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J - SWOT analysis
K - Design Directions: 1 Board, 2 Security, 3 Tiles, 4 Town, 5 Human
L - Concept Selection Guide
M - Selection Toolkit
N - Project Brief
<table>
<thead>
<tr>
<th>Authors</th>
<th>year</th>
<th>Antecedents</th>
<th>Consequences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holsbrook and Hirschman</td>
<td>1982</td>
<td>Products, Stimulus Properties, Communication Content</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Resources, Task definition, Type of involvement, Search activity, Individual differences</td>
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<tr>
<td>Verhoef and Lemon</td>
<td>2004</td>
<td>Social environment, Social interface, Retail atmosphere, Assortment, Price, Retail brand, Situation moderators, Consumer moderators</td>
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<tr>
<td>Palmer</td>
<td>2009</td>
<td>Tangible &amp; Process Quality, Brand Relationships, Interpersonal Relationships</td>
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</tr>
<tr>
<td>Qi, Li, &amp; Shu</td>
<td>2009</td>
<td></td>
<td>Attitude</td>
</tr>
<tr>
<td>Palmer</td>
<td>2009</td>
<td></td>
<td>Attitude, Behavioral Intentions</td>
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<tr>
<td>Brakus Schmitt &amp; Zarantello</td>
<td>2009</td>
<td></td>
<td>Brand attitude, Brand involvement, Brand attachment, Customer delight, Brand personality</td>
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<tr>
<td>Tyman</td>
<td>2009</td>
<td>Imagining, Searching, Planning, Budgeting</td>
<td>Enjoyment, Entertainment, Learning, Skills, Nostalgia, Fantasising, Evangelising</td>
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<td>Lemke, Clark &amp; Wilson</td>
<td>2011</td>
<td>Communication encounter, Service encounter, Usage encounter</td>
<td>Commitment, Purchase, Retention, Word of mouth</td>
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<td>Iglesias, Singh &amp; Batista-Foguer</td>
<td>2011</td>
<td>Affective Commitment</td>
<td>Brand Satisfaction, Brand Loyalty</td>
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<tr>
<td>Nyseeen, Pedersen and Skard</td>
<td>2013</td>
<td></td>
<td>Customer satisfaction, Brand Loyalty</td>
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<td>Khan and Rahman</td>
<td>2015</td>
<td>Event marketing, Brand contact, Brand-related stimuli, Storytelling, Trust, Perceived usefulness</td>
<td>Customer satisfaction, Brand loyalty, Brand Attitude, Brand credibility, Brand Equity, Purchase intention</td>
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<tr>
<td>Calder Maltzhouse Mosiakwka</td>
<td>2016</td>
<td>Desire for lower order product Goal, Higher order self-concept related life Goals/values</td>
<td>Engagement</td>
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<td>Merrilees</td>
<td>2016</td>
<td></td>
<td>Engagement, Co-creation, Behavioral outcomes, Brand-related outcomes, others</td>
</tr>
<tr>
<td>Hwang and Seo</td>
<td>2016</td>
<td>Socio-demographics, Past/cumulative experience, Familiarity, Customer Engagement</td>
<td>Service/Product Quality, Physical Characteristics, Social/online environment, Employee characteristics, Economic factors, Self-service technologies</td>
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## Dimensions of Experience

<table>
<thead>
<tr>
<th>Author</th>
<th>Published Year</th>
<th>Comments</th>
<th>Journal</th>
<th>Cited by</th>
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<tr>
<td>Pinker</td>
<td>1999</td>
<td></td>
<td>Annals of the New York Academy of Sciences</td>
<td>4,039</td>
</tr>
<tr>
<td>Dubé and LeBel</td>
<td>2003</td>
<td></td>
<td>Cognition and Emotion</td>
<td>2,563</td>
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<tr>
<td>Parasuraman et al.</td>
<td>1988</td>
<td></td>
<td>Journal of Retailing</td>
<td>5,48</td>
</tr>
<tr>
<td>Maklan and Klaus</td>
<td>2011</td>
<td></td>
<td>The Marketing Review</td>
<td>1,164</td>
</tr>
<tr>
<td>Holbrook and Hirschman</td>
<td>1982</td>
<td></td>
<td>Journal of Consumer Research</td>
<td>3,8</td>
</tr>
<tr>
<td>Schmitt</td>
<td>1999</td>
<td></td>
<td>Journal of Marketing Management</td>
<td>2,229</td>
</tr>
<tr>
<td>Gentile et al.</td>
<td>2007</td>
<td></td>
<td>European Management Journal</td>
<td>4,76</td>
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<td>Verhoef and Lemon</td>
<td>2009</td>
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<td>Journal of Marketing Management</td>
<td>2,369</td>
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<td>Brakus et al.</td>
<td>2009</td>
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<td>Journal of Marketing Management</td>
<td>2,229</td>
</tr>
<tr>
<td>Nysveen et al.</td>
<td>2013</td>
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<td>Journal of Service Management</td>
<td>3,8</td>
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<td>Tynan and McKeechin</td>
<td>2009</td>
<td></td>
<td>Journal of Brand Management</td>
<td>1,575</td>
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</table>
Multiple academics encourage future studies on measurements of BE to get a better grip on the experience construct. (Frow and Payne 2007; Spiess T’Joens Dragnea Spencer and Philippart 2014; Lemon and Verhoef 2016; Jain, Aagja and Bagdare 2016) To take this into practice, the underlying dimensions of BE need to be distinguished. During the last decade multiple proposals are done for these dimensions. (Table 1, providing a summary of Appendix B)

The most widespread accepted scale, coming close to BE is SERVQUAL, focusing on consumer perceptions of service quality. (Parasuraman, Zeithaml & Berry 1988) Multiple researchers apply for a better fitting scale capturing BE. (Maklan and Klaus 2011, Lemon and Verhoef 16) Besides other attempts (Pine and Gillmore 1998, Poulssoon and Kale 2004, Verleye 2015) the answer to experiential marketing by Schmitt (1999) seems widely resonated in later scale proposals. Multiple studies show (parts of) the pattern proposed by Schmitt, containing a sensory, emotional, cognitive, behavioural and relational dimension. Multiple prominent studies elaborate on the dimensions and perform empirical studies. (Verhoef en Lemon 2004; Gentile et al. 2007; Brakus et al. 2009; Tynan and Mckechnie 2009; Nysveen et al. 2013)

Brakus et al (2009) focus on brand instead of a (employee) service oriented perspective. (e.g., Parasuraman, Zeithaml & Berry 1988; Maklan & Klaus 2011)

