Project Report SSIP1

Final Report

Team Graduation

4Lads4Grads

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Executive Summary

This project report sets about to review the development of the service concept centred around the VVV gift card and targeted at graduates. The final service concept rests upon findings drawn from graduate surveys, interviews, and other field research methods and studies. Serve design tools and concepts were implemented throughout the ideation phase of the project, which took place at the onset. In later stages, more focus was put on technical aspects of the service's underlying prototype, which was a coded recommender system embedded within a smartphone application.

The final service concept was decided upon after various discussion rounds about the graduates' pain points, which our research revealed to be a lack of an engaging and potentially personal service experience. Through numerous prototype iteration and validation rounds we settled on a final application interface, that conceptualizes key functionalities of our service. Some of these include the ability to personalize the gift card experience for both card buyer and graduate, by incentivizing the card buyer to share data about the graduate. The data is then used to generate shop recommendations within the app's shop finder, while it is also used to customize an in-app avatar. Both card buyer and graduate are incentivized through a reward system, which allocates experience points to users that engage with the app. These experience points, at a certain amount, can be redeemed for free credit to be charged on an additional VVV gift card, thus also promoting customer loyalty. With data being generated through app usage, the shop finder's underlying recommender system can be improved by learning through the data. Thus, over time, the shop finder could yield increasingly better results.

The personalized shop finder, avatar, and other app features which allow graduate and card buyer to share their service experience, directly address the current VVV gift card's service shortcomings: The inability to provide an engaging service, that can provide personal, exciting, and sharable experiences.

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1. Project Approach and Used Tools

Having been tasked with designing a gift card service for VVV revolving around graduation, our own personal experiences as graduates provided us with a considerable advantage at the start of the project: We had insights into what graduates expect, want, and receive as a graduation gift. Additionally, we had some experience in how and why graduates and students around us use gift cards. Yet, this knowledge about our targeted gift giving moment (*graduation*), segment (*graduates*), and product (*gift cards*), was just the starting point of our learning trajectory, throughout which we both corrected and validated some of these initially held assumptions. The whole project was essentially structured around three different deliverables (presentations), each of which presented a different milestone in our learning and the development of our final service concept. In working towards the first milestone, the most fundamental aspects of our service were design, while the second milestone was met with a focus on our technical prototype (a coded recommender system), and the third with an overall refinement of our final service concept and prototype. This change of focus was reflected in our varying use of research methods, academic literature, and technical or conceptual tools, as will be explained next.

Our first step was to gain knowledge on VVV: We focused on its strategic positioning, relationship to consumers, and its strengths and potential weaknesses. As we deemed it critical to design a service concept, which can offer a valuable experience from the consumer's perspective, we immersed ourselves as much as possible into the consumers' experience early on. This we did through mystery shopping: We used the VVV gift card ourselves to buy products in retail stores and online, hoping to make the usual customer experiences. One of the first empirical findings we made, for example, was that payment at specific stores with the VVV card in combination with one's own bank account was malfunctioning. This experience was also helpful to better understand VVV's customer service and potential user pain points.

The Impersonator

Our online desk research on consumer reviews also helped us to understand what a negative customer sentiment towards VVV's services could look like: Social media comments, Trustpilot ratings, and other review sites, revealed that many customers were disgruntled with the company's transition towards the

new plastic card: These changes not only caused many retailers to stop accepting VVV cards as a means of payment, but was also not being updated in the card's shop finder system. Screenshots of these findings can be found in appendix B1.

Having gathered some micro-level insights relating to VVV's general customer experience, our desk research also extended to include research studies of the gift card industry, which proved essential in helping frame our design challenge. For example, GfK's study on gift cards found that 18 to 35 year olds overspend the most, that the VVV card is the most well-known gift card in the Netherlands, and that 73% of gift cards are bought in brick and mortar stores, to name a few insights (Gfk, 2017). As shown in a appendix B (B2), the GfK report also confirmed some of the findings we made during our online research about consumers' perception of VVV's services. Another study we used was the Nationale Cadeaubonmonitor 2015, which can be found in appendix B3. Among the most useful findings in that paper is the fact that 71% of customers surveyed prefer gift cards with a personal touch, and that 51% looked for an online serviced, widely redeemable card with no expiration date (Blauw, 2015).

Taking on a more scientific approach to our research, we also leveraged academic literature on service design, marketing, and even on the psychological underpinnings of gift giving. For example, much of our design thinking was guided by a research study which posits that the main goal of gifting is the maintenance or improvement of social relationships, with weaker relationships facing the biggest anxiety for gift giving (Austin & Huang, 2014). The paper itself also arrived at the conclusion that gift cards are well established as being the solution to the problem of gifting the "wrong" gift. We took this as an essential aspect of VVV's services, given that the VVV card allows the card buyer to gift the gift receiver without committing to any specific gift. As we validated through later research, this possibility is valuable for many consumers and we thus retained it in our final service concept.

These research insights did not only underpin decisions during the design of our service, but served as key input during our use of service design tools. These included, firstly, a customer profile, value proposition, and business model canvas (Osterwalder et al., 2015). We created various versions of the customer profile canvas, reflecting both gift givers and graduating gift receivers. This helped us map the gift giving and receiving context and empathise with the consumer's point of view. We also created more than one business model canvas to chart VVV's value proposition from more than one perspective, which was put together with additional research on VVV's website, research on competition, and VVV's annual reports. This canvas remained a critical element in designing our final service concept: It helped us to strategically

position VVV versus the rest of this industry, while contrasting this with the customer pain points allowed us to conceptualize potential gaps in VVV's value proposition.

After gaining a more profound understanding of VVV, its strengths and potential pain points, our second step was to dive into micro-level insights and study *graduates,* our target customer. Specifically, we focused on understanding graduation gift giving, and graduate's opinion of VVV and gift cards. For this we conducted surveys and interviews in order to validate our assumptions, seek additional points of view, and help us in our creative thinking. We aimed to interview consumers within the age group and age group likely to comprise the biggest amount of recent and soon-to-be graduates. While the majority of our subjects fell within one of these categories, we also researched other (non-graduate) groups, using their insights as those of a potential gift card giver. The interviews are semi-structured to encourage organic conversation but loosely based on our canvases (Osterwalder et al., 2015). We will discuss the findings of the surveys and interviews in the next chapter, which focuses on key graduate insights.

2. Customer Insights and Segmentation

2.1 Customer Insights

This chapter focuses on the segmentation used in this project and the customer insights obtained. We delve deeper into the results of the VVV survey and will describe the results of our own research.

According to data from the survey of VVV, which was presented to us during the kick-off session, gift card users aged between 18 and 35 years, bought more products than initially planned in 31% of the cases studied. This percentage was the highest of all age categories. Furthermore, this same group was reported to spend more than twice as much at a shop when using a gift card (57 euros compared to 27 euros without a gift card). Taken together, a person aged 18 to 35 years with a VVV gift card spends 211% more money in a shop than they would without a gift card. This percentage is the highest of all age groups as defined by VVV, ranking it among the highest overspenders overall. These findings make it an interesting segment to look at. By spending more than the original debit amount on the card this group re-invests into the store, as well.

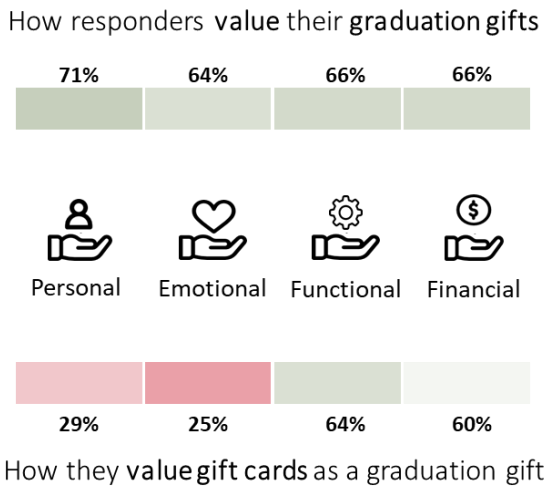

Figure 1. How responders value gifts

Since the four of us are all graduating in one year and we all have close friends/relatives who graduated, we developed preliminary customer profile canvases based on our assumptions (see appendix A). Also, we developed value proposition canvases for VVV based on VVV research, our own desk and field research, and our own experiences with VVV in the past. After this, we validated our assumptions in the customer profile canvases using online surveys and face-to-face interviews.

We received 53 responses to our online survey. The vast majority of respondents were between 18 and 35 years old and had either graduated or gifted someone for graduation. Yet, we also received some responses of people in older age categories. The main findings showed that gift cards as a graduation gift were perceived as impersonal with almost no emotional value, especially when compared to the gift that was actually received for graduation (see figure 1). Graduation gifts were mainly given to a graduate by close family (78% of the graduates we surveyed received a gift from close family) and close friends (48% of the graduates we surveyed received a gift from

a close friend). People not so close to the graduate (fellow students, work colleagues, more distant relatives, acquaintances, and more) were less likely (< 20%) to give a gift for graduation to the graduate. However, gift cards were often given by those people that were more distant to the graduate. Close family or friends did not give gift cards very often since the current value proposition of gift cards does not make it an appropriate gift. The survey results also showed that close family members and close friends hardly give a gift card as a graduation gift; however, it is a common gift among sorority groups, distant family members and larger group of friends. The main reason for not giving a gift card for graduation is that people consider it as a too impersonal gift (50% of respondents mentioned that a gift card is “too impersonal” as a graduation gift in an open survey question). Also, people who don’t use gift cards in general (not specific to graduation gifts) consider a gift card as too impersonal (67%) and as a lazy gift (67%). The vast majority of people (90%) would like the gift card experience to be more personal.

Another interesting thing that we discovered was that 69% of people don't tell the person who gave them the gift card what they eventually bought. This finding is very similar to the results from the survey done by VVV itself, in which they found that 71% of VVV gift card receivers do not share with the gift card giver what they bought. Of those people who don't share this, more than half (53%) intended to tell, but forgot to do it.

We also asked more specific questions about the VVV gift card. The most important finding was that VVV is well-known but often not considered by younger people because the brand image is not compelling (see figure 2).

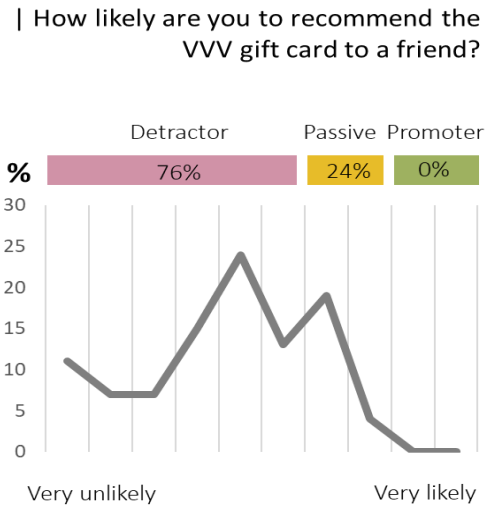

Figure 2. How likely are respondents to recommend the VVV gift card

Besides the surveys, we conducted 20 semi-structured interviews with both graduates and people who had experience with giving gifts to graduates. One of our main findings from the interviews was that a gift card is perceived as personal and enjoyable if it is related to a specific shop that the receiver likes. The reason for this was that the gift giver shows that he/she put in effort to think about what the graduate/gift card receiver might like. This was a new finding in our research and something that we did not previously assume. It made the VVV card less attractive in comparison to more specific gift cards.

Figure 3. Interview word cloud

This finding was of utmost importance when the ideation phase started. The interviews also verified the results of the survey and our own assumptions in various ways. Widely redeemable gift cards are perceived as impersonal and lazy gifts. Overall, gift cards are viewed as decent gifts from people outside of the inner circle of the card receiver. The word cloud (see figure 3) shows the words that were most often used throughout the interview. As depicted, the word 'personal' is quite prominently used in the interviews. Some interesting quotes from the interviews are shown in the appendix (see appendix C2).

2.2 Segmentation

Using existing literature and our own research results (surveys & interviews), we segmented both the gift giver and the graduate.

In the beginning of the project we segmented solely based on age (18-35 years) and targeted millennials, who tend to be the close friends of students. Later, we recognized the importance to take a more nuanced approach to profiling target consumers by delving deeper into consumer attitudes and shopping behaviour. This can help capture consumer segments that may go unrecognized based solely on generational marketing. We understood that a heightened focus on millennials blinded us to the potential appeal of older and younger generations. Therefore, we stepped away from segmenting by generation and focused on a segmentation based on a deeper and more comprehensive view of consumers, not limited by stereotyping generations.

Looking at the gift giver, we concluded from our research that a big untapped market includes close friends and family of the graduate (see figure 4). From our research, we learned that close friends and close family members are often involved in giving gifts to graduates. However, from our research we also saw that the current value proposition of the VVV gift card is not very well suited to their needs. For that reason, we decided that these two groups were the most interesting groups to have a closer look at.

