

**Building brand advocacy for a sustainable brand through corporate storytelling and a
customer journey improvement**

ADVICE REPORT

Nick Vojvodić

The Hague University of Applied Sciences

ROETZ

BUILDING BRAND ADVOCACY THROUGH CORPORATE STORYTELLING

Client organization: Roetz-Bikes

Student Number:

Thesis Supervisor: Suzan Pecyna

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Executive Summary

This advice report seeks to improve brand advocacy for Roetz-Bikes in order to increase brand visibility and drive sales. Currently, the main communication issue is the post-purchase phase of the customer journey, during which the customer is not sufficiently engaged with the brand and the corporate story is not optimally included. An increase in brand advocacy among customers is urgent, because brand advocacy is a strong driver of sales and brand awareness among customers with similar interests. As the bicycle market currently expands considerably, Roetz-Bikes needs to find new customers to maintain growth and remain competitive. Desk and field research was conducted to analyze the problem. The leading advice question central to this research was: "How can we improve Roetz-Bikes' customer journey to increase brand advocacy?", and the research provided several insights.

Prospective Roetz-Bikes customers are most likely to recommend a brand which has a memorable, credible corporate story. The key drivers of advocacy for this consumer group are satisfaction with the product, brand trust, brand love, and an emotional connection with the brand. Brand advocacy is generated in two key phases; the pre-purchase and post-purchase customer journey phases. Thus, two primary target audiences are determined: the post-purchase Roetz-Bikes owner (TA1) and the pre-purchase prospective Roetz-Bikes customer (TA2). For TA1, the objective is to increase brand advocacy by 30% by July 2022 whilst maintaining and strengthening the brand relationship. For TA2, the objective is to increase brand awareness by 10% by July 2022, as a first step towards the final destination of brand advocacy.

The proposed approach is engaging in direct, two-way and proactive communications with both TAs. The memorable and credible narration of the corporate story and value proposition is central to the communication approach. The Roetz-Bikes brand story should be consistent and recognizable across platforms and across purchase phases, building a bond with the customer from the moment they discover the brand until they ride the bike every day. The one-year strategy follows a €9000 overall budget, covering one year until the 2022 biking season. It includes advice for team augmentation strategies, including the proposed hiring of two interns. The communication and advertising scheduling and full budget are provided to demonstrate the feasibility and practical

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readiness of the strategy. By enhancing and streamlining its corporate communications, therein highlighting its unique and sought-after value proposition, Roetz-Bikes can build strong relationships with its customers and expect stronger brand advocacy among them.

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List of abbreviations

AIDA.	Attention, Interest, Desire, Action
B2B.	Business-to-business
B2C.	Business-to-consumer
CBBE.	Customer Based Brand Equity
CSR.	Corporate social responsibility
DMU.	Decision Making Unit
E-bike.	Electronic bicycle
ROI.	Return on investment
SEO.	Search engine optimization
SWOT.	Strengths, Weaknesses, Opportunities, Threats
TA.	Target Audience
UGC.	User-generated content
USP.	Unique selling point

Introduction

Roetz-Bikes is a for-profit, sustainable bicycle manufacturer which produces its bicycles in a social enterprise. Although Roetz-Bikes has the unique selling points of sustainability and social enterprise, it struggles to compete with other bicycle brands which offer similarly priced 'lifestyle bicycles' and have seen greater commercial success (Personal communication, n.d.). The post-purchase waiting period has been identified by the client as a communication problem area, as the communication during this time is irregular and badly optimized (Vojvodić, 2021). Hence, the client has requested a redevelopment and automatization of the post-purchase customer email communications as it seeks to improve the customer experience. In order for Roetz-Bikes to reach new consumers, increasing brand advocacy among its customers is likely necessary. Brand advocacy is a powerful driver of sales, as almost 75% of consumers identify it as a key influencer in their purchasing decision (Bulbul et al., 2014). Furthermore, brand advocacy is known to increase a company's visibility and brand recognition (Thomas, 2016). The organization has requested a redevelopment of the customer communications strategy, specifically the customer emails sent over the course of the purchase. The organization intends to improve its customer journey and seeks to increase its customer advocacy. Based on the problem analysis, the following advice question is proposed: "How can we improve Roetz 'customer journey to increase advocacy and word-of-mouth advertising?". This advice question aims to solve the client's communication issue of a poorly optimized customer journey, which may cause a lower total amount of brand advocacy. Increasing the brand advocacy will increase the brand visibility and eventually drive an increase in sales.

Situation Analysis

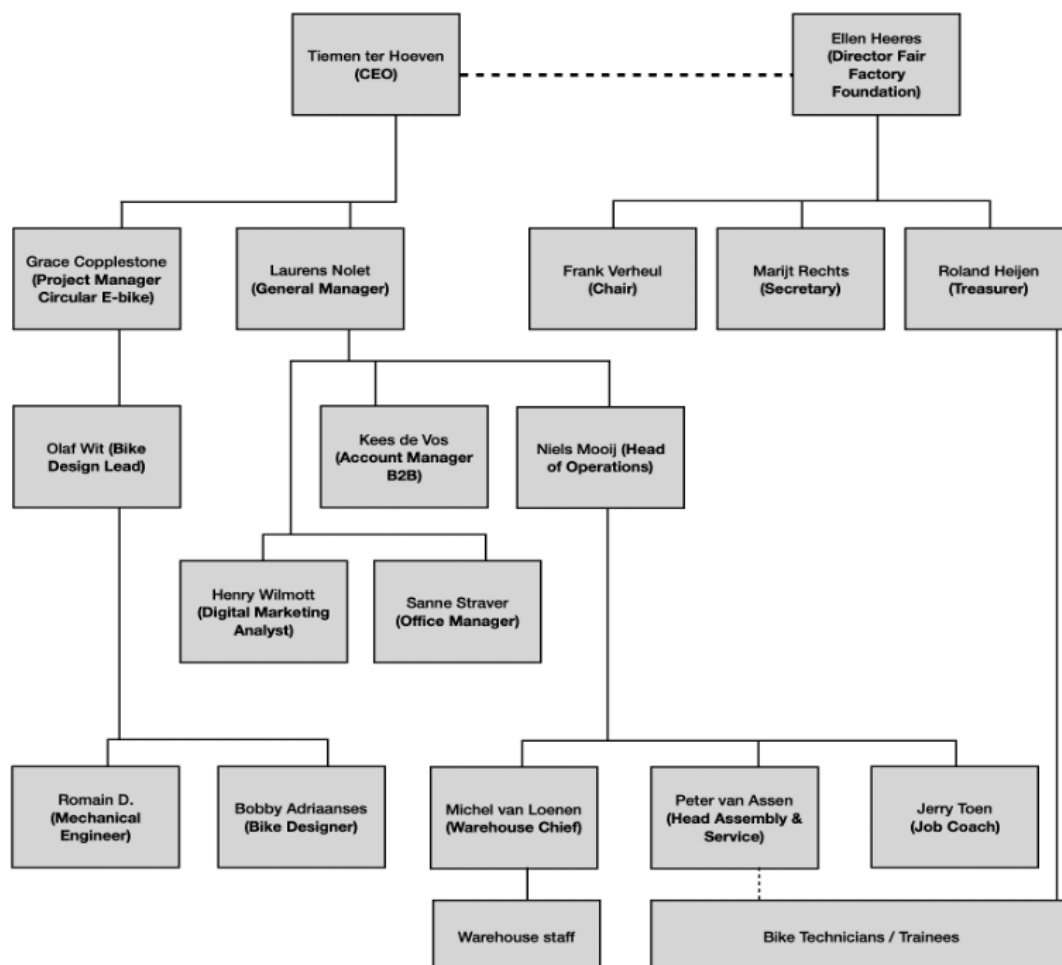
The internal and external context of the advice question and communication issue are examined on the micro, meso and macro level.

Micro level

Roetz-Bikes' bicycle production takes place in its 'Fair Factory', where the company trains and employs underprivileged candidates to become bicycle technicians and make bicycle from reused bicycle parts. As such, it provides second chances for people and resources, which is its cornerstone principle (Roetz-Bikes, n.d.).

Roetz-Bikes has grown in recent years from a start-up to a self-described 'scale-up' size. However, the company has maintained a small and tight-knit company structure (see Figure 1)

Figure 1. *Organogram*



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Its Fair Factory is a standalone operational unit and is classified as a foundation, and managed separately. The foundation is partnered with various other foundations and funds which support its activities for their sustainable and social merit (Roetz Fair Factory Foundation, n.d.)

Roetz-Bikes' bicycles are available on the B2B and B2C market; the company maintains B2B partnerships with companies whilst also selling to customers through a reseller network and its own online sales channel. Aside from Google Ads advertising, the company relies mostly on word-of-mouth and social media promotion for customer acquisition. The B2B acquisition relies on interpersonal sales activities by the B2B account manager.

Customer feedback is gathered using a 'Happy Calls' method, conducted by an external agency on a biannual basis. As such, the company does not have regular access to recent customer feedback and may struggle to correctly identify pain points. Currently, the average waiting time post-purchase is 6 to 8 weeks, which is exceeded in some cases. This long period of anticipation is characterized by sparse communication (1-2 e-mails) and has been identified by the General Manager as a key problem area (Personal communication, n.d.).

