

MARKETING & BRANDING

FINAL REPORT

ANALYZING,
BUILDING
& CONNECTING

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Introduction

This report is part of the Marketing and Branding project and serves as a working document with the final objective of producing a thorough and adequate communication plan for Glimble, including a brand activation concept that would take place at Down the Rabbit Hole.

The first part of the report is the internal analysis focusing on the mission, vision, values and general information about all three companies involved in the project. Fama Volat (the marketing company from whose perspective the marketing plan is being realised), Glimble and Down the Rabbit Hole. A bigger emphasis was put on the last two through the VRIO Model, the Business Model Canvas and the Marketing Mix. Consecutively an in-depth external analysis has been carried out based on Glimble and DTHR focusing on competitors, best practices, trends and developments with the use of tools like Porter's Five Forces and PESTEL.

With the outcomes and information gathered through these analyses, a SWOT analysis and a confrontation matrix have been executed to determine the potential strategic options that could be used for the communication plan, while also establishing the position in the market. Additionally, in order to create a relevant and rational marketing plan the customer data has been evaluated, which made it possible to detect and individually investigate certain segments. These were used later on as a base for creating various personas corresponding to actual realistic visitors or users, which helped determine the feasibility of the strategic options.

Within the building and connecting phase of the project, a detailed persona was created which would be the main focus for the rest of the project. As such, their complete day in the life was mapped out to recognize touchpoints to reach them during the day. In addition, the see - think - do - care model was used to describe all the channels that will be used to reach the target group. Furthermore, the communication plan is described per phase, including the channels used and the pricing. Lastly, the concept and the costs that come with it are explained using pre- direct- and post-exposure by Goossens and Mazursky the Guest Experience Model.

Team agreements

- Everyone is equally responsible for the outcome of the project.
- Everyone is expected to keep an international environment by communicating in English, both in real life and online.
- Everyone is expected to use Whatsapp and Google Drive as the primary communication channels.
- Everyone is expected to actively participate in process meetings and project sessions. If one cannot make it, one should let the rest of the group know as soon as possible.
- Everyone is expected to communicate openly, listen to one another's opinions and give honest feedback in case of conflict.
- Nobody is obliged to respond to a WhatsApp text after 21:00.
- Everyone sticks to the agreements made. If one is not able to, a conversation will be organised with the course coordinator.

Internal analysis

Fama Volat

Fama Volat, 'The rumour gets wings', is a company which solves issues that have to do with business, marketing and communication. They divided their company into 5 specialisations which are all located in different cities.

Mission

They want to make an impact by creating memorable, sustainable marketing and inventions.

Vision

They try to reach their mission by working together with a lot of people with different qualities and ideas. Additionally, they invest in long term customer-company relations in which the creativity and their work grows every year.

Values

The values of Fama Volat are:

- *Sustainability*, they created Fama Volat S. which helps sustainable and impactful brands with branding, communication and product innovation.
- *Collaboration*, Fama Volat works together with other companies and suppliers to create social media content or other methods to reach people. They also believe in collaboration with influencers, brands and creating mashups.
- *Creativity*, they want to create creative public relations which people will remember.

Activities

In Eindhoven the company focuses on positioning and activating brands.

In Tilburg they create digital experiences and content.

In 's-Hertogenbosch they specialise in research and strategy.

In Utrecht they specialise in concepts and business innovation.

In Amsterdam they focus on experiences.

Down The Rabbit Hole

Down The Rabbit Hole is a three day, multi-genre festival in the recreation area De Groene Heuvels in Ewijk, Gelderland. The first edition of the festival was in 2014, since then the festival takes place every year. In 2022, Down The Rabbit Hole had approximately 35.000 visitors.

Down The Rabbit Hole is a creative festival with a feel of surrealism and psychedelics and an attitude of adventure and community. They believe in the idea of taking their time, "no rush" and creating a space where all their visitors can be who they are when no one is around, their true selves. In addition, they value the idea of visitors having the freedom to celebrate the way they desire. All practices should be done in an open minded way and in a sustainable way, as they state "we'll keep it green and clean" (Down The Rabbit Hole, 2022).

Mission

They strive to have an open-minded, sustainable and fun festival.

Vision

They try to reach their mission by telling the visitors to also be open-minded and sustainable.

Values

These values are also the values of MOJO, which is the organisation behind Down The Rabbit Hole.

- *Music*, they want to connect people through music. They believe music is an emotion.
- *Safety*, they want all of their visitors to be and feel safe. Down The Rabbit Hole also offers information about safety on the FAQ on their website.
- *Reliability*, they always want to deliver good quality events. Also, they want to provide reliable services so people will enjoy and come back.
- *Personal approach*, they have a newsletter, send personalised emails on previously visited events and have their customer support via Whatsapp.

Activities

Their goal is to lure their visitors into a new abstract world. It's a 3 day festival that focuses on music and creating community. They believe that even if the visitor goes alone, they will make new friends along the way. With the usage of decorations, co-creative activities, theme and the non-usage of techno they create the desired experience and atmosphere. The festival even won a Festival Award for 'Best Atmosphere' in 2022 (Luc Reij, 2022).

The strengths of this festival are its loyal visitors, as every edition including the first one, was sold out. In addition, it is the only festival that happens in the surrounding area. Down The Rabbit Hole is known for creating a community within their campground with activities such as yoga and campfire; and with the help of their choice on music genre and the no techno policy.

Glimble

Glimble is a free app and a subsidiary company of Arriva, which is a Dutch public transport company responsible for buses and trains in 9 of the 12 provinces in the Netherlands (Arriva, n.d.). Glimble strives to help people plan their route from door to door, which they do by partnering with a wide variety of transport companies. Glimble was launched in 2021 with help of the organisation Moovit, which is an Intel company focusing on providing mobility as a service (Moovit, 2021).

Mission

Glimble wants to change mobility behaviour and make it more sustainable and livable.

Vision

Glimble tries to show the best options when making a travel plan, in order to make it as sustainable for everyone and livable for the traveller.

Values

The values of Glimble are:

- *Sustainability*, they strive to be CO2 neutral within 5 years.

- *Livability*, they want to connect the urban and rural areas, but want people to not waste their time on travelling. They try to reach this by giving up to date travel information.
- *Freedom*, they are and want to be a service and fulfil the wishes of the traveller.

Activities

Glimble is an app which uses different kinds of public transportation to create a route. They provide information for buses, trains, metro, trams and bicycles. Additionally, they provide transportation methods such as shared scooters, cars and bicycles. They have a collaboration with Snelle, who is a Dutch rapper, singer and tv presenter. Marketing-wise, Glimble has also done several promotion actions, such as a sledge which took people from train stations to Christmas markets.

VRIO model

This VRIO model reveals what makes a company special. It helps the organisers to uncover their resources and capabilities that makes them stand out (or not) from other companies throughout the four question framework consisting of value, rarity, imitability and organisation. With this model it is easy to see where the organisation stands regarding its competitors, what resources it has and what differs it from the others.

Down The Rabbit Hole

Value

The festival offers a place where everyone can be themselves without caring that other people will judge them.

Rarity

The festival does not offer anything that does not appear at the other festivals. The only unique thing is the Alice in Wonderland theme and its decorations.

Imitability

Considering the size, the decorations and the equipment of the festival, it will be quite expensive to duplicate it, however there are a lot of festivals that offer similar experiences.

Organisation

The festival is organised by MOJO Concerts, which has operated since 1968 as an organiser of concerts and festivals. The organisation is now merged into Live Nation and organises about 200 concerts a year. They are well known in the industry as they have their own festivals, but also participate in the organisation of others and also are responsible for booking artists in the Dutch clubbing scene.

From the VRIO model it can be seen that Down The Rabbit Hole offers a valuable experience, however it lacks rarity. There are other organisations that offer the same experience which makes the competition in the market more challenging. It is not easy and affordable to copy the resources and capabilities of the festival, however, this does not stop other festivals from creating the same concept. An advantage is that the company that is behind the organisation already won its name in the industry and it is popular among the music fans.

Glimble

Value

The app wants to save people time and effort. So they offer a plan of a journey directly from door to door. In the app users can choose the ways of transport they would prefer to use (also regarding sustainability) and also buy a ticket for the whole journey combining different types of transport.

Rarity

The concept is unique, because the plan and the ticket include all kinds of transport users will use to reach their destination.

Imitability

Having in mind the advanced technology it is not hard for another company to copy the idea and implement it. There are a few popular apps that have similar offers, however this is the broadest one.

Organisation

The organisation that created the app is Arriva and it is one of the biggest providers of passenger transport in Europe. It operates in 13 countries and it is part of the Deutsche Bahn AG.

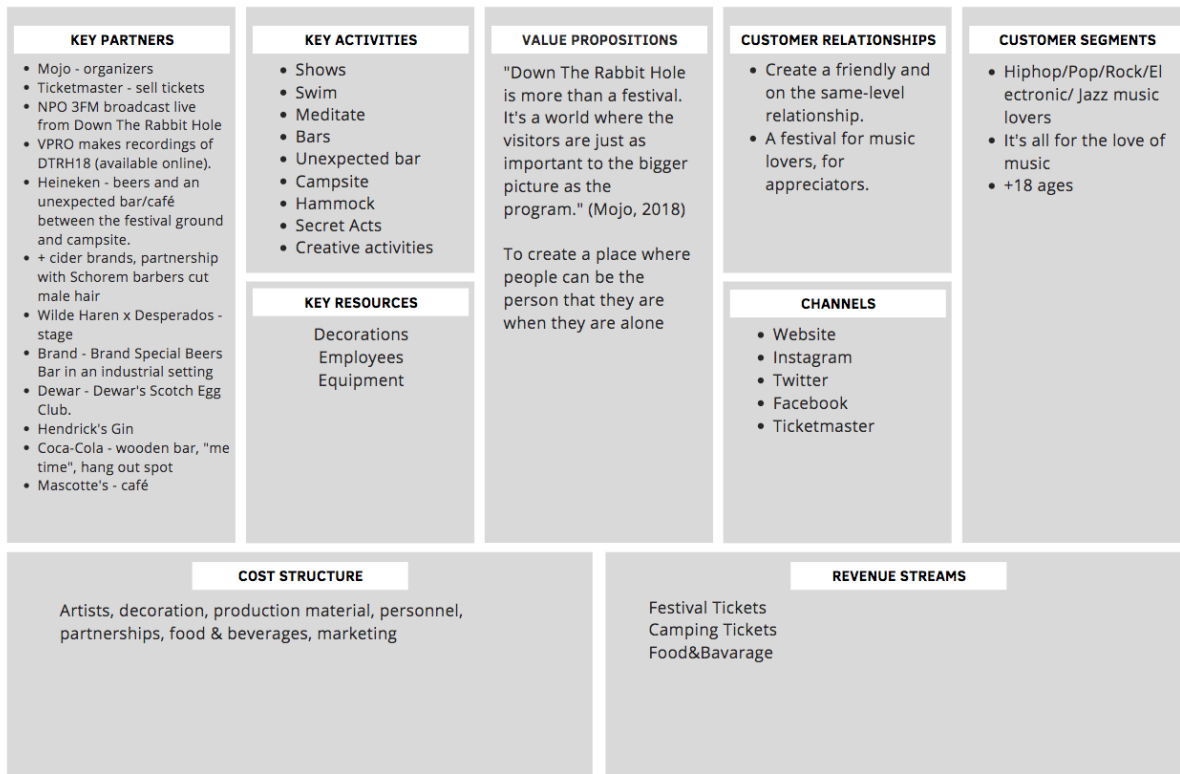
After this analysis it turns out that the app is a realisation of an innovative idea, which currently they do not have a competitor for that offers the exact same product. However, there are a few similar concepts. The company that is releasing it, Arriva, is also well known which is positive for the spreading of the app.

Business Model Canvas

The Business Model Canvas was used for both Glimble and Down The Rabbit Hole, as it gave the opportunity to analyse both companies more in depth. In addition, the model helps as it is designed and structured to get a bigger, complete picture and overview on how the company operates.

Down The Rabbit Hole

DTRH BUSINESS MODEL CANVAS



When analysing 'Key partners' it becomes clear that the indie festival has several partners with a lot of drink companies of which most have an interactive brand activation on the festival.

The 'Value proposition' of DTRH is that they want to provide an environment where people feel free and safe to be themselves, surrounded by good, alternative music and people with the same interests. It is innovative that they are more than a festival, rather a space for people to express themselves. The 'Key Resources' are the employees who execute it, decorations and equipment to enhance the visual experience. Together with the diverse 'Key activities', they create a 'societal feeling' within the festival that enhances the desired feeling. To deliver the desired product, 'Cost structure' is also thought through to see its feasibility together with 'Revenue streams'.

The 'Customer segment', together with the 'Customer relation' show exactly the 'Value proposition' that the festival wants to create, which is to create a "world" where music lovers feel part of something and everyone and everything is equally important. By analysing the 'Channels' it can be noticed that Down The Rabbit Hole has a friendly approach. In addition, Instagram is their most active social media.

By using this model, it is possible to analyse how the festival works, and that even though it has a classic structure like any other festival, its 'Value proposition', creative 'key activities' and attracting 'Customer segment' is what makes it unique.

Glimble

GLIMBLE BUSINESS MODEL CANVAS



When looking at the “Key partners” of Glimble, it became clear that the company has a wide variety of partners within public transportation, which gives users the ability to choose their favourite method of travel.

The “Key activities” that makes Glimble stand out is the possibility of purchasing the tickets for the whole trip, which includes all methods of travel transportations. This does not include shared scooters, which the customer has to purchase through the selected scooter sharing app.

The “Key resources” of Glimble would be the employees, as they are the ones responsible for providing the services they offer, and making sure the app runs smoothly.

The “Value propositions” of Glimble are sustainability, one app combining all the travel options and the possibility of buying one ticket for the whole trip. These are also the values that the customer segment of Glimble look for as they seek commodities and use public transport a lot, including long commutes.

The main channels Glimble is active on are mostly social media platforms, where marketing campaigns are shared in order to create awareness of the app existing. They are also present on the App and Google Play Store free of charge.

The cost structure of Glimble is quite concise as their outflow of money is in salaries for the employees and operating expenses. This includes making sure the app works properly and marketing campaigns. Their revenue streams come mostly from the sales of tickets.

In conclusion, this model gave the opportunity to have the structure and all the most important information about the company in one big picture and how the company operates.

The 5 Ps of Marketing

The 5 Ps of marketing is a great tool for getting an overview of how a company operates promotion-wise. By using this model it is easier to keep track of the fundamental marketing strategies and approaches that the company applies, which is very useful when comparing it with other companies' blueprint.

For this model 4 out of the 7 total Ps were used, as Personnel, Physical evidence and Process weren't that relevant for companies being analysed, Glimble and Down The Rabbit Hole. Personnel is not a detrimental indicator for their marketing as the employees are not as much involved in the customer experience. Physical evidence is not substantial enough since for Glimble all the operations take place in a virtual setting. For Down The Rabbit Hole it could be significant, not from a marketing perspective, but when analysing the content and concept of the festival. Process is also not very valuable as it focuses more on the operational, logistical aspect rather than the promotion. The 4 categories that were used in the end are Product, Promotion, Place and Price as they made the most sense and were the most suitable when investigating the companies' marketing.

Overall, the marketing mix provided a clear overview of all the main aspects of promotion regarding Glimble and Down The Rabbit Hole and helped identify some of their special features and unique selling points.



Marketing Mix - Glimble

Product

- free mobile app that can be used as a travel planner throughout the Netherlands (also near the German and Belgian borders) and provides the option to buy all the tickets required for a trip directly through the app; it is also a searches for the most sustainable and efficient trip options to get from one point to another
- Glimble has a partnership with all of the travel services in the Netherlands (NS, GO, Uber etc.)
- works with business providing advice on mobility, travel plans for employees and tracking dashboards
- available in 40 languages
- start-up company owned by Arriva

Promotion

Paid media

- social media ads
- sponsored content

Earned media

- word-of-mouth
- reviews

Shared media

- Facebook, LinkedIn, Instagram

Owned media

- videos, e-mails, newsletters, website, app

Place

- Google Play + Appstore - the app can be downloaded on these platforms, free of charge

Price

Subscriptions

- Leiden - varying 15€ - 30€ / month
- Zuid-Limburg region - 25€ - 200€ / month

Prices

- OV chipkaart prices without having to own one

Discounts

- 10% discount on Arriva and NS rides until the end of December 2022



Marketing Mix - Down the Rabbit Hole

Product

- 3-day festival in De Groene Heuvels with a "surrealism, adventure, psychedelics" atmosphere, promoting self-expression, connecting with your inner self and sustainability
- rabbit resort - various camping options from basic tents to glamping and mini-houses
- the rabbit express - luxury coaches that pick visitors up from several cities in the Netherlands and take them to the festival
- workshops during the festival like baking ceramics, meditation

Promotion

Paid media

- social media ads
- sponsored content

Earned media

- word-of-mouth
- reviews
- interviews, articles

Shared media

- Facebook, Twitter, Spotify, Instagram, Youtube

Owned media

- videos, e-mails, newsletters, website, app

Place

- Ticketmaster - all tickets are available on Ticketmaster including festival tickets, camping, the rabbit resort and bundles
- On the move - tickets for the coach rides from various cities are available on this platform

Price

Festival tickets

- 3-day ticket - 255€
- group ticket - 2,350€ for 10 tickets
- spread payment - initial payment of 110€ + 3 installments of 52.25€ (total of 266.25€)
- Bundles (with rabbit deluxe accommodation) - 614€ p/p - 932€ p/p

Camping

- basic camping - 40€ p/p
- tents - varying 150€ p/p - 200€ p/p
- rabbit deluxe - varying 260€ p/p - 670€ p/p
- campervan spot - 145€ - 210€

Rabbit Express

- depending on the city - 30€ - 70€

External analysis

Competitors

Down The Rabbit Hole

Porter's Five Forces Model is a method for analysing the level of competition for a company in the industry. It helps businesses to get a better understanding of their competitors and the competitive environment in the industry. The model is relevant because it shows how Down The Rabbit Hole is doing regarding their competitors and environment. It shows its strengths and weaknesses, but also possible threats.

1. Competition in the industry

The festival is the only event that happens in the area of Ewijk, which is a huge advantage, however, there are some festivals such as Best Kept secret, Into The Woods and Jungle Festival, that create similar products. What is more, having in mind the inflation, now the festival also has to compete for the money of the customers, regarding their daily needs.

2. Threats of new entrants

It could be said that the festival is not really threatened by new entrants. Down The Rabbit Hole is already a well-known and big festival. It has its suppliers and community of customers. The tickets are sold out in less than 24 hours and this year they even released 10.000 tickets more. The market at the moment is still recovering from the pandemic and there are still obstacles such as inflation and the tendency of gas prices going up, so at the moment it is not easy to enter the business. What is more, even the smaller newer festivals will need years to get to the level of Down The Rabbit Hole and at the moment they are not considered a threat.

3. Power of suppliers

Down The Rabbit Hole is a big festival that needs a lot of suppliers in order to run smoothly. It needs equipment, food and beverage, materials for build-up, decorations, etc. That is why the organisation maintains a relationship with a large number of suppliers which all have different wishes and ways of working. These businesses are also influenced by the trends happening in the world, such as inflation and higher gas costs, which force them to put their prices up. The festival just has to accept this or try to find a replacement for the supplier with higher costs, which causes extra work and negotiations.

4. Power of customers

As every festival Down The Rabbit Hole is also depending on its customers in order to be successful. However, this is a well-known festival that sells its tickets in less than 24 hours. It has a loyal community of customers, which support it and are excited to spend their time there. What is more, it is the only big festival happening in the area of Ewijk which makes it even more attractive to the local music fans. It has already won its name in the industry and the fans are already making everything possible to visit even in the time of such a difficult financial situation.