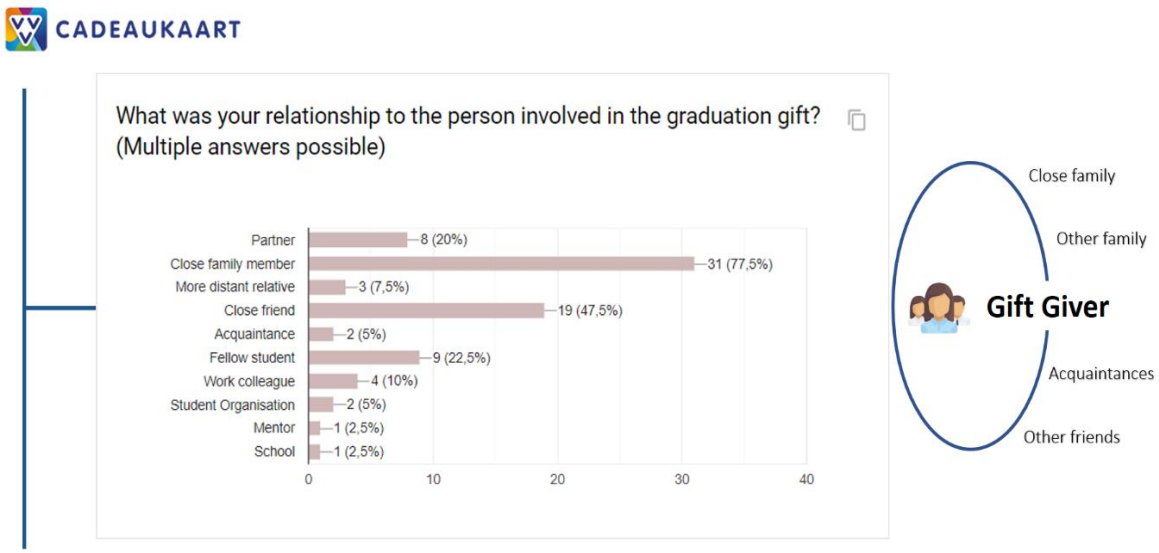

Figure 4. Relationship to graduation gift giver

We assumed that close family members are less likely to give a gift card as a graduation gift also if the value proposition would become more personal. This assumption was also backed by our interview results. Therefore, we decided to focus on close friends of the graduate. Based on a Deloitte report (Deloitte, 2018), we further segmented the close friends of graduates by attitudes and shopping behaviour. Four distinct segments were discovered: Aspirationalists, Responsible Go-Getters, Pragmatists & Discerning Achievers. The segments are further described in figure 5.

Figure 5. Segmentation by shopping behaviour and attitudes

The segments are mainly dominated by one generation (age group), but sometimes also cut across generations, indicating that attitudes were not hardwired by generations and that it was a correct step to step away from solely segmenting based on generation in the beginning of the project.

For our service, we decided to target the Responsible Go-Getters and Aspirationalists. We had several reasons for targeting these two segments. The Responsible Go-Getters, mainly comprising millennials and generation X, are the most valuable segment for consumer product companies (Deloitte, 2018). They are an appealing target given Responsible Go-Getters' above average buying power and interest in seeking value. They are also more likely to be brand loyal if they see value. Aspirationalists, mainly comprising generation Z adults, are in the early phase of their careers. Right now, they often don't have a lot of money to spend, but Aspirationalists could lead the way on innovation and technology. Targeting Aspirationalists keeps growth prospects alive since their buying power will increase with the years. Responsible Go-Getters & Aspirationalists are both eager to try innovations and technologies. Also, these two segments spend the most on consumer products (see figure 6).

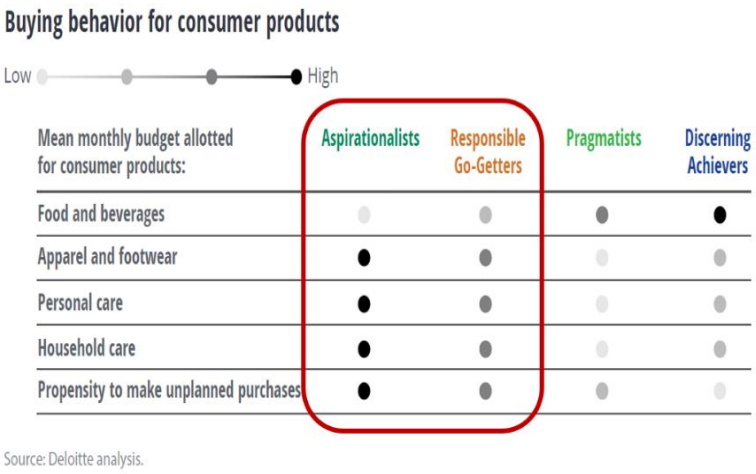

Figure 6. Buying behaviour by segment

We assumed that close friends of graduates would mostly be within the same age category as the graduate (Millennials and Generation Z). Pragmatists & Discerning Achievers comprise mainly Generation X and Baby Boomers. Also, Pragmatists & Discerning Achievers are conservative shoppers and make primarily planned purchases. Pragmatists are also least interested in innovation and personalization. For the graduate, we decided to focus on Bachelor and Master graduates from university or the Dutch HBO. The yearly number of university and HBO graduates is high in the Netherlands: In 2017 there were 68,341 HBO graduates and 73,284 university graduates (CBS, 2018). We see graduating from HBO and university as a major life event; often viewed as more important and a bigger achievement than graduating from high school. Also, close friends from high school graduates are mostly also high school

graduates or children who are still going to high school. We considered these people as representing a smaller market potential for VVV since they don't have much money to spend on a gift for their friends.

For all the above-mentioned reasons, we decided to focus our service on close friends of University and HBO-graduates who fall into the Responsible Go-Getters and Aspirationalists segments. The segmentation we chose for both the graduate and the gift giver is shown in the figure below (see figure 7). This figure also shows the buying potential of the defined gift giver segments.

Figure 7. Buying behaviour by segment

After this, we further identified different sub-segments within the Bachelor and Master graduate segment. For identifying these sub-segments, we used the results from our own research (interviews and surveys) and a psychographic segmentation (Glocalities, 2014), which is also shown in the appendix (see appendix C3). Using the existing segmentation and our own research results, we came up with five different sub-segments: Status Seeker, Independent Socialite, Explorer, Go Getter and Creative Academic (see figure 8). These sub-segments were then used to identify crucial aspects and functionalities that our smart service for VVV should include to get all the different sorts of Bachelor & Master graduates on board to actually use our service. By concluding with this, we bridge this chapter about customer insights and segmentation and the next chapter, in which we will discuss the design challenge and ideation.

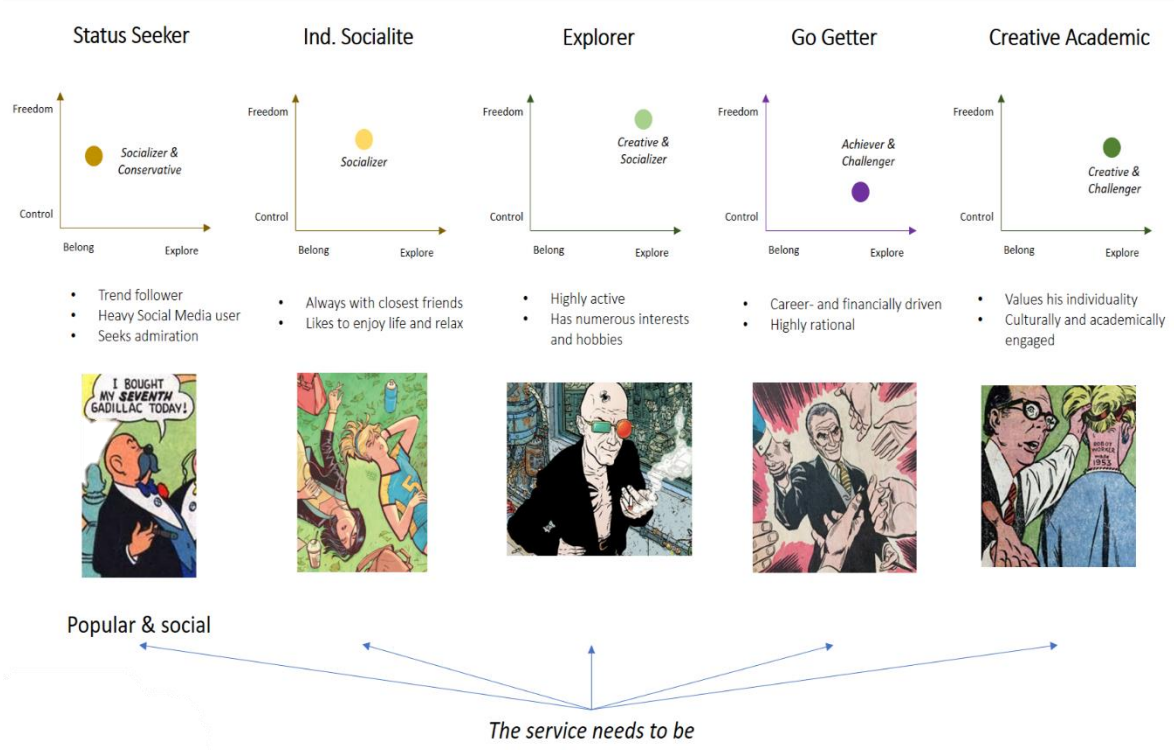

Figure 8. Final sub-segments

3. Design Challenge and Ideation

3.1 Ideation and Design

Once we achieved this understanding of our target customer, validated and corrected assumptions, and pinpointed pains and gains of the gift card experience, we set upon having a brainstorm session between the project members to come up with service ideas. Any ideas accumulated were put into our idea vault. The brainstorming session was centred around one question: How might we design the gift card experience to be more personal, involve the card buyer, and intuitively help the card user to find the perfect gift?

Another method we used to accumulate ideas was to recreate the customer journey of the gift giver and gift receiver. By designing the customer journey, we discovered new insights and found potential obstacles. The customer journey can be found in appendix D1. We focused on a variety of different factors within the customer journey including: Activities, customer goals, touchpoints, customer's happiness, feelings and needs, offers by VVV, potential improvement ideas and opportunities, and goals. Enjoyable or potentially harmful outcomes were of utmost importance for the design challenge to improve VVV's offering, as these are to be addressed by our final idea.

Ultimately, we managed to come up with 24 ideas, which can be seen in appendix D2. We plotted the ideas in a graph with feasibility on the y-axis and impact on the x-axis. This idea prioritization matrix can be seen in figure 7. Theoretically, the most promising idea is the one on the north-eastern part of the graph. However, we observed that the creation of idea number one is linked towards all the ideas in blue (these colours correspond to the graph in the idea vault i.e. appendix D2). Idea number one refers to the creation of a VVV app. Realizing idea one will create a path towards realizing all ideas in blue.

This idea can reduce customer pains and take advantage of opportunities we discovered in the brainstorm session and customer journey. Therefore, we deemed the VVV app worthy, since its potential impact is profound. Currently, VVV already has an app, but upon using and asking about it, we judged that VVV would benefit from re-designing and making the gift card section of the app more prominent. In the app prototype, we decided to integrate all the ideas in blue, most notably the ability to attach personal messages to gift cards, create a shop finder and a recommender system to the said finder, receiving notifications to spend the gift card, and the ability to share the purchased gift.

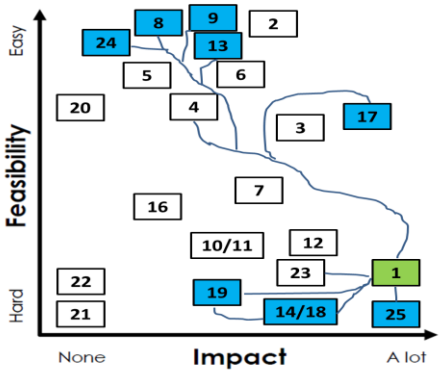

Figure 9. Prioritization Matrix

We want our service concept to contain the previously mentioned features to maximize the success in our goals. Since our segmentation, the Responsible Go-Getters and Aspirationalists, mainly include individuals from Generation X, we want to gamify our new gift giving experience. The term gamification means different things to different people. In our project, we use the definition *"The process of game-thinking and game mechanics to engage users and solve problems* (Zichermann & Cunningham, 2011. p.14)*"*. They mention that instead of *pushing* consumer towards buying more products, *engaging* consumers to increase revenue is the new marketing model in upcoming eras. This is where our gamified gift giving experience comes in.

One way to define loyalty is by making sure consumers choose our products when the presented offer is mostly equal (Zichermann & Cunningham, 2011). They find that when place, price and products are significantly different from each other, loyalty created by gamification is much less meaningful. We believe that the process of giving a gift card is grossly equal among service providers. Therefore, gamification can have strong improvements towards the gift giving experience. Ultimately, we designed a loyalty program around our gift giving experience to generate the benefits provided by gamification. The loyalty program can be seen in figures 10 and 11.

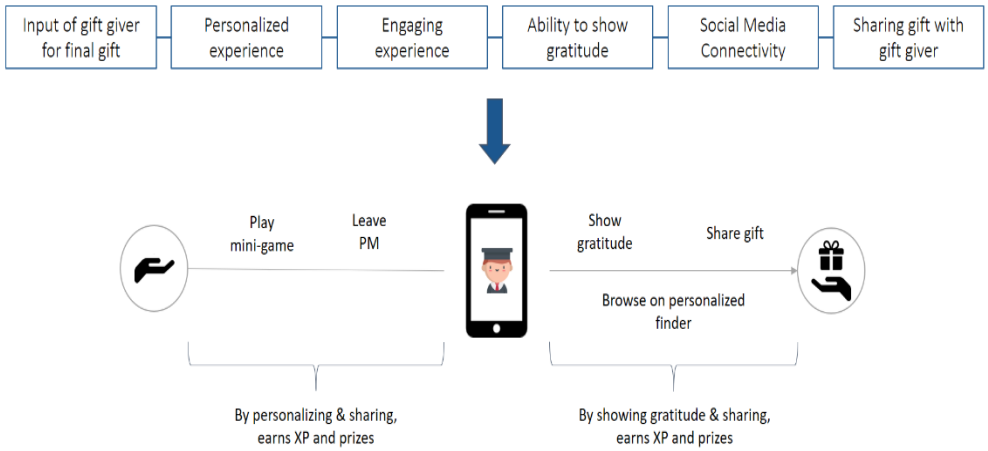

Figure 10. Service features and loyalty program

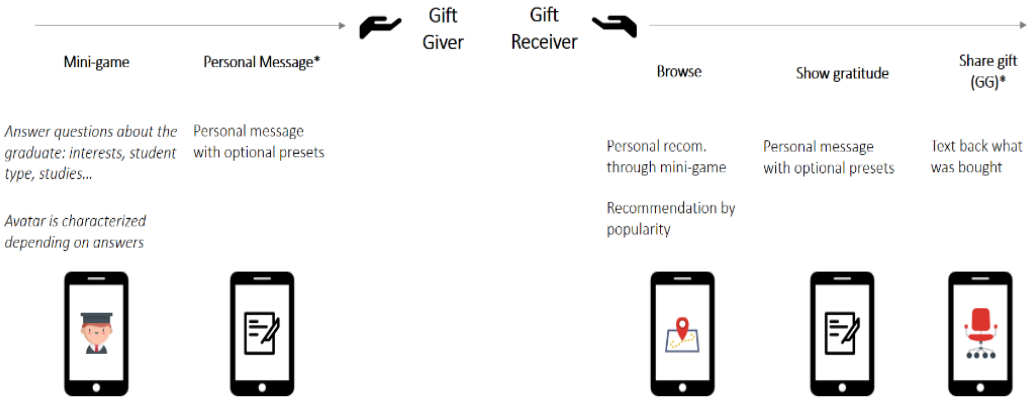

Figure 11. Service feature explanation

The ideas we want to implement in our new gift giving experience are displayed at the top of figure 10. These are all included in our new conceptual app which will be discussed in Chapter 4. Figure 11 displays the actions executed by the gift giver and gift receiver. The service blueprint, which helps visualizing the new service process, is presented in appendix D3. In this blueprint, a distinction is made between the actions of the gift giver and gift receiver. Finally, the flow of data and what tasks are linked to the data are exhibited.

