

Wij zorgen dat je zorgeloos je boodschappen kunt doen zonder plastic. We komen bij je langs met je boodschappen in mooie glazen potten, die we de volgende keer weer ophalen. Het beste voor jou én de wereld, daar kun je ons op vertrouwen.



En zo ook:

Olijfolie & Azijn | Broodbeleg | Keukenkruiden | Sauzen | Koffie & Thee | Wasmiddelen

We hebben reeds honderden tevreden klanten in Rotterdam, nu willen we de rest van Nederland bedienen met onze service.

Meld mij aan voor de wachtlijst!

Geen plastic, wel gemak: PuurBezorgd brengt je boodschappen in glazen potten bij je thuis. Binnenkort in heel Nederland!

Laat me weten wanneer jullie in mijn wijk bezorgen!

Postcode

Emailadres

Aanmelden































































































































































































































































































































Wij maken het leuk om geen plastic te gebruiken. We doen het namelijk lekker anders dan iedereen: we bezorgen je boodschappen in glazen potten, die we de volgende keer weer meenemen, wat een feest!

Peulvruchten



Kidneybonen, rozijnen, kikkererwten, je kent ze wel

Noten en zaden



Biologisch of niet, altijd verantwoord lekker!

Ontbijt



Speltnuesli, havermout of granola, waar begin jij je dag mee?

Pasta en rijst



Een voorraadkast zonder pasta en rijst is geen voorraadkast

En zo ook:

Olijfolie & Azijn | Broodbeleg | Keukenkruiden | Sauzen | Koffie & Thee | Wasmiddelen

PuurBezorgd bedient inmiddels honderden blije klanten in Rotterdam. Tijd om de rest van Nederland blij te maken!

Meld mij aan voor de wachtlijst!



Speltnuesli, havermout of

Een voorraadkast zonder pasta en



Geen plastic, wel gemak:
PuurBezorgd brengt je boodschappen in glazen potten bij je thuis, straks in heel Nederland!

Laat mij weten wanneer jullie in mijn wijk bezorgen!

Postcode

Emailadres

Verstuur

Figure 57. Landing page 2

Wij zorgen dat je lekker boodschappen kunt doen zonder zorgen om plastic. We komen gezellig bij je langs met je boodschappen, gevuld in handige glazen potten, die we de volgende keer weer meenemen, fijn he?

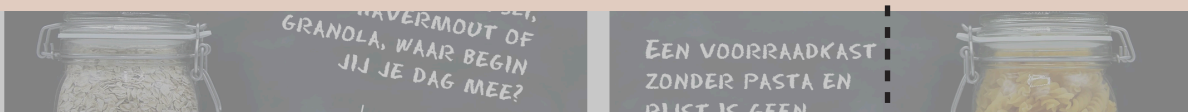


En zo ook:

[Olijfolie & Azijn](#) | [Broodbeleg](#) | [Keukenkruiden](#) | [Sauzen](#) | [Koffie & Thee](#) | [Wasmiddelen](#)

We hebben reeds honderden klanten in Rotterdam, nu willen we bij de rest van Nederland langskomen met onze service.

Meld mij aan voor de wachtlijst!



Geen plastic, wel gemak: PuurBezorgd brengt je boodschappen in glazen potten bij je thuis. Binnenkort in heel Nederland!

Laat mij weten wanneer jullie in mijn wijk bezorgen!

Postcode

Emailadres

Verstuur

13.2 Measure

The next step in this validation loop is to measure the effect of the three Brand DNA's (as manifested through the landing pages) to find out which one resonates best with our target audience. In order to do so, two kinds of researches have been performed: a quantitative measurement of conversion and a qualitative measurement of consumer attitude and preference towards the different Brand DNA's.

Consumer research seven: Quantitative measurement of conversion

Goal

The aim of this research is to find out which of the three Brand DNA's will lead to the highest conversion. In other words, we want to find out which of the three brand DNA's will lead to the highest increase in customers for PuurBezorgd. The underlying assumption here is that the three different landing pages will have different

conversion rates.

Note: as additional benefit this research was used to get insight into which city it would be most promising to roll-out our concept to as second city.

Research question

Which of the three Brand DNA's will lead to the highest conversion?

Method

Study Design

As described in the Build chapter, three landing pages were designed and put online; each of them



Figure 59. The three social media ads were kept identical to attract the same amount of people, plus keep the salience and advertising effects out when attracting the consumers.

representing a Brand DNA. On these pages, visitors were able to subscribe themselves for the waiting list in their city (see figures 56-58). For this test, a subscription to the waiting list is interpreted as the indicator for conversion.

To attract visitors towards the websites, three identical social media ads were published on Facebook, each linking to a different website. The social media ads were kept exactly the same, to make sure all websites got the same amount of traction, and the only difference measured would be the conversion rate on the website itself.

Participants

Facebook allows you to target advertisements to specific target groups. For this study, the social media ads were targeted at our target audience: young families, middle to higher education, modal+ income, living in urban areas.

Four cities were chosen; Amsterdam, Utrecht, Eindhoven and Delft.

Amsterdam and Utrecht were chosen because of their residents profile: many young families with

higher education and income. Eindhoven was chosen because of the many initiatives surrounding zero waste that are set-up in this city. Delft was chosen as this would be the most easy city to roll-out to after Rotterdam because of the proximity and thus the possibility use the warehouse in Rotterdam for Delft as well.

Data collection

Statistics are collected concerning the click rates on the social media ads (using Facebook), the amount of visitors on the website (by using Google Analytics, a website traction analysis tool) and the sign-ups via the different websites (using Wix, a website software tool).

Findings

The results can be found in figure 53. Landing page 1 got the least signups for the waiting list, 27 out of 121 consumers that visited the website. This means a conversion rate of 22.3%. Landing page 2 got the highest conversion rate of signups; 61 signups out of 120 website visitors. This means

	Landing page 1	Landing page 2	Landing page 3
Clicks on social media ad	122	120	125
Visitors on landing page	121	120	123
Signups for waiting list	27	61	50
Conversion rate from landing page to sign-up	22.3%	51.3%	40.7%

Figure 60. Statistics concerning conversion on landing pages.

a conversion rate of 51.3%. Landing page 3 got a lower conversion rate than landing page 2 with 50 signups out of 123 website visitors.

Conclusions

Coming back to our assumption, it can be stated that the different landing pages with different visual styles have different conversion rates. Landing page 2 got a significant higher conversion rate than the other two landing pages - and can therefore be seen as the most successful.

Implications

Using outside-in thinking, brand DNA 2, manifested through landing page 2, would be the best suitable identity to continue developing the brand to attract our target audience.

Consumer research eight; consumer attitude and preference towards visual identities

Goal

The aim of this research is to get qualitative insights into the preferences of our target audience in relation to the three personalities (and related visual identities).

Research question

Which landing-page would have the preference of our target audience and why?

Method

Study design

This is a qualitative study based on interviews with potential customers of PuurBezorgd. Open-ended interviews are executed during a Food truck festival. The interview guide consisted of 5 questions regarding the webpages.

Participants

During the festival, visitors were asked to participate in this research. The interviewees were selected based on a couple of assumptions regarding their fit for our aimed target audience. Only after asking the first few questions, it could be determined if the interviewee did fit within our target group. In total 10 consumers (non customers) were interviewed, whereof 8 were relevant concerning our target group. The data of these 8 consumers were used for analysis.

Data collection

In this study, participants take part in an open-ended qualitative interview, executed face-to-face. The interview guide included nine questions. Follow up questions were asked based on the answers given. The full interview guide can be found in the appendix.

During the conversations, notes were made.

Findings

When asking which of the three landing pages the interviewee would prefer for this kind of service, most replies were referring to their personal preference for a certain visual style. It was more about what they personally liked than they could think of what would suit the concept the best in terms of branding.

Some quotes:

Quote "I like this Dille & Kamille style, that's really my kind of style".

Quote "I do not like this minimal style".

Quote "Oeh I like the energy in this style".

Quote: "I do not like those crazy fonts".

There were a few consumers however, that were able to tell their preference linked to the branding of the concept. The findings from these answers:

- Landing page 1 would suit well because it shows reliability and secure

Quote "I would prefer this style, as it shows I could trust the concept".

- Landing page 2 would suit well as it shows we want to be different

Quote "I think this playful style matches your intentions as this is really different than other styles from initiatives related to what you guys do".

- Landing page 3 would suit well as it shows the cosyness ('gezelligheid') of the jars

Quote "I think this style fits the concept because it's quite trendy to have these jars and they are also to found in shops like Dille & Kamille.

Conclusions

Each personality (and related visual manifestation) has its own qualities. When it comes to consumer preference for a certain personality, it's difficult to find a common thread in the answers. Therefore, no clear conclusions can be drawn from this test.

Implications

As no clear conclusions can be taken, the results from this test will not be taken into account for the further development of the brand.

13.3 Learn

As concluded in the measurement phase, landing page 2 gathered the highest conversion rate. As such, the brand DNA that was behind this landing page could be taken further to develop.

However, as we learned from iteration 1, it is important to make sure this brand DNA fits the other components of the alignment model (figure 61) in order to make sure implementation will be successful.

Evaluating with alignment model

In chapter 10 a model is proposed to evaluate the fit of four elements of a startup proposition, also shown on the next page in figure 61. This model and the questions it poses is used to evaluate the fit of the developed brand identity with the other cornerstones of a successful execution of the start-up proposition.

1. *Product-market fit: does the product fulfill the need of the market?*

The traction on the landing pages confirmed the need of our target audience: 'convenience combined with sustainability'. Therefore, from a brand-strategic point of view our positioning should be towards fulfilling this need. However, the question arises whether our current service offering is fulfilling this need. In order to find out whether our service offering is fulfilling this need in practice, an additional research activity has been initiated.

2. *Product-brand fit: Is the brand expectation fulfilled by the product offering?*

This fit cannot be confirmed yet. An additional

research activity is initiated to validate this fit.

3. *Brand-market fit: Does the brand resonate in the market through its emotional value offering?*

It can be concluded this fit is found. As the research metrics in figure 60 show, the target audience is very interested in the brand promise of conveniently doing groceries in a package free way.

4. *Market-strategic vision fit: Does this market segment enable the strategic vision of the company?*

This fit is realised. This connection was the starting point of the consumer analysis, to find a suiting market to realise the strategic vision of the company.

5. *Brand-strategic vision fit: are the brand promise and the strategic vision of the company aligned?*

Yes, this fit is found. Both the brand promise and strategic vision focus on making it the standard to do groceries in a package free way.

