

2014

New possibilities for IKEA FAMILY



Lisa Kleijweg
10027122
ES4-4C

Supervisor: Mr. Harris
July 7, 2014

European Studies & Communication Management
The Hague University of Applied Sciences

Foreword

This thesis is my final project of the last year of my study program 'European Studies', which I started four years ago at The Hague University. It is written for the well-known company 'IKEA Delft', the Concept Centre of all IKEA's.

IKEA Delft gave me the opportunity to do my internship at this successful company. My internship lasted for five months. I started in September 2013 and I ended in January 2014. I worked as a project assistant and got the great opportunity to take a look at various departments within the store. The internship period was an educational and valuable experience for my future. This internship has led to a request of IKEA Delft to research how IKEA Delft can adapt its loyalty program in order to improve in the field of marketing. During this research the loyalty program of IKEA Delft has been compared to the loyalty program of three other large retailers: Albert Heijn, GAMMA and ICI Paris.

I would like to take this opportunity to gratefully acknowledge the assistance and contribution of Hennieke Potman, Marketing Specialist IKEA, who showed support during the writing of my final project. Also, the assistance provided by Mr L. J. Harris, who acted as my final project coordinator at school, was greatly appreciated. Lastly, I would like to thank all the people that helped me out with interviews and questionnaires for this research.

The Hague, June 20, 2014

Lisa Kleijweg

Executive Summary

IKEA Delft is a very successful business, but it is facing some challenges in the field of marketing, as customer loyalty is changing. Moreover, this marketing plan provides different ways for IKEA Delft to adapt its loyalty program in order to improve in the field of marketing. In this research the customer loyalty program of IKEA Delft has been compared to the loyalty programs of three large retailers GAMMA, Albert Heijn and ICI Paris.

IKEA Delft already uses the IKEA FAMILY card, which is a loyalty card that provides various benefits to customers. Also, this loyalty card is used to gather personal information of the customer, in order to anticipate specifically to customer needs.

The results of this research have provided several opportunities that IKEA Delft could possibly use for their marketing strategy. These opportunities include the best practices of the three large retailers that IKEA Delft can use to improve the IKEA FAMILY program.

Only about 20% of the consumers is aware of the benefits that the IKEA FAMILY program offers. In order for IKEA Delft to increase the total number of the IKEA FAMILY members by 8% and at the same time increase the number of active IKEA FAMILY members by 2% in the business year 2015, it is vitally important to create more awareness among consumers about the benefits of the IKEA FAMILY program. Therefore, the reasons for customers to obtain or use this loyalty card need to be strengthened and adapted.

Moreover, the best practices of the retailers that have emerged are a loyalty program which includes a system wherein customers can earn or collect points, the providing of special member days, and the use of coupons. These practices will ensure that the customer spending will increase and customers will be motivated to use their loyalty card more often. Additionally, these practices are preferred by customers and it will therefore stimulate the customer to repeat their visits. In this way, IKEA Delft is able to gather more customer insights and specifically anticipate the needs of these customers.

Table of Contents

Foreword	2
Executive Summary	3
Introduction	6
Research Methods	8
1 Company Description	9
2 Situational Analysis	11
2.1 Internal Analysis	11
2.1.1 Objectives	11
2.1.2 Strategy	12
2.1.3 Marketing Mix	13
2.1.4 Segmentation, Targeting & Positioning	15
2.2 External Analysis	17
2.2.1 Demographic	17
2.2.2 Economic	19
2.2.3 Social-Cultural	20
2.2.4 Technological	21
2.2.5 Environment	22
2.2.6 Political	22
3 Consumer Behaviour & Loyalty Programs	23
4 Comparison Large Retailers	26
4.1 GAMMA	27
4.1.1 Objectives	27
4.1.2 Strategy	27
4.1.3 Loyalty Program	27
4.1.4 Customer Awareness	28
4.1.5 Strengths	29
4.1.6 Weaknesses	29
4.2 Albert Heijn	29
4.2.1 Objectives	29
4.2.2 Strategy	30
4.2.3 Loyalty Program	30

4.2.4	Customer Awareness.....	31
4.2.5	Strengths.....	32
4.2.6	Weaknesses.....	32
4.3	ICI Paris	32
4.3.1	Objectives	32
4.3.2	Strategy.....	33
4.3.3	Loyalty Program.....	33
4.3.4	Customer Awareness.....	34
4.3.5	Strengths.....	34
4.3.6	Weaknesses.....	35
4.4	Benefits of the Loyalty Program	35
5	SWOT Analysis.....	38
5.1	Confrontation Matrix.....	39
6	Objectives & Strategy	40
6.1	Objectives	40
6.2	Strategy.....	40
6.2.1	Strategic option 1.....	41
6.2.2	Strategic option 2.....	41
6.2.3	Strategic option 3.....	41
6.3	Preferred Strategy	42
6.4	Changes in Marketing Mix.....	43
7	Discussion	45
8	Conclusion	47
9	Recommendations.....	49
10	Bibliography.....	51
11	Appendices.....	54

Introduction

Competition is a rapidly increasing aspect nowadays. In fact, customers are not that loyal anymore. This is due to a very large competitive market supply. However, consumers do indicate that they possess many loyalty cards. Even though IKEA Delft is a prosperous company, IKEA Delft can use a fresh and renewing perspective on its loyalty program. In this way, IKEA can achieve more effectiveness and efficiency when it comes to the loyalty of customers in the local market. For that reason the marketing department of IKEA Delft has requested research on how IKEA Delft can adapt its loyalty program in order to improve in the field of marketing.

Thinking in marketing terms ultimately means that all the efforts are concentrated on one single objective: satisfying customer needs, dreams and desires. One of the marketing tools that IKEA Delft is using, is the IKEA FAMILY program. Moreover, loyalty data is very important for companies and is one of the best company's assets. The main goal is to encourage customers to come back for a repeat visit and purchases. By collecting customer data such as customer interests and buying behaviour, it becomes possible to understand customer needs and increase profit as well. IKEA Delft and other local retailers are also using loyalty programs to do research in the local market.

For this research the loyalty program of IKEA Delft has been compared to the loyalty programs of three other large retailers GAMMA, Albert Heijn and ICI Paris. IKEA Delft can use the best practices of these large retailers in order to adapt its loyalty program and improve its marketing strategy.

The main research question in this report is:

In what ways can IKEA Delft adapt its loyalty program in order to improve in the field of marketing?

This marketing plan provides an overview of the possibilities on how IKEA Delft can adapt its loyalty program in order to improve in the field of marketing. By comparing the loyalty program of IKEA Delft to the loyalty programs of the three other retailers, several difference and similarities became notable. In this marketing plan a situational analysis was provided, which includes an internal and external analysis. First, the internal analysis contains of three components: Objectives and Strategy, Marketing mix and STP (Segmentation, Targeting and Positioning). From this, the strengths and weaknesses of IKEA Delft were determined. Second, the external analysis consists of a macro analysis,

which is based on a DESTEP analysis. Also, the opportunities and threats of the market were discussed. Third, a SWOT analysis was created, followed by a Confrontation Matrix that connects the strengths, weaknesses, opportunities and threats in order to come up with new strategies. The plan provides three different strategic marketing choices and one is chosen to be most successful. On the basis of this, the marketing mix of IKEA Delft has been adapted.

Information about IKEA, GAMMA, Albert Heijn and ICI Paris, has been gathered by interviewing several managers. Also, customer insights such as interests and buying behaviour, are gathered on the basis of a survey. Further, the goals, strategy and marketing mix have been composed, which support the effectiveness of the plan.

Research Methods

Multiple research methods were used for this report. First, desk research was used in the starting phase of each research. It was useful to collect data from existing sources, because these sources have provided clear background information about the topic. For example, the internet was used to examine customer experiences and ratings. Second, field research was perhaps the most valuable method since it provided insight information about consumers and companies. For example, information was provided about the different ways that the three large retailers GAMMA, Albert Heijn and ICI Paris are using their loyalty programs nowadays.

To get a better understanding of the loyalty programs of the three big retailers GAMMA, Albert Heijn, and ICI Paris, company visits were made and several interviews were conducted with store managers. These interviews were aimed at gathering qualitative research information about inside objectives, strategies and thoughts of these companies. The transcripts of the interviews can be found in Appendix 1, 2, 3, 4 and 5. The following people were interviewed:

- Peter Boschman: Marketing Relationship Manager, IKEA Nederland
- Leonie Donker: Marketing Specialist, IKEA Delft
- John van Beek: Store Manager, GAMMA Delft
- Jeroen van Mourik: Manager, Albert Heijn Delft
- Monique Fonkert: Store Manager, ICI Paris Rijswijk

Furthermore, quantitative research was used to gain information about the thoughts, ideas and feelings of the customer. In order to get this information a survey was conducted with at least 50 respondents. The surveys were distributed to respondents online and these respondents included people of all ages.

1 Company Description

IKEA was founded in Sweden and has worldwide recognition. The IKEA concept was established in Småland where Ingvar Kamprad, the founder, was born. The name IKEA stands for the initials of the founder I.K. and the other letters E.A. stands for Elmtaryd and Agunnaryd which mean farm and village. The colours that represent the organization are blue and yellow, which are equal to the colours of the Swedish flag.

IKEA is world's largest warehouse and the success of IKEA seems to have no bounds. At this moment, the Swedish company has 338 stores and over 154,000 employees worldwide. Besides, crisis or not, the company keeps on growing internationally and nationally. IKEA has planned to open three new large stores in the Netherlands, namely in Leiderdorp, Zaanstad and Zwolle. Also, they recently opened a distribution centre for E-commerce, including slightly more than half of the range (5900 items) (MT500 van 2013, 2013).

The mission statement of IKEA is formulated by Ingvar Kamprad as follows: "to create a better everyday life for the many people." IKEA's mission is to offer a wide range of home furnishing goods with a good and functional design. The products should provide excellent quality and durability is considered to be paramount. This all at prices so low that the majority of people can afford to buy it (The IKEA Concept Description, 2012).

IKEA discovered that sustainability is a business opportunity and IKEA realized that the process of industry and welfare of society and nature are closely connected. IKEA therefore strives to work as sustainably as possible in every possible way. For example, IKEA is using smaller brochures and flat packaging. Eventually, working sustainable saves money, adds value to the brand, inspires innovation, arouses sympathy and makes IKEA socially relevant. In fact, IKEA has proven to be sustainably trustworthy by winning the Sustainable Image Index three years in a row (Meulen, Meulen, & Stefan, 2012).

The total image of a company is of great importance these days. It links to the corporate culture that a company has established, both internally and externally. It then refers to what the company wants to convey about the business, its products, its norms and values and its professionalism combined with the developed strategy to reach out to (potential) customers. IKEA has created a valuable image by conquering third place in the competition of 'Best Company Image' according to Bestuurlijk Nederland. In 2013, fifty

companies were nominated for having a good company image and these fifty companies were published on the website of MT500, the Management Team (MT500 van 2013, 2013).

The store in Delft is the largest in the Netherlands and is at the same time an international training centre for franchises. This 'IKEA Concept Centre' is therefore the centre point of all IKEA's. The 'IKEA Concept Centre' shows how the IKEA concept works and teaches managers from around the world how it can be put into practice. The owner of the location in Delft is Inter IKEA Systems BV.

2 Situational Analysis

Before starting, it was important to know the current situation of IKEA Delft, the total market situation and how current events influenced IKEA's ability to satisfy customer needs. Therefore, it was important to understand the macro and micro environments and the local market where customers appear and to take this into account. When the current situation was researched and explained, IKEA Delft should be able to point out its future direction.

2.1 Internal Analysis

The internal analysis is the analysis of the company environment and provides insight into the strengths and weaknesses within a corporate environment.

2.1.1 Objectives

IKEA's strong brand identity differs from others in many ways. One of IKEA's core values is customer loyalty. To support this core value, IKEA is using a loyalty program called IKEA FAMILY. IKEA FAMILY is coordinated on national level, but also includes activities and offers on a local basis.

	BY13	BY14	BY15	BY16
Total IKEA FAMILY members	288.962	326.462	352.579	373.733
Active IKEA FAMILY members	52.13%	53%	55%	56%
Average check IKEA FAMILY members	€85,91	€85	€85	€85
% IKEA FAMILY sales	41%	43%	48%	51%

Figure 1: IKEA Delft's objectives for business year (BY) 2013, 2014, 2015 and 2016.

The objectives for IKEA FAMILY in Delft for the business year 2015:

- To increase the total number of IKEA FAMILY members by 8% in business year 2015, compared to the previous year (2014).
- To increase the number of active IKEA FAMILY members by 2% in business year 2015, compared to the previous year (2014).
- To keep the average check of IKEA FAMILY members on the same level, compared to the previous year (2014), with an amount of €85.

- To increase the sales of the IKEA FAMILY shop by 5% in business year 2015, compared to the previous year (2014).

Figure 1 shows the IKEA FAMILY objectives for business year 2013, 2014, 2015, and 2016. IKEA FAMILY members are people that subscribed to be a member and possess an IKEA FAMILY card. Active IKEA FAMILY members are people that are considered to be active in the purchasing process. This means that they have swiped their IKEA FAMILY card when they purchased something at IKEA Delft within the last six months. The average check of IKEA FAMILY members consists of the average purchase amount of an IKEA FAMILY member per receipt. The sales of the IKEA FAMILY shop refer to the special range that IKEA is providing for IKEA FAMILY members. IKEA FAMILY members can purchase the products in this range with discount.

2.1.2 Strategy

With reference to the previously mentioned objectives, it became possible to communicate more relevant with the customers. Based on this, IKEA created valuable management campaigns, in which messages were sent to particular groups of IKEA FAMILY members instead of sending all members the same message (Donker, personal interview, March 14, 2014).

The IKEA FAMILY loyalty card is a marketing tool that helps IKEA to obtain personal information of its customers and to be able to respond to their needs. Actually, the card acts as a carrier of information. All these data are gathered in the marketing database of IKEA and could be used to anticipate customer needs. In order to reach these customers, IKEA Delft is sending e-mails including newsletters, information and personal offers, which ensures that members feel extra special and understood. In addition, this loyalty card is used to strengthen the long-term relationships with the customers in order to create loyalty. IKEA finds it of great importance to involve the customer in the company process and create a closer connection (Boschman, personal interview, February 21, 2014).

Furthermore, IKEA tends to give its customers the feeling that they are part of the greater picture. The IKEA concept states that IKEA already offers a lot, but the IKEA FAMILY program provides an extra layer on top, including several offers, discount on IKEA FAMILY products, and also benefits in the restaurant and Swedish food market. In addition, FAMILY members have the opportunity to participate in workshops and events. Also, the IKEA loyalty program works with the first-to-know principle, which means that if

there is something new to communicate, loyal customers will learn first (Boschman, personal interview, February 21, 2014).

2.1.3 Marketing Mix

Product

The IKEA FAMILY card is a tool to obtain customer information, to communicate to customers, and to establish long term relationships with customers. This loyalty card comes with the following benefits:

- Free participation in activities and workshops
- Frequent product benefits
- Special IKEA FAMILY prices in the restaurant and Swedish Food Market
- Special member prices for the IKEA FAMILY range
- Offers from IKEA's partners
- Latest news and offers by e-mail
- Free coffee or tea in the restaurant
- Transport guarantee to the customer's door
- Unlimited time for product exchanges and returns
- Trailer rental: third hour free
- Easy payment with the Payment Card IKEA FAMILY

A beneficial advantage is that the loyalty program shows that IKEA FAMILY members perform considerably better in a variety of ways. For example, their year spendings are higher and they visit the store more often. This information actually gives an indication that IKEA FAMILY members feel more connected to IKEA than non-members (Boschman, personal interview, February 21, 2014).

Price

The IKEA FAMILY card is easily available and free of charge.

Place

Customers can become an IKEA FAMILY member and obtain the IKEA FAMILY card through the website and in the stores. IKEA Delft provides special computers at the entrance and at the IKEA FAMILY shop, where customers are able to register as a member. To help the customers several folders are available in the IKEA store, but customers can also request a co-worker for assistance or more information. To obtain more information on the current IKEA FAMILY offers, people can also check the IKEA Delft website.

IKEA is currently creating a digital version of its loyalty card. In this way, customers will be able to use the card on their digital device (Boschman, personal interview, February 21, 2014). However, this process is still in development and not available to customers yet.

Promotion

To promote the IKEA FAMILY card IKEA Delft uses in store communication. This includes great orange signs at the entrance of the store and at the IKEA FAMILY shop. Also, all IKEA FAMILY offers can be identified by the customized price tags, and folders that are available at the checkout lines and the IKEA FAMILY information points.

The most important communication channel is email. IKEA FAMILY members receive a general newsletter by email. This newsletter supports IKEA's commercial calendar. IKEA also uses the valuable management campaigns to send targeted communication. Despite of the fact that IKEA sends targeted messages, customers sometimes feel overwhelmed by all the communication they receive (Boschman, personal interview, February 21, 2014).

Another way that IKEA is using to communicate to its customers is through an IKEA FAMILY magazine called Hej!. This magazine is created and distributed five times in 2013. This magazine provides background information about the IKEA concept and the latest news about IKEA's products, services and developments (Boschman, personal interview, February 21, 2014).

IKEA Delft is currently not actively using social media, like Facebook, as a place to promote the IKEA Family program. Peter Boschman, indicated that it does not matter which channel will become most important in the future, as long as IKEA ensures to stay connected with its customers.

IKEA Delft has its own local Facebook page, which is used for external communication regarding promotions, activities and other information. IKEA posts information every other day. On June 15, 2014 the Facebook page counted 5,532 likes, 529 people talking about it, and 48,024 people checked in at IKEA. IKEA Delft gets a rating of 4.1 out of 5 on the Facebook page. The Facebook page shows interaction between the customer and the company. For example, customers are requested to participate in different activities, in order to win something (IKEA Delft, 2014).

2.1.4 Segmentation, Targeting & Positioning

It is important to divide the market into distinctive groups, which have similar characteristics, needs, or behaviour and who might require separate marketing approaches. In fact, this is about building the right relationship with the right customer.

Segmentation

The IKEA concept focuses on various stages of life with related demands and needs. These life stages include: moving out, living in a student house, living together, having children, school, teenagers and living together again without children. Therefore, it is important to know the growth, the size, and the composition of the population in the primary market area (PMA) (Marketing: the IKEA way, 2012).

Targeting

Most people have at least one IKEA product in their home or have ever walked around in one of the many IKEA stores. It seems that IKEA considers the market as a mass market, although this is not the case. By focusing on specific target groups, IKEA makes it possible to approach a broad group of customers by relatively simple changes in the range.

IKEA continuously explores how people live and what their needs are. IKEA is trying to communicate with those and meet their needs. In all cases, these groups of people are not just simply segmented by age or income, but also by their lifestyle and living situation. This is all possible thanks to the IKEA FAMILY card, which frequently gathers customer insight information. Different groups of customers provide different levels of opportunities (Ponfoort & Laar, 2014).

IKEA has a very broad target group. However, IKEA FAMILY range mainly focuses on people with a lower budget and families with young children in the age of 0-15 years.

Positioning

Positioning is partly beyond IKEA's control, and therefore it is IKEA Delft's role to help customers to feel and see as many positive experiences and impressions as possible. Customers visit the store because they want to get inspired. It is crucial that the IKEA store, the IKEA website and the IKEA catalogue live up to this expectation. To reach this positioning IKEA stated: 'We shall do our utmost to win people's hearts, so they will feel and say: IKEA has what I want and can afford, IKEA gives the services that I need, and IKEA talks to me like a friend.' (IKEA). The IKEA FAMILY supports this statement by providing benefits to those customers that are loyal, and by making them feel special.

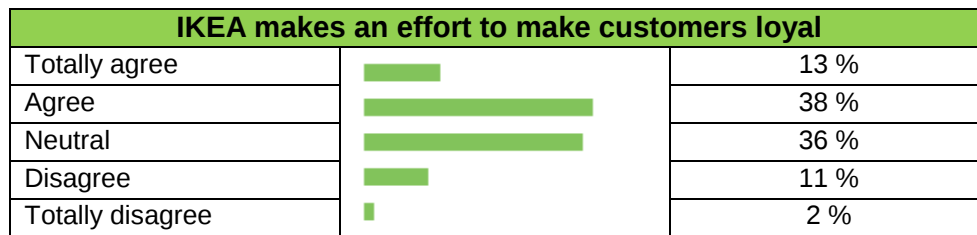


Figure 2: percentage of people noticing IKEA making an effort to make customers loyal.

According to a questionnaire (appendix 7), that was distributed to 56 people, the majority of respondents indicated to notice that IKEA is making an effort to make customers loyal. Only 13% indicated not to notice that IKEA is making an effort to make customers loyal and the other 36% was neutral about this (figure 2). In this case, there were still quite some consumers that did not know or see that IKEA is making an effort to make customers loyal.