5. Threat of substitutes

As it gets clear at the first section, the festival has some product competitors such as Jungle Festival, Best Kept Secret and Into The Woods. Best Kept Secret and Jungle Festival focus on the same genres and also support not that well-known artists, while Into The Woods has similar decorations and vibe. All the festivals are striving to create a great experience for the visitors, in a safe environment, while making them feel welcome and confident in themselves. Into The Woods and Jungle Festival are smaller, their tickets are cheaper, however, they do not have such a high number of popular artists. Best Kept Secret, on the other hand, is bigger and has a similar ticket price to Down The Rabbit Hole, however, Down The Rabbit Hole still has a stronger line up and crazier decorations that attract a lot of people. What is more, it also offers more creative activities compared to these competitors. Also, behind it the festival has MOJO which is a famous organisation that built trust in the visitors.

From this model it can be concluded that Down The Rabbit Hole has a strong position in the industry. The festival has loyal visitors and it is not that threatened by its competitors. The organisers have created a pleasant atmosphere with interesting decor, built a strong line up, offered a variety of food and drink options and created numerous interesting creative activities taking place during the event.

Glimble

9292

9292 is an app/website people can use to get travel information on public transport. What they do is, collect information from many transport companies and from that, create the best route for their users. They have been providing their service to the Netherlands for 20 years. 9292 helps people find information on public transport and helps authorities and OV-information carry out within their domain.

Their mission is to “make life easier for all people involved in public transport” (9292, 2022). With their services customers can plan their trip ahead, at home, or on the road. They also aim to be as convenient as possible, hence their vision is to deliver ways of travelling in the way people want it in the time they want to, that is why they give options.

With the 9292 website/app the customer writes where he wants to go and at what time. Then, it shows options or ways to get there and at what time, the cost and it gives the opportunity for the customer to buy an E-ticket.

9292 has partnerships with NS, Arriva, Breng, Connexxion, EBS, GVB, HTM and Keolis

Ultimately, 9292 is a brand competitor to Glimble.

Google Maps

Google Maps is a web service that provides detailed information about geographical regions and sites worldwide (Andrew Zola, 2022). With the help of satellites they also provide photos about the locations and street views photographs taken by a car.

The web search also provides different routes for the customer to take for each type of transport, such as: bikes, cars, walk and public transport. Google Maps also provides a link

for the website of the location the customer is going (commercial places). In addition, the service gives out headlines such as: things to do, restaurants, hotels, museums, etc. This is a way to help their customers find the destination they want to go to since when clicking on the headline it shows all places from that category near them. In addition, it can help people that do not know the area find their way, and activities to do.

Google maps, similar to Glimble, helps their customers go from point A to point B. It gives a variety of ways one person can take and suggestions of ways to get there with different public transport.

Even with all the tools the web service provides, they still have to better their service on the public transport routes since some customers already experienced troubles with accuracy, like not showing transport delays. In addition, it is not possible to buy transport tickets on google maps.

Ultimately, Google Maps is product competitor

NS app/travel planner

The NS has a website and an app, which people can use to get travel information and to plan their routes. Via NS a person could travel by train, bus, tram, metro, OV- bicycle, OV- E bicycle, shared scooter, shared car or with their own car or bicycle. In addition, NS works together with international train companies, so via the NS International website or app people can also plan their international travels.

Furthermore, NS has different types of tickets and provides discounts to students, elderly people, children and people who travel together or people who book their ticket four days in advance. Additionally, they provide day trip tickets which include for instance a drink or a museum ticket.

The vision of NS is “Go and stand wherever you want, and as comfortably as possible” (NS, 2022). Their mission is to make sure that passengers feel connected by NS (NS Jaarverslag, 2022).

The app and website work as follows. A person selects the location from where he or she wants to travel and the location they want to travel to. Then there is an option to select which time the person wants to leave or arrive, and an option to choose the type of transportation. After this, NS will show different travel options. The NS app and website also have an option to show what there is at a station such as shops or supermarkets, but also how many OV- bicycles there are.

Ultimately, NS is a brand competitor to Glimble.

Best practices

Brand activations

The first step in order to create a successful brand activation is to look into what other brands are doing to activate themselves. What was looked into particularly were all activations created at festivals, as is important for knowing what can work in a festival environment.

Heineken X Coachella

The first activation considered as a best practice is the one of Heineken X Coachella where a kinetic dance floor was built, and was converting the energy of the visitors dancing into electricity lighting up the festival.



Duracell X DTRH

Another activation which can be used for inspiration was curated by Playground, and was an activation for Duracell X Down The Rabbit Hole. A 20% club was added to the festival ground, and people could go inside and get a powerbank to charge their devices as long as they would be in the “club”, in the meanwhile their phones were charging they could enjoy a few calm moments as well as joining the mirror room and take Instagram friendly photos. This campaign was then used throughout the whole Benelux for promoting the new Duracell power bank.



Ben and Jerry's pedal powered film festival

Along the line of sustainability, which is one of the major trends within the leisure industry, was the Ben and Jerry's film festival. This was a three day festival organised in London, where eight movies were streamed using hybrid power technology to power the screen generated by bikes. In between movies people were able to hear more about Ben and Jerry's campaign "save our swirled" campaign for climate justice.

The tickets for this festival cost about 10 euros and included the screenings of the movies and an endless amount of ice cream.



Amazon Music X Coldplay

Last October Coldplay released their latest album. Together with Amazon music they created a pop up experience across four different cities (New York, London, Berlin and Tokyo). Each city had a different installation for example "Floris" which was located in Berlin was provided with kinetic floors that would generate energy, the aim would be to educate the visitors on the possibilities of human generated electricity. Outside of the installations battery metres were put to monitor the amount of joules increased throughout the days.



Captain Morgan karaoke booth

This was a brand activation created by Playground for promoting the new Captain Morgan rum and cola and mojito. A party barrel named Captain Morgan karaoke booth was positioned at a few festivals around the Netherlands, such as Decibel, By the Creek, Valhalla and more. Visitors were challenged to a game of barrel pong while singing along their favourite songs and enjoying a Captain Morgan, together with the Captain himself and his crew.



Trends and developments

To create a complete image of, trends and developments within the industries of brand activation, marketing and transportation were researched. In addition, relevant macro trends were explored. With use of several categories of the PESTEL model, these were analysed. The category legal was not discussed on both meso and macro level, as it did not include any trends that were relevant to the project.

Meso

Political

One transport ticket - Mobility

A trend which Glimble is already catering to is the need for one transport ticket for the full journey. Instead of travellers having to buy multiple tickets for all the different types of public transport, government bodies are now implementing a service app to replace them all (Fortune Business Insights, n.d.). As such, consumers save time and effort and are more inclined to travel this way.

Car-free cities - Mobility

Another development within European and US government bodies is to transform parts of their cities into car-free areas, often becoming pedestrian or shared zones (American Planning Association, n.d.). This is relevant for Glimble, as the service they provide relies on public transport and ride-sharing apps. The more cities ban cars, the more people will be making use of the public transit services.

Economical

Mobility as a service - Mobility

In addition to the trend of “one transport ticket”, mobility as a service (MaaS) is a trend within the mobility industry that focuses on integrating multiple public transport services into one complete service (Deloitte, 2020). This is what Glimble executes with their app, which

intends to provide users with information and payment possibilities for a journey along multiple means of transport.

Social

Immersive experience - Brand activation

A big trend seen within the brand activation is to create activations that offer an immersive experience which often allow users to escape reality (Bizzabo Blog Staff, 2022). When creating a brand activation for Glimble on Down The Rabbit Hole, this is something which should definitely be taken into account.

Exclusiveness - Brand activation

Another trend seen in brand activations is the goal of creating an exclusive experience for its users. Visitors of festivals seek exclusive experiences (Bizzabo Blog Staff, 2022), and brand activations smartly play into this. With the creation of a brand activation for Glimble, exclusivity should be taken into account to execute a well-performing activation.

Solve the customers problem - Brand activation

A trend proven to be successful to take into account when creating a brand activation for Glimble, is to solve a “problem” of a visitor (Bizzabo Blog Staff, 2022). A great example of this is the activation of Vitaminwater during WayHome Music and Arts Festival where visitors were able to rinse themselves in the human car wash (Team, 2018). As Glimble tries to solve mobility issues with their app, this is also something which could be incorporated in their brand activation on the festival.

Instagram is amplifying word of mouth - Marketing

A trend within the marketing industry, in particular during festivals, is the high usage of social media channels such as Instagram by visitors (Eventbrite, 2022). These channels are where visitors of festivals share their experiences with friends and family, which concludes in free marketing as a result. As such, the brand activation of Glimble should be something for users to share on their social media channels, which enables them to reach an even bigger audience.

Consumers crave entertainment and actionable solutions to social issues - Marketing

Another trend seen within marketing is the consumers’ need for brands to provide entertainment and meaningful decisions to deal with social issues (Ross, 2022). As such, the brand activation for Glimble needs to be both entertaining and preferably provide a solution for a social issue.

Technological

Technology improves overall transportation efficiency - Mobility

A trend in the mobility industry which Glimble is actively part of, is the improvements in efficiency of transportation by technological advancements. Within the public transport sector, this is mostly related to systems which can predict and adapt to real-time changes (Howarth, 2022). For Glimble this is an interesting trend, as a more efficient and predictable network of public transport is more likely to be used by travellers.

Environmental

Sustainable transport to festivals - Mobility

Another trend which is impacting the events industry is sustainability, which is very noticeable through the use of sustainable transportation options. Many event organisers are now encouraging attendees to use public transportation, bike-sharing services, or carpooling to reduce the number of cars on the road (Susskind, 2016). As such, Glimble could prove to be an interesting company for festivals to collaborate with.

Macro

Economical

Inflation/resource shortage

Inflation and resource shortage are other trends that can have a significant impact on brand activation events, as raising costs make it more difficult to plan and execute successful events. Inflation affects the cost of goods and services and can make it harder to stay within budget, while resource shortage can lead to delays and negatively impact the overall success of the event. As such, Glimble needs to be aware of these factors and plan accordingly to overcome these challenges and ensure the success of the brand activation. (Tollefson, 2022)

Technological

Big data

Data has become an increasingly important aspect of brand activations at festivals. With the rise of technology and the use of social media, brands are now able to collect and analyse data from festival attendees to better understand their preferences and behaviour. This information can then be used to create more effective and targeted brand activations. Both Down The Rabbit Hole and Glimble can play into this and create an efficient brand activation.

(PricewaterhouseCoopers, n.d.)

Environmental

Sustainability becomes a top priority

The global trend of sustainability is a growing movement focused on protecting the environment and preserving natural resources for future generations (Project Management Institute, n.d.). It encompasses a wide range of industries including energy, transportation, agriculture and events. Sustainability includes practices such as reducing carbon emissions, using renewable energy, recycling and developing sustainable products and services. With increased awareness of climate change and the impact of human activity on the environment, both Down The Rabbit Hole and Glimble have to play into this.

SWOT analysis

In the SWOT analysis all the strengths, weaknesses, opportunities and threats of Glimble are presented.

SWOT							
Strengths		Weaknesses		Opportunities		Threats	
1	Part of Arriva	1	App not well developed (glitches)	1	Big data	1	Inflation/resource shortage
2	More than a travel planner	2	Not a well known service	2	Instagram amplifying word of mouth	2	Saturated travel planner market,
3	Big variety of partnerships	3	Not possible to buy multiple tickets	3	Sustainable transport to festivals	3	OV chipcard coming to phone
4	10% discount	4	No international service area	4	Loyal customers DTRH	4	Loyal NS app and 9292 users
5	Customer service	5		5	Digitalisation	5	NS connection/contract with government

The first strength is that the company is part of Arriva, which is a very well known company and has a lot of partnerships. Additionally, the app is more than just a travel planner. It shows users the nearest bus stop or station and all the timetables. Users can also fill their address at work and home and plan a journey from or to there from their current location. Additionally, users can connect it to their calendar if they have an event planned with an added address and the app will plan the way there. The fact that they offer a ticket for the whole journey combined is also quite unique when compared to other services. Furthermore, they offer a 10 percent discount on trips and also provide good customer service, which can be seen in the reviews section on the Google Play Store.

As for weaknesses, after going to the reviews of the app it came out that the app is not well developed very well and a lot of people experience glitches. Furthermore, it is not very popular, as it turns out from the results of the survey. Other disadvantages are that there is no option to buy multiple tickets and that the app does not operate in the countries close to the netherlands.

The first opportunity that has been pointed out is the trend of big data usage (PricewaterhouseCoopers, n.d.). Every business now has been gathering all kinds of data connected to its customers and now they use this information to implement better communication plans and improve their products. Other trends that the organisation can take advantage of are the amplifying word of mouth in instagram (Eventbrite, 2022), the increase in the usage of sustainable transport to reach a festival (Susskind, 2016) and the digitalisation (Oberzaucher, n.d.). In addition, Down The Rabbit Hole has a lot of loyal visitors that value the company and will consider products recommended from them, which could be very beneficial for Glimble.

The possible threats for the company are the inflation and resource shortage (Tollefson, 2022), the OV chipcard that will start to operate directly from the customer's phones (Voermans, 2022) the market for travel planning apps which is saturated (Karen, 2019) and the loyal connection users have with NS and 9292 and they do not feel the need to consider other options. Lastly, the contract and connection with the Dutch government can be a threat because it makes it hard for Arriva to grow their service in The Netherlands (Correspondent, 2015).

Confrontation matrix

After conducting the SWOT analysis, the confrontation matrix was used to combine the strengths and weaknesses with the opportunities and threats. Points were given to each combination to decide how positive or negative they were, and how much attention is required for the combination. When a combination had nothing to do with each other, the score 0 was given. Below, the confrontation matrix can be viewed.

			Strengths					Weaknesses				
			1	2	3	4	5	1	2	3	4	
			Part of Arriva	More than a travel planner	Big variety of partnerships	10% discount	Customer service	App not well developed (glitches)	Not a well known service	Not possible to buy multiple tickets	No international service area	
Opportunities	1	Big data	2	2	1	1	2	0	2	0	0	10
	2	Instagram amplifying word of mouth	0	1	1	1	2	2	2	1	0	10
	3	Sustainable transport to festivals	2	2	2	1	0	1	2	0	0	10
	4	Loyal customers DTRH	0	0	1	1	1	0	0	0	0	3
	5	Digitalisation	1	2	1	0	2	2	0	1	1	10
Threats	1	Inflation/resource shortage	0	0	-2	-2	0	-1	-1	0	0	-6
	2	Saturated travel planner market,	-1	-1	0	-1	0	-2	-2	-1	-1	-9
	3	OV chipcard coming to phone	0	0	0	-1	0	-1	-2	0	0	-4
	4	Loyal NS app and 9292 users	-1	0	0	-1	0	-2	-2	-1	-1	-8
	5	NS connection/contract with government	-1	0	0	0	0	-1	-1	0	0	-3
			2	6	4	-1	7	-2	-2	0	-1	

After deciding the points for each combination, the opportunities with the highest scores were combined with the strengths or weaknesses that were either the highest or looked the most fitting. These four opportunities are "Big data", "Instagram amplifying word of mouth", "Sustainable transport to festivals" and "Digitalisation". These were combined respectively with "Customer service", "Not a well-known service", "More than a travel planner" and "App not well developed". These combinations known as strategic options (made green in the matrix) will be discussed further below using the application theory.

Application theory (SFA)

After applying the confrontation matrix to the case, the SFA model is used to evaluate the best strategic options out of 4 that were picked out of the matrix. The SFA model will decide what strategy should be kept in mind when creating the communication plan for Glimble.

	Weighting factor	Big data / customer service	Instagram amplifying word of mouth / Not a well known app	Sustainable transport to festivals / More than a tavel planner	Digitalisation / App not well develop (glitches)
Suitability					
In line with strategy?	3	2	2	3	3
Boost opportunities?	2	1	3	3	3
Weakens threats?	2	1	2	2	3
Total Suitability (score x weighting factor)		10	16	19	21
Feasibility (Foetsj)					
Financial feasible?	2	3	2	1	1
Organizationally feasible?	3	2	3	2	2
Economically justifiable?	1	2	2	2	3
Technically feasible?	2	3	3	2	2
Social accepted?	2	1	2	3	2
Legal feasible?	1	2	2	2	2
Ecological feasible?	3	1	2	3	2
Total Feasibility (score x weighting factor)		27	33	31	27
Acceptability					
Ethically responsible?	3	1	2	3	1
In line with corporate social responsibility?	3	1	1	3	2
Appropriate for company culture?	3	2	2	3	3
Acceptable for employees?	1	1	1	1	2
Acceptable for other stakeholders?	2	3	2	2	3
Total Acceptability (score x weighting factor)		19	20	32	26
Totaal		56	69	82	74

The SFA model is divided into 3 segments: Suitability, Feasibility (Foetsj) and Acceptability.

Suitability

Weighting factor:

- In line with strategy: the number was chosen for how important the new strategy had to be aligned with the current strategy, and since the current strategy is Glimble's goal, it is important that they correlate.
- Boost opportunities : the number 2 was chosen since most of the selected options come from opportunities, therefore there should be a big chance that it will lead growth and improvement for Glimble.
- Weakens threats: the number 2 was selected since half of the chosen options contain a threat. The 2 selected threats are mainly to improve the app's performance and recognition, which is promising for Glimble to improve.

Feasibility

Weighting factor:

This one was chosen based on what is most important for Glimble to make the certain option possible. Therefore, organisationally feasible and ecological feasible are the ones rated the highest since Glimble focuses on a sustainable lifestyle and nothing can be done if the company can not or does not want to make the option work.

Rated as 2, in a 1 to 3 rank, is financially feasible, technically feasible and, Socially accepted. The reason for it is that to make changes, a financial plan has to be taken into consideration because if one cannot afford it, there is a low chance of occurring. Technically feasible is as important because Glimble is an app and without progressively changing and

adapting with the technological resources Glimble will never be on top of the market. Finally, Socially accepted, since nowadays with social media, people are in constant communication with each other and if they are not satisfied with something they express it in their socials and therefore it can affect the brand's name.

Rated as 1 are economically justifiable and legal feasibility, since these factors did not have the same amount of impact as the other ones did.

Acceptability

As all the weighting factors above, this rank was made with the current Glimble strategy in mind. Ranked the highest is 'ethically responsible', 'appropriate for company culture' and 'in line with corporate social responsibility' since morality and being truthful to what the brand stands for is something that people are looking for when knowing a company and that is why the company should promote this attitude, which comes hand in hand with the 3 factors.

Later on, 'acceptable for other stakeholders' because part of why Glimble works and also one of their strengths is that the company has big and many partnerships and part of maintaining them is also making them satisfied. To conclude rank as 1, 'acceptable for employees' since in this case it does not bring much to the case.

In conclusion, when applying the numbers to each category and evaluating all 4 options, looking at the graph above, it can be concluded that the most valuable one is 'Sustainable transport in festivals' and 'more than a travel planner'.