In the following research activities, connection 1 and 2 will be validated.

Consumer research nine; insights into expectations of consumers on the waiting list

Goal

The aim of this research is to validate if our current service offering matches the expectations of the consumers that signed up via the landing pages.

Research questions

What are the expectations from the consumers that signed up for the waiting list concerning our service?

Method

Study design

This is a qualitative study based on an online questionnaire that is sent to all consumers that was used during the split test in chapter 13.2. The survey exists of 11 open questions and was created in an free online software tool called Typerform, through which the data was gathered. The link to the survey was sent to the participants by email through

which participation was asked, without offering any incentives.

Participants:

The participants that were involved in this research are consumers that signed up for our waiting list through a landing page. In total, 138 people signed up on the three different webpages and as such, the questionnaire was sent to 138 people. Of these 138 consumers, 71 filled in the survey. For every landing page, about 50% of the people that signed up, filled in the questionnaire: for landing page 1 this was 14 of the 27 (51.9%), for landing page 2 this was 33 of the 61 (54.1%), for landing page 3 this was 26 of the 50 (52%).

Data collection:

Through the software tool Typerform, all answers were gathered. The data was analysed per landing page separately, by clustering quotes.

Findings

- When asking about which products they expect to be able to order in a package free at

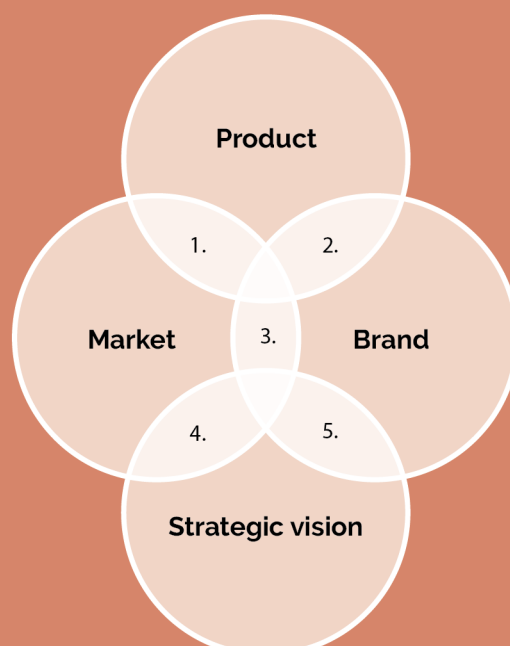


Figure 61. The proposed model to evaluate the needed fits to create a sustainable business.

our online store, some consumers answer by naming product categories we do not offer and did not say we would offer.

"I would like to order vegetables and fruits".

"I would order mainly dairy products".

This is interesting to see as of two reasons. First of all, in the landing pages, the products categorised are visualised and named. Many of the products that consumers named, we not mentioned at the landing pages. Secondly, the landing pages were pre-validated with a small amount of consumers, to test their expectations after seeing the landing page. None of them expected our service to deliver any other products than we shown and names on the landing pages.

- When asking about the expectations of our service, the answers of the participants mostly matched with what our service has to offer.
"I expect I can order items per weight, and you deliver them in glass jars, which you take back the next time".
- No differences are noticeable between consumers that signed up for different landing pages. This shows the differences in visual identity did not influence the expectations of the service.

Conclusions

It can be concluded that the expectations of consumers that signed up for the landing pages do not always match what our service has to offer. It gives reason to further validate if the perceived brand promise matches what our service actually offers, the proof.

Implications for the brand development

The expectations from the brand give reason to further research the exact needs of our customers and if our service fulfils these needs.

Consumer research ten; the needs of our aimed target audience

Goal

The aim of this research is to validate if our current service offering is fulfilling the need of our target audience - in practice.

Research questions

What are the expectations from our target group when it comes to convenient grocery shopping in a package free way?

Method

Study design

This is a qualitative study based on interviews with potential customers of PuurBezorgd. Open-ended interviews are executed face-to-face at people's front doors. A suiting neighbourhood, aiming at our target audience of young families, was selected to visit in the evening where doorbells were rang to ask people to join a short interview. The interview guide consisted of 5 questions.

Participants

In the neighbourhood that was visited, every street was entered and every doorbell was rang. The neighbourhood was selected based on its family friendliness and some desk research into what are specific neighbourhoods for families. In the end, 30 relevant interviews were used for analysis.

Data collection

In this study, participants took part in an open-ended qualitative interview, executed face-to-face. The interview guide included 5 questions. Follow up questions were asked based on the answers given. The full interview guide can be found in the

appendix.

Findings

- When it comes to package-free grocery shopping, consumers are really interested. None of the interviewees closed the door or dismissed us, when we mentioned 'package-free groceries'.
"Oh tell me more!", "That sounds interesting, what do you want to know?"
- Package-free groceries should be able without any compensation in convenience.
"That will come at a certain price, won't it?"
"Yes I would love that but it should be convenient"
- There are a few aspect that fall under the umbrella 'convenience': price, full assortment, favourite brands, getting next day delivery.
"My children really want Cruesli from

Quaker"

"I do not want to do groceries at many different places for different kinds of products"

"I would like package-free groceries, but do not want to pay extra for it"

- Not all consumers perceive doing online groceries as convenient.
"I do not like using delivery services for groceries, as you have to be home at certain specific times, plus mostly I need something right away"
- When explaining our concept, the reactions showed interest, but they mentioned our current concept did not seem very convenient for them.
"This would still be something extra, a special thing"

13.4 Conclusions & implications for the brand development

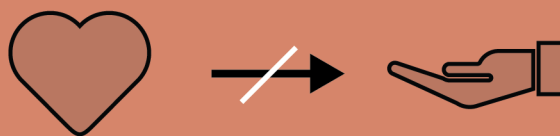
Conclusions

When it comes to doing groceries online, consumers have high expectations concerning convenience. Groceries is a recurring activity that should cost the least time and effort possible for young families, our aimed target audience. Although package free groceries appeals very much to our target audience, our current concept does not seem to offer the convenience yet to make it attractive enough for them to use our service. Although the brand identity is validated that would attract our aimed target audience, it must be concluded that our current service offering does not meet the expectations of our target audience yet. Our proof does not live up to the brand promise. Looking at the evaluation model in figure 61, it can be concluded the product-market fit is not realized yet.

Implications

The aim for our business on the long term is to reach this target audience and therefore developing our service further to live up to the expectations in convenience.

As we do not have the financial resources to implement all desired aspects (like a wide product assortment and next day delivery) on a short notice, we need to find other target audiences in the mean time to keep growing our business. Therefore, an epilogue is added after the reflections & conclusion of iteration 2 showing what steps are still made for the brand development. As for this third iteration more inside-out thinking is used, this new 'iteration' is less relevant when it comes to the first aim of this thesis; explore the applicability of outside in branding. Because of this reason, this iteration won't be reflected upon.



The brand promise does not match the brand proof

14. Reflection

Reflecting on the process of outside-in branding during iteration 2

This chapter will reflect on the process of outside-in branding during iteration 2 by using autoethnographic texts. After these reflections are made, the next chapter will take conclusions and will give recommendations.

Each autoethnographic texts is relating to a characteristic for the process of outside-in branding, which are described in paragraph 4.4 on page 21 and visualised below:



Customer centricity



Fast iterations and pivots



Minimal resources



Prototyping



Evidence based decisions



Continuous adaptation

Autoethnographic text 4



Reflecting on the process of lean branding: fast iterations and pivots

This autoethnographic reflects on making fast iterations and pivots, as one of the characteristics of lean branding. Specifically, this text illustrates how our own belief in our concept made us 'blindly' believe in the assumption that our concept delivers convenience to regular grocery shoppers. The lean process made us invalidate this assumption relatively early on in the process, so we could make adjustments in our (brand) strategy.

Context

After we executed consumer research nine, I was reflecting on the list of assumptions that we made at the start of this project during the Build Your Startup course. I was looking back at my notes from the beginning of the project, when analysing successful companies with a social purpose at its core.

Text

When analysing the most successful companies that have a better world at the heart of their brand, like Tesla, Tony's Chocolonely and Patagonia, it can be concluded that these brands add value to their customers besides being respectively sustainable, slave-free or contributing to nature. Tesla made the combination of electric driving with the core benefit of a car for a certain target audience: the looks. Combine a sexy look with environmentally friendly and the emotional and self expressive benefit could not be better: having a fast and fancy looking car that is aloud to buy because it is sustainable. When looking at Tony's Chocolonely, the reason to buy for many consumers is the tasteful chocolate. This links to the core benefit of chocolate: indulgence. Combining this with sustainable makes it the ideal emotional benefit: feeling 'aloud' to indulge yourself because this chocolate is good for the world. For Patagonia, their product offering is clothing. The quality and looks of their clothes is so good, people buy it because of these aspects. Combining it with doing good for nature and there is a clear win-win for its target audience. I strongly believe for sustainable products and services to be successful, it should offer a clear win-win for its customers. It should not 'only' offer a sustainable alternative, it should also be more attractive than the alternative. St. Gerrard Street realised this well, as they are now fully focusing on the quality of the sound through their headphones and the convenience of a lease model. I think Fairphone has not become fully adopted yet because the quality of the phone (both experienced myself as found in review blogs) is not comparable with the new iPhones and Samsungs. We envisioned that the extra benefit PuurBezorgd would give to consumers is the 'convenience' aspect. The big idea was to become just as convenient as Picnic, but then without packaging.

Reflection

We underestimated what 'convenience' actually entails when it comes to online grocery shopping. Our thought process was as follows: 1. The current options to do groceries without packaging are inconvenient. 2. Online

supermarkets bring extra convenience to grocery shopping. 3. If we offer groceries that will be delivered in a package free way, we combine convenience with offering package free groceries.

However, thought 2 turns out not to be true just like that. Many online supermarkets did not survive because they did not attract enough consumers. For an online supermarket to be convenient, many aspects come into play, such as the assortment, delivery times, usability, delivery costs etc. Just delivering certain groceries does not make grocery shopping more convenient. The opposite is even true for many consumers; the majority of consumers still prefers to do groceries at a physical store. Thanks to the research done, we realised this misassumption and could deliberate about our strategy towards our vision to deliver real convenience in the long term.

Conclusion and recommendation

What we could have done during the validation of this concept, is more thoroughly research what aspects are essential when it comes to making online grocery shopping convenient, as we thought this would be our core benefit. Following this we would have validated if we could live up to these criteria with our service.