Figure 3: Percentage of people noticing that IKEA is using several efforts to strengthen the relationship with customers.

IKEA tries to maintain and strengthen its connection with their loyal customers and create long-term relationships with them. Out of all the respondents, over 50% said that they have noticed that IKEA uses several efforts to strengthen the relationship with their customer. Only 10% of the respondents mentioned to disagree with this and 37% felt neutral about it (figure 3). It could be concluded that at least half of the consumers do know or see that IKEA is developing stronger relationships with its customers.

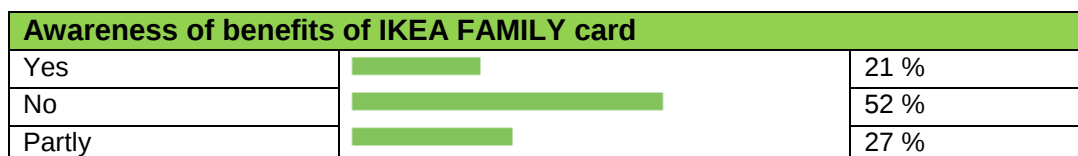


Figure 4: Percentage of consumers that are aware of the benefits that the IKEA FAMILY program is offering.

As can be seen in the figure above, more than half of the consumers said not to be aware of the benefits that the IKEA FAMILY card offers, and one third mentioned to only be

partly aware of these benefits. This means that only a small minority of one fifth was aware of these benefits.

2.2 External Analysis

The external analysis is an analysis of the external environment and provides insight into the opportunities and threats within a corporate environment. For this research a macro analysis was used to create a view on the external environment of a company. The macro analysis was analysed using the DESTEP analysis, which include the following factors: demographic, economic, social-cultural, technological, environmental and political.

2.2.1 Demographic

The people that live within the Primary Market Area (PMA) of IKEA Delft all have different demographical characteristics.

AGE	PMA Delft	%
0-25 years	53,165	6.1%
25-30 years	68,037	7.8%
30-35 years	73,317	8.4%
35-40 years	82,909	9.5%
40-45 years	87,674	10.1%
45-50 years	87,128	10.0%
50-55 years	79,230	9.1%
55-60 years	73,489	8.4%
60-65 years	73,821	8.5%
65-75 years	97,381	11.2%
75+ years	94,120	10.8%
Total	870,271	100%

Figure 5: Numbers and percentages of people in PMA of IKEA Delft segmented by age.

As shown in figure 5, the age groups do not deviate far from each other. Actually, the groups are divided fairly evenly. The smallest group consists out of 53,165 (6.1%) people and they are between 0 and 25 years old. The largest group contains 97,381 (11.2%) people and they are between 65 and 75 years old. The rest of the age groups fluctuates in between.

IKEA Living Situations	PMA	%
Living Single Starting Out	136,601	15.7%
Living Single Established	212,754	24.4%
Living Together Starting Out	52,292	6.0%
Living Together Established	179,338	20.6%
Living with Children Baby and Toddler	35,855	4.1%
Living with Children Starting School	73,108	8.4%
Living with Children Tweens and	102,960	11.8%
Living with Children - 20+	77,363	8.9%
Total	870,271	100%

Figure 6: Numbers and percentages of people in PMA of IKEA Delft segmented by living situation.

Figure 6 shows the different living situations of people in the IKEA Delft PMA. For example, one fourth of the people lives single and established, and 15.7% lives single and are currently starting out. Another 20.6% of the people lives together and established. The group of people that lives with children who are tweens and teens consists of nearly 12%. As can be seen in the figure above, the remainder of the groups consist of lower numbers and percentages.

Gross Household Income	PMA	%
Below average	241,264	27.7%
Average	139,738	16.1%
1.5 times average	110,674	12.7%
2 times average	111,571	12.8%
More than 2 times average	267,024	30.7%
Total	870,271	100%

Figure 7: Numbers and percentages of people in PMA of IKEA Delft segmented by gross household income.

Nearly one third of the people in the PMA of IKEA Delft have a gross household income that is considered to be below average. About 16% has an average gross household income. The rest of the people have an income higher than the average gross household income (figure 7).

Internet availability	PMA Delft	%
No Internet availability at home	63,803	7.3%
Internet availability at home	806,468	92.7%
Total	870,271	100%

Figure 8: Numbers and percentages of people in PMA segmented by Internet availability.

The vast majority (92.7%) of the people living in the PMA of IKEA Delft do have internet

availability at home. Only a small minority of 7.3% of the people do not have internet availability at home. This information can be retrieved from figure 8.

2.2.2 Economic

The Netherlands faces challenging economic situations at this moment, but positive signals are observed too. The buying behaviour of the Dutch public is increasing. People finally dare to spend more money. In fact, according to the Centraal Bureau voor Statistiek (CBS) people have spend 5.8% more money on luxury items in 2014 than in 2013. Also, the purchasing power rose for the first time in years and the latest figures from CBS showed that the total household expenditure rose by 0.7% in December 2013 (We geven weer geld uit !, 2014).

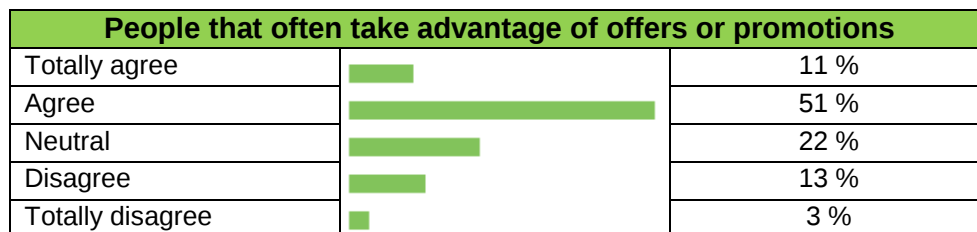


Figure 9: Percentage of people that often take advantage of offers or promotions.

The moment that there were more signs that the economy was improving, citizens became more positive. However, these days people tend to go to different supermarkets and stores to spend less money and benefit from promotions. The vast majority of consumers that participated in the questionnaire (appendix 7) admitted to take advantage of offers or promotions. Namely, 51 % agreed and 11% strongly agreed with this statement (figure 9). People tend to pay more attention to the offers. Nowadays, consumers are supported by different apps and websites that make it increasingly easier to compare prices and save money on groceries.

Furthermore, a research of ING Bank stated that in 2014, precisely 55% of the consumers did check leaflets and folders or have searched on the Internet before going to the stores. This number is still growing (In het nieuws: Shoppen bij verschillende supers loont, 2014). Nearly 30% of the consumers indicated to prefer to go to the store first and buy the product online afterwards. This is emerged from a market analysis of Actiecode.nl. Actiecode.nl also figured out that most of the Dutch consumers actively search for discount. Since 2010, the popularity of discount codes tripled. Over 75% of the consumers noted to be alert to discounts and 63% is attracted by advertisements with price promotions (Infographic: Nederlanders zijn koopjesjagers, 2013).

2.2.3 Social-Cultural

Social-cultural factors play a large role in the field of marketing and these factors influence the organizations. These factors could include soft facts about social and cultural trends, people's thoughts, beliefs and aspirations, and lifestyle changes, including the way people spend their working hours and leisure time. A good example is consumerism. Consumers are becoming more and more actively involved. Consumers would like to be connected anytime and anywhere. They like to see and retrieve all the necessary information needed to make a buying decision or share interest in a brand or product.

Facebook is still one of the most popular social networks of this moment. Facebook is used as a social utility that connects people, and also connects businesses. Additionally, Facebook acts as an effective marketing platform. That is why many organizations saw and still see the potential of the network and created a Facebook page in order to create customer loyalty and communicate offers and promotions to the customers.

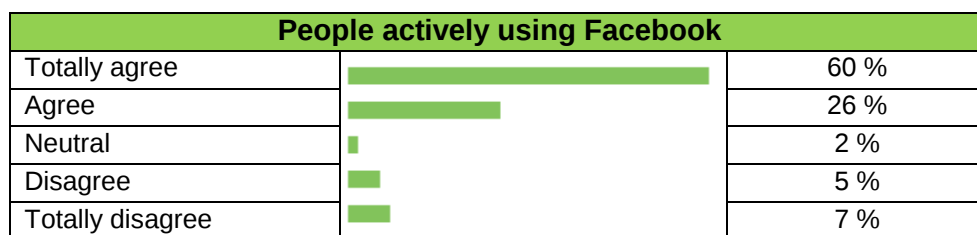


Figure 10: Percentage of people actively using Facebook.

According to the questionnaire (appendix 7), 86% of the respondents indicated to actively use Facebook (figure 10). It is clear that this online social network is enormously popular. As a consequence, Facebook counts over 1.2 billion active users of which 1 billion people using Facebook via a smartphone or tablet (Rademaker, 2014).

A lot of companies use Facebook to create 'Like, Share and Win' activities. Creating a 'Like, Share and Win' action is simple and free of charge. The greatest success of these actions is mainly the share mechanism, which sometimes ensures a reach of over 1000 people by just sharing a message. This number can increase rapidly, because it possibly reaches over 10,000 people when 100 people share the message (Smith, 2013).

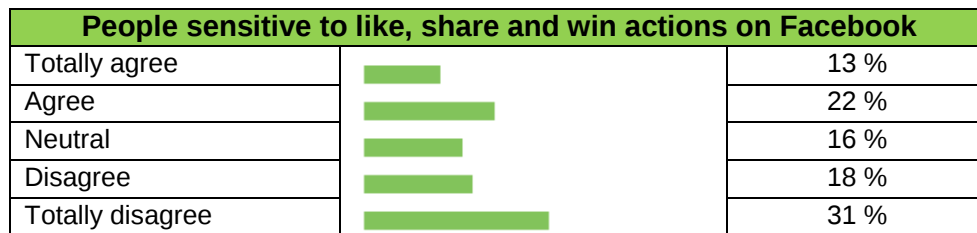


Figure 11: Percentage of people that is considered to be sensitive to like, share and win actions on Facebook.

According to figure 11, more than a third of the respondents of the questionnaire (appendix 7) indicated to be sensitive to like, share and win actions on Facebook, 16% indicated to sometimes feel sensitive to these activities and the other half said not to feel sensitive to these activities.

2.2.4 Technological

Loyalty programs are available and will not disappear so quickly. However, the loyalty cards are decreasing since they become a bit old fashion. These days, a growing number of consumers often only carry a bank card, ID card and a smart phone (Leeuwen, 2013). There are several apps available to make it possible for people to collect their loyalty cards and carry them on their digital devices. More about this in the chapter on Consumer Behaviour & Loyalty Programs.

Further, the internet is increasingly important nowadays. Due to improved techniques the consumers have a large network where they can retrieve information from. Examples would be social media, comparison sites and various forums or blogs. Since consumers are a great marketing factor, a lot of competition is determined on the Internet. For example, consumers participate online and share experiences, give reviews and show their relation with different brands. Internet allows organizations to collect more and more data from customers. This customer information is used to approach customers with personalized offers and create better and more segmented target groups (Kroeks, 2013).

The Netherlands counts more than 5,6 million tablet users and over 8 million smartphone users. Even elderly people over 65 years old massively started using tablets and smartphones. In fact, one-third of the elderly posses a tablet and is using a smartphone as well. This has been demonstrated by a research by Gfk (Hoek, 2013). Gfk provides reliable market and consumer information, allowing companies to make better marketing decisions. Moreover, Gfk already has 80 years of research experience and works with 13,000 market research experts (Over ons, 2014). Furthermore, according to a research done by Telecompaper, including 20,000 Dutch people, it was noted that slightly over

60% of the Dutch public is using a smart phone. As a result of the growth in smart phone usage, a growth was seen in the use of online services too. About 40% of the Dutch people is using their smart phone to email and approximately 39% is using their smartphone to surf on the Internet (Poort, 2013).

2.2.5 Environment

Corporate social responsibility (CSR) has become more and more important, and more and more companies stated to be a sustainable company. Consumers are increasingly critical regarding CSR. More than two-third of all consumers considers sustainability as very important and nearly two-third label it as an important purchasing criterium. However, an average of 50% of the consumers does not know how to estimate a sustainable brand image (Consument steeds kritischer over duurzame communicatie, 2013).

Bart Brüggewirth of B-open, a strategic marketing agency specialized in CSR and sustainability, is a specialist in the field of CSR and sustainability and made several statements. He said that the improvement of the economy will create more motivation and possibilities for consumers to take sustainability into account. In addition, he indicated that companies that are ahead of these sustainable trends are the winners of the future (Consument steeds kritischer over duurzame communicatie, 2013).

2.2.6 Political

The Data Protection Act stated that companies must handle personal data of customers and employees with care. Companies need to take appropriate measures when it comes to privacy. For example, it is advised to protect these personal data against loss or theft. Also, companies need to inform their customers and employees about what happens to their personal data and what it is used for. It is also not allowed to collect more data than needed. Moreover, the person whose data is being obtained, has a right to access, correct or delete the data anytime. The person is entitled to raise objections against the use of his/her data. Due to technological changes the world knows a lot more of customers than they are aware of. Companies need to be very careful and transparent on what the aims are of collecting personal data (Persoonsgegevens beschermen, 2014).

3 Consumer Behaviour & Loyalty Programs

The ways in which companies connect and interact with consumers continues to grow. At the same time, customer expectations are raising. It is no longer enough to simply offer discounts or promotions. Therefore, brands must understand their customers' needs, desires and motivations in order to gain consumer insights. Only in this way it becomes possible to meet or even exceed the expectations consumers are looking for, at each point of interaction.

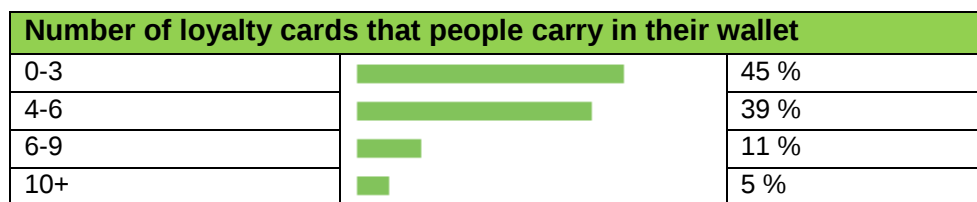


Figure 12: Percentage of number of loyalty cards that people carry in their wallet.

Based on the questionnaire (appendix 7), it became clear that the majority of the consumers (45%) carry 0-3 loyalty cards in their wallet (figure 12). Furthermore, slightly less than 40% of the respondents indicated to carry 4-6 loyalty cards in their wallet, 11% of the respondents said to carry 6-9 loyalty cards in their wallet, and a minority of 5% noted to carry more than 10 loyalty cards in their wallet.

To obtain more insights in consumers and loyalty cards, DataBase Fulfilment did a research that was commissioned by PasNL. DataBase Fulfilment (DBF) is the Dutch market leader in the field of all-round Loyalty Services and personal Registration Service. This research was conducted in order to find out what consumers may think of the loyalty cards they carry around. Moreover, people experience it as unpleasant when having a lot of cards in their wallets. In fact, one out of four people prefer not to have any card in their wallet at all. 40% of consumers also keep several cards at home, mostly with the reason to save space in their wallet. Almost 20% of the consumers said to forget their card every now and then.

According to Jan-Alix Kruizinga, Commercial Director of loyalty expert of DBF, customer loyalty gets cornered and then becomes dangerous for retailers in this way. Nevertheless, the majority of the consumers think it is tedious when missing out on discount or benefits because they did not bring their card. Therefore, at least 70% of the consumers reported to see a solution in using an App wherein they can collect their customer loyalty cards,

rather than have several cards in their wallet. Last year DBF launched such an app, namely PasNL for iPhone and Android. Consumers are able to collect their loyalty cards in their smartphone, which they always carry with them. The use of the loyalty cards will therefore undoubtedly be higher in the future than with the traditional plastic version of the loyalty cards (DBF – Nederlander is dikke portemonnee zat (consument), 2014).

The International Journal of Market Research, had investigated which factors have most influence on the possession of a loyalty card. It appeared that people that see shopping as a fun activity are most likely the ones that have one or more loyalty cards in possession. Besides, a customer's age, residence and education have influence on whether to have or not to have a loyalty card. People who live in cities, who are highly educated and young of age are more likely to have a loyalty card than rural residents who are less educated and older of age (Kaarthouders loyaler door segmentatie, 2014).

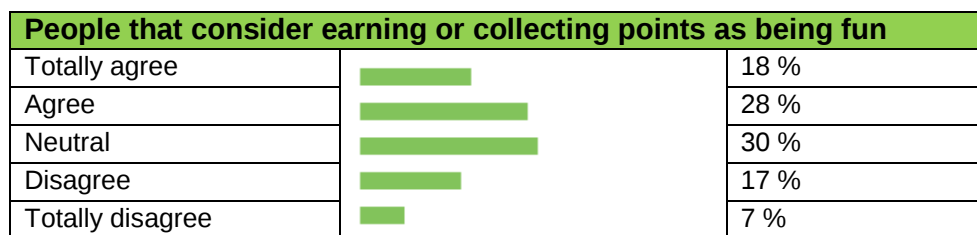


Figure 13: Percentage of people that considers earning or collecting points as being fun.

The results from the questionnaire (appendix 7) have revealed that almost half of the respondents (46%) said to think it is fun to earn or collect points. One third indicated to be neutral about this and the other 24% indicated to be less enthusiastic about earning or collecting points (figure 13).

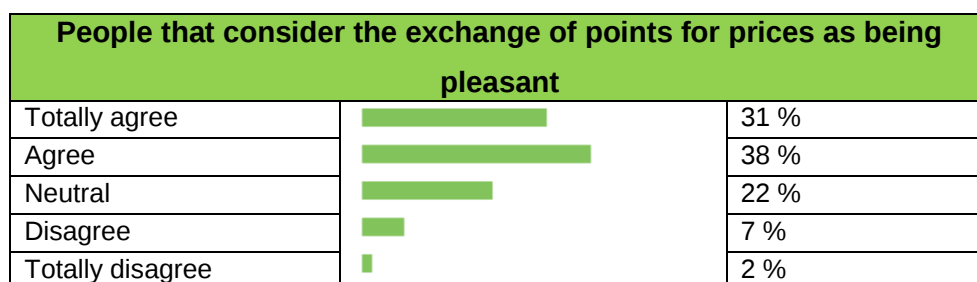


Figure 14: Percentage of number of people that consider the exchange of points for prices as being pleasant.

When comparing the answers of the respondents to the question whether they find it pleasant to exchange points for prices or not, it became clear (figure 12) that the majority of the respondents said to find this pleasant. Namely, 40% of the respondents agreed with this statement and 31% of the respondents extremely agreed with this statement. 22%

said to be neutral about this, 7% indicated to not find it pleasant and 2% pointed out to extremely disagree with this statement.

It can be concluded that more people like to exchange points for prices, rather than earn or collect these points. The research done by International Journal of Market Research, has stated that a large part of the consumers decides not to use a loyalty card anymore when their favourite reward is no longer active. Therefore, to reach the customers and permanently make them loyal to an organization, it is important to know their favourite reward and link this to the customer loyalty card. Moreover, a customer loyalty card also leads to an increase in the spending of the customer (Kaarthouders loyaler door segmentatie, 2014).

Consumers are looking for more extras and surprising activities offered by retailers. If retailers do not offer the preferred benefits, the consumers will look for other retailers that do offer these preferred benefits. It was also stated that companies need to make their customers work for rewards, instead of simply give discounts or promotions. Consumers will be more likely to make repeat visits when they have in mind that their visit will provide them more points that will lead to a reward. For example, when a customer only needs two more points in order to achieve the goal of getting a discount or a gift, they would quicker decide to come back to that store and earn the points (Jenkins, 2014). When customers are able to collect or earn points, they become motivated to exchange their points for prices or discount.

It must also be said that most people that possess an IKEA loyalty card, do not feel the need to swip their loyalty card at the checkout when they do not purchase anything out of the special IKEA FAMILY range (Donker, personal interview, March 14, 2014). Leonie Donker, Marketing Specialist at IKEA Delft, mentioned this during the interview. As a consequence of this, IKEA obtains less customer information.

4 Comparison Large Retailers

The popularity of the customer loyalty card is increasing. In fact, according to COLLOQUY.com, a professional resource for loyalty intelligence, there is seen a 25% growth in loyalty programs within 2012 and 2013 (Jenkins, 2014). In 2014, almost each large retailer is making use of a customer loyalty card. In order to come up with a successful marketing strategy for IKEA Delft, it was important to know the local market and other major retailers in this area.