Meso level

Using a power interest matrix, Roetz-Bikes' stakeholders have been classified based on their power to influence the company and their interest in it (see Figure 2).

Figure 2. *Power-interest matrix*

High power, low interest	High power, high interest
Government	Customers/users
Municipality of Amsterdam	Management staff
Regulatory agencies	Communication staff
Low power, low interest	Low power, high interest
	Factory staff
	Potential customers
	Competitors
	Dealer
	Partner foundations and organizations

Competitor analysis

The competitor analysis described Roetz-Bikes' main competitors, their advantages and disadvantages, and their current brand promotion and brand positioning strategy, for both the described product categories (mid-section e-bikes and urban/lifestyle bicycles), as shown in Table 1 and Table 2.

Table 1. Mid-section e-bike competitor analysis

Competitor	Pricing	Advantages	Disadvantages	Promotion and positioning
Muto	Lower	High battery range (70 kilometers). Sturdy construction. Online checkout + fast delivery.	Limited design or customization options. No clear CSR story.	Positioned as a comfortable, affordable, durable e-bike. Emphasis on functionality over design.
Vanmoof	Lower	High battery range (100 kilometers) Smart options (remote lockdown). Sophisticated technical specification. Unique, one-of-a-kind modern design. Online checkout is well-integrated.	No customization options. No clear CSR story.	Positioned as 'the best in class' e-bike. Marketed as a luxury designer item with superior technical performance.
QWIC	Higher	Medium battery range (40 kilometers). Modern design, various design options and colors. Online checkout + fast delivery.	No clear CSR story.	Positioned as 'Dutch design e-bike' with an innovative modern look and reliable motor performance.

Table 2. Urban/lifestyle bicycle competitor analysis

Competitor	Pricing	Advantages	Disadvantages	Promotion and positioning
Veloretti	Lower to similar	Vintage design, strong visual branding. Fast and professional online purchase experience, with fast delivery and highly-rated customer service.	No clear Corporate Social Responsibility (CSR) story	Strongly marketed as a product with youthful, rebellious and on-trend personality.
Cortina	Similar to higher	Luxurious technical specifications, extensive design options.	No online purchase option, dependent on resellers.	Marketed as a 'Dutch Fashion Bike', emphasizing the country of origin and stylish design. Marketing highlights the beauty and luxury of the product design.
Brikbikes	Higher	Chainless design, making the product low-maintenance and extremely durable. Customizable design. Online order + checkout.	Basic design. No CSR story. The bike is rather heavy.	Basic design. No CSR story. The bike is rather heavy.
Johnny Loco	Higher	Eye-catching, retro design. Fast delivery + well-functioning website and online purchase experience.	No clear CSR story.	Marketed as a relaxed, positive 'lifestyle brand'. Emphasis on travel, uniqueness and positivity.
Creme Cycles	Higher	Vintage design in various colors and unique options.	Poorly functioning website. No clear CSR story. Slow delivery. No online purchase option.	Emphasis on the beauty of design and craftsmanship.
Gazelle	Similar to higher	Strong reputation, excellent quality. Various design options ranging from modern to retro. Fast delivery and online purchase experience. CSR is described extensively.	More generic design than some of the 'lifestyle bike' brands.	Branding does not emphasize personality, uniqueness or identity, but rather reliability and quality of manufacturing.
Batavus	Similar to higher	Strong reputation, excellent quality. Various color options for all models. Fast delivery and online purchase experience.	No clear CSR story. More generic design than some of the 'lifestyle bike' brands	Branding emphasizes reliability and quality.

Discussion

Roetz-Bikes operates in two market segments: urban/lifestyle bicycles, and mid-section e-bikes. A bike is a lightweight, agile utility bicycle designed for shorter distances, flat terrains, and urban areas (Buyer's Guide to City and Hybrid Bikes, n.d.). Specifically, Roetz-Bikes also falls within a niche section of "designer" lifestyle bicycles, which offer unique designs and have a higher price point than traditional bicycle brands, like Gazelle and Batavus (Lifestyle fietsen, n.d.). The competitor analyses display the top competitors and their market positions, as compared to the client, for each of the two market segments.

Overall, the competitor analysis demonstrates a trend towards 'lifestyle marketing' for bicycles, where the product is associated with personality traits like rebelliousness or sustainability. Bikes are seen as a lifestyle item which their marketing reflects (Gliemann, n.d.). Among Roetz-Bikes' competitors in the 'Urban/lifestyle' category, various other brands produce bicycles with a retro appearance. Furthermore, several the assessed competitors provide better delivery and servicing conditions. However, Roetz-Bikes has two unique advantages in this category: it has competitive prices below the average in this segment and is the only 'lifestyle bicycle' brand to offer a compelling and extensive CSR backstory.

In the mid-section e-bike category, Roetz-Bikes is unique in offering a customizable, retro design e-bike. Typically, e-bikes in this price segment have a modern, minimalistic appearance and compete in technical specifications, such as battery range. While other brands offer superior technical performance, more streamlined websites and purchasing experiences, as well as shorter waiting times, none offer a compelling CSR story.

Competitor analysis conclusion

Roetz-Bikes possesses a USP which gives it a competitive advantage. Unlike other brands, which either don't engage in CSR or list it as a secondary activity, the client has built its brand around it and made it its brand ethos. Therefore, it seems unlikely for now that other brands may compete with this "sub-niche" of sustainable bicycles created by Roetz-Bikes.

Macro level

The client's position is examined on a macro level using the DESTEP model, discusses, economic, socio-cultural, technological, ecological and political factors. The model helps provide an understanding of the changes in environment that can influence the organization, assessing the wide range of variables that can affect the company (Kotler & Armstrong, 2004).

Economic

Roetz-Bikes may be influenced by several short-term and long-term economic trends. On the short term, the restrictions and lockdowns related to Covid-19 which occurred since March 2020 caused changes in purchasing behaviors, with Dutch customers spending 43% more on products but 39% less on leisure services and travel. As discussed by Betaalvereniging (2021), it's likely that purchases shifted from travel and leisure services towards the purchase of tangible products. This would benefit Roetz-Bikes directly. However, the pandemic has also caused an increase in economic anxiety. According to the European Commission (2021) 42% of consumers considered postponing a major purchase due to financial concern.

Finally, a long-term consumer trend towards sustainable goods can be detected. The International Trade Centre (2021) reports that 92% of all European retailers expect sales in sustainable products to increase in the next five years, boding well for a an overtly sustainable product like Roetz-Bikes.

Socio-cultural

As ranked by Hofstede (Netherlands, n.d.), the Netherlands is a highly individualist country, more so than other European countries in which Roetz-Bikes is active. One might expect this to contradict Roetz-Bikes' inclusive, social mission statement. However, Roetz-Bikes' social enterprise character fits well within Dutch culture, especially as its focus is on work integration and circular economy, the two most common types of social enterprise in the Netherlands (European Commission, 2019).

Ecological

Passenger vehicle exhausts are among the leading causes of global warming, threatening the climate (Union of Concerned Scientists, 2014). To tackle this problem, the European Commission has made various proposals to stimulate the usage of bicycles (European Commission, n.d.-a). Pucher and Buehler (2017) argue that cycling is more attractive to consumers due to the increased salience surrounding sustainability. Another ecological problem (resource depletion and an increase in waste) has also led to a demonstrable increase in demand for circular, sustainable products, Vehmas et al. (2018) suggest. Roetz-Bikes' product was designed partially in response to these ecological crises and will likely continue to find popular demand as they gain more awareness.

Technological

Technologically, the fast development in small-sized rechargeable e-bike batteries has proven to be impactful for Roetz-Bikes, allowing the company to offer e-bikes while sticking to its core product proposition (bicycles built with reused bicycle frames) and maintaining its signature vintage appearance. This would not have been possible before these developments took place, as e-bike batteries were much larger and bulkier in recent years while offering similar performance (E-Bike Market - Growth, Trends, Covid-19 Impact, and Forecasts, 2020). The market for E-bikes is an important one for Roetz-Bike; it has seen a 232% growth in demand in the past five years and now accounts for 17% of all bicycle sales in Europe (Sutton, 2021).

Political

The Dutch government enforces sustainable modes of transportation, making car transport less attractive by means of more stringent emission taxation, based on EU-norms (Rijksoverheid, n.d.-a). Legislations like this have been cited by the European Commission (n.d.-b) and Neun & Bauhold (2016) as a cause for the increase of bicycle usage has in the European Union. The Dutch government further promotes bicycle and e-bike purchases through a corporate tax benefit for business bicycles, which came into law in 2020 (Rijksoverheid, n.d.-b)

Conclusion

The SWOT Analysis demonstrates the key aspects that are found in the situation analysis on all three levels (see Figure 3).