Segmenting

Segment 1

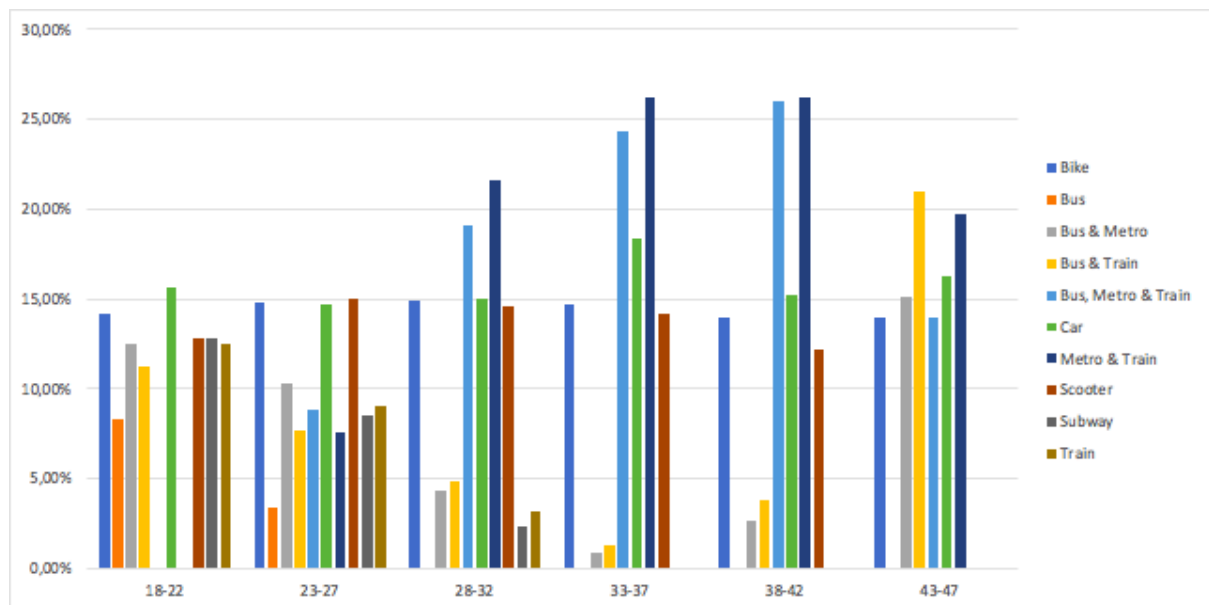
People from 33 to 47 years old of which car travel is their most used means of transportation because of comfort, rapidity and freedom.

When creating the segments, the age of the visitors was used as a starting point and as the way to analyse the database giving. Since the age gap between the youngest and older visitors is big, the ages were divided into 6 groups.

Row Labels	Count of Age	Count of Age2
18-22	1092	23,03%
23-27	1222	25,77%
28-32	1003	21,15%
33-37	781	16,47%
38-42	558	11,77%
43-47	86	1,81%
Grand Total	4742	100,00%

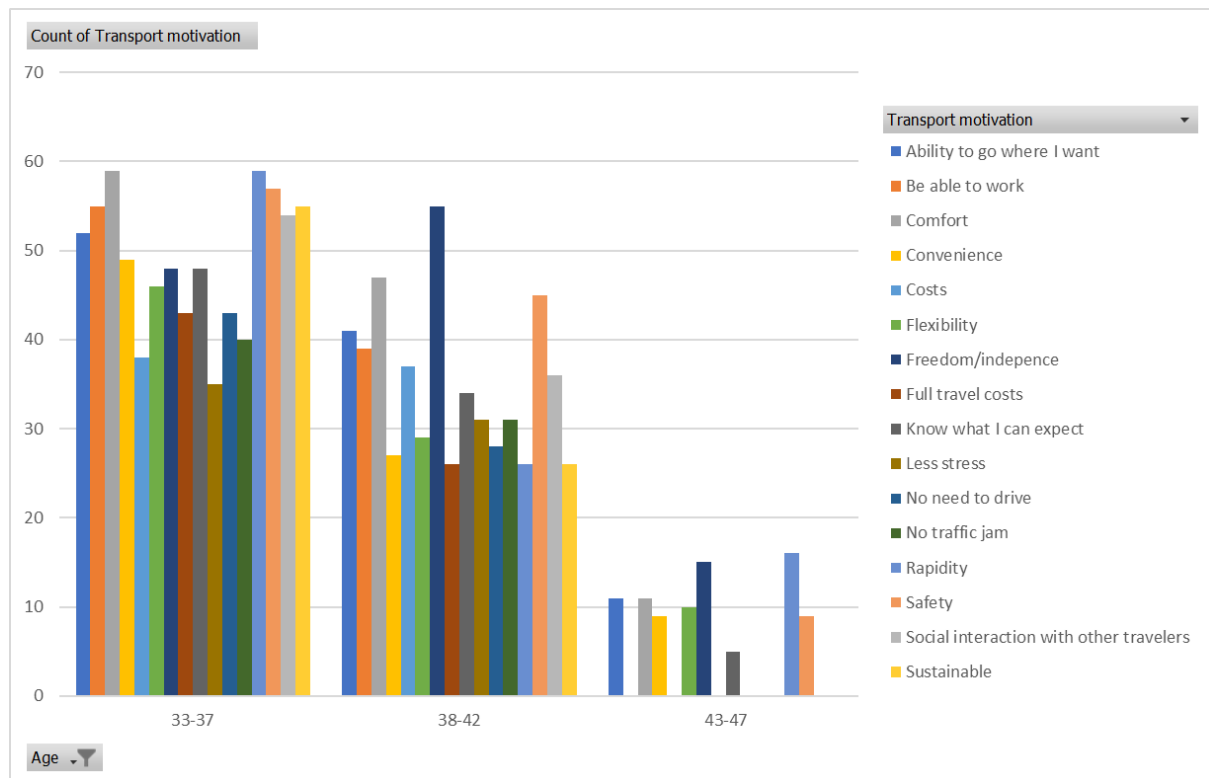
Graph 1: Age group count of visitors

Using the graph below, the age group of 33 to 47 was chosen for the segment, as they are the highest percentage of people that travel by car and since Glimble provides ways to get to a certain destination using public transport, the goal is to know what target group age segment does not prefer public transport and why so that when brading Glimble the right information will be used to convince this group why they should give it a try.



Graph 2: Favourite transportation per age group

To understand why they use and prefer cars instead of public transport the graph of transport motivation is used. The transport motivation of comfort, rapidity and freedom were chosen as they were given the most as an answer within the age gap of 33-47 years old (look at the graph below, number 3).



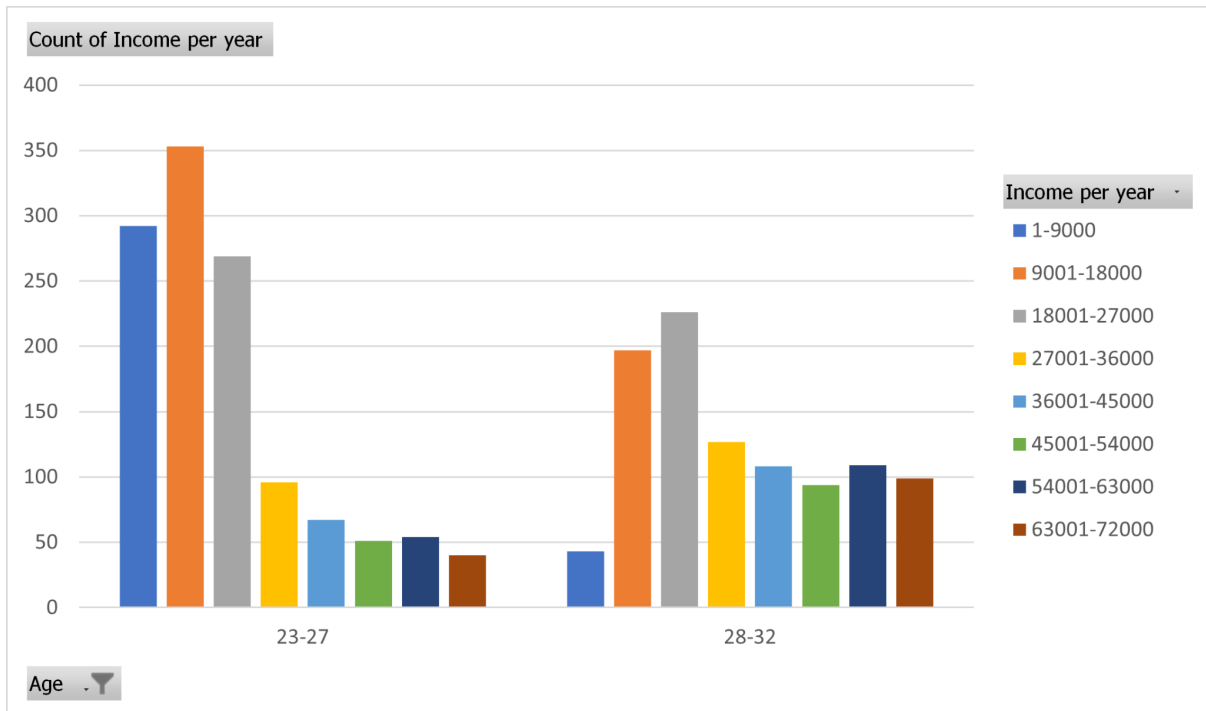
Graph 3: Transport motivation within age group 33 to 47

Segment 2

People from 23 to 32 years old with a yearly income below €17.520 (Sociaal en Cultureel Planbureau, 2022) of which public transport is their most used means of transportation.

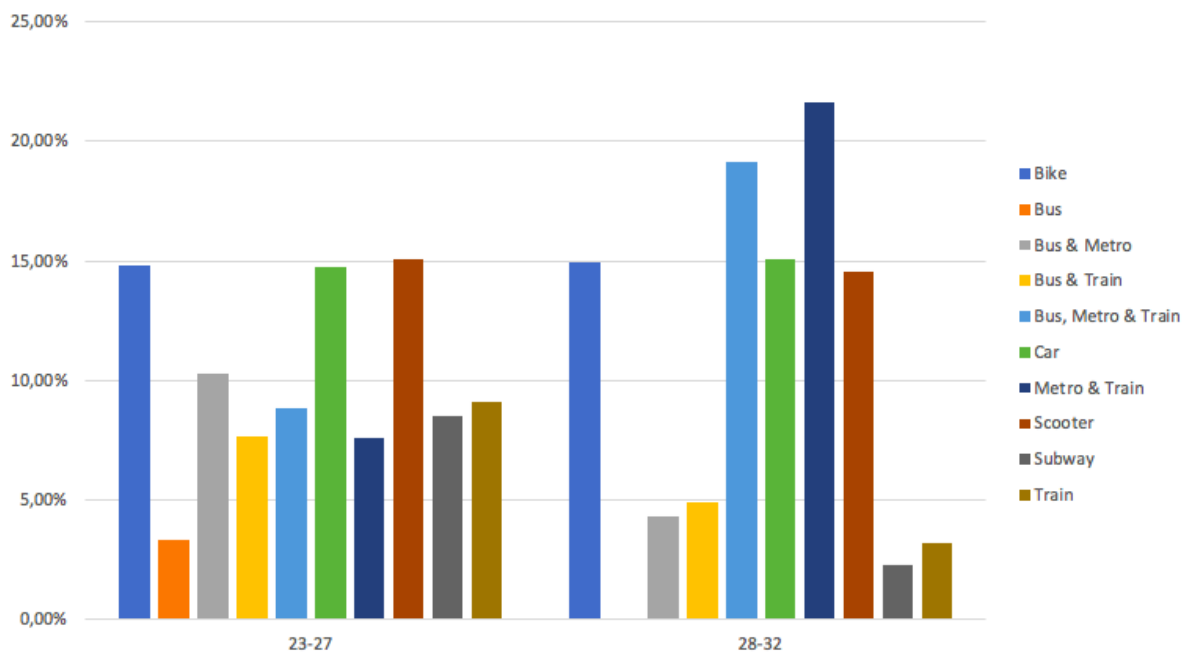
When creating this segment, the information that Glimble provides is accessible and discount to its customers was in mind. In that way, people with lower income most likely would appreciate the offers given by the app/website. Therefore, for this segment, Graph 4 was analysed where the age gap is of 23 till 32 years and at what percentage do they have yearly income below €17.520 (Ministerie van Volksgezondheid, Welzijn en Sport, 2022) where the poverty line is currently in the Netherlands.

Even though it is a big age gap, this segment for future persona can work since it captures 2 similar ways of looking into life. Also a big amount of DTRH visitors come from those ages.



Graph 4: Count of income per year per age group

Afterwards, Graph 5 was used to analyse visitors' favourite transport. And the data showed that 55.42% of visitors do in fact prefer the public transports : bus, train, metro, subway. This segment is useful to understand that there are indeed visitors with public transport being their favourite mode of transport and for income being their possible external reason, which is also information that can be useful to market Glimble.

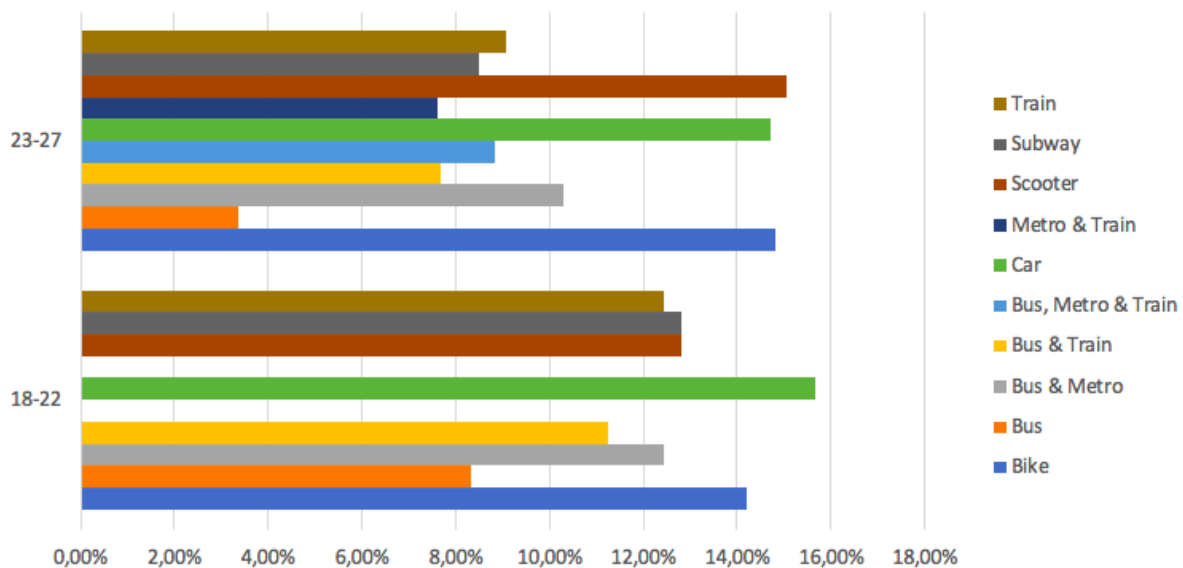


Graph 5: Most used means of transport in percentages per age group

Segment 3

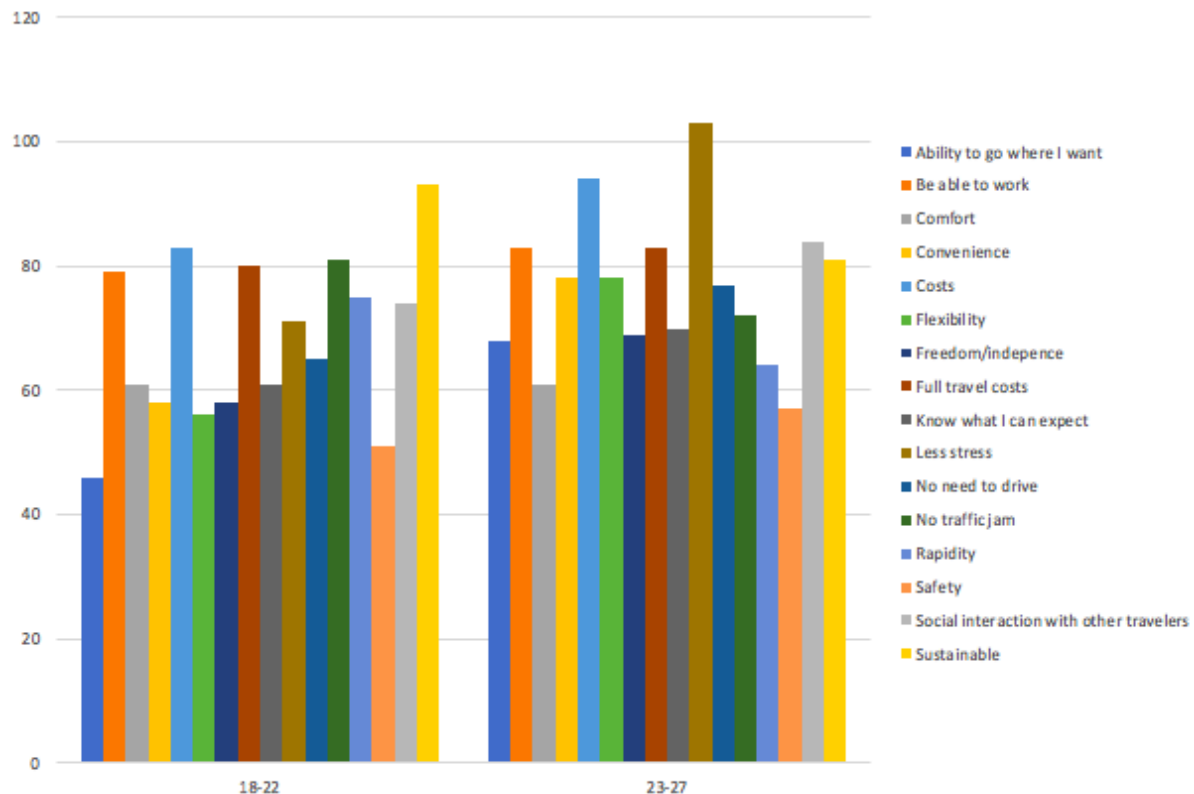
People from 18 to 27 years old of which public transport is their most used means of transportation because it is sustainable, (low costs and less stress).

For the 3rd segment, the age gap between 18-27 was chosen since the 18 years old have not been through since now. Then, it was decided to look deeper into their favourite mode of transportation with the intent of understanding their way of moving and how big of a change our brand activation has to be in order for people to use Glimble. By analysing Graph 6, 56.31% of the visitors prefer public transport (metro, train, subway, bus). What is also visible and valuable to mention, is that a bike is also a way of transport that this age gap prefers as one of transport modes. That even though it is a private transport it is the most sustainable one.



Graph 6: Most used means of transport in percentages per age group

To better develop the segment, and to understand the needs of the target group, the transport motivation was also analysed knowing the information above. Looking into the transport motivation for public transport, it can be noticed from Graph 7 that the highest amounts are in sustainability - 7,52%, stress - 7,52%, and cost - 7,65%. This information is only a plus to Glimble, since the company aims for sustainability, to help the customers get to their destination as easy and convenient as possible. Cost could be something they strive more (Glimble).



Graph 7: Transport motivation per age group

Targeting

After deciding on which segments to focus, personas had to be created based on those segments.

In order to create the three personas in the most realistic way both desk and field research were used. As a starter two questionnaires were created, one specifically for people who went to Down The Rabbit Hole and one for festival goers in general, from these two questionnaires 30 were the respondents; both the questionnaires were helpful in understanding better the profiles of people who do go to DTRH but also the ones who just enjoy going to festivals in general. Following on the questionnaires also alternative research methods were used such as analysing briefly few profiles on instagram of people who did indeed went to DTRH and seeing whether their lifestyles and value would overlap with the answers gotten from the questionnaire.

Lastly also 8 interviews to people from 18 to 53 were carried out (Appendix 1). For two of the interviews it was also decided on focusing on people who do not often go to festivals but go to concerts instead, as they were part of one of the segments; and the information that was taken out of the interview was still useful in creating the personas.

To back this up the data set given from school was used together with more additional statistics and research to confirm everything that was gained from the questionnaires, interviews and instagram profiles.

The first persona is part of segment 1, people from 33 to 47 whose favourite means of transportation is cars because of rapidity, comfort and freedom.

What came out of the questionnaires and the interviews is that people who are in the age category between 33 and 47+ all own a car, and all use it mostly because of the freedom to choose when and how to drive, rapidly in getting from one place to another and comfort. They all make use of digital newspapers, such as NU.nl or the NOS, and have whatsapp as their favourite instant messaging app. Their online behaviour is quite similar as from what came out from the instagram profiles they mostly have one or two children, love doing things with their families and spending time together. Their incomes are quite above the poverty line in the Netherlands, going from 50 to a 100 thousand per year, they tend to go to more expensive festivals such as DTRH, Solar, Lowlands but tend to go to less, 2 to 3 per year.