3.2 Validation

The several functionalities and features of our service were validated in different ways. Starting with desk research, studies have shown that our services need to commonly include five themes in order to win over our targeted segments (Oracle, 2015).

Theme 1 is about creating an experience. These segments are most likely to respond to brands that can create an experience for them since they are either about trying new trends and adventures or reinventing comfortable classics. The ultimate solution a brand can implement to provide a desirable, unique experience is providing a one-of-a-kind experience through real-time personalization and recommendation applications (Oracle, 2015). In the service concept we proposed, we are creating a gift giving experience by involving both the graduate and the gift giver in the process. By having the possibility to send personal messages and share what gift was eventually bought we add several dimensions to the current VVV experience. From our own research we also learned that around 70% of people do not tell what was bought with the card to the card buyer. More than half of these actually intended to but just forgot to do it (see figure 3). Our service concept explained in Chapter 3 turns the current VVV experience into a more personalized and engaging experience.

Theme 2 is about making it frictionless. Making it easy and accessible is the best thing a brand can do to keep these segments coming back again and again. For this purpose, the mobile device has impacted the traditional shopping experience more than any other invention to date (Oracle, 2015). In our service, the extra effort that is needed from the gift giver is minimal.

Theme 3 is about offering customization. These segments (at least the younger people within the segments) have grown up with the expectation that everything and anything can or should be customizable. No matter how mundane the product may seem, they expect there to be a way to at least make it feel like it was customized (Oracle, 2015). We offer customization by leaving a personal message, and creating a personalized avatar in the app. Through additional validation we also discovered that 90% would like to leave a personal message for the card receiver. 42% of people that don't use gift cards right now would actually start using them more often if this feature was added (see figure 12).

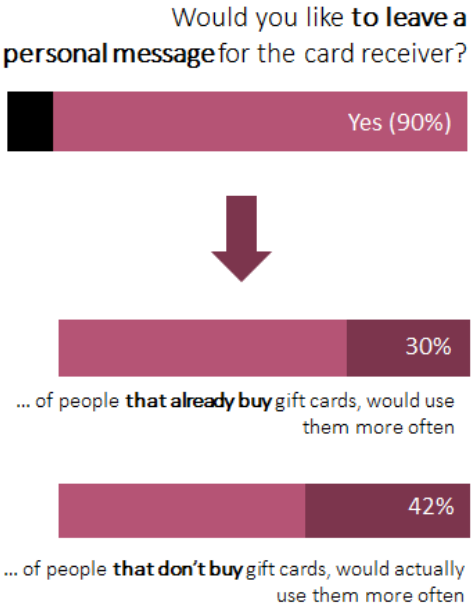

Figure 12. Personal Message preferences

Theme 4 is about building loyalty. Building loyalty with these groups is the best way to keep them coming in. In our service, we build up loyalty by developing a loyalty program in which you generate experience points by using the app. This will be further explained in the upcoming chapters.

Theme 5 is about demonstrating value. This principle is really about adding something extra to the product or service. Acquiring an accurate single view of the consumer is the best way to be able to demonstrate value as a brand. Once a brand understands its end consumer's preferences, behaviours, motivations and even psychographics providing showing value is relatively simple (Oracle, 2015). To develop these rich insights, we decided to develop a fun way to generate feature-rich data about the VVV customers and we created a short term and long-term model. Both will be explained in the upcoming chapters. Value is also demonstrated to customers by rewarding them for using the app through generating experience points. The experience points can be used to receive a small free amount of extra money on your next VVV card. Additionally, when someone hasn't spent their gift card for a certain amount of time, the app will present the user with a notification as a reminder to spend the credit on the gift card.

We also validated our assumption that making a personalized avatar for the graduate would be appealing for both graduate and gift givers. Of the 30 students we showed the app, 26 actually liked the idea of personalizing the experience by creating an avatar. Of these 26 students, 22 would actually download the app and personalize an avatar for a friend or graduate if they would buy a VVV card.

Additional validation for our features of the service was found in our initial interviews:

Female, 23 years old:

“Recommendations would come in handy”

Female, 24 years old:

“You might forget to spend the card though”

“Personalization would be nice”

One of the responders to our initial online survey actually send us a personal email after completing the survey. In the email she specified some possible improvements for the current VVV card value proposition:

“It would be nice to send push messages to let the person know that there is still money on the gift card. A reward system for being a frequent buyer or user of gift cards would also be a valuable addition”.

As explained above, we used different methods to extensively validate our service concept.

4. Rapid Prototyping Approach and Insights

In this chapter we take a step back and look into our prototype approach which allowed us to create our new service concept. For the first prototype, we used an online tool called proto.io to construct a wireframe with as much functioning features to make the wireframe as close as possible to a seemingly functioning app. This is to have a truly immersive experience during testing and feedback gathering. The app contained all the features we mentioned, namely the ability to attach messages, the ability to buy a personalized gift card with a customizable card design, the ability to see a gift card’s attached message and to have a gift finder. Some notable dynamics include that we envisioned every gift card to have a

special code, may it be alphanumeric or a QR code, that when inputted in the app would enable the receiver to view the attached message, may it be text, photo, video, recording, or music. Another feature was the ability to upload your own card design and input information about the gift receiver in order for the system to craft a tailored offering of promos and discounts.

During the testing of the prototype, we printed the different screens of the app and at the same time let the users use the app through a phone we provided. The printed version of the interfaces was meant to facilitate an easier way of giving feedback as the user could write down what he or she thinks, which parts of the screen he or she is referring to, and would enable us to remember more of the feedback as it is written down, as seen in appendix E1. We noticed diminishing returns to feedback as the first few tests already yielded us enough insights to drastically adjust our wireframe. For the second version of the wireframe, the aesthetics were changed to be more minimalist and streamlined, as seen in figure 13. This also meant we had to split a screen into three screens. For example, in the original buy menu, all options were jammed in one screen: the message to attach, the card design to upload, and the interests of the gift receiver. In the second version, we gave each of those steps its own screen. We also scrapped some features like the ability to upload own card designs after doing research and obtaining feedback from our prototype. Moreover, VVV mentioned that this type of service isn't economically viable. Additionally, in the second version we cleaned up the gift finder and tweaked the way messages were shown. Plenty of users commented on how we should emulate an app called Tikkie in the way they show messages and the addition of gifs as a format that we can attach to the card. After this first iteration, we conducted another round of feedback sessions and pushed for a second iteration before the first milestone presentation, giving us a total of three prototype version. The third prototype only had minor changes compared to the second version. Those changes were mainly aesthetic.

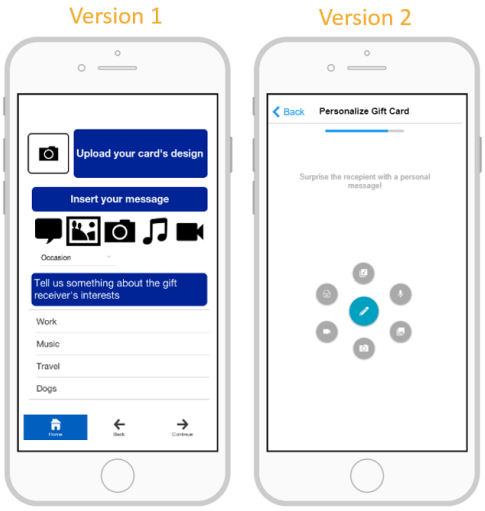

Figure 13. First and second wireframe versions

Previously, we mentioned our plan to gamify our gift giving experience which is based on literature review and additional interviews. This allowed us to make the gift experience more enjoyable and memorable. Thus, we included this feature to improve its potential and increase the experience of gift giving for our target groups. We wanted to include a game played by the gift giver which allowed us to gather data on the graduate. Profiles would then be created to represent the graduate which would be

compared to the shops in VVV's dataset. Additionally, we wanted to include another model that would be smart (i.e., a model that learns from previous usage) to allow even more accurate recommendations. We figured that the data used by this smart model could be obtained by letting the graduate share what he or she bought. We acknowledge the fact that we are asking for a lot of information about the gift giver and graduate. As a way to incentives we want to incorporate a way of generating experience points which ultimately could be traded for a small amount of credit on the VVV card. These features served as a basis to our loyalty program and final service concept.

5. Technical Prototype

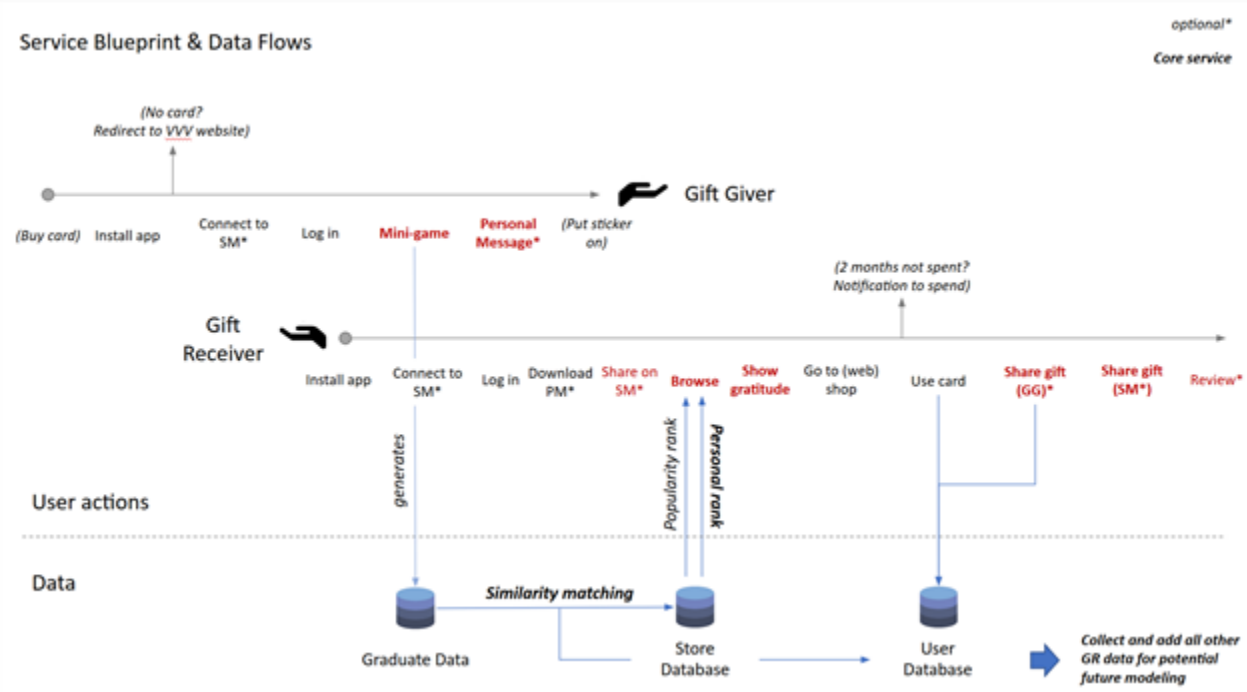

Figure 14. Service Blueprint and Data Flows

Figure 14 is the service blueprint for the value proposition we came up with from the design challenge and validation processes. To give a quick recap, the major pain points we discovered from our interviews is that VVV is considered as a has-been and boring dinosaur, and that generic gift cards are impersonal.

The solutions we came up with is to create a recommender system based on the gift giver's input since an interviewee mentioned that a gift card becomes much more meaningful if there is evidence that the gift giver put some thought into it. Something as simple as inputting what the gift receiver would like goes a long way in putting a meaningful touch to the gift card. As for the dull image of VVV, we came up with the concept of gamification for two reasons. First, a mini avatar building game and an experience points system is a way to make the gift giving process through VVV more fun. This assumption was validated through interviews. Second, this would be a convenient way to collect profile data for VVV to create a recommendation system that would give helpful suggestions. We will discuss this in more detail further on. Additionally, an experience points system could potentially lead to consumer lock-in to the VVV service (Shapiro, Carl, & Varian, 1998).

5.1 Functionality One: Mini Game

Based on the service blueprint, the first functionality would be the Mini-game. This functionality is the part of the service wherein we ask the gift givers to tell us more about the gift receiver by creating an avatar that would best represent the gift receiver. This avatar will then be sent to the gift receiver along with a personal message if the gift giver chooses to attach one.