Figure 3. *SWOT analysis*

Strengths	Weaknesses
Sustainable and social brand identity Dedicated internal team Online/offline purchase options Product quality Customizable design One-of-a-kind products	Non-specific/weak branding Flawed online purchase/website experience Long waiting times Poor post-purchase communication
Opportunities	Threats
Further growth due to sustainability trends Growth from more exposure Expansion of product lineup	Competitors may begin offering similar products E-bike may become too weak compared to other brands Team may become too small soon Consumers may no longer accept the experience as online shopping becomes the norm

The company's strongest USP is its ethical character (sustainable manufacturing process and social enterprise). In this, it is unique within its market niches. Other strengths include its dedicated internal team, product quality, customizable design and one-of-a-kind products. However, the company's branding is not as strongly defined as many of its competitors', and its online customer experience is marred by long waiting times and website flaws. The opportunity for growth is considerable, as various macro-factors have caused an increased demand for bicycles and e-bikes, as well as sustainable goods. By expanding its reach, it may be able to better leverage this demand. Furthermore, the company could expand to other bicycle types within its sustainable brand (e.g., children's bicycles, carrier bicycles). At this crossroads, Roetz-Bikes holds a valuable product proposition. However, it is conceivable that competitors will identify and attempt

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to enter this market void. Roetz-Bikes' e-bike battery performance, which is currently sub-standard within the market, may soon become outdated. Additionally, as further growth occurs, it is likely the small internal team will no longer be sufficient. Finally, as online shopping has boomed in the past years, it is likely that consumers' expectations regarding online purchasing experiences may grow, and their tolerance for flaws and delays may decrease.

Communication Analysis

Interested Parties

The stakeholders relevant to the communication advice are identified and discussed in the following table.

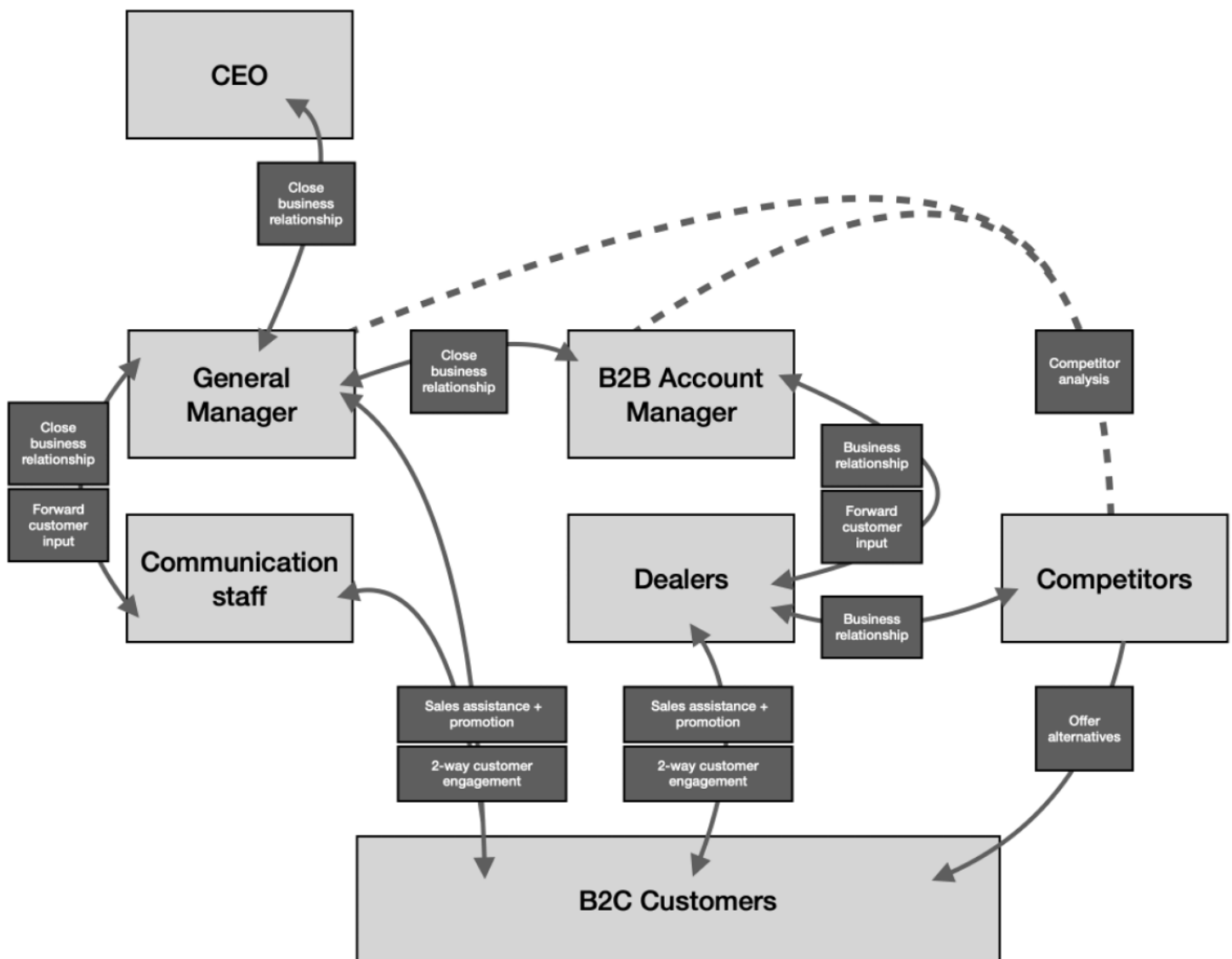
Table 3. *Interested parties*

Relationship	Stakeholder	Role	Message	Influence	Structure
Internal	CEO	Overseer	Desire to grow business	Medium	Dependent on company success
Internal	General Manager	Decision maker	Desire to grow business, promoting Roetz-Bikes to customers	High	Dependent on company success
Internal	Communication staff: Office / Customer Care Manager and Digital Marketing Analyst	Promotion of the product, responsible for customer service	Promoting Roetz-Bikes to customers	Medium	Dependent on company success
Internal	B2B Account Manager	Managing relationship with dealers + B2B partners	Promoting Roetz-Bikes to dealers + B2B partners	Medium	Dependent on company success
Connected	B2C Customers	User	Feedback on purchasing/product experience	Medium	Independent, may be influenced by pricing/communications
Connected	Dealers	Promotion + resale of the product	Promoting Roetz-Bikes to customers	Medium	Independent as organizations
External	Competitors	Influencer	Promoting their USPs and product benefits	High	Independent as organizations

Communication Network

The different communication lines between the described stakeholders are illustrated in Figure 4. Several relationships require emphasis. The General Manager is responsible for the overall marketing and communication strategy at Roetz-Bikes, but also personally handles B2C customer communications. As such, he is a key figure within the communication network.

Figure 4. Communication Network



Information Climate

The information climate discusses the required information per stakeholder within the context of the communication strategy. In an overseeing capacity, the CEO requires information on the final benefit of the strategy: an expected increase in sales. The General Manager and communication staff need to know exactly which factors to change in their external communication in order to generate brand advocacy. Any changes to the indirect communication, i.e., through bicycle dealers, need to be communicated to the B2B account manager, who will forward them. The customer requires comprehensive information on the price, product benefits, and brand; this includes the corporate story of the organization. Finally, competitors will likely remain interested in Roetz-Bikes' USPs.

Table 4. *Information climate*

Stakeholder	Information Requirement
CEO	Expected benefits to sales
General Manager	Communication factors which influence brand advocacy among Roetz users
Communication staff: Office / Customer Care Manager and Digital Marketing Analyst	Communication factors which influence brand advocacy among Roetz users
B2B Account Manager	Adaptations in dealership marketing strategy
B2C Customers	Price, product benefits, brand information
Dealers	Adaptations in dealership marketing strategy
Competitors	Unique Selling Points

Role of Communication

In resolving the communication issue for Roetz-Bikes, the role of communication is education. The education will take place both internally and externally (see table 5)

Table 5. *Role of communication*

Role of Communication	Justification
Education	<p>Internally, the changes in customer communication need to be explained, justified, exemplified and integrated</p> <p>Externally, the customer communication will explain the USPs of Roetz in a persuasive manner</p> <p>Telling the corporate story as a form of branding also falls within the 'Education' subgroup of possible roles.</p> <p>Changes in the communication and marketing strategy will also need to be taught to partners, i.e. dealerships</p>

Communication Goal

Based on the communication analysis, the communication goal can be formulated as follows: "to increase the levels of brand advocacy among Roetz-Bikes' customers, in order to increase brand awareness among potential customers". This goal reflects the desired increase in brand advocacy as an effective and credible tool for driving brand awareness and sales. The goal is set to be achieved within one year by means of an internal and external communication strategy which combines the conducted research findings, available content types and communication tools, whilst staying within a budget of €9000.

The goal is in coherence with existing communication policies; pre-purchase, the company already actively seeks to position itself as the sustainable and social alternative within the bicycle market (Vojvodić, 2021). The goal can be accomplished by strengthening existing strategies and emphasizing the brand qualities already present. The €9000 budget realistically reflects the company's limited communications budget.

Target Audience analysis

In this chapter, Roetz-Bikes' current target audience (TA) is discussed, as well as the decision-making unit, market strategy, market segmentation and TA descriptions and personas.

Preliminary TA

Currently, Roetz-Bikes recognizes two broadly described TA groups: young-adult urban professionals with an interest in sustainable goods and social enterprise, and older adults with children and an interest in sustainable goods and social enterprise. It has so far focused its paid advertising activities on the Dutch B2C market, but also offers its products in other European markets.

Decision-making unit (DMU)

Roetz-Bikes' product (bicycle and e-bikes) are typically bought by the end-user, making the DMU a single person. However, purchases at a high price point can be seen as high-risk for the consumer, and they'll likely consult external information sources, experts, or comparative analyses (Smith & Taylor, 2004). For the sake of this report, the DMU is described as the buyer/user.