JEROEN VAN DIJK

SEGMENT 1

BACKGROUND

40 YEARS OLD
MARRIED
2 CHILDREN
UTRECHT
BUSINESS OWNER

EDUCATION

HBO BACHELOR

FINANCES

OWNS AN APARTMENT
YEARLY INCOME
ABOVE €18.000

WILLING TO SPEND ABOUT
200 EUROS ON A WEEKEND
FESTIVAL TICKET

TRANSPORTATION

OWN CAR BECAUSE OF
COMFORT, FREEDOM
AND RAPIDITY

ONLINE BEHAVIOUR

ACTIVE ONLINE PRESENCE, SHARES HIS PERSONAL LIFE A LOT AND REALLY ENTHUSIASTIC ABOUT HIS ACHIEVEMENTS. INSTAGRAM AND WHATSAPP ARE HIS FAVORITE APP. HE LIKES TO BE UPDATED ON WHAT GOES ON IN THE WORLD AND USES MOSTLY THE NOS APP

WORRIES AND FRUSTRATIONS

DUE TO HIS BUSY SCHEDULE, HE IS AFRAID THAT TAKING UP ON ONE THING WILL LEAD ONTO THE NEED OF GIVING UP ON SOMETHING ELSE

HOPES AND DREAMS

HE HOPES TO CREATE A SAFE FUTURE FOR HIS CHILDREN AND DREAMS OF KEEP ON ENJOYING LIFE LIKE HE IS DOING RIGHT NOW

WHAT IS HE LOOKING FOR FROM A FESTIVAL?

RELIVING THE OLD DAYS AND ESCAPE THE DAILY LIFE

WHAT FESTIVALS WILL HE ATTEND THIS YEAR?

DOWN THE RABBIT HOLE, SOLAR AND LOWLANDS

WHAT DOES HE CARE ABOUT?

FAMILY, HEALTH, SOCIAL RELATIONSHIPS AND CAREER

WHAT IS HE INTERESTED IN?

NATURE, TRAVELLING, RUNNING AND SKIING

The second persona is part of segment 2, people from 23 to 32 years old with a yearly income below 17.520, (which is the poverty line in The Netherlands) of which public transportation is their most used means of transportation.

What we noticed from both the questioner and the interviews is that people with an income below the poverty line hardly own a car and in some situations they also do not have access to one unless for specific cases, so they rely exclusively on public transportation or other means of transportation such as bikes, walking or shared options.

What came out of the questionnaire and the interviews is that this target group mostly cares about their beloved ones and having a successful career, they mostly use instagram and tiktok as their favourite social media, and whatsapp as their main app for staying in touch with friends and family. Their most common frustration is not having enough time to do everything they would like to due to the lack of time.

They have less money to spend on festivals so their budget is way less compared to the rest of the segments, but this does not stop them from going to festivals that are more expensive than their budget for it.



EMMA VISSER

SEGMENT 2

BACKGROUND

27 YEARS OLD
SINGLE
NO CHILDREN
THE HAGUE
JUNIOR MARKETEER

EDUCATION

UNIVERSITY

FINANCES

RENTS APARTMENT
YEARLY INCOME BELOW
€17.520

WILLING TO SPEND ABOUT
134€ ON A WEEKEND
FESTIVAL TICKET

TRANSPORTATION

CAR, BIKE AND SCOOTER
BECAUSE OF LESS
STRESS AND BEING ABLE
TO WORK

ONLINE BEHAVIOUR

INSTAGRAM AND WHATSAPP ARE HER FAVORITE APPS. SHE IS NOT VERY ACTIVE ON SOCIAL MEDIA AND USES IT MAINLY TO STAY IN CONTACT WITH OTHERS.

WORRIES AND FRUSTRATIONS

NOT HAVING ENOUGH TIME, LONG WORKING DAYS, SELFISH PEOPLE WHO LACK EMPATHY, UNRELIABLE PEOPLE AND CLOSE-MINDED PEOPLE.

HOPES AND DREAMS

TO HAVE A FLOURISHING CAREER, AND A LOVING FAMILY. BEING FINANCIALLY INDEPENDENT AND GOING AND DOING EVERYTHING SHE WANTS.

WHAT IS SHE LOOKING FOR FROM A FESTIVAL?

EDUCATION VALUE & INTELLECTUAL ENRICHMENT AND REGRESSION. ESCAPING DAILY LIFE.

WHAT FESTIVALS WILL HE ATTEND THIS YEAR?

LOWLANDS, DOWN THE RABBIT HOLE, DRAAIMOLEN, SZIGET AND SOLAR

WHAT DOES SHE CARE ABOUT?

FAMILY, FRIENDS AND STUDIES/ CAREER

WHAT IS SHE INTERESTED IN?

NATURE, SPORTS AND ANIMALS

The third persona is part of segment 3, People from 18 to 27 years old of which public transport is their most used means of transportation because it is sustainable, (low costs and less stress).

From our survey it came out that this group uses public transport very often. Other common ways of transportation are scooter, bike or borrowed car. This choice is based on costs, less stress and sustainability.

Online they are most active on instagram, whatsapp and tiktok. In instagram they post often, but they do not share too much of their personal life, while whatsapp they use to chat with their family, friends and colleagues. They use Tiktok in their free time just for entertainment.

Their yearly income is very broad, between €9000 and €27 000 and they are willing to spend around €170 on tickets. One of their favourite festivals are Down The Rabbit Hole and Ploegedienst.



MARTINE JANSEN

SEGMENT 3

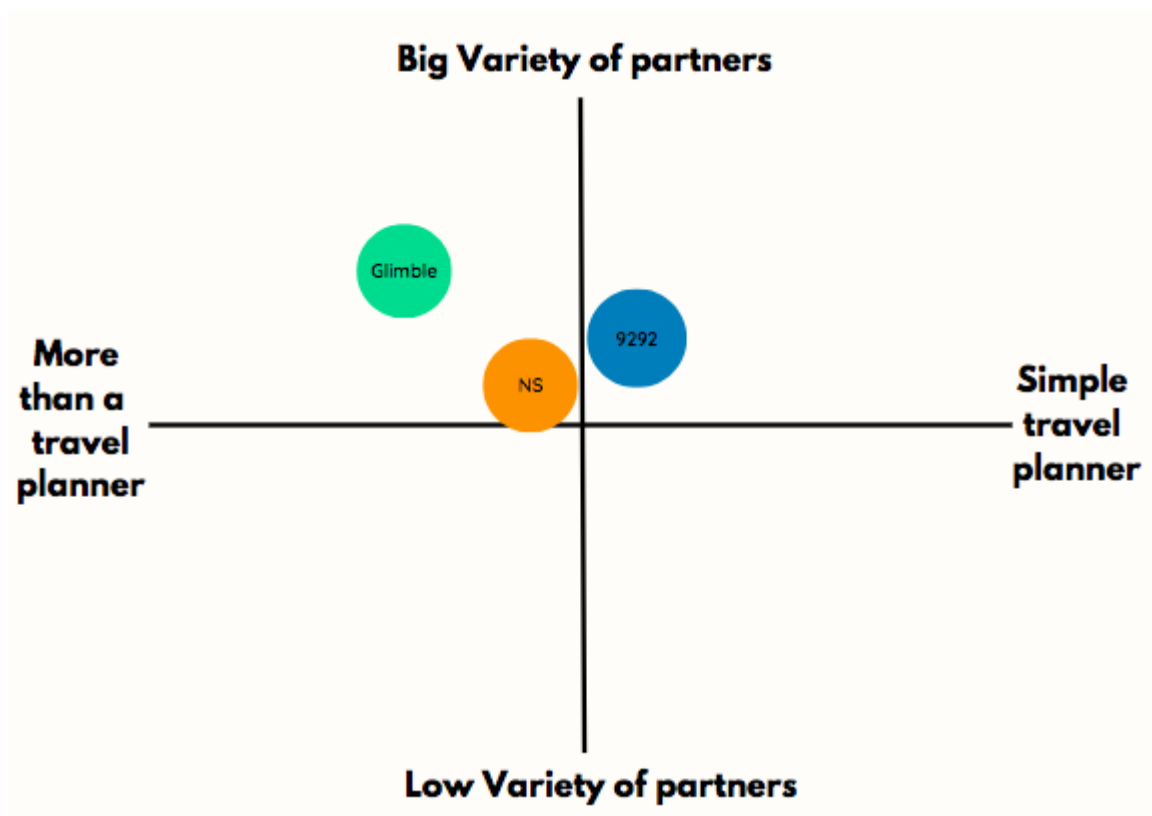
BACKGROUND 20 YEARS OLD SINGLE NO CHILDREN CITY OF RESIDENCE NURSE	ONLINE BEHAVIOUR HER FAVORITE SOCIAL MEDIA PLATFORMS ARE INSTAGRAM, WHATSAPP AND TIKTOK. INSTAGRAM SHE USES MOSTLY FOR POSTING PICTURES AND STORIES, WHILE THROUGH WHATSAPP SHE STAYS IN TOUCH WITH FRIENDS AND FAMILY
EDUCATION VMBO	WORRIES AND FRUSTRATIONS NOT HAVING ENOUGH TIME, LONG WORKING DAYS AND SELFISH PEOPLE WHO LACK EMPATHY AND DO NOT WORK EFFICIENTLY
FINANCES RENTS APARTMENT YEARLY INCOME IS AROUND €22 000	HOPES AND DREAMS TO TRAVEL THE WORLD WHILE STILL BEING CLOSE TO FAMILY AND FRINDS, TO HAVE A JOB THAT SHE ENJOYS
WILLING TO SPEND AROUND €170 ON A WEEKEND FESTIVAL TICKET	WHAT IS SHE LOOKING FOR FROM A FESTIVAL? EDUCATION VALUE & INTELLECTUAL ENRICHMENT AND REST & RELAXATION
TRANSPORTATION CAR (BORROWED), PUBLIC TRANSPORT, BIKE AND SCOOTER BECAUSE OF COSTS, LESS STRESS AND SUSTAINABILITY	WHAT DOES SHE CARE ABOUT? FRIENDS, FAMILY, CAREER AND SUSTAINABILITY
	WHAT FESTIVALS WILL SHE ATTEND THIS YEAR? PLOEGENDIESNT, DOWN THE RABBIT HOLE
	WHAT IS SHE INTERESTED IN? NATURE, TRAVELLING, PARTIES AND FESTIVALS

Despite the differences between the segments and their different lifestyles, incomes and backgrounds some overlapping can be seen, such as for example they all like to spend time with their beloved ones, and care about them deeply, they all wish for a prosperous career, and have quite some overlapping festival taste.

Positioning

Positioning matrix

To understand where Glimble stands in the market a Positioning matrix was drawn up below:



By analysing Glimble with its main competitors it can be seen that Glimble is on top of the graph regarding the amount of partnership they have. Reason why this is such a positive point for Glimble is that, with more partners the bigger variety of services they can provide. In addition, a higher chance of the service being delivered in quality. Example of a service that Glimble can provide based on partnership that NS and 9292 do less, is giving travel options with scooters.

Furthermore, Glimble provides more services than NS and 9292. Its 'Instrumental product features' contains unique features such as 'at that moment' travels to the previous locations they used Glimble, the accessibility mode and shared car travels. They also provide 'Glimble for business' which the company helps businesses with parking, (employee) travel and how to implement sustainable travel. They also provide several 4 week usage packages (and some discounts). On top of that, Glimble provides easy and reachable customer service.

As for the 'Expressive product features', since it is a new app, launched in 2021, it is still as well known as NS or 9292. Therefore having Glimble makes the individual be different and always alert of what is new. Also, it gives the idea that a person is experimental. Since

Glimble also works towards sustainability, the individual that chooses the app will come out as responsible and sustainable.

An advice for Glimble to grow and be the app it desires to be, is to work and develop more its functionality. What is meant by it is, the app contains some technological issues: glitches, and if fixed, combined with what was mentioned above, Glimble can be the app it was first-thought to be.

Strategies

Porter's generic strategies

Porter's generic strategy is used to describe how companies and organisations pursue their competitive advantage across the market.

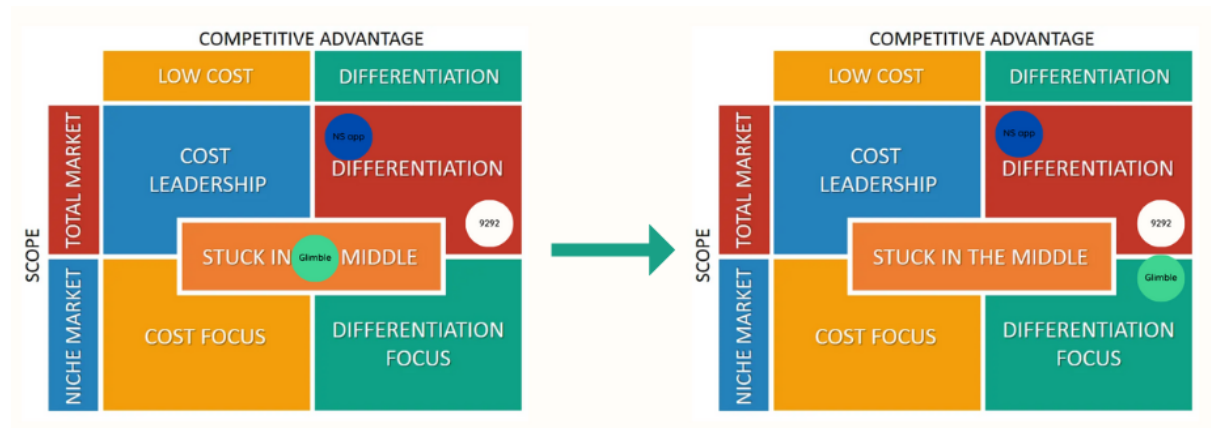
9292 - it fits into the total market because it targets all the people who use public transport in the Netherlands; it is part of differentiation because it mainly focuses on the use of buses and only bus tickets can be purchased through the app (to buy train tickets you are redirected to the train app/website)

NS app - it is part of the total market as it concerns travelling within the Netherlands through the use of trains or other public transport means; it fits into differentiation because it concentrates predominantly on trains a travel method and also because it is the main source from which people can purchase train tickets (as it is operated by NS)

As it can be seen both 9292 and the NS app are part of the same quadrant within the generic strategies model, namely Differentiation, but it can be noticed that they differentiate themselves through distinct unique features making them almost equally valuable.

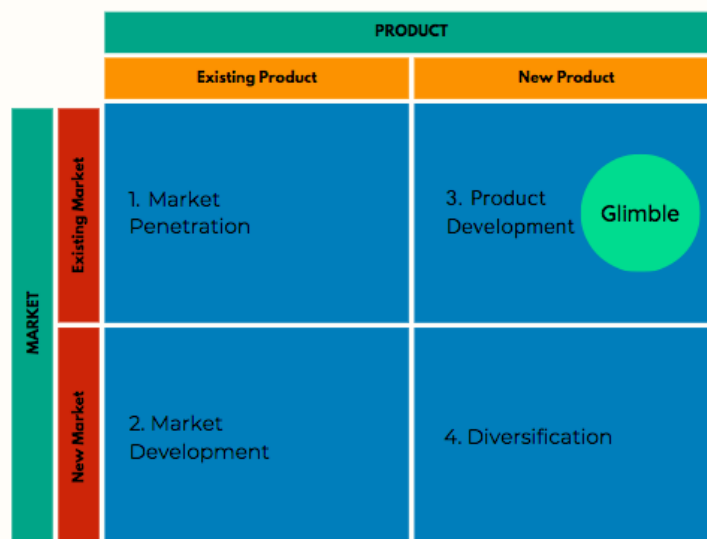
Glimble - with its current strategy, it seems to be stuck in the middle, slightly leaning towards cost leadership; it has entered the market with a travel planning service that was already provided by 9292 which makes it ordinary, but it offers a 10% discount which makes it a bit more low cost but not enough to move it from the middle position; it is also arguable that it could be leaning towards differentiation as it provides the most sustainable options for travelling but it is not developed enough to fully fit into this category.

With the Sustainable transport to festival + More than a travel planner strategic option in mind Glimble could go from being stuck in the middle to being part of Differentiation focus; since Glimble already promotes itself as being sustainable, this should be taken a step further and set that target group of Glimble to people who value sustainability and are looking for sustainable transport options; another target group that would be interesting for Glimble to explore is festival goers as they could create a strong customer base; by doing so Glimble would go into the niche market and it would have some unique selling points that would make it stand out from its other competitors



Ansoff Matrix

For an organisation or company to achieve growth, one of the 4 Ansoff Matrix strategies have to be followed. Look at graph below:



For Glimble, it can be concluded that it is a product development. The reason for it is because the main experience the app delivers is still the same as other competitors of the same market such as: 9292 or NS, where the customer types down point A (where he is) to point B (his destination), and receives ways of travels with public transport. There are some differentiation though, like that one of Glimble's partners is Check, therefore also includes ways of travelling with scooters or other unique features. Also, the target customer remains the same, mainly people that use public transport as a travel method. Regarding what is 'New' about the product is that Glimble uses discount methods as a way of attracting new customers and making it accessible for everyone and it aims on changing people's mobility behaviour with a sustainable approach.

With the new strategy of: 'being more of a travel planner' X 'sustainable transport for festivals', it still aligns with Glimble current strategy of being a 'product development'. Since, if the company helps festivals with sustainable transport, Glimble will be creating a new segment or product for its company but still in the same market as originally is. Also, providing this


transport would help the app grow its image and popularity and be ethically in-line, a positive situation for it to be in.

Persona




Detailed persona

During the A-phase of the project, out of a data set, three different segments were chosen and consequently three different personas were created. Out of these three personas, one was chosen as the main target group for the communication plan and brand activation. The chosen persona to focus on is the one coming for the segment: people from 18 to 27 years old of which public transport is their most used means of transportation because it is sustainable, (low costs and less stress). This segment was chosen as this target group is more passionate about festivals and mostly uses public transport to move around, but also cares the most about sustainability, which is one of the core values of Glimble.

During the B-phase a more detailed canva of the persona was created to give a better overview of everything that the target group feels, wants, and needs. Getting all these details really helped in shaping a concept that would not only speak to the target group but also matches their needs and values when using public transport.



Martine Jansen (20)

	City of residence	Nijmegen
	Relationship status	Single
	Hobbies	Traveling, visiting festivals and parties

Context

Makes use of travel apps to plan trips to work and festivals. Travels mostly with public transport because it is the most sustainable option.

Influence factors

Media	Instagram, TikTok, NOS app, email newsletters
Communication sources	Face-to-face, Whatsapp, App Store reviews, Instagram
Influencers	Colleagues, friends, social media influencers
Experience	Efficiency, reliability, sustainable traveling, completeness

Buying moments

- When unsatisfied with current travel planner apps
- When in need of more sustainable travel options
- When in need of more transportation methods
- When recommended by a friend or family

Goals

- Reducing her carbon footprint using sustainable options
- Reducing her travel time
- Being on time because of the reliable information

Fears

- Wrong or missing information
- Unsure because of the novelty of the app

Information needs

- Why is this app better than other travel planners?
- What are my gains of using this app?
- How much will it cost me to use the app?
- Is the app efficient for planning my travels?
- How will the app help me in being more sustainable with my travels?
- What does the process of planning a trip and buying a ticket look like?