In the study by Brakus the relational dimension is rejected, however Nysveen et al. (2013) later attribute this to the product-focus and argue that in a service perspective the relational dimension is certainly relevant. Nysveen et al. (2013) studied the individual effects of BE, including the relational dimension and empirically show their predictive character towards consequences, in particular satisfaction and loyalty. The sometimes fifth (relational) dimension, also referred to as affective commitment, is classified under the Affective dimension. The items of the relation dimension are all addressing affection in the long term, specifically trust, identification and attachment. (Evanschitzky, Iyer, Plassmann, Niessing and Meffert 2006)

Lemon and Verhoef (2016) even point out that no strong scales exist, although they mention the scale by Brakus et al. (2009) as only one who managed to develop a scale. They argue that Maklan and Klaus (2011) and Verleye’s scales most likely fall short due to a lack of capturing generalisable dimensions (across industries and channels).
Key in the brand experience scale by Brakus is that the *valence* of BE does not necessary have to be known, yet *strength/intensity* is enough to predict consequences (Nysveen et al. 2013; Schmitt, Brakus and Zarantonello 2014).

The marketing practice already utilises evaluative metrics at specific touchpoints. However, these studies have “mainly focused on sales or conversion effects and not on the customer experience in different stages.” (Lemon and Verhoef 2016, p.82)

It should not measure the specific sensory or affective content of the experience (e.g., how emotionally warm the experience is). For the different dimensions, specific metrics exist, however capturing BE is about the combination of these metrics. Although Brakus scale is limited to only strenght/intensity of BE, GP is in search of a solution displaying insights along each dimensions, instead of generating a specific score.
## List of Requirements and Wishes

### Demand/Wish

<table>
<thead>
<tr>
<th>Number</th>
<th>Requirement</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The method should complement GP's method (Research, Create and Implement).</td>
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<tr>
<td>2</td>
<td>The method should make GP expert in BE.</td>
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<tr>
<td>3</td>
<td>The method should inspire future strategic brand decisions.</td>
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<tr>
<td>4</td>
<td>The method should help in creating lasting relationships with clients.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>The method captures the BE perceived by consumer.</td>
<td>Gentile et al. 2007, E1</td>
</tr>
<tr>
<td>6</td>
<td>The method should only provide results, giving insight in brand-related variables.</td>
<td>GP, E1, E2</td>
</tr>
<tr>
<td>7</td>
<td>The method should be understandable for GP/connect to GP's expertise and knowledge.</td>
<td>GP</td>
</tr>
<tr>
<td>8</td>
<td>The method should be understandable for GP's clients.</td>
<td>GP</td>
</tr>
<tr>
<td>9</td>
<td>Clients should have access to the results themselves.</td>
<td>GP, Uitagenda, E2</td>
</tr>
<tr>
<td>10</td>
<td>The content (metrics) should be flexible over time.</td>
<td>GP, E2</td>
</tr>
<tr>
<td>11</td>
<td>The content should be focussed on/relevant to the cultural sector.</td>
<td>GP</td>
</tr>
<tr>
<td>12</td>
<td>BE should be captured through a combination of attributes.</td>
<td>Palmer 2009; Brakus et al. 2009</td>
</tr>
<tr>
<td>13</td>
<td>BE measurement should be non-linear (experience results don't add up linear).</td>
<td>Palmer 2009; Nysveen et al. 2013</td>
</tr>
<tr>
<td>14</td>
<td>BE contains internal response as well as behavioural response.</td>
<td>Brakus et al. 2009, Palmer</td>
</tr>
<tr>
<td>15</td>
<td>BE should be captured through dimensions of See, Feel, Think and Do.</td>
<td>Brakus et al. 2009, Iglesias et al. 2011, Nysveen et al. 2013</td>
</tr>
<tr>
<td>16</td>
<td>Context of BE's should be specific or accounted for.</td>
<td>Palmer 2009; Nysveen et al. 2013; UITagenda</td>
</tr>
<tr>
<td>17</td>
<td>Dimension need to be captured through specific variables. (for example Affect through the specific emotions)</td>
<td>Kranzbühler et al. 2018</td>
</tr>
<tr>
<td>18</td>
<td>The method should contain observed methods next to self-reported methods.</td>
<td>Brakus et al. 2009; Nysveen et al 2013; Khan and Rahnman 2015; E1</td>
</tr>
<tr>
<td>19</td>
<td>The method should combine qualitative and quantitative measurement methods.</td>
<td>Jain et al. 2016, E2</td>
</tr>
<tr>
<td>20</td>
<td>The method should measure through more data sources than only survey questions.</td>
<td>Frow and Payne 2007; Nysveen et al. 2013; Rawson et al. 2013; Lemon and Verhoef 2016</td>
</tr>
<tr>
<td>21</td>
<td>The measurements containing questions should include bipolar scales.</td>
<td>Brakus et al. 2009</td>
</tr>
<tr>
<td>22</td>
<td>The method should propose future measurement possibilities.</td>
<td>GP</td>
</tr>
<tr>
<td>23</td>
<td>Open answers to questions should get notable attention.</td>
<td>E1, Uitagenda</td>
</tr>
<tr>
<td>24</td>
<td>Questions should be short.</td>
<td>Lemon and Verhoef 2016</td>
</tr>
<tr>
<td>25</td>
<td>The method should utilise existing methods, tools or api's as much as possible.</td>
<td>Jain et al. 2016, E2, GP</td>
</tr>
<tr>
<td>26</td>
<td>The method should capture dynamic experience over complete customer journey.</td>
<td>Palmer 2009; Brakus et al. 2009; Lemon and Verhoef 2016; Kranzbühler et al. 2018</td>
</tr>
<tr>
<td>27</td>
<td>The method should measure both in the moment and post experience.</td>
<td>Nysveen et al. 2013</td>
</tr>
<tr>
<td>28</td>
<td>The method should measure realtime (at least each day).</td>
<td>Jain et al. 2016</td>
</tr>
<tr>
<td>29</td>
<td>The method should take into account other points besides brand owned touch points.</td>
<td>Lemon and Verhoef 2016, Kranz, Palmer</td>
</tr>
<tr>
<td>30</td>
<td>Consumer is able to ask, edit and delete personal data.</td>
<td>GDPR and Interview E2</td>
</tr>
<tr>
<td>31</td>
<td>As minimal personal data to achieve the goal is collected.</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>When possible the collection of data happens at the client.</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Collected personal data is anonymised or aggregated asap.</td>
<td>E2 to E3</td>
</tr>
<tr>
<td>34</td>
<td>Data should be stored hashed and encrypted.</td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Changes to personal data need to be logged.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix F - Data

General Data Production Regulation
The GDPR (AVG in dutch) was launched on the 25th of may (2018) for all companies and organisations dealing with data of people, employees or clients, which is nearly every company nowadays. It was launched to ensure the rights of citizens regarding personal data, owned by companies. The regulation aims to provide citizens more control and challenge companies to act more transparent. For the latter the goal of the GDPR is making companies conscious of having knowledge of what types of data they hold.
Moreover, the GDPR enforces to think about what specific data needs to be collected in a company. Companies are only allowed to store consumer data when a consumer grants permission.
A consumer should be allowed to alter permissions for use of personal data or even terminate and erase every trace of it. Consumers are entitled to requesting a complete printout of their personal data, hold by company. Violating any of these rules will lead to a fine up to 20 million dollar or 4% of company revenue.