Marketing strategy

Roetz-Bikes currently uses a push/pull strategy in which it communicated directly to its customers, but also uses intermediaries (dealerships) to communicate to them. Its marketing through intermediaries can be described as a form of push marketing. As described by Dahlen et al. (2009), in push marketing an established resale platform is often used to 'push' the product to the customer. An example of Roetz-Bikes' push methods is personal selling to dealerships conducted by the B2B manager. Roetz-Bikes also utilizes a form of pull marketing, attracting a specific customer type towards them with their strongly defined, unique offering and communicating to them directly using social media, their website, and paid advertising (Vojvodić, 2021).

Market segmentation & targeting

Based on the target audience research conducted (see Appendix E, Research Report), a series of segmentation variables is proposed to narrow down the scope and help identify the TAs for Roetz-Bikes' advocacy objective (see table 6).

Table 6. *Segmentation variables*

Segmentation variable	Selected variable justification
1. Behavioral segmentation	
User status	Field research has indicated that the main audience for generating advocacy consists of people currently purchasing the product, waiting for the product, or having recently received the product (post-purchase phase customers). The secondary audience consists of prospective consumers (discussed below). Therefore, segmenting the audience by user status (customer/prospective customer) is an important first step.
2. Geographic segmentation	
(Country)	Roetz-Bikes currently operates in the Netherlands as its main market, whilst also operating on a smaller scale in other European countries (Belgium, Germany, U.K., France). It is advisable to focus on the core market (the Netherlands) initially, before expanding internationally.
3. Geographic segmentation	
(Urban/rural)	TA analysis suggests that the majority of prospective customers interested in its urban/lifestyle bicycles can be described as urban, whereas the prospective TA for the mid-section e-bikes is both urban and rural. When developing communication strategies for the urban/lifestyle bicycles, it's important to target this specific geographic segment.
4. Demographic segmentation	
(Age)	TA analysis suggests that there is an age difference between prospective urban/lifestyle bicycle customers (averagely 20-35 year-old) and mid-section e-bike customers (averagely aged 35-50). This segmentation can be used to narrow down marketing activities, e.g. social media ads.
5. Demographic segmentation	
(Gender)	TA analysis suggests a majority of prospective urban/lifestyle bicycle customers is female, whilst a majority of prospective mid-section e-bike customers is male. Segmentation of the TA by gender is not necessarily suggested, because the discrepancies between male and female respondents in the TA research are relatively small.
6. Psychographic segmentation	
(Preference for sustainable products)	Roetz-Bikes provides a unique selling point of a truly sustainable lifestyle bicycle and e-bike, basing its entire brand around its values of sustainability and social enterprise (discussed below). As such, it is ideally suited to attract a specific subset of prospective customers with a preference for sustainable, circular goods. Segmenting the TA by this variable is suggested.
7. Psychographic segmentation	
(Preference for products with an ethical supply chain / social enterprise)	Roetz-Bikes provides a unique selling point of a social enterprise at the core of its organisation, fulfilling a positive societal function. As such, it is ideally suited to attract a specific subset of prospective customers with a preference for social enterprise and social justice. Segmenting the TA by this variable is suggested.

Based on the research report, the pre-purchase and post-purchase phases are important in establishing advocacy, with the post-purchase phase being the most impactful (Vojvodić, 2021). In the context of answering the advice question, the first TA (TA1) is therefore the group of customers who are currently purchasing the product, are waiting for delivery of their product, or have recently received their product. The second TA(TA2) is the largest group of prospective customers. As non-electric urban/lifestyle bicycles are currently sold at a greater rate than e-bikes by Roetz-Bikes (Personal communication, n.d.), the urban/lifestyle bicycle TA is identified as the second TA. The attractiveness of both TAs is now discussed in terms of *priority*, *urgency*, *feasibility*, and *accessibility* (See table 7)

Table 7. *Attractiveness indicators for TA1 and TA2*

Indicators	TA1	TA2
Priority	Most suitable purchase phase for generating advocacy (Vojvodic, 2021)	Second most suitable purchase phase for generating advocacy (Vojvodic, 2021)
Urgency	Customer may not remain receptive to communications for long periods of time post-purchase	Less urgent than TA1.
Feasibility	This group is receptive of extensive post-purchase communications due to nature of product (Vojvodic, 2021)	Generating advocacy among this group is only feasible after converting them to customers. However, the research indicates that advocacy is often generated in part during the pre-purchase phase, implying it is feasible (Vojvodic, 2021)
Accessibility	Customers are already engaged in two-way communications with Roetz due to purchase interactions	This group can be reached based on the TA profile established in the research report, as well as the company's owned channels (Vojvodic, 2021)

Target audiences descriptions

TA1

The first communication target group for Roetz-Bikes includes all its customers who are currently in the process of making a purchase, are currently waiting for product delivery, or have recently received their product. Due to Roetz-Bikes' established policy of a 12-month post-purchase communications phase, this has been determined as a suitable time frame of 'post-purchase phase' customers. This TA can be considered a *primary* TA, as the company communicates to it directly, rather than through an intermediary. The persona is shown in Figure 5.

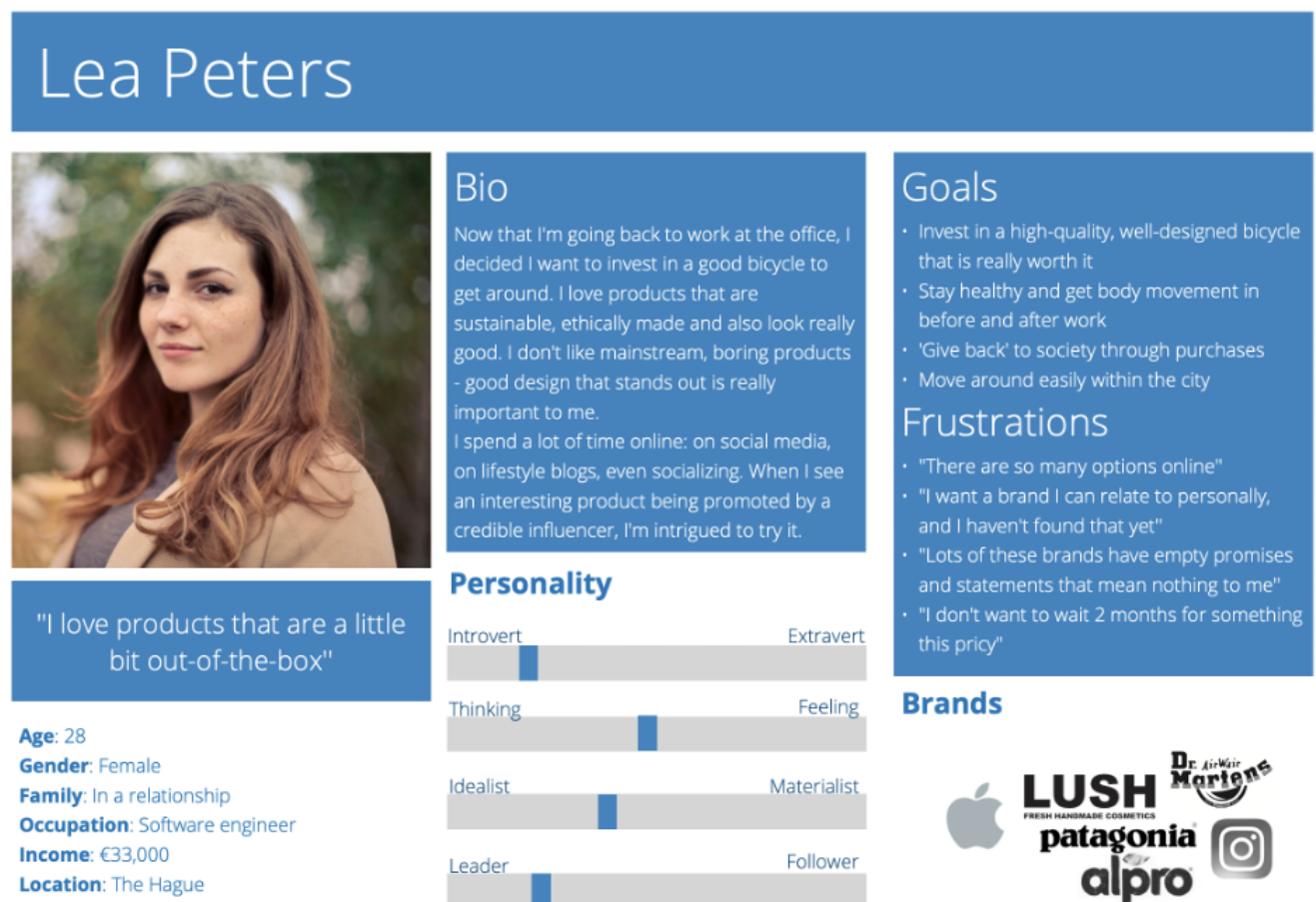
Figure 5. TA1 Persona



TA2

The second communication target group for Roetz-Bikes includes its largest prospective customer group, i.e., prospective urban/lifestyle bicycle customers (see Figure 6). The secondary TA can also be considered a *primary* TA, as the company does not communicate to it as an intermediary or influencer, but as the final target. This target group mostly consists of Dutch and German nationals, according to the research (Vojvodić, 2021).