The three local retailers in Delft that use a customer loyalty card that were compared to the loyalty program of IKEA Delft are:

- GAMMA
- Albert Heijn
- ICI Paris

The following findings were constructed with reference to the interviews held with the store managers of GAMMA, Albert Heijn and ICI Paris. These data was based on the corresponding local store locations in Delft, and these data could differ from other locations with the same brand name.

Loyalty is a broad concept and there are several possible definitions. The business dictionary gives the following definition: "Likelihood of previous customers to continue to buy from a specific organization. Great attention is given to marketing and customer service to retain current customers by increasing their customer loyalty. Organizations employ loyalty programs which reward customers for repeat business" (Combley, 2011).

During the interviews with several store managers, the store managers were all requested to give a description of the word 'loyalty'. GAMMA's store manager John van Beek mentioned that loyalty is about the interaction with the customers and how they experience it. Albert Heijn's manager Jeroen van Mourik, indicated loyalty is about the degree of response and retention of the customers. Monique Fonkert, store manager of ICI Paris, said loyalty is also about providing the customers with little extra's. Clearly, the answers were slightly different, but in the end the description came down to the same: binding the customer to a product or brand and build relationships with them.

4.1 GAMMA

GAMMA is a retailer that provides products and services in the field of do-it-yourself (DIY) tasks with the associated requirements. GAMMA's assortment mostly consists of do-it-yourself tools and materials, decorative elements for the home and garden, and services that make it easier to do-it-yourself. GAMMA is using a so called "GAMMA Voordeelpas". The pass is intended to offer several benefits for the customers (Bedrijfsprofiel, 2014).

4.1.1 Objectives

GAMMA's largest focus point is to increase turnover and profit. Moreover, with the loyalty card GAMMA hopes that the conversion rate will rise (Beek, 2014).

4.1.2 Strategy

GAMMA's loyalty card gives more insight into what customers are doing and buying. This gives GAMMA the possibility to respond to the next step of their customers. When customers purchased products from a certain category, GAMMA knows which part of their house they are working on. By promoting products in that same category, customers are likely to come back. Also, the use of discount coupons should ensure that customers are coming back for repeat visits. In addition, the use of the GAMMA folder generated about 25% of the turnover in 2013 and is therefore an important factor of the strategy as well (Beek, 2014).

4.1.3 Loyalty Program

The GAMMA Voordeelpas comes with the following benefits:

- Free of charge & can be used directly
- Exclusive discounts and special offers, also on the website
- Coupons for discounts on the next purchase, both at the store or online shop
- Special discount nights
- Trailer rental offer: first 2 hours for free when purchased products at GAMMA store
- Saw Service: wood board material bought in the store can be sawn to size and can made ready for transport free of charge
- Birthday present GAMMA
- GAMMA newsletter
- GAMMA Visa Card on demand: worldwide payments and convenience of the GAMMA loyalty card combined with a Visa Card

Currently, 65% of the purchases at GAMMA are done in combination with the loyalty card. Moreover, GAMMA made several videos with DIY tips available on the website and also provides product placing and assembly services. Further, in 2013 GAMMA came up with

eight themes that were related to DIY activities. For example, GAMMA organized a painting day and carpentry week. GAMMA believes that these activities and workshops will increase in the future (Beek, 2014).

GAMMA is not using a system that enables customers to earn or collect point. At GAMMA surprise coupons are used. When customers purchase products, sometimes the checkout system prints a surprise coupon with a discount of a couple of Euros, which the customers can use with their next store visit (Beek, 2014).

GAMMA communicates to its customers by a weekly GAMMA folder, which is one of the most important communication tools of GAMMA. This folder is supported by a weekly newspaper send by email as an extra attention factor for customers. However, when GAMMA provides offers, several restrictions, such as limited validity, are attached to these offers and customers sometimes experience this as being confusing. Also, customers are exposed to a lot of information, with the consequence that the power of the message decreases. Too much communication is not conducive for the attention of the customer, because customers mostly only read what interests them (Beek, 2014).

GAMMA operates from the head office. GAMMA Nederland decides on activities, store fitting, communication and offers and GAMMA Delft only has an executive role. In addition, GAMMA Delft accepted the 'Knakenpas'. This is a card that offers students in Delft 10% discount at several stores in Delft.

The majority of the GAMMA customers live in Delft, namely 90%. Besides this, customers also live in Nootdorp, Rotterdam and The Hague. GAMMA Delft is experiencing long-term store traffic, which means that activities and offers do not directly motivate people to visit the store right at that moment, but over the long term they do get motivated by remembering that particular offer. Further, GAMMA Delft is not using a local Facebook page to share information about the company, the products, activities or offers.

4.1.4 Customer Awareness

Based on the questionnaire (appendix 7 the following tables show the results of the respondents.

People that possess a GAMMA loyalty card		
Yes		27 %
No		73 %

Figure 15: Percentage of people possessing a GAMMA Voordeelpas.

As shown in figure 15, nearly one third of the respondents said to possess a GAMMA loyalty card and the other two third said not to possess a GAMMA loyalty card.

Awareness of benefits of GAMMA loyalty card		
Yes		14 %
No		73 %
Partly		13 %

Figure 16: Percentage of people aware of the benefits that the GAMMA loyalty program is offering.

The figure above shows that 14% of the respondents indicated to be aware of the benefits that the GAMMA loyalty card is providing, 73% said not to be aware and the other 13% said to be partly aware of the benefits.

4.1.5 Strengths

- Loyalty card free of charge
- Cross channel: operation between different channels, including online, mobile and store locations
- Retrieve customers' personal information
- Growing e-commerce
- Responding to different periods and places of do-it-yourself tasks. Examples: bathroom, living room, summer and winter.

4.1.6 Weaknesses

- Restrictions on offers
- Customers overwhelmed with information by email and newsletters
- Everything is determined from a central point, the head office
- Not possible to collect or earn points
- Only go to GAMMA when need DIY materials

4.2 Albert Heijn

Albert Heijn is a large supermarket chain that offers food and other daily necessities. This supermarket offers products in 3 price levels, namely: A-brands, a store brand, and a low priced brand called AH Basic (Onze Missie, 2014). Albert Heijn is using a loyalty card called "Bonuskaart". This card is used to provide weekly offers and obtain customer data.

4.2.1 Objectives

The objective is to strive to achieve the best possible customer data, in order to communicate more targeted personal related offers, so that customers feel flattered and feel the need to come back. Also, Albert Heijn wants the customers to have the Albert

Heijn brand on the top of their mind when thinking of a supermarket (Mourik, personal interview, March 14, 2014).

4.2.2 Strategy

The strategy is to scan the bonus card in order to obtain as much information from the customer as possible, so Albert Heijn is able to anticipate on the obtained information. By sending personal relative offers, Albert Heijn hopes that customers remain loyal and repeat their visits. By organizing theme weeks like Hamsterweken and Route 99 weeks, Albert Heijn is noticing that the number of customers is increasing during these periods (Mourik, personal interview, March 14, 2014).

4.2.3 Loyalty Program

The Albert Heijn bonuscard comes with the following benefits:

- National bonus offers
- Self-service scan
- AH key service
- Ability to link Air Miles to bonuscard (only if activated)
- Exclusive bonus offers on products that customers commonly purchase or products that Albert Heijn expects customers to purchase (only if activated)
- Personal favours (e.g. a birthday gift, discount delivery or invitations for tastings) (only if activated)

About 90% of the customers that shop at Albert Heijn do have an Albert Heijn loyalty card. Almost each transaction or payment is done in combination with the loyalty card. A downside is that Albert Heijn is using a master bonuscard. This is a loyalty card which can be used at the checkout in case customers do not possess a loyalty card or have forgotten their card. In this way, customer insights are not obtained. Only when customers have activated the loyalty card Albert Heijn is able to get the customer insights. Otherwise Albert Heijn is only capable of getting information on how often the card is used and what products are purchased, but the person remains unknown (Mourik, personal interview, March 14, 2014).

Albert Heijn is not using a system that makes it possible customers to earn or collect points with the loyalty card. However, it is possible to link the loyalty card to the customer's Air miles card. The collected Air miles points can be exchanged for products, activities, travel and can even be donated to charitable purposes at different shops and organizations. Furthermore, when customers have activated their Albert Heijn loyalty card

they can receive discount on several trips and activities, such as train arrangements and amusement parks.

Albert Heijn communicates with its customers by email and folders. Folders are sent to each possible customer. Emails are sent to those customers who have activated their loyalty card. Since the offers are not personalized, everyone receives the same offers. This means there is no distinction made between customers. Theme weeks like Route 99 and Hamster weeks are popular among the customers. Albert Heijn is selling 30,000 to 40,000 products more during these weeks compared to normal sales weeks. During these special weeks the number of customers increases. On the other hand, the spending decreases, because products are on discount or given away for free.

Albert Heijn operates from the head office and not on a local basis. Nonetheless, each Sunday Albert Heijn Delft advertises two or three offers in the newspaper 'Delft op Zondag', that are only valid in the stores located in Delft. By advertising these offers, Albert Heijn Delft tries to generate more store traffic.

The majority of the customers live in Delft, but also quite some customers live in Den Hoorn and Rijswijk. To Albert Heijn Delft, it is less important to know whether their customers are male or female or what their FAMILY composition looks like. To Albert Heijn, it is more important to know where their customers frequently shop.

Albert Heijn Delft uses a local Facebook page to share information about the company, the products, activities and offers. About each week Albert Heijn Delft posts information on their Facebook page.

4.2.4 Customer Awareness

Based on the questionnaire (appendix 7) the table below shows the results of the respondents.

People that possess a Albert Heijn loyalty card		
Yes		79 %
No		21 %

Figure 17: Percentage of people possessing an Albert Heijn Bonuskaart.

As can be seen in figure 17, slightly less than 80% of the respondents indicated to possess an Albert Heijn loyalty card and the other 21% said not to possess an Albert Heijn loyalty card.

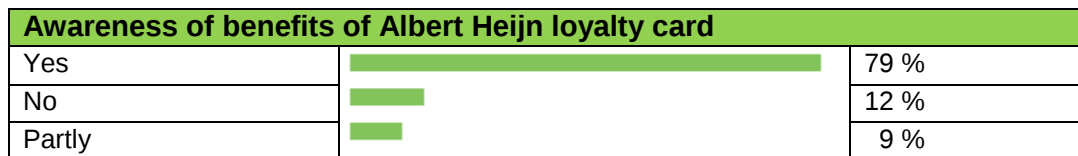


Figure 18: Percentage of people aware of the benefits that the Albert Heijn loyalty program is offering.

Figure 18 shows that 79% of the respondents pointed out to be aware of the benefits that the Albert Heijn loyalty card is providing, 12% pointed out not to be aware of the benefits and the other 9% said to partly be aware of the benefits.

4.2.5 Strengths

- Loyalty card free of charge
- Retrieve information about buying behaviour
- Weekly offers
- Discount on several day trips: amusement parks, zoos, train arrangements
- Air miles connection
- Use of local Facebook page

4.2.6 Weaknesses

- When customers do not have a bonus card, the cashier can scan the bonus mastercard
- Customers only receive personal offers when registered
- Only retrieve customers' personal information when they are registered

4.3 ICI Paris

ICI Paris is a beauty specialist, which offers a variety of products in the field of perfumes, cosmetics, and skincare. ICI Paris also provides extensive services and advice on products in order to help customers with their purchasing decision. For example, skin analysis and makeup demonstrations (Wie is ICI PARIS XL, 2014). ICI Paris is using a loyalty card called "Privilege pas". This card will give the customers the opportunity to collect points for extra benefits.

4.3.1 Objectives

The objective is to gain as much information about customers as necessary in order to convince them to come back for a repeat visit. ICI Paris particularly wants to find out customers' buying habits and their amount of visits (Fonkert, personal interview, April 10, 2014).

4.3.2 Strategy

The first priority of ICI Paris's strategy is to communication to the customers. By sending newsletters and different offers, awareness is created among the customers and this can finally generate store traffic. Besides, customers that do not visit the store that often, sometimes receive extra points in December, with the hope to attract these people to the store again (Fonkert, personal interview, April 10, 2014).

4.3.3 Loyalty Program

The loyalty card contains a saving system giving customers the possibility to earn or collect points with each purchase. The customers can quickly collect points since each euro is worth a point. There is no validity limit to these points. Due to that the customers can take their time to earn points and do not have to purchase products in a certain time frame. Additionally, with each purchase activity the number of points appears on the receipt. When customers collected 250 points, they earned a cheque of €5. New customers obtain a opening discount. (Fonkert, personal interview, April 10, 2014).

The loyalty card also provides a 10% checkout discount at all times. This is beneficial for customers and motivates them to purchase at ICI Paris. Besides, ICI Paris organizes several so called "Family & Friends" days. This is a period of a couple of days, wherein various discounts and promotions are offered to customers who possess a loyalty card. Each year, these periods are planned during the same time of the year in order to be able to equally compare turnover with the same period in the previous and next year. Also, customers do receive a birthday gift card and the 50 best customers also receive a christmas card. Customers experience these activities as being pleasant. In addition, customers that are considered to be most frequent visitors are sometimes invited to attend special theme weeks, such as a skincare week. These weeks are only accessible by invitation (Fonkert, personal interview, April 10, 2014). By these special invitations, the most loyal customers are rewarded for their loyalty.

ICI Paris makes a distinction between different levels of customer loyalty. Some customers are coming weekly and others do not visit the store for a year. These customers are grouped in sections in terms of brand, product type, frequency of visits etc. There is for example, a section called 'timeless beauty', which includes people that purchase and use more luxurious products. Also, there is a section called 'popular princess', which includes people that usually purchase and use less expensive products (Fonkert, personal interview, April 10, 2014). ICI Paris feels it is important to distinguish those people, so the company is able to send emails as effective as possible. For

example, sending an email to a popular princess promoting products that are used by a timeless beauty will not be effective.

Another thing that ICI Paris considers to be of great importance is customer experience and atmosphere impression in the store. People prefer to test certain products, such as moisturizer and perfume. People do not want to be pushed to purchase products, but they do like to be advised (Fonkert, personal interview, April 10, 2014).

The majority of customers lives in Rijswijk, The Hague, and Delft. A minority lives in Westland. ICI Paris communicates to customers by email. Monique Fonkert, store manager of ICI Paris Rijswijk, noted that sending too many emails sometimes lead to deregistration of the newsletter and thereby a decrease of customers that ICI Paris communicates with as well.

4.3.4 Customer Awareness

Based on the questionnaire (appendix 7) the table below shows the results of the respondents.

People that possess a ICI Paris loyalty card		
Yes		52 %
No		48 %

Figure 19: Percentage of people possessing an ICI Paris Privilege card.

As can be seen in figure 19, more than half of the respondents indicated to possess an ICI Paris loyalty card and the other half said not to possess an ICI Paris loyalty card.

Awareness of benefits of ICI Paris loyalty card		
Yes		30 %
No		45 %
Partly		25 %

Figure 20: Percentage of people aware of the benefits that the ICI Paris loyalty program is offering.

Figure 20 shows that 30% of the respondents pointed out to be aware of the benefits that the ICI Paris loyalty card is providing, 45% said not to be aware of the benefits and the other 25% said to partly be aware of the benefits.

4.3.5 Strengths

- Free of charge
- Retrieve customers' personal information
- Possible to collect or earn points

- Always 10% cash discount
- Special member days or workshops
- Advice about products

4.3.6 Weaknesses

- Customers overwhelmed with information by e-mails and newsletters
- predictable offers and promotions

4.4 Benefits of the Loyalty Program

In order to create a clear overview of the differences between the loyalty programs of the four large retailers GAMMA, Albert Heijn, ICI Paris and IKEA, a table with the associated information has been compiled. This table shows the benefits of the corresponding loyalty program of each large retailer.

- + = loyalty program of retailer does contain this particular benefit
 - = loyalty program of retailer does not contain this particular benefit
 +/- = loyalty program of retailer does partly contain this particular benefit

	IKEA	GAMMA	AH	ICI Paris
Loyalty card	+	+	+	+
Free of charge	+	+	+	+
Possibility to obtain card online	+	-	-	-
Possibility to print temporary card	+	-	-	-
Retrieve customers' personal information	+	+	+	+
Frequently discount on products	+	+	+	+
Always lower prices on a member range	+	-	-	-
Offers outside the company (day trips, workshops etc.)	+	-	+	-
Newsletter	+	+	+	+
Free coffee/tea	+	-	-	-
Transport guarantee up to the customer's front door	+	-	-	-
Unlimited time for product exchange and return	+	-	-	-

Trailer rental: free hours	+	+	-	-
Member payment card	+	+	-	-
Discount coupons	-	+	-	+/-
Member discount days	-	+	-	+
Birthday gift (card)	-	+	-	+
Personal offers	+	-	+	+
Earning points	-	-	+	+
Air Miles	-	-	+	-
Local focus	+	-	-	+/-
E-mail communication	+	+	+	+
Folder communication	+	+	+	+
Website communication	+	+	+	+
E-commerce	+	+	+	+
National Facebook page	+	+	+	+
Local Facebook page	+	-	+	-
Actively using local Facebook page	+	-	+	-

Figure 21: Overview of particular benefits that the loyalty programs of the four large retailers IKEA, GAMMA, Albert Heijn and ICI Paris are offering.

As shown in the figure above, the loyalty program of IKEA Delft has scored some minus symbols. Some of the loyalty programs of the other large retailers do provide these benefits. IKEA Delft can use this information to take the best practices of the loyalty program of the other large retailers in order to successfully improve the marketing strategy, regarding the IKEA FAMILY program.

IKEA Delft does not offer member discount days, but GAMMA and ICI Paris do offer these days. This enables GAMMA and ICI Paris to increasingly motivate their customers to swip their loyalty card during these days. It can be concluded that these customers do understand the benefits of the loyalty card that these retailers offer.

IKEA Delft does not offer the opportunity for customers to collect Air Miles points, but Albert Heijn does. These Air Miles can only be obtained in combination with the bonuscard. Therefore, Albert Heijn considers this to be an attractive factor for customers to use the loyalty card, and this therefore leads to an increase of swiped loyalty cards.

Furthermore, IKEA Delft does not use coupons as a benefit to stimulate repeat visits. GAMMA is using surprise coupons, that are valid during a given time period, which the customers obtain during their transaction at the checkout. GAMMA stated that customers are stimulated and motivated to come back for repeat visits. ICI Paris is also using a kind of coupon. When customers have collected a certain amount of points, they will receive a discount coupon that they can hand in any time they want, without restrictions. ICI Paris mentioned to notice that customers appreciate this form of discount.

Last but not least, ICI Paris and GAMMA use birthday gift cards to create a stronger and more personal connection with the customers. In this way, customers feel understood and special. IKEA Delft is currently not providing this benefit.

5 SWOT Analysis

On the basis of the internal and external analysis, the situation analysis was completely examined. The situational analysis is displayed in a SWOT analysis. This SWOT analysis provides a clear overview on the strengths, weaknesses, opportunities and threat, regarding customer loyalty, of IKEA Delft.

STRENGTHS	WEAKNESSES
1. A strong brand image 2. Physical place to inspire 3. Local focus 4. Local Facebook page 5. Retrieve customer information 6. IKEA FAMILY members spend more money 7. Loyalty card is easy to access 8. Free of charge 9. Possibility to obtain card online 10. Discount on IKEA FAMILY range 11. Print temporary card in store 12. Unlimited exchange and return 13. Free coffee / tea 14. Good CSR 15. PasNL application	1. Not everyone is aware of benefits 2. Customers that do possess loyalty card often do not feel need to swipe card 3. Customers do not feel the need to obtain loyalty card 4. No possibility to earn/collect points 5. IKEA FAMILY range has limited focus 6. 50% do not possess an IKEA FAMILY card
OPPORTUNITIES	THREATS
1. Increasing consumerism: give opinions, reviews and share information 2. The active use of smartphones is increasing (internet, email) 3. Increasing purchasing power of consumers 4. Consumers experience the exchange of points for prices as being pleasant 5. More potential in use of Facebook 6. Consumers are searching for offers and discounts 7. 75% of consumers is alert to offers and discount 8. 63% of consumers is attracted by advertisements with price promotions 9. Approach target groups more specific	1. E-commerce can be a threat to the physical store appearance (online shopping) 2. Consumers do not carry loyalty cards in order to save space in wallet 3. Majority of PMA Delft lives single or together without children 4. Consumers easier switch from brand to brand 5. Privacy of customers 6. Consumer expectations increase 7. Customer loyalty gets cornered, due to decrease of swiping card

Figure 22: SWOT analysis, including strengths, weaknesses, opportunities and threats of IKEA Delft.

