

BRANDPLAN

Lab Circularity

Circulair Kwartier

2019



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1. Introduction

The Living Lab Circularity is a project that aims to find practical branding solutions for the Circular Quarter (Het Circulair Kwartier) in Leeuwarden based on the aspects of circular economy. The main goals have been to make the participating entrepreneurs be seen as a unified brand while integrating the aspects of circularity. The Circulair Kwartier consists of numerous restaurants and retail stores, for this reason to establish a network of cooperation within the stakeholders has been a fundamental part. This project started with only the Oosterstraat and then expanded into a whole quarter of the eastern part of Leeuwarden city centre.

Creating awareness about circular economy and its benefits, both to the entrepreneurs and to consumers has also been a very important aspect. Changing mindsets is never easy, so the group worked on finding the motivation to choose green and the reason to go circular. Communicating this green mindset has been an important part of the branding strategy.

This document presents the brand strategy for the Circulair Kwartier supported by different theoretical frameworks, the achieved goals, plans for the future, the development of the project and the presented prototypes, graphic design visuals, an ambition plan for the entrepreneurs, contact information of the group members, stakeholders and entrepreneurs and other relevant information.

The result of the project is due to the cooperation of Dutch and international students of entrepreneurship and retail management, their teachers Ronald Noppers, Annigje Roest, the Municipality of Leeuwarden and last but not least, the entrepreneurs of the Oosterstraat and the whole Circulair Kwartier.

2. Brand strategy

“An effective brand strategy provides a central, unifying idea around which all behaviour, actions and communications are aligned”, (Alina Wheeler, 2013).

Brand strategy is a long-term plan for the development of a successful brand in order to achieve specific goals. A well-defined and executed brand strategy affects all aspects of a business and is directly connected to consumer needs, emotions, and competitive environments, (Alina Wheeler, 2013). The projects specific goal or starting point was to follow the national goals to achieve a Circular Economy in 2025, combined with the help of branding to obtain awareness.

Design Thinking was used for the development of the project and this consists in a work method that involves 5 phases: Empathize, Define, Ideate, Prototype and Test. This method

is approached in a non-linear way, so although it is recommended to adjust a little to each stage, it is an open way of working and creating ideas.

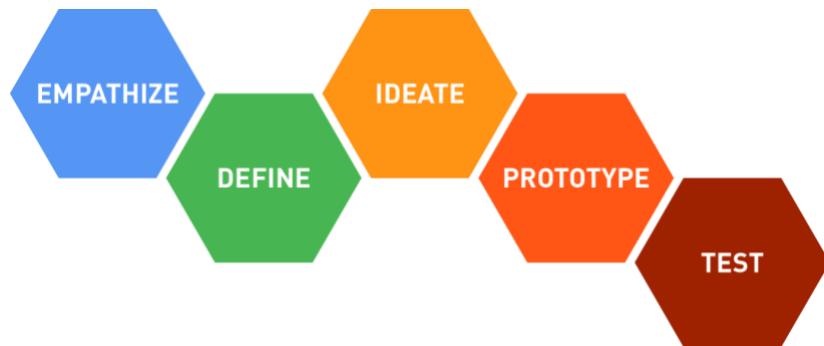


Figure 1: Design thinking infographic. Source: Module documents

The brand strategy in this project is based on 3 main pillars: the brand personality, the brand position and the brand identity:

1. BRAND PERSONALITY

The personality of the brand is very much based on Earth-preserving values. The brand wants to see itself as a forerunner (pioneers) in Circular Economy in the area of Friesland, and modern, innovative thinking is one of the key elements. Passion for the environment and for this new economy model shift is combined with friendliness in the brand personality.

These attributes describe the tone for the brand personality and communication:



Figure 2: Circular Quartier personality attributes. Source: personal creation.

2. BRAND POSITIONING

Brand positioning is “the act of designing the company’s offer and image so that it occupies a distinct and valued place in the customer’s mind”, (P. Kotler, 2006).

The Circulair Kwartier brand wants to raise its customers awareness and convince them to choose the smaller shops of the Circulair Kwartier over big multinational corporations, to improve their environmental footprint and increase their impact through supporting a circular economy driven community.