I would recommend start-ups with a social cause at the core, to search for the core benefit they offer their customers, besides the social cause. Then, thoroughly validate this assumed benefit with a specifically chosen selected group of consumers that would not chose only for the social cause.

Autoethnographic text 5



Reflecting on the process of lean branding: evidence based decisions

This autoethnographic reflects on the aspect of making evidence based decisions during the process of outside-in branding, leaving the opinions of the founders aside. Specifically, the text illustrates my view on this aspect of outside-in branding after this case study.

Context

I was sitting in the train with a professor from the faculty of Industrial Design Engineering. For privacy reasons I will leave out his name. We were talking about graduation projects.

Text

We were talking about all kinds of graduation projects of students that he was a mentor for. When the train almost arrived at the station we both had to get off, he asked me what subject I was graduating on. He first guessed: "something with pitching?" and laughed a bit. I answered: "I guess that would have made my life much easier". He responded: "well, maybe, but I think it would have definitely been less interesting than whatever you're now graduating on". I told him I agreed. Then I explained him about my actual graduation subject. The first thing he then asked was whether I was doing this project at a client company. I told him I was doing this for my own new start-up idea and asked him why he was wondering. He then said "cause I could not imagine why any company would like to have its brand created outside-in!". I laughed a bit as our ways seperated.

Reflection

The comment of the professor made me rethink how I started this thesis with full conviction that outside-in branding would be the best way to develop a brand identity. Looking at the list with characteristics and assumed advantages of outside-in branding in paragraph 4.4, I realised again how these aspects personally appealed to me very much. Especially when it comes to the aspects of being customer centric and making evidence based decisions. The idea of having one objectively argued 'best' direction for the brand, made me feel much more comfortable than having to 'chose' a direction myself. This idea of not having to chose myself but letting consumers make the decisions, resulted in that I took outside-in branding to an extreme. Instead of only validating manifestations of the brand identity, I used outside-in thinking to determine the construction of the brand identity itself. I now realise how important the alignment of the brand with the founders is.

Conclusion and recommendation

With the knowledge and experience gathered through this case study, I would advise that the brand identity should start at the founders, linking them with a certain personality and constructing the positioning by using both inside-out and outside-on thinking. After such a brand identity is constructed, then validation with the outside world is valuable.

Autoethnographic text 6



Reflecting on the process of lean branding: evidence based decisions

Context

After having executed consumer research seven, using a split test with different landing pages to measure difference in conversion for different visual styles, I was presenting Martijn the results of the conversion rates. The purpose of the landing pages was to let outside-in thinking influence the brand and visual identity.

Text

When I created the three landing pages to test with, Martijn and I shortly discusses them all. Martijn immediately said, while looking at landing page 1 "I do not want our style to be this minimal, I want our brand to be joyful". He was font about landing page 2, that expresses playfullness and energy. He then added "I do not like this outside-in thinking, I rather just go for this style. We should just stand for something, not ask others how we should behave." When looking at the results of the conversion rates for the different landing pages, we were both happy that landing page 2 got a significant higher conversion rate than the other two. Now it was arguably the best choice to proceed with.

Reflection

It could be argued that we were 'lucky' that our favourite brand personality got the highest conversion. It could also be argued that our vision of making sustainability more attractive and joyful, apparently resonates with our audience. The big question is however, what would have happened if one of the other two landing pages would have won the test. I think that we, as a company, would still have gone for the style of landing page 2, whereas the results for the study case would lead towards another style. I realise now, how important the founders are when it comes to the brand identity. The brand should represent the founders, as they are the ones that make or break the business. The founders should feel attached to it, they should live the brand. So in hindsight, I must admit I would agree with Martijn, saying we should chose what we want to stand for, how we want te behave. It would be a misfit if the brand personality would prescribe a different way of behaviour than our natural behaviour is. It became clear that the paths of the case study and the actual brand for our company might have split their ways. For our company, it felt like it might happen that we would take another direction with the brand than outside-in branding would tell us.

Conclusion and recommendation

This reflection argues for inside-out branding when it comes to defining the brand personality. I would advice against 'asking' customers what personality a brand should have. I would recommend to come up with the preferred personality traits in a branding workshop with the founders (preferably together with an outsider for critical questions and observations). The personality traits should fit the other components of the brand identity and should resonate with the target audience, which can be validated.

Autoethnographic text 7



Reflecting on the process of lean branding: continuous adaptation

This autoethnographic reflects on the aspect of making the brand continuously adapt during the process of outside-in branding. Specifically, the text illustrates our challenge to validate our brand strategy.

Context

After having invalidated the proposed brand identity in iteration 2, a new iteration is initiated. Martijn and I sat down to discuss the new direction we would take to start a new validation process.

Text

It feels weird to adapt the Brand DNA again. I am doubting if this should be done or that we would argue only the launch campaign is aimed at this focussed target audience. Martijn also doubts. We are struggling to find a way where we could realise growth for our company with the limited resources we have at hand. On the one hand, we think the brand identity would become stronger if it focusses on a specific target group with all elements aligned. Our (long-term) purpose of the brand DNA however, is to reach a wide range of consumers to make a considerable impact, instead of becoming a specialised shop for a small amount of consumers and thus a smaller impact.

Reflection

As Busche (2014) argues, lean branding leads to a chameleon brand, that continuously adapts itself to its surroundings. Gardner (2014) argues this should happen until the product-market-brand fit is found. The difficult thing about this is, to keep the vision and personal drive of the founders aligned with the Brand DNA. I would also say the difficulty comes with the fact both Martijn and I did not start this venture with a certain related background. We both were not active in living without packaging, neither were we active in the fast moving consumer goods or supermarket business. On one hand, it could be argued this makes the flexible branding process more suitable, as we did not start this business from one fixed belief or purpose. On the other hand, this makes the process of outside-in branding very shaky, as it seems it just goes wherever the market would want us to go.

Conclusion and recommendation

This reflection also argues for inside-out branding when it comes to defining the brand identity and to stick with it. The brand identity expresses what the founders want to achieve with their concept and how to behave. If this brand promise is viable for a sustainable business, will be validated by the success of the business.

15. (Final) Conclusions

Through iteration 2, new insights have been gathered concerning the use and workability of outside-in branding. In addition to these new insights, final conclusions & recommendations concerning outside-in branding will be given based on both iterations.

Conclusions after iteration 2 Final conclusions

1. Do not ask consumers what they want from a brand

By focussing on outside-in branding, the focus is put more on what the brand should promise, instead of what our brand could promise. This creates the risk of having a gap between the brand expectations (that people ascribe to your brand) and the actual product or service offering. This creates the problem that the proof might not be able to live up to the brand promise. As can be read in autoethnographic text 4 on page 92, for too long we had been assuming 'ecovenience' was the benefit we would bring our target audience. Although this promise attracted our target audience, our service turned out not to be able to actually deliver on this promise quite yet.

Looking back at both iteration 1 & 2, reflections can be made upon the value of outside-in branding for an early phase startup. This will be done on the basis of the list of characteristics and assumed benefits of outside-in branding, as was introduced in the conclusions of the literature review in paragraph 4.4.

1. Customer centricity

The assumed advantage of using a customer centric approach in branding is that this will increase the chance of creating a brand that will resonate with and appeal to its customers. Based on my experience during this case study I believe this holds true as long as your vision on which target audience you want 'at the centre' stays clear and is aligned with the actual customers.

I started this project with a strong belief that everything created for a product or service offering towards consumers, should evolve around the customer. However, by putting the customer at the centre of the brand creation process, the founders are put at a secondary place. The biggest insight for me as the entrepreneur in action was the realisation of how important the founders are in the brand development of their start-up. The founders

should feel aligned with the brand, they should be able to relate to it as they are representing the brand.

The brand development should start at the 'why' of the founders. I would argue to create a brand inside-out first, after which it can be validated with the outside world.

2. Rapid iterations & pivoting

The assumed advantage is that with outside-in branding, the short iteration cycles that are used give the advantage of validating hypothesis early on in the process. In this way, potential misassumptions and opportunities are identified as soon as possible. It can be concluded that this advantage is confirmed by the case study. Several hypothesis were invalidated early on in the brand creation process, before resources had been put in translating the brand identity into all kinds of brand touchpoints. This resulted in so called 'pivots' for the brand strategy. The critical question remains: to what extent do these rapid iterations combined with pivots bring more efficiency or value than that inside-out branding combined with extensive research. In the case study, outside-in branding did result in fast iterations, but maybe the focus was too much on 'fast'. In the first iteration of the brand identity, swift actions were taken to align our grocery portfolio with the brand positioning. As a result, the brand is now placed in a certain position and effort has to be made to move it away from that position. I would recommend to put more time and effort in the brand before bringing a solution to the market.

3. Minimal resources

It is argued that outside-in branding makes it possible to develop the brand identity without external experts. By developing the brand identity without external parties, financial resources are

kept to a minimum. Budgets for marketing efforts are also kept to a minimum until product-market-brand fit is found. For this case study, it can be confirmed minimal resources are being used to develop the brand identity. However, a big amount of time is spent on developing and testing the brand identities, and still no 'perfect' fit is found. So the question is whether this is the most 'effective' use of resources. It is interesting to notice how financial resources were easily spent on operational aspects of the business, whereas the budgets for branding and marketing were kept to a minimum. As mentioned before, acquiring new customers is essential for start-ups. It could thus be argued more resources should be allocated in developing the brand identity with external experts, to make the process more effective.

Besides this, translating brand identity elements into visual styles cannot be done without graphical skills. I would therefore argue to work with external experts to work out visual brand elements and manifestations.

4. Prototyping

To test and gather concrete feedback from customers during the brand development process, customers are asked to react on probes. This gives the advantage of getting concrete feedback by consumers to improve brand elements. Prototypes are used to measure real consumer behavior instead of solely consumer attitudes. Looking at the case study, it can be concluded the advantage of prototyping differs per brand aspect. When it comes to measuring traction and conversion, prototypes are helpful to measure actual consumer behaviour instead of only consumer attitudes.

The disadvantage of this kind of quantitative test however is the fact it is hard to define why certain prototypes performed better than others. When using split tests, careful consideration should be

put in which elements are adjusted, to make sure that clear conclusions can be taken.

When it comes to using probes to ask feedback on the visual identity however, customers will mostly only react to style aspects which they like or do not like. It is hard for consumers to link the visual identity to their actual potential behaviour. To measure the difference in consumer behaviour relating to different visual identities, quantitative research proves to be more valuable.