5.1 Confrontation Matrix

The output of the previous SWOT, has been analysed by the use of a confrontation matrix. By the use of this marketing tool each possible combination of strengths, weaknesses, opportunities and threats have been analysed. In this way, the most important issues that the company is facing were identified. The figure below provides an overview of all the possible combinations. These combinations were briefly explained in appendix 6.

			EXTERNAL															
			OPPORTUNITIES									TREATHS						
			O1	O2	O3	O4	O5	O6	O7	O8	O9	T1	T2	T3	T4	T5	T6	T7
INTERNAL	STRENGTHS	S1	+	0	0	0	+	0	0	0	0	0	0	0	+	0	0	0
		S2	0	0	+	0	0	0	+	0	0	-	0	0	+	0	+	0
		S3	0	0	+	0	+	0	0	+	+	0	0	+	0	0	+	0
		S4	+	+	0	0	+	+	+	+	+	0	0	+	0	0	0	0
		S5	+	0	0	0	+	0	0	0	+	+	-	0	-	-	+	-
		S6	0	0	+	0	0	0	0	0	+	0	0	0	0	0	0	0
		S7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		S8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		S9	0	+	0	0	0	0	0	0	0	0	0	0	0	0	+	0
		S10	0	0	0	0	0	+	+	0	0	0	0	-	0	-	+	+
		S11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	+
		S12	+	0	0	0	0	0	0	0	0	0	0	0	+	0	+	0
		S13	0	0	0	0	0	+	+	0	0	-	0	0	+	0	+	0
		S14	0	0	0	0	+	0	0	0	0	0	0	0	+	0	+	0
		S15	0	+	0	0	0	0	0	0	0	0	+	0	0	0	+	+
	WEAKNESSES	W1	+	+	0	0	+	-	-	0	0	0	0	0	-	0	-	-
		W2	0	0	0	0	0	0	0	0	0	0	-	0	-	0	0	-
		W3	+	0	0	-	0	0	-	0	0	0	-	0	-	0	-	-
		W4	0	0	0	-	0	-	-	-	0	0	0	0	-	0	-	-
		W5	0	0	0	0	0	0	0	0	-	0	0	-	-	0	-	0
		W6	0	0	0	-	+	-	-	-	0	0	0	0	-	0	-	-

Figure 23: Confrontation matrix with reference to the SWOT analysis.

6 Objectives & Strategy

6.1 Objectives

The objectives, earlier explained in the situation analysis, for IKEA FAMILY in Delft for the business year 2015 are as follows:

- To increase the total number of IKEA FAMILY members by 8% in business year 2015, compared to the previous year (2014).
- To increase number of active IKEA FAMILY members by 2% in business year 2015, compared to the previous year (2014).
- To keep the average check of IKEA FAMILY members on the same level compared to the previous year (2014), with an amount of €85.
- To increase the sales of the IKEA FAMILY shop by 5% in business year 2015, compared to the previous year (2014).

6.2 Strategy

To achieve these objectives IKEA Delft needs to choose a certain strategy. This strategy needs to match the following important aspects, which were identified by using the confrontation matrix:

- To create and strengthen reasons for customers to obtain and swipe the IKEA FAMILY card.
- To make use of the opportunity that consumers experience the exchange of points for prices as being pleasant.
- Find a way to reach the majority of the IKEA Delft PMA with the IKEA FAMILY range. The IKEA FAMILY range focuses too much on people with a low budget and young families with children in the age of 0-15 years, despite of the fact that the majority of the PMA Delft does not have children (figure 6) and have an average gross household income or an income above average (figure 7).
- To motivate consumers to visit the store so they will be inspired and can benefit from several extra's that can only be found in the store.
- To increase the use of the website and local Facebook page to provide more inspiration, as in the physical store.
- To increase the use of the local Facebook page to promote the benefits that the IKEA FAMILY program offers, to advertise price promotions, and to promote IKEA's CSR.
- To use the local Facebook page in order to create more interaction with customers.

6.2.1 Strategic option 1

IKEA Delft needs to increase the use of the local Facebook page, the website, email and other digital channels needed to provide the consumers with information about the benefits that the IKEA FAMILY program offers them and to stimulate these consumers to visit the physical store. In addition, a system needs to be established that gives customers the opportunity to earn or collect points, which will lead to an increase of swiped IKEA FAMILY cards. Also, the majority of the IKEA Delft PMA, who are living single or together without children and that consists of people that have an average gross household income or an income above average, will be approached by providing offers with discount that are relevant to these people. Furthermore, the local Facebook page and website will contain more pictures and videos that show inspirational ideas for consumers and act as a platform where consumers can be inspired, as they are in the physical store. Last but not least, the local Facebook page will also be used to promote price promotions, information about IKEA's CSR and create more interaction with the customers, such as like, share and win activities.

6.2.2 Strategic option 2

IKEA Delft need to strengthen the relationship with customers by providing personal gifts for customers that possess an IKEA FAMILY card, such as a birthday gift card. Besides this, IKEA Delft will need to provide more communication about the local Facebook page through table talkers in the restaurant and information signs in the store. The local Facebook page is then acting as a marketing platform where customers are able to check-in, share and like information and obtain information about the benefits of the IKEA FAMILY program and also get inspired. Additionally, IKEA Delft will anticipate to different events, like the FIFA World Cup and school graduations, giving IKEA FAMILY members the possibility to earn points and exchange these for prices during this period. Last but not least, the majority of the IKEA Delft PMA, who are living single or together without children and that consists of people that have an average gross household income or an income above average, will be approached by providing offers with discount that are relevant to these people.

6.2.3 Strategic option 3

IKEA Delft will needs to create more reasons for customers to swipe their IKEA FAMILY card and to visit the stores. IKEA Delft will need to provide coupons at the entrance for free coffee or tea including an extra. The customers can exchange those coupons at the restaurant during a given period. These coupons should also act as carriers of information about the benefits of the IKEA FAMILY program, in such a way that customers become aware of these benefits and become motivated for repeat visits. In addition, a system

needs to be established that gives customers the opportunity to earn or collect points, which will lead to an increase of swiped IKEA FAMILY cards. Also, the majority of the IKEA Delft PMA, who is living single or together without children and that consists of people that have an average gross household income or an income above average, will be approached by providing offers with discount that are relevant to these people. The website and the local Facebook page will contain more inspirational stories and pictures about home and lifestyle, in order to create an inspiring atmosphere where consumers can find ideas, tips and tricks and share experiences. The local Facebook page will not only be used to act as an inspirational platform, but will also be used to promote advertisement with price promotions and win activities. Since IKEA Delft already has a good CSR, there will be more communication towards consumers, including more background information.

6.3 Preferred Strategy

All the strategies explained above, provide solutions to all the important aspects of the new strategy. All these strategies do not require very large internal modifications. Only the strategy with respect to a system that gives customers the possibility to earn or collect points will be more challenging. However, since it has been noted that consumers experience the possibility to earn or collect points as being pleasant, it makes it a preferable aspect for customers. Also, the large retailer ICI Paris has encountered that a system that gives customers the possibility to earn or collect points is considered to have a positive effect on the increase of swiped loyalty cards and the increase of repeat visits. Albert Heijn is also providing a similar system called Air Miles. It is an extra motivation for the customers to swipe the loyalty card.

The preferred strategy would be the second strategy. Although in this strategy, the focus on the system that gives customers the possibility to earn or collect points will possibly be limited to temporal events, such as graduation. This temporary collecting of points will make it achievable and realistic to establish the system on a local level, in contrast to the other strategies that require establishment of the system on a national level. Since the purpose of this research is based on a local level, this temporary collecting points system will be most relevant. Another aspect that is of great importance is the aspect of providing more communication about the local Facebook page, in order to create awareness of the existence of this local social media platform among consumers. Further, the use of table talkers in the restaurant and other signs in the store will be low of cost and easy to adapt in the current strategy. In this way, it becomes possible to effectively use the local Facebook page as a marketing platform where customers are able to check-in, share and

like information and obtain information about the benefits of the IKEA FAMILY program. Another advantage is that also consumers who are not aware of the existence of the local Facebook page and the benefits IKEA FAMILY offers will be exposed to this information.

Also included in this strategy will be the IKEA FAMILY range. The majority of the IKEA Delft PMA, who are living single or together without children and that consists of people that have an average gross household income or an income above average, will not be likely to purchase products of the IKEA FAMILY range, because this range is mainly focused on young families with children and people with a low budget. Therefore, different offers and promotions that have no relevance to children should frequently be provided to this majority without children. As a consequence, IKEA Delft will be able to attract more consumers out of this majority of people, to participate in the IKEA FAMILY program, as they feel the need to become a member. In conclusion, this strategy will have a positive effect on achieving the current objectives of IKEA Delft.

6.4 Changes in Marketing Mix

In order for IKEA Delft to adapt its loyalty program in order to improve in the field of marketing, several changes in the marketing mix are necessary. The product, which is the IKEA FAMILY card, will still be a tool to gain information of customers, and to communicate and establish long-term relationships with customers. However, several benefits will be added, namely a system that gives customers the opportunity to earn or collect points, to visit special member discount days and to receive personal offers such as birthday gift cards.

Furthermore, some changes will be made in the promotion category. IKEA Delft will still be using its in store communication to promote the IKEA FAMILY program and the associated benefits. This includes information signs, customized price tags and folders that are available at the checkout area and the other IKEA FAMILY information points. In addition, this communication will be supported by table talkers in the restaurant and information signs in the store, to promote the local Facebook page, which can be used to create more awareness of the benefits that the IKEA FAMILY program is offering.

IKEA Delft will also be actively using its local Facebook page, as a place to promote the loyalty program. This Facebook page will also act as a marketing platform wherein customers can participate in different activities, such as check-in, share and like activities. Also, customers will be provided with more inspirational videos, ideas, tips and tricks, as they experience in the physical store. Additionally, customers will still be

motivated to come to the store, by providing more communication about the benefits that the IKEA FAMILY program is offering. This communication will be presented at the local Facebook page, but also at the website of IKEA Delft.

7 Discussion

During the research on how IKEA Delft can adapt its loyalty program in order to improve in the field of marketing, several aspects have been noticed that need to be taken into account. The comparison of the loyalty programs of the large retailers GAMMA, Albert Heijn and ICI Paris were retailers suggested by IKEA Delft.

ICI Paris has shown that a system that gives customers the opportunity to earn or collect points is an effective way to increase customer spending and increase repeat visits. On the one hand, this is a good way for IKEA Delft to create more motivation among customers to use their IKEA FAMILY card, but on the other hand establishing such a system cannot easily be achieved on a local level. However, IKEA Delft could consider requesting the implementation of such a system at the service office.

IKEA Delft has a large audience with many different target groups. However, it is a bit contradictory that the majority of the IKEA Delft PMA consists of people that are living single or living together without children and people whose income is average or above, while the IKEA FAMILY range is mainly focusing on young families with children and people with a low budget. By focusing on the wrong target group, IKEA Delft is missing great opportunities. This is mostly due to the fact that these range choices are beyond IKEA Delfts' control and cannot be adapted to local preferences.

Furthermore, it is remarkable that out of all the IKEA FAMILY members, only 53% is considered to be an active member. This is mainly due to the fact that these customers do not feel the need to use or swipe their card, because they are not aware of the benefits the IKEA FAMILY program is offering. This aspect clearly needs to change rapidly, since consumers easier switch from brand to brand and the customer loyalty will get cornered.

GAMMA and ICI Paris are using member discount days, in order to motivate their customers to use their loyalty card during these days, which also means that their customers are aware of the benefits that they receive with the loyalty card.

Consumers experience the exchange of points for discount on products or free products, as being pleasant and Albert Heijn and ICI Paris are anticipating this by using a system that gives customers the opportunity to earn or collect points. The Air Miles that Albert Heijn is using is not relevant for IKEA Delft, because this system to collect points is connected to partners outside of the company. The system that ICI Paris offers is therefore more relevant to IKEA Delft and might be included in the strategy.

The coupons that ICI Paris is using are more customer-friendly since these coupons do not have restrictions. The coupons that GAMMA is using are more focused at repeating visits of customers, which will motivate them faster to come back. Nevertheless, these coupons do have certain restrictions, such as limited validity, which makes it less attractive to customers. In this research, Facebook is constantly emerging as a good marketing platform where interaction takes place between IKEA and the customer. Although, Facebook has the disadvantage that it cannot act as a marketing tool to target specific sub groups and gather specific customer insights.

In addition, IKEA Delft needs to keep in mind that it is possible that the information that was retrieved may not be precisely complete, due to privacy concerns of the compared large retailers. Due to this, several topics will still remain questioned, such as what their exact objectives are for the coming period and how it is possible that 75% of the consumers is fully aware of the benefits of the loyalty program of Albert Heijn and only one fifth is aware of the benefits that the IKEA loyalty program offers.

Also, it would have been more convenient if more customer insights would have been gathered during this research, but because of time limits this was not achievable. Not all the questions and findings of the questionnaire (appendix 7) were equally important and could be elaborated better. However, in the end enough information was provided in order to answer the research question.

Finally, marketing research does not determine perfect marketing decisions; neither does it guarantee that the organization will successfully achieve the set objectives. However, IKEA Delft can use the suggested strategies to increase the probability of success. The strategies can be used separately, but it is also very well possible to combine several strategies.

8 Conclusion

The results of this research have provided several opportunities for IKEA Delft to adapt its loyalty program in order to improve in the field of marketing. IKEA Delft is now able to use the best practices of the loyalty programs of the three large retailers GAMMA, Albert Heijn and ICI Paris and use these practices to improve the IKEA FAMILY program.

The research has shown that ICI Paris is providing a loyalty program that includes an effective system that gives customers the opportunity to earn or collect points. After earning a certain number of points, the customer will receive a discount coupon. Working this way, makes it possible to increase customer spending and at the same time the system is considered to be a motivational factor for customers to repeat their visits. In addition, ICI Paris is providing member discount days offering customers that possess a loyalty card several discount offers during these specific days. ICI Paris is also focused on strengthen the relationship with their customers by sending each member a birthday gift card. According to ICI Paris, customers do appreciate this form of personal approach, and at the same time ICI Paris is taking the advantage of an increase in repeat visits.

Albert Heijn is providing customers that possess a loyalty card, the opportunity to earn Air Miles points. Subsequently, these points can be exchanged for products, activities, trips and even donated to charitable purposes at different shops and organizations outside the company. The earning of these points is a stimulus for customers to repeat their visits. Besides, Albert Heijn is also providing weekly offers where customers can benefit from in the form of direct cash discount, by swiping their loyalty card.

The use of coupons is a preferred strategy of GAMMA. Customers receive surprise coupons during their transaction at the checkout. Since these coupons are only valid for a certain period of time, it will stimulate the customer to repeat their visits and purchase additional products. Furthermore, the loyalty program of GAMMA is providing member discount days, like ICI Paris does. Hereby, the customer spending increases and customers are also motivated to use their loyalty card during these days.

In the research it has become clear that only a small minority of slightly more than 20% is aware of the benefits that the IKEA FAMILY program is providing. Due to this fact, a large number of consumers do not feel the need to obtain or use this loyalty card. Therefore, the reasons, and thus the benefits, to obtain or use this card need to be strengthened and adapted where needed.

By using the best practices of the loyalty programs of GAMMA, ICI Paris and Albert Heijn, such as a system that gives customers the opportunity to earn or collect points, to visit member discount days and to use coupons, and combine these practices into an effective strategy, IKEA Delft will ensure that the total number of IKEA FAMILY members and the active IKEA FAMILY members will increase within the next given time period.

Another point that should be kept in mind is that when IKEA Delft wants to be able to continuously interact with their customers, IKEA Delft needs to respond to several external factors. The digital developments are rapidly changing. The e-commerce continues to increase and also a growth in smart phone usage can be noticed. In order to reach the customers that participate in this online society, IKEA Delft needs to provide an inspirational world online, where consumers get inspired, as they are in the physical store. By effectively using the local Facebook page and the website of IKEA Delft to promote certain activities and offers, and to create more awareness about the benefits that the IKEA FAMILY program is offering, the objectives to increase the total number of IKEA FAMILY members by 8% and the increase of active IKEA FAMILY members by 2% will be achieved.

Furthermore, the increase of the spending of IKEA FAMILY members and increase of sales of the IKEA FAMILY range can be improved by providing more offers and promotions that are relevant for the people living in the IKEA Delft PMA, who are living single or together without children and have a gross household income which is average or above average.

It has been noticed that the retailers ICI Paris, Albert Heijn and GAMMA find it of great importance to always take their customer needs into account, in order to be able to achieve their objectives and consequently increasing profit. Therefore, IKEA Delft needs to provide benefits that customers prefer and give them motivational reasons to use the loyalty card and repeat their visits.

9 Recommendations

Since only half of the customers possessing an IKEA FAMILY card are considered to be an active IKEA FAMILY member, IKEA Delft needs to strengthen the reasons to obtain or use the IKEA FAMILY card. Therefore, IKEA Delft would be recommended to use a strategy that will focus on increasing the awareness of customers about the benefits that the IKEA FAMILY program is providing. A strategy as explained earlier in the chapter on new strategies provides a possible solution for IKEA Delft.

The outline of a possible strategy for IKEA Delft will be as follows:

- A system that gives customers the opportunity to earn or collect points, and exchange these points for prices products with discount or free products. To make this achievable on a local level, it is advised to make use of temporary collecting points that are relevant to current events, such as the FIFA World Cup and graduation.
- By the use of able talkers in the restaurants and other signs in the store, consumers that are not aware of the existence of the local Facebook page and the benefits that IKEA FAMILY is offering, will learn this and participate in the interaction between IKEA and the customers on the local Facebook page.
- Use of local the Facebook page, in order to create a marketing platform, wherein customers are able to check-in, share and like information and can also obtain information about the benefits of IKEA FAMILY. It is a low cost communication tool, but can be very effective in order to create awareness among the customers and interact with customers.
- The website and the local Facebook page of IKEA Delft should contain more inspirational videos and pictures, including tips, tricks and ideas that inspire the customers, as is done in the physical store.
- The IKEA FAMILY range needs to be supported by other offers that will be attractive to people who live single or together without children and people that have an average gross household income or an income above average, since this is the majority of the IKEA Delft PMA. For example, offers provided for students or young couples that started living together.
- Offers and benefits that can only be obtained at the physical store, such as free coffee and tea, will need to be promoted more, because this a benefit that will make customers come to the store.

This strategy will positively contribute to achieving the current objectives of IKEA Delft. Also, the customer spending will increase. By working this way, IKEA Delft is able to adapt its loyalty program and consequently improve in the field of marketing.