TYPES OF DATA
There seems to be no agreement on a universal set of data types. Different disciplines, for example statistics and programming, take different perspectives on the categorisation of data. Understanding both will be beneficial for the design of a data integration solution. Two examples for classification of data types are seen in Figure 19.
Interview Guide Data Security Expert

Research topic:
Regulation about data integration and collection

Research Question:
Does ISM/Sana have own guidelines for design of data security?

Research Goal:
Retrieving design criteria on the topic of data security.

Checklist at the start
- Does the recorder work? (does the second recorder work?)
- Does the interviewee has something to drink?
- Something to take notes

Introduction
- Thank you for participating.
- Ask: Are you comfortable with speaking English?
- Ask: Are you comfortable with the interview being recorded?
- Explain the purpose of this interview
- Explain the purpose of the graduation project

Subtopic 1
How does ISM E-group approach data security?
- Could you describe your role in the company to me?
- What is your vision for ISM E-group regarding data security?

Follow up:
- How does ISM E-group ensure that consumers give permission for data collection?
- What where big changes after may 2018?

Subtopic 2
What should I know if I am going to design a data integration solution?
- If an API is used, can we just derive and storage the data?
- What data challenges does working with a Cloud provide?
- Is, for example tracking shopping behaviour through sensors/camera’s allowed?

Follow up:
- Are there types of personal data which are a no-go for you?
- Are there any GDPR documents of ISM E-group which provide guidelines for me?

Generic probes (optional)
- Could I validate my designed solution with you in the future?
- Do you recommend talking or validating with certain others? (internal or external)
**Active Methods**

<table>
<thead>
<tr>
<th>Method</th>
<th>Input to Participant</th>
<th>Medium</th>
<th>Output Type of Information</th>
<th>Data Type</th>
<th>Export availability?</th>
<th>API availability?</th>
<th>Costs</th>
<th>Reference</th>
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<td></td>
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<tr>
<td>(Computer-aided) personal interviewing</td>
<td>Questions</td>
<td>Telephone</td>
<td>Answers</td>
<td>Audio</td>
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<td><strong>Observations</strong></td>
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<td></td>
<td>(Textual)</td>
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<td>Observer</td>
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<td>(n) Ethnographic observations</td>
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<td>Observer</td>
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<td>Neuromarketing/biometrics</td>
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<td>Functional Magnetic Resonance Imaging (fMRI)</td>
<td>Brain + Stimuli</td>
<td>MRI scanner</td>
<td>Activity &gt; Score</td>
<td>Number</td>
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<td>No</td>
<td>Yes</td>
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<td>Direct perception, no human biases</td>
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<td>A lot of expertise and a MRI scanner is required</td>
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<td>Direct perception, no human biases</td>
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<td>Knowledge and device required, deriving specific perceptions could be challenging</td>
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<td><strong>Galvanic skin response</strong></td>
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<td>Yes</td>
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<td>Direct perception, no human biases</td>
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<td>Knowledge and device required</td>
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<td><strong>Eye-tracking</strong></td>
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<td>Yes</td>
<td>Yes</td>
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<td>Direct perception, no human biases</td>
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<tr>
<td><strong>Face Recognition/Facial coding</strong></td>
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<td>Camera</td>
<td>Emotion probability</td>
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<td>Yes</td>
<td>No</td>
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<td></td>
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<td></td>
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<td></td>
<td>No researcher bias</td>
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</tbody>
</table>

**Interviewing and Observing**

Both interviewing and observing techniques are already part of GP’s ‘Research’ phase of their method. When conducted regularly, they could provide qualitative insights for capturing BE.
<table>
<thead>
<tr>
<th>Method</th>
<th>Input to Participant</th>
<th>Medium</th>
<th>Output Type of Information</th>
<th>Data Type</th>
<th>Export Availability</th>
<th>API Availability</th>
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<th>Reference</th>
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<tbody>
<tr>
<td>Interactive E-mail survey</td>
<td></td>
<td>E-mail</td>
<td>Multiple</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td>Low response barrier</td>
<td>€€</td>
</tr>
<tr>
<td>Web survey pop-ups</td>
<td></td>
<td>Website</td>
<td>Text</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td>Low response barrier, in the moment</td>
<td>€€€</td>
</tr>
<tr>
<td>Analytics: A/B test</td>
<td></td>
<td></td>
<td>Preference</td>
<td>Binominal</td>
<td>Yes</td>
<td>Yes</td>
<td>No consumer bias</td>
<td>€/€€€</td>
</tr>
<tr>
<td>Social Media Poll</td>
<td></td>
<td>Social medium</td>
<td>Preference</td>
<td>Binominal</td>
<td>Yes</td>
<td>~</td>
<td>Low response barrier, in the moment</td>
<td>€</td>
</tr>
<tr>
<td>Interactive Voice Response</td>
<td></td>
<td>Telephoneline +</td>
<td>Preferences</td>
<td>Categorical</td>
<td>Yes</td>
<td>No</td>
<td>Low consumer bias</td>
<td>€</td>
</tr>
<tr>
<td>Conversational Artificial Intelligence</td>
<td>Webchat</td>
<td></td>
<td>Text</td>
<td></td>
<td>Yes</td>
<td>Yes</td>
<td>Low consumer bias, provides different perspective</td>
<td>€</td>
</tr>
<tr>
<td>Realtime Experience Tracking</td>
<td></td>
<td>SMS</td>
<td>Codes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Realtime perception</td>
<td>€€€</td>
</tr>
</tbody>
</table>
## Data Collection Methods