5. Evidence based decisions

Another assumed advantage of outside in branding is the aspect that decisions for the brand development are made based on concrete metrics. This is done through build-measure-learn loops that are used to validate hypotheses. This makes the decisions less subjective. Objective data helps with difficult decisions that have to be made in the early stage of a start-up. However, branding is an abstract discipline and as such not all aspects of branding can be objectively measured. Creative steps are needed to develop a brand which inevitably brings subjectiveness into play. Additionally, as discussed before, the personal preferences of the founders cannot be put aside completely for the branding of their startup. Therefore the 'objective data' gained through outside-in branding may inform and inspire, but should not determine the decisions being made.

6. Continuous adaption and evolution

Both Busche (2014) and Gardner (2014) argue that the brand should act like a chameleon, continuously adapting to its environment. Many researches in the realm of branding argue the opposite, proving authenticity of the brand is one of its most important factors for success (Beverland, 2009). I would also conclude that outside-in

branding makes a brand 'reactive' instead of 'proactive'. Being reactive as a brand stimulates to mostly listen to the customers you already have, instead of focusing on the potential customers you would like to reach. I would advise to first focus on the customers you would like to reach as a brand, create a solid brand identity and then start validating this brand identity with this target audience. I would not advise to bring a product to the market without having put thorough thought on the brand strategy. This is what actually happened at PuurBezorgd: the service was brought to the market, without having consciously thought about the brand image it would give. As a result, outside-in branding made the brand develop further into the direction of the unconsciously developed brand image.

After this case study, I would argue there is a seventh characteristic of lean branding, specifically related to the process:

7. A fuzzy process

Lean branding makes the process of launching a new service or product very fuzzy. Because outside-in branding stimulates founders of a start-up to continuously (and sometimes blindly) follow the opinions of customers, it blurs the boundaries of different phases such as branding and launching. I myself fell into this process trap while executing the case study. As a result the course of the varied research parts was messy. This was because I was only focussing on getting the right insights from customers to make decisions or next steps in the process of developing the brand identity. Every new step made in the process, forced me to do another research to confirm this step or base a new decision on.

Conclusion on thesis topic

The subject of this thesis is:

Validating 'lean branding' for an early stage start-up: A case study of PuurBezorgd.

The question would now be: 'Is lean branding validated for an early stage start-up?' In other words, when an early stage start-up would ask me if I would recommend them to use outside-in branding, what would I answer them?

I would recommend to use outside-in thinking in branding only to a certain extend and only in certain phases of the start-up development process. If the start-up is still defining its product and target audience (which was the case for PuurBezorgd), I would not recommend to use outside-in branding. Only after the strategy for and proposition of the start-up are defined, outside-in branding could strengthen certain decisions concerning brand elements. I am in favour of using outside-in thinking when it comes to strategic decisions, as I think it gathers many valuable insights. There is a difference however between strategic development of the start-up and the branding of its product or service.

When the product and target audience of a

start-up are still floating, the process of outside-in branding leads to many questions that ask for strategic decisions rather than decisions on branding. Validating the brand identity for an early stage start-up becomes almost equal to validating the proposition of the start-up. itself This results in a process that is about the lean startup method rather than it relates to branding only. The resources that should be put in the branding process, can more effectively be used when the target audience and product is set.

Another important note to make when the product and target audience for a start-up are still floating is that the process of outside-in branding leads to a hurried and fuzzy process where there is a continuous run after the customers' demands and wishes. This makes the process of branding and launching very messy.

Therefore, I would recommend to use the proposed step 'reflect and align' during the lean process, to make sure one is validating 'on the right path'.

To give a clear overview, a manifest with Do's and Do nots concerning outside-in branding is constructed on the next pages.

Recommendations

Regarding the lean startup process

Do

use build-measure-learn loops to validate assumptions

Do not

keep running after customers to let them determine every (strategic) decision

As can be noticed from the course of this project, the lean startup method can result into a process of running after customers, continuously asking them what to do to satisfy them as soon as possible. As a result, the phasing of a new product/service launch is blurred. There is no clear structure or timeline that points out the different phases.

The use of autoethnographic texts turns out to be a strong means to reflect during the hectic process of lean methodology. By using autoethnography, the founders of a start-up can reflect both on the process and on the content, which gives a valuable strategic overview in addition to insights for the proceeding of their company.

Do not

let lean methodology blur clear planning, phasing and long term strategy

Do

plan moments of aligning and reflecting, using autoethnography

Recommendations

Regarding outside-in branding

Involving customers during brand development is valuable when it comes to inspiration and validation. For a start-up however, the existence and viability of the brand fully depends on its founders and their vision. Therefore I would argue to develop the brand identity inside-out. When the business evolves, outside-in branding is relevant to influence the continuation of the brand development.

Do

use outside-in branding as a means to influence and inspire the brand evolution

Do not

use outside-in branding to determine the brand identity, leaving the founders' vision aside

Do not

let your early adopters determine the target audience and brand identity

Do

think about the brand identity before validating the new product or service in the market

Validating a product or service in the market is impossible without (unconsciously) having a brand image. Even 'unbranded' your offering will give certain brand expectations. This influences the validation process. That is why I would argue to consciously think about the brand identity before the validation process is initiated.

Recommendations

Regarding simultaneously doing branding and business development

Do

conclude on the proposition and target audience before developing a brand strategy

Do not

make the brand promise what the proposition cannot prove

As long as the core value proposition and the target audience are not crystallized, it will not be beneficial to development of the brand strategy and identity. When the founders have a clear answer to these questions, a strong, relevant brand can be developed that is able to live up to its promise and resonate with its target audience.

When validating a new product or service, make sure the target audience is clearly defined and the validation takes place at this target group. In this way, relevant data is gathered, upon which the brand strategy can be based. Following, it can be validated whether the brand expectations matches the intended brand promise.

Do not

validate your proposition with a undefined target audience.

Do

validate whether the brand expectations match the intended brand promise

Recommendations

Regarding further research

There is a lot of literature available on applying lean methods for start-ups and the vast majority of start-up incubators teach start-ups how to use lean processes. However, not much research can be found on involving branding in the early phase of a start-up that applies lean methods. It would be interesting to research how branding and business development could evolve together. As I have noticed during this project, this is an important aspect for a start-up that deals with consumers and thus needs some sort of brand to validate its proposition. The proposed alignment model should be further validated with other cases.

Secondly, the current literature about lean branding is illustrating only the positive sides of using outside-in branding for start-ups. This research project gives insight in the critical aspects of lean branding, which are not mentioned in the written books. It can be argued that the books about lean branding can be categorized as popular literature. It would therefore be interesting to have more empirical research on this subject to thoroughly and scientifically validate the value of lean branding. It should be validated if the reflection step, added to the build-measure-learn cycle, gives the desired value. Specifically, it could be validated how autoethnography works for different kind of startups and founders.



Epilogue

Iteration 3

As we concluded at the end of the second iteration, we do not offer the required convenience (yet) to appeal to the bigger target audience of conscious young families. As the strategic vision of us as founders is still to reach this audience in the future, we need to expand our product portfolio and increase the offered convenience. In the meantime, we got back at the drawing table to look critically which target audience could be reached on short term, besides the 'active waste reducers'. Therefore, a new iteration is initiated. Taking the

conclusions and recommendations from the first two iterations, in this iteration outside-in thinking will be combined with inside-out thinking.

The aim is to find a fit between market, product, brand and strategic vision. Therefore, this alignment model is used to define all aspects. After a potential fit has been found, the new brand identity is translated into brand touchpoints: the website, online marketing and product offering.

This new brand identity will be validated in a new city, which will be out of scope for this thesis.

16. Aligning

As recommended in the first two iterations, the alignment model (see figure 61) can be used to see if a fit is realised between strategic vision of the company, the market, its product and the brand. It is argued this fit is needed to transform the start-up into a sustainable business. In this analysis chapter, the search for this fit is put first.

Strategic vision

Our purpose is to make package-free groceries a standard alternative, by making it easy and convenient for a large consumer base to do groceries in a package free way. That's why the long-term ambition is to expanding our assortment with a wider variety of product categories, setting up partnerships with suppliers of fresh groceries and partnering with brands to offer branded products as well. Besides this we will make next-day delivery possible. To be able to get there, we need to grow and get investments.

That's why we need to look at our current 'product', our current offering to the market, and see which group of consumers within our current customers benefits from these products as well, besides purely the reason of reducing waste. This would be the target audience than can be focused on for the short term.

As our ambition is to appeal to this bigger target audience, but are not able to serve them yet, a roadmap is created that visualizes the brand image we have now and the image we would like to have in the future. Currently, our main reach concerning customers lies within the group of active waste reducers.

We need to fill the gap between these two images, as we need to grow to be able to expand our service and make it possible to live up to the promise of real convenience.

This roadmap is visualized in figure 63.

This way of thinking could be seen as inside-out thinking, as the current resources and capabilities of the company are used to see which audience could be served best.

Product

As concluded in iteration 2, the 'convenience' we bring is not at the level of being the core benefit for our future target audience. However, this does not automatically mean there is no convenience in our service for other target audiences with other needs. As concluded in iteration 1, our service does bring convenience for active waste reducers. This is not the target audience we would like to focus on however. So it is relevant to look at the core advantages of our product, to then search for target audiences that would benefit from this.

Looking more closely at our current product offering, the following advantages can be listed:

- We offer a wide range of niche products, that are not available at the main-stream

- supermarkets like the Albert Heijn and Jumbo.
- For every new product category, we add to our offering, we personally test different products and chose the best quality. In this way, we offer a selected range of high quality products.
- For 60% of our products, we are significantly cheaper than in the regular supermarkets. Especially for goods like spices, baking products and legumes (like lentils).
- We deliver groceries at home, which is specifically convenient for customers that order big bulk of products
- The jars we deliver our groceries in, are perceived as aesthetic and as such are exposed in kitchens of customers, showing the ingredients that people have.
- Most of our products are nutritious, which makes it attractive for consumers that care about food and their nutrition.

group (besides the active waste reducers) that will benefit from our product offering, a customer research is done.

Consumer research eleven: finding related jobs to be done

Goal

The aim of this research is to find out whether a certain target audience could be defined that benefits from our proposition, besides fulfilling the need for doing groceries in a package free way. Therefore, the aim for this research is to gather new insights concerning the functional benefits that our service gives to customers. In terms of the Jobs to be done framework, these are called related jobs to be done (Christensen et al., 2018).