5.1.1 Data Needed

Based on how the gift giver customizes the avatar, data is generated that describes the gift receiver. The screen for how the customization of the avatar will look like in the app is in appendix E2.

	Postal code	Sports Store	Cooking/Delicacies	Liquor store	Pet store	Restaurant/Bar	31 more categories...
User1	62**	5	4	4	4	3	0

Figure 15. Avatar and underlying data generated

The data generated would look such as in figure 15. This dataset is to be mirrored with the store dataset, which we will talk about into more detail further on. Each row would be a user, and each column would be a category describing the gift receiver. The numbers would correspond to how strongly the gift receiver identifies with the column category. In this case, we use the range from 0-5, zero being not identifying at all and five identifying with it strongly. Along with the category is a column for the postal code and other details about the user like whether the user has a child or a more specific sport that the user is into like cycling or hiking. Further, this data will be updated once the user has used the VVV card as it logs which shop and product that the user used the VVV card on.

This data is collected for us to get to know the gift receiver better. The gathering data about the stakeholders who end up using the VVV gift cards will not only aide in generating quality store recommendations but also opens the path to future business intelligence and analytics. Additionally, one of the strong advantages of gathering data through the mini game is that we leverage the game's fun interactivity in order to collect data about the user. Just from few choices in the mini game, we managed to fill in thirty-three columns that describes the user.

Currently, VVV does not collect any data regarding its customers, so we generated synthetic data for this part of the project. The code can be referred to in the ZIP file named ArtificialDataGenerator4Lads4Grads.R.

A critical assumption in this data is that gift givers are honestly creating avatars that describe the gift receiver. In other words, we assume that people are not giving false answers to mess and make fun with their friends, the gift receiver. However, we do include a category in the dataset dedicated to fun shops.

All this data will be generated using the ArtificialDataGenerator4Lads4Grads.R. This code will automatically transform avatar choices into data that describes the gift receiver. The postal code data would be generated by logging the gift receiver's phone location data once the gift receiver receives the gift, avatar, and message using the VVV app. However, for the purpose of this project, the postal code in the artificial data is randomly generated. The ArtificialDataGenerator4Lads4Grads.R also generates the column for the shops wherein the user ended up using their VVV cards.

5.2 Functionality Two: Browse - Recommender System

From the service blueprint, the analytics objective would be to create a system that would give the gift receiver recommendations based on the mini-game. For this task, we conducted a literature review on how popular recommender systems are built. We investigated how Spotify generate curated playlists that are well loved using a combination of techniques like collaborative filtering, convolutional neural networks, and natural language processing (Ciocca, 2017). We also studied how data is modeled in systems that use dimensionality reduction to create similar yet distinct recommendations (Konstan & Riedl, 2012). Our work closely follows the two major techniques in recommender systems: content-based recommendation and collaborative recommendation (Burke, Felfernig, & Goker, 2011). In this project, we dubbed the content-based recommendation as the "Short Term Model" and the collaborative recommendation as the "Long Term Model."

5.2.1 Short Term Model

5.2.1.1 Data Needed

For the short-term model, the goal is to combine store knowledge and user preference information. For this part, we need data about the user and data about the shops that support VVV cards and the characteristics of this shop.

By seeing the similarities between what the user preferences are and the information about the stores, we would be able to recommend the appropriate shop based on the user's interests.

In this case, the store data was provided by VVV, so our store data is based on that real data. We edited the structure of the data in order to mirror the synthetic data generated in the mini-game. Having the same number and order of columns is crucial for the short-term model. We also applied some disqualifying weights in general stores in order to give more specific store recommendations. This concern is best illustrated with an example that a user that is into photography nature should be recommended to a photography shop than a department store that offers cameras and nature products among other ranges of products.

Since VVV already collects data of the store, the only data required to acquire are the ones regarding the user, which is harvested using the mini game. Highlighting this point, it is worth noting that this model can be implemented immediately and easily.

5.2.1.2 Data Mining Task

The data mining task applied here is similarity matching using the cosine distance function to calculate the distance. This code can be viewed in the ZIP file named ShortTermModel4Lads4Grads.R.

The code works by basically computing the similarity score of the user and the shop using the cosine distance function. Basically, we compare the interests of the user to the characteristics of the shops that supports VVV cards and recommend that shops that are most similar. Additionally, it has a functionality wherein one can input the range of how far the shops to be recommended should be. For a more in-depth look into how the coding works, it is recommended to read the comments in the ShortTermModel4Lads4Grads.R that details every step of the code.

An alternative would be to use different distance functions besides the cosine function. However, we thought that the cosine function is the most appropriate choice because instead of calculating the absolute distance of items, it calculates how strongly the items are pointing in the same direction.

The main advantage of the short-term model is that it is readily applicable. It can be applied as soon as the mini-game is put into place, or any other way to gather and collect user data. Its strength is in its simplicity and despite it not being the most sophisticated recommender system, its output is decent. Considering that VVV has no recommendation in place whatsoever, by using this simple model, it is already a great improvement to their current offering.

The main disadvantage of the short-term model is that it is not a smart system in a way that more data would not improve its performance. This is the reason why we dubbed this as a short-term model. Due to the lack of data that VVV has collected, the immediate and feasible possibilities are limited, and we devised a temporary solution up until VVV can get more data. This model is meant to improve the current offerings immediately, but it is not meant to be the final solution. Another reason why this cannot be the final solution is that it is susceptible to false/joking data due to the possibility of the gift giver not taking the avatar game seriously. The short-term model is very dependent on the quality of the datasets. Additionally, there are also concerns about the lack of an objective way to classify and categorize the store in the shop dataset in the first place. In other words, the quality of the recommendations is heavily dependent on how the shops are classified.

5.2.2 Long Term Model

5.2.2.1 Data Needed: Functionality Three - Use Card

The long-term model would require the same dataset as the user dataset introduced earlier with one important addition: a column that would serve as our target attribute which is the actual store the gift receiver ended up using the VVV card. Additionally, the long-term model would not need the shop dataset anymore. This is quite the advantage it takes away the dependency of the recommendation results on how the shops are categorized.

We need this data since this is what we want to predict in the end. By knowing the actual target attribute, we can have training data that we can use to train more sophisticated data mining models. The possibilities would suddenly be more plentiful.

Since there is no way to know for sure which shop the gift receiver will end up using the VVV card in, we have no choice but to user synthetic data until such data is collected. This fact is the reason why this is called the long-term model because time is inevitably needed. For this project, however, we have generated artificial data to populate the target variable.

Acquisition of the target variable for VVV would depend on how VVV collects data from shops if at all. Our suggestion is to incentivize user with experience points to share what they bought and where they bought it in the app.

5.2.2.2 Data Mining Task

For the long-term model, we follow the concept of the collaborative filtering recommender system. The model is very similar to the short-term model. The crucial difference would be that instead of comparing each the gift receiver data row with the shop data rows, it compares it with other user data rows. The model essentially finds the most similar users based on its profile data and recommend what the similar users have bought. Similar to the Short Term Model, this also has a functionality wherein the distance of the shops from the user can be inputted to refine search. For a more in-depth look into how the coding works, it is recommended to read the comments in the LongTermModel4Lads4Grads.R that details every step of the code.

In the end, the recommendations given to the user will be a mix of different model outputs. We will also give recommendations for shops that are popular in general in the gift receiver's area, generated using

simple descriptive analytics. We have created an R code for that purpose too and can be seen perused under BIModel4Lads4Grads.R. On top of that, we believe that it would be humorous to include the result of the short-term model so that if the gift receiver's friends do give joking answers, it would still result to funny recommendations as well.

To give a look on how we envisioned this model can be applied to the app, take a look at figure 16 showing the prototype.

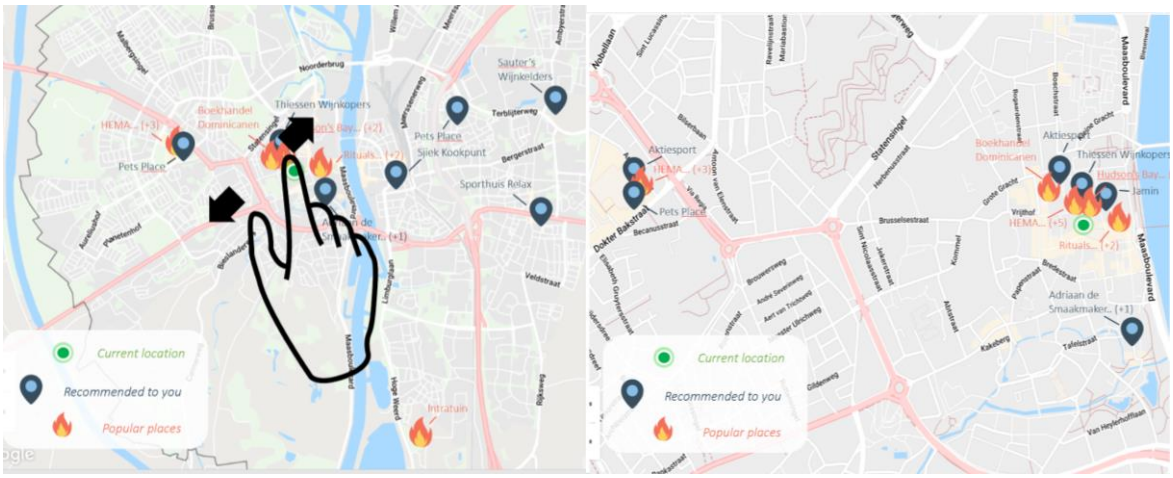

Figure 16. Model shown through shop finder.

The user can zoom in or out of the screen as a way to input the range the user wants the recommender system to search. The icons that has flames indicates the popular shops, generated by the BIModel4Lads4Grads.R code. The location pins would be the specialized recommendations generated by the LongTermModel4Lads4Grads.R code.

For the code we made, the data mining technique we used is similarity matching, which is a popular choice for recommender systems. However, this problem can quickly be turned into a classification problem, and so classification data mining techniques can also be applied. However, for now due to time constraints, we focused on the direction of utilizing similarity matching techniques.

This model is considered a smart model since it would be able to give better recommendations with more input since when we get more data, we increase the chances that the model can potentially find a particular pattern that applies to a certain type of people. This pattern can then be exploited by

generalizing it and applying it to the next user with that similar profile. This model would also be impervious to non-serious input in the mini-game since the model knows what those users end up buying.

The main disadvantage of the long-term model is that it requires quite an amount of data before it can make good recommendations.

6. Team Dynamics

Our team is proud of our teamwork during the past several months. We feel that we compensated quite well for the fact that we had one person less compared to many other groups and we are proud of what we have achieved during this project.

Our team presented an interesting constellation of personalities and work attitudes, which was apparent at the onset of the project. What was interesting about it, was the striking similarity between all members. This was also underlined when each of us took the same personality test, which, to varying degrees, assigned all four of us to the same personality subgroup (green). The accuracy of this test's description of 'green' people was also remarkable: Just as predicted by the test, we were all able to collaborate without any friction or conflict, even if we disagreed with one another. Furthermore, we understood our strong point to be our meticulousness and our structured approach to each of our meetings, which were numerous and generally quite long.

A downside of an 'all-green' team, correctly described by the test for our case, was that the thorough and methodical approach was the *only* approach we were capable to take, as we were not able to make decisions quickly or go through meetings more efficiently. All steps were discussed collectively and in detail, and little work was allocated to be focused on by any individual team member. This limitation did lead to well-validated assumptions and a very pragmatic concept, but potentially affected our performance in other courses.

The results of the personality test are exhibited in figure 17 below, with the circle indicating the placement of each member within each personality quadrant, and the arrow pointing towards the team member's behavioural tendencies.

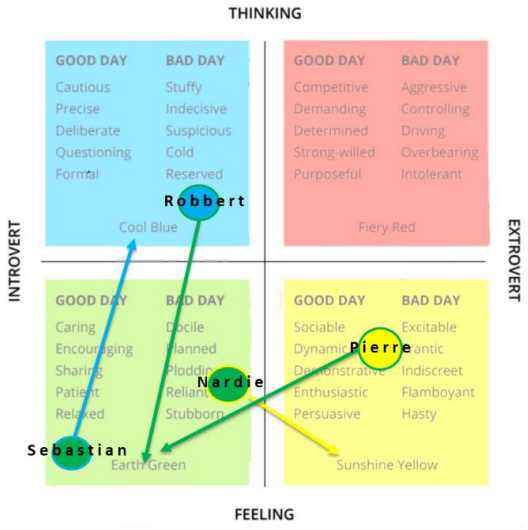

Figure 17. Group's personality test results

As opposed to our personalities, we were very varied in terms of professional and/or academic backgrounds, which gave us a pool of diverse skills we could draw from throughout the project: We leveraged much needed technical know-how from our computer engineer Pierre, followed the holistic approach of our doctor Robbert, developed our concepts according to our marketing and real-estate expert Nardie's consumer-centric thinking, and drew insights from the data using Sebastian's previous data visualization experience. This diversity in knowledge and experience allowed us to regard the addressed business problem from various points of view, and, moreover, made the process more interesting for all team members. Some of the experience and skill advantages of each member can be seen reflected by the work division as shown in figure 18.