10 Bibliography

- Bedrijfsprofiel*. (2014). Opgehaald van GAMMA: <https://www.gamma.nl/over-gamma/bedrijfsprofiel>
- Combley, R. (2011). *The Cambridge Business English Dictionary*. Cambridge: Cambridge University Press.
- Consument steeds kritischer over duurzame communicatie*. (2013, November 29). Opgehaald van Duurzaam Nieuws: <http://www.duurzaamnieuws.nl/consument-steeds-kritischer-duurzame-communicatie/>
- Consument steeds kritischer over duurzame communicatie*. (2013, November 29). Opgehaald van Gfk: <http://www.gfk.com/nl/news-and-events/news/paginas/consument-steeds-kritischer-over-duurzame-communicatie.aspx>
- DBF – Nederlander is dikke portemonnee zat (consument)*. (2014, March 26). Opgehaald van Perskamer: <http://pers.publicrelations.nl/2014/03/dbf-nederlander-is-dikke-portemonnee-zat-consument/>
- Duurzaamheid steeds belangrijker voor consument*. (2012, March 16). Opgehaald van Happy News: <http://www.happynews.nl/2012/03/16/duurzaamheid-steeds-belangrijker-voor-consument/>
- Hoek, C. v. (2013, June 20). *Ouderen massaal aan tablet en smartphone*. Opgehaald van NuTech.nl: <http://www.nutech.nl/mobiel/3505786/ouderen-massaal-tablet-en-smartphone.html>
- IKEA Delft*. (2014). Opgehaald van Facebook: <https://www.facebook.com/IKEADelft>
- In het nieuws: Shoppen bij verschillende supers loont*. (2014, May 6). Opgehaald van ING - nieuws en persberichten: http://www.ing.nl/nieuws/nieuws_en_persberichten/2014/05/in_het_nieuws_shoppen_bij_verschillende_supers_loont.aspx
- Infographic: Nederlanders zijn koopjesjagers*. (2013, October 1). Opgehaald van Marketing Tribune: <http://www.marketingtribune.nl/online/nieuws/2013/10/nederlanders-zijn-koopjesjagers/index.xml>
- Jenkins, L. (2014, March 3). *Boost Your Business Through a Customer Loyalty Program*. Opgehaald van Business 2 Community: <http://www.business2community.com/loyalty-marketing/boost-business-customer-loyalty-program-0798342#!Vqj2B>
- Kaarthouders loyaler door segmentatie*. (2014). Opgehaald van Loyalty Facts: <http://www.loyaltyfacts.nl/algemeen-onderzoek/214-kaarthouders-loyaler-door-segmentatie>

- Kroeks, M. (2013, October 8). *De toekomst van de Online Consument*. Opgehaald van 4net group - development of e-business: <http://www.4net.com/nl/nieuws/de-toekomst-van-de-online-consument>
- Leeuwen, G. v. (2013, December 14). *Wat is de toekomst van de klantenkaart?* Opgehaald van Emerce: <http://www.emerce.nl/achtergrond/weg-met-de-loyaltypassen>
- Marketing: the IKEA way*. (2012). Delft: Inter IKEA Systems B.V.
- Meulen, J. v., Meulen, R. v., & Stefan, B. (2012). *De meest duurzame merkimago's van Nederland*. Opgehaald van Sustainable Image Index - verkorte rapportage 2012: http://www.sustainableimageindex.nl/?page_id=541
- MT500 van 2013*. (2013). Opgehaald van Management Team: <http://www.mt.nl/494/mt500-van-2013/list/383-3-ikea.html>
- Onze Missie*. (2014). Opgehaald van Albert Heijn: <http://www.ah.nl/albertheijn>
- Over ons*. (2014). Opgehaald van Gfk: <http://www.gfk.com/nl/about-us/Paginas/default.aspx>
- Pawiro, W. (2014, February 19). *We geven weer geld uit*. Opgehaald van Telegraaf: http://www.telegraaf.nl/dft/22312746/_We_geven_weer_geld_uit____.html
- Persoonsgegevens beschermen*. (2014). Opgehaald van Antwoord voor bedrijven - wegwijs in regels, vergunningen en subsidies: <http://www.antwoordvoorbedrijven.nl/regel/persoonsgegevens-beschermen>
- Ponfoort, O., & Laar, M. (2014). *Cases in Marketing - focus in segmentatie en aanbod*. Opgehaald van Berenschot: www.berenschot.nl/publish/pages/267/casus_sap.pdf
- Poort, F. (2013, Juli 5). *'Ruim 60 procent Nederlanders heeft een smartphone'*. Opgehaald van NuTech.nl: <http://www.nu.nl/tech/3519482/ruim-60-procent-nederlanders-heeft-smartphone.html>
- Rademaker, M. (2014, March 29). *Facebook heeft één miljard actieve mobiele gebruikers*. Opgehaald van NU.nl: <http://www.nu.nl/tech/3735856/facebook-heeft-miljard-actieve-mobiele-gebruikers.html>
- Smith, S. (2013, March 30). *Stop de 'Like, Share & Win'-terreur op Facebook!* Opgehaald van Frank Watching - online trends, tips & tricks: <http://www.frankwatching.com/archive/2013/03/30/stop-de-like-share-win-terreur-op-facebook/#more-229787>
- The IKEA Concept Description*. (2012). Delft: Inter IKEA Systems B.V.
- Voor iedereen die van wonen houdt - IKEA FAMILY*. (2014). Opgehaald van IKEA: http://www.ikea.com/ms/nl_NL/ikea_FAMILY/index.html?icid=nl%3Eic%3Eheader%3EFA%3EFAMILY

We geven weer geld uit ! (2014, February 19). Opgehaald van Telegraaf:

http://www.telegraaf.nl/dft/22312746/___We_geven_weer_geld_uit____.html

Wie is ICI PARIS XL. (2014). Opgehaald van ICI PARIS XL: [http://www.iciparisxl.nl/nl_NL/ICI-PARIS-](http://www.iciparisxl.nl/nl_NL/ICI-PARIS-XL/Wie-is-ICI-PARIS-XL/cbWQTAqLsJ4hEAAAEjSWQbD9Fn)

[XL/Wie-is-ICI-PARIS-XL/cbWQTAqLsJ4hEAAAEjSWQbD9Fn](http://www.iciparisxl.nl/nl_NL/ICI-PARIS-XL/Wie-is-ICI-PARIS-XL/cbWQTAqLsJ4hEAAAEjSWQbD9Fn)

Zoelen, J. v. (2013, February 3). *Kijk de kunst af van Ikea.* Opgehaald van Management Team:

<http://www.mt.nl/443/73444/merkanalyse/kijk-de-kunst-af-van-ikea.html>

11 Appendices

Appendix 1: Elaborated interview: IKEA Nederland

Interviewee: Peter Boschman

Interviewer: Lisa Kleijweg

Kunt u mij een korte beschrijving geven van het begrip loyaliteit?

Loyaliteit dat is je klanten op lange termijn aan je binden

Wat zijn de doelstellingen van IKEA met betrekking op de IKEA FAMILY pas?

De kaart is een hulpmiddel uiteindelijk gegevens van je klanten te krijgen. Inzicht in hun koop gedrag. Het is eigenlijk een drager van informatie. We hebben ook een marketing database van IKEA Nederland. Daar staan al de gegevens van die IKEA FAMILY leden in, en op basis daarvan, doen analisten in het team, maken we value management campagnes, dat betekend eigenlijk dat je heel gericht, naar een groep van FAMILY leden relevante communicatie kunt sturen ipv één boodschap uitsturen naar al de FAMILY leden. Nu zijn we in staat op basis van insides van analisten om dit te doen. Een doelstelling is wel het aandeel van de omzet van Nederland, wat dan geswipte omzet is, om dat te verhogen, dat betekend namelijk dat als mensen dat doen, dat wij die inzichten gaan krijgen. Dan kunnen we weer relevanter communiceren.

Maakt IKEA onderscheid tussen verschillende vormen van loyaliteit van klanten?

Dat zit wel in de mogelijkheden. En we hebben nu het magazine Hej! Gebruiken we als soort beloning voor members, die zeg maar enerzijds recent zijn geweest, reletief vaak komen en ook op jaarbasis een bepaald bedrag besteden, die zitten dan boven die bestedingsdrempel. Dat is een groep van 500.00. En die sturen we dit print magazine. Ook ander leden kunnen het zien op een digitale versie en online downloaden, dus het is in die mate ook wel weer voor iedereen beschikbaar. Maar zo kun je dus met die gegevens werken. De loyalere klanten kennen IKEA over het algemeen goed, en als je mensen aan je wilt binden, aan het merk ikea, kunnen we in zo een blad meer achtergrond info geven, over waarom doen we de dingen zoals we ze doen, price is belangrijk. Leuk om is uit te leggen hoe ze aan de prijs komen. Ander retailers onwijs aan het knallen met aanbiedingen en discounts, terwijl wij eigenlijk altijd low price hebben en dat komt niet zomaar. Dus we doen het zogeheten story telling, achtergronden geven van het merk, voor je beste klanten om een better understanding te geven aan hen, zo versterk je de connectie ook, ipv hier heb je info op een verpakking. Zo versterk je de verbinding. Love the brand. En stel een concurrent heeft het toch nog goedkoper dan, dat de klanten dan toch op basis van de emotionele connectie, door o.a. het blad hej!, dan zeggen ze eerder ik ga gewoon naar IKEA, want ik heb met dat merk veel meer. Heel belangrijk in loyaliteits programma, aan de ene kant heb je de poot van relevanter communiceren en anderzijds een blad als hej om dichterbij klant te komen, en meer van jezelf te geven. Dat hoort in een relatie. Als je een relatie wilt versterken moet je allebei wat van jezelf laten zien.

IKEA heeft bijvoorbeeld geen spaarsysteem, is hier een reden voor?

Nee dat klopt. Er is nog niet echt iets mee gedaan, maar er wordt wel over nagedacht vanuit global ikea FAMILY en daar is de gedachten van je kunt mensen belonen, maar dat willen we dan het liefst doen vanuit de home furnishing kant. Je bent bijvoorbeeld iemand die vaak bij ons komt en wat besteed, en dat je die mensen dan op een gegeven moment iets terug wil geven voor hun trouw, we kunnen je helpen met een stuk refreshment van jou huis. Er komen mensen bij jou thuis en die gaan dan restylen van jou huis. Dat is een kant. En de andere poot is, de good company, ikea is heel hard bezig met allerlei dingen van sustainability, en heel veel mensen weten dat niet. Wat je dus zou kunnen doen, kun je mensen in die zin een beloning gaan geven. Je doet iets voor ons en van dat geld wat je besteed doneren wij iets aan unicef, een van de grote spelers. Of je maakt mensen op een gegeven moment deelgenoot van een project, bv in Ruwanda. Dus global zegt van ja, je kunt wel gaan belonen, misschien wel via een punten systeem, maar dan heeft dat een doel van home furnishing of van good company.

Dus de acties moeten wel echt gericht zijn aan het IKEA concept?

Nee, wij zijn low price company, en dan wordt je in je basis concept ongeloofwaardig als je ook nog is korting gaat geven op de everyday low price, die ikea is. Dus dat spoort niet met het concept. En dan ben je ook bezig met het 'me too', dat je doet wat alle andere retailers ook doen. Sommige hebben dat ook hard nodig, bv ook benzine stations, Shell en BP, wat is het verschil tussen die 2: ze verkopen homogene benzine, benzine is benzine, voor hun veel lastiger om klanten aan zich te binden, dus die pakken die spaarsystemen of spaarzegels. Dat spaarprogramma is dan een onderscheidend vermogen. Wij hanteren het loyalty niet op die manier.

Wat zijn volgens u de sterkste punten van IKEA FAMILY voor IKEA en wat voor de klant?

Grootste voordeel voor ikea is dat we zien dat, dat FAMILY leden op allerlei manieren beter presteren, year spend, dat zie je ook terug op average ticket, en hoe vaak ze komen, dat samen maakt jaar spending, dan zitten ze aanzienlijk hoger dan een niet member. Brand capital, is dat je met onderzoek peilt, een groep consumenten van een store, wat ze vinden van ikea, door een tal aantal kenmerken. Dan zie je dat FAMILY leden veel hoger scoren dan niet leden, en dat geeft eigenlijk al een indicatie van dat deze mensen meer verbonden voelen. En met zo een programma kan je ze aanjagen, we geven ze even more of ikea, maar. Een van de zinnestjes van het concept: Van ikea krijg je al heel veel, maar het programma smeert daar eigenlijk een laagje op, even more

Benefits zoals onder anderen voordelen, offers, op aantal artikelen, FAMILY shop met range, maar ook offers in het restaurant en in swedish food market. En daarnaast meer de soft dingen, als events, workshops, first to know principle: als er iets nieuws te melden is dan zorgen wij ervoor dat jij als lid dit het eerste hoort, sneak previews. Dat is zoiets van nou.. we delen deze info met jou.. maar ook vanuit een caring principe, wij zijn een caring company/ good company. Als er bv een re-call is van onze producten, dan roepen we de producten terug. Dan zeggen wij zoiets van, leden worden als eerste geïnformeerd. In die marketing database kunnen we bv zien wie dat product heeft gekocht, en dan wordt er een dedicated mailtje gemaakt, dit is er aan de hand met het product, let even op, of breng het terug. Dus zulke principes zitten er ook in. Preview ook bv als we nieuwe launches hebben van Stockholm of PS collectie, dan zie je dat we de pers uitnodigen, in grote hal in adam bv. En vanuit ikea FAMILY nodigen we ook een stuk of 400/500 mensen uit, die laten we komen en die ontvangen we ook. En dan gaan we het met hun

delen. Bv designer uit Zweden, die verteld een verhaaltje. Dat zijn ook momenten, met kleinere groepen, maar wel mond tot mond reclame, dat mensen zeggen nou gaaf, dat leggen we dan ook vast, in een mail ook aan andere leden laten zien, of in hej een reportage van evenement. Je krijgt meer info en sneller, harde voordelen. Extra inspiratie en hej geeft meer achtergrond info. Om relatie te versterken en op lange termijn te bestendigen.

Ziet u daar in ook nog verbeterpunten?

Ja, natuurlijk. We zijn ook maar een bedrijf. Wat we zien is dat, als ik bv naar stores kijken. We sturen veel communicatie uit naar die leden, algemeen nieuwsletters maar ook doelgerichte groepjes van 1000, maar ook van kleinere, net wat voor hun relevant is. Als je dit stuurt, roep je een bepaald beeld op over Ikea en over lidmaatschap. Als je in heel veel stores nog komt, zet je de oranje bril op. Als een lid door de winkel loopt hoe ervaar je dan FAMILY op dat moment? We moeten echt nog een stap maken, is als je extern een bepaald beeld oproept en communicatie, en mensen komen dan fysiek in zo een store, dat t ook zo voelt van het is wel een stukje more Ikea wat je hier krijgt. Dat uit zich dan bv in offers, FAMILY shop spik en span. Aanspreekbaar en uitleg, belangrijk in store. AH bv alles blauw van bonuskaart, allemaal harde benefits, maar dat is nog een stap die bij Ikea gemaakt moet worden. Daar is ook een review voor, vanuit Ikea heel veel checks over hoe afdeling eruit ziet, hele lijst met wel 150 vragen, door de hele winkel. Hoe is FAMILY nou eigenlijk vertaald in de winkel. Die review is pas nieuw, van wel 50 onderwerpen. Dat is een hulpmiddel om een stap van te gaan maken. Want het is super belangrijk dat je, wat je op je af krijgt van communicatie stroopt dat met wat ik hier ook aantref. Er zit daar nu nog een te grote kloof tussen, dus dat is een behoorlijk verbeterpunt.

Hoe communiceert IKEA naar de klanten?

E-mail is belangrijkste communicatie kanaal. We hebben newsletter, vrij algemene. Die ondersteunt commerciële kalender. Daarnaast value management campagnes, die zijn dan getarget. Dat vertrekt iedere dag in groepjes, een heel technisch programma in de vorm van mails. Hej is 5x gedaan dit jaar. Andere vorm van communicatie van instore, events launches. Dat zijn belangrijkste dingen.

Wat zijn voordelen van opereren op lokaal gebied?

Ik zelf vind het sterk dat wij op lokaal gebied werken. Want bv gamma doet heel weinig op lokaal gebied, alles vanuit een punt. Wat sterk is, zeker als je zo groot bent met zo een groot marktgebied, dat je een vertaal verslag maakt van de kennis van jou marktgebied. Als hier bv veel expeds zitten of veel studenten vanuit Delft, dat je zegt daar kunnen we wel gericht op gaan inspelen. Bv de roomsettings zien er anders uit, maar ook vanuit benefits vanuit programma. Iets doen voor studenten, de schaal die mensen hebben rond ontgroeningsprogramma's. Nou wij zijn daar aanwezig omdat eigenlijk is dat voor het eerst dat je met Ikea in aanraking gaat, op kamers. Koop bv 2 stoelen bij Ikea. Groot instap moment, en als dit een grote groep is in jou marktgebied, dan zou ik dat aangrijpen als store. Dus lokaal is het goed om er wat anders mee te doen dan vanuit het hoofdkantoor alleen. Kansen en voordelen halen uit lokaal gebied.

Maar soms twijfel of er wel goed over na gedacht is, zit er een analyse achter of is het gewoon omdat het fun is. Dat is zonde want kost veel tijd en veel mensen zijn er mee

bezig. Tijd is schaars, zeker binnen ikea. Ook veel slechte voorbeelden. Nou wat ik soms jammer vind als je bepaalde activiteiten niet goed neerzet naar FAMILY leden, 1 doet het aan ikea niet goed en 2 voor FAMILY programma is van voegt het nou waarde toe.. Af en toe een beetje jip en janneke, zonde. Zet het dan wat minder sterk neer ipv dat gefreubel. Dat zie je in een aantal stores, delft is daar goed mee bezig, een thema. Veel tijd en energie. Bij sommige vestigingen is het beter om dit niet te doen, dan word het meer geneuzel.

Ziet u nog mogelijke veranderingen of eventuele bedreigingen rondom de klantenkaart? Bijvoorbeeld steeds meer online aankopen..

Nee hoor, want kijk het loyalty verhaal ontwikkeld zich met de kaart, dat wordt digitaal, dat je op je device je kaart hebt, en dat gaat binnenkort ook komen, dat maakt ons helemaal niet uit welk kanaal belangrijker wordt, als jje er maar voor zorgt dat je connected blijft, dat kan ook via de digitale weg. Maar voor ikea blijven stores ook heel belangrijk als fysiek kanaal, mensen willen zien voelen. Show room en fun day out, mensen willen er toch even op. Dat is ijzersterk van IKEA. Een fun day out bij GAMMA, doe ik niemand aan. Maar we bewegen dus wel mee met de hele ontwikkeling van digitaal, en dat maakt het ook makkelijker.

Ziet u verder nog kansen omtrent de klantenkaart?

Er is nog heel veel werk te doen, ook vanuit ikea FAMILY global, dat je de klanten kaart bijvoorbeeld op je mobieltje hebt. Daar wordt met man en macht aan gewerkt. Dus we willen dat eerst even rond hebben, dan komen we wel weer andere dingen tegen die interessant zijn. Stapje voor stapje.

Hoe zit het met communicatie via social media?

We zijn er wel mee bezig, aan vrienden door geven, en delen via social media kanalen. Vanuit ikea Nederland ook bezig met een strategie voor social media, dan zie je ook dat mensen die in die groepen zitten zijn veelal ook leden. Als je die mensen over elkaar legt, de FAMILY leden en Facebook volgers, bijna 70% overlap. We gaan dat steeds meer met elkaar verbinden. Sommige mensen denken ja pff Ik hoef geen mailjtes meer dat is zo 2013. Dus we gaan ook op ander manieren met deze mensen communiceren. Dat is belangrijk. Via die kanalen het contact intensifiëren.

IKEA is nooit echte en trendsetter geweest met dingen maar meer een volger, is dit dan een voorbeeld daar van? (met social media redelijk achter op andere bedrijven)

Ja ik denk dat ikea niet de snelste is, maar het mooie van ikea is dat als ze zeggen oke nu gaan we onze schouders eronder zetten, dan krijg je de wet van de remmende voorsprong. Eerst lig je achter op bv AH, en opeens zie je ons dat ontwikkelen, veel tijd energie en geld ingestoken, en dan maken we een soort van quantum leap en dan zijn we ze voor. Dat zien we bv met Facebook, we schieten omhoog als het gaat om aantal facebook volgers, dat gaat enorm hard. We gaan al naar de top 3, in slechts 3 kwart jaar. Bv Bijenkorf hoge score, maar ikea komt heel dicht in de buurt. Het duurt bij ikea altijd even maar als we dan gaan dan gaan we erop en erover.

IKEA delft heeft een eigen Facebook pagina, deze lijktl minder succesvol..

Dat zijn soms keuzes, Delft is natuurlijk een ander soort vestiging, het concept center.

Adam heeft dat ook een tijd gehad een eigen facebook pagina, maar die zeiden van ja dat duurt allemaal zo lang, maar op een gegeven moment gingen wij de deuren open doen en dan gaat het hard. Dus ze zeiden prima wij trekken de stekker eruit, zinloos. Laten we gewoon meegaan met Nederland. Dat is goed, als het er niet is, dan een stukje voortouw in neemt, ook om te ervaren, maar ook goed om te zien dat we mee gaan op de golf van Nederland. Ik kan niet inschatten wat ikea delft daar mee doet, misschien zitten daar wel hele interessante insides. Bv vinden ze het belangrijk om zo een groep te hebben.

Appendix 2: Elaborated interview: ICI Paris

Interviewee: Monique Fonkert

Interviewer: Lisa Kleijweg

Kunt u mij een korte beschrijving geven van het begrip loyaliteit?

Loyaal aan je klant, dat je je klant af en toe een extratje bied. Bij ICI in vorm van punten, bij 250 punten, cheque van 5 euro thuis gestuurd. En daar hoeft je dan niet weer een bepaald bedrag voor te besteden, die 5 euro is gewoon de korting die je krijgt. Klanten kunnen er net zo lang over doen als ze willen, hoeft niet perse binnen een jaar, dat je dan je punten kwijt bent.

Wat is de doelstelling van de klantenkaart?

Om zo vele mogelijk te weten te komen van de klant: koop gedrag, hoe vaak ze komen, hoe veel ze uit geven.

Welke strategie gebruikt ICI Paris?

Vooraf veel mailtjes sturen. Soms zelfs iets te veel mailtjes gestuurd, dat kan tegen je werken. Daardoor afzeggingen van nieuwsbrief/aanbiedingen.

Wat zijn de sterkste punten van de klantenkaart?

We weten veel van de klant, en de klanten een beetje sturen. Bijvoorbeeld in December, die eigenlijk nog geen 250 punten hebben, maar we zien dat ze een beetje slapende zijn, maar we willen ze graag in december zien, dus dan schenken we die laatste 50 punten, om ze zo naar de winkel te trekken. Je merkt dan wel dat dat scheelt. Verjaardagskaart per post, is succesvol ervaren.