The positioning of the Circulair Kwartier would be a shopping area where you can find local products, a friendly and calm atmosphere and of course, environmentally friendly. It is also a place to receive a more personalized shopping experience. The products have added human value to them, that is what makes it unique and incomparable to big multinational shops.

The Circulair Kwartier can be situated between big corporation with cheap prices and poor quality and individual small shops with expensive prices, that is why the main target group is customers with high willingness to pay for good quality and local products. While you may not be able to find every product, you can be sure that the available products are produced in a fair way. The Circulair Kwartier makes a community out of the entrepreneurs and the customers that share the same values such as sustainability, local produce and great customer attention.

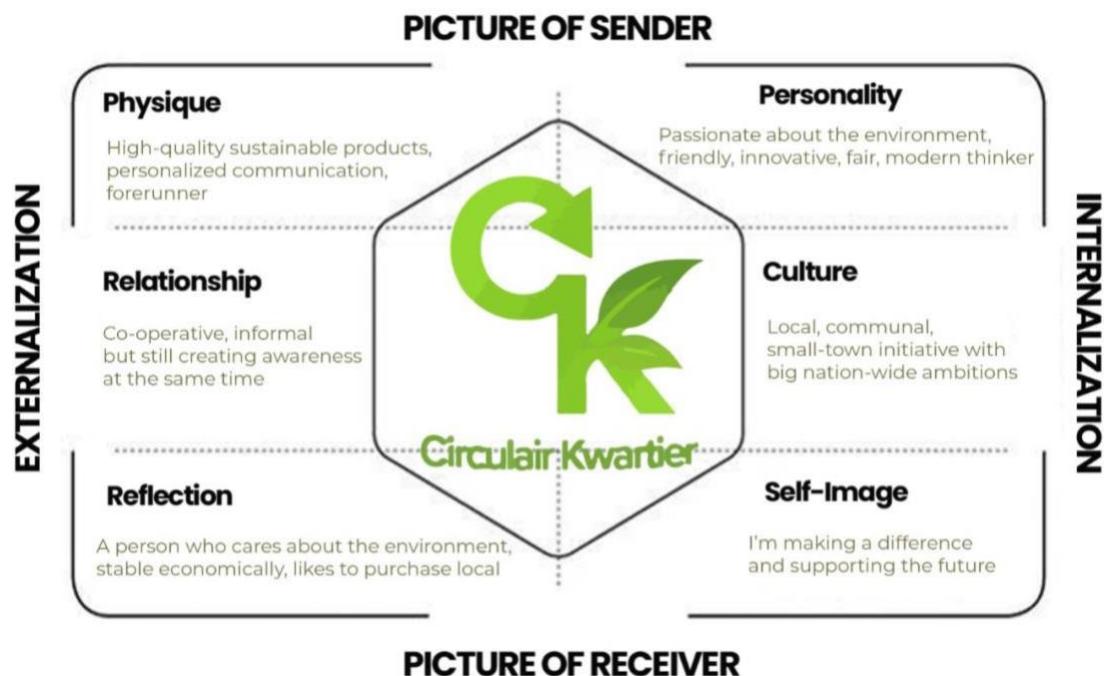
KEY ELEMENTS:

- **Target audience:** for the initial project the target group worked on was on middle aged people, like the entrepreneurs themselves, so involved people that have a connection with the Circulair Kwartier and the values it represents. In the future the objective is to attract younger people too. This goal is achieved when customers think of the Circulair Kwartier as a cool club of which its members are proud of.
- **Brand perception:** to be an innovative and cool shopping area that acts in a circular way and does more good to the society than others. The actual brand perception (by the customer) needs to be measured at a later point.
- **Values:** sustainability, fairness (for the environment, next generation, consumers, suppliers, employees,...). Quality before quantity. Supporting local production. Reduce consumption. Consume smarter. Community.
- **Voice:** through social media posts and newsletters the voice of the Circulair Kwartier is thought to be positive, serious, direct and professional. The voice chosen underlines the importance of the topic and the necessity to make a change to our actual linear system based on a 'take-make-consume-throw away' pattern. (European Parliament, Briefing about Circular Economy, December 2014).