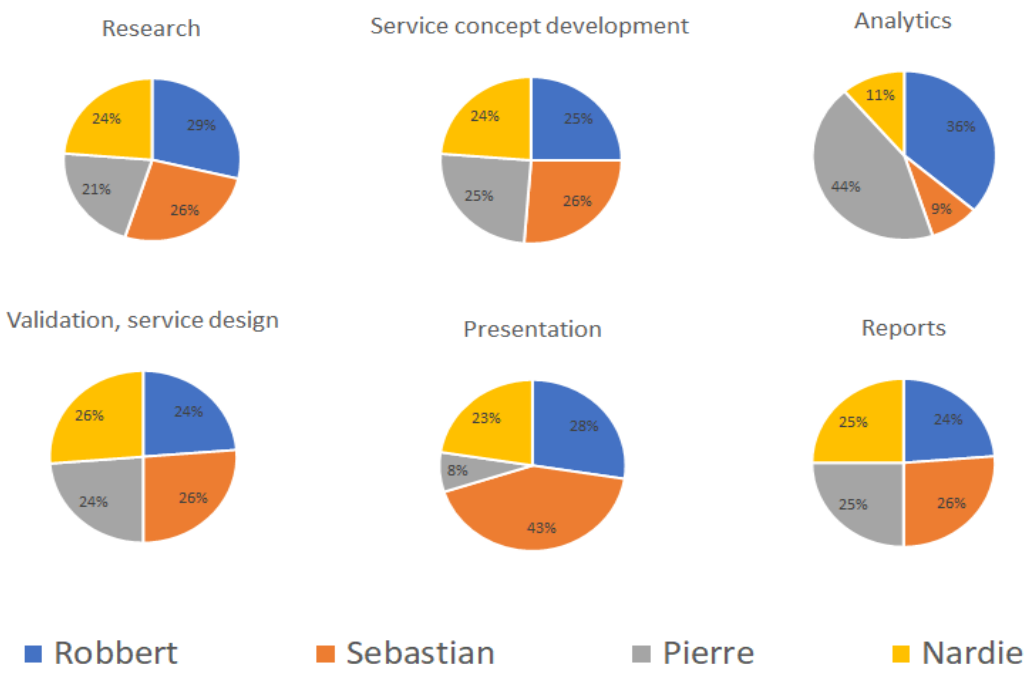

Figure 18. Work Division

Overall, the whole project experience to date has been an enjoyable one, in spite of the self-imposed workload, as we were able to not only work well together, but also have fun regardless of the project situation. We regarded our convivial collaboration to be one of the most relevant keys to our success, so much so that we concluded (retrospectively), that it would have been more beneficial to spend less time discussing the details of the project, and more time socializing with each other through non-project-related get-togethers, exemplified by the picture below.

Figure 19. Team building

7. Conclusion

In spite of our considerable advantage of intimately knowing graduates, the target customer of our service concept, we gained the most critical insights from the research during the project. Although neither us nor many people around us had used the VVV gift card, previous surveys showed it is widely used also by people in our age group. Still, at times our initial assumption was also validated by our research, such as VVV's more problematic lack of attraction for younger age groups, which was reflected in our field research on graduates. All these different research approaches allowed us to gain the most fundamental understanding of VVV's current service and, more importantly, its main pain point regarding our target, which is the gift card's inability to provide an engaging, personal, and shareable experience.

In addition to acquiring this knowledge, it was also critical to collaboratively reflect upon the information and apply it creatively to be able to conceive novel and value-adding service ideas. For this, the service design tools proved very useful: By mapping out VVV's business model and our various segments' consumer canvases, for example, we were able to both dismiss unrealistic ideas and generate new ones. The combination these tools, our research insights, and previous knowledge allowed us to come up with various service ideas which we collected in our idea vault. Some of these we directly used or modified within our service concept, which was to be a smartphone app that can create personal and engaging gift experiences between graduates and their family and close friends. Amongst other functionalities, the app offers the ability to gift givers to leave customizable messages, and personalize the card receiver's experience by playing a mini-game. Throughout the game, questions about the gift receiver are asked as an avatar is characterized according to the answers given. These answers do not only personalize the gift receiver's experience through the avatar, but also by offering him a shop finder tailored to his/her interests. The card receiver is also able to show gratitude for the gift received, as well as being able to reply to the gift giver's personal message. After using the app to find and buy a gift, the card user can also share what he finally bought.

Soon after developing these service concept ideas, we also created the first prototype, our 'wireframe' which included all of the app's central functionalities. The ability to quickly experience a quasi-working version of our service concept helped in progressing more quickly through subsequent iterations, as we quickly gauged which aspects worked well and which didn't. As we developed the mini-game to add to the visualizations of our app interfaces, we also developed the recommender system which uses the

game's data. The data model which is to be used is simple and only requires the mini-game input, VVV's store data set, and a table relating these two through the attribution of scores. A second, long-term and more complex model can be used as consumer data is collected through the app over time. This data would include, on top of the data previously mentioned, transactional data on the product actually bought by the gift card user. It would give better shop recommendations by predicting which stores a new card user is likely to visit, given his mini-game score and what users like him have bought. By adding this and potentially more gift receiver data, the shop finder can be made smarter at the expense of more complexity.

Through this smartphone application, mini-game and its underlying recommender system, we are able to respond to graduate's pain points (lack of an engaging and personal experience), by offering an interactive, reward-based game, personalized elements, and shareable moments. By keeping the system's data model simple, and the app's functionalities essential, the service's implementation could potentially be feasible within a small budget and timespan, while addressing the most far reaching consumer concerns for our target, and easily a larger audience.

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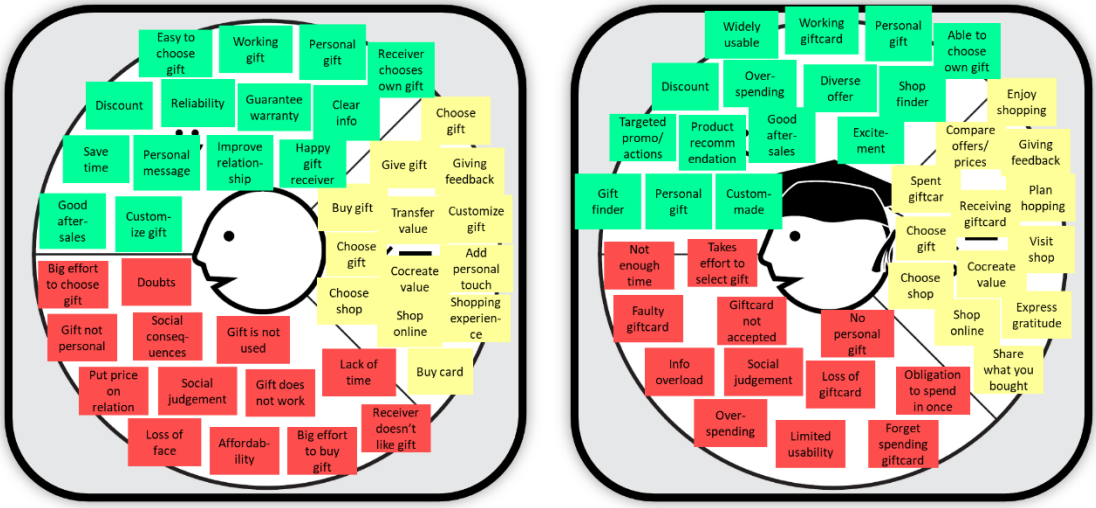
url: http://www.oracle.com/us/industries/consumer/interbrand-cg-retail-cx-wp-2400662.pdf

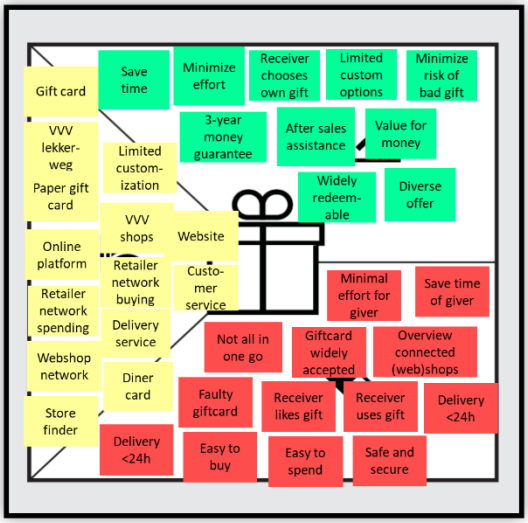
Appendix A

Consumer and value proposition mapping:

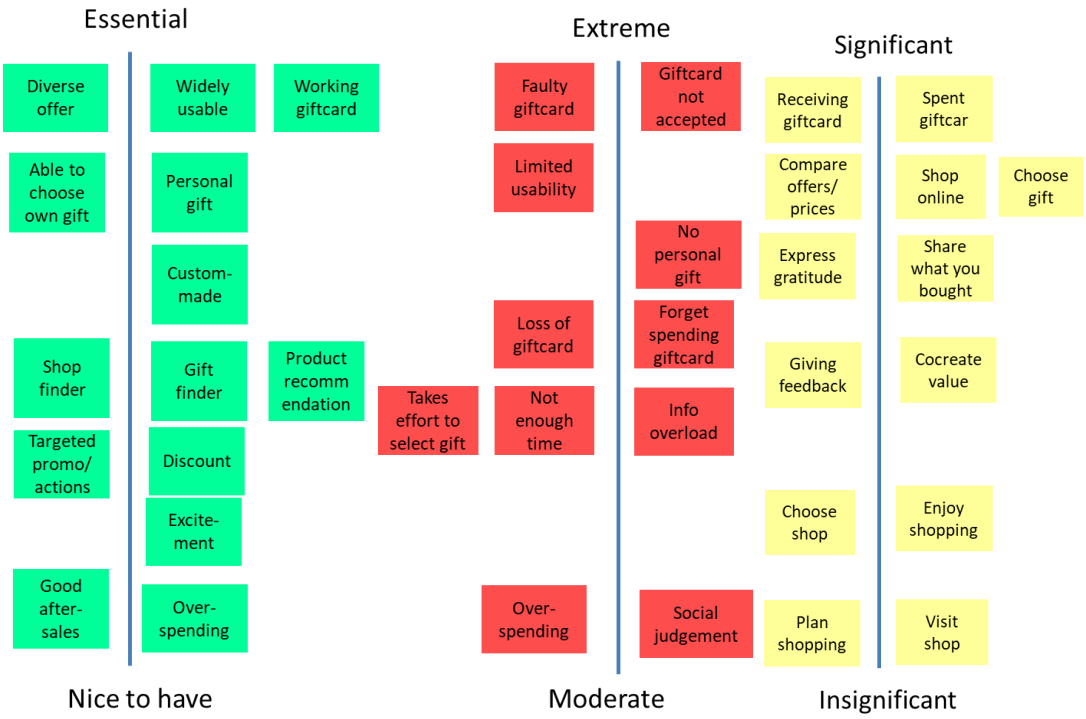
A1: The customer profile canvases. (left) gift giver (right) gift receiver



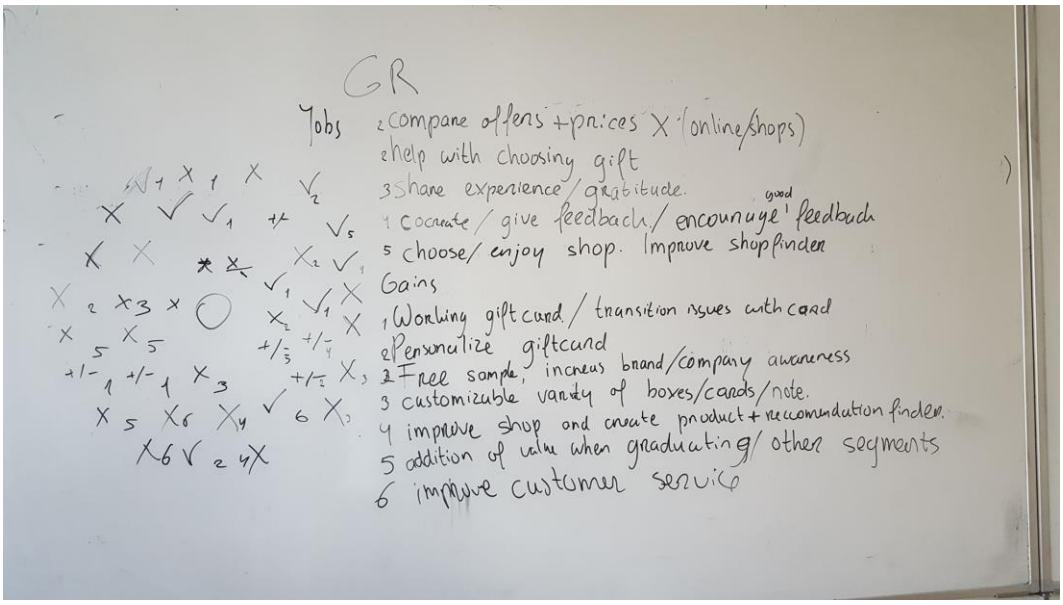
A2: The Value Proposition Canvas



A3: The Fit between the Customer Profile Canvas GG and Value Proposition Canvas



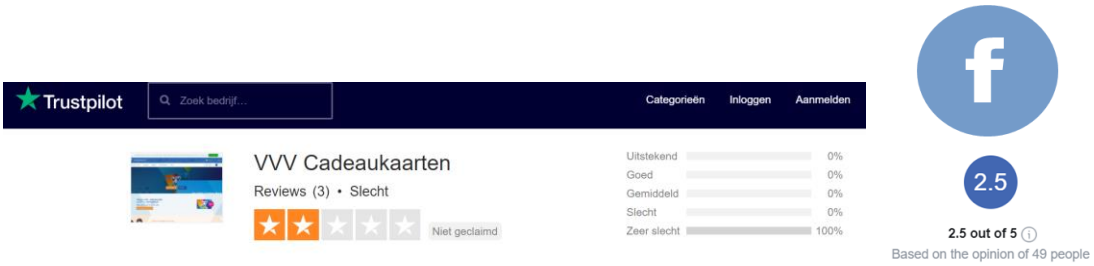
A4: The fit between the Customer Profile Canvas GR and Value Proposition Canvas



