

**thegreenlabels**

# The road to customer loyalty at thegreenlabels

ADVICE REPORT

KLÁRA NENTVICOVÁ

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**Supervisor:** Mark Bos  
The Hague University of Applied Sciences  
Faculty of Management and Organization

**First reader:** Peter Hanssen  
The Hague University of Applied Sciences  
Faculty of Management and Organization

**Placement mentor:** Claudia Angeli  
thegreenlabels

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## Executive Summary

The advice is given on thegreenlabels' intention to increase the number of loyal customers and strengthen the Dutch loyal customer base. The communication goal for this project is defined as: *"To encourage customers in The Netherlands to be loyal to thegreenlabels"*. The four main stakeholders are TGL (the client), loyal customers, potentially loyal customers, and competitors.

The conducted in-depth research resulted in the big idea statement: *"A trust brand, that has a positive impact on both you and the environment."* This idea comes from the brand positioning and is reflected in the promotional communication in the campaign. The primary target audience are potentially loyal customers, who purchased 1-2x from and therefore are considered potentially loyal. They are females aged 25-45 based in The Netherlands and interested in sustainability and fashion. The communication objective for the primary TA is stated as: *"The communication objective is to develop a favourable disposition towards TGL compared to competitors by 15% within 3 months among TGL potentially loyal female customers in The Netherlands aged 25-45."*

The secondary target audience are female customers aged 25-45 based in The Netherlands, that have already purchased two and more times, and therefore, are considered to be loyal. However, loyalty wants to be encouraged among these customers through the means of the loyalty program. Currently, there is low awareness of the LP, thus the communication objective is: *"The communication objective is to raise awareness by 20% within 3 months about TGL loyalty program among TGL loyal female customers in The Netherlands aged 25-45"*.

The communication between TGL and the customers will be two-way, which gives the possibility to receive feedback from customers. When targeting the primary TA, an in-bound pull marketing strategy will be executed, communicating directly from TGL as the brand. TGL wants to appeal to customers emotions and create a stronger connection, therefore the messaging strategy *resonance* is applied, and the message will be executed through a *slice-of-life* example. Not being able to find a suitable sustainable fashion platform will be presented as the problem, and TGL as the solution for a trust-worthy brand with a positive impact on both society and the environment. The whole campaign will be presented using social media and the website as the main communication channels. TGL will use its Instagram to promote the campaign, as well as set up social media ads, which will reach a broader audience than only TGL's following on Instagram. Furthermore, a blogpost will be published on the company's website presenting the *slice-of-life* problem-to-solution message with an emotional appeal.

Concerning the secondary TA, a top-down push strategy will be implemented, as the focus is on raising awareness about the loyalty program. Therefore, the execution style will be *demonstration* of the usage and benefits of the LP, using *bandwagon* as the message appeal. The communication will go through social media, the company newsletter, and the website. Instagram stories will be posted throughout the campaign, and the LP will be mentioned in the newsletter. A pop-up will be implemented on TGL website, reminding the website visitors about the LP.

The campaign will run for three months, starting in September 2021. The budget for the direct costs is allocated to be €900 and will include social media advertisement and the hourly salary of the IT specialist, who will help the communication team with the website. The campaign will firstly be evaluated before the launch to find out if it is suitable and will be well received by the TA. Secondly, the campaign will be evaluated through the duration and adjusted accordingly to the results.

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## List of Abbreviations

LP: loyalty program

SMM: social media marketing

TA: target audience

TGL: thegreenlabels

TIS: Take it slow

RR: Research Report

## Chapter 1 – Introduction

The following Advice Report follows up on the Research Report (RR) conducted for thegreenlabels (TGL), an online sustainable fashion retailer. The reports aims to deliver effective recommendation for the company's development in the area of customer loyalty. The advice given is based on TGL's intention to encourage customer loyalty and strengthen the existing Dutch loyal customer base.

Although, TGL already has an existing Dutch loyal customer base, the founder Claudia Angeli mentioned the unawareness of what motivates customers to come back to TGL and stay loyal. The Research Report revealed trust and a personal connection as the key factors, next to sustainable and ethical factors. These key factors were implemented in the recommendations.