3. BRAND IDENTITY

Brand identity is the way how you want your brand to be perceived, Kapferer (2008). This author sustained his theory based on a prism that helps to identify the key elements of a brand's identity: physique, personality, relationship, culture, reflection and self-image.

In the Circulair Kwartier this could apply:



Further explanation of each element applied to the Circulair Kwartier is found in page 14 in the Annex section (page 14).

The whole brand identity of the Circulair Kwartier is a positive, meaningful brand that has local roots and is powered by passionate locals and that is done for locals.

The main achievement was to **start** to create the brand of the Circulair Kwartier. Before the project there was no unified brand that included all the stakeholders and entrepreneurs in one unique name: The Circulair Kwartier. With this name, attribute values and characteristics to create a powerful brand, this way consumers can recognize it easily and gain interest in it.

4 Achieved Goals

Gained knowledge about the topic of branding and circular economy. To do so, we obtained theoretical understanding through a literature review about branding, and a practical comprehension through the guest lecture of Niels Faber (professional in circular economy), and Frank Shoeman of ANWB (branding professional).

- Done individual meetings with each entrepreneur and some members of the team to inform about the project and its goals and obtain feedback.
- Created a continuous communication between and with the entrepreneurs through organizing and leading weekly meetings. The meetings were a way to inform about the project and the topic in general and empathize with the entrepreneurs (learn about their thoughts, opinions and visions of the project and the street and obtain feedback).
*All meetings were thought to get everyone on the same page with the objective to obtain a powerful brand and to start from the same base.
- Made a weekly newsletter to keep the stakeholders updated on every following step
- Established contact with Circular Friesland
- Used graphic design as a branding tool and to create infographics
- Created the Circulair Kwartier in collaboration with the Municipality of Leeuwarden to work together with the entrepreneurs.

Designed prototypes

To create awareness of this new brand which shows the circularity of the retailers of the Circulair Kwartier, different prototypes were designed. All the prototypes are tools to make the brand stronger and they are designed in the same style to unify the Circulair Kwartier. The prototypes we have presented regarding the brand communication are:

EXTERNAL

- **Stickers** that each entrepreneur can put in the shop to make their circular ambition visible.
- **Board** with an incorporated QR code that takes you to the website, to inform the visitors about the Circulair Kwartier and circularity. *To discuss.
- **Paint green steps on the street** to guide pedestrians through the street and connect all the shops and as a way to show the streets ambition. *To discuss.
- **Website** as a useful digital platform to obtain further information about circularity, the Circulair Kwartier and shops.
- **Introduction film** to introduce new and interested viewers the plan of making a whole neighbourhood circular in their way of working and as a visual and fast way to explain the project.
- **Social media** - Facebook page & Instagram account - to create a digital identity and awareness.

INTERNAL

- **Stakeholders map** to understand the role that every shop in the Circulair Kwartier will take in the project.

- **Newsletter** to inform entrepreneurs and stakeholders about the project progress.
- **Final report** brief document to establish brand strategy and clarify the groups progress.
- **Final event** to officially open the Circlair Kwartier and connect the stakeholders and create public attraction and awareness with the long-term objective of increasing visitors/customers.

Thanks to the theoretical knowledge and the prototypes we believe we have managed to create the first steps of the Circlair Kwartier brand, and there is more to be done.

4. Plans for the future

The brand of the Circlair Kwartier still needs to be improved, and there are many tools that can be implemented to increase the brand awareness and obtain a clear positioning. Events should be organized to communicate how Circular Economy works and why it is necessary for a successful future. Also, the community of the Circlair Kwartier could grow and attract more consumers.

The main objective is to get more into detail with the brand strategy:

- Obtain more knowledge about the topic.
- Organizing interactive events. Invite public figures for example to attract visitors.
- Measure brand equity and increase it.
- Decorate the street in a unified way (for example flowers over all the shop stores, put flags across the street on the top, street art, etc).
- Social media campaigns: fun ways to gain followers and get these to share the brand with their friends (for example giveaways).
- Cooperation: expand the network (community) with other companies, brands or organizations.
- Informing more about circular economy, making people love circular economy and feel inspired, through workshops or new products.