Maakt ICI Paris onderscheid tussen verschillende vormen van loyaliteit van klanten?

Ja. Soms worden minder loyale klanten zelfs meer beloond, want die krijgen zomaar punten om ze te lokken. Bewezen dat klanten soms maar 3 tot 4 x per jaar bij de ICI komen, dus er wordt wel verschil gemaakt in klanten. Sommige klanten komen wekelijks, en sommige blijven rustig jaar weg. Klanten zijn wel in hokjes geplaatst, op scherm kunnen we zien wat voor soort type klant het is, qua merk, qua product. Timeless beauty voor luxere producten, skin care producten. Populair princess: vaker goedkope geuren (niet erg, die heb je ook nodig, maar geen nut om die een mail te sturen van iets wat ze nooit zouden kopen, bv dior)

Wat zijn de zwakke punten/verbeter punten van de klantenkaart?

In het begin best wel veel min puntjes gehad. De kassa liep vast, klant niet op te zoeken, mensen met bepaald adres informatie niet goed kregen. Maar dat gaat steeds beter. Klanten verwachten dat je ze op kan zoeken. 10% korting bij kassa. Klanten hebben vaak wel de beleving van 'ja maar ik heb wel een pas hoor'. Klant heeft nog niet zo heel veel privileges eigenlijk.

Waarin onderscheid ICI Paris zich van andere winkels met een klantenkaart?

Het spaart altijd wel snel, bij iedere euro 1 punt. En je kan er zo lang over doen als je zelf wilt. Bij sommige bedrijven vervallen je punten als je niet besteed binnen een jaar bv. Punten aantal staat bij ICI ook op de bon, zodat klant het weet.

Wat zijn de voornaamste voordelen klant?

Punten sparen, en aanbiedingen via de mail. Verjaardagskaart. Doordat klant geregistreerd staat, bv 2000 klanten die vaak bij ons in filiaal komen, die worden uitgenodigd om bij bv een skincare week te komen. Echt speciaal voor de klant omdat ze loyaal zijn. Klant moet echt de kaart mee nemen om dan ook korting te krijgen, dus echt alleen op uitnodiging. Als een klant 10 x naar de ICI gaat, kijken we bv welke ICI ze het vaakst bezocht hebben, en voor dat filiaal word die dan uitgenodigd. Dat word op het hoofdkantoor geregeld.

Hoe communiceert ICI Paris naar klant?

Voornameijk Via email. Post af en toe Friends & FAMILY weken, andere acties. En via Facebook, maar die is niet zo heel erg actief momenteel. Door folders, maar dat is niet echt vanwege die kaart maar ICI in algemeen. De beste 50 klanten krijgen een kerstkaart van ICI om het persoonlijker te maken, dat vinden klanten vaak leuk.

Genereert het ook meer store traffic als er aanbiedingen zijn?

Ja. We hebben al een paar jaar FAMILY & friends dagen. Sommige klanten kwamen dan meteen die dag, maar dan gelde het nog niet. Maar nu wel regeling getroffen dat die klanten dan toch korting krijgen, want anders komen ze misschien wel niet meer terug in de actie periode. Klant word dan niet naar huis gestuurd. De acties zijn rond dezelfde tijd in het jaar. Hierdoor is het makkelijker te vergelijken per jaar qua omzet. En ook voor de klant handig, ze weten wanneer de acties zijn dus komen dan. BV ook prijzencircus V&D, dwaze dagen Bijenkorf etc. Dit zorgt niet voor verkoop uitstel. Stapelkorting huidverzorging, algemene actie, dan hebben ze op dat moment niet nodig bv en denken dan oh er komt wel weer een andere actie, jullie hebben zo vaak acties.

Waar komen klanten met name vandaan?

Uit Rijswijk het grootste deel, maar ook Den Haag, Delft, Westland. Veel kantoren in Rijswijk, dus ook 'vaste' klanten die van verder komen.

Heeft ICI Paris nog andere loyale activiteiten op lokaal gebied?

We mogen lokale marketing aanvragen per filiaal. Bv een ladie's night in ons filiaal, dan is dat op te vragen, om gegevens op te vragen zodat ik klanten kan benaderen. Ik wil bijvoorbeeld dames uitnodigen. Het gebeurt niet vaak, maar het is wel mogelijk. Bij ICI Rijswijk gebeurt dit (bijna) nooit.

Ziet u nog veranderingen of bedreigingen omtrent de klantenkaart?

In toekomst is het de bedoeling dat als een klant iets gekocht heeft om ze daarna een mail te sturen wat ze van product vonden of dat we bijvoorbeeld een aanbieding hebben in die sector. Dat is er nog niet, maar komt nog wel. Klanten gerichter mailtjes sturen. Als er bijvoorbeeld iets nieuws van Dior binnen is en we zien dat een klant veel van Dior koopt, dan ben je blijkbaar een Dior fan, als een nieuwe look dan binnen is, dat die klanten dan een mailtje krijgen van 'goh nieuwe make up is binnen'. Kan ook weer als negatief ervaren worden: als je al te veel mailtjes krijgt, is het ook weer wat benauwend. Ze weten daar te veel van mij, en dat wil ik juist niet.

Als klanten net nieuw zijn, krijgen ze een soort openings kortings actie. Bij de top 25 van winkels waar mensen blij van worden, ICI op 5^e plaats. Dit heeft ook te maken met sfeer in winkel, privilege pas, hoe we klanten benaderen. IKEA staat hier op de 2^e plek.

Klanten beleving is heel belangrijk. Klanten kunnen bijvoorbeeld producten testen in de winkel, cremetjes smeren. Zonder dat de klant denkt dat hij gepusht wordt om iets te kopen. Dat is een hele kunst. IKEA doet dat ook goed, stukje inspiratie.

Appendix 3: Elaborated interview: Albert Heijn

Interviewee: Jeroen van Mourik

Interviewer: Lisa Kleijweg

Kunt u mij een korte beschrijving geven van het begrip loyaliteit?

De mate van betrokkenheid, response en retentie van klant. Dat is voor AH grootste factor van loyaliteit. Hoe praat een klant over ons bij andere mensen. Bijvoorbeeld op een verjaardag: 'Albert Heijn, ga ik nooit meer heen' of 'het is een goede winkel daar moet je ook heen'. En ook de andere factoren waardoor iemand bij die winkel blijft.

Wat is de doelstelling van de bonuskaart?

Eigenlijk gaat het hoofdzakelijk puur alleen om klanten gegevens. Puur weten waar je klant woont, wat ze kopen, en hoe we daarop kunnen inspelen. AH is net begonnen met nieuw bonuskaart, met klantgerichte acties op te sturen. Het is een ideaalwereld. Maar het doel is eigenlijk gewoon alles van de klant kunnen weten en daar dan vervolgens een hoop mee te kunnen. Puur informatie.

Welke strategie gebruikt Albert Heijn?

Puur scannen van het kaartje. Grootste nadeel is dat we de bonuskaart anoniem weggeven, waardoor je wel kan onderzoeken of een bepaalde bonuskaart terug komt in de winkel maar niet meer weet waar die gene woont, en persoonsgegevens zijn niet gebonden. Bonuskaart is eigenlijk puur scannen. Je word gescand en vult online gegevens in, het word opgestuurd en ze weten dan alles van je.

Wat zijn de sterkste punten van de bonuskaart?

Het belangrijkste is de klanten herkomst. Het is hier niet zo belangrijk, of het een man of vrouw is, of waar die woont of gezinssamenstelling. Het is belangrijk dat je weet wat die regelmatig koopt, waar die regelmatig koopt. Ideaal gezien zouden we ook nog willen weten of die ook nog ergens anders koopt. Maar daar kan je natuurlijk op inspelen, en dat zijn we nu aan het doen door persoonsgebonden aanbiedingen te sturen, waarmee je klanten naar de winkel trekt. Store traffic is belangrijkst voor ons, ze moeten gewoon in die winkel komen en dan kijken we in de winkel wel hoe we ze verleiden tot een zo hoog mogelijk bonbedrag.

Genereert het ook meer store traffic als er aanbiedingen zijn?

Ja. Als je naar de hamsterweken kijkt, daar verkopen we in een week zo een 30 tot 40 duizend artikelen meer dan normaal. Los van dat je de helft ook gratis weggeeft. Het wordt gewoon drukker, je ziet klanten aantallen stijgen. De bestedingen dalen, omdat je de helft gratis weggeeft. Maar ze kopen wel veel meer. De route 99 en hamsterweken zijn wel echt de enige weken waar we heel gevoelig op zijn, want die rest bv nu Aziatische weken, maar dat trekt een speciale klant of verleiding tot hoger bon bedrag, maar niet tot eerder naar de AH komen.

Hoeveel procent wordt er gekocht met bonuskaart?

Daar is moeilijk antwoord op te geven. Want het lastige is dat wij, een bonus mastercard hebben en zodra een klant geen bonuskaart heeft scannen wij die mastercard. Waardoor elke transactie bijna wel met een bonuskaart de deur uit gaat. Nogmaals het maakt niet zoveel uit, want dat is maar een paar euro korting, het gaat ons om de gegevens. 90 of

95% van onze klanten heeft wel een bonuskaart. Iedereen die geen bonuskaart heeft haalt er eerst een bij de balie, want het is toch gratis.

Wat zijn de zwakke punten/verbeter punten van de bonuskaart?

In de uitvoering liggen nog zoveel kansen. Er kan veel meer dan er nu mee gedaan wordt. Een zwakte is het feit dat je de aanbiedingen pas krijgt als je een bonuskaart hebt. Als je een c1000 of jumbo inloopt krijg je de aanbiedingen punt. Daar hoeven ze niet te weten wie je bent, zo zien klanten dat. En bij AH moeten we je toch registreren wil je die kortingen krijgen. Wat imago technisch tegen je werkt. Maar als je er over nadenkt, weten veel meer bedrijven meer van je dan je denkt. Want bijvoorbeeld jou telefoon provider weet nu dat je hier bij mij op het kantoor zit, zonder dat jij het weet. Ze weten alles van je, maar concurrenten gebruiken het slim door te zeggen bij ons krijg je de aanbiedingen gewoon gratis en hoef je geen gegevens achter te laten. Dat is voor ons dan juist ook weer een kans.

Ziet u verder nog kansen voor bonuskaart?

Het persoonlijk maken van die kaart. Die kan je zo breed trekken als je zelf wilt. Denk aan verjaardagskortingen, familiebanden die je kan achterhalen. En daar op inspelen. De klant verleiden via die klantenkaart, dat die er toch voor kiest 2 keer naar AH te gaan en niet 1x AH en 1x Jumbo. En nu sturen we nog steeds algemene aanbiedingen naar personen, dus iedereen krijgt dezelfde aanbieding. En in de toekomst gaat dit wel gespecialiseerder worden. Maar dat is een proces. Daar ligt nu onze grote kans. Stel ik koop elke week 6 flessen cola, zou ik het leuk vinden als ik een keer 4 flessen gratis krijg.

Waarin onderscheid AH zich van andere winkels met een klantenkaart?

Ik weet wat we met de bonuskaart kunnen, maar ik betwijfel of klanten dat ook weten. Je krijgt bijvoorbeeld ook korting op uitjes, of op andere zaken. Deze uitjes zijn wel pas gericht, dus je moet een bonuskaart hebben om hier aan mee te doen. Bijvoorbeeld kortingen op pretparken, trein arrangementen, Air Miles koppelen. En die kan je dan weer ergens anders gebruiken.

Hoe communiceert AH naar klant?

Naar bonuskaart gebruikers allemaal via de e-mail. Af en toe een brief thuis. Maar dat is meer iets van 2 jaar geleden. Nu moet je een e-mail hebben om bonuskaart aan te vragen, dus waarom zou je nog brieven sturen. We bellen niet. Alleen e-mail.

Maakt AH onderscheid tussen verschillende vormen van loyaliteit van klanten?

Ja, want als jij 1x in het half jaar komt heb je geen geschiedenis opgebouwd. Qua wat koop je vaak. Ik zelf kom 2x per week bij AH en ik koop elke week hetzelfde, dus ze kunnen de boodschappen bijna al klaar leggen. In de toekomst krijg ik daar gespecialiseerde acties op, maar als je 1x in het half jaar komt weten ze niks van je.

Waar komen klanten met name vandaan?

Deze vestiging, Den Hoorn en Rijswijk, en Delft. Maar bijvoorbeeld in Rijswijk AH XL, die loopt niet zo goed en wij hebben parkeer technisch hier een voorsprong. Daar moet je met je kar lopen naar garage etc. En hier in Delft kan je gewoon boven de AH parkeren. Je merkt bv op een zondag als het slecht weer is, is het bij ons drukker dan als het mooi weer is. Want bij ons kun je overdekt parkeren. Klanten zijn in dat geval wel bereid om te reizen naar een winkel die zij prettig vinden.

De bonuskaart heeft geen spaarsysteem, maar wel air miles. Klopt dit?

Je spaart nergens voor met bonuskaart, maar air miles pas gekoppeld aan bonus kaart.

Heeft AH nog andere loyale activiteiten op lokaal gebied?

Delft op zondag, daar staan we elke zondag in met alle Delftse filialen. Daar zetten we elke week 2 of 3 aanbiedingen in, die op zondag gelden alleen in onze winkels. Om zo vele mogelijk klanten binnen te halen. Qua sponsoring zijn we wel actief bij wat sportactiviteiten, maar niet veel. Er valt weinig uit te halen voor AH. Als bv op een sportvereniging iedereen een appel krijgt van de AH dan is dat reclame voor AH maar niet voor mijn winkel. Dus dat trekt niet direct klanten naar mijn winkel. 99% van NL kent AH, dus op sponsors zijn we niet zo gretig. Landelijk doen we nu wel dat we klassenlunches organiseren, voor groep 6, 7, 8. Dus dat is niet iets wat we lokaal doen.

Heeft AH bijvoorbeeld nog workshops of andere activiteiten?

Wij niet. Gebeurd wel, maar zijn franchise. Het is te duur en kost te veel tijd en ruimte. Lopen wel wat jongens stage van hier aan de overkant, dus als sociale werkplek vervullen we wel wat in, maar voor de rest weinig.

Ziet u nog veranderingen of bedreigingen omtrent de bonuskaart?

Je weet niet hoe andere bedrijven natuurlijk te werk gaan, maar op dit moment zijn wij de enige winkel die dit zo doen met de bonuskaart. Dus kansen zat met uitvoering en verdieping van klantenkaart en nog meer toespelen op de persoonlijke klant en klanten binnen halen. En bedreigingen zitten er altijd als ander het gaan kopiëren, maar ik ken nog geen andere supermarkt die een klantenkaart heeft.

Appendix 4: Elaborated interview: IKEA Delft

Interviewee: Leonie Donker

Interviewer: Lisa Kleijweg

Kunt u mij een korte beschrijving geven van het begrip loyaliteit?

Loyaliteit is voor IKEA, het binden van de klanten aan je merk IKEA. Het moment dat een klant eenmaal bij ons gekocht heeft willen we dat ze terug komen. En als ze iets nodig hebben voor home furnishing dat ze dan in top of mind IKEA denken.

Wat is de doelstelling van de FAMILY card?

De klanten aan je binden, een stukje voordeel geven, en dan ook fan maken van IKEA. Een band maken, zodat ze ook weer bij hun volgende aankoop denken ik ga is bij IKEA kijken. En dat ze daar dan ook de voordelen van zien. Oh wat leuk ik krijg korting op dit, oh ik krijg gratis koffie. Om ze een speciaal gevoel te geven over IKEA.

Welke strategie gebruikt IKEA?

Voor IKEA FAMILY is op landelijk niveau een afdeling die acties coördineert. Hierbij moet je denken aan regelmatig IKEA FAMILY mails uitsturen, met nieuwtjes, met informatie, met offers. Landelijke aanbiedingen maar ook op lokaal gebied voor leden in de zin van aanbiedingen. Proberen door offers met de kaart te geven, te zorgen dat die mensen zich ook extra speciaal te voelen. Aan de andere kant, de mensen de kaart te laten swipen en dan krijgen wij gegevens van klant, en die kunnen we gebruiken in marketingstrategie van ja waar moeten we op focussen.

Wat zijn de sterkste punten van de FAMILY card?

Stukje positief in de markt zetten van het merk IKEA. En voor de klant toch in die zin ook de grootste voordelen in de kortingen die ze krijgen. Het is leuk dat we ook af en toe activiteiten organiseren, maar dat is absoluut niet de reden dat klanten geïnteresseerd zijn of waar ze lid voor worden. Ze worden lid voor de koffie en voor de offers. Echt voor de aanbiedingen.

Ziet u nog zwakke punten/verbeter punten van de FAMILY card?

Ja. Het is natuurlijk gekoppeld, want je maakt een profiel aan. En als je eenmaal een registratie gedaan hebt, met een e-mail adres om een PAX kast te plannen, nog voordat je een FAMILY kaart hebt aangevraagd, dan kan je met dat zelfde e-mail adres niet meer registreren. Dus er zijn absoluut kleine dingetjes wat het soms lastig maakt. Als je je pas vergeten bent kun je een tijdelijk pas uitdraaien, dat is allemaal geen probleem. Er komt wel een app aan en daar kunnen ze hun FAMILY kaart in zetten en dan hoeven ze die niet meer in de portemonnee mee te nemen, maar die kunnen ze dan via telefoon laten scannen. Tot nu toe heeft de pas heel vaak niet gewerkt, en gaan nu over op een nieuw soort pas, die is nu in gebruik genomen. Die gaat in mondjesmaat ingevoegd worden. Voor nieuwe klanten en klanten die een nieuwe pas aanvragen. Zo word niet automatisch naar iedereen toegestuurd. In plaats van alleen een magneet strip, staat er ook een barcode achterop. Dus dat is eigenlijk intern een zwakte van de kaart waar ze nu een oplossing voor proberen te bieden.

Waarin onderscheidt IKEA zich van andere winkels met een klantenkaart?

Bij andere is het voornamelijk gericht op aanbiedingen en krijg je niet zo veel gratis met

klantenkaart. Bij ons bv onbeperkt gratis koffie. Aan de andere kant zie ik ook dingen aan onze klantenkaart, en bij ons zijn daar ook nog mogelijkheden. Zo kan je bv bij ICI paris punten sparen, en dat is natuurlijk ook heel interessant. Dat stimuleert de klant om de kaart te swipen bij de kassa. Als klanten nu geen FAMILY artikelen hebben, dan denken ze nou laat maar. Maar een spaarsysteem kan op lokaal gebied niet want dat moet via het landelijke, omdat je de kaart bij elke IKEA kan gebruiken. Bij elke x dat je de kaart swipt bij de kassa, max één x per dag, dat je dan bij 10 x swipen een voucher krijgt van 10 euro bv. Of bij 25 x swipen. Ik denk wel dat dat iets is wat leuk is voor de klant. En een x per jaar een overzicht van 'hey je moet nog 2 punten en dan krijg je een bon'. Dat stimuleert mensen wel. Of als ze op de 9 zitten, bij de volgende krijg je een voucher. Wel een voucher zonder voorwaarden. We hebben vaak vouchers maar dat is dan altijd bij besteding vanaf. Dat is niet altijd voordelig voor de klant, want niet iedereen heeft bv iets nodig van 150 euro.

Heeft IKEA nog andere loyale activiteiten op lokaal gebied?

Activiteiten voor klanten in Delft op een heel laag pitje staan, dat hebben we bewust gedaan. Dat komt doordat het ontzettend veel tijd en geld kost om het te organiseren. En bereikt er maar een heel klein groepje van je bestand mee. En ook in het verleden gezien dat, het een beperkt deel is van je bestand. Veel mensen zien het als socialiteit uitje. En dat is niet de doelstelling van je workshops. Het zou fijner zijn om dit op groter gebied te kunnen doen en echt te richten op de home furnishing en die inspiratie te bieden. Heel erg gedownsized dus.

Gratis magazine. De Hej! Gaat eruit. Het kost enorm veel geld om te maken, die word echt geproduceerd en bereikt te weinig mensen. Net als Allerhande te downloaden is van internet, dat is makkelijker dan de echte folder. De tegenwoordige tijd is zo.

Hoe communiceert IKEA naar klant?

Via internet. Lokale pagina, delft en een tapje ikea FAMILY en daar promoten wij onze lokale aanbiedingen. Mensen moeten het wel zelf opzoeken. En de aanbiedingen die landelijk verstuurd worden is ook de ruimte om 1 of 2 lokale items op te nemen. Dus als je als winkel iets bijzonders te zeggen hebt, is dat dus mogelijk. Bijvoorbeeld om een workshop onder de aandacht te brengen of gewoon aanbiedingen of start van nieuw thema in winkel, attentie. Word gestuurd naar mensen die delft als voorkeurswinkel hebben.