### Passive Methods

<table>
<thead>
<tr>
<th>Explanation</th>
<th>Input to Participant</th>
<th>Medium</th>
<th>Output Type of Information</th>
<th>Data Type</th>
<th>Export availability?</th>
<th>API availability?</th>
<th>Costs</th>
<th>Reference</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPS tracking/maps</td>
<td>Mobile device</td>
<td>Walking routes</td>
<td>Coordinates</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>€</td>
<td><a href="https://medium.com/@melodyucros/10-sneaky-ways-companies-are-collecting-data-to-understand-customers-be0b9089d54a">https://medium.com/@melodyucros/10-sneaky-ways-companies-are-collecting-data-to-understand-customers-be0b9089d54a</a></td>
</tr>
<tr>
<td>Phone tracking in store</td>
<td>Mobile device</td>
<td>Walking routes</td>
<td>Coordinates</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>€</td>
<td><a href="https://lifehacker.com/how-retail-stores-track-you-using-your-smartphone-and-827512308">https://lifehacker.com/how-retail-stores-track-you-using-your-smartphone-and-827512308</a></td>
</tr>
<tr>
<td>Satellite imagery</td>
<td>Satellite camera</td>
<td>Travel routes</td>
<td>Coordinates</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>€€€€</td>
<td>Not commercially available</td>
</tr>
</tbody>
</table>

### Loyalty Programs/Cards/Account

When applying for personal accounts or loyalty programs, consumers are mostly willing to provide their personal data. This can track different behavior and interactions with a brand. It also enables demographic analysis.

- **Loyalty program**: Digital Platform or Card
  - **Buying behaviour**: Varying types
  - **Export availability?**: Yes
  - **API availability?**: No
  - **No consumer bias**: A lot of insights from desired target group, data is easily captured. Requires data integration.
  - **Costs**: €€
  - **Reference**: [https://paulshepherd.co/innovative-ways-collect-big-data/](https://paulshepherd.co/innovative-ways-collect-big-data/)

### Web tracking technologies/cookies

- **Google Analytics**
  - **Dimensions (traffic origin)**: Text
  - **Acquisition**
    - Traffic origin: Text
    - % new sessions: Continuous
    - New users: Discrete
    - Connect to ads: Continuous
    - Behaviour
      - Pageviews: Discrete
      - Unique pageviews: Discrete
      - Average time on page: Continuous
      - Bounce rate: Continuous
      - Percent exit: Continuous
      - Pages viewed Flow: Relation
      - Page load time: Continuous
      - Redirection time: Continuous
      - Domain lookup time: Continuous
      - Server connection time: Continuous
      - Server response time: Continuous
      - Page download time: Continuous
      - Speed of specific elements: Continuous
      - Usage of search terms: Terms
  - **Conversions**
    - Define goals
      - Products sold: Discrete
      - Average order value: Continuous
    - Transactions
      - Total rev: Continuous
      - Transactions: Varying types
      - Time to purchase: Continuous
    - Marketing channel to conversion: Nominal
  - **Keyword performance**
    - Discrete
  - **Search queries**
    - Text
  - **A/B tests**
    - Binomial

### Social media monitoring/listening

- **Facebook**
  - Likes: Discrete
  - Net likes (new likes - unlikes): Discrete

### Web tracking technologies/cookies

Google Analytics has expanded into the most widely used tool for website analysis. The method is based on a small piece of code, which a company can embed into the code of their website. When applied, it collects data on consumer behavior while they visit the website of the company.

Facebook provides a particular analytics service which monitors consumer behavior in relation to Facebook pages and content.
Origin of likes

Nominal

All over time
Continuous
Post Reach
Nr of people seen post (organic and paid)
Discrete
Likes, Comments, Shares
Discrete
Hide, Reports and Spam
Discrete
Total Reach
Discrete
Visits
Nr of page and tab visits
Discrete
External visits
Discrete
Top sources of external visits
Text

Posts
What time posts are viewed
Continuous
Continuous
Continuous
Video
Nr of video views (>3s)
Discrete
Nr of >30s views
Discrete
Top videos (>3s)
Nominal

People
Your fans
Profile links
People reached
Discrete
people engaged
Discrete

Gender
Nominal
Age
Ordinal
Location
Nominal

Language
Nominal

Data
Language
Varying types

Reviews/Content Analysis/Sentiment indices/analysis
Hootsuite
Share of voice = share of market
Continuous
data is available publicly
Difficult to combine different platforms, only extremes

Twitter, Instagram and Snapchat also provide analytical platforms to track consumer behaviour.

Amount of mentions
Discrete

Language
Nominal

Reviews/Content Analysis/Sentiment indices/analysis
Hootsuite
Share of voice = share of market
Continuous
data is available publicly
Difficult to combine different platforms, only extremes

Twitter, Instagram and Snapchat also provide analytical platforms to track consumer behaviour.

Transaction data (FSPs, MNO etc)
Financial Service Providers

~
No

Already holds consumer behaviour data
Not available for companies, privacy issues

Financial Service Providers and Mobile Network Operators have disposal of a transactional data goldmine. FSPs and MNOs hold a variety of data in payments and placements. Although this data is not publicly available, most FSPs have the ability to export private financial data.

Succes of different posts based on reach and audience engagement
Engagement stats of watched pages

Facebook provides a particular analytics service which monitors consumer behaviour in relation to Facebook pages and content.

Digital content analysis is practicable through an algorithm which derives sentiment or emotion from certain content. This technique gets applied to varying textual content, such as product reviews, social statuses and...

Next to capturing digital behaviour numerous types of sensors exist for measuring analogue phenomena. Extracting data from these sensors could provide insights in behaviour. Appendix X proposes a list of types of sensors. Useful application would depend on the client, context and what behaviour is desired to monitor. Therefore this data collection requires some design preparation upfront.

Appendix X proposes a list of types of sensors. Useful application would depend on the client, context and what behaviour is desired to monitor. Therefore this data collection requires some design preparation upfront.
Interview Guide - Company (in-house)

Research topic:
Brand Experience monitoring

Research Question:
How does MediaMarkt utilise their data sources for Brand Experience monitoring?

Research Goal:
Finding out how a large company approaches Brand Experience measurement and identify potential (new) data collection methods.

Checklist at the start

- Does the recorder work? (does the second recorder work?)
- Does the interviewee has something to drink?
- Something to take notes

Introduction

- Thank you for participating.
- Ask: Are you comfortable with speaking English?
- Ask: Are you comfortable with the interview being recorded?
- Explain the purpose of this interview
- Explain the purpose of the graduation project

Subtopic 1

How does a large company view Brand Experience?

- Could you describe your job to me?
- What is the vision/mission of MediaMarkt on the topic of Brand Experience?

Follow up:

- What does your average day/week look like?
- Did you read any scientific literature on customer or brand experience?

Subtopic 2

How is CE captured at MediaMarkt?