Strategic options

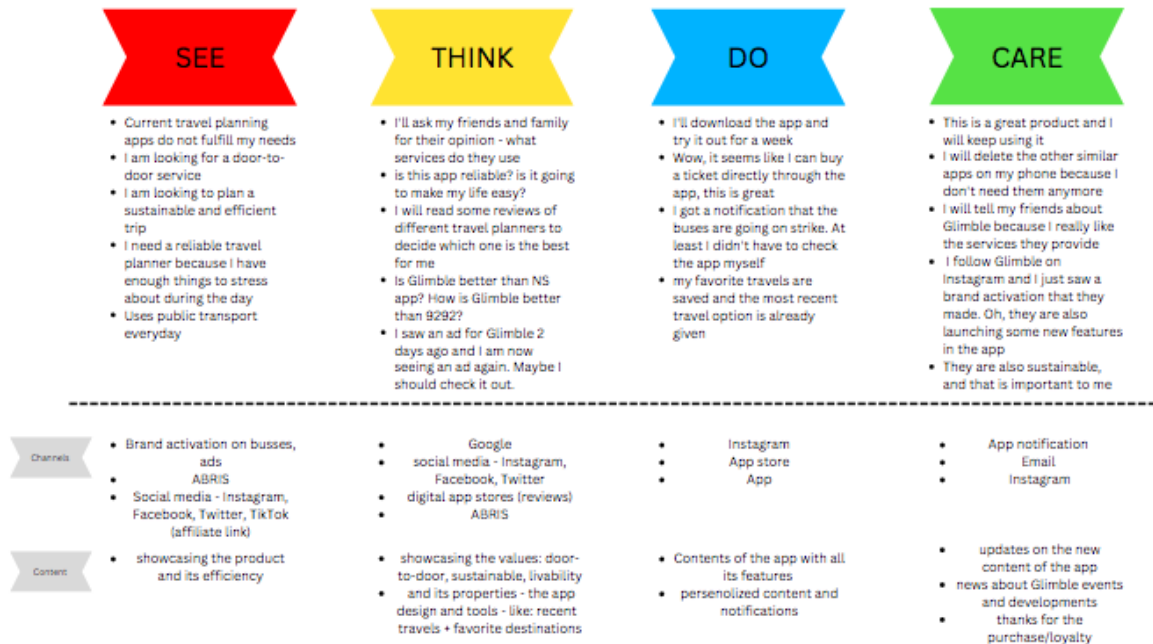
Strategy

The goal of the brand activation is to make people familiar with Glimble and boost its popularity. The chosen target group consists of young people with busy lifestyles, who are already using a lot of apps for travel planning and have built a certain loyalty for some of them. With the activation, the message is conveyed that Glimble is a sustainable and efficient app that makes life easier. The activation will be visible throughout the whole festival, so everyone can get to know the name of the app. Additionally, the app houses a new feature that helps people find their way around the festival site, which will make them download it and make them more likely to use it in the future.

Customer journey

See - think - do - care model

Using the “see - think - do - care” model helped shape a better strategy as well as gain a better understanding of what the target group looks for. Furthermore, it helped to recognize which channels are best at what moment to interact with them.



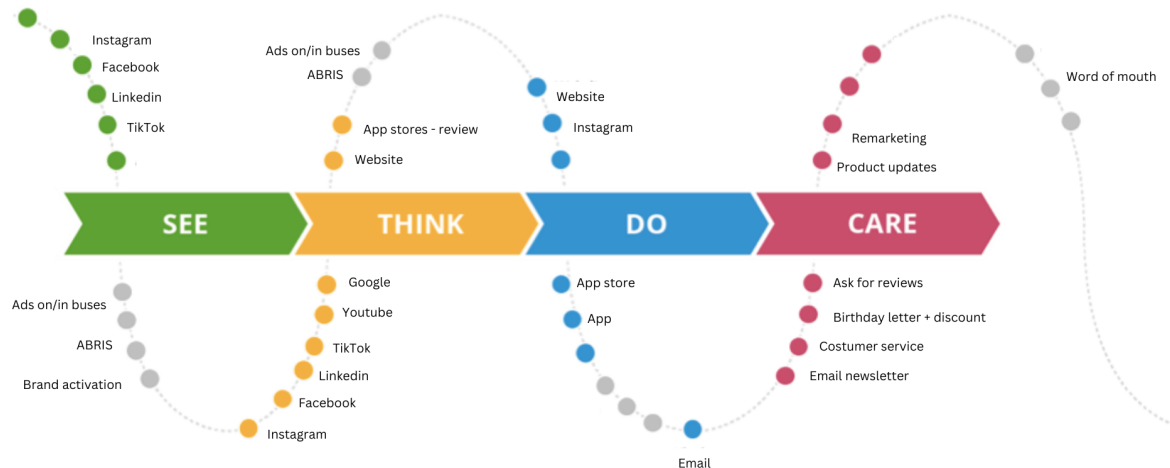
In the See-phase, the potential customer interacts with the brand for the first time. As such, it is really important to get their attention immediately and only provide essential information about the brand (top value, top service). In this phase the customer is just noticing that they are lacking something in their life that connects to the Glimble brand (a travel planner), so they start asking themselves questions like: “What do I need to make my everyday trips easier?” and “What do I look for in a travel planner?”

In the Think-phase, the customer realises what they are looking for, resulting in their needs becoming more specific and concrete. They have already come in contact with Glimble and similar brands, and they are doing their research and exploring all the options available. This is the time when Glimble has to communicate their values and show the features that make it stand out from the other travel planners. In this phase Glimble has to gain as much exposure as possible through all of their channels.

In the Do-phase, the customer has already weighed all of their options and makes the decision whether they want to download Glimble or not. They could go to the website or the social media channels where they are redirected to a digital app store page. While in the digital app store, they might read the reviews of the app, which could also influence their perception about the app, and change their expectations accordingly. In this stage, the main focus is on the app interface itself so it is important that it contains all of the features promoted and its true to the marketing front.

In the Care-phase, the customer already knows Glimble quite well, and they are accustomed to the socials, website and especially the app. After exploring the app for a bit they decide if they like it and find it useful, ultimately making them decide to keep or uninstall the app. If they decide that they want to keep using the app, it is important to thank them for their loyalty through the newsletter/socials and keep them updated about the new features and improvements of the app to maintain engagement.

Customer journey including all channels and messages per channel



Main message

The main message in the advertisements is that Glimble is the best choice between all travel apps. It provides a door-to-door service, which portrays efficiency at its best.

Channels per phase

See

Instagram, Facebook, Twitter, TikTok, ads in and on the bus, abri's, and the brand activation. The aim is to do 360° marketing so that people get familiarised with Glimble. As such, advertisements of Glimble will appear on almost every social media channel, and offline advertisements will be shown all throughout the city and in the bus (transportation used by the target group). The chosen social media was based on the media the target group uses. In each advertisement there will be a phrase that covers parts of what Glimble is all about, mentioning key words such as: door-to-door, efficient, stress-free, and travel planner. The goal is for the communication plan to solve a problem the chosen persona has, which is to find efficient ways to smoothen the busy life.

The See-phase is also when the persona sees Glimble in the brand activation form. The first contact with it will be through social media, where DTRH and Glimble will post an introductory post on their collaboration and how downloading the app will help them go around the festival. At the festival itself, an interactive experience is present which will be "Instagrammable", fun but also relaxing. This will make the target group more acquainted with the brand and relate it to positive feelings and memories.

Think

Instagram, Facebook, Twitter, TikTok, YouTube, Google, website, digital app stores, abri's, ads on bus. The 360° marketing is still in motion, and Glimble is subconsciously in people's minds. The goal is for them to associate it with the words effectiveness, door-to-door, livable and travel planner. Whenever they are in need of such services they will think of Glimble. This is when they check the social media of the company as it is easy to access and find different posts about the company's services, how it is efficient, values and activities (in more detail than in the 'see' phase). Furthermore, they will start looking on channels such as YouTube and the website to get to know more about what Glimble entails, its product and services. Lastly, they will check reviews in digital app stores.

Do

Website, Instagram, digital app stores, app. Glimble is already on the customers mind. They will probably check Instagram, since it is one of their favourite media, and click the link that opens a digital app store. From there, they download the app and start to explore its services. When they enter the app, it will be required to leave their name, birthday, gender and email, making their Glimble account personalised. It is a chance for the customer to see Glimble's unique features and personalised services (such as the recent travels being front page with the live travel plan). Furthermore, they decide to try it out and learn about the notification system where the app keeps you updated of the trip you plan to get and cancelled trips.

Care

App, digital app stores, email, Instagram. The customer already used the app at least 2 times and has built a connection with it. As they have created an account for Glimble, they will receive emails such as a newsletter, birthday emails with discounts, and new updates in the app. The app will also ask for feedback the first month and once every three months. Therefore, they will want to share their positive experience with friends, family and other potential customers. They spread the word and can decide to write a review. Additionally, they could start following their social media and share content. To keep this ongoing customer loyalty, Glimble can also remarket Glimble to loyal users. Instead of focusing on efficiency, they can focus more on sustainability.

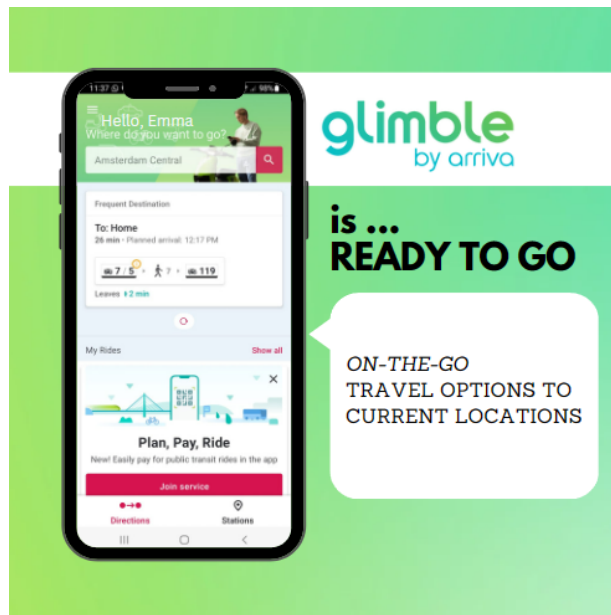
Content visual for each phase (see-think-do-care):

See: abris



For the See content, the goal is for the message to be simple. The campaign revolves around the "Glimble is..." idea, where the words that complete the phrase connect with what the target group wants and what Glimble provides. In this case: effectiveness, stress-free, livability, door-to-door. One of Glimble's values is to be liveable and many features of the app show that. By connecting Glimble to these strong words that the persona is looking for in their life, it will make them intrigued by the product and whenever they think of these words Glimble will come to mind. By being such a simple and clean campaign, it makes it easier to remember and it delivers a sense of calmness. Next to text there is an image of someone who fits the target group who is enjoying stress-free public transportation, which goes hand in hand with the message.

Think: Instagram post



The Think-phase is when the persona starts to further research about Glimble and what the service can do for them. Therefore, when exploring Glimble's Instagram, they will find posts giving information about the services the app provides. The aim is to reveal how efficient the app was designed. In addition, the message is straightforward and follows with an image of the app open in the phone, for better visualisation of the features. Underneath the Instagram post there will be a written message, which is personal and friendly, further explaining how Glimble aims for this lifestyle. The colour palette chosen is Glimble's colour, to show the brand.

Other topics that can be used for the post are the big variety of partners, active and accessible customer service and all the types of transport Glimble provides.

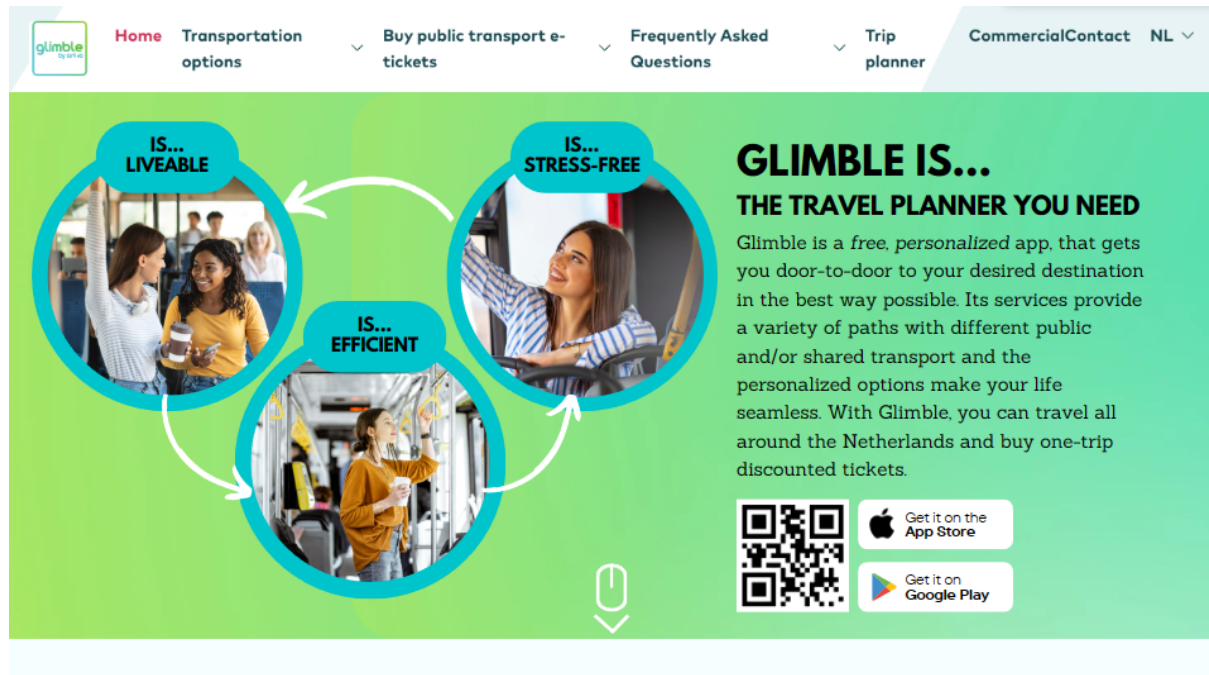
Text for the Instagram post:

"Hey there! Check out this amazing feature our app Glimble has. It helps you get to your favourite and most current locations as fast as ONE click!

Simply add your home address and favourite locations, now it's READY TO GO! Open the app, and front and centre you're able to take the quickest journey to your desired location!

Download Glimble and live a public transport efficient life!"

Do: website post



When entering Glimble's website, the image above will be the first thing the persona will see. It continues on with the whole campaign: "Glimble is...". On the left, likely the first thing people see, are three different photos showing how the persona will feel when using Glimble. All 3 pictures are someone of the target group living a stress-free life with public transportation. In addition, with each of them there is a word that connects with it. The words are the same as those used in the See-phase, since that is what they are looking for. Also, it will give the reassurance that they are looking into what they first saw and got intrigued by. Using images is important to increase engagement and grasp attention. In the text there is a short introduction into what Glimble is. It is written in a fun and inspirational way, and its text was designed as what the persona would like to know about the product. For example, using words like door-to-door, personalised options, discounted tickets. This was done because she aims for a stress-free life and one reason for her to use public transport is low costs. Below Glimble's introduction, there is a QR code that will lead straight to digital app stores for the user to download the app. Next to that, there is also the option to get to app stores by clicking on the button. The same colour palette is used throughout all of the channels.



Part of the communication plan to achieve and maintain customer loyalty is done by making Glimble a personalised app. Which means, when the user downloads the app Glimble will ask them some information such as: name, gender, birthday and email. From there, Glimble will add the persona to an emailing list where users will receive updates of the app, discounts, birthday discounts and more. Above is an example of an email customers will receive when potential strikes are on its way.

Bus strikes are something that happens occasionally throughout the Netherlands. Whenever it happens, it can affect public transport substantially, just like the persona. Strikes mainly create stress which is something the target group is frustrated about. Glimble sharing further this beforehand information will only solve their problem.

These email was design in a flyer layout, since it grabs people's attention. Especially using a big headline with something they would be intrigued to read about which affects their day-to-day life. There is a written path to follow which communicates what is happening and what Glimble will do for the persona. In addition, the email was designed for the persona to end up clicking the "check the app" button so that they could go in the app again. As mentioned before, the colour palette is still the same as the rest of the campaign. The addition of red was to cause more attention to the strikes to come.

Marketing strategy

COMMUNICATION PLAN

See Phase- 4 weeks

Instagram

2 posts / week
2 stories / week
1 reel / week
Ads: ≈ 10€ / day → 300€ in total
2 micro-influencers - 700€ (1 post each)
Content: simple, attractive - What is Glimble? What is Glimble's main value?

Facebook

2 posts / week } synced with
2 stories / week } Instagram
Ads: ≈ 5€ / day → 150€ in total
Content: simple, attractive - What is Glimble? What is Glimble's main value?

LinkedIn

3 posts
Ads: ≈ 5€ / day → 150€ in total
Content: simple, accessible, sustainable and business to business

TikTok

3 posts / week
Ads: ≈ 5€ / day → 150€ in total
2 Mid-tier influencers - 1000€ (1 post each)
Content: stress-free, fun, door-to-door, out of the box

Bus Ads

Banners on the side of the bus - 7000€ for 2 weeks

ABRIS

15 bus shelters in big cities (Utrecht, Rotterdam etc.) for 2 weeks = 6000€

Brand activation

Post in every social media platform + DTRH platforms
Content: efficient, travel without obstacles, fun, interactive

Think Phase- 3 weeks

Instagram

2 posts / week
4 stories / week
1 reel / week
Ads: ≈ 8€ / day → 180€ in total
1 previous micro-influencer + 1 new mid-influencer - 1800€ (1 post each)
Content: values, features of Glimble

Facebook

2 posts / week
4 stories / week
Ads: ≈ 3€ / day → 70€ in total
Content: values, features of Glimble

LinkedIn

3 posts
Ads: ≈ 3€ / day → 70€ in total
Content: B2B pricing plans, accessibility, core values

TikTok

5 posts / week
Ads: ≈ 8€ / day → 180€ in total
1 previous mid-influencer + 1 new macro-influencer - 2700€ (1 post each)

Bus ads/ABRIS

Digital ads in the bus - 50 buses - 2 weeks ≈ 2100€
20 bus shelters in big and medium-sized cities (Breda, Dordrecht, A'dam) ≈ 8000€

App store

++ customer service

Website

Content: updates, reviews, info about the brand activation

Google

Google Ads - 1.50€ / click

YouTube

Content: aftermovie of the brand activation, tutorial on how to navigate Glimble, visualization of Glimble's image as a brand (english and/or other languages)

Do Phase- 2 weeks

Instagram

2 posts / week
3 stories / week
2 reels / week
Ads: ≈ 5€ / day → 70€ in total

Content: values more in-depth, new features, updates, tutorials - how to use the app

E-mail

Welcome + thank you e-mail
Info about the newsletter
For festival mode only - info about the zipline

App

Collecting more data about the users
Welcome message
Walk-through the app - how to use
Info about the festival mode and zipline
improve the quality and performance

Website

General updates and info about the new features
Possibility to subscribe to the newsletter
Link to digital app stores

App store

Change the name to "Glimble - travel planner" (more internationally focused)

Care Phase- 3 weeks

Email newsletter

monthly updates on the Glimble developments
DTRH brand activation aftermovie + pictures

Birthday Letter+ discount

Personalized letter with a birthday wish and a 10% discount on the next 5 trips

Instagram

2 posts / week
2 stories / week
1 reel / week
Ads: ≈ 3€ / day → 65€ in total
Content: reposting people using the app, reposting content from DTRH, poating updates

TikTok

3 posts / week
Ads: ≈ 3€ / day → 65€ in total
Content: fun, people using Glimble, Videos from DTRH, trends

App

discount for people who downloaded Glimble at DTRH for their trip home from the festival
personalized notifications

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Total budget for the marketing plan

BUDGET

See phase - 15,450€
+Think phase - 15,400€
+Do phase - 70€
+Care phase - 130€
=Total - 31,050€
+ Brand activation - 22,000€
=Grand Total - 53,050€

KPIs

Increase in downloads of the Glimble app

When looking at the current situation of Glimble's downloads in the Apple store and Google Play store there are about 100K downloads per app, so 200K in total. The goal would be to double the download rate to 400K over the course of three months following the brand activation. The success of this KPI, would also lead to Glimble getting a higher ranking in the digital stores.

Improve spot in list of apps in digital app stores

When looking at the current ranking situation of Glimble, it becomes clear that it does not rank very high. Within the Apple app store the app can be found in place #33 in the category "Travel" while on the Google Play store it cannot be found in neither the "Travel & Local" or "Maps & Navigation" category.