The Advice Report is divided into 9 chapters, including the situation and communication analysis, followed by communication objectives and strategic approach. From this the central concept and the communication mix will be discussed. Lastly, communication scheduling, resourcing, budget, and evaluation will conclude the report.

## Chapter 2 – Situation Analysis

### 2.1 Microenvironment

TGL's organizational culture is based on the values of the company; employees should feel welcome, empowered, happy and be able to develop their skills continuously. Employees are allowed and welcome to make mistakes, as TGL believes this is where one learns the most.

The company's values are based around sustainability, fairness, and transparency. The mission is to have a platform, where customers can find sustainable fashion, beauty, and lifestyle. A part of the mission is educating customers about sustainability topics by sharing insightful content mostly via social media platforms (Instagram) and the email newsletter.

Major attention is put on the customers, from fast customer service to including handwritten personalised cards with every order. The aim is to increase the number of loyal customers. The company offers a loyalty program (LP) called "thegreenclub", where customers can earn points and receive discounts. As was stated in the RR, the LP has 262 members. However, the survey revealed that there is a low awareness of the LP among TGL customers, as only 17 out of 91 respondents were aware of the program. This might be because the marketing strategy does not put strong focus on promoting the LP. Currently, there is a lack of knowledge about how to motivate customers to be loyal and how the LP is performing.

### 2.2 Meso environment

#### 2.2.1 Market analysis

The fashion industry is a highly globalised important economic sector, employing more than 1.7 mil. people only in Europe (European Environment Agency, 2021). Unfortunately, it is also the second biggest polluter and needs a systematic change towards circularity (European Environment Agency, 2021). The global sustainable fashion market has reached a value of nearly 6,345 mil. USD in 2019 and is continuing to grow, due to the increasing awareness about using ethical fashion for sustainability (Business Wire, 2021). The sustainable fashion industry in The Netherlands is a niche industry. Most sustainable fashion companies in The Netherlands are based in Amsterdam, which is also often considered to be The Sustainable Fashion Capital (Cunningham, 2019).

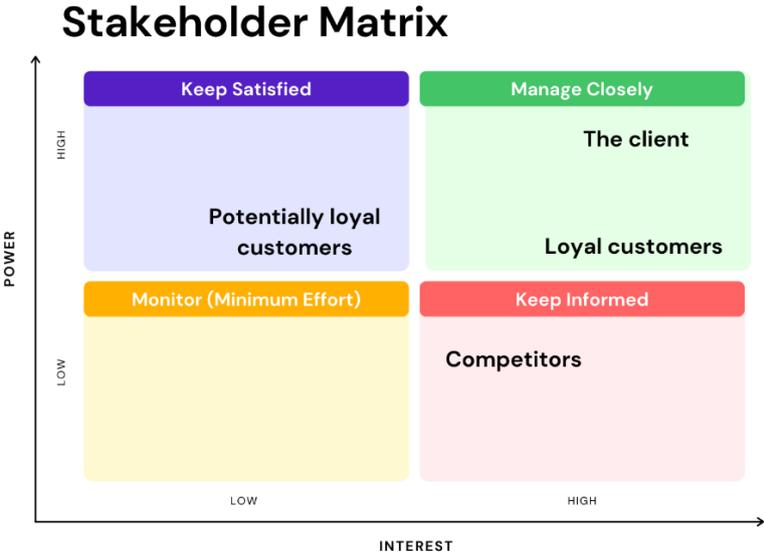
#### 2.2.2 Stakeholder analysis

The crucial stakeholders are loyal customers, potentially loyal customers, and competitors. The stakeholder matrix is presented in Figure 1. Firstly, the client (TGL) plays a big role as he is the one who is able to influence the customer to become loyal. TGL has the highest interest and power. The client wants to understand what motivates loyal customer to be loyal. Secondly, stakeholders are customers that are already loyal (purchased twice or more), as TGL wants to maintain and strengthen their loyalty.