Figure 6. TA2 Persona



CHAPTER V

Communication Objectives

Next, the communication objectives for Roetz-Bikes' TAs are discussed based on theoretical and contextual justification.

Communication objective for TA1

To increase brand advocacy of the Roetz-Bikes' brand, while maintaining and strengthening the brand relationship, among Roetz-Bikes' current and recent customers by 30%, by July 2022. Applying Keller's Brand Equity Model, the objective should focus on establishing positive *judgements* and *feelings* among the TA, leading up to brand *resonance*: a deep-set sense of identification with the brand experienced by a customer, based on shared values and a perceived emotional connection to the brand (Keller, 2016), as shown in Table 8. Roetz-Bikes periodically measures brand advocacy levels based on the average amount of persons a customer will recommend a bicycle to, making this objective precisely measurable (Vojvodić, 2021).

Table 8. Keller's CBBE model applied to TA1

Level	Rationalization
1. Salience	Already established among existing customers
2. Performance/Imagery	Customer experience determined by product/service quality; outside communication strategy
3. Judgements/Feelings	<p><i>Judgement</i> of credibility and superiority of product can be influenced by communication strategy.</p> <p><i>Positive feelings</i> including social approval & self-respect are likely associated with the purchaser and can be evoked by the communication strategy.</p>
4. Resonance	<p><i>Attitudinal attachment</i> can be stimulated further, based on the love experienced for the unique product, as described in the research (Vojvodić, 2021).</p> <p><i>Sense of community</i> with the brand and other customers can/should be fostered, and is already present, as described in the research (Vojvodić, 2021).</p> <p><i>Active engagement</i> is desired by parts of the TA and should be furthered as part of the communication strategy, as it can lead to an increase in advocacy and loyalty (Keller, 2016)</p>

Communication objective for TA2

To increase brand awareness in the Roetz-Bikes brand among 10% of Roetz-Bikes' prospective customers, identified as Dutch/German urban professionals with an interest in sustainability and social enterprise, by July 2022.

Roetz-Bikes should focus on establishing brand awareness among TA2 as a first step towards sales conversion. Although the prospective Roetz-Bikes customer is expected to be interested in the brand based on their personal preferences and characteristics, they likely haven't heard of it yet due to the brand's small market share. Applying the AIDA model, this first step of getting the consumer's *attention* requires a cognitive approach, in which meaningful information is shared with the customer (Barker & Angelopulo, 2006). As demonstrated by the research report, advocacy is partially grounded in pre-purchase communication activities which discuss the corporate values and story, (Vojvodić, 2021). For TA2 specifically, the communication activities should include the practical information sought by them in their search for a bicycle, whilst also discussing the corporate story and value proposition which are integral to the brand. In doing so, Roetz-Bikes can begin building towards brand advocacy before the bicycle is even sold.

Strategic approach

Brand positioning

In order to formulate a strategic approach which is in line with Roetz-Bikes' current brand positioning, the brand positioning is described in Table 9.

Table 9. Brand positioning statement

(Target) To...	Consumers with an interest in sustainable goods and social enterprise located in the Netherlands and other European countries
(Category) Roetz-Bikes is...	Social and sustainable designer bicycle option
(Benefit) That is the...	Social and green designer bike which is one-of-a-kind, customizable, beautifully designed, and lets you contribute to a social and environmental benefit with your purchase
(Support points) That it is because...	It is the only bicycle on the market to be made from discarded bicycle frames and sustainable parts, in a social enterprise which helps people struggling with employment issues build skills and find their way back to the labor market.

Strategic communication approach

Two-way communications

Because the goal of the strategy is to build advocacy, customer input is important. The brand should engage in meaningful interactions with the customer, actively encouraging them to provide feedback on their experience and responding to both positive and negative experiences (Dahlen et al., 2009). Whilst more expensive and time-consuming, a two-way information flow will aid in generating customer benefits directly associated with advocacy, like brand love, brand trust, and the establishment of an emotional connection between customer and brand (Vojvodić, 2021).

Direct approach

A direct approach is advisable for Roetz-Bikes, as it is the authority on its own products, thus the company should advertise itself directly. Currently, the company relies on an external customer research organization to collect customer experience data through phone calls (indirect approach). By collecting customer experiences directly, it can build trust and establish a relationship with customers after they've purchased the product. However, similarly to the two-way communications, this approach is more time-consuming and expensive.

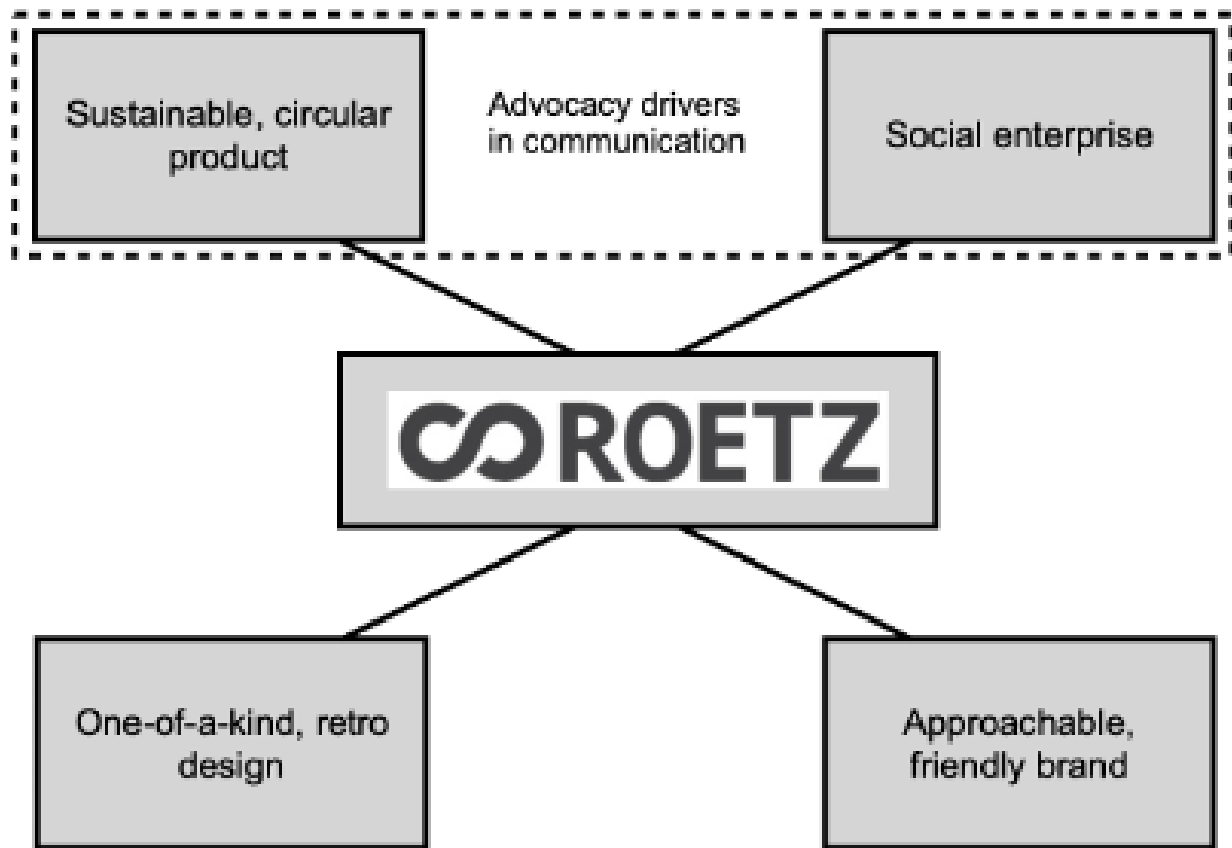
Proactive approach

Also referred to as a thought-leadership approach, Roetz-Bikes should maintain a proactive approach in its customer communications, rather than act in anticipation of any problems or competitor behaviors. As a novel brand offering a unique product, it should profile itself as such. It should communicate a distinctive and memorable consumer brand which highlights its USPs. Within the context of the communication goal, this also means that it should seek to imitate engagement with customers post-purchase, rather than await it.

Brand essence

The recommended brand essence is shown in figure 7, reflecting the four key elements which should be included in its pre-purchase and post-purchase communications.