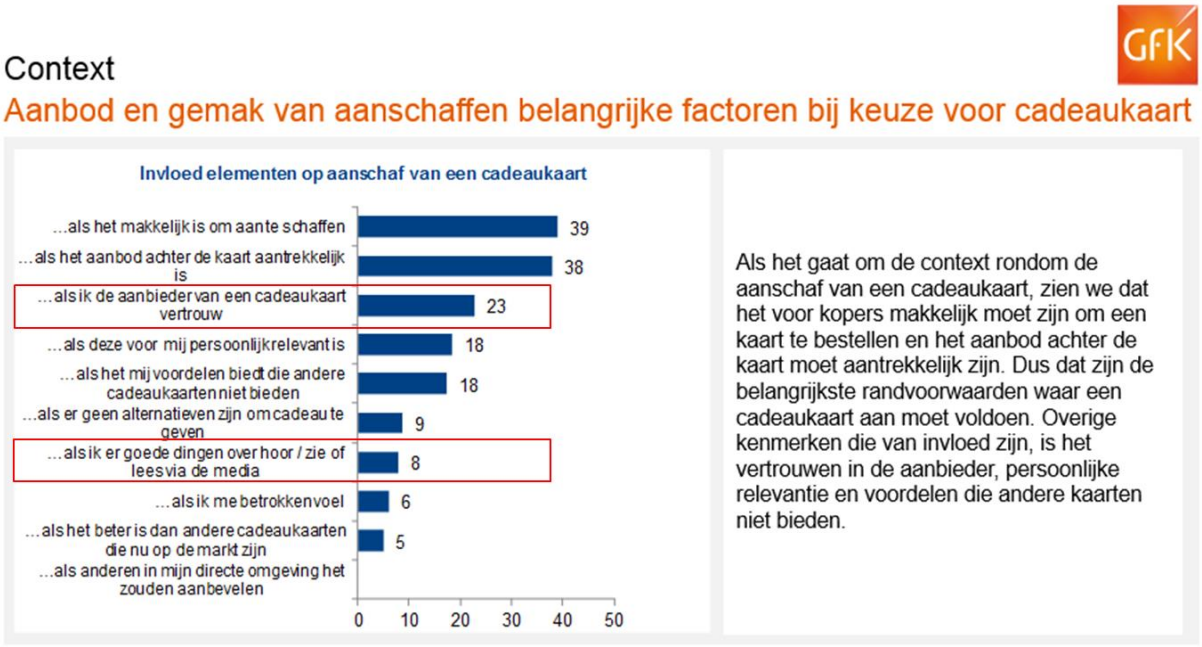
Appendix B

Industry and company research.

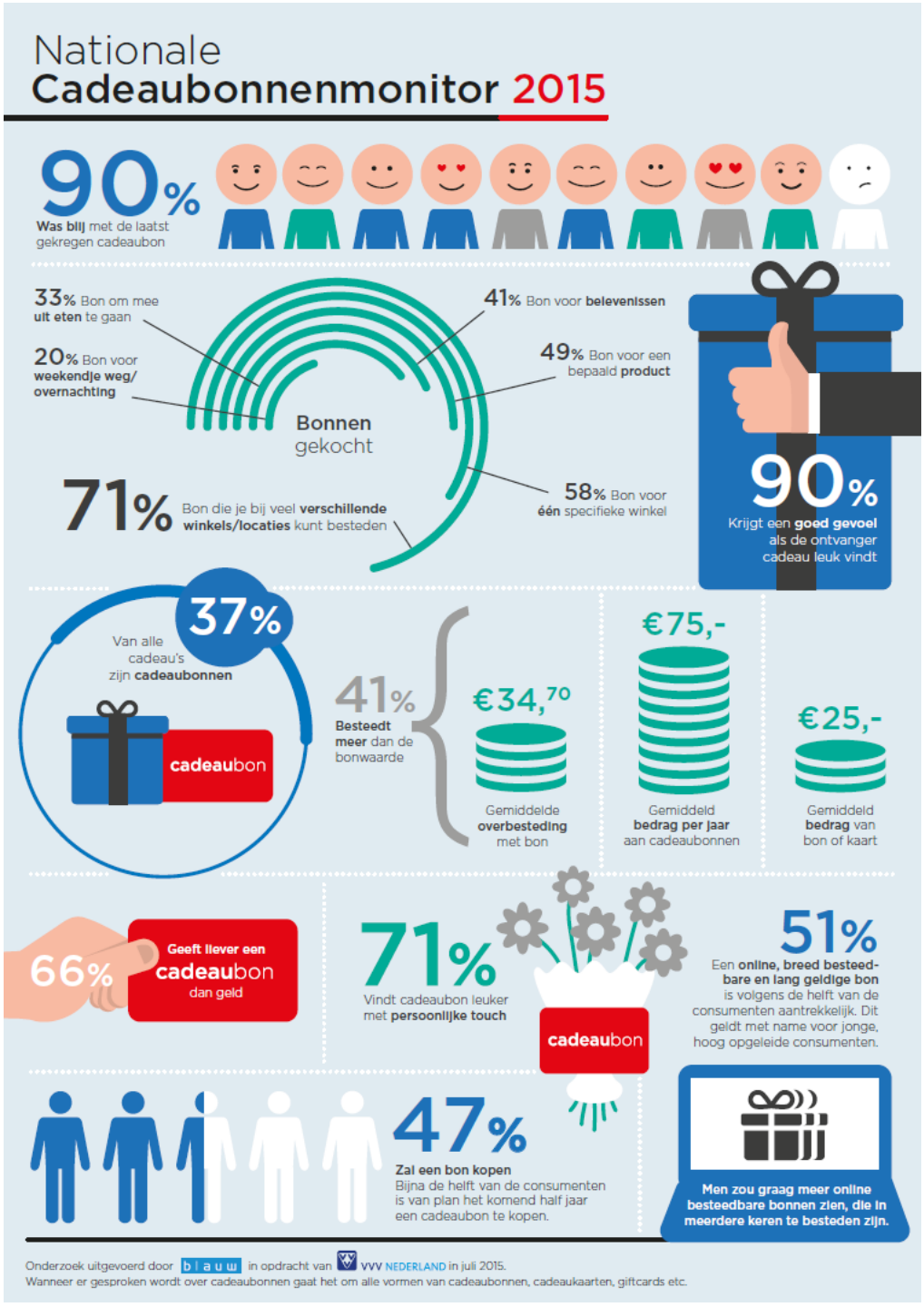
B1: Online Reviews Regarding VVV Gift Cards



B2: GfK study of gift cards



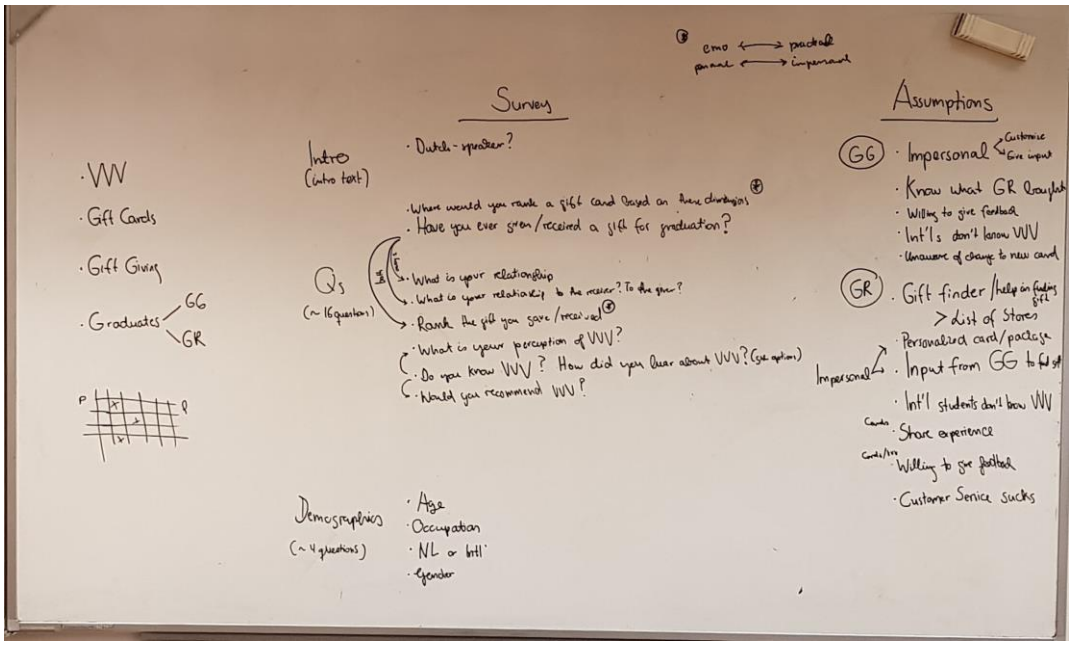
B3: National Cadeaubonnenmonitor 2015



Appendix C

Survey and interview outcome.

C1: Survey subjects to resemble our previous made assumptions



C2: Interesting quotes from the interviews

- **Usual graduation gift:**

Male, 26 years old:

"The gift should be functional. A personal touch is also important. Should remind you of graduation and of person. Should be timeless".

- **Gift card giving:**

Male, 24 years old:

"I wouldn't give a gift card to someone very close"

Female, 66 years old:

"Gift cards are practical gifts for me as people might not like a more specific present. I always send a handwritten personal message on a postcard with the gift card, which I find essential"

- **Gift card for graduation:**

Female, 26 years old:

"I got two gift cards for my graduation. I think it is an OK gift. It is OK when you get the gift card from someone more distant and he or she don't know what to get. I mostly received cards from my babysitter family. I also received from my aunt, roomie, acquaintances & sorority"

Female, 24 years old:

"I wouldn't want a gift card as a graduation gift… Maybe for my birthday, but it's too lazy and impersonal for graduation. A gift card for graduation is only appropriate if it is to finance a specific purchase…otherwise it should be from someone more distant"

- **Hear back what was bought:**

Female, 24 years old:

"I like it if gift card givers ask me what I bought with the card, it more feels like they gave me the gift then instead of me buying it.

Female, 23 years old:

"I would like to know what was bought after I gave someone a gift card"

Male, 24 years old:

"I would have liked if the receiver had told me what was bought. I chose the gift card with a specific shop in mind. Wouldn't give it to someone very close"

- **Specific shops:**

Male, 25 years old:

"I would like to know what the receiver bought with the card. I knew that the receiver wanted to shop at a specific store"

Female, 21 years old:

"I would appreciate a gift card if it were specific to a store"

Male, 23 years old:

"A gift card is personal if it is a card for a specific store"

Male, 26 years old:

"A gift card from a specific shop is more personal than a VVV card"

- **About VVV:**

Male, 25 years old:

"I am positive about VVV when it comes to tourism…concerning gift cards, I think it is unclear to most where you can spend them"

Male, 24 years old:

"I wouldn't give such a widely redeemable card"

Male, 26 years old:

"Young people would prefer other cards over VVV…the look of VVV is not enticing"

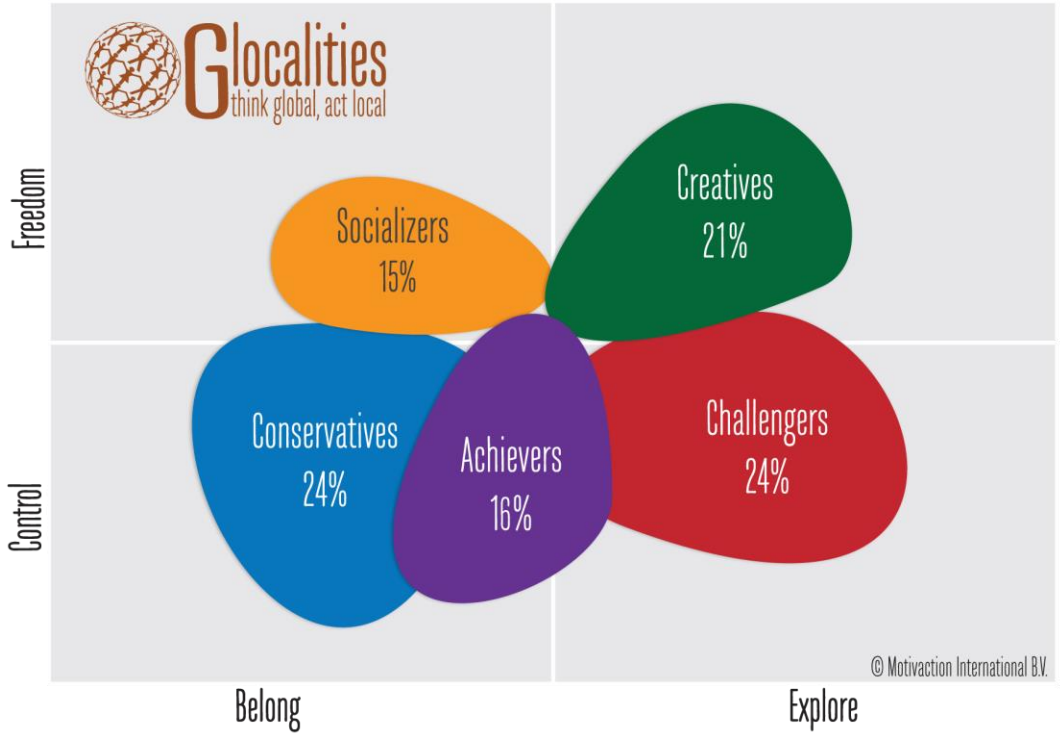
Female, 24 years old:

"VVV Cards have a boring image. A Bijenkorf card feels more like a present. VVV Cards would in the end be used for something practical. VVV gift cards are in no way personal"

Female, 24 years old:

"Not sure why she got cards from more specific shops and not VVV. I guess it's not very considered. VVV has a bit of a boring old-fashioned image and thus young people use it less"

C3: Glocalities & Motivaction psychographic segmentation



Appendix D

Ideation tools, blueprints, and result.