After the execution of the brand activation the goal is to get into the top 15 in both digital app stores. Reaching this KPI could also be a consequence of Glimble gaining more followers over its social media platforms as more people will get to know Glimble and its services. The way apps can rank higher within the digital app stores, is quite similar to the way webpages can rank higher in the search engine. The more people that search for a specific set of words, give ratings and reviews to the app, the higher it will rank in the stores. People after seeing the brand activation -or making use of it- will look for Glimble on social media as well as downloading and using the app, matching multiple KPIs together.

Increase in social media interactions with Glimble

Social media interactions can be growing followers, more people talking about it and people referring it to their followers.

In the current situation, Glimble's main socials are Instagram, TikTok, Facebook and LinkedIn. Instagram, TikTok and Facebook are the ones with the least amount of interactions, which can be seen in the low number of likes and comments per post. On the other hand, LinkedIn is the one with the most likes, comments and reposts.

Glimble

- Instagram: 583 followers
- Facebook: 303 likes
- LinkedIn: 964 followers
- TikTok: 13 followers

9292

- Instagram: 4.143 followers
- Facebook: 11.000 followers
- LinkedIn: 1.300
- TikTok: not active

NS

- Instagram: 51.000
- Facebook: 265.000
- LinkedIn: 18.831
- TikTok: 16.000

When looking at the followers of both the NS and 9292, the two main competitors of Glimble, it can be seen that they have more followers than Glimble. However, the reactions and reach under their posts can be compared to the numbers Glimble is experiencing.

According to DashThis (n.d) after a successful marketing campaign the increase of reactions and followers should be of 6 to 8% per month. As such, the goal would be to see a steady 8% (46 new active followers) increase per social media during the three months following the execution of the brand activation. Together with the increase in followers, the number of interactions between the customers and the brand will increase.

Increase of monthly users

It is proven that the human brain needs to be exposed to a brand between 6 to 8 times before actually remembering it and associating the logo to the brand (Messenger, 2019). By the end of the communication plan customers will not only be familiar with Glimble and the service they provide, but will also start using the app as their main travel planner, which will result in an increase of monthly users, and planned trips.

Target group and brand analysis

Target group analysis

The target group of Glimble is mostly students and young workers who either have no other way than public transport to move or have preference for it due to commodities.

From interviews and questionnaires, it came out that most of the people within the target group either use public transport either because they have no other option or that using public transportation is more convenient for them. Using the data set and performing more desk research confirmed this conclusion.

Target group values

Division of values by Franzen

Product instrumental values

Sustainability; Livability; Freedom; Door-to-door; Reliable

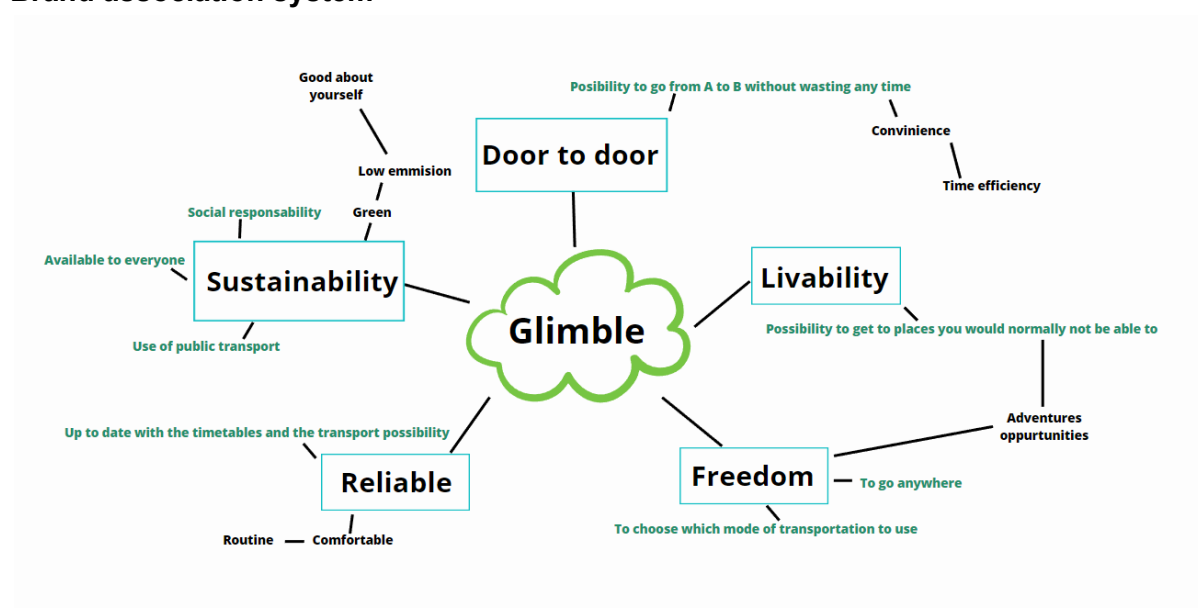
Customer Symbolic values

Expressive (how people want to be seen by others)	Impressive (how customer feel using the product)	Terminal (what are your long term values)
Sustainable	Responsible	Freedom
Efficient	Contrasting	Adventure
Different	Independent	Time

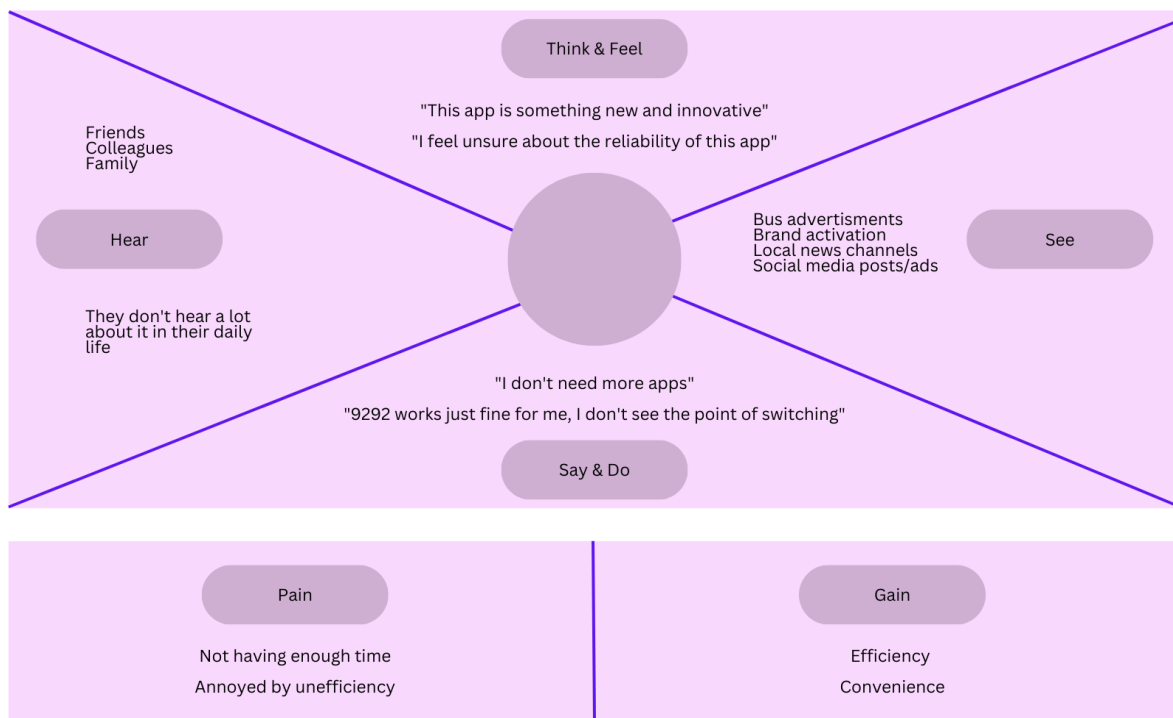
Societal values

Sustainability; Efficient; Morals; Honesty

Brand association system



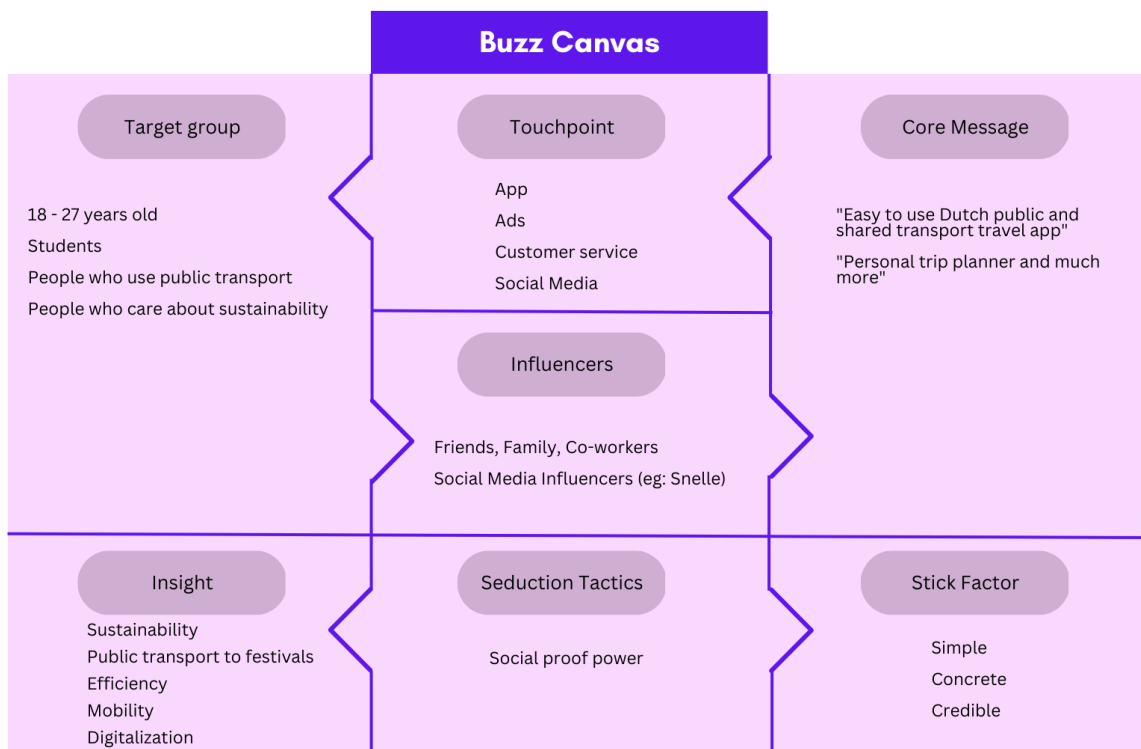
Empathy Map



The empathy map was used in order to gain a better understanding of the target group. They are still using a lot of other travel-planning apps and have built a loyal connection to some of them. Another problem is also that Glimble is not really popular and people are seeing it as something unknown and new. They are not sure if it is reliable. However, they can see Glimble in brand activations on festivals, local news channels and on advertisements on social media and in buses. Furthermore, they can be willing to try if they hear about it from friends, colleagues and family members.

Their life at this stage revolves around their career and social life. They are really struggling with time management and would like to be more efficient. Therefore, the app can really contribute to this need by providing efficiency and the fact that it is very convenient with its door-to-door trip planner.

Buzz Canvas



The Buzz Canvas is a methodology created and used by Fama Volat to create high-profile communication campaigns. It was filled in after completing the empathy customer map and visualised what items and values should be present within the brand activation in order to reach and connect with the target audience better.

Firstly, when looking at the target audience, it is mostly students who prefer using public transport because it is sustainable.

Moreover, the touchpoint that the target group will meet will be mostly through the digital world such as customer service, social media, the Glimble app itself, and advertisements. Furthermore, the core message that attracts the target group in using Glimble, is that it is an easy and efficient app, which gives multiple opportunities to travel around.

Additionally, the main influencers that could and would influence the target audience in using Glimble would be family, friends, coworkers, and social media influencers. This is because they spend a lot of time with their loved ones as well on social media platforms where they could meet more people who are using the app.

In addition, the three factors that will make the target audience stick to the app would be: simple because the app is simple to use; concrete because it offers a concrete way to move from door to door and credible as it gives accurate travel advice compared to other apps. Moreover, for seduction tactics, social proof power would be the one, as customers will be looking for reviews and experiences of previous users.

Lastly, the insights that will get the target audience to prefer Glimble over other travel planning apps would be sustainability, the possibility to get to their favourite festivals using public transportation, and efficiency. The target group does not like to waste time as they already do not have much mobility and digitalization.

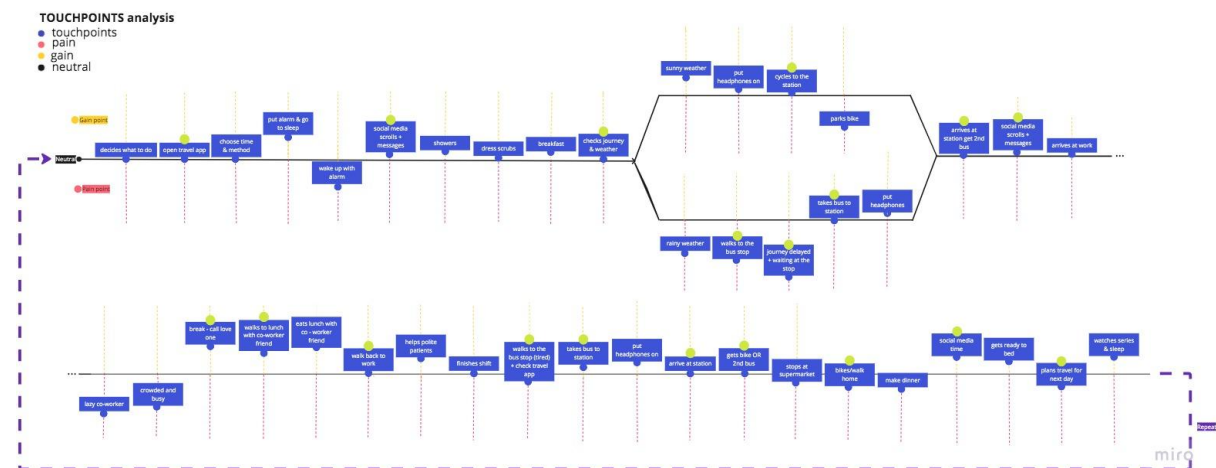
Value fit

Finding the value fit between a brand and its consumer is important, as the brand needs to match the values of the target audience to create a stronger bond with them.

In the case of Gimble, the main values are sustainability, livability and freedom, which all connect to the values the target audience has. Firstly, because they want to find ways to limit their carbon emissions by using alternative and more sustainable transportation methods. Secondly, they want to be able to waste no time when moving around to enjoy life to the fullest. Lastly, they want the freedom to choose, and to have different methods of transportation available.

Day in the life of the target group

To get a better idea of the pains and gains of the target group, a day in the life was drawn up. As such, touchpoints were identified within their day to know when and where to reach them.



Click on the image to get a better view of the day in the life.

When building the chosen persona customer journey, complexity was key. In every step, it was necessary to look back into the research made and reflect what the target group would do in a certain situation. This made sure the frustrations and values are seen in her day-to-day life. For example how it is a pain for her to work with an inefficient employee, or when she has a bad day and how calling with a loved one makes a difference.

In addition, transportation problems were included that the persona may encounter in her day-to-day, since there are touchpoints that can be used to Glimble's advantage. Whenever the chosen person encounters these problems that delays her busy life, she gets annoyed and stressed. Valuable information for Glimble, since it can create a touchpoint to show the problem-solving ability of Glimble: stress-free public transport life.

In the customer journey green dots were also added, these represent touchpoints where advertisements of Glimble should be the most present.

Branding

Next to an analysis of the target group, brands and brand activations were also researched to see what would have to be incorporated in the brand activation and communication plan for Glimble.

Top 5 good brand activations

1. Miele washing machine - Lowlands
2. Duracell 20% club - Down The Rabbit Hole
3. Tinder Festival Mode - British Summer Time
4. Piazza Birra Moretti - BST Festival
5. Red Bull Base Camp - Tomorrowland

Top 3 bad brand activations

1. Chocomel - Paaspop
2. Jagermeister Pool Party turns Toxic - Mexico
3. Snapple Popsicle World Record - Manhattan

Branding

Good/real

- Matches true values
- True to facts and figures
- Inclusive
- Consistency
- Customer-centric, understands and caters users/customer needs
- Makes use of storytelling
- Value fit between brand, festival and user
- Shareable experiences

Bad/fake

- Greenwashing
- Overexaggerating
- Selling unhealthy products while promoting a different story
- Changing the look and feel of the brand too much

Brand activation concept

Trends

Before starting on the brand activation, a brief look was given to the A-phase. As such, two trends were found to be the most important to take into account when creating the concept for the brand activation.

Solve the customers problem

A trend proven to be successful to take into account when creating a brand activation for Glimble, is to solve a “problem” of a visitor (Bizzabo Blog Staff, 2022). A great example of this is the activation of Vitaminwater during WayHome Music and Arts Festival where visitors were able to rinse themselves in the human car wash (Team, 2018). As Glimble tries to solve mobility issues with their app, this is also something which should be incorporated in their brand activation on the festival.

Instagram amplifying word of mouth

A trend within the marketing industry, in particular during festivals, is the high usage of social media channels such as Instagram by visitors (Eventbrite, 2022). These channels are where visitors of festivals share their experiences with friends and family, which concludes in free marketing as a result. As such, the brand activation of Glimble should be something for users to share on their social media channels, which enables them to reach an even bigger audience.

Feedback target group

Before completely working out the concept of the brand activation, the concept was explained to a fellow student. As a result, the following feedback was received:

- The idea is good and it connects well with the brand;
- He believes it can work but some things still have to be thought out more;
- Such as: if a person is on Stage B and wants to go to A, how would it work? Also, if people can see the colour if the festival is crowded?;
- He suggested putting the tree closer to the entrance so people can already understand the concept and start using it.

After hearing what the student had to say, the following decisions were taken:

- There was nothing added between the stages, because visitors can see the coloured paths from a distance and also see the signs;
- Signs were added throughout the festival site showing the way to the other stages, and whenever the colour is visible (of the certain stage the person wants to go), they know they are on the right track;
- When it is night, the coloured paths will glow in the dark so that people can see better and still use Glimble to go around the festival

Goals

The goal of the concept is to get the target group familiar with Glimble. The target group consists of young people, who value sustainability and use public transport and bike often. They are a generation that is familiar with the development of digitalization and spend a lot of time online, therefore, they are also familiar with all the apps for travel planning. Furthermore, some of them already built a very strong loyalty to some of the other travel apps and do not feel the need to look for another one.

Glimble is a new brand and it is still not that popular. Considering the behaviour of the target group, it is going to be harder for Glimble to win its place in the market. It is something new and nowadays people are not really willing to try new things if they are already comfortable with their routine. As a new app, people are not sure how it works and if they can rely on it. As such, they will not consider trying it unless there is some reason for it or someone makes a really positive recommendation.

Because of that, the concept will try to encourage people to use Glimble and will try to boost its popularity. With the concept, Glimble is going to be represented as an efficient and sustainable app that is helping people to save time with their door-to-door trip.

The idea of the concept is to make people navigate easier at the festival and not waste time wandering, which sends the message that Glimble is easy to use and does not take a lot of time. It will take you directly from one location to the desired destination. On top of that, the second part of the concept will show that this whole process will be very fast and without obstacles. This will be represented by a zip line between the place of our brand activation and a platform near the main stage.

The "Glimble Stand" will be in the form of a tree, which will represent sustainability. Then from the tree, different coloured paths are put down that will represent the roots of the tree and will lead to all the big stages of the festival. Glimble is a travel planning app that shows the best way to the destination in a sustainable way, making the representation with the tree and roots a good fit. Next to that, it also creates a connection to Alice in Wonderland, which is the theme of the festival. The tree itself will also be the starting point of the zip line and because of the people waiting around it (and also to create more awareness), the tree will have a built-in bar, where the visitors will be able to refresh with a cold drink.