Ziet IKEA Delft de voordelen van op lokaal gebied opereren?

Het geeft mogelijkheid om in het concurrenten verhaal in regio een stapje te doen. Want wat er hier gebeurt is niet altijd het zelfde als wat er in Groningen gebeurt. Wat dat betreft zijn het allemaal zelfstandige winkels en wel fijn om daar op lokaal gebied dan wat mee te doen.

Met studenten wordt wel wat gedaan op lokaal gebied, maar met FAMILY niet zo zeer.

Genereert het ook meer store traffic als er aanbiedingen zijn?

Ligt aan de aanbieding. Als de aanbieding echt voor de many is, dan is het absoluut success gegarandeerd en mits het goed op internet zet dan komen mensen er wel echt voor. De wat betaalbare aanbiedingen bv, zijn voor de many. Een kast van 1000 euro bereik je minder mensen mee dan een kast van 40 of 60 euro.

Ziet u nog veranderingen of bedreigingen omtrent de FAMILY card?

Niet echt bedreigingen. Waar we wel alert op moeten zijn is dat we niet in herhaling vallen. Zorgen voor een gevarieerd aanbod van aanbiedingen, je moet niet voorspelbaar zijn. Als het elke paar maanden in aanbiedingen zijn, dan gaan mensen wachten, krijg je uitstel aankopen.

Ziet u verder nog kansen voor FAMILY card?

Digitaliseren van klantenkaart. Verdere kansen, vanuit ikea FAMILY zou goed kunnen samen werken met externe partners. Op landelijk niveau gebeurd dat ook wel, bv aanbiedingen via woonbladen. Wel goed kijken met wie je samen werkt want moet zeker zijn dat je geassocieerd wil worden met dat bedrijf want er mag absoluut geen negatieve bijklant komen want je wil daar je merk niet aan koppelen. In al die jaren een ijzer sterk merk op gebouwd, en dat kan op eens uit het niks naar beneden gehaald worden. Binnen social media nog meer kansen om aan de slag te gaan met FAMILY pas.

Appendix 5: Elaborated interview: GAMMA

Interviewee: John van Beek

Interviewer: Lisa Kleijweg

Kunt u mij een korte beschrijving geven van het begrip loyaliteit?

Je klanten binden aan je bedrijf. Verschillende mogelijkheden. Hoe je met klant omgaat, hoe die geholpen word, wat je neer zet in de winkel, ordenetheid, beleving, ambiance. Dan hoop je dat je een product neerzet voor de consument, die ze prettig vinden, en dat bij ze past, zodat ze bij hun volgende aankoop weer naar je toekomen. Aantal jaren terug, vooral ambiance, vriendelijk personeel, entourage. Afgelopen jaren is prijs een heel belangrijk aspect geworden. Hoe loyaal is een klant? Die heeft daar zijn grenzen in: als prijsstrategie niet zijn wens is, is de klant best bereid iets meer te betalen, maar tegenwoordig is prijs vechten een belangrijk instrument. Klant via internet, weet precies wat wat kost, en wil geen hoofdprijs meer betalen. Loyaliteit op dat gebied afgenomen, maar dat probeer je op te vangen met internet en voordeelpas. Door te weten waar die mee bezig is. Het verkrijgen van klanten gegevens. Kunnen zien waar die consument op dat moment mee bezig is, dan kan je daar op inspelen, door met voordeelpas, al voor zijn volgende klus, weer coupons aan te reiken, zodat hij getriggerd word om met dat volgende klusje terug te komen. Nu heel sterk bezig met cross channel, internet, ook een vorm van loyaliteit. Diverse wegen: winkel, voordeelpas, internet, drie fasettes in loyaliteit.

Wat is de doelstelling van de klantenkaart?

Doelstelling is altijd omzet. Je wil zo hoog mogelijke omzet binnenharken. Je wil dat je conversie hoog is, mensen moeten kopen, met voordeelpas bind je klanten aan je. Door voorinfo via voordeel pas, a.h.v. nieuwsbrieven. Bv iemand begint aan zn tuin, ze gaan eerst tuingrond doen, gras schoonmaken, maand later tuinmeubels doen, eerst tuin op orde, spullen daarvoor kopen, je ziet dat ze daarmee begonnen zijn en dan bij volgende aankoop die ze doen kan je je daar alvast op te anticiperen, bij je volgende aankoop zoveel euro korting, zodat ze weer terug komen door korting.

Welke strategie gebruikt GAMMA?

Inspringen op volgende stap, want je wilt ze niet kwijt raken. Met kortingcoupons klanten laten terug komen. Gebruik maken van tijdsperiodes. Gaat puur om omzet en rendement. Door voordeel pas veel meer inzicht in wat klant doet en koopt en aankoopbedrag. Inspelen op die klanten door middel van e-mail. Dus dat databestand is heel groot en wordt gemaïld door middel van een wekelijkse nieuwsbrief van gamma Nederland. Snel inspelen op seizoenen. Is het bijvoorbeeld mooi weer, nieuwsbrief uit gooien. Dit is een enorm mooi marketing instrument.

Wat zijn de voordelen voor GAMMA als bedrijf?

Klanten gegevens, e-mails, waar die mee bezig is vooral willen weten, heel gericht, als die komt met voordeelpas. Je kan bijvoorbeeld zien dat die met badkamer bezig is, ziet badkamer. Bijvoorbeeld zij kopen het zeepbakje op het laatst en daar kan je dan op inspelen als die dat gaat aanschaffen. Als ze aan het klussen zijn, komen ze regelmatig bij gamma voor spullen. Meestal alleen als klanten aan het klussen zijn komen ze vaak

dan misschien weer een jaar niet. Dus in die periode de klant bij je houden. Dat zijn ook sterke punten aan kaart.

Ziet u nog zwakke punten of verbeterpunten omtrent de klantenkaart?

Het internet verhaal. Mensen hebben veel pasjes, alles gaat via smart phone, dat gaat binnen nu en een jaar gebeuren. Dat moet veel simpeler. Restricties, waar geldt het wel en niet op, daar word klant soms knettergek van. Daar loopt gamma wel tegen aan en ook voor consument vervelend. Uitzonderingen op producten of tot bepaalde tijd geldig. Maar dat doe je ook wel weer om je marge te bewaken. Want als je de poort eenmaal openzet... Er moet gewoon geld verdiend worden. Dat is het spanningsveld. Eigenlijk moet je daar veel meer duidelijk in zijn. Klant wil duidelijkheid. Dat is nu wel nog gaande, klant wordt overspoelt met info, nieuwsbrieven etc. Daardoor is de kracht van het bericht niet meer zo sterk. Niet alleen van gamma, maar van allerlei bedrijven. Een pakket vol krijg je binnen. Dan neemt de kracht daarin af. Je zal toch een unieke formule zien te vinden om je te onderscheiden ten opzichte van je concurrent.

Klanten worden overspoelt met informatie.. Hoe kunnen klanten in de winkel terug vinden dat bepaalde acties in de winkel zijn en op welke artikelen het wel en niet geldt?

Dat doe je wel door posters en kaarten, maar een klant leest niet. Je kan van alles ophangen, maar visueel zien wij het wel maar geen kampioen in lezen. Je leest alleen dingen die voor jou prettig zijn. In een gesprek met iemand, je luistert wel maar vaak alleen naar de dingen die je interesseren. En daarin zijn we zelf ook debetaan, in kleine lettertjes zet je dat er bij natuurlijk, extra goedkoop, en dan heel klein onder lees de voorwaarden. Proberen wel bij schappen met gele kaartjes van extra goedkoop, en dan staat er wel int klein bij uitzondering kortingsacties. Of op de bonnen ook wel. Maar 9 van de 10 klanten zal het niet lezen. Je snapt reactie klant ook, je kan wel zeggen het staat er maar je moet ook blij zijn dat die klant er is dus, moet je ook met prettig gevoel de winkel uit sturen. Dus geen discussies bij de kassa hebben. Je moet het kenbaar maken, want is een groep die het wel leest, maar te veel teksten en communicatie is niet bevorderlijk voor aandacht van de consument.

Hoe onderscheid GAMMA zich van andere winkels met klanten kaart?

Dat is heel belangrijk. Een goede strategie uitdenken. Strategie over meerdere jaren, nu volop in dat ontwikkeling. Wij noemen dat cross channel, dus waar we nu zijn en hoe ziet het er over 5 jaar uit. Nog veel onzekerheden op dit moment. Maar wel het koopgedrag van de consument gaat anders worden, geld voor jongeren, en kinderen, die zijn opgegroeid met smart phone, die weten niet anders. Zij zijn straks 20 jaar en hoe is hun koopgedrag dan? Gaan die nog winkelen? Wat gaan ze doen? Kan je allemaal theorieën voor bedenken, maar hoe je het ook wend of keert de winkels gaan veranderen.

Waar wij ons nu mee bezig houden en echt miljoenen hebben ingestoken is cross channel, daar is alles op gebaseerd. Internet. Betekend: alle werelden, als je het projecteert, alle lijntjes die door elkaar lopen moeten kloppen. Aan ene kant winkel andere kant internet, al die stromen moeten kloppen. Winkel blijft winkel, maar zal meer presentatie en ambiance worden, klantgerichtheid, info, computer laptops dat mensen zelf de wereld in gaan. Thuis op bank op internet zien ze ook informatie, van 'hé dat heb ik net gezien bij gamma'. Met zelfde prijsstellingen, dat moet ook kloppen, dan kunnen ze het eventueel op laptop bestellen vanuit thuis. Dat kan nu al met 10.000 producten. Dus in

winkel zelf veel minder voorraad hebben, maar veel meer presentatie en ideeën opdoen, je wordt entertained, de winkel krijgt andere functie: inspiratie. Meer bestellen vanuit thuis. Er worden wel veel miljoenen geïnvesteerd maar niemand weet eigenlijk wat de toekomst zal brengen. Willen jongeren van nu wel geïnspireerd worden in een winkel of kopen ze alleen nog maar online? Denk maar aan Facebook, Twitter, al het multimedia dat wordt één wereld. Straks kunnen we afrekenen via telefoon en de voordeelpas staat op je telefoon. Alle kortingsbonnen verdwijnen, bijvoorbeeld kassabonnen verdwijnen, die staan in telefoon, alles wordt digitaal. Op gamma site staan klustips videos, en dat beeld wat op site is zie je ook terug in winkel. Wereld op internet en in de winkel moeten gelijk zijn.

Wat zijn de voornaamste voordelen voor de klant

Ontzorgen. Alles draait daarom. Je merkt dat mensen steeds minder echt kunnen klussen vergeleken met 10/20 jaar geleden heel erg veranderd. Daar spelen we ook op in, het gemak van bestellen. Niet alleen meer op prijs of korting. Ze kunnen bijvoorbeeld een tuinscherm bestellen, en die komen we dan plaatsen. Ze moeten er wel voor betalen, maar het vergemakkelijkt alles wel. Eigenlijk wordt er nu een concept ontwikkeld, om het de consument makkelijk te maken, gamma noemt het ontzorgen. Vanuit thuis bestellen, en dan service van installeren of mogelijkheid tot plaatsen.

Worden er voor leden nog bepaalde dingen georganiseerd?

65% van aankopen wordt nu al met voordeel pas gedaan. Dat is een loyaliteits ding. Zijn het leden? Hmm nou eigenlijk gewoon slim om een pas te hebben. Buiten om ook workshops gegeven, dat zal alleen maar toenemen. Dit jaar al 8 van die thema's. Over 2 jaar hebben we waarschijnlijk elk weekend iets, van schilderdag tot schoonmaak met hoge druk reinigers. Dit alles om de ervaring van het zien en mee maken te versterken in de winkel. Want je wilt klanten bij je houden, en je moet ze blijven verrassen. Dat kost geld en tijd. Blijven ontwikkelen en onderscheiden. Hij moet bijvoorbeeld enthousiast worden op internet, dan moet hij dat ook kunnen terug vinden in de bouwmarkt zelf. Voorraad in winkel neemt af maar entertainen neemt toe.

Hoe communiceert GAMMA naar klanten?

Jarenlang al gamma krant wekelijks. Belangrijkste instrument, 25% van omzet komt via die krant, dat merken we ook, als we geen goede gamma krant hebben met aanbiedingen dan zie je dat gelijk terug in je omzet. Via de post verstuurd, omdat we niet in grote bundel zitten van alle andere krantjes, want dan gaat de attentie waarden achteruit, op dinsdag verspreid. Het werkt goed, dus gaan er mee door. Aanbiedingen ook op gamma site. En nieuwsbrief wekelijks verstuurd, is een stukje ondersteuning voor de gamma krant, extra attentie waarden. Gamma krant core business, verkoop plan maken we daarmee.

Maakt GAMMA onderscheid tussen verschillende vormen van loyaliteit van klanten?

Ja. Met voordeel coupons, maar we hebben geen kortingssysteem. Het zijn soort verrassing coupons. Iemand die vaker komt zal hoger beloofd worden. Maar het is niet zo dat we op voorhand daar een bepaald systeem voor hebben. Dus als iemand 10.000 euro besteedt dat hij 100 euro korting krijgt, dat heeft gamma niet.

Besluiten jullie ook dingen op lokaal gebied, of alles via GAMMA Nederland?

De franchise van Intergamma, bestaat uit gamma Nederland, karwei bouwmarkten en gamma België. Gamma België hebben we bijvoorbeeld niks mee te maken, en ook niet met karwei, alleen met gamma Nederland. Ook met eigenaar van dit filiaal, Goedhart. 2 partijen: de eigenaar, over investeringen en zo, en gamma Nederland bepaald de winkel inrichting, welke krantjes, acties. Hier word gamma delft over geïnformeerd en wij hebben de uitvoerende rol. Bv gamma den haag is eigenlijk een concurrent van gamma delft.

Hebben jullie op lokaal gebied wel acties of aanbiedingen?

Hier moeten we mee uit kijken. Willen wel belangrijke lokale speler zijn. Bv Delft is een studenten stad. Wel slim om je daar op te richten. Knakenpas bv, student kan die kopen in delft iets van 5 euro, en kan je bij verschillende bedrijven aan mee. Daar kan je korting krijgen. Student 10% korting bij gamma. Dat is echt iets wat we wel lokaal regelen. Maatschappelijk organisatie in delft, bedrijf en samenleving, dat heet nu de Delfste uitdaging. Daar is gamma delft partner van. Op dat gebied proberen ze heel nauw met Delfste samenleving verbonden te zijn. Daar maken we een jaar programma wat we sponseren en wat we wel mee doen, bijvoorbeeld materiaal leveren of mensenkracht. We krijgen veel aanvraag voor sponsoringen, maar dat doen we niet. Per jaar een jaarprogramma. Dus studenten en maatschappelijke organisatie op lokaal niveau. Maar niet extra kortingen die afwijken van gamma krant of iets. Dat zou onduidelijk zijn voor de klant, gamma is heel fanatiek bezig met gamma krant. Gamma Nederland heel bepalend in acties.

Genereert het ook meer store traffic als er aanbiedingen zijn?

Ja. Het is wel zo dat ze dan ook extra dingen mee nemen. Je merkt dat prijs op dit moment het belangrijkste is. Ze komen wel en zien het wel. En dat is ook de kunst met je ambiance, als een leuk tuinmeubel ziet en hebt t nu niet nodig, maar na een tijdje denk je 'hé, die had ik bij gamma gezien'. Dus betekend niet dat als je iets presenteert dat je daar meteen reactie of actie bij hebt, dit gebeurt soms ook op lange termijn. Vaak is dit een denkfout van mensen. Je zet een hoop spullen neer, maar het doet niks. Maar dat is dus op lange termijn wel zo.

Waar komen klanten met name vandaan?

Vroeger isogronen: 1 Delft, 2, Nootdorp en Delfgauw, 3 Rotterdam en Den haag. Vroeger een van de weinige bouwmarkten die op zondag open waren dus toen veel uit andere gebieden. Maar nu alleen Delft, want zijn zoveel bouwmarkten bij gekomen. Isogroom dus steeds kleiner, 90% komt uit Delft. Regionale functie is minder belangrijk geworden. We hebben 165 gamma's 120 karwei, 140 praxis.. Nederland zit behoorlijk vol, dus isogroom krimpt.

Heeft GAMMA een spaarsysteem?

Nee. Alleen directe korting, als ze jarig zijn wel coupon van 5 euro, gratis aanhangwagen, gratis materiaal laten zagen, ze krijgen verrassingscoupons, ze kopen iets en krijgen dan opeens coupon. Bepaalde artikelen met korting kan alleen met voordeelpas. Maar we kennen geen spaarsysteem.

Wat is daar de reden van?

Allemaal met rendement te maken, gewoon niet voor gekozen, je wilt bepaald rendement

op jaarbasis. Kortingen weggeven is een van de makkelijkste dingen, maar kost hoop geld en wil ook rendement.

Ziet u in de toekomst mogelijke veranderingen of bedreigingen?

Ik geloof alleen in kansen op dit moment. Bedreiging op dit moment is onduidelijkheid. De vele pasjes, mensen willen boter bij de vis. Eigenlijk wil een klant een kaart waar ze standaard 10% korting mee krijgen natuurlijk. Door alle bonnetjes en kaarten is niet handig voor consument. Dat is wel een bedreiging, ze denken van ik heb niet echt het voordeel. Maar als je dat weer relateert naar de toekomst, van het gemak dadelijk, maar dan moet iedereen wel een smart phone gebruiken. De oude generatie doet dat nog niet nu. Dus heel interessant hoe staat de wereld er over 5 of 10 jaar bij. Die verandering is al bezig eigenlijk.

Ziet u verder nog kansen omtrent de klantenkaart?

Het gemak. In je telefoon zit alles. Binding met gamma is er gewoon, kan klant benaderen, als die iets besteld is die al bekend, klant kan veel sneller dingen bestellen en hoeft niet steeds gegevens opnieuw in te voeren. Straks wordt een klant in de gamma winkel met telefoon genavigeerd naar producten in winkel en weet de status van een product. Maar kan dan heb je wel weer de info van de klant nodig. Afgelopen jaren een database van klantgegevens opgebouwd. En dan moet de klant dat straks gaan ervaren als 'hé dat is makkelijk'. Je ziet het al bij hoe makkelijk je apps zijn, zo word het in winkels ook. Gamma zorgt dan voor goede opstellingen en computers en wifi en dat het mogelijk is om genavigeerd te worden door de winkel.

Appendix 6: Explanation of Confrontation Matrix

SO = combination of strengths and opportunities

WT = combination of weaknesses and threats

WO = combination of weaknesses and opportunities

ST = combination of strengths and threats

Strengths and OpportunitiesS1+ O1: strong brand image + increasing consumerism (+)

When consumers actively talk about or interact with a brand, and IKEA has already has a strong brand image, this will be even more beneficial for image of IKEA.

S3 + O1: local Facebook page + increasing consumerism (+)

IKEA has the opportunity to involve consumers through Facebook and create two-way interaction.

S5+O1: retrieve customer information + increasing consumerism (+)

Due to the increasing consumerism, IKEA is able to retrieve opinions and feedback of consumers through several blogs, reviews and share activities of consumers.

S12+O1: Unlimited exchange and return + increasing consumerism (+)

When customers exchange or return products, IKEA is obtaining feedback and opinions of the customer, which are then saved in system.

S4+ O2: local Facebook page + active use of smartphones is increasing (internet, email) (+)

When the active use of smart phones is increasing among the consumers, they will be online anywhere and anytime, which means they are more likely to connect to Facebook and therewith possibly also the local Facebook page of IKEA.

S9 +O2 possibility to obtain card online + active use of smartphones is increasing (internet, email) (+)

The IKEA FAMILY card can be obtained online and since people are increasingly using smart phones, it becomes possible for them to obtain loyalty card anytime and anywhere.

S15+O2: PasNL app + active use of smart phones is increasing (internet, email) (+)

Since people are constantly carrying their smart phone, they will also always carry the loyalty card automatically with the PasNL app.

S2+ O3: physical place to inspire + increasing purchasing power of consumers (+)

When people get inspired in the store, consumers shall be motivated to purchase more because of the physical attraction.

S3+ O3: local focus + increasing purchasing power of consumers (+)

While the purchasing power of consumers is increasing, IKEA can anticipate to that on a local base, in order to motivate the consumers to purchase more.

S6+O3 IKEA FAMILY members spend more money + increasing purchasing power of consumers (+)

IKEA gets the opportunity to motivate the IKEA FAMILY members to spend even more, while their purchasing power is increasing, they are easier to convince to purchase more products.