D1: Customer Journey

Customer journey - Gift Giver

Stage	Realization	Consideration		Decision	Purchase			Delivery	Feedback	Loyalty	
Sub-stage		Consider options	Brand awareness/perception	Choosing gift card	Buying giftcard	Add personal touch (message/box)		Giving the giftcard	Receive feedback	Co-create	Returning customer
Customer activities	Realize that you have to buy a gift for graduate soon	Compare & evaluate options/alternatives	Previous experience, mouth-to-mouth, ads, commercials, news	Decide that VVV giftcard is the best option	Buy gift card in shop or online	- Add personal message to giftcard - Buy a postcard or VVV personal message card	Wrap gift	Give the gift to the graduate	Ask (or hear from) graduate what he/she bought	Give feedback	Buy giftcard or ask for giftcard
Customer goals	-	Find the best option available		Choose best option	Purchase giftcard worriless and fast	- Add a personal touch to the gift - Show some effort		Make graduate happy	Receive feedback on your gift	Improve service	Repeat good experience
Touchpoint	-	News articles, website, social media, commercials, ads, previous experience		Website	VVV shops, other VVV card retailers, Website, online ordering, delivery			Delivery service (if chosen)	-	Social media (FB, twitter), trustpilot, mouth-to-mouth	Same as before
Happiness (1-5)	2	1	3	4	5	1	2	4	2	4	3
Feelings and needs	- No time - What should I buy?	- Too many options, can't choose - Don't know what to give	- Giftcard is always nice, graduate can choose own gift: always the "right" gift. - Maybe gift is a little boring - Negative reviews on social media/ websites/news	Easy to buy, widely redeemable, reliable, gives multiple options to graduate	Easy to buy, shopfinder is convenient.	- Very limited options for personalization - Expensive; value for money not good - Gift is impersonal - Personalization only possible in webshop (70% buys offline)		- Graduate is happy with my gift (80%) - Maybe he thinks it's impersonal or I did not put in effort	- Why didn't I hear what the graduate bought with my gift? (40%)	Overall the experience was good. Not asked for feedback?	I might buy a giftcard next time!
VVV Offerings	-	- Website, limited marketing - Value for money	- Social media - Website - Limited marketing - Save time/effort - Gift is "always right"	- VVV cadeaukaart, lekkerweg, dinercheque - Broad network of retailers/webshops	- Shopfinder for buying giftcard - Delivery service - Easy to buy	Very limited options to personalize	Very limited wrapping/boxing options	Delivery service	-	-	Same as before
Improvement ideas & opportunities	Add friends on app, connect to FB → gift reminder	Wishlist on the app. Show which gifts are purchasable with VVV giftcard.	- Generate positive feedback. - Make it more personal. - Targeted marketing - International student awareness - Website/app in English		- GG can say something more about the GR (hobbies/interests) to improve recommendations/ actions/discounts	- Personal message from GG to GR when opening app - Custom giftcard - Possibility to customize offline - Possibility to shoot short video in VVV shop (some gadgets/photobooth)	- More boxing options - Options for multiple occasion/events - Free of charge from a specific amount	- Delivery service is expensive (with box) - Information from GG about GR to make experience better for GR	- GR shares on VVV app what he/she bought - GR sends thank you in app to GG	- Platform for feedback - Short CSAT survey through app - Generate positive feedback - Share on social media	- Newsletter - Targeted actions - Gift reminder - Discounts, increase amount on card - Returning customer bonus - Combine with "tourist" VVV app
Goals	Improve gift buying experience. Increase sales giftcard	Improve gift buying experience. Increase sales giftcard	Increase brand perception/awareness		- Targeted/ personalized promotions & recommendations - Generate data	- Make it a personal gift - Show effort from GG	- Make it personal - Better experience for GG and GR		- Better gift giving experience - Receive feedback on liking giftcard as gift	- Improve experience - Positive (social) media attention - Turn customers to advocates	- Increase retention rate - Usage of app - I WILL buy a giftcard next time

Customer journey - Gift Receiver (part 1)

Stage	Realization	Consideration		Decision	Receive	Offline shopping		
Sub-stage	Upcoming graduation	Consider options	Brand awareness/perception	Ask for VVV gift card	Receive giftcard	Choose gift	Choose shop	Visit shop
Customer activities	Realize that you will graduate soon	Compare & evaluate options	Previous experience, mouth-to-mouth, ads, commercials, news	Ask for VVV giftcard as graduation gift	Receive giftcard from gift giver	Choose which gift you want to buy	Choose shops that sells chosen gift	Go to shop to buy the gift Experience shopping
Customer goals	- Graduate - Receive gifts	Decide what to ask as a gift		Choose best option	Be happy with gift	Choose appropriate gift	Find out which VVV-associated shop sells your desired gift	Find and arrive in shop
Touchpoint	(app?)	News articles, website, social media, commercials, ads, previous experience		Website(/app?)	Delivery (/app?)	Website/app	Website, shopfinder, booklet, app	VVV associated retailers
Happiness (1-5)	3	2	3	3	4	2	4	5
Feelings and needs	- Nervous - Don't know what to ask - No time now - Should I make a wishlist?	- Don't know what to ask	- I once received a paper VVV giftcard - Giftcard is always good - I can choose my own gift later	Widely redeemable, reliable, easy to spend,	- Happy with giftcard - Slightly impersonal/ lazy gift	- Don't know what I want - Not able to search for specific gifts on website, only shops	- Nice that they have a shopfinder! - Only limited actions/discounts	Excited about shopping and finding appropriate gift Spending "free" money
VVV Offerings	-	- VVV cadeaukaart, lekkerweg, dinercheque - Website, limited marketing - Value for money	- Social media - Website - Limited marketing	- Broad network of retailers/webshops - Easy to ask - Widely redeemable - Money guarantee	- Shopfinder for buying giftcard - Delivery service	-	- Shop finder with filters - Limited actions	-
Improvement ideas & opportunities	- Make a wishlist in VVV app (show which gifts are purchasable with giftcard) - Send notification that friend has made wishlist	- Wishlist on the app with recommendations for graduation gifts - Special graduation actions: extra money on card, offers by retailers	Generate more positive feedback. Targeted marketing. Special actions/discounts	-	- Personal message from GG when opening the app	- Gift finder - Product recommendations - Discounts/actions - Recommendation based on info GG & other data (fb?) - Pick something from earlier made wishlist	- Special graduation actions/discounts from VVV-connected retailers - Improve shopfinder with info from GG - Shopfinder in the app - Shopfinder map with special actions (Knaek) - Special discounts only for app - Update shopfinder in the app → shops that don't accept VVV cards are still in the app	- Add (google)maps to shopfinder - Show special actions/discounts/recommendations in app
Goals	Increase sales giftcard Generate data by making wishlist (lootjestrekken.nl)	Improve gift buying experience. Increase sales giftcard	Increase brand perception/awareness	-	- Make it a more personal gift - Show that GG has put effort in - Better experience	Improve customer experience	- Personalized shopfinder - Attract people to app	Improve customer experience Increase usage of app

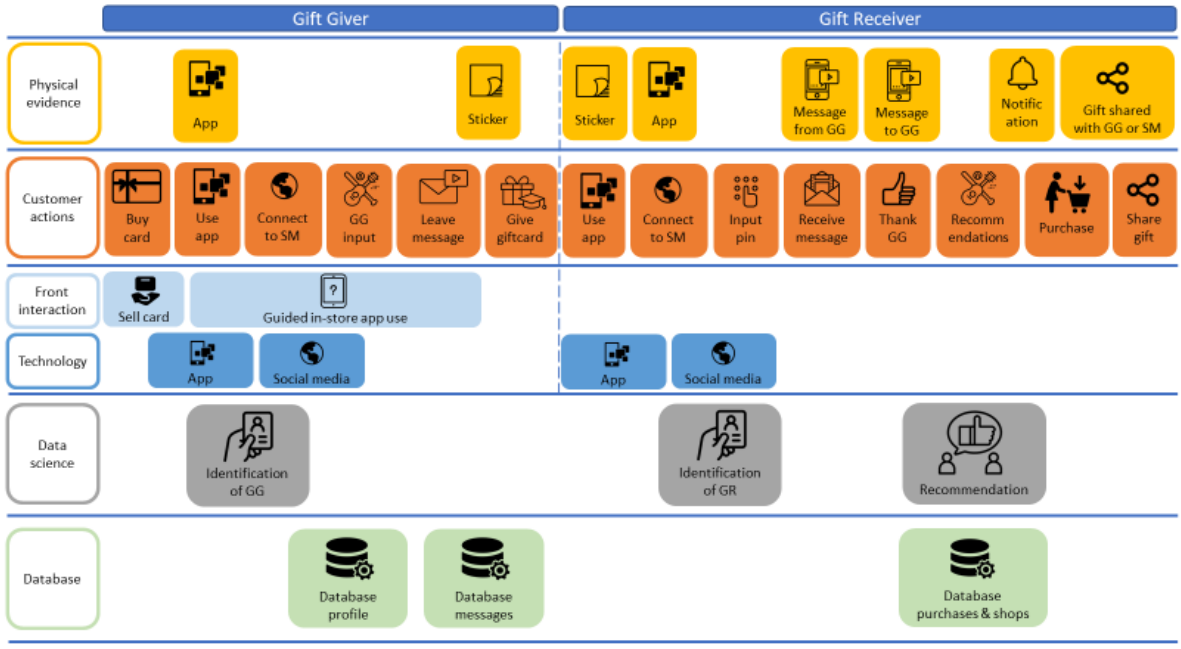
Customer journey - Gift Receiver (part 2)								
Stage	Shopping online			Pay	Assistance	Feedback	Loyalty	
Sub-stage	Choose gift	Choose webshop	Place order	Purchase gift	Customer service	Share gift	Cocreate	Returning customer
Customer activities	Choose which gift you want to buy	Choose webshop that sells chosen gift	Order desired gift online	Purchase gift with giftcard	Get assistance, call customer service, look on website (FAQ)	Share what you bought with gift giver	Give feedback Improve the service	Buy giftcard or ask for giftcard
Customer goals	Choose appropriate gift	Find VVV-associated webshop that sells desired gift	Receive gift	Pay with giftcard	Express dissatisfaction Get help	Express gratitude	Improve service for next time	Repeat good experience
Touchpoint	Website/app	Website, webshopfinder, app	VVV-associated webshops	VVV-associated (web)shops	Customer service, website	-	Social media VVV (FB, twitter), trustpilot, mouth-to-mouth	Same as before
Happiness (1-5)	2	4	4	1	2	4	3	3
Feelings and needs	- Not able to search for specific gifts on website/app, only shops	- Nice that they have a webshopfinder	Great that I can pay online with my giftcard	Giftcard not accepted! Angry. How is this possible?	Not very helpful	Would be nice to share what I bought with the person who gave me the giftcard	Would like to improve the service for other customers and repeating	I might buy a giftcard next time!
VVV Offerings	-	- Webshop finder with filters on website	- Possibility to pay online - Not obligated to spend in one-go	- Shopfinder (not always up to date?) - Not obligated to spend in one-go	Customer service, FAQ on website	-		Same as before
Improvement ideas & opportunities	- Gift finder - Product recommendations - Discounts/actions - Recommendation based on info GG & other data (fb?)	Webshop finder on app Special graduation actions/discounts from webshops	-	Feedback from customers on website/app → shop not accepting → Automatic assistance from customer service / app. Multiple notifications → shop disappears from list automatically - Reminder/ notification on app for spending VVV giftcard	Customer assistance through app/whatsapp Automatic assistance when pressing button on app.	- GR shares on VVV app what he/she bought - GR sends thank you in app to GG (tikkie)	- Platform for feedback - Short CSAT survey through app - Generate positive feedback - Possibilities to share gift on social media	- Reminder/notification on app for spending VVV giftcard - Newsletter - Targeted actions - Gift reminder - Discounts, increase amount on card - Returning customer bonus - Share on social media - Combine with "tourist" VVV app
Goals	Improve customer experience	Increase usage app Improve experience	-	Happy customers	From angry to happy customer	- Better gift giving experience - Receive feedback on liking giftcard as gift	- Improve experience - Positive (social) media attention - Turn customers to advocates	- Increase retention rate - Usage of app - I WILL buy a giftcard next time