Research question

The research question for this research is:
What benefits does our service bring to our

Market

To find insights concerning the potential target

	First horizon Currently	Second horizon Launch end 2019	Third horizon 2021
Target market	Active waste reducers	?	Conscious young families
Product range	Pantry groceries Unbranded Nutritious		Wide assortment Branded + unbranded products
Service	Weekend delivery Semi-professional webshop		Next-day delivery Professional webshop
Brand positioning	For active waste reducers, we offer responsible products, delivered in returnable glass jars, making it possible to do groceries in a package free way and gives the relief to live without plastic.		For conscious young families, we offer all types of groceries, delivered in returnable packaging, that makes it easy to do groceries without single use packaging and gives the comfort to do groceries in a convenient and sustainable way

Figure 63. Brand development roadmap

customers, besides reducing waste?

Method

Study design

For this research, a qualitative study was done, based on interviews with customers of PuurBezorgd. The interviews consist of 6 questions, that would take up to 10 minutes of the time of an interviewee. The interviews were done at the homes of the participants, when delivering their order.

Participants

To select the participants for this research, 3 criteria were used:

1. The order volume of their average order is above €50,-. This is done because this shows a lot of our products appeal to them and are used
2. The amount of orders is above three. This shows ordering at our webshop was not a one-off trial. Our data shows that once having ordered at least three times, only a few percent of the customers stops ordering after this.
3. When asking if they were actively reducing waste before they started using our service, the answer should be 'no'. The reason for this is that we want to find out the benefits we give besides reducing waste.

Data collection

In this study, participants take part in an open-ended qualitative interview, executed face-to-face in their home. The interview guide included six questions. Follow up questions were asked based on the answers given. The full interview guide can be found in the appendix.

Findings

- Customers that order a large variety of products, all love cooking

"I cook a lot, so this [the order] will be gone within a short time"

- Customers that cook a lot, have a lot of ingredients in stock
"I use a lot of all these ingredients, I really like to have it in bulk, so I can just always start making things with what I have"
- Customers that use special ingredients, get the convenience of not having to go to several stores
"I normally had to go to the Marqt for this product, to the Ekoplaza for another product and to the Albert Heijn for another product again. At PuurBezorgd, I can get it all in one place"
- Customers that like cooking, use glass jars for the aesthetic look and seeing all the ingredients (customers refer to our products as 'ingredients' instead of 'groceries')
"I like the look of showing all the ingredients that I use for cooking. I also like it when visitors come over and ask what kind of ingredients I have there in the glass jars"
- Customers trust us for selecting the best products
"I have the feeling you tasted everything and selected the best products"
- Young families that value cooking, have a nicely designed kitchen, where sometimes even jars were taken into account when designing
"We just got a new kitchen built with Ikea furniture. When designing the kitchen in a software tool from Ikea, we took glass jars into account and specifically included them in the design!"

Conclusions

For customers that enjoy cooking, it turns out we offer them more value than only delivering it in a package free way. For them our service is a win-win situation: it is convenient for other needs they have besides it being the environmental friendly choice. This could be a potential target market to focus on.

Brand

Purpose

The purpose is slightly adjusted. What we notice is that doing package free groceries is currently not attractive. Therefore, our purpose is:

"We believe we can make package free groceries the standard, if we make it attractive"

Positioning

The positioning of a brand is build up of multiple aspects:

Target audience

With the analysis of the product and the market in mind, the potential target audience could be 'conscious consumers that enjoy cooking'

Product category

The product category could be defined as 'ingredients' instead of groceries. As found in the customer research, our products are called ingredients by customers that enjoy cooking.

Product attributes

The relevant attribute for this target audience are the fact the products are all selected for their quality.

Functional benefits

The functional benefit is the fact that the products are available at one place and delivered in

aesthetic glass jars.

Emotional and self-expressive benefits

It gives our target audience extra joy to cook in a responsible way

Personality

With the conclusions and recommendations of the first two iterations in mind, I would argue to determine the personality inside-out. This should be close to how we would like to behave with our brand. As Martijn and I felt much aligned with the personality traits concluded in iteration 2: joyful, exciting and spirited, we would like to keep these in our new brand DNA.

Filling in the alignment model

Looking at the alignment model in figure 61, the following fits can be reflected on:

1. *Product-market fit: does the product fulfill the need of the market?*

The need of the target audience 'conscious consumers that enjoy cooking' is getting their favorite ingredients in high quality at one shop, preferably in a sustainable way. This fits with our service offering, with the extra benefit of the nice looking jars that this target group values to have in their kitchen.

2. *Market-strategic vision fit: Does this market segment enable the strategic vision of the company?*

This fit is realised. This new target market allows us to bridge the gap while we develop our service to become more convenient; expand our product assortment, next day delivery etc. The audience of people that enjoy

cooking is expected to be bigger than the active waste reducers and thus suitable for growing our business on the short term.

3. *Product-brand fit: Is the brand expectation fulfilled by the product offering?*

This needs to be validated. The assumption is that we offer the specific pantry groceries that this target group is looking for.

4. *Brand-market fit: Does the brand resonate in the market through its emotional value offering?*

This needs to be validated. The assumption is that the brand would resonate with the target audience through the focus on all special

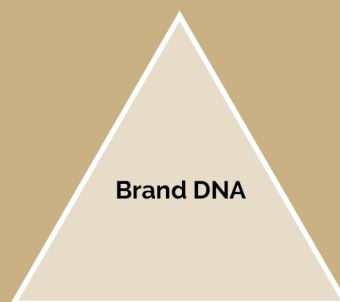
(nutricious) quality food ingredients, delivered in a sustainable (package free) way by using glass jars that shows their ingredients and gives their kitchen an upgrade.

5. *Brand-strategic vision fit: are the brand promise and the strategic vision of the company aligned?*

The vision for Pieter Pot will still be to grow outside of Rotterdam and to deliver nationwide. This would be possible with this brand identity. The challenges lie in the questions if we will grow per hub per city or that we start delivering nationwide on short term by partnering up with delivery specialists like UPS and defietskoeriers.nl.

Purpose:

We believe we can make package free groceries the standard, if we make it attractive



Brand DNA

Positioning:

For conscious consumers that enjoy cooking, Pieter Pot has selected the best niche ingredients that are available at one place, brought in glass jar and makes it easy and enjoyable to cook in a responsible way.

Personality:

joyful, exciting and spirited

Figure 64. Brand DNA

17. Building new brand manifestations

The constructed brand identity will be translated into brand touchpoints. As in iteration 1, the following brand touchpoints will be used to validate this brand in real-life: the website, the product offering, and online marketing.

Validation plan

As written down in the conclusions and recommendations of iteration 2, I would recommend to validate a proposition together with a brand identity in real-life to measure consumer behavior. Therefore, the following plan for validation is developed:

A new brand identity will be piloted in a new city. In this way, we make sure our current brand is not harmed and we can validate among a new group of customers who did not experience our brand before.

The validation period will be three months, to be able to gather data concerning the returning rate of customers, instead of measuring only initial traction and first time orders.

The chosen city in which this will be done is Delft, as this city is close to Rotterdam and as such, the same warehouse can be used.

Because of the time span, the implementation of this validation will not fall within the scope of this thesis.

Hypothesis

The hypothesis that will be tested in this validation experiment is the following:

With the new brand identity, the revenue will double the current revenue level within 3 months and will continue to be stable.

Manifestations

To be able to measure the effect of the brand identity, the aspects of the brand were translated into the brand touchpoints:

Webshop look and feel

The main focus of the photography will be on people that are enjoying cooking in their kitchen. Glass jars will be put in the kitchen, showing they are using ingredients from the glass jars.

The color palette is based on the colours of the ingredients we offer.

The landing-page that is designed can be found in figure 66.

Marketing

The same imagery that is used on the website, will be used on physical posters and online to promote our service. These are visualized in figures 65-68.

Instead of using regular flyers, recipes will be used to attract consumers to our website. The recipes will give inspiration to cook simple, fast and nutritious, using our ingredients.

Product assortment

Besides products, we will also start to offer some kitchenware for rent. The idea is to offer kitchen tools that one does not need that often, and as such might not need to be bought. We offer them as a service, which matches our sustainability promise. For example, special cookbooks or special kitchenware such as a pan for Dutch mini pancakes (poffertjes). During a small validation test in Rotterdam, it turned out this service is very popular.

Name

As the name PuurBezorgd was actually a 'leftover' of one of the validation tests during the Build Your Startup course, the name was always open for change. For sometime however, during the first iteration of the Brand DNA, it seemed like the name PuurBezorgd would suit the brand very well. When the conclusions were taken at the end of iteration 1, it was clear the name did have to change. Martijn and I were not fond of the name PuurBezorgd, neither were the experts we talked to from branding, marketing and FMCG companies. With the new Brand DNA in mind, the method of Globrands was used to come up with new names that would fit the brand.

This method consisted of the following steps:

1. Valuescoping: The different levels of abstractness of the concept are used to come up with names with different levels of concreteness
2. Namescoping: creating different name directions.
3. Moodwords: illustrating ways to name a brand. They serve to explore possibilities, together with the client. The outcome is not about preferences, but argumentation.
4. Diverging: coming up with 100 names per

direction

5. Converging: selecting 50 names
6. Diverging: iterating on selected names, using linguistic kung fu
7. Converging: selecting 10 names
8. Starting legal checks
9. Selecting the final name.

Interestingly, the method of Globrands argued that when it comes to naming, validation is impossible and therefore the process of naming is done fully inside-out. The process is normally carried out in collaboration with the client company and without involvement of consumers.

For this process, I met two times in person with Geert Docter, a senior consultant at Globrands. The first time was to discuss the process and together we used value scoping to come with the name directions. The second time was to make iterations on the selection of names and receive advice on selecting the final name.

The following criteria were used to choose the final name:

- The service has to feel approachable and close to you, as a person that you would trust to come by and enter your house.
- The name should spark the exciting personality, not too serious
- The name may be surprising as first mover: The name represents the offering of our concept: ecoconvenience by delivering in glass jars

The result is our new brand name:

Pieter Pot

This name expresses more playfulness, the joy and the trustworthiness of our service.

Communication

All communication will be brisk, simple and cheerful. References to the package free aspect, the jars or the delivery will be made combined with the pay-off 'dat is lekker'. Some Examples:

"Pieter Pot is een feestje! Heerlijk eten, aan huis bezorgd en dat ook nog eens verpakkingsvrij in prachtige potten. Dat is lekker. Toch?"