- What methods does MediaMarkt use in their approach to monitoring BE?
- Does MediaMarkt summarise data insights in a general place? (such as in a dashboard)
- Are data-integration solutions developed internally or does MediaMarkt use existing technologies or 3rd party software?

Follow up:

- Can you explain these methods
- Does qualitative study also has a place in your method?
- Could you tell me about this general place of insights?
- How are insights showed?

- Could you show any summaries, overviews or visuals of data-integration systems?
- What results do you report to your supervisor?
- How are these results communicated or transferred?
Subtopic 3

How do important touch points contribute towards Brand Experience insights?
- At what (crucial) touch points does MediaMarkt measure Brand Experience?
- How is data derived from these important touch points?

Follow up:
- Which touch points are crucial to fulfil your goal?
- Is data-processing developed internally or does MediaMarkt use existing technologies or 3rd party software?

Generic probes (optional)

- What is your personal definition of Brand Experience?
- Do you think there is a difference in customer/brand/service experience?
- What is your view on Brand Experience instead of Customer Experience

- Do you think the four lenses of Sensory, Affective, Cognitive and Behavioural cover the spectrum of BE?
- If you would apply your daily tasks to another company, what transformation would you implement?
- What lessons have you learned (from your supervisors) in relation to CE?
Interview Guide - Company (agency)

Research topic:
Brand Experience monitoring

Research Question:
How does InSocial utilise their data sources for Brand Experience monitoring?

Research Goal:
Finding out how a large company approaches Brand Experience measurement and identify potential (new) data collection methods.

Checklist at the start

- Does the recorder work? (does the second recorder work?)
- Does the interviewee has something to drink?
- Something to take notes

Introduction

- Thank you for participating.
- Ask: Are you comfortable with speaking English?
- Ask: Are you comfortable with the interview being recorded?
- Explain the purpose of this interview
- Explain the purpose of the graduation project

Subtopic 1

How does a large company view Brand Experience?
- What is the vision/mission of InSocial on the topic of Brand Experience?

Follow up:
- Do you also measure other things than NPS or CES
- Do you also measure outside of social media?

Subtopic 2

How is CE captured at MediaMarkt?
- Where there methods or (scientific) literature which function as basis to your approach?
- Are data-integration solutions developed internally or does InSocial use existing technologies or 3rd party software?

Follow up:
- Can you explain these methods
- Does qualitative study also has a place in your method?
- Could you tell me about this general place of insights?
- How are insights showed?

- Could you show any summaries, overviews or visuals of data-integration systems?
- What results do you report to your supervisor?
- How are these results communicated or transferred?
Subtopic 3

How do important touch points contribute towards Brand Experience insights?
- At what (crucial) touch points does InSocial measure?
- How is data derived from these important touch points?

Follow up:
- Which touch points are crucial to fulfil your goal?
- Is data-processing developed internally or does MediaMarkt use existing technologies or 3rd party software?

Generic probes (optional)

- Considering GDPR, how do you deal with personal data usage?
- What other data security challenges did you encounter?
- Do you think there is a difference in what InSocial measures and what I try to measure?
- Do you think your view on Brand Experience instead of Customer Experience

- If you would apply your daily tasks to another company, what would you do different?
- What is your biggest lesson you have learned from the consumers relating your work
Customer Journey Mapping

Goal

The goal of this session is to identify important touch points consumers encounter while interacting with cultural brands. To complete understanding of these customer journeys, sentiment at each identified touchpoint will be discussed. The session will help in understanding cultural consumers.

Approach

Session with multiple Dutch students, familiar with culture. This is ensured by finding participants matching the persona. During the sessions the participants will be asked how many cultural activities they did last year.

<table>
<thead>
<tr>
<th>Time:</th>
<th>Lunch session = 55min</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place:</td>
<td>Delft University of Technology</td>
</tr>
<tr>
<td>Amount of participants:</td>
<td>4</td>
</tr>
<tr>
<td>Research topics:</td>
<td>Cultural activities</td>
</tr>
<tr>
<td></td>
<td>Customer journeys</td>
</tr>
<tr>
<td></td>
<td>Experiences between consumers and brands</td>
</tr>
</tbody>
</table>
Instructions for researchers

Check material
- Flipchart/whiteboard
- Pens/felt-tip
- Enough paper
- Something to drink
- Lunch

Check recording
- Main recording device
- Backup recording (phone)

Introduction - till 12.45
- Thank participants for contributing.
- Introduce self and assignment.
- Communicate aim of research.
- Check if everyone is comfortable with speaking English?
- Check if everyone agrees with being recorded?
- Tell that the session will be done before the end of the lunch.

Session guide

10min Guided individual brainstorm to discover cultural activities
Think of the last cultural activity you visited.
ask: write the brandname down on your paper. (this could be Pathé for a cinema, or Luxor for theater etc.)

How many cultural activities did you visit from exactly 1 year ago till now?
ask: write the number down in a corner of the paper

Think of at least three other kinds of cultural activities you did last year.
ask: Also write these brandnames down on your paper, leave some room between them.

For each activity you found, think of 3 (competing) brands.
ask: write them around the brandnames of the 3 cultural activities.
Write down the other cultural activities you did last year.

5min Together select a brand where most participants are familiar with.
Ask a participant: what the first brand written down.
Ask: Are there other who also have this activity?
Repeat till a satisfying activity is found.
Options if it doesn’t satisfy: Theater, Cinema, Museum, Festival

5min Individual journey mapping on provided template
Provide paper with customer journey phases
Ask: write down points where you encounter the brand meanwhile, prepare journey on whiteboard, provide examples.

10min Plenary, complete the map of the journey on whiteboard
Ask for each phase what touch points participants wrote down.
Let them comment on each other till all phases are filled satisfactory.

15min Plenary add sentiment, frustration and comments
Start with asking where the happiest moment takes place.
Let participants discuss what kind of smiley identifies each touch point.
Add comments with keywords.

rest Individual draw a journey for another brand of your choice
When enough time is left:
Ask: now individually draw another journey for another brand of your choice. Including sentiment.
## Customer Journey Template

<table>
<thead>
<tr>
<th>Phases</th>
<th>Points of Interaction</th>
<th>Comments or Sentiment</th>
</tr>
</thead>
<tbody>
<tr>
<td>AWARENESS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSIDERATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PURCHASE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CONSUMPTION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RETENTION</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Customer Journey** for ...........

---

**Customer Journey** for ...........
Participant Plan

The ideal amount of participants for this study will be four. As four participants evoke more discussion than three participants. Four participants could discuss 2 versus 2 whereas three participants easily get to majority in an argument. Allowing more than four participants to attend will leave people unnoticed and therefore is not beneficial for this research.