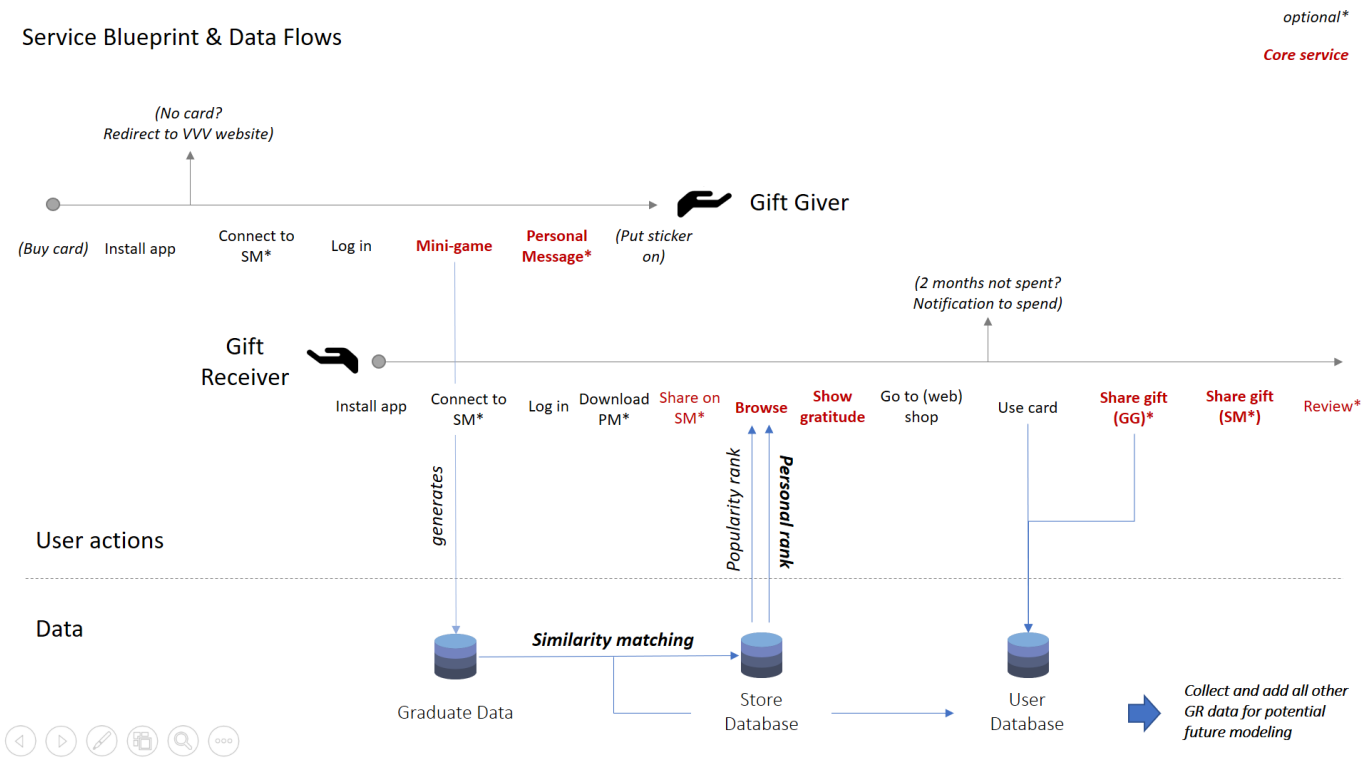
D2: Idea Vault

IDEA VAULT
1. App creation. Good example: Knaek app ● Deals on app → scan deals to check how many times a deal is used
2. Graduation-gift by VVV (5 or 10 extra on card)
3. Graduation cards given to students by university
4. Graduation deals by companies shown on website or app
5. Customer journey starts before buying a gift card à how do you get customers to associate graduation to vvv gift card.
6. Targeted marketing
7. Graduation gift card → special box & customize card ● Graduation hat (Amazon example).
8. Notifications (email or app) for spending the card
9. Translate to English

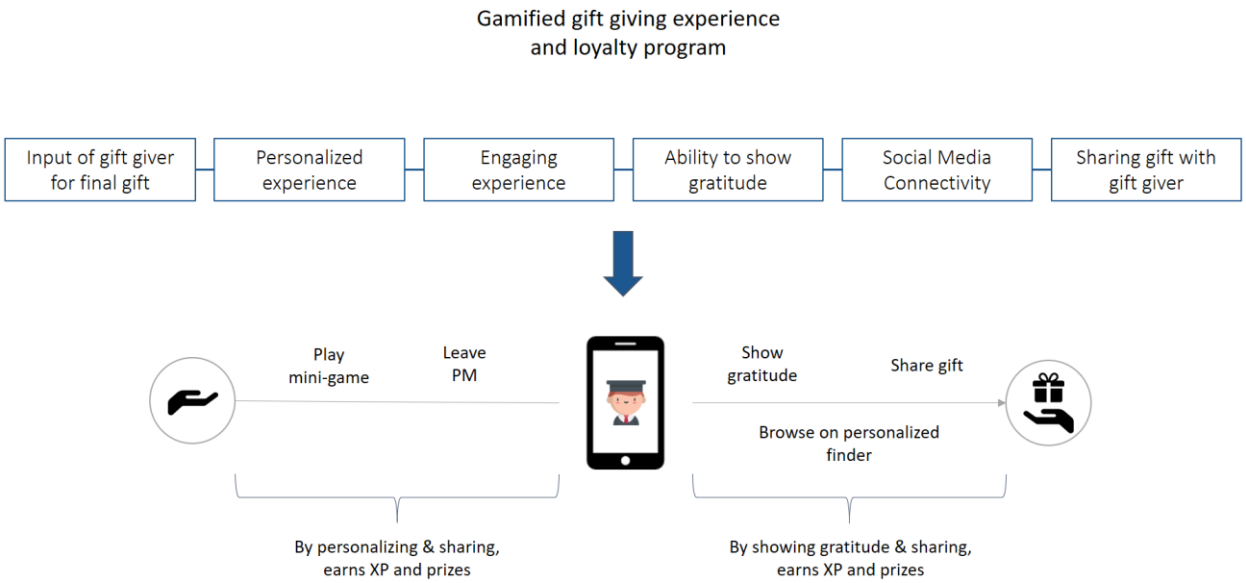
10. University sponsored graduation gifts
11. University sponsored gift card with before and after picture on the card
12. Customizable card (picture of choice)
13. Let the gift giver know what you bought. Platform/tikkie? Show gratitude
14. Segmented discount/promos based on recommendations by GG (graduates)
15. VVV during INKOM
16. Personalized gift giving message in the app
17. Recommendations by gift giver that show up on home page
18. Input of data from GR by GG based and hobbies and personality ● Personalized product recommendations
19. Limited edition cards (Signed cards)
20. Sugar daddy card
21. Improve shop finder with input from gift receiver
22. Interactive platform that updates what shops are connected to VVV
23. Platform in order to share what GR bought to yield positive feedback ○ Share photos and feedback on app or social media
24. Create gift finder

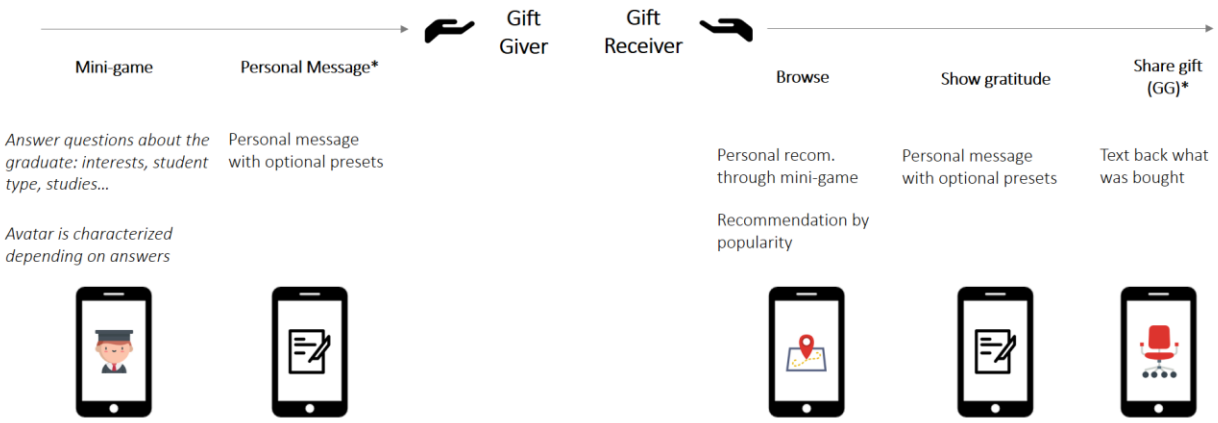
D3: Service blueprint & Data Flows Bluerint





D4: Gamified gift giving experience and loyalty program

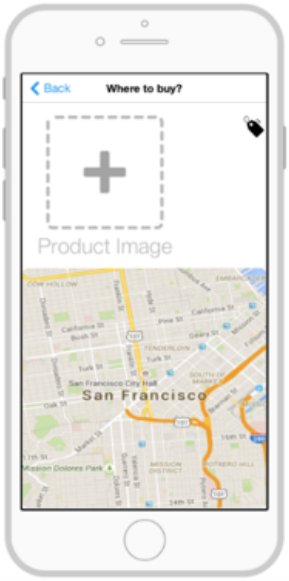



Gift Giver
Gift Receiver
Mini-game
Personal Message*
Browse
Show gratitude
Share gift (GG)*
Answer questions about the graduate: interests, student type, studies...
Avatar is characterized depending on answers
Personal message with optional presets
Personal recom. through mini-game
Recommendation by popularity
Personal message with optional presets
Text back what was bought

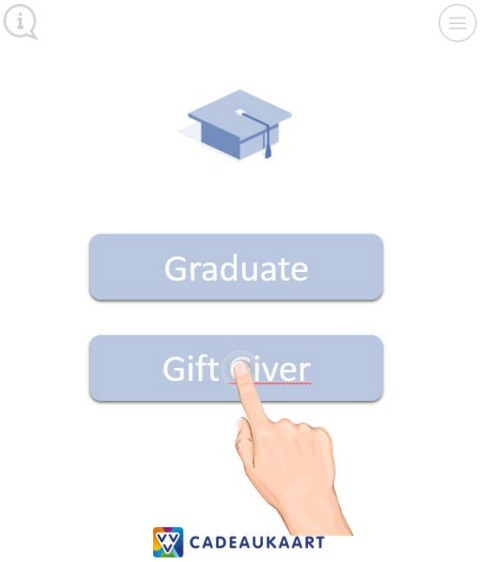
Appendix E

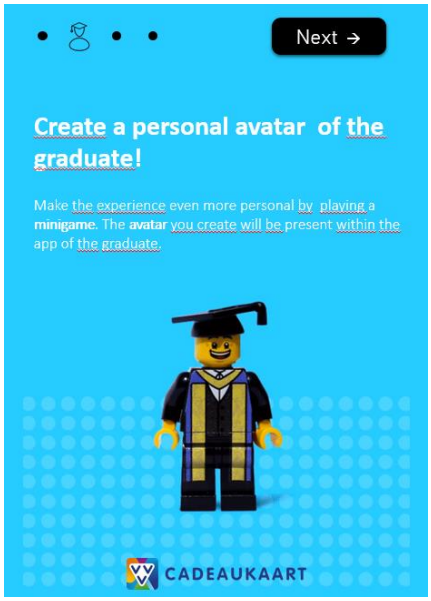
Prototype interfaces.

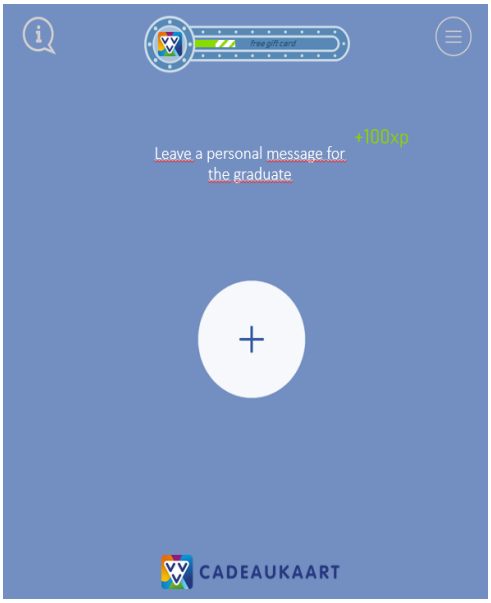
E1: Printed interface version

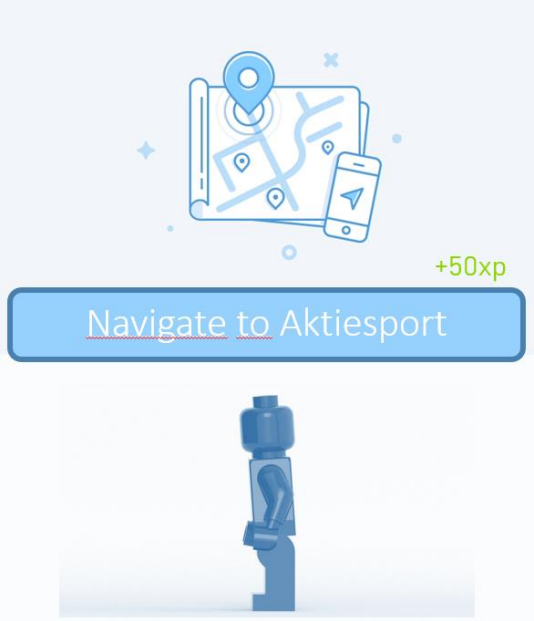


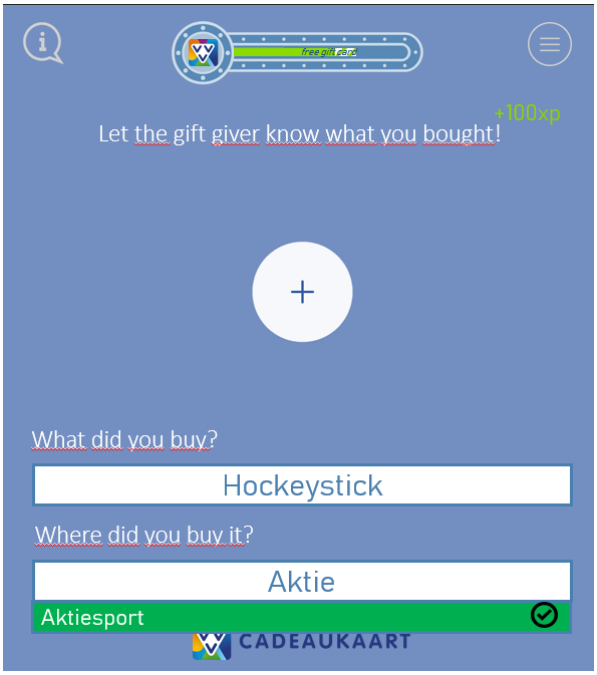
E2: Final conceptual interfaces








+50xp
Navigate to Aktiesport


+100xp
Let the gift giver know what you bought!
What did you buy?
Hockeystick
Where did you buy it?
Aktie
Aktiesport
CADEAUKAART