"Omdat al die plastic verpakkingen de pot op kunnen, bedachten we wat leuks. Pieter Pot bezorgt jouw boodschappen in potten. Pot leeg? Dan vullen we 'm weer. Dat is lekker. Toch?"

"Pot leeg, zo weer gevuld. Dat is lekker."

"Verpakkingen de pot op. Dat is lekker."

"Aan huis bezorgd. Dat is lekker."

"Potje gedroogde mango. Dat is lekker."

"Een lege prullenbak. Dat is lekker."

"We fietsen een potje naar je toe. Dat is lekker."

The next steps

These manifestations will be implemented to be able to measure and give answer to the hypothesis.

The image shows a browser window displaying the landing page for 'Pie ter pot'. The page has a clean, modern design with a light beige background. At the top left is the 'Pie ter pot' logo. A navigation menu includes 'producten', 'recepten', 'hoe het werkt', 'over pieter', and 'contact'. A search bar is located at the top right. The main headline reads 'Jouw boodschappen, verpakkingsvrij bezorgd'. Below this, a sub-headline states: 'Krijg je boodschappen gratis thuisbezorgd in glazen potten, voor dezelfde prijs als in de supermarkt!'. A button labeled 'Bekijk producten' is positioned below the text. To the right of the text is a photograph of a man and a woman in a kitchen, smiling and preparing food. At the bottom of the page, there are four columns of benefits, each with an icon and text: 1. 'Verpakkingsvrij' with a recycling icon, 'Onze producten komen in herbruikbare potten'. 2. 'Gratis bezorging' with a truck icon, 'Geen minimum orderbedrag'. 3. 'Groeiend assortiment' with a shelf icon, 'Van koffie tot ketchup'. 4. 'Schrijf je in voor de landelijke wachtlijst' with a house icon, 'Nu alleen in Rotterdam, straks ook te vinden in jouw keuken'.



**Genieten van koken,
zonder verpakking.**

Dat is lekker!



**De beste ingrediënten,
zonder verpakking.**

Dat is lekker!



**Jouw boodschappen,
verpakkingsvrij bezorgd.**

Dat is lekker!



**Heerlijk eten, verpakkingsvrij,
aan huis bezorgd.**

Dat is lekker!



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Appendix A. Consumer research one;

qualitative interviews with early adopters

This appendix shows the interview guide that was used during the first consumer research. As described in the thesis report, the goal of this first study is to gather insight into the profile, needs and behaviours of our current customers. All details concerning this research can be found in the report on page 57.

Vragen om inzicht te krijgen in de klantprofielen

- *Wat is je naam?*
- *Hoeveel bestellingen heb je tot nu toe gedaan bij PuurBezorgd?*
- *Voor welke bedragen ongeveer?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*
- *Wat is je opleidingsniveau?*
- *Op een schaal van 1 tot 5, hoe hoog is je inkomen waarbij 3 modaal is (€2600)?*

Vragen om inzicht te krijgen in de ervaringen met de service van PuurBezorgd

- *Waarom heb je een aankoop gedaan bij PuurBezorgd?*
- *Wat vind je het grootste voordeel bij PuurBezorgd?*
- *Waar kan Puur Bezorgd volgens jou nog in verbeteren?*
- *Wat is volgens jou het grootste nadeel aan PuurBezorgd?*

Vragen om inzicht te krijgen in het gedrag van klanten omtrent boodschappen doen

- *Waar koop je je boodschappen (e.g. vers) die je niet bij PuurBezorgd kan kopen? Waarom daar?*
- *Heb je voor het gebruik van Puur wel eens boodschappen online gekocht? Waarom?*
- *Wat is naar jou idee de hoogte van de product prijzen aangeboden bij Puur Bezorgd? Hoe kom je op dit antwoord?*
- *Wat is jou kijk op het assortiment van PuurBezorgd?*

Vragen om inzicht te krijgen in de houding van klanten omtrent duurzaamheid

- *Wat is je kijk op de huidige glazen potten die wij gebruiken als verpakking?*
- *Wat vind je daar positief aan?*
- *Wat vind je daar negatief aan?*
- *Hoe zou je er tegenaan kijken wanneer deze verpakking plastic zou zijn? Denk aan doorzichtige Tupperware?*

- *Hoe zou je er tegenaan kijken wanneer deze verpakking van tin zou zijn? Denk aan Koffie blikken?*
- *Wat is jou kijk op hoe de mensheid omgaat met de aarde?*
- *Bij negatief antwoord, wat doe jij om je steentje bij te dragen aan een betere wereld?*
- *Eet je biologisch? Zo ja, waarom?*

Appendix B. Consumer research two;

focus group session.

This appendix shows the probing questions that we put in the presentation slides, used as a guide to spark the conversations with the focus group. All details concerning this research can be found in the report on page 60.

Besef

- *Waar hoorde je over ons?*
- *Wat triggerde je?*

Interesse

- *Waar zocht je naar toen je de eerste keer onze website bezocht?*
- *Hoeveel keer bezocht je de website voor je eerste bestelling?*
- *Indien meer dan 1 keer: hoe werd je aan ons herinnerd?*

Actie

- *Voelde de eerste keer bestellen als risico?*
- *Waar, wanneer en hoe bestelde je de eerste keer?*
- *Waar wanneer en hoe bestel je nu?*

Ervaring website

- *Hoe is het gevoel op onze website?*
- *Wat vind je van de informatievoorziening?*
- *Wat vind je van de productpresentatie?*
- *Wat mis je op onze website?*

Bestelling plaatsen

- *Hoe voelt het proces van producten selecteren, maten selecteren etc?*
- *Hoe voelt het proces van tijdstip selecteren en afronding van bestelling?*
- *Hoe vind je de communicatie na je bestelling?*
- *Hoeveel keer bezocht je de website voor je eerste bestelling?*

Bezorging

- *Wat vind je van de bezorging?*
- *Wat vind je van de bezorgtijden?*

Gebruik potten

- *Wat vind je fijn en minder fijn aan de glazen potten?*

- *Wat zou je vinden van ander soort potten zoals vierkant of gekleurd?*

Producten

- *Voldoen de producten aan de verwachtingen?*
- *Specifieke meningen over bepaalde producten?*
- *Ervaar je de producten als van ons of zijn wij puur bezorgdienst?*
- *Meer keus binnen categorie of meer keus in categorieën?*

Gevoel boodschappen doen

- *Hoe vind je het normaliter om je voorraadkast boodschappen te doen?*
- *Hoe vind je het nu via onze webshop?*
- *Is er een verschil?*

Figure 67. Focus group session with customers as participants



Appendix C. Consumer research three; customers who stopped ordering

This appendix shows the interview guide for the semi-structured interviews that were executed over the telephone. All details concerning this research can be found in the report on page 71.

Vragen om inzicht te krijgen in de klantprofielen

- *Wat is je naam?*
- *Hoeveel bestellingen heb je tot nu toe gedaan bij PuurBezorgd?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*

Vragen om inzicht te krijgen waarom de klant niet meer bij PuurBezorgd bestelt.

- *Waarom heb je een aankoop gedaan bij Puur Bezorgd?*
- *Hoe beviel onze service?*
- *Wat is volgens jou het grootste nadeel aan Puur Bezorgd?*
- *Kun je aanwijzen waarom je geen vervolgbestelling meer hebt gedaan?*
- *Welke verwachtingen had je van te voren van onze dienst?*
- *Kwam de verwachtingen overeen met de daadwerkelijke dienst?*

Appendix D. Consumer research four; the influence of our customers on others

This appendix shows the e-mail that was sent to all existing customers on the 14th of May with a referral discount code. This referral marketing tool was used to see how influential our current customers are on people around them. All details concerning this research can be found in the report on page 72.



Jouri Schoemaker <jourischoemaker@gmail.com>

PuurBezorgd - kortingscode voor jou en je vrienden

puurbezorgd@gmail.com <puurbezorgd@gmail.com>
Aan: jourischoemaker@gmail.com

14 mei 2019 om 16:21

Beste Jouri

Graag willen we meer mensen blij maken met verpakkingsvrije boodschappen.

Ken jij nog vrienden, familie of collega's die in Rotterdam wonen en ook graag minder verpakkingen willen gebruiken? Dan kan je ze vanaf nu een steuntje in de rug geven!

Met de volgende kortingscode krijgt jouw contact 25% korting bij zijn of haar eerste bestelling:

juxHR

Daarnaast krijg jij ook 25% korting voor elke klant die met jouw code een eerste bestelling plaatst. Deze code ontvang je automatisch via de email.

Hopelijk tot snel!

Met onverpakte groet,
Team PuurBezorgd

PUUR
Bezorgd

Figure 68. Example of e-mail with referral code towards customers

Appendix E. Consumer research five; finding the right personality

This appendix shows the interview guide for the open-ended interviews that were conducted during deliveries. All details concerning this research can be found in the report on page 96.

Vragen om inzicht te krijgen in de klantprofielen

- *Wat is je naam?*
- *Hoeveel bestellingen heb je tot nu toe gedaan bij PuurBezorgd?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*

Vragen om inzicht te krijgen in het gevoel dat PuurBezorgd onze klanten geeft.

- *Waarom heb je een aankoop gedaan bij Puur Bezorgd?*
- *Wat is volgens jou het grootste voordeel aan Puur Bezorgd?*
- *Wat voor gevoel geeft de dienst van PuurBezorgd je?*
- *Wat voor gevoel geeft de bezorging PuurBezorgd je?*
- *Wat voor gevoel geven de bezorgers van PuurBezorgd je?*
- *Wat voor gevoel geven de potten van PuurBezorgd je?*

Appendix F. Consumer research six; pre-validating the landing pages

This appendix shows the interview guide for the open-ended interviews that were conducted to pre-validate the landing pages. All details concerning this research can be found in the report on page 103.

Vragen om inzicht te krijgen in de respondenten

- *Wat is je naam?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*

Vragen om inzicht te krijgen in de karaktereigenschappen die men aan de verschillende visuele stijlen zou geven

- *Wat voor gevoel krijg je bij dit merk?*
- *Welke karaktereigenschappen zou je bij dit merk plaatsen?*
- *Welke karaktereigenschappen uit deze lijst (laat lijst zien) zou je bij dit merk plaatsen?*
- *Bij welk van deze merken zou je het liefst je boodschappen doen? Waarom?*

Appendix G. Student proposals

This appendix shows the student proposals for the brand manifestation within the course Brand Product & Commercialisation, used as inspiration and addition to create the moodboards, described on page 107. On the next page the full overview of Harris profiles is illustrated, with which the student proposals were evaluated.

goods
be a **ROLE MODEL**

The breakfast is the same. All the power. Choose your DHA at school. Mom

less waste
less choice
less effort

= less stress!