The main focus is on potentially loyal customers, who have purchased 1-2x from TGL. We want to find out what are the barriers that are keeping them from being loyal as well as what would motivate them to be loyal. Lastly, the competitors have a high interest. Further information about competitors will be discussed in the competitor analysis.

**Figure 1.**

*Stakeholder Matrix*



**2.2.3 Competitor analysis**

The analysis of the competition is focused on the Dutch sustainable fashion market, which is where TGL’s direct competitors are located.

There are two main direct competitors that this analysis will focus on. These are SCOON and Take it slow, both based in Amsterdam, with the same business model, and similar essence and values. Similarly to TGL, their focus is on ethical production, sustainable fashion, and minimal environmental impact.

SCOON was founded in 2019 with the mission is to “introduce you to exciting new brands and help make the switch to sustainable shopping easy and accessible” (SCOON, 2021). A difference to TGL is that SCOON puts bigger focus on certifications and ratings of their labels (SCOON, 2021). Furthermore, next to women’s clothing, SCOON offers kids clothing, which TGL does not. In contrast, SCOON does not have any loyalty programme on the website.

Take it slow (TIS) was founded in 2016, with its mission “to make slow fashion the new norm” (Take it slow, 2021). TIS focuses on the terms “slow fashion” and “minimalism”, rather than “sustainable fashion”. The website is both in English and Dutch, which might be a potential benefit to

Dutch customers and advantage over TGL. Next to women's clothing, TIS also sells men's clothing, which TGL does not offer.

To summarize, there is an opportunity to research what works and does not work for TGL's LP, as that can be an advantage over the competitors. A potential threat might be if competitors launch their own LP, which can draw the attention of customers. However, there is very little knowledge on the customer loyalty of the competitors.

#### 2.2.4 Consumer analysis

The consumer is very important in this topic. The consumers are mostly located in The Netherlands, Belgium, and Germany. The RR revealed that consumers are interested in ethical and sustainable fashion, as well as other environmental topics. Moreover, TGL consumers are conscious about their shopping behaviours, proactive, and interested in TGL values. Lastly, consumers are active on social media, especially on Instagram.

#### 2.3 Macro environment

The analysis of the macro environment will be focused on The Netherlands, which is the target country. According to the International Responsible Business Conduct (2021) "the Dutch textile and garment sector is a 20-billion-euro industry offering employment to around 100,000 people in the Netherlands and approximately around 60,000 people internationally".

An increasing number of consumers have higher expectations towards upholding social and environmental standards in the fashion industry (Cavusoglu & Dakhli, 2016). Social issues that consumers are concerned about include underpaid jobs, child labour, unpaid over-hours, verbal and physical abuse in fashion manufacturing (Srinivas, 2020). Consumers are demanding fair and ethical production, which should guarantee the wellbeing of workers in apparel companies (Srinivas, 2020). The environmental factor goes hand in hand with social, as the pressure on enterprises to improve their environmental standards is rising since consumers are looking for healthier and more sustainable living choices (Cunningham, 2019).

Furthermore, in political terms, The Netherlands has The Dutch Agreement on Sustainable Garments and Textiles, which is an agreement between the Dutch government and the fashion industry with the aim to collaborate to lower the harmful environmental effect that the clothing industry has (International Responsible Business Conduct, 2021).

## 2.4 SWOT

The analysis that was discussed above led to the creation of the SWOT analysis shown in Figure 2 below.

**Figure 2.**

SWOT analysis

<b>Strengths</b> Focus on customers Strong values Transparency	<b>Weaknesses</b> Low awareness of loyalty program Low involvement of customers in loyalty program Lack of knowledge about why customers are loyal
<b>Opportunities</b> Increasing number of loyal customers by improving loyalty program Sustainable fashion market is growing - expanding the business, adding more categories Exploring customers needs and wants in order to be loyal to TGL	<b>Threats</b> Possible threat of competitors starting their own loyalty program, which can attract TGL customers Sustainable fashion market is growing - emerging competitors Difficulty in conducting proper research due to covid-19

# Chapter 3 – Communication Analysis

## 3.1 Communication Analysis

### 3.1.1 Stakeholder analysis

Stakeholders to TGL’s issue have been identified and divided into internal, external, and connected stakeholders (see Table 1).