5. Appendix

1. Ambition plan for the entrepreneurs

In order to make the progress that has been made during the startup phase of this project a benchmark for future growth, students have stimulated the entrepreneurs to develop their Ambition Plans. Each ambition plan consists of the entrepreneurs' personal vision on

contributing to a more circular economy. Most of these plans include statements of what they value and what they are already doing.

Smoel Kunstwerkplaats

We value education on the sustainability of our environment. Therefore, we teach our employees (our 30 employees have disabilities and we support them) to live and act in sustainable ways. For example, we guide them in waste management and being responsible with water usage.

A lot of our projects are built with waste products, beer cases or old paintings for example. We also make objects out of stuff which we buy out of local thrift shops. Our whole building uses LED Lighting and we use movement sensors to light only the rooms where people are. At last, our employees are transported by bikes.

Our ambition is to install solar panels on our roof, to plant more green on our building and to gather rainwater for usage in our building

- **Beerda**

De Pluymgraaff

Our shop values fair trade and that is what we look at when we buy our products. Recently, we put more focus on the circular economy, also when buying products. We have a lot of circular and sustainable products in our shop and we educate our customers on the story behind these products.

Our ambition is to buy and sell only circular products. Next to that, we want to stop buying new products that the consumers don't actually need but will buy if available, thereby stimulating a more conscious way of consuming.

- **Pluymgraaff**

Koetshuysch Kaas

We focus on our packaging, we try to sell the most eco-friendly packaging possible. We are also acting in a very conscious way when buying our products. Only buying cheese which came from cows that had the freedom to roam. We separate our waste and stimulate our customers to use their egg baskets multiple times.

Our ambition is to buy even more sustainable products and to give out even more eco-friendly packaging.

- **Engelkes & Engelkes Fraikin**

Jouw Dagelijkse Kost

We buy products straight from local farmers that produce biological and sustainable products. In order to minimise transport hours, we collaborate with other (web) shops to deliver our products.

Our ambition is to provide every family with local food within the next seven years. Therefore, it needs to become more affordable. Next to that, we educate people on buying products that are more eco-friendly and products that are more sustainable.

- **Uithof**

Slagerij Velstra

What we do is making sure that spare-food which cannot be sold anymore will be used as food for animals. We do this locally and in a sustainable way. We have strong connections with the farmers which we work with, so we can monitor everything that is happening. Our dairy is bought locally and sold in sustainable glass-bottles. We stimulate customers to bring their own bags and focus on minimizing plastic usage.

Our ambition is to use as much natural materials as possible and to produce as less waste as possible.

- **Velstra**

De Wereld van Thee

We advocate greener in the Oosterstraat. We started with the initiation of project Beestreet. This project extended to Zaailand and The Wilhelminaplein. Together with the education department we develop several projects focussed on sustainability and circularity.

Our ambition is the have trees and plants in the entire inner city of Leeuwarden by 2025. We also want to boost the circularity of the Oosterstraat and turn it into something everyone can be proud of.

- **Olivier & Riezebos**

Paddy O’Ryan

We make baby steps when it comes to being sustainable and circular. We value the growth in awareness among the public, this makes change into a circular economy easier.