Figure 7. *Brand essence*



Central theme

Creative elements

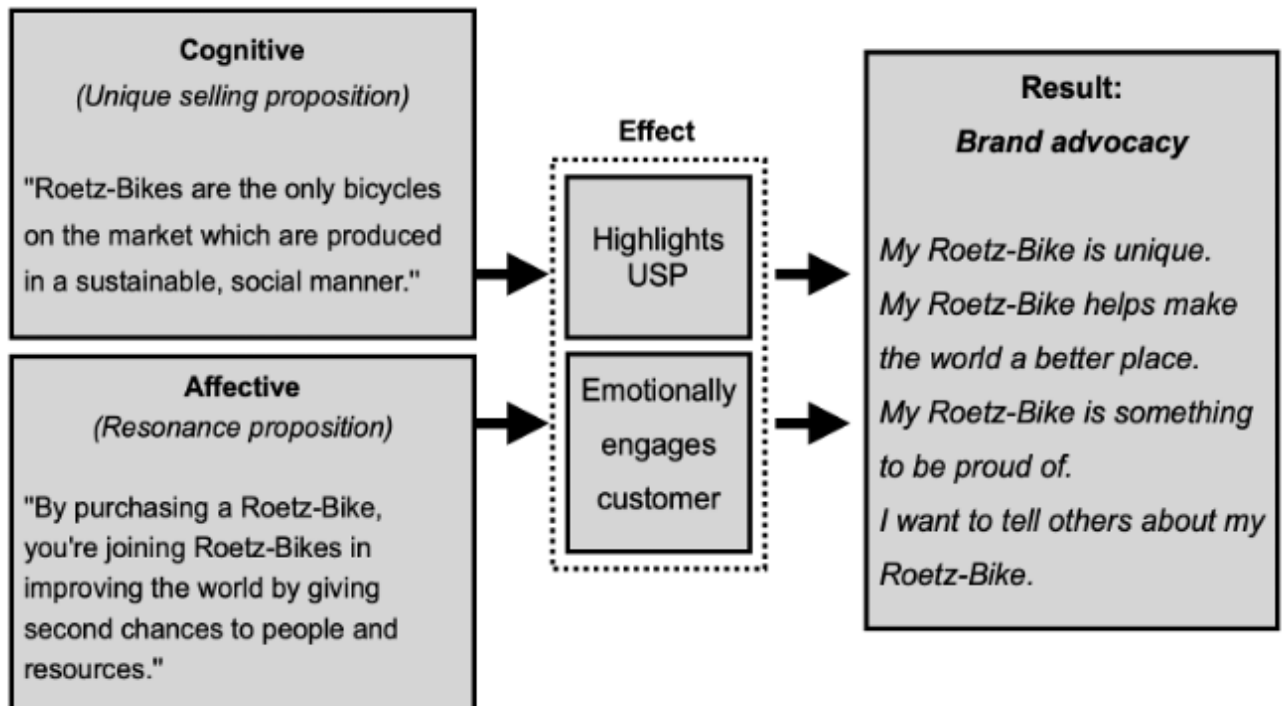
Core concept

The *Big Idea* that encompasses the advocacy strategy is formulated in the action statement: "*Join the ride to a social, sustainable future with Roetz: the only circular designer bike*". This statement reflects the brand essence and applies to TA1 and TA2, inviting both prospective and existing customers to 'join the ride' towards Roetz-Bikes' mission. It builds on the connection between sustainable values and brand advocacy that's established in research, whilst also including the other factors which drive TA1 and TA2 to become advocates (Vojvodić, 2021). In strategy, this message will be adapted to both the TAs.

Messaging strategy

Roetz-Bikes' customers are driven by both practical and emotional positive experiences in their choice to recommend a brand (Vojvodić, 2021). Some practical factors, like customer satisfaction with product quality and appearance, cannot be used in a communication strategy, as these are experienced by the customer whilst using the product. However, the strategy can reaffirm positive attitudes about the product's unique social and sustainable benefits. The chosen messaging strategy is a *cognitive-affective* messaging strategy (see figure 8). A *unique selling proposition* highlights the product's unique position as a socially and sustainably produced bicycle, and a *resonance proposition* strengthens the customer's positive attitudes regarding its social and sustainable mission to change the world for the better, driving advocacy. This also includes the narration of the corporate story.

Figure 8. *Messaging strategy*



For TA2, the cognitive method of a *unique selling proposition* can also be applied when advertising the bicycle's unique features. A 'high-involvement purchase' on Vaughn's FCB grid, bicycles and e-bikes require a cognitive approach to convince consumers (Vaughn, 1980).

Execution

Message source, execution, and appeal

In line with the advocacy objective and messaging strategy, the message *source* should be the brand and its employees. The corporate story should be told from the perspective of the founder, as he can credibly describe the mission and vision behind the company's origin. Because the two TAs are in different stages of the customer journey, they require different message *executions* (see Table 10). Whilst most advocacy-driving messaging executions can be directed at both groups, TA2 requires more product information (pre-purchase), whilst TA1 can be shown more information about the positive effect of their purchase. The message appeal type used here is 'ethical appeal', referring back to Roetz-Bikes' social and sustainable mission. As such, the strategic approach is in line with the organizational values and the brand, communicating the core values directly to the customer.

Table 10. *Messaging strategy*

Execution style	Target audience	
	TA1	TA2
1. Slice-of-life (<i>video introducing the factory workers, manufacturing process, behind-the-scenes</i>)	✓	✓
2. Testimonial (<i>video with founder discussing the origin of Roetz-Bikes, why it was founded, its mission</i>)	✓	✓
3. Demonstration (<i>of the bicycles, new products</i>)		✓
4. User-generated content (<i>on social media</i>)	✓	✓
5. Factual description (<i>of resources saved, jobs created</i>)	✓	✓

Samples

Below are some examples of different message executions which can drive advocacy. Figure 9 demonstrates the suggested style of execution style 1 (slice-of-life), suitable for TA1 & TA2, and adaptable to various purposes (advertisement, social media content, website content, etc). It should be noted that most content can be used for both TAs, either immediately or mildly adapted. For example, a slice-of-life video may be used in post-purchase emails (TA1) as well as



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paid social media advertising (TA2), in order to drive advocacy. Figure 10 shows the suggested post-purchase email, including the corporate values and video.

Figure 9. *Sample execution style 1: Slice-of-life*



Figure 10. Sample execution style 2: Order confirmation





THANK YOU FOR YOUR INTEREST!

JOY SIMSON, WE'VE RECEIVED YOUR QUOTATION REQUEST.

With your order you're contributing to second chances for resources and talent, while supporting our Fair Factory. Without you, there is no Roetz Bikes. Attached below you'll find your quotation, please check this thoroughly.

YOUR ORDER DETAILS:

ORDER DATE: 20-05-2021
ORDER NUMBER: S21-24497


	1.0	Vigour Men
	1.0	Deliver Ready to Ride (fully assembled to your doorstep) NL

ORDER STATUS:
draft
ORDER READY FOR DELIVERY
Your order is expected to be ready for delivery within 5 weeks.
CUSTOMER COMMENT:
No comment

YOUR ORDER LETS US MAKE A DIFFERENCE THAT MATTERS.

A MORE INCLUSIVE AND CIRCULAR SOCIETY, ONE BIKE AT A TIME

It's our mission to give a second chance to resources and people - one bike at a time. Wondering what your purchase contributes to? Check out the video below and learn more.




Roetz is een sociale onderneming, met als doel een inclusieve en circulaire samenleving.

MORE QUESTIONS?

WE'RE HERE TO HELP

We'll keep you updated but if you have any questions, comments or concerns, please feel free to reach out to our customer support.

GET IN TOUCH



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Address of Roetz office and the Fair Factory:
Schaafstraat 17, 1021 KD Amsterdam
<http://roetz-bikes.com/>

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CHAPTER VIII

Communication Mix

The selected communication instruments, communication channels and content types are discussed and justified, and presented in the overall communication architecture.

Communication mix

Instruments/techniques

Roetz-Bikes should prioritize high-quality and well-planned *email* communications with its customers in the post-purchase phase (TA1). After purchase, the customer typically waits for a period of 6 to 8 weeks and is open to emails from the client during this period (Vojvodić, 2021). The client can combine practical order information with social/sustainable themed content, like videos, short informative texts, or links to website content, as well as feedback requests. As such, the customer remains well-informed and engaged with the brand and its story whilst awaiting the purchase, and in the year after receiving it.

Because two-way communications are important to the communication objective, a strong emphasis on *social media* is advised. Using targeted advertising tools, the client can target TA2 narrowly and specifically with paid advertisements. Beyond paid advertising, the owned channels should reflect the corporate values, and should seek to engage the consumer, e.g., by responding to comments, direct messages, and submitted user-generated content (UGC).

The third suggestion is to use *website marketing* and *search engine marketing*, for both TA1 and TA2, to tell the full corporate story to customers. Product and brand value promotion through owned media is cheaper than paid advertising and allows for greater depth. To improve customer traffic from search engines to its website, Roetz-Bikes should continue improving and monitoring its search engine optimization (SEO). This can be done by regularly uploading written content (content marketing), and various technical improvements to the website. Improving the SEO has a strong positive effect on product awareness and consumer insight into the brand and can also positively affect consumers' opinion on a brand (Bhandari & Bansal, 2018). Roetz-Bikes should contract an external web developer to improve any flaws that may currently be present in the website's SEO.

Communication channels

Roetz-Bikes should continue building its presence on LinkedIn, Instagram and Facebook, as these channels suit the chosen communication techniques and TAs. LinkedIn's professional focus is well-suited to the social enterprise mission. Written content like blog posts and short videos are most suitable to the platform. All three platforms allow for two-way communications, visual content, and interactive content, especially Instagram. The brand could use novel features like Instagram Stories polls, questionnaires, and Fleets (short videos) to interact more directly with its followers (Dollwet, 2020). Other than that, the advocacy objective can best be met by using the owned channels (internal mailing server, website).

Communication content types

The suggested content types are shown in Table 11.