Pre-exposure

A few days before the festival there will be a message posted on the official site of DTRH and Glimble, that will announce that for this edition there will be a special Festival Mode in the Glimble app. Before the festival even starts, people can see the roads to the stages and will be able to download a free ticket for the zip line. In addition, it will be explained that in the app people can see the time slot in which they should go to the zipline to avoid long lines and overcrowding.

Direct exposure

The customers that saw the message will be prepared in advance for the brand activation, however, the rest will just spot it on the festival. In both cases, people will see the tree when they enter the festival. The stand will be located in front of the entrance and it will grab the attention with its decorations and the music coming from it, with a Glimble sign on it to identify it. The tree will have a built-in bar and doors and clocks attached to it as decorations (connected to the theme of Alice in Wonderland). The paths will be visible and there will be signs for the directions. On the tree and on the signs there will be a QR code that can be scanned to download the app and see the whole map of the festival with the

paths to the big stages and get their ticket for the zipline. After downloading their free ticket they see the timeslot when they need to be there. When they are on the spot and have to wait a bit for their turn they can get a refreshing drink from the tree bar. Moreover, people who order cocktails will receive them in plastic tea cups. When they get a teacup they will have to pay an extra coin as a deposit, and after they finish their drink they can either take the cup with them or return it to get their coin back. The idea of the tea cups on the decorated tree will create an "Instagrammable" atmosphere, making it so people will take pictures on the Glimble stand and will boost its popularity. Lastly, visitors will also be able to take pictures on top of the tree with the helmet of Glimble on.

Post-exposure

After the festival is over all these people will have the Glimble app on their phones already, so they might give it a try. Additionally, all the pictures will be on their social media accounts, so people will start noticing the brand and wonder what it is. Some of them will be curious and give it a try. Furthermore, all the people that decide to try it might share their experience with friends and family, so word of mouth will also play a role.

Mood board of brand activation



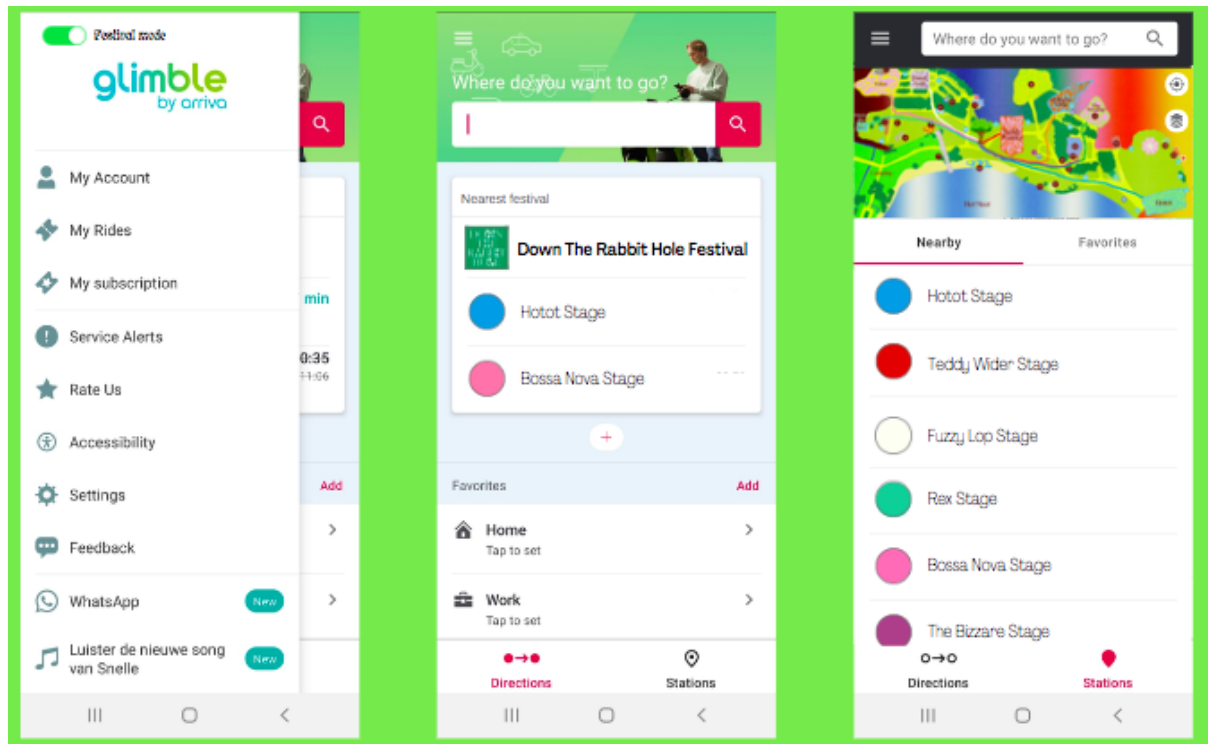
Visual of the brand activation



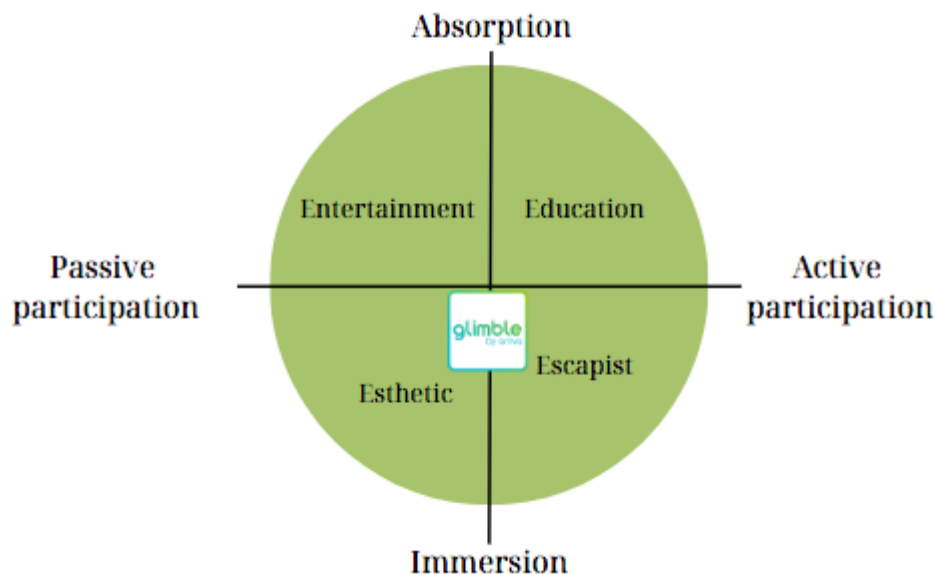
Location and path in festival grounds



How the app will look like at the festival



Experience instruments



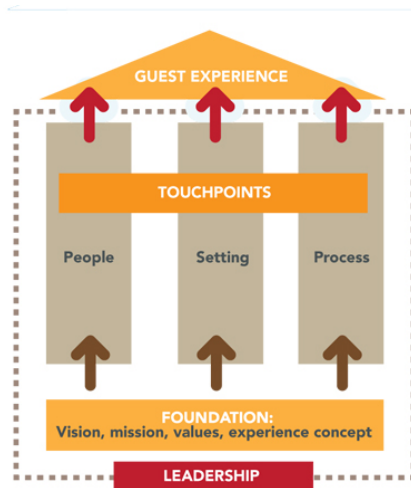
Pine & Gilmore

Within the Experience Realms Model of Pine & Gilmore, the brand activation fits into passive and active participation. The customer has a chance to sit down and have a drink, but can also opt for a more radical way of travelling in the festival: zipline. Next to that, they are immersed into the fantasy theme world elements of the brand activation. On the other hand, it also falls under escapism, since the DTRH visitors can enter the Glimble world and follow their colours to their desired stage. .

Theming

An important part of the brand activation is theming. It is crucial for the activation to be able to blend into the environment of the festival (be aesthetically pleasing) while also being unique and noticeable. Furthermore, the 'Alice in Wonderland' theme is incorporated into Glimble's activation. Elements such as tea cups, the tree, doors and swings.

Guest experience model



Guest Experience Model, Peter van Wijngaarden.

Vision

Helping travellers save time by making an efficient route for them and helping everyone by making the route sustainable.

Mission

To change mobility behaviour and make it more liveable and sustainable.

Values

Sustainability, Liveability, Freedom

Experience concept

People need to feel relaxed and free when planning their trip. Travelling should be fun and not something necessary. People should not feel guilty while travelling, because they will do it in a sustainable way.

Touchpoints

People

The bar staff makes a relaxing and happy impression, which will be done by having them know the values, mission and vision, but also by making sure the work pressure is not too high. This will allow them to treat every customer with good care and have a small little chat with them. The dress code for the staff members consists of green shirts with the Glimble logo on it. Furthermore, they will wear black pants and shoes and have a brown apron.

The zipline staff gives a relaxing and exciting vibe which promotes freedom. This will be done by having them know the mission, vision and values and making sure they know how the zipline works. Also, they will need the right certificate to know how to belay the visitors when using the zipline to secure the users' safety. The dress code of these staff members consists of green shirts with the Glimble logo on it. Furthermore, they will wear black pants and shoes, which are comfortable to move in, whenever they need to help a visitor. Furthermore, the helmets for the staff will be coloured yellow with white dots, like a mushroom. The helmets for the visitors will be red with white dots, like mushrooms, coloured differently to easily recognise staff.

Setting

Visitors can see and feel the tree with the bar in it, the teacups and the paths on the floor. Visitors can experience the zipline and with this feel the freedom. Visitors can taste the various drinks they can get from the bar. Visitors will have interaction through the app with the routes and through the QR codes they can scan.

Process

Zipline:

Visitors will need to download the app to claim their ticket for the zipline. A time slot will be connected to every ticket, to ensure only a short wait before partaking in the activity.

Bar:

Visitors might need to wait in line in order to get a drink. Visitors will need to order and pay for the drinks, after which they will have to wait shortly to receive their drinks.

Leadership

The leader of the brand activation will be a joyful, free, excited and environmentally friendly person. This person will make sure the team of the brand activation will have a great day by making sure they all know each other and the work pressure is not too high. Furthermore, this leader will help out if anyone has a question or wants to give feedback on the activity. The leader will be a structured but flexible person, in order to let everything run smoothly and intervene when needed.

Criteria for a strong experience concept

Meaningful

The goal of the brand activation is to show how Glimble is a door-to-door travel app that takes people to their desired destination. The aim is to help the target group get from point A to point B in a fun and fast way. Next to that, there will be an element of relaxation with swings and chairs with tables, accompanied by drinks.

Distinctive

The experience is unique because Glimble will provide a fun and door-to-door way to get around the festival. With colour paths on the ground and a zipline in the air. All are connected by a unique tree that provides drinks and places to sit.

Endurance

This brand activation aims to problem-solve walking through crowds in festivals. Which is a problem that has always been in this industry and will be for a while.

Several layers

The main goal is for the activation to show how Glimble can take people from point A to B in an effective way. At the same time it is providing a fun and relaxing experience, which will make people remember and always relate Glimble to that positive and relaxing experience.

Well-timed

Theming is a trend in today's society, and with this activation, the aim is to create a fantasy space. With a big tree, tea cups to serve drinks, beautiful swings and more decorations to achieve the desired atmosphere.

Costs

What	Quantity	Cost per item (per 3 days)	Total costs
Scaffolding stair	1	€1.200	€1.200
CV tubes	25	€19,50	€488
Chicken wire	3	€79,95	€240
Sprayfoam	1 (10L)	€135	€135
Second hand bed sheets	8	€5	€40
Dark brown paint	3	€82	€246
Light brown paint	2	€82	€164
Leaves		€11,99 (200 units)	€300 (5000 units)
Bar	1	€1.500-2.500	€1.500-2.500
Floor	9	€27, 65	€250
Mushroom table + chairs	5	€400	€2.000
Teacups	500	€500	€500
Helmets	10	€50	€500
Shirts	10	€30	€300
Zipline (30m)	1	€10.000	€10.000
Staff	10	€10 (per hour)	€2.000
Update glimble app	1	€50 (per hour)	€250
Path	8	€100	€800
Bamboo mats	6	€7,50	€45
Total costs			€20.838- 21.838

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Appendices

Appendix 1:

Interview 1

Segment: People from 33 to 47 whose car transportation is their favourite mean of transportation because comfort, rapidity and freedom

Q: Do you study or work?

A: Work

Q: How old are you?

A: 53

Q: What do you do for work?

A: Eerste Medewerker automatisering telecom & zorg in Middelburg

Q: What is your yearly income?

A: Above 50

Q: How many festivals/concerts do you visit during a year?

A: 2-3

Q: How many kilometres would you be willing to travel to get to a festival/concert?

A: Depending on the artist I would travel really far. If it's for Meat Loaf for example (favourite artist) then I'd be okay driving to Germany

Q: How much money are you willing to spend on a festival/concert ticket?

A: Max of €100

Q: Which transportation method do you use to get to the festival/concert? And why?

A: Car

Q: Which travel app do you use to travel to and from the festival site/venue?

A: No app, I know the road

Q: What method of transportation do you usually use? And why?

A: Car, because of being free to choose when to travel and comfort

Q: Have you ever heard of Glimble? If so, from where?

A: Nope never heard of it

Q: What is your favourite festival/concert?

A: Pop on Top, Werchter, Concert at Sea

Q: What is the most important thing for you in life?

A: Health of my family

Q: What scares/ frustrates you?

A: Related to festivals, non-hygienic situations, long queues

Q: What do you like to do in your free time?

A: Listening to music, baking potatoes

Q: What is the app you use the most?

A: Nu.nl RTL nieuws, whatsapp and Facebook

Q: When at a festival (or in general) how do you like to be approached by a brand?

A: I don't like it at all

Q: How can a brand be memorable to you?

A: Not sure

Interview 2

Segment: People from 33 to 47 whose car transportation is their favourite mean of transportation because comfort, rapidity and freedom

Q: Do you study or work?

A: Work

Q: How old are you?

A: 47

Q: What do you do for work?

A: Heleboel, wijkverpleegkundige for Buurtzorg in Vlissingen

Q: What is your yearly income?

A: Above 50

Q: How many festivals/concerts do you visit during a year?

A: 3-4

Q: How many kilometres would you be willing to travel to get to a festival/concert?

A: ~200km

Q: How much money are you willing to spend on a festival/concert ticket?

A: Depends on who, favourite artist about 100-150

Q: Which transportation method do you use to get to the festival/concert? And why?

A: Car, because of comfort and freedom

Q: Which travel app do you use to travel to and from the festival site/ venue?

A: Navigation

Q: What method of transportation do you usually use?

A: Bike

Q: Have you ever heard of Glimble? If so, from where?

A: Nope

Q: What is your favourite festival/concert?

A: Pinkpop, Rag'n'bone man, VVA

Q: What is the most important thing for you in life?

A: Happy and healthy

Q: What scares/ frustrates you?

A: Stress from work

Q: What do you like to do in your free time?

A: Equestrian

Q: What is the app you use the most?

A: Facebook

Q: When at a festival (or in general) how do you like to be approached by a brand?

A: Discount on something

Q: How can a brand be memorable to you?

A: No clue

Interview 3

Segment: People from 18 to 27 years old of which public transport is their most used means of transportation because it is sustainable, (low costs and less stress).

Q: What is your occupation?

A: I am a Student at Breda University of Applied Sciences, Leisure and events management, specializing in Social Innovation and I have a part-time job.

Q: What/Where do you work?

A: I work at a supermarket.

Q: What is your age?

A: I am 18 years old

Q: Where do you live?

A: I am from Hernen, close to DTRH

Q: Yearly income?

A: Below 18.000 per year

Q: What type of transportation do you usually use?

A: Bike is my biggest mode of transport, but because I started studying at BUAs and it isn't close to my city, I also use buses and trains.

Q: Why do you prefer the above-selected types of transportation?

A: I am currently taking driver's lessons and I do not have a car since it's quite expensive, and since I have an OV and I am a student, I can ride public transport for free. But bike is just easy to go around where I live.

Q: Is sustainability something important to you?

A: Yes, I study social innovation and for me sustainability is more on human ethics than nature, but talking about the subject DTRH, overall the plastic cups are also important to me. It is something that has to be thought about. Of course people are going to throw stuff on the ground anyway but if they pay more attention to that... it would be cool to see.

Q: What transportation method did you use to go to DTRH?

A: I biked, and my mom and step-mom also went and they have an electric bike. So they took their electric bike everyday. And I stay there for a few nights. I just used my bike to get there, it is 20 minutes from where I used to live.

Q: Would you be more willing to go by public transport to DTRH if there is a free option provided?

A: Yes, if there was a bus or anything and it was close, I would be fine with that.

Q: Which app do you use to plan your trip to the festival site?

A: I used 9292... or NS app, if somethings go wrong I look it up there. I plan almost all my trips there.

Q: Have you ever heard of Glimble?

A: No.

Q: What is your favorite social media platform?

A: I use Instagram, Snapchat, I do really like BeReal. And I see that DTRH uses Instagram a lot, also appears in my feed a lot.

Q: Why did you visit Down The Rabbit Hole and did you enjoy it?

A: I got it as a gift for my 18th birthday, I know it's quite a gift. But I really like the festival. I have an anxiety disorder and it's sometimes quite hard to go to the bigger festivals, but this one, of course, you have the big crowds and the big stages but there is room in between, and there is more to do than just music, there are eating stands and other things they organized like the selling stands where I bought those bottoms (point it out to her bag). I think there is more to it than music. That is what makes it more than a festival/ concert.

Q: Do you have a favorite activity you did at DTRH?

A: Some artists I just loved, like the Gorillaz and, the Squid,...

Q: What do you like to do in your free time?

A: Do nothing and chill, I like to go out with friends and family... we went to a karaoke bar a while ago for my mother's birthday and it was so fun.

Q: So you are close to your family?

A: Yeah.... I also do games. We have obsessions with games like from time to time. Now we do Cluedo.

Q: So you like board games? Or On-line game too?

A: yes and Online too. You don't want to know how much hours there were for sims when I was younger.

Q: Do you also like reading, music, or sports....?

A: Music, 24/7. Also when I am using the transport and everything. It's calming... I do like reading from time to time, but I do not have the concentration. Like I get distracted.

Q: What is important for you in life?

A: I think the people I am close with. And it is switching a bit, because of course I switch to High School to university and making my own decision. Also now I am trying to move out, and be on my own, which is also quite important. And finishing therapy. I am almost done. that is also quite important. Also doing what also feels right instead of just going with it.

Q: What really irritates you?

A: I think there are a lot of small things. That is a really broad question...

Q: Or like something that makes you mad, that if somebody does it and you see it, you would be like no.

A: Of course... i mean i am in the train a lot... and there are quite some man and people who think they can do anything, so that gets me annoyed. Or when I am in the silent part of the train and, yesterday there were 2 people speaking so loud and I really care cause its public transport and we are at the silent cabin.

Q: What are your hopes and dreams?

A: I want to get a job, one day, that i am excited to go to, because when I... of course school is fine, i just dont get very excited when i wake up, like: "i want to go to school today to make this project". I am going to finish this study but i dotnthink this is what i am going to do forever because I will be 20/21 when I finish. So i can also do something else afterwards. I dont want a 09:00-17:00 job that i hate it, like 80% of my week i will hate it. So... I think that's a good thing to stive for.

Q: Do you go to festivals a lot?

A: Not a lot, but just because of the money I think. It is quite expensive. I can work with my anxiety if I have the money.

Q: started explaining what a brand activation is?

A: Oh yeah I remember fuse tea, last year, on DTRH. They ahd a whole stand and a few chairs around it, some big thing.

Q: When you are at a festival how do you like to be approached by a brand?

A: Free stuff. Everything at the festival is so expensive and when you one to market it you have to stand out in some way or have a fun activity where everyone can participate in or have a sample. If they really like it, then they will spend the money.

Q: So it should be more interactive?

A: Yes. It was a stand there where you could buy some drinks from the coins you know and if you calculate backward it is like 15 euros for a drink. So that a walk around that... so if they have an interactive, that can do so much for your brand.