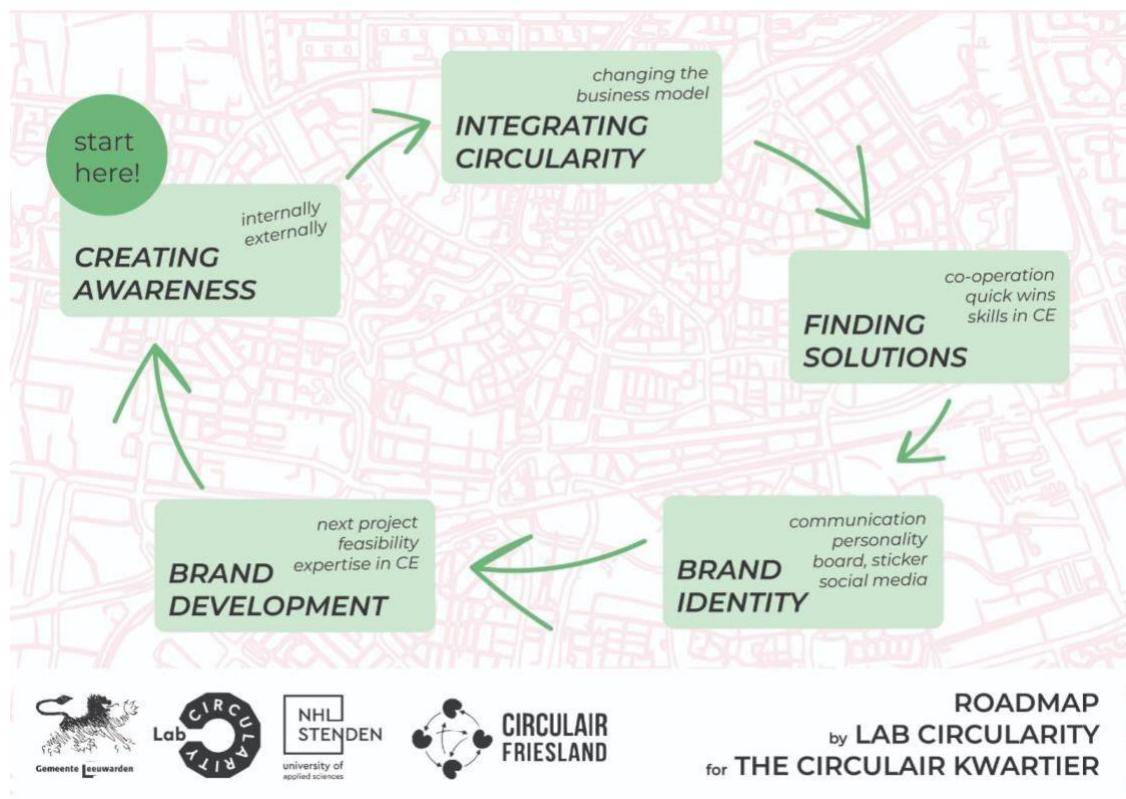
Our ambition is to be as “green” as possible. We want to have circular products, packaging and waste management.

- **de Vries**

2. Visuals

a. Road map to circular brand

The following infographic is a short summary of how the brand Circulair Kwartier can work in order to continue to create and turn into powerful this brand. It incorporates all the main actions used during the project and can continue to be used in the future.



b. The Oosterstraat



c. The prototypes

STICKER: Each shop will have a visible sticker where they can write down their ambition. The purpose of this prototype is to motivate each entrepreneur to create or maintain a goal related to circular economy and at the same time, inform customers about it.



BOARD: Creating a board to inform people about the Circulair Kwartier is a fundamental part in the brand strategy. The legal matters of placing the board on the street are still to be discussed.



d. Infographics

LAB CIRCULARITY PRESENTS

BRANDING THE OOSTERSTRAAT

A LIVELY, CIRCULAR STREET



UNITE.

THE OOSTERSTRAAT AS A BRAND ON ITS OWN

The circularity team will establish a network of co-operation and communication between the entrepreneurs to make sure that the street gets the unified brand image it deserves.

REPAIR, REUSE, RECYCLE.

INTEGRATE A CIRCULAR ECONOMY INTO THE OOSTERSTRAAT

The circularity team will create a baseline for the Oosterstraat to become the most circular street of Leeuwarden.



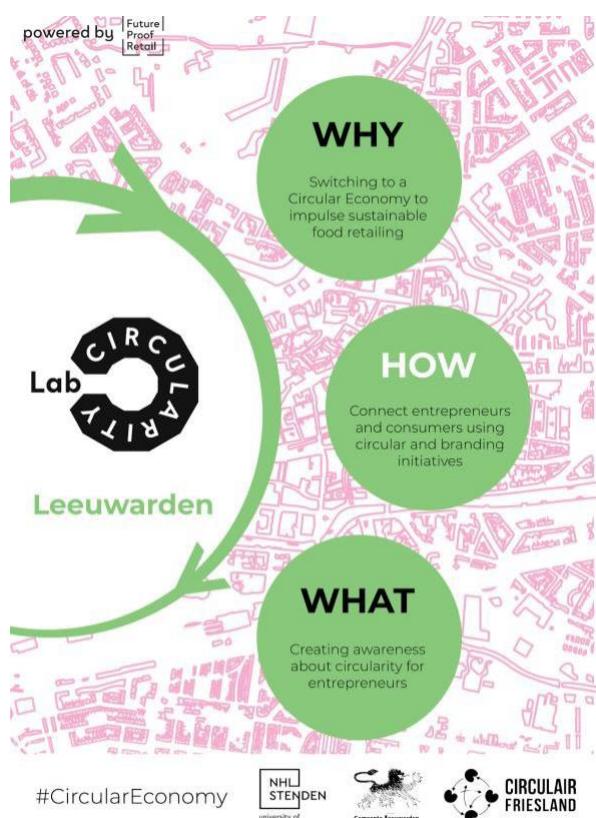
BRAND.