S1 + O5: strong brand image + more potential in use of Facebook (one of most popular social media) (+)

With the increasing potential of the use of Facebook, IKEA can use their strong brand image, to create more brand awareness on social media.

S3+O5: local focus + more potential in use of Facebook (one of most popular social media) (+)

IKEA is able to use Facebook to promote more specifically to consumers on a local base with local offers and discount.

S4 +O5: local Facebook page + more potential in use of Facebook (one of most popular social media) (+)

Since Facebook is one of the most popular social media, and IKEA Delft owns a local Facebook page, it can be used to promote and create more awareness of IKEA Delft.

S5 +O5: retrieve customer information + more potential in use of Facebook (one of most popular social media) (+)

When consumers interact with IKEA on the local Facebook page, IKEA has the opportunity to retrieve insight information of local customers.

S14+O5: good CSR + more potential in use of Facebook (one of most popular social media) (+)

IKEA has a good CSR and since people find this important, IKEA can use this strength to promote the CSR on local Facebook page in order to create more understanding.

S4+O6: local Facebook page + consumers are searching for offers and discounts (+)

Consumers are searching for offers and discount and IKEA Delft can use the local Facebook page to advertise and promote offers and discounts on the local Facebook page.

S10+O6: discount on IKEA FAMILY range + consumers are searching for offers and discounts (+)

Since consumers are searching for offers and discounts and the IKEA FAMILY range is offering that, consumers will come to purchase.

S13+ O6: free coffee/tea + consumers are searching for offers and discounts (+)

Consumers prefer companies or brands that offer extra's or surprising activities and IKEA is offering them free coffee and tea in the restaurant when they possess a loyalty card.

S2+ O7: physical place to inspire + consumers alert to offers and discounts (+)

When consumers are inspired in the store and they are alert to offers and discount, they will see offers and discounts in the store and are more likely to purchase these products.

S4+O7: local Facebook page + consumers alert to offers and discounts (+)

Since consumers are alert to offers and discount, IKEA Delft can use the local Facebook page to advertise about products, offers and discounts through Facebook.

S10+O7: discount on IKEA FAMILY range + consumers alert to offers and discounts (+)

IKEA is offering the special member range, including discount, and this will be beneficial to consumers that are alert to offers and discount.

S13+O7: free coffee/tea + consumers alert to offers and discounts (+)

When consumers those are alert to offers and discount, notice that IKEA is offering free coffee or tea with the possession of a loyalty card, they will be more likely to obtain a loyalty card.

S3+O8: local focus+ consumers attracted by advertisements with price promotions (+)

IKEA Delft can use more local advertisement on price promotions to attract consumers on a local basis.

S4+ O8 local Facebook page + consumers attracted by advertisements with price promotions (+)

IKEA Delft can use their local Facebook page to create ads with price promotions and attract more consumers to purchase products.

S3+O9: local focus + approach target groups more specific (+)

Since IKEA Delft is focusing on a local basis, it enables IKEA to reach the target groups better.

S4+O9 local Facebook page + approach target groups more specific (+)

By the use of a local Facebook page, IKEA Delft is able to approach target groups more specific through social media.

S5+ O9: retrieve customer information + approach target groups more specific (+)

IKEA is retrieving customer information by the use of the loyalty card, and is therefore able to approach target groups more specific, which will increase the customer information again.

S6 + O9: IKEA FAMILY members spend more money + approach target groups more specific (+)

When IKEA is able to approach target groups more specific, it can help to motivate IKEA FAMILY members to spend more money.

Weaknesses and Opportunities

W1+O1: not everyone aware of benefits + increasing consumerism (+)

While consumers are becoming more active in giving opinions and sharing information, this can create more awareness among consumers about the benefits of the loyalty card and share this information with other consumers that are not aware of these benefits.

W3+O1: customers do not feel need to obtain loyalty card + increasing consumerism (+)

When more awareness of benefits of loyalty card is created by the increasing consumerism, more customers will feel the need to obtain the loyalty card.

W7+O1: 50% of customers do not possess a IKEA FAMILY card + increasing consumerism (+)

When more awareness of benefits of loyalty card is created by the increasing consumerism, more customers will possess a loyalty card.

W1+O2: not everyone aware of benefits + active use of smart phones is increasing (internet, email) (+)

While consumers are actively using smart phones, especially for internet and email, more awareness of benefits of loyalty card can be created among consumers by promoting it through these channels.

W3+O4: customers do not feel need to obtain loyalty card + consumers experience the exchange of points for prices as being pleasant (-)

When IKEA does not offer a system wherein customers can earn/collect points and exchange these points for prices, customers will also do not feel the need to obtain the loyalty card.

W4+O4: no possibility to earn/collect points + consumers experience the exchange of points for prices as being pleasant (-)

When IKEA will not have a system wherein customers can earn/collect points, customers will also not be able to exchange points for prices, which they experience as being pleasant.

W6+O4 not many extra discount or offers + consumers experience the exchange of points for prices as being pleasant (-)

Since consumers might experience that IKEA is not offering many extra discount offers, then they also feel that they have no opportunity to exchange points for prices, which they experience as being pleasant.

W1+O5: not everyone aware of benefits + more potential in use of Facebook (one of most popular social media) (+)

IKEA is able to create more awareness on their local Facebook, which will encourage more consumers to obtain a loyalty card.

W6+O5: not many extra discount or offers + more potential in use of Facebook (one of most popular social media) (-)

Consumers might feel that IKEA does not have many extra discount offers, and then there is also no need to use Facebook to promote these offers in order to stimulate consumers to purchase at IKEA.

W4+O5: no possibility to earn/collect points + more potential in use of Facebook (one of most popular social media) (-)

If IKEA does not offer a system wherein customers can earn/collect points, they also cannot use Facebook as a tool to promote this system.

W1+O7: not everyone aware of benefits+ consumers alert to offers and discounts (-)

When consumers do not know the benefits, the consumers that are alert to offers or discounts will also not find the offers or discount that IKEA is offering.

W3+O7: customers do not feel need to obtain loyalty card + consumers alert to offers and discounts (-)

If customers do not feel need to obtain loyalty card, they will also not benefit from offers or discounts

W4+O7: no possibility to earn/collect points + consumers alert to offers and discounts (-)

When there is no possibility to earn points, consumers that are alert to offers and discounts might go to other brand where they do offer these benefits.

W6+ O7: not many extra discount or offers + consumers alert to offers and discounts (-)

If IKEA offers not many extra discount or offers, consumers will not find the offers even if they are alert to offers and discounts.

W4+O8: no possibility to earn/collect points + 63% attracted by advertisements with price promotions (-)

Earning/collecting points is part of a price promotion, but IKEA is not offering this so these people will not be attracted to IKEA by advertisements with price promotions.

W6+O8: not many extra discount or offers + 63% attracted by advertisements with price promotions (-)

If customers that are attracted by advertisements with price promotions, do not see extra discount or offers, it will not attract them to IKEA as well.

W5+O9: IKEA FAMILY range limited focus + approach target groups more specific (-)

When the IKEA FAMILY range has a limited focus, mainly on young parents with children in the age of 0-15, not many target groups are being approached and the opportunities stay limited.

W7+O9: 50% do not possess an IKEA FAMILY card + approach target groups more specific (-)

When only half of the customers possess a loyalty card, only half of target group can be reached.

Strengths and Threats

S2+T1: physical place to inspire+ e-commerce can be a detriment of the physical store appearance (increase online shopping) (-)

When more people shop online, the physical store appearance will suffer from this and the physical inspiration will be less effective, which will be negative for IKEA since the store is one of their most important aspects.

S5+T1: retrieve customer information + e-commerce can be a detriment of the physical store appearance (increase online shopping) (+)

When more people shop online, they will easier be tempted to choose other brands while in this way the physical store appearance cannot function as a supportive attribute to the purchasing decisions of consumers.

S13+ T1: free coffee/tea + e-commerce can be a detriment of the physical store appearance (increase online shopping) (-)

When customers do not come to the IKEA store, they will also not be able to drink coffee/tea in the restaurant, after which they often go and take a look in the store.

S5+T2: retrieve customer information + consumers do not carry loyalty card in order to save space in wallet (-)

When consumers do not carry the loyalty card, the card will not be swiped and no information of customers will be retrieved.

S15+T2: PasNL app + consumers do not carry loyalty card in order to save space in wallet (+)

Consumers will save space in wallet and at the same time they do carry the loyalty card.

S3+T3: local focus + majority of PMA Delft lives single or together without children (+)

This creates an opportunity for IKEA to extra focus on these target groups in the local area.

S4+T3: local Facebook page+ majority of PMA Delft lives single or together without children (+)

Communicate to this majority through local Facebook page in order to reach these target groups in different ways.

S10+T3: discount on IKEA FAMILY range + majority of PMA Delft lives single or together without children (-)

Consumers do prefer discount, but IKEA FAMILY has a limited focus for this majority of the target group, since it is mainly focused on young parents with children in the age of 0-15.

S1+T4: a strong brand image + consumers easier switch from brand to brand (+)

IKEA has a strong brand image, which will possibly ensure that consumers stay loyal to IKEA.

S2+T4: physical place to inspire + consumer easier switch from brand to brand (+)

IKEA offers a physical place to inspire people with all types of living situations and ideas, and since other brands do not have this advantage, consumers will come to IKEA to be inspired.

S5+T4: retrieve customer information + consumer easier switch from brand to brand (-)

If customers do not come to IKEA, IKEA will not retrieve information about these consumers, and is therefore not able to send specific information, in order to motivate these consumers to come to IKEA.

S12+T4: Unlimited exchange and return + consumer easier switch from brand to brand (+)

With this extra service of unlimited exchange and return when possessing a loyalty card, people will faster obtain a loyalty card and choose IKEA because of this benefit.

S13+T4: free coffee/tea + consumer easier switch from brand to brand (+)

The free coffee or tea that customers do get when they possess a loyalty card, will ensure that consumers are easier attracted to IKEA because of this benefit, that other brands do not offer.

S14+T4: good CSR+ consumer easier switch from brand to brand (+)

Since consumers find CSR of great importance, this could be a reason for them to go to IKEA, and IKEA can use this CSR to create a competitive advantage.

S5+T5: retrieve customer information + privacy of customers (-)

Consumers do not want to give away too much personal information, because of privacy concerns, therefore IKEA is retrieving less information in order to send specified communication to these consumers.

S10+T5: discount on IKEA FAMILY range + privacy of customers (-)

When customers are purchasing IKEA FAMILY products, they will have to swipe card in order to get discount, and in this way IKEA is retrieving information on their purchasing behavior.

S2+T6: physical place to inspire + consumer expectations increase (+)

Consumers expectations rise and they want to try and experience, and IKEA is offering this by showing a physical place to be inspired.

S3+T6: local focus + consumer expectations increase (+)

IKEA can anticipate to consumer in the local area and live up to their expectations, hereby IKEA is able to send specific communication.

S5+T6: retrieve customer information + consumer expectations increase (+)

The more information of consumers is retrieved, the more specific IKEA can anticipate on this and live up to the consumers' expectations.

S9+T6: possibility to obtain card online + consumer expectations increase (+)

Consumers want convenience and IKEA is offering the convenience to obtain loyalty card online, which enables consumers to obtain the loyalty card everywhere and anytime.

S10+T6: discount on IKEA FAMILY range + consumer expectations increase (+)

Consumers expect discount and offers and IKEA is providing this by offering discount on the IKEA FAMILY range.

S12+T6: Unlimited exchange and return + consumer expectations increase (+)

Consumers expect convenience and good service and at IKEA consumers can return unlimited when they possess a loyalty card, which will make their purchasing decisions easier.

S13+T6: free coffee/tea + consumer expectations increase (+)

Consumers want and expect extra service or offers and IKEA is offering free coffee or tea when in possession of a loyalty card.

S14+T6: good CSR + consumer expectations increase (+)

Consumers expect a company to have a good CSR nowadays and consider this as purchasing criteria, IKEA already has a good CSR for a long time and is very transparent about this.

S15+ T6: PasNL app + consumer expectations increase (+)

Consumers becoming more digital and expect companies to have apps or participate in apps and IKEA is participating in the PasNL app.

S5+T7: retrieve customer information + customer loyalty gets cornered, due to decrease of swiping card (-)

When people do not swipe the loyalty card, IKEA will not retrieve information about these people and this will affect the customer loyalty.

S10+T7: discount on IKEA FAMILY range + customer loyalty gets cornered, due to decrease of swiping card (+)

When people purchase IKEA FAMILY products, they need to swipe loyalty card in order to get discount, and in this way IKEA is retrieving information about these people.

S11+T7: print temporary card in store + customer loyalty gets cornered, due to decrease of swiping card (+)

When customers have forgotten their loyalty card, they have the opportunity to print a temporary loyalty card in store and still swipe and get benefits.

S15+T7: PasNL app + customer loyalty gets cornered, due to decrease of swiping card (+)

Since IKEA is participating in this app, customers always have their loyalty card on their smart phone, which they always carry with them.

Weaknesses and Threats

W2+T2: customers that do possess loyalty card often do not feel need to swipe card + consumers do not carry loyalty card in order to save space in wallet (-)

When customers do not use or carry loyalty card, IKEA will also not receive any information about these consumers.

W3+T2: customers do not feel need to obtain loyalty card + consumers do not carry loyalty card in order to save space in wallet (-)

Customers do not want the loyalty card because it is taking space in wallet and are therefore not convinced to obtain one and in this way IKEA is not retrieving any information about these customers.

W7+T2: 50% do not possess a IKEA FAMILY card + consumers do not carry loyalty card in order to save space in wallet (-)

When half of consumers do not possess a loyalty card and do not carry one, IKEA will not retrieve enough information to anticipate on the others half.

W1+T4: not everyone aware of benefits + consumers easier switch from brand to brand (-)

If consumers do not know benefits of IKEA that will be beneficial for them, they will easier switch to other brands.

W2+T4: customers that do possess loyalty card often do not feel need to swipe card + consumers easier switch from brand to brand (-)

When customers do not feel the need to swipe the loyalty card, IKEA is not offering the benefits that the consumers is looking for and they tend to choose other brands.

W3+T4: customers do not feel need to obtain card+ consumers easier switch from brand to brand (-)

If customers do not like benefits, they do not get loyalty card and go to other place

W4+T4: no possibility to earn/collect points + consumers easier switch from brand to brand (-)

Consumers find the exchange of points pleasant, so when IKEA is not offering this, they might choose other brands.

W5+T4: IKEA FAMILY range limited focus + consumers easier switch from brand to brand (-)

If the consumers do not like the products in this range, they tend to choose brands that do offer products that they like.

W6+T4: not many extra discount offers + consumers easier switch from brand to brand (-)

Consumers like discounts and offers, and if they feel IKEA is not providing enough offers or discount, they might choose other brands.

W7+T4: 50% do not possess an IKEA FAMILY card+ consumers easier switch from brand to brand (-)

When IKEA does not retrieve information on the half of the target group, it becomes hard to anticipate on consumers' needs and wants.

W1+T6: not everyone aware of benefits + consumer expectations increase (-)

Consumers do have lot of expectations, but if they do not know the benefits that IKEA is offering, they might miss out on things that IKEA is offering.

W3+T6: customers do not feel need to obtain loyalty card + consumers easier switch from brand to brand (-)

If loyalty card does not offer what the consumers prefer, they will not obtain the loyalty card and switch to other brands.

W4+t6: no possibility to earn/collect points + consumers easier switch from brand to brand (-)

Consumers like to exchange points for prices, IKEA is not offering this, and consumers therefore might choose other brands that do offer this benefit.

W5+T6: IKEA FAMILY range limited focus+ consumers easier switch from brand to brand (-)

Since the focus of products in the IKEA FAMILY range, are quite limited, consumers tend to find brands that do offer products that they like.

W6+T6: not many extra discount or offers + consumers easier switch from brand to brand (-)

Consumers prefer offers and discount, and if consumers experiencing that IKEA is not offering enough offers and discounts they will choose other brands.

W1+T7: not everyone aware of benefits + customer loyalty gets cornered, due to decrease of swiping card (-)

When consumers are not aware of benefits, they will not feel need to swipe the loyalty card, and IKEA will not retrieve information about these customers.

W2+T7: customers that do possess loyalty card often do not feel need to swipe card + customer loyalty gets cornered, due to decrease of swiping card (-)

If customers do not feel the need to swipe the loyalty card, IKEA will not receive information about these customers.

W3+T7: customers do not feel need to obtain loyalty card + customer loyalty gets cornered, due to decrease of swiping card (-)

If customers do not feel the need to obtain loyalty card, they will not swipe the loyalty card as well, and IKEA will not retrieve information about these customers.

W4+T7: no possibility to earn/collect points + customer loyalty gets cornered, due to decrease of swiping card (-)

If consumers do not have the possibility to earn/collect points, they do not feel the need to swipe the loyalty card and again, IKEA will not retrieve information about these customers.

W6+T7: not many extra discount offers + customer loyalty gets cornered, due to decrease of swiping card (-)

When consumers feel that IKEA is not offering enough extra discounts or offers, they will also not purchase products or swipe the card, and this will give IKEA less information about the target group.

W7+T7: 50% do not possess a IKEA FAMILY card + customer loyalty gets cornered, due to decrease of swiping card (-)

Half of people does not have card and therefore not swipes the loyalty card as well, and IKEA will not retrieve information about these half of consumers that do not have a loyalty card.

Appendix 7: Questionnaire**Customer Loyalty Cards**

I am a fourth-year European Studies student at The Hague University of Applied Sciences and I am currently writing my final paper. I am researching how IKEA Delft can improve in the field of marketing, relative to customer loyalty cards. By doing this IKEA is being compared to three big retailers: Albert Heijn, ICI Paris and GAMMA. The questionnaire contains 23 questions. Filling out this questionnaire will take approximately five minutes. Your answers will be processed anonymously and will only be used for the purpose of this research.

Thank you.

1. What is your gender?
 - ☐ Male
 - ☐ Female
2. What is your age?
 - ☐ 18-24 years old
 - ☐ 25-34 years old
 - ☐ 35-44 years old
 - ☐ 45-54 years old
 - ☐ 55-64 years old
 - ☐ 65-74 years older
3. How many customer loyalty cards do you have in your wallet?
 - ☐ 0-3
 - ☐ 4-6
 - ☐ 6-9
 - ☐ 10+
4. Do you have an IKEA FAMILY card?
 - ☐ yes
 - ☐ No
5. Are you aware of the benefits you get with this IKEA FAMILY card?
 - ☐ Yes
 - ☐ No
 - ☐ Partly
6. Do you have a GAMMA Voordeelkaart?
 - ☐ Yes
 - ☐ No

7. Are you aware of the benefits you get with this GAMMA Voordeelkaart?

- ☐ Yes
- ☐ No
- ☐ Partly

8. Do you have an ICI Paris Privilege card?

- ☐ Yes
- ☐ no

9. Are you aware of the benefits you get with this ICI Paris Privelage card?

- ☐ Yes
- ☐ No
- ☐ Partly

10. Do you have an Albert Heijn Bonuskaart?

- ☐ Yes
- ☐ No

11. Are you aware of the benefits that you get with this Albert Heijn Bonuskaart?

- ☐ Yes
- ☐ No
- ☐ Partly

12. I often take advantage of offers or promotions.

Totally agree	Agree	Neutral	Disagree	Totally disagree

13. In advance, I plan what I am going to buy.

Totally agree	Agree	Neutral	Disagree	Totally disagree

14. I am sensitive to price differences between similar products.

Totally agree	Agree	Neutral	Disagree	Totally disagree

15. I think it is fun to earn or collect points.

Totally agree	Agree	Neutral	Disagree	Totally disagree

16. I think the exchange of points for prices is pleasant.

Totally agree	Agree	Neutral	Disagree	Totally disagree

17. I think a store without a loyalty card is less attractive than a store that does offer a loyalty card.

Totally agree	Agree	Neutral	Disagree	Totally disagree

18. I would quicker make a purchase decision when more interaction is taking place between a customer and a brand.

Totally agree	Agree	Neutral	Disagree	Totally disagree

19. If it was possible to earn or collect points at IKEA, I would visit the store more often.

Totally agree	Agree	Neutral	Disagree	Totally disagree

20. I notice that IKEA makes an effort to make customers loyal.

Totally agree	Agree	Neutral	Disagree	Totally disagree

21. It is notable that IKEA is using several efforts to strengthen the relationship with the customers.

Totally agree	Agree	Neutral	Disagree	Totally disagree

22. I am actively using Facebook.

Totally agree	Agree	Neutral	Disagree	Totally disagree

23. I am sensitive to like, share and win actions on Facebook.

Totally agree	Agree	Neutral	Disagree	Totally disagree

Thank you!