Table 11. *Message content types*

Content type	Message/content	Target Audience
1. Filmed video	Get to know the people that got a second chance as bike makers for Roetz-	TA1, TA2
	Look behind the scenes in our Fair Factory how we make bikes from reused	TA1, TA2
	Discover the story of Roetz: why it was founded, what is our mission, how can you become a part of it	TA1, TA2
	Find out about our new range of products/color options.	TA2
2. Visual advertisement (photo)	Buy a Roetz-Bike and give a second chance to people and resources	TA2
	Find out about our new range of products/color options.	TA2
3. User-generated content (photo & video)	Check out these Roetz-Bikes riders, and submit your own photo for a chance to be featured.	TA1, TA2
4. Blog post	Various: company results/goals (e.g.: resources saved, jobs created so far), company background, in-depth topical, employee profile, etc.	TA1, TA2
5. Email	While you're waiting, read about our mission/goals/story	TA1
	Periodic newsletter	TA1, TA2
6. Instagram Stories/Fleets	Facts about the company	TA1, TA2
	Polls, quizzes, questions	TA1, TA2
	Behind-the-scenes videos/product closeups	TA1, TA2

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Communication architecture

The application of the different content techniques, channels and types to both the TAs is summarized in the communication architecture (see Table 12 and Table 13).

Table 12. TA1 Communication architecture

Target Audience 1: Current Roetz-Bikes customers/owners			
Communication objective: To increase brand advocacy of the Roetz-Bikes brand, while maintaining and strengthening the brand relationship, among Roetz-Bikes' current and recent customers by 30%, by May 2022.			
Message: "You're part of Roetz-Bikes' ride to a social, sustainable future."			
Communication mix			
Instruments	Channels	Content types	Justification
Email (newsletter)	Internal mailing server (MailChimp, Odoo)	Video (slice of life), Video (testimonial) photos, informative texts/blogs, UCG	Allows customers to engage with the brand out of interest, support the brand, become invested in the mission
Email (post-purchase)		Video (slice of life), Video (testimonial) photos, informative texts/blogs, feedback/rating request	Customers are open to post-purchase emails, are already in contact with the brand through this channel. Allows for visual/written content. Allows for two-way interaction (replies).
Social media	Networks: Instagram, Facebook, LinkedIn	Video (slice of life), Video (testimonial) photo, illustration, UCG, testimonials, novel interactive posts such as polls/questions/Fleets	Precise targeting. Allows for two-way interactions, engagement with customer. Suitable for visual media. Can be shared for easier advocacy.
Website	Roetz-Bikes' website	Video (slice of life), Video (testimonial), photo, illustration, UCG, testimonials, blog posts. Useful information for bicycle owners to maintain engagement.	Allows for greater depth, suitable for profiling the company.

Table 13. *TA2 Communication architecture*

Target Audience 2: Prospective urban/lifestyle bicycle customers			
Communication objective: To increase brand awareness in the Roetz-Bikes brand among 10% of Roetz-Bikes' prospective customers, identified as Dutch/German urban professionals with an interest in sustainability and social enterprise, by May 2022.			
Message: ""Join the ride to a social, sustainable future with Roetz: the only circular designer bike"			
Communication mix			
Instruments	Channels	Content types	Justification
Social media marketing	Networks: Instagram, Facebook, LinkedIn	Video (slice of life), Video (testimonial) photo, illustration, UCG, testimonials, novel interactive posts such as polls/questions/Fleets	Precise targeting to target audience. Allows for two-way interactions, engagement with customer. Suitable for visual media.
Website	Roetz-Bikes' website	Video (slice of life), Video (testimonial), photo, illustration, UCG, testimonials, blog posts. Useful information for bicycle owners to maintain engagement.	Allows for greater depth, suitable for profiling the company. Increases visibility among prospective customers
Search engine marketing	Google ads, Bing ads	Search engine advertisements	Increases awareness/visibility among prospective customers, drives traffic to website
Email (newsletter)	Internal mailing server (MailChimp, Odoo)	Video (slice of life), Video (testimonial) photos, informative texts/blogs, UCG	Allows customers to engage with the brand out of interest, support the brand, become invested in the mission

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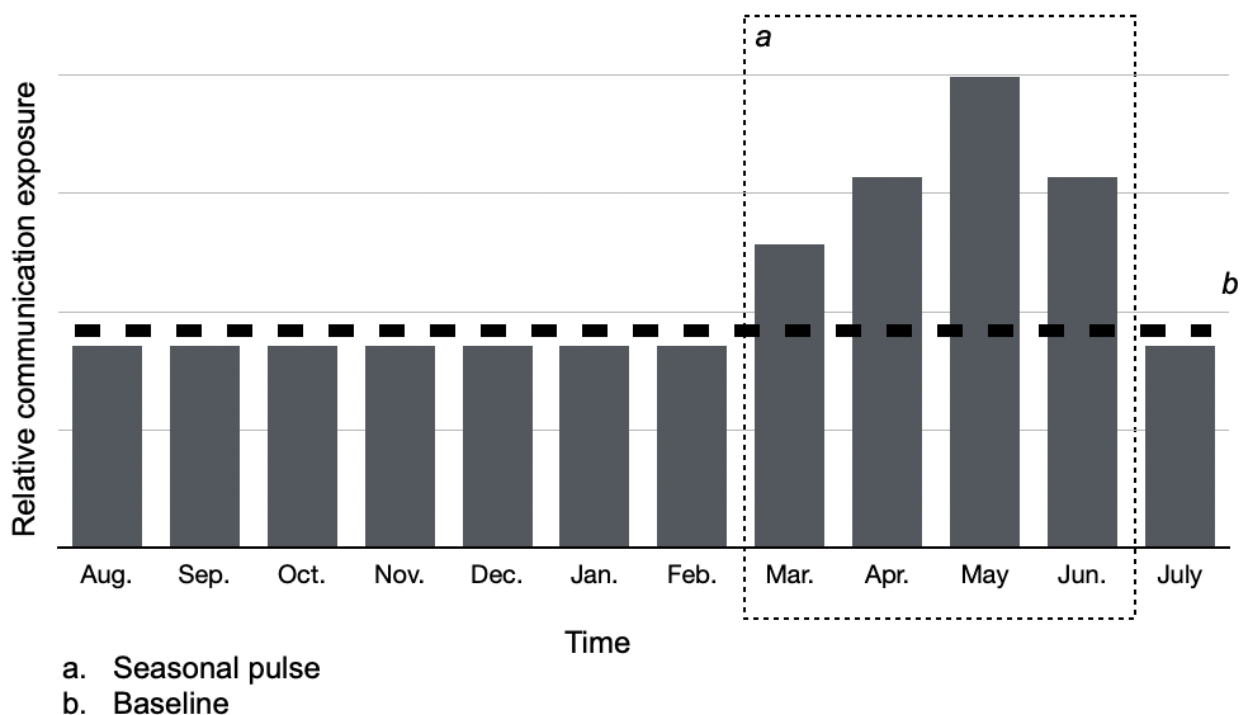
CHAPTER IX

Scheduling

The communication objective describes a one-year period (August 2021 – July 2022). For this period, a "pulsing" pattern is suggested. A pulsing pattern combines the advantages of "flighting" and "continuity" patterns. It consists of a moderately high baseline of communications, in line with the described instruments (email, social media interactions with customers). There are occasional pulses of activity, suitable to the somewhat seasonal nature of the product; Roetz-Bikes typically experiences the highest demand around spring and summer, starting in March and peaking in May and June (Personal communication, n.d.). Therefore, the pulsing pattern is "seasonal pulsing".

This pattern is relatively affordable compare to a continuity pattern, while still meeting the demands of the strategy: building advocacy among customers year-round and building awareness among potential customers (see figure 11).