ATTRACT CUSTOMERS TO THE MOST CIRCULAR STREET OF LEEUWARDEN

The circularity team will focus on branding the Oosterstraat as a green street which highly values circularity. The goal is to attract a younger generation of customers.



CIRCULAR ECONOMY



e. Newsletter

SEPTEMBER 2019, UPDATE 1

LAB CIRCULARITY

Wekelijkse update project Lab Circularity

OFF TO A GOOD START!

Hallo ondernemers van De Oosterstraat! Zoals jullie hebben vernomen, zijn wij (zie foto) begonnen met het project Lab Circularity. De belangrijkste doelen van dit project zijn:

- Circulariteit integreren in De Oosterstraat;
- Het actief branden van De Oosterstraat als geheel;
- Het aantrekken van een nieuw, jonger publiek.

Het uiteindelijke doel hiervan is dat De Oosterstraat bekend komt te staan als meest circulaire straat van Leeuwarden, waardoor ook het fantastische aanbod van de straat onder de aandacht wordt gebracht.

Wij zijn inmiddels twee weken bezig en het enthousiasme spelt ervan af. Ideeën vloeien rijkelijk. In de eerste week hebben we al kennis mogen maken met Baukje, Monique & Ronny en de heren van de gemeente. Inmiddels hebben Roos en Raymon ook kennis gemaakt met de rest van de winkeliers. Nogmaals bedankt voor jullie tijd!

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SEPTEMBER 2019, UPDATE 1

HET PLAN

Roos en Raymon hebben veel informatie van jullie mogen ontvangen. Uit deze gesprekken kwamen de volgende zaken naar voren. Velen van jullie zijn al goed bezig met het scheiden van afval. Echter is er nog geen mogelijkheid om bijvoorbeeld plastic afval te deponeeren of te laten ophalen. Daarnaast is er benoemd dat er veel afval van consumenten op straat belandt, zoals sigaretten. Zonde natuurlijk. Samen met jullie willen wij hier een oplossing voor vinden. Hier willen wij het aankomende dinsdag graag over hebben.

We hebben het ook gehad over De Oosterstraat als geheel. Verschillende vragen kwamen hierbij naar boven. Hoe kunnen we ervoor zorgen dat er meer eenheid ontstaat binnen De Oosterstraat? Zouden de fietsen binnen De Oosterstraat ergens gestald kunnen worden? En hoe zorgen we ervoor dat de nieuwe generatie consumenten bekend raakt met De Oosterstraat? Ontzettend interessante vraagstukken waar wederom verschillende enthousiaste ideeën over zijn ontstaan binnen de projectgroep.

Wij zijn nu al positief verrast door het feit dat jullie als ondernemers veel bezig zijn met duurzaamheid. Fairtrade en lokale producten, minder gebruik van plastic, het scheiden van afval en hergebruik van materialen. Kortom: wij kijken uit naar een prettige samenwerking.