Plan A
Recruit participants among students, as they make up the majority of my network. By providing lunch, it is easy to gather a group of students together in lunchtime for research. Participants, with a cultural interest, should match the Persona. (https://blog.hubspot.com/service/customer-journey-map)

Persona

Maria
Age: 22
Occupation: Student
Marital Status: In a relationship
Location: Delft
Education: TU Delft

Narrative
Maria lives and studies in Delft. She wants to develop herself outside of her study through studying the purpose of life. She is interested in different cultures and has visited many countries, mostly in Europe. After her study is finished she is planning on living with her partner and getting a baby.

Possible subjects:
- Aron Jansen
- Bram Ruiter
- Judith Verschelling
- Ivo van der Horst
- Hermen Otter
- Ruben Wiersma
- Hanne Prins
- Arthur Koeman
- Matthijs Witting
- Jasper Fontijn
- Johan vd Heuvel
- Julia Linde
- Sophie Smits
- Jefta harwig

Plan B
A heterogeneous group with varying ages will better represent different customer journeys. Participants with cultural interest:
- Seniors (grandparents)
- Parents
- Youth
- Students

For pragmatic reasons and the explorative purpose of this research, Plan A is the best fit.
Customer Journey Template

Possible phases

1. Guilty
   Pre Purchase
   Purchase
   Post Purchase

2. Klaus
   Brand
   Service
   Post purchase

3. Peter
   Consumption

4. Google
   See
   Think
   Do
   Care

Examples from internet:

5. medium (https://medium.com/@azviss4/customer-journey-mapping-in-7-bookmarks-d116da67a0c2)
   Awareness
   Consideration
   Purchase
   Retention
   Advocacy

6. Visual Paradigm
   explore
   book
   pre-service
   during-service
   post-tour

7. Salla Koivu
   inspiration
   research
   tryout
   arrival
   actual experience
   leaving

8. Columbia road
   Awareness
   Consideration
   Decision
   Delivery & Use
   Loyalty and Advocacy

Chosen Customer Journey:

Awareness  Consideration  Purchase  Consumption  Retention

simple:
See  Chose/Consider  Buy  Consume/Use  Keep/Care
APPENDIX J

SWOT

Strengths
- Research oriented
- Creative expertise
- Small clients
- Coherent team/vision
- ISM E-group expertise provides strong back-up
- Expert developers
- Miles and Snow business strategy

Opportunities
- Academic: high rivalry in CX/thousands of CX experts
- New measurement methods
- Survey fatigue
- High implementation project
- High volume in CX/structured data

Threats
- GDPR
- Data and information knowledge is expensive
- New measurement will validate creative solutions
- Long term relationships
- Acquire = new business

Weaknesses
- not expert in data/technology
- Small clients
- Clean/structured data

Practice Client:
- aftercare = new business
- Long-term relationships
- Measurement will validate creative solutions

Data:
- Availability of (free) APIs
- Data and information knowledge is expensive
- New measurement provides strong back-up
- Creative expertise
- Research oriented
- ISM E-group expertise provides strong back-up

Academic
- Cloud storage
- IoT sensors
- Data and information knowledge is expensive
- Survey fatigue
- High implementation project
- High volume in CX/structured data
Yes, you provided a good show. Everything during the show was nice. The show was great. I really liked the seats and the drinks during the break. Your offer is good, but the service was not so nice.

BRAND fulfills my need.

Share of voice:
- BRAND
- Other brand 1
- Other brand 1

BRAND influences my lifestyle and choices.

FEELINGS

BRAND employees make me feel good.

THOUGHTS

The inspiring title of this piece of content.

STATS

6,000 Visitors

0% bounce rate

6.000 €

10% conversion rate

392 views

96 most popular content

Branding research

Keyword search

RECOMMENDATIONS
Yes, you provided a good show. Everything during the show was nice.
The show was great! I really liked the seats and the drinks during the break.
Your offer is good, but the service was not so nice.

Why would you recommend [BRAND]?

The show was great! I really liked the seats and the drinks during the break.
Yes, you provided a good show. Everything during the show was nice.

BRAND activates me

BRAND is clear

Recommendation Tags

LEGS

HEART

EYES

BRAIN

Keywords

- culture
- building
- check-out
- tickets
- theatre
- happy
- drinks
- bar
- situation
- branding
- seats
- employee
- attitude

Attitude of Employees

Why would you recommend [BRAND]?

Your offer is good, but the service was not so nice.

The show was great! I really liked the seats and the drinks during the break.
Yes, you provided a good show. Everything during the show was nice.
Appendix L - Concept Selection Session

Session
A session was organised at GuiltyPeople to discuss progress of the project. Seven people attended the meeting, consisting of:
- ISM E-group director
- GP director
- GP Operational manager
- 2 GP creative strategists
- GP Project manager
- GP Creative

The sessions started with a presentation where I shared my vision on BE. After a small discussing regarding the topic the next part of the session discussed the content of the dashboard. For each dimension different examples where explained, see the figure to the right. The BE vision and attribute discussion where necessary to understand before reviewing and selecting concepts.

Concept Selection
All attendees where provide a concept selection leaflet, pictured below. Each concept was printed on A3. They can be found in the next Appendix. The results of the session are calculated in the tables below.

<table>
<thead>
<tr>
<th>Concept 1</th>
<th>Concept 2</th>
<th>Concept 3</th>
<th>Concept 4</th>
<th>Concept 5</th>
<th>Best Concept</th>
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<tbody>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>-1</th>
<th>0</th>
<th>1</th>
<th>Total</th>
<th>New order</th>
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<td>W6</td>
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<td>2</td>
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</tr>
<tr>
<td>W7</td>
<td>5</td>
<td>2</td>
<td>-5</td>
<td>W7</td>
</tr>
</tbody>
</table>
HART

CONTEXT

OGEN

HOOFD

HANDEN

Emotie
Sentiment
Aandacht
Tijd
Bekendheid
Conversie

Dit laat zien of consumenten positief of negatief denken over je merk.

Welke merken worden het meest genoemd in jouw sector.

Hoe gedragen consumenten zich in clicks, koopgedrag, etc., resulterend in conversie.

Aanbeveling

Raden consumenten jouw merk aan aan anderen?

Loyaliteit

Hoe loyaal zijn consumenten op het gebied van inschrijvingen.

Wat voor onderwerpen verbinden consumenten aan jouw merk?

Wat zijn de behoefte van de klant en vervuld jouw merk dit?

Inzicht in hoe de attentie van de consument is verdeeld over verschillende touch points.