GOODS
/ reasons to choose us.
/ for the environment.
/ for your mental health.
/ for your children's future.

1 Choose your bean (roast).
2 Order your goods.
3 Home delivery (package free).
4 Empty your last jar.
5 Both the real order return and the empty jar get the real use.

BRAND MANIFESTO
We are the only online grocery store that offers package-free groceries. Therefore, 100000 coffee packages are saved from the waste stream. We are the only online grocery store that can also offer 100% environmental and fair trade coffee.

Transparent | Indisposible | Convenient

1 You get what you need, plastic free.
2 We buy in bulk to reduce plastic waste.
3 You order your essential groceries.
4 We deliver the groceries to your house in a sustainable way.
5 We collect, clean and reuse the jars.
6 Throughout the whole process we show you what we do and how we do it.

FRANK'S

KEEPING IT CLEAR!

Inspiring Foods for Curious Shoppers

Puur is not your average online grocery store. Puur is a helpful and friendly package-free online grocery store that uses your previous orders to come up with suggestions for new products. In this way, you will be inspired to try new ingredient combinations and you will broaden your food comfort zone.

Now it's time to try an unconventional lifestyle!

Your Average Groceries + **Surprising Suggestions**

Broaden Your Food Comfort Zone!

PUUR
personalized, handy & green!

Home delivered & package free.

AllThat Food Delivery

AllThat.com

GRANDMA'S CARE DELIVERED ANYWHERE

Loves grandma

OMA
Real-Food Delivery

NO MINIMUM ORDER AMOUNT
FREE DELIVERY FROM €20

WWW.OMADELIVERY.COM

Klopt
YOUR PLASTIC-FREE DELIVERY

Klopt
YOUR FAMILY MAKES A DIFFERENCE

FOOD PURK AT KLOPT.NL

SNAAKT.
The good kind of naked at the office.

WE ARE YOUR 100% WASTE FREE SNACK SERVICE.

REGISTER. DELIVER. LET'S SNACK! FRESH GOODS.

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Jargo

Essential Food, Package free.

We deliver all your essential goods package free during the weekend at a convenient time. The empty jars will be exchanged during the next delivers.

Jargo

The online supermarket of package-free groceries.
We deliver the next heroic family.


THE LIFESTYLE OF TOMORROW **HERO**

HERO

The online supermarket of package-free groceries.
We deliver the next heroic family.

Being sustainable can be effortless
We bring it to your front door

Order now




Your groceries, package free and delivered at home?

We got this.

For the ones with a hectic life wanting to make sustainable choices **barefood**


TAKE A CHILL PILL



NO MORE PLASTIC.
JUST GROCERIES DELIVERED.

BOODSCHAP
BOODSCHAPPEN APVALVAAR BEIJERD

smørt
tomorrows mentality
delivered today



transition to package free
goods delivered to
your storage

be smart order
online

Only choices that matter.

Your weekly grocery delivered at home.



CHOOSE & USE

We take care of the rest

www.puurbezorgd.com




CELEBRATE FOOD AS IT IS

PACKAGE FREE FOOD DELIVERED AT HOME



D'NUTS

Voilà. zero-waste groceries delivered to your doorstep.



Personalised quantity. Superior quality.
Personalised orders to fit your precise requirements, put in reusable packaging.

www.vola.com

Re-

Re-imagine environmentally friendly way of shopping.



order online

receive your grocery in jars

reuse & compostable

zero-waste packaging



makki.nl

package-free groceries, we make it enjoyable and effortless, while you become more responsible with every purchase, together, for a brighter future

HELDER



€1,25 €0,80 €0,24


Order Receive Enjoy

We offer only high-quality products in ready-to-store jars. That way you can be certain you get the best without waiting any time.

helder.com

Just leave out the fuss.

For starters **JUST** offers the conservable basics for cooking that are plastic-free packaged, delivered at home and gives people the freedom to be just.




Just food

Just order Just deliver Just reuse

Group 30

THE BEST GIFT TO YOURSELF IS WITHOUT WRAPPING



SANS

Nature's gifts delivered to your doorstep, without harmful packaging

0 waste
0 carbon footprint
0 time wasted

Discover now at www.sansordandans.com

We don't cover things up.



DEPOT
FRAGMENT PACKAGING FOR THE REST

Make your own choice, whatever that may be.

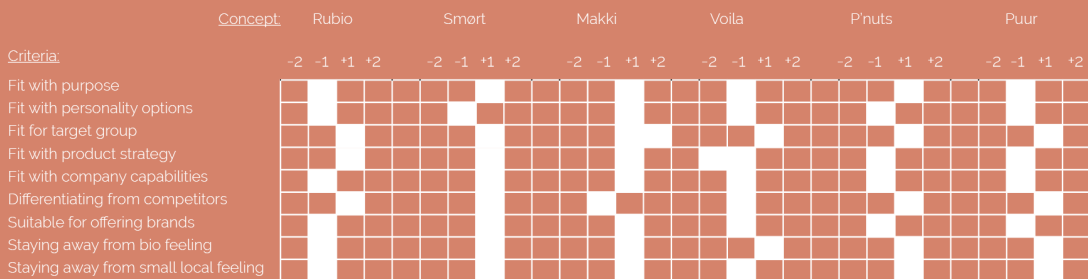
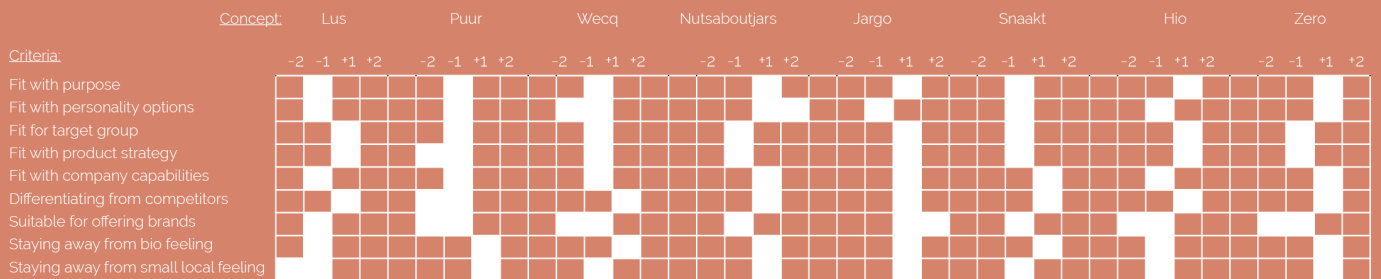
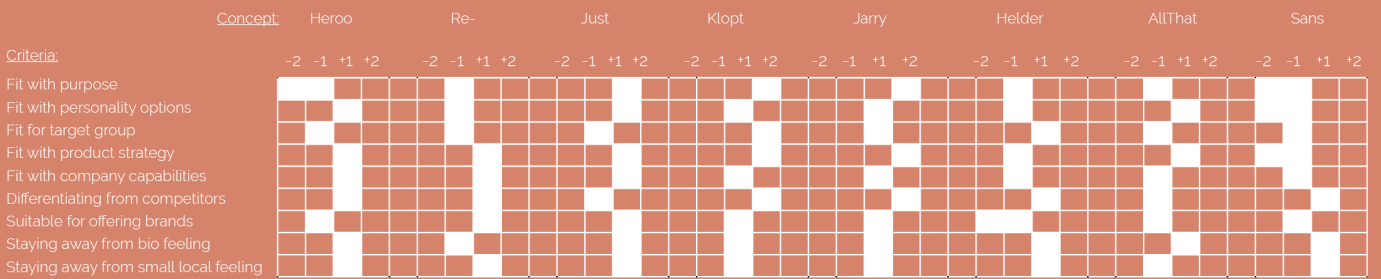
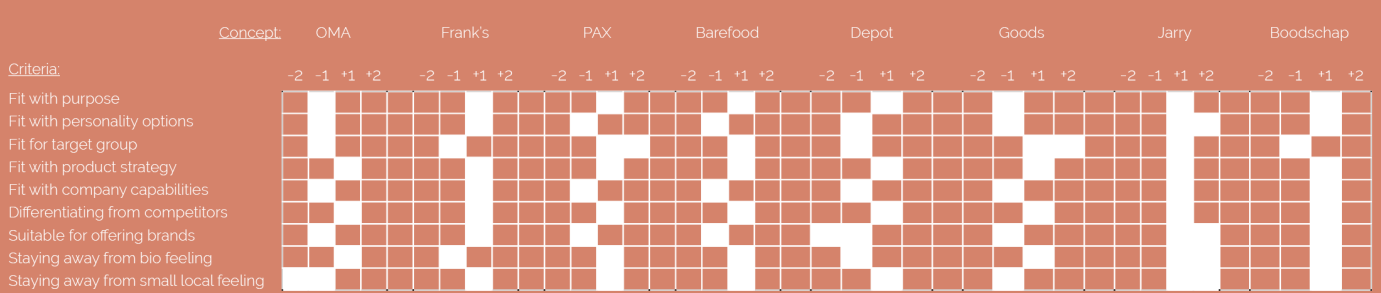


Figure 69. Full overview of Harris profiles to evaluate all student proposals

Appendix H. List with personality traits

This appendix shows the list of personality traits that were used in the pre-validation test for the landing pages, described on page 103. The list of traits is based on the research of Aaker (1997). These personality traits were put on a sheet of paper in random order.

Down-to-earth (nuchter)	Smooth (zacht)
Daring (gedurfd/uitdagend)	Technical (inhoudelijk)
Cool (cool)	Trendy (trendy)
Upper class (gedistingeerd)	Rugged (ongepolijst)
Imaginative (fantasierijk)	Real (puur)
Good-looking (aantrekkelijk)	Young (Jong)
Western (wild)	Corporate (sociaal)
Up-to-date (actueel)	Wholesome (echt)
Outdoorsy (buitenhuis)	Intelligent (intelligent)
Hard working (hardwerkend)	Leader (leiderschap)
Reliable (betrouwbaar)	Glamorous (betoverend)
Exciting (opwindend/enthousiast)	Successful (succesvol)
Secure (zorgvuldig)	Cheerful (opgewekt)
Independent (onafhankelijk)	Family oriented (familiegericht)
Small town (kleinburgelijk)	Original (origineel)
honest (eerlijk)	Unique (uniek)
Spirited (levendig)	Friendly (vriendelijk)
Masculine (mannelijk)	Sentimental (gevoelig)
Charming (charmant)	Confident (zelfvertrouwen)
Tough (ruw)	Feminine (vrouwelijk)
Sincere (oprecht)	Contemporary (eigentijds)

Appendix I. Consumer research eight; preference towards visual identities

This appendix shows the open-ended interview guide that was used to measure consumer attitude and preference towards the different visual identities that were manifested through three different landing pages. All details concerning this research can be found in the report on page 111.