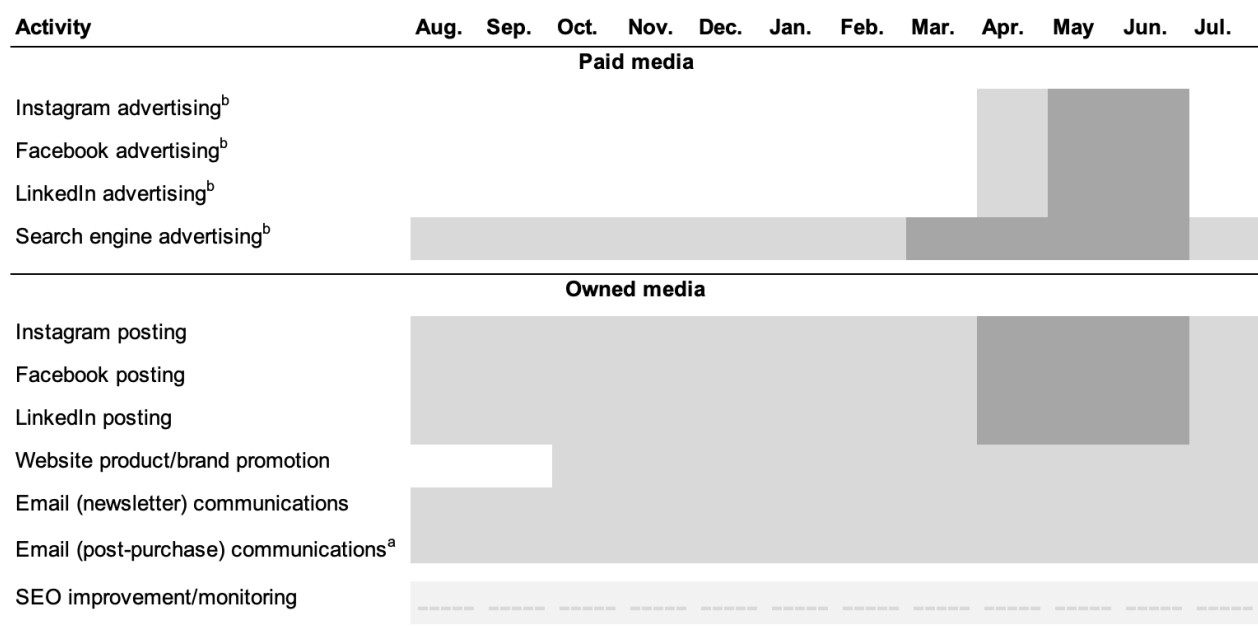
Figure 11. *Seasonal pulsing schedule*



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The activities are scheduled to take place at specific moments in the year, as shown in figure 12 (communication schedule). Most paid media exposure is planned around the seasonal pulse. Meanwhile, most of the suggested communication activities on owned media should occur continuously, forming a baseline of improved communications. For social media activities, emphasis is placed on seasonal peak to reflect the increase in activity around that period. Finally, SEO monitoring is not in itself a communication activity, and is demonstrated as a maintenance activity which directly contributes to the efficacy of the website, aiding in communication to the customer.

Figure 12. *Communication schedule*



^a Indicates communication activities targeted at TA1

^b Indicates communication activities targeted at TA2

Low exposure activity*

High exposure activity**

Maintenance/background activity

*Low exposure activities are conducted within the "baseline" phase of the "Pulse" marketing activity pattern, thus requiring lower prioritization of labor or budget.

**High exposure activities are conducted within the "seasonal pulse" phase of the "Pulse" marketing activity pattern, thus requiring higher prioritization of labor or budget, e.g.: more funds towards paid media, higher amount of man hours required, etc.

Resourcing

Most of the activities described can be conducted by in-house staff, as demonstrated in Table 13. However, managing of social media channels more proactively, including regular upload of novel content types (Stories, polls, Fleets etc.) and customer interactions (messages, comments, etc.) requires the assistance of two media/communication interns throughout the strategy period (September 2021- February 2022, March 2022 - July 2022). Employing interns can help relieve the core staff, allowing them to focus on strategic tasks. Media interns could also assist with writing blogs and newsletter content. Some tasks will require external freelancers.

The described method is *staff augmentation*, in which the core staff remains responsible for most of the tasks, whilst certain tasks or responsibilities are conducted by temporary employees or freelance contractors, reducing costs associated with hiring, termination and training. Another advantage of this method is the introduction of new insights and fresh perspectives (Pal & Pantaleo, 2005). This method suits the corporate culture and work division, allowing the main management structure to retain control of the marketing narrative whilst shifting some of the burden to supporting parties.

Table 13. *Communication resourcing*

Area	Task	Role (internal)	Role (external)
Webpage	Written content creation	Internal content marketer*	
	Written content translation		
	Visual content creation	<i>Augmented team</i> : internal content marketer + freelance/project-based photographer/model required	
	SEO technical improvements to website		External: freelance web developer
	SEO management	Internal digital marketing analyst	
Social media	Novel post types	Internal content marketer*	
	Customer interactions		
	Social media ad buying	Internal digital marketing analyst	
	Reach analysis		
	Visual content creation	<i>Augmented team</i> : internal content marketer* + freelance/project-based photographer/model required	
	Visual content publication	Internal content marketer*	
Video production	Script writing/planning	<i>Augmented team</i> : internal commercial team collaborates with freelance video producer on the production of corporate story video, behind-the-scenes video.	
	Content creation		External: project based freelance video producer
	Editing/production		
Search engine advertising	Ad buying	Internal digital marketing analyst	
	Reach analysis		
Email	Writing newsletter content	Internal content marketer*	
	Translating newsletter content		
	Responding to customer queries and complaints	Internal office manager, Internal content marketer*	
	Redeveloping/automatizing post-purchase email content	Internal content marketer*	

*Internal content marketer tasks may also be conducted by media/communication interns

Budgeting

The budgeting method used in this strategy is *top-down budgeting*, adhering to a fixed €9000 budget. This budget is in line with the company's limited overall marketing budget, and each investment is considered an investment with a certain return. As such, the budget is arranged using a combination of the *affordable budget method* and the *ROI budget method*. The pricing of paid advertising on social media and search engines is highly flexible, allowing the client to increase the visibility during the peak of the season whilst staying in the predetermined total budget per channel (Tuten, 2020). The pricing for paid advertisements and freelancers is estimated based on market averages and product websites, as shown in Figure 13.

Figure 13. Budget

Advocacy strategy budget August 2021-July 2022

Expense category	Internal/ External	Fixed/ Variable	Direct/ Indirect	Estimated quantity	Estimated cost	Estimated subtotal
Paid advertising						
Search engine advertising ¹	External	Variable	Direct	N/A	1600	1600
Instagram advertising ²	External	Variable	Direct	N/A	1050	1050
Facebook advertising ²	External	Variable	Direct	N/A	600	600
LinkedIn advertising ⁴	External	Variable	Direct	N/A	500	500
Paid advertising total						3750
Payroll						
Media intern	Internal	Fixed	Direct	2	1250	2500
Freelance web developer ⁵	External	Fixed	Direct	1	1100	1100
Freelance video producer ⁶	External	Fixed	Direct	1	900	900
Freelance photographer ⁷	External	Fixed	Direct	1	450	450
Freelance model	External	Fixed	Direct	1	250	250
Internal staff	Internal	Fixed	Indirect	N/A	N/A	-
Payroll total						5200
Other/Fixed						
Webpage hosting	Internal	Variable	Indirect	N/A	N/A	-
Office space	Internal	Fixed	Indirect	N/A	N/A	-
Depreciation	Internal	Fixed	Indirect	N/A	N/A	-
Utility expenses	Internal	Fixed	Indirect	N/A	N/A	-
Insurance expenses	Internal	Fixed	Indirect	N/A	N/A	-
Tax expenses	Internal	Fixed	Indirect	N/A	N/A	-
Other/Fixed total						0
Final costs total						8950

1. Pricing, n.d.

2. Small Business, n.d.

3. Advertise on LinkedIn, n.d.

4. de Groot, n.d.

5. Video laten maken, n.d.

6. Vermeulen, 2020

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Evaluation

Introduction

The proposed strategy is evaluated in four phases, concept, pre-test, effect, and process, to assess its effectiveness (see Table 14). The proposed evaluation plan is designed to ensure that the strategy provides the intended results. By conducting monthly evaluations for *effect* and *process*, decisionmakers within the company will have a solid understanding of the results yielded by the strategy, allowing them to make changes and take action if required (Feher Waltz et al., 1989). Because the objective is customer advocacy, which is measurable by a predetermined metric through phone interviews, this is the appropriate methodology to determine *effect* throughout the one-year period.

Table 14. *Evaluation*

Type/ phase	What?	RO	Stimuli	Metric	Methodology	Sample	Timing	Frequency
Concept	Branding	Attraction to branding	'Big Idea' descriptive concept	Likability, credibility of company	Focus groups	M/F 20-50 Prospective users	June 2021 (Pre-campaign)	Once
Pre-test	Branding	Expected brand advocacy	Corporate story video	Willingness/likelihood of recommending based on CSR	Survey	M/F 20-50 Prospective users	June, August 2021(Pre-campaign)	Twice
Effect	Corporate communications	Brand advocacy	Emails, social posts, ads, videos	Recommendations made to others	Phone interviews	M/F Existing users	August 2021 (During campaign)	Monthly
Process	Budget	Budget variance	Administrative files	Budgeted amount, ad spendings, payroll	Digital analysis	N/A	June 2021 (During campaign)	Monthly

Phases

Concept

In the concept phase, the attractiveness of at the 'Big Idea', as discussed in *Central Theme*, is introduced to and discussed by a series of focus groups. This method allows the prospective customers to openly discuss whether they consider the branding attractive and credible, which provides valueable insights into the quality of the concept.

Pre-test

Using an A/B-test format, prospective users are shown a product video which introduces Roetz-Bikes by discussing its corporate story, its values, and some of its products. Respondents are given a series of questions to indicate their willingness to recommend the brand based on the elements shown in the video (i.e., expected brand advocacy). They are also surveyed on their recall rate and attitudes regarding the elements shown (i.e., corporate story, values, product lineup).

Effect

The effect of the full communication strategy on existing users, TA1, is assessed by means of phone interviews, similar to the company's current method of mea. Assessment should occur on a monthly basis, providing the company with a baseline of pre-strategy advocacy levels and insight into any possible changes. Respondents are asked about their willingness to recommend the brand, recommendations made, and their attitudes regarding the communications conducted by the brand.

Process

To ensure that the budget goals are met, monthly assessment of the ad spendings and payroll expenses should occur. In the case that expenses exceed the expected budget (e.g., additional video editing required) the company should either cut other expenses to maintain the budget, or reassess the budget and consider expanding it based on any results found in the *Effect* stage evaluation or other considerations.

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Appendices

Appendix A: Report received by assignment provider document



Research Report
and Advice Report