Tijdsbestek waar data op wordt gefilterd. (Dag, Week, Maand, Year of bepaalde periode)

De context factoren komend vanuit de consument zelf. Deze hebben effect op de beleving.

De context factoren vanuit de omgeving. Deze hebben effect op de beleving.

Associatie

De emotie die de consumenten voelen bij interactie met je merk.

Uiterlijk

Hoe zien bepaalde touch points er uit vanuit de consument.

In welke volgorde worden bepaalde onderdelen bekeken.

Identificatie

Behoefte

Overzicht van hoeveel consumenten je merk volgen ten opzichte van andere merken.
**Meest genomen route**

**Google Searches**

**Totaal aantal volgers**

**Loyaliteit**

**Behoeften**

**Ontvanger**

**Pre-impressions**

**Login naar website**

**Cookies**

**Duur**

**Spannend**

**Inzichten**

**Rellevant**

**Medewerker**

**Purchase**

**Monitor**

**Rich**

**Termen**

**Cultuur**

**Advertentie**

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**Hoe vind je dat deze pagina eruit ziet?**

**Interactie met merk verloopt soepel:**

**Het merk vervult mijn behoefte:**

**Trustpilot reviews**

**2.414**

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**Veelgestelde vragen**

**Leg uit waarom**

**Ik vertrouw**

**het website**

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**Review site**

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**Blij**

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**Blij**

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**Afzien**

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IDE Master Graduation
Project team, Procedural checks and personal Project brief

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

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC EBSA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

** USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT **
Download again and reopen in case you tried software, such as Preview (Mac) or a webbrowser.

** STUDENT DATA & MASTER PROGRAMME **
Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name  de Jong
initials  P.  given name  Peter
student number  4284879
street & no.  Bathias van der Polweg 334
zipcode & city  2628AZ Delft
country  The Netherlands
phone  +31636304024
email  p.dejong-1@student.tudelft.nl

Your master programme (only select the options that apply to you):
IDE master(s):  [ ] IPD  [ ] DFI  [★] SPD
2nd non-IDE master:  -
individual programme:  - - (give date of approval)
honours programme:  -
specialisation / annotation:  -

** SUPERVISORY TEAM **
Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair  Prof. dr. Hultink, H.J.
department / section:  PIM/MCB

** mentor  Dr. Kranzbühler, A.-M.
department / section:  PIM/MCB

2nd mentor  Arne Hutter, Creative Strategist
organisation:  GuiltyPeople
city:  Rotterdam  country:  The Netherlands

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.
Second mentor only applies in case the assignment is hosted by an external organisation.
Ensure a heterogeneous team.
In case you wish to include two team members from the same section, please explain why.

Dr. Kranzbühler recently defended her dissertation on Customer Experience and will therefor be a fitting authority to mentor this thesis. Prof. dr. Hultink completes the team with expertise in branding, NPD and marketing strategy.
APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

Chair: Prof. dr. Hultink, H.J.  Date: 14-03-2019  Signature: Jan

CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 30 EC
Of which, taking the conditional requirements into account, can be part of the exam programme: 30 EC
List of electives obtained before the third semester without approval of the BoE:

YES all 1st year master courses passed
NO missing 1st year master courses are:

Name: ___________________________  Date: 24-5-2019  Signature: CB

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **. Next, please assess, (de)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc) programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks?
- Does the composition of the supervisory team comply with the regulations and fit the assignment?

Content: [ ] APPROVED [x] NOT APPROVED
Procedure: [x] APPROVED [ ] NOT APPROVED
Comments:

Name: Mu Mhogen  Date: 27-5-2019  Signature: MM

IDE TU Delft - E&SA Department // Graduation project brief & study overview // 2018-01 v30
Page 2 of 7

Initials & Name  P. de Jong  Student number: 4284879
Title of Project  Capturing brand experience through a digital metric solution.
Capturing brand experience through a digital metric solution.

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

start date 04 - 03 - 2019 end date 26 - 07 - 2019

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

This Graduation topic is initiated by GuiltyPeople (GP), "A human centered creative agency." The thesis focuses on Brand Experience (BE) measurement. GP is expanding their method (Research, Create, Implement) with a new phase: ‘Measure’, and the aim of this thesis is providing them the insights needed for the application of BE Metrics. Designing for BE measurement will contribute to the practical application of experience literature.

GP, a team of 25 creative people, among which are strategists, creatives, designers, developers and support employees, delivers creative solutions along the complete customer journey of their clients. GP is part of ISM eGroup, containing GuiltyPeople (creative agency), ISM e-company (e-commerce) and SANA (commerce). GP’s work is mostly manifested in developing online platforms, advertising, creative campaigns and digital concepts. They already do so for 15 years, aiming to concentrate their clients around the cultural sector. In their method, GP focuses on the end-consumer, by letting this end-consumer experience the brand of GP’s clients. (Figure 1, old scenario) By providing creative solutions GP wants to contribute towards this experience of the end-consumer.

Recently GP started exploring the concept of quantitatively validating experiences at their clients. In contrast to designing based on intuition and gut-feeling, they questioned: Could the added value of our solutions be determined and validated through experience measurement? (Figure 1, new scenario) In 2018 GP started exploring the measurement of customer experiences over the complete customer journey.

Customer experiences are widely studied and practiced over the last three decades. Still, multiple definitions of these experiences exist, which tend to differ across studies and additionally lack consensus. Brakus, Schmitt and Zarantonello (2009) present this same experience construct as ‘brand experience’ and managed a thorough validation of scales to measure the experience construct (containing a sensory, intellectual, affective and behavioral dimension). Due to necessity of such a scale for measurements, this thesis will take Brakus et al. their scale and definition of BE as starting point.

The importance of metrics, e.g., in the (similar) marketing principle, are well represented in literature and meanwhile widely practiced. However, these studies “focused strongly on sales and conversion as the sole outcome of the customer journey effects and not on the experience in different stages.” (Lemon and Verhoef 2016, p.85) Lemon and Verhoef also advocate for new data sources capturing experiences.