**Table 1.**

*Interested Parties Table*

Stakeholders	Information requirements
thegreenlabels	Information about motivations for customer loyalty, customers needs and wants
Loyal customers	Updates on transparent information about sustainable and ethical values, rewards, news
Potentially loyal customers	Information about TGL values, mission, vision, transparent information about sustainable and ethical values, rewards
Competitors	Information about TGL strategy

### 3.1.2 Communication Network

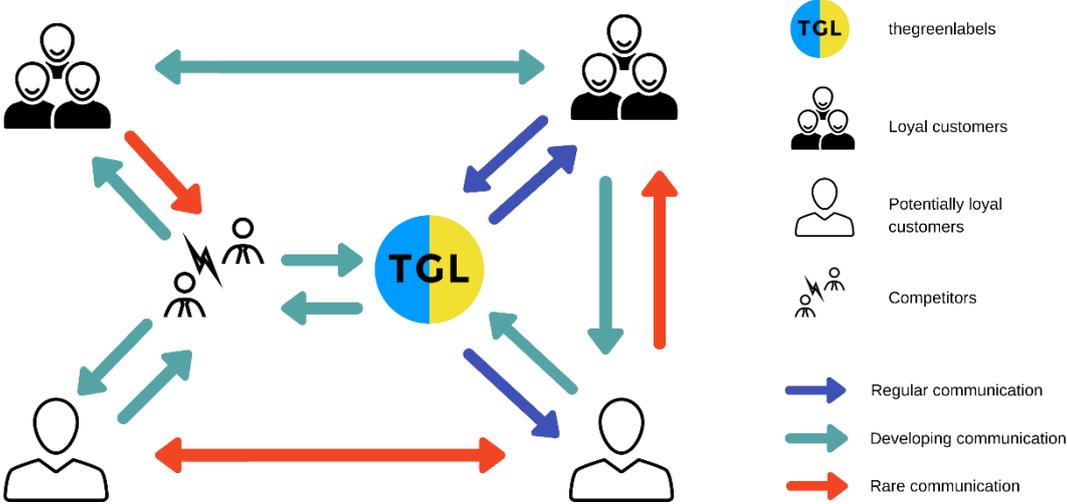
The communication network between TGL’s stakeholders is visualized Figure 3. The network shows that TGL does not have a monopoly of communication, as the communication is distributed by all interested parties.

The communication between the stakeholders is a two-way communication, as the communication is fostered by both sides. Communication is divided into regular (blue arrows), developing (green arrows), and rare (red arrows, see Figure 3). TGL maintains regular communication with loyal customers, who are frequently engaged with TGL, for example through email or social media. TGL communicates regularly with potentially loyal customers through various channels, such as a newsletter or social media. These customers have a developing communication with TGL, occasionally communicating with TGL’s customer service for example. Loyal customers are developing communication with potentially loyal customers, acting as brand advocates and sharing positive messages about TGL. Potentially loyal customers rarely communicate with other customers. Loyal customers are developing a communication between each other, for example by commenting on Instagram or with word-of-mouth. TGL and its competitors occasionally communicate with each other

in a two-way street. Competitors do occasionally communicate with TGL loyal customers, who rarely communicate back, as they are interested in TGL mainly. The competitors also occasionally communicate with TGL potentially loyal customers, and as these customers might be loyal to the competitors, they communicate back.

**Figure 3.**

*Communication network at thegreenlabels*



3.1.3 Information Climate

Table 2 demonstrates the information requirement of the stakeholders about customer loyalty.

**Table 2**

*Information climate*

Stakeholders	Information requirements
thegreenlabels	Information about motivations for customer loyalty, customers needs and wants
Loyal customers	Updates on transparent information about sustainable and ethical values, rewards, news
Potentially loyal customers	Information about TGL values, mission, vision, transparent information about sustainable and ethical values, rewards
Competitors	Information about TGL strategy

#### 3.1.4 Role of Communication

The role of communication for this advice is a combination of education and engineering. As was mentioned in the information climate, TGL customers require transparent information from TGL, therefore TGL needs to continue providing the information that the customers require. Education must be actively aimed at potentially loyal customers who need this information to be persuaded about TGL's actions, which can influence their repurchase decision.