Interview 4

Segment: People from 33 to 47 years old of which car travel is their most used means of transportation because of comfort, rapidity and freedom

Q: Could you introduce yourself.

A: I'm M. I'm 36 years old, living in Nijmegen.

I'm a formal teacher. I actually thought events and also been marketing so I get where you're going to. But nowadays I studied creative thinking and change leadership, so I work in the field now of yeah, innovation actually. And I do a lot of facilitation and training in creative thinking. So that's now my profession.

Q: Nice. If you don't mind answering it, but its your yearly income below or above a 18,000?

A: Above. I live with my wife and we both work so. That helps.

Q: And what type of transportation do you usually use?

A: In terms of transportation well... to go to work. I use the train. But of course I use my car as well because some of my clients live at places where you can travel by train and in the city because I live next to the city center of Nijmegen, I travel by bike.

Q: And do you have like a favorite mode of transportation?

A: Yeah, I like to train because I can work.

Q: OK. And its sustainability, something important to you?

A: Ohh yes yes. So I told you already about painting my new house, but we bought a house that is OK, not 100%. I think up to 8 years or something because it has all the good stuff, but it's also is totally electric. So no more gas. It's made of wood.

Umm, so the building, they already used a lot of sustainable materials and now but for example the paint but also the floor and the curtains, we only use natural materials.

Q: All this really nice, that's actually really impressive also. And which transportation method did you use to go to Down The Rabbit Hole?

A: Oh uh, my camper van because we slept in the camper van.

Q: Ohh that's really nice. Was it a good experience?

A: Ohh yes, it was a great experience and we own the van so we got used to it and my daughter actually camped next to it. I don't know if she told you about it.

Q: Ohh that's really nice and no she didn't.

A: We pick her up with the camper van and then she caught her little tent next to it, so that's great. But so we had to travel, but otherwise, no, but that's not true. We parked the camper van on so to say they zero. And on day one we bikes.

Q: Nice. And do you think that if Down The Rabbit Hole had a free public transport, would you use it?

A: Yeah, sure. But I live in bike distance, so yeah, for me the bike is better, but for example, I used to go to pinkpop and then I travel by train or to lowlands.

The last couple of years I traveled by car because I don't know if you ever went to one of those festivals, but if you, if you want to bring your tent and a lot of stuff, then public transport is not really handy.

Q: And which app do you use to play in your trips?

A: NS app

Q: Yeah. Have you ever heard of Glimble?

A: No. Maybe the word, but I have no clue what it is. Well now I have the tiny clue but...

Q: yeah... And why did you visit Down The Rabbit Hole? And did you enjoy it?

A: Oh yes, I really, really like festivals. I already told you, I'm a former event manager and teacher, but that's not really the case. But I really like a big fans and I'm really, really into the music because it's a tiny psychedelic. And what I also like about Down The Rabbit hole is, because I'm 36 and of course I brought little who just turned 18 because her ticket was my presence of her turning 18. I didn't know. I told you too, but.

Q: Yes, you told me that that was really nice.

A: OK, cool. So, but normally you see more people of my age instead of Lotte's age. And of course, last year they got a girl in red, for example. Of course, that makes the audience

younger, but Down The Rabbit Hole is, so to say, like the little brother of lowlands and lowlands is more for your age. I assume you're Lotte's age and then rabbit hole has a higher age.

Q: How long have you been going to DTRH and how did you heard of it? Do you remember?

A: Oh, Oh well. Going to festivals, I don't know. Down The Rabbit Hole is there now for I think 8 years. And of course, because it's close to my house, but also I go to lowlands for years. And then I heard through their marketing, OK, now we have a tiny version of lowlands. It's we gonna call it Down The Rabbit Hole. And I thought, OK, so it's new. Well, let's try it.

Q: It's nice, and is it one of your favorite festivals or?

A: Yes, it is. Well of course location is really key. So because I can bike.

Q: Yeah, I can imagine

A: But they did you, uh, went there last year or?

Q: No, this is actually my first time hearing about it and then, but it was actually quite interesting, but it's really hard to find information about it though.

A: Uh, yeah, well, so. So what was the question again? Or why I go there? Yeah. And why I like it so. Yeah, the atmosphere. You know what? They got a award, DTRH. Got an award, I think four years ago. You know it.

Q: Yeah, yeah, I believe I saw that.

A: Yes. So that's also makes you know because it's located next next to a lake. So and it's always in the summer. So it's really nice to combine swimming with goods and the festival and also camping with your friends. So it's a nice tiny holiday actually.

Q: It sounds really nice. And now a little bit of more broad questions for us to like understand you. So what is something that you like to do in your free time?

A: Well, I do a lot of improv theater, so I'm a teacher in it, but I also I'm an actor. And a lot of my free time, I really like board games, so play a lot of games. I really like nature, so I like to go walking. Umm, not those kind of stuff, yeah. And well, and nowadays it's a painting my house. Oh, and I really like traveling.

Q: Ohh, that's good, and what is important for you in life. I know it's a big question, but...

A: Umm, I think it's important that you can make a connection. so you can make a connection to other people , I really like doing that. And also I think that is what makes you strong. So for example, during the COVID, I've really felt strong connection with some of my friends and family and that's more important I guess than anything else so. Yeah, I really like people. So I think that's that's really important to me.

Q: I agree I feel like that's very important. And what is something that like irritates you or worries you?

A: Well... the climate.

For example, I read today in a newspaper. That's they're thinking about having the Olympics in Dubai, and then they you have to run a marathon. Of course in the Olympics. But because it's a it's so hot in there, they want to put airconditioning in the running field.

That does what worries me. I think. OK, so where should where sustainable over here? And you gonna do what?

Q: Yeah, that's crazy. Like.

A: This really worries me, and so this is just an example, but the rest of the climate is also really something that worries me.

Q: And do you have any hopes and dreams or like something that you always wanted to do and still haven't yet achieved?

A: Wow. Umm.

Q: Big question, right?

A: Well, I would love to stop working. Well, I would love to stop working for money. If I start working only with my heart like I see a lot of interesting volunteer jobs and it's really all it's also like, I don't know if you heard the concept of future bank.

Q: I don't think so.

A: It's a one when people are so poor they can't afford to buy food. You can go to a place and they give you food. And I would love to work there, but they don't. They're not gonna pay me so.

I think that is a big wish that I can do something for society or for people who need it and also live.

Q: There is beautiful... and what is your favorite social media platform? If you do use them?

A: I do use them. I like Instagram and nowadays I also like Pinterest because I'm decorating my house.

Q: Yes. Do you know? So you remember what I told you? What is a brand activation? Do you? (nods*) Yeah. So is there, like, have you been to a festival? And then you saw brand activation. That was, like, really memorable.

A: Yes, I saw one of the copium that's mobile telephone. Yeah, company and it was on lowlands and they build I think it was a type of pyramids, but on every corner they had telephones on it. But like the vintage one. And uh, but on every platform you can charge your phone so, but it was really a. So when you gonna chill there, you can also charge your phone. But of course people from the company gonna talk to you. So now you're sitting here. Thanks for that. Let me explain about our blah blah blah. But. I didn't know. Normally I think those guys are annoying. But you know, I decided to sit there. Because I wanted to charge my phone so that was very clever. And I also know one from Converse, you know, from the shoes. And they had a standard. I think people were lowlands, maybe. And with pimp your shoe. So when you are wearing comfort, you could pimp your converse, but you could also, of course, buy some pair of converse and then pimp it.

Q: Oh wow.

A: So those kind of things, levy think, yeah. What they really do, at pinkpop, are the amnesty hats. I don't know if you heard it. Have you heard of pink Pop?

Q: Yeah.

A: Uh, at pinkpop they have like, a signature thing that everyone is wearing a pink hat, and you can buy a pink hat at the festival and then you support amnesty. But they also give you, like, folders of of amnesty. And but people want to join the group of pink hats. So everyone buys one. So so yeah, that's this example. I don't know if there's more.

Q: So how would you like to be approached by a brand, how would it be like... the ideal way?

A: Well, I think like face of versa, so they want something from you and you can get something from them like the example with the phone charging, or the pink hats, or the converse. So you can also buy the project. I get that it's hard for your thing, but maybe when you can do something fun or so, because there's also a festival called Paspop, you know, yeah. So at the festival is really interactive. So on every corner you can do something.

Q: So you think Interactive is a good thing to work on?

A: Yeah, so people can do something fun or something. I actually did some on a festival. Then you can bike. But then they ask you what kind of smoothie you want and what kind of fruit you want in it. And then they put it in a blender and then you bike, and then the blender spins. So you actually are shaking your own smoothie.

Q: Oh wow. That's crazy.

A: By biking. So that's what I mean. So you can do something and you get something in return.

Q: OK, that was really nice. And I guess that was it.

A: Ohh.

Q: Thank you so much for helping us. It was really good, your answers were also really helpful. And yes, thank you.

Interview 5

Segment: People from 23 to 32 years old with a yearly income below €17.520 of which public transport is their most used means of transportation.

Q: Where are you from?

A: I am from Ljubljana, Slovenia, but currently I live in Breda.

Q: What do you study?

A: I study tourism at Breda University of Applied sciences. I am currently in my third year.

Q: Do you also work?

A: Yes, I am a part-time worker at Flink. I work there as an inventory for the last 5 months.

Q: What is your yearly income?

A: Under 18 000.

Q: What do you like to do in your free time?

A: I don't really have a free time, but when it happens I enjoy spending time with my boyfriend and my friends or just watch a movie.

Q: What type of movies do you like?

A: I watch mostly comedies or thrillers. But it's whatever catches my eye on Netflix

Q: Are you active in the social media channels?

A: I guess so. I use mostly Instagram to post pictures and stories, however I don't do it very often, and WhatsApp to stay in touch with my family, friends and colleagues.

Q: Now let's talk about festivals. How many festivals do you visit per year?

A: Between 3 and 6

Q: Do you have a favorite festival?

A: Definitely Sziget. I visited at 2018 and last year.

Q: What is your motivation to go to festivals

A: The live music. It's a totally different feeling when listening to music at a festival. And also it's like a holiday. Me and my friends are also doing it like a holiday, we go to a different city and stay there for the whole festival and combine it with going around the city.

Q: Are you always going with your friends? If there is a festival that you really want to visit, but your friends are not going, would you go alone?

A: Yeah, I have done it a few times.

Q: And when you go to a festival are you also interested in the brand activations happening there?

A: Yeah, I guess... I am interested in the whole festival and everything happening there.

Q: And how would you like to be approached by a brand? Do you like the people who just stop you and talk about the brand or you would prefer some interactive activities and free products?

A: Definitely something interactive or the products. If there is a game or something like that me and my friends always participate.

Q: Do you remember some fun brand activations you have been to?

A: There was one marketing campaign. I think it was from Heineken. It was throwing eggs and in return you got a beer. So, that was fun.

Q: What is your most used way of transportation?

A: Car or bike

Q: Why do you prefer it?

A: I like cars because it is very comfortable and it's under your control. You can go whenever you want you can stop wherever and whenever you want. It is just convenient. And the bike I use for shorter distance when the weather is nice because it's more sustainable

Q: When you go to a festival do you also use car?

A: Yes, always.

Q: Will you be more willing to go by public transport if there is a free option provided by the festival.

A: I guess so, if it's free yes, why not

Q: Now I have a bit of a personal question. What are your hopes and dreams. What do you want to achieve in life.

A: For now I am focused on my studies and afterwards I want to build a successful career. I want to be financially independent and to be able to do whatever I want and go wherever I want.

Q: What is your vision regarding family?

A: I don't want children, so a big family is not my goal.

Q: Okay, and my last question is... Is there something that really irritates you?

A: Close-minded, who don't even try to understand others' opinion and bad drivers hahah

Q: Yes, totally understandable. Thank you for your time!

Interview 6

Segment: People from 23 to 32 years old with a yearly income below €17.520 of which public transport is their most used means of transportation.

Q:Do you study or work?

A:I work

Q:How old are you?

A:23 years old

Q:What do you do for work?

A:I am a Digital Marketer for a small company in Goes

Q:What is your yearly income? (below 18.000, up to 30.000, above 50.000) A:Between 30.000 and 50.000

Q:How many festivals/concert do you visit during a year?

A:Usually around 25 concerts a year

Q:How many kilometres would you be willing to travel to get to a festival/concert?

A:All that it takes, especially if it's a very special concert

Q:How much money are you willing to spend on a festival/concert ticket?

A:All that it takes

Q:Which transportation method do you use to get to the festival/concert? And why?

A:Mostly public transport, since I don't own a car

Q:Would you be more willing to use public transport if a free option would be included from and to the festival site/venue

A:Yes, absolutely

Q:Which travel app do you use to travel to and from the festival site/ venue?

A:NS app and 9292

Q:What method of transportation do you usually use?

A:Also public transport or cycle/scooter

Q:Have you ever heard of Glimble? If so, from where?

A:Nope

Q:What is your favorite festival/concert?

A:5SOS in the Royal Albert Hall London, also Harry Styles' concert last year, and Dean Lewis in Paradiso

Q:What is the most important thing for you in life ?

A:To be happy, healthy and to enjoy a lot of concerts :)

Q:What scares/ frustrates you?

A:Unfair stuff

Q:What do you like to do in your free time?

A:Listen to music, make music, watch some series, be with family/beloved ones

Q:What is the app you use the most? (Instagram, NOS, NRC, facebook, twitter etc...)

A:TikTok

Q:When at a festival (or in general) how do you like to be approached by a brand?

A:When I have some free time, so when I'm in line for a drink, or when I'm just wandering around.

Q:How can a brand be memorable to you?

A:If they create something cool to experience at the festival.

Interview 7

Segment: People from 23 to 32 years old with a yearly income below €17.520 (APA?) of which public transport is their most used means of transportation.

Q:How old are you?

A:23 years old

Q:What do you do for work?

A:I study Pedagogical Sciences in Vlissingen

Q:What is your yearly income? (below 18.000, up to 30.000, above 50.000)

A:Below 18.000

Q:How many festivals/concerts do you visit during a year?

A:Around 25 concerts

Q:How many kilometres would you be willing to travel to get to a festival/concert?

A:I would be willing to go to another country if that's necessary

Q:How much money are you willing to spend on a festival/concert ticket?

A:700 euros maximum (if that includes VIP/M&G)

Q:Which transportation method do you use to get to the festival/concert? And why?

A:Public transport or if I'm able to borrow a car then by car. I try to go for the cheapest option

Q:Would you be more willing to use public transport if a free option would be included from and to the festival site/venue

A:Yes

Q:Which travel app do you use to travel to and from the festival site/ venue?

A:NS, Google Maps, and 9292

Q:What method of transportation do you usually use?

A:Scooter

Q:Have you ever heard of Glimble? If so, from where?

A:No

Q:What is your favorite festival/concert? (can be multiple)

A:Harry Styles

Q:What is the most important thing for you in life (hopes and dreams)?

A:To be happy

Q:What scares/ frustrates you?

A:Scary things going on in the world

Q:What do you like to do in your free time?

A:Crocheting, spend time with my beloved ones

Q:What is the app you use the most?

A:TikTok

Q:When at a festival (or in general) how do you like to be approached by a brand?

A:Never

Q:How can a brand be memorable to you?

A:If it relevant to me and lines up with stuff that I like

Interview 8

Segment: People from 23 to 32 years old with a yearly income below €17.520 of which public transport is their most used means of transportation.

Q:Do you study or work?

A: I work

Q:How old are you?

A: 24

Q:What do you do for work?

A: I am a full stack software engineer, in Rotterdam

Q:What is your yearly income? (below 18.000, up to 30.000, above 50.000)

A: Around 70.000

Q:How many festivals/concert do you visit during a year?

A: Around 5

Q:How many kilometres would you be willing to travel to get to a festival/concert?

A: I would say probably around 200

Q:How much money are you willing to spend on a festival/concert ticket?

A: Mhh around 150 for a day ticket and 300 for a weekend ticket, unless it is a very dear festival to me then I would be willing to spend a bit more also on a day ticket.

Q:Which transportation method do you use to get to the festival/concert? And why?

A: I mostly use the train as it is the more convenient option to move around. Sometimes I use the car, if I can borrow one as I don't own one

Q:Would you be more willing to use public transport if a free option would be included from and to the festival site/venue

A: Absolutely yes

Q:Which travel app do you use to travel to and from the festival site/ venue?

A: Google maps and the Ns app

Q:What method of transportation do you usually use?

A:On a daily basis mostly my bike and the metro, as I live in Rotterdam. But for greater distances the train

Q:Have you ever heard of Glimble? If so, from where?

A: Now that you mention it I think I have heard it somewhere, but I have absolutely not a clue on what they do

Q:What is your favourite festival/concert? (can be multiple)

A: Lowlands, and I will be visiting it again this year

Q:What is the most important thing for you in life (hopes and dreams)?

A: My friendships and career

Q:What scares/ frustrates you?

A: Inefficiency, from when I'm at the store to my work environment. I just hate when people do not work efficiently and I'm forced to wait in a queue because of it.

Q:What do you like to do in your free time?

A: I love going out with my friends, watching TV and going on holidays with my girlfriend.

Q:What is the app you use the most? (Instagram, NOS, NRC, facebook, twitter etc...)

A: I mostly use Whatsapp, TikTok, Reddit, NOS, and spotify

Q:When at a festival (or in general) how do you like to be approached by a brand?

A: I don't like being approached, but if a brand would have a stand at a festival near for example the food court then I would go check it out while waiting for my food.

Q:How can a brand be memorable to you?

A: By giving out free samples or gadgets with their name on it, so that everytime I use it I will be reminded of what they do and that the company exists.

Interview 8:

Segment: People from 33 to 47 whose car transportation is their favourite mean of transportation because comfort, rapidity and freedom

Q:Do you study or work?

A: I work

Q:How old are you?

A: I am 34 years old

Q:What do you do for work?

A: I work as a project manager for a company in Rotterdam

Q:What is your yearly income? (below 18.000, up to 30.000, above 50.000)

A: My yearly income is around 100.000 euros per year

Q:How many festivals/concert do you visit during a year?

A: I am not a huge festival goer, so I would say around 2 per year

Q:How many kilometres would you be willing to travel to get to a festival/concert?

A: 15000km, if the festival is worth the travel

Q:How much money are you willing to spend on a festival/concert ticket?

A: I would say around 180 for a day ticket and around 400 for a weekender

Q:Which transportation method do you use to get to the festival/concert? And why?

A:By car, sometimes carpooling with friends as I like to drink when I got to festivals

Q:Would you be more willing to use public transport if a free option would be included from and to the festival site/venue

A: Absolutely no, I like the comfort and convenience of my car

Q:Which travel app do you use to travel to and from the festival site/ venue?

A: Waze

Q:What method of transportation do you usually use?

A: Bike, metro and tram. I live in the city centre of Rotterdam so using a car would take up more energy and time, for example by finding a parking spot. And the bike or public transports are just easier to use.

Q:Have you ever heard of Glimble? If so, from where?

A: No

Q:What is your favourite festival/concert? (can be multiple)

A: Defqon, and I will visit it again this year as well

Q:What is the most important thing for you in life (hopes and dreams)?

A: Health of my family

Q:What scares/ frustrates you?

A: Engineers who don't meet the deadlines

Q:What do you like to do in your free time?

A: I do love sports, especially skiing. I always go on a ski vacation during the winter, and of course trips with my wife and child.

Q:What is the app you use the most? (Instagram, NOS, NRC, facebook, twitter etc...)

A: I mostly use whatsapp, watch a lot of youtube and the browser to read the news. I mostly read the Financial Times, NOS, NRC and FD

Q:When at a festival (or in general) how do you like to be approached by a brand?

A: I don't really like it as I go to the festival to enjoy the music and the atmosphere, not to be approached or got something sold to

Q:How can a brand be memorable to you?

A: By giving out free samples, something useful that would add value and will remind me of the company existing while using the product