In practice, the measurement of BE will help to understand how certain experiences arise from delivered creative solutions. This understanding will result in better designed solutions regarding consumers needs. For clients in the cultural sector, metrics can provide them a justification for receiving subsidy subsequently to investing in BE.
introduction (continued): space for images

**OLD SCENARIO**

![Diagram of OLD SCENARIO]

- GuiltyPeople's client
- perceived brand experience
- end-consumer

**NEW SCENARIO**

![Diagram of NEW SCENARIO]

- GuiltyPeople's client
- provides: measured brand experience
- GuiltyPeople provides: creative solutions
- end-consumer

**image / figure 1:** The effect of GuiltyPeople's provided solutions and their desired approach.

**TO PLACE YOUR IMAGE IN THIS AREA:**
- SAVE THIS DOCUMENT TO YOUR COMPUTER AND OPEN IT IN ADOBE READER
- CLICK AREA TO PLACE IMAGE / FIGURE

**PLEASE NOTE:**
- IMAGE WILL SCALE TO FIT AUTOMATICALLY
- NATIVE IMAGE RATIO IS 16:10
- IF YOU EXPERIENCE PROBLEMS IN UPLOADING, COVERT IMAGE TO PDF AND TRY AGAIN

**image / figure 2:**
PROBLEM DEFINITION **
Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

In addition to BE, numerous studies propose evaluative metrics, such as customer satisfaction, brand loyalty and brand equity. However due to their evaluative nature, it is a challenge to exactly capture the perceived experience. As described, Brakus et al. (2009) provide a thorough scale for capturing this experience, yet this scale is question based. Conducting intensive interviews or surveys for capturing experiences takes time and frustrates most consumers. Therefore GP is in search of new methods for data collection to capture the perceived experience.

To find new methods for data collection, GP needs to know where they need to measure. Experiences arise from interacting (with the firm) at (so called) touch points during a consumer's decision process. This process is called the customer journey. Lemon and Verhoef (2016) identified four categories of touch points in which the customer interacts along the customer journey. GP predominantly delivers creative solutions focused on the ‘brand-owned’ category of touch points, which will be the scope for this thesis. The customer journey will focus on a cultural client, due to context specific variables in the measurement of experience. (Palmer 2009)

This all results in the following research question:
How can GuiltyPeople measure the end-consumers’ Brand Experience through different ways of data collection at brand-owned touch points across the customer journey?

As GP is experimenting with measurement solutions, it is crucial to understand how measurement scales can be exploited or how new data opportunities can fuel those. Therefore existing frameworks for the measurement of BE, such as Brakus’ et al. will be studied. Key is how these measurements can be utilized into an understandable service (for both GP and their clients), making use of new data collection techniques.

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

1. Research how BE is measured most suitable and design a method on how GP can collect required data in new ways.
2. To show how different measurement results can be integrated and utilized, propose a digital solution, for displaying these results, in the form of a Minimum Viable Product (MVP).

The main deliverable is a method of BE measurement, applied at one of GP’s cultural clients. The method should be communicated through a service blueprint which covers the end-consumers’ customer journey, consists of crucial points of measurement, indicates required actions for GP and proposes which technology for data collection should be utilized.

Key questions for these components will be: ‘What scale is suitable for measuring experience? (theoretical framework)’, ‘What are the important (brand-owned) touch points?’ and ‘In which way is data collected?’. The question ‘How can results be displayed in one place?’ is answered through designing a digital operating MVP, such as a dashboard or scorecard which provides a set-up of how data is displayed and integrated. The designed digital solution should meet the following criteria: is presentable to clients, provides GP with insights in BE and is technological feasible. The delivered MVP should be able to act as demo product.
PLANNING AND APPROACH **

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

|start date | 4 - 3 - 2019 | 26 - 7 - 2019 | end date |

The graduation projects will start with a literature study, which will briefly touch experiences in general and moreover the domains of brand experience. This is crucial to understand prior to researching the measurement of BE. The search for a practical experience measurement scale will be the main focus and Brakus et al. (2009) will provide the starting point. After setting up guidelines for measurements based on this research, I will design a method along the phases of Exploration, Ideation and Conceptualization.

During the Exploration phase new data collection methods will be identified, for example from the (online) marketing or psychology discipline. GuiltyPeople is already involving clients (cultural sector) in their measurement phase. These clients will be used to specify the customer journey and identify possible data collection points (Exploration). They are willing to share potential data sources. Also different experts on topics as Online Marketing, Conversion Rate Optimisation (CRO) and Software Development are available for in depth interviews.

The Exploration phase will define whether the ideation phase has the weight in designing for data collecting or in designing for data integration. However I will most likely brainstorm both individually as together with colleagues or end-consumers. (creative session) The final design will be improved after validation through discussion with the cultural client (practical validation) and discussion with developers (technological validation).
MOTIVATION AND PERSONAL AMBITIONS
Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, .... Stick to no more than five ambitions.

While exploring interesting graduation projects, this opportunity at GuiltyPeople drew my attention. I was looking for a graduation assignment where I could translate a complex and innovative topic into a usable concept or service. GP was already weekly devoting time to the solution, which contributed to my belief in the possibility of actually delivering a usable concept. The topic of brand experience fits perfectly with my interests. Since a young age I loved evaluating brands and advertisements together with my family. The BPC course was one of my favorite courses during the master and I also applied this knowledge with great pleasure during my internship. I am intrigued with challenging the long lasting branding profession by applying a more data driven approach. The fact that GP is interested in a certain challenge shows their thrive for innovation, which resonates with me. Enterprises are more and more data driven and also smaller companies start integrating it in the core of their business. I already experienced the advantage of CRO in marketing practices and I think this could be beneficial for brand and experience design.

One of the competences which I developed at IDE is (visual) storytelling. Spoon-feeding (step by step explaining) theories and insights in the right sequence will be crucial during meetings, especially when I will encounter conflicting theories. Also using visual language will contribute to informing stakeholders on this fuzzy subject. Solving a complex problem and translate it into a simple and understandable narrative is in my belief one of the core competences of strategic designers and extremely relevant for this graduation project.

Next to my gathered competences there are some points I still want to develop:

I want to get a better grip on understanding how experiences influence consumers. I already tried to grasp this topic in my Bachelor End Project (for the mint brand 'Smint'). For this graduation project I will gain in-depth knowledge by studying literature and taking it into practice.
Besides, for measuring this experience, I want to gather practical knowledge on how data measurements are utilized in other disciplines, for example in marketing. The internship I did already gave me great interest and a brief start in the topic of data science, which I plan to expand.

I want improve my storytelling in (short and quick) meetings. So I could quickly communicate clear and concise, accompanied by non ambiguous visuals. This is something I mainly need to learn by doing.

I want to improve my writing skills. Academic writing is something I did not practice to a satisfactory extent. This is mainly due to the different deliverables (pitches, visuals) and group projects (shared writing). Clearly, writing the thesis report individually will necessitate this skill to a certain extent.

I want to improve my ability to translate literature into usable concepts. Previous projects I did where mostly executed through regular design methods. Literature was mostly studied in pursuit of meta insights or principles, resulting in strategies. For this project I value the importance of literature and aim to directly apply insights and theories into the delivered solution.

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