However, only educative communication is not enough to stimulate the customers' purchase decision and the sale of products (Vos et al., 2003). Certain incentives must be put into place, such as information about the product characteristics, the pricing, the design of the website and other elements of the marketing mix (Vos et al., 2003).

#### 3.2 Communication Goal

The communication goal for this project is defined as "to encourage customers to be loyal to TGL". This goal represents TGL's focus on the loyal customer base. The goal is expected to be achieved within three months. Moreover, communication will be in line with an appropriate juridical and ethical framework, as ethics is one of the key values of TGL. Lastly, the budget is limited, as TGL is a small start-up.

## Chapter 4 – Target audience analysis

### 4.1 Target audience(s) analysis

The following chapter will present an overview of the primary and secondary target audiences, the decision-making unit, the market strategy, and market segmentation.

The interested parties table helped identify the primary and secondary target audience:

The primary target audience are the potentially loyal customers of TGL in The Netherlands. These are customers that have already purchased 1-2x from TGL, who are not considered loyal. When successfully reaching this target audience (TA), they will become loyal customers, which will increase the number of TGL loyal customers, and thereby strengthen the Dutch loyal customer base.

The secondary target audience are loyal customers of TGL in The Netherlands. These are customers who have purchased more than twice from TGL and are engaging with TGL through different channels. These customers must be continuously updated. Their loyalty can be supported by the loyalty program, which, as the RR revealed, most of them are not aware of. These customers can also positively influence the potentially loyal customers by spreading positive word-of-mouth and thereby strengthening the brand image of TGL among other customers.

#### 4.1.2 Decision Making Unit

The primary target audience selection and the communication network show that there is a two-way communication between the parties involved. The in-depth research revealed that the customers are educated and actively engage in looking up information on sustainability-related topics. Therefore, they are the main decision-maker as well as the purchaser and user. Loyal customers function as influencers, supplying the potentially loyal customers with information and positive messages. Social media is commonly the source of inspiration and influence.

#### 4.1.3 Market Strategy

A combination of push and pull strategy will be used for the communication plan. Previous research shows that potentially loyal customers are already interested in the topic and have values aligned with TGL. Therefore, the pull strategy will be used to inform these customers and facilitate direct communication with these customers, to increase their interest and motivation to repurchase from TGL.

The push strategy will be used to communicate the loyalty program, spread awareness, and support customers in joining the loyalty program. The push strategy is used due to low awareness of the program; therefore it is needed to facilitate interest and action.

#### 4.1.4 Marketing Segmentation

The following segmentation variables are relevant regarding the primary TA:

- i. Geographic – The country needs to be considered as The Netherlands is the target country for which the research was conducted
- ii. Demographic – The gender must be female, as that is TGL's primary TA
- iii. Psychographic – sustainable lifestyle, interested in environmental topics, interest in fashion, environmentally conscious
- iv. Behavioural – sustainable shopper, conscious shopper

The priority is on The Netherlands, as this is TGL's main market. Focusing on females located in The Netherlands is feasible and accessible, as TGL and the researcher are based in The Netherlands. People located in The Netherlands, often speak English, therefore it is a feasible market.

#### 4.2 Target audience description

The primary target group are females located in The Netherlands, interested in sustainability and fashion, on the lookout for sustainable fashion brands. They have purchased from TGL before but are also considering other sustainable fashion brands. Their values are aligned with the values of TGL, but they are not aware of all the sustainability and transparency factors that TGL has, for example, the in-depth sustainability framework on TGL website. They are also not aware of the loyalty program.

Secondly, the secondary target group are females located in The Netherlands, who are also interested in sustainability and fashion. They believe that fashion should not compromise ethics. They have shopped at TGL several times and feel a connection with TGL. However, they are not part of the loyalty program.

#### 4.3 Target audience persona

The personas representing the primary and secondary target audience are described below in Figure 4 and Figure 5.