Introductie

Wij zijn bezig een verpakkingsvrije boodschappendienst op te zetten, waarmee we het gemakkelijk willen maken om je boodschappen te doen zonder verpakkingen! We zien hiervoor wat onderzoek aan het doen. Zou ik je een paar korte vragen mogen stellen?

Vragen om inzicht te krijgen in de klantprofielen

- *Wat is je naam?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*

Vragen om inzicht te krijgen in de voorkeur van de doelgroep

- *Deze vragen stellen bij elk van de 3 voorbeeldstijlen*
- *Wat vind je van deze visuele stijl?*
- *Zou je deze stijl je aanspreken?*
- *Vind je deze stijl passen bij het concept?*

Appendix J. Consumer research nine; insights consumers on waiting list

This appendix shows the questionnaire that was sent to subscribers to our waiting list. Both the questions as some examples of answers are showed. All details concerning this research can be found in the report on page 114.

Ten eerste, wat triggerde je om je emailadres achter te laten via onze webpagina?
28 out of 28 answered

"fijne combi van geen verpakking en thuisbezorgd"

4 out of 28

In hoeverre doe je je boodschappen op dit moment al zonder verpakking of plastic?
28 out of 28 answered

"Ik gebruik linnen tassen en kleine stoffen tassen voor noten, groente en fruit. Ik koop in glas en blik waar mogelijk. Zeep en thee koop ik ook plasticvrij. Vooral pasta en granen lukken nog niet zonder plastic."

5 out of 28

Waar doe je op dit moment allemaal je boodschappen?
28 out of 28 answered

"Picnic, albert heijn, jumbo, bakker, groentenboer, toko"

3 out of 28

Wat voor soort producten zou je bij ons graag verpakkingsvrij willen bestellen?
28 out of 28 answered

"Groenten en fruit, aardappelen, brood"

3 out of 28

Wat sprak je aan op onze webpagina? (zie <https://www.puurbezorgd.info/> als je je het niet meer kunt herinneren;)
28 out of 28 answered

"Ik vind het duidelijk en overzichtelijk. Fijn dat jullie werken met die gekleurde vlakken. Wel zie ik nu pas dat jullie ook kruiden en olijfolie verkopen.."

7 out of 28

Wat vind je van de grafische stijl?
28 out of 28 answered

"Vrolijk en toegankelijk"

23 out of 28

Wat sprak je niet aan op onze webpagina?
27 out of 28 answered

"Niets"

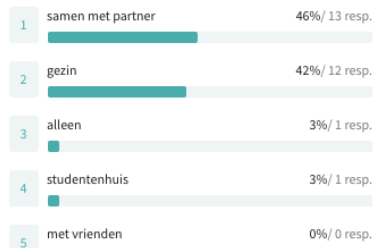
8 out of 27

Wat is je leeftijd?
28 out of 28 answered

"33"

1 out of 28

Wat is je woonsituatie?
28 out of 28 answered



Show more (1)

Wat is je naam en emailadres?
25 out of 28 answered

"Sarina sarinaulehake@gmail.com"

1 out of 25

Superdankjewel voor je hulp! Zoals gezegd komen we zo snel mogelijk jouw kant op. We zitten nu nog enkel in Rotterdam maar proberen financiering op te halen om uit te kunnen breiden. Heb je nog opmerkingen?
19 out of 28 answered

"Hoop dat het jullie gaat lukken! Heel goed initiatief! We hebben ooit een verpakkingsvrije winkel hier in Utrecht gehad maar dat liep niet, ik denk dat de tijd er nog niet rijp voor was. Maar hopelijk werkt dit beter!"

1 out of 19

Appendix K. Consumer research ten; the needs of the our target audience

This appendix shows the questionnaire that was used as basis to interview target customers to see if our service matches the needs. All details concerning this research can be found in the report on page 115.

Introductie

Wij zijn bezig een verpakkingsvrije boodschappendienst op te zetten, waarmee we boodschappen thuisbezorgen in een herbruikbare verpakking. We zien hiervoor wat onderzoek aan het doen. Zou ik je een paar korte vragen mogen stellen?

Vragen om inzicht te krijgen in de behoeftes van onze doelgroep

- *Wat zijn uw eerste gedachtes over een dergelijk concept?*
- *Stel het is een online bezorgdienst van verpakkingsvrije producten, hoe zou u de volgende 5 aspecten op belangrijkheid ordenen?*
 1. Prijs
 2. Assortiment van producten
 3. Gemak
 4. Transparantie in productafkomst
 5. Duurzaamheid van de gehele keten

Kunt u bij elk toelichten waar u aan denkt binnen deze voorwaarde?

Vragen om inzicht te krijgen in de klantprofielen

- *Wat is je naam?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*
- *Doet u thuis de boodschappen?*
- *Hoe doet u/uw partner nu de boodschappen? (online?)*

Appendix L. Consumer research eleven; finding related jobs to be done

This appendix shows the questionnaire that was used as basis to interview target customers to see what related jobs to be done our service fulfills. All details concerning this research can be found in the report on page 136.

Vragen om inzicht te krijgen in de klantprofielen

- *Wat is je naam?*
- *Hoeveel bestellingen heb je tot nu toe gedaan bij PuurBezorgd?*
- *Wat is je leeftijd?*
- *Wat is je woonsituatie?*

Vragen om inzicht te krijgen in welke behoeftes we vervullen met onze service, naast de benefit dat de producten verpakkingsvrij zijn.

- *Wanneer heb je bij ons je eerste bestelling gedaan?*
- *Waar was je op dat moment?*
- *Welk moment op de dag was het?*
- *Wanneer dacht je eraan om bij ons te bestellen?*
- *Waar was je toen? Wat was je aan het doen?*
- *Wat was je voormalige alternatief voor je bij ons deze producten bestelde?*
- *Heb je iemand verteld over onze dienst?*
- *Zo ja, wat vertelde je hem/haar precies?*
- *Of wat voor moment was dat? Waar was je?*
- *Wat zorgde ervoor dat je eraan dacht om over ons te vertellen?*

Appendix M. Original project brief

This appendix describes the original project brief that was submitted and approved by IDE's Board of Examiners. As can be read, project brief quite changed, from initially a more practical assignment for a brand and launch strategy, to a research focussed thesis on validating lean branding through a case study.

Introduction

The awareness on environmental impact of consumers is growing in emerging economies (Accenture and Havas Media Group, 2014) and internationally, businesses are committing themselves to contribute to a more sustainable world (Unilever, 2017).

Related to the impact of packaging, a large part of consumers would like to get rid of single use plastics around their groceries (PWC, 2015 & EarthWatch, 2019). The main challenge for consumers however, is the inconvenience of the current solutions at hand. Package free grocery shops in The Netherlands that arose in 2015 with much press attention and crowdfunding campaigns all had to close their shops within a few years (Volkskrant, 2018).

At the same time, the market size of online supermarkets is growing fast the last few years (Statista, 2019), partly thanks to the rise of Picnic, that is investing heavily in getting a significant market share in online grocery shopping. However, Albert Heijn is by far still the market leader. Some numbers:

Money spent on groceries in the Netherlands (2017): € 38,000,000,000.- (Statista, 2019)

10,2% of households order groceries from time to time online (GfK, 2019)

Online groceries (4th qt, 2018): 4.1%, this was 2.3% in 2016 (GfK, 2019)

Online groceries expected (2025): 20% (Statista, 2019)

That's why the founders of PuurBezorgd see an opportunity in combining Ecofriendliness with convenience; realizing "ecovenience". The way PuurBezorgd currently acts upon this promise is by delivering package free groceries at consumers homes: groceries are delivered in reusable packaging that is picked up again with the next delivery. PuurBezorgd is 'the milkman for groceries', a small online supermarket for package free groceries. There are no large scale package-free grocery delivery services on the European market.

Since december 2018, PuurBezorgd is piloting its service in Rotterdam, working in a lean way, testing in short cycles. Their current online store can be found at www.puurbezorgd.com. PuurBezorgd is a temporary brand that is used to create the possibility to test and experiment, without having to worry about (damaging) the brand value yet.

Problem definition

The vision of the PuurBezorgd founders is to roll out this concept nationwide. Therefore, a strong brand is

needed plus a sophisticated implementation- and launch strategy. Research needs to be done into the positioning of this concept in the consumers mind and versus all kinds of competitors. The brand needs to be suitable for nationwide expansion, the implementation strategy needs to be scale-proof to roll-out fast plus the launch strategy needs to make consumers aware in a short amount of time, to give competitors less chance to copy.

The problem definition is: What would be the best brand- and market entry strategy for PuurBezorgd to launch it's concept in The Netherlands?

The assignment can be split up in the following parts:

Create a validated brand DNA for this concept.

Create a validated manifestation for this concept.

Develop a validated launch strategy for the roll-out of this concept in The Netherlands.

Assignment

Designing a validated brand and market entry strategy for a start-up: the case of launching a package-free grocery delivery service in The Netherlands

To approach the problem definition mentioned above in a designerly way, I will combine my learnings during the courses 'Brand Product Commercialization', 'SPD Media' and the elective 'Build Your Startup'. This means combining analysis, creativity and validation. The assignment will be: 'Designing a validated brand and market entry strategy for a start-up: the case of launching a package-free grocery delivery service in The Netherlands'.

The main process method that will guide this graduation project is the lean startup method. This means there will be multiple build-measure-learn-cycles to come to the best designs for the Brand DNA, manifestation and launch strategy. Design methods will be used during this process, such as co-creation, HKJ's, journeymapping, service design and prototyping.

The result of this graduation project will be

A validated brand DNA: the purpose, positioning and personality of the brand, visualized in a purpose video, meant for in-house use.

A set of design principles how the Brand DNA will manifest itself for this brand.

A validated visual manifestation of the brand: a name, logo and visual style/'corporate identity'.

A validated launch strategy: what would be the best market entry strategy for this service; supported with the needed content for the market entry such as a launch video, social media posts etc. The exact needed content will be determined during the development of the launch strategy.