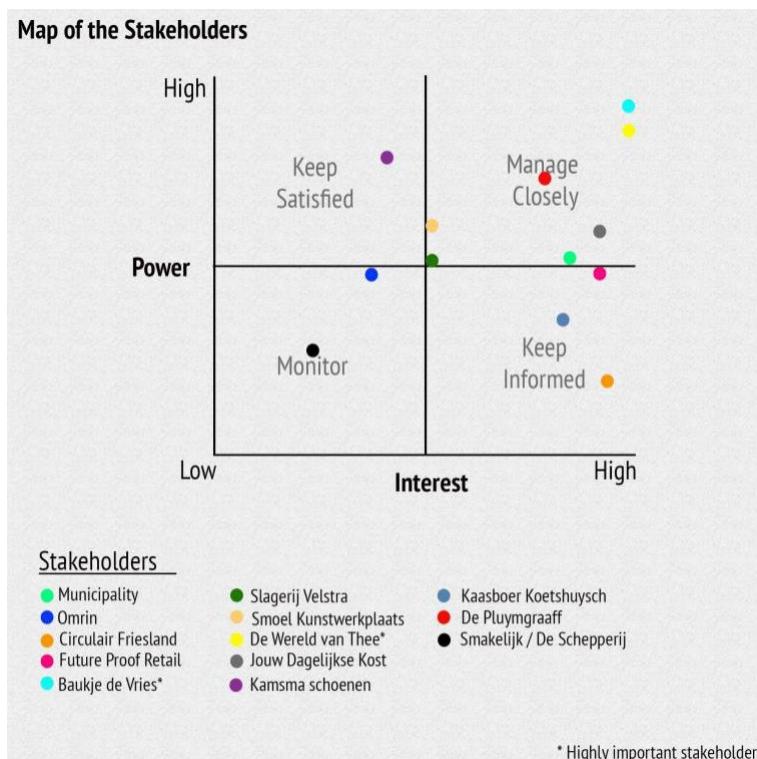
Nils, Sylvain, Freya, Inka, Iris H., Iris M, Jeni, Nadine, Raymon, Roos, Ronald, Annigie

Een aantal ideeën:

- Creëren van een Instagram profiel & website voor De Oosterstraat
- Prullenbakken om afvalscheiding door consumenten in De Oosterstraat toegankelijker te maken
- Een overeenkomst met Omrin/Suzex over het ophalen van gescheiden afval
- Eenheid creëren binnen de straat door bijvoorbeeld uitgangsborden, plannen, ictlijst, etc.
- Een informatiebord om bezoekers van De Oosterstraat welkom te heten

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f. Stakeholder map



3. Elements in the Brand identity Prism theory by Kapferer (2008)

There are six core areas that belong to a brand identity prism. Physique, relationship, reflection, personality, culture and self-image are the main parts of the brand essence. For this reason, they need to be in-line and consistent with each other, otherwise the brand image will not be unified.

- **Physique** refers to the intangible aspects of how your brand should be visualised and how they are created into visual, tangible aspects.
- **Relationship** refers to the relationship that the brand has between itself and its customers.
- **Reflection** is a tool of how to describe a typical customer of your company.
- **Personality** is you if your brand was a person. This part is important to think through properly, since it helps companies not only define the brand, but it also helps to relate to the audience and to craft more personalized marketing messages.
- **Culture** refers to the origins and roots of the company.
- **Self-image** is how your customers feel about themselves when they are buying your brand.

Taking a closer look at each element of the brand identity prism of the Circulair Kwartier, the physique of the brand should look like the image of high-quality products produced either locally or in a sustainable way. A big part of the physique should consist of the personal communication when interacting with the shop owners of the area and it should create a positive image in the mind of the brand consumer.

The relationship that the brand will have with its customers is very communal and informal, but at the same time the brand aims to educate its customers about circularity and sustainability. The awareness-creation is conducted via informal chatter and at the same time a long-term customer relationship can be created, which enforces the informality of the relationship.

The reflection part of the brand identity prism defines the typical customer type of the brand. For the Circulair Kwartier, typical customers are most probably people who prefer to purchase local produce and products, whilst caring about and respecting the environment. The age group is around 30-50 years, since sustainable products tend to be more expensive than mass-produced equivalents. The typical customer has a stable income and is willing to spend more on green products. One of the long-term goals for the Circulair Kwartier is to attract more young customers with values close to environmentalism and eco-friendliness.

Brand culture is created with core values such as the Circulair Kwartier being a small-town initiative, but still belonging to a bigger picture with the nation-wide goals. Being local and creating a community among the entrepreneurs of the region create a big part of the brand

culture. The brand takes pride in being proactive and like mentioned before, being a small-town initiative creates pride for the brand.

The simplest self-image for a customer of the Circulair Kwartier is that they want to make a difference in their consumer choices and that they are supporting a sustainable future. Whatever the motives are behind that, be it family or just the concern for the planet, it doesn't matter since the core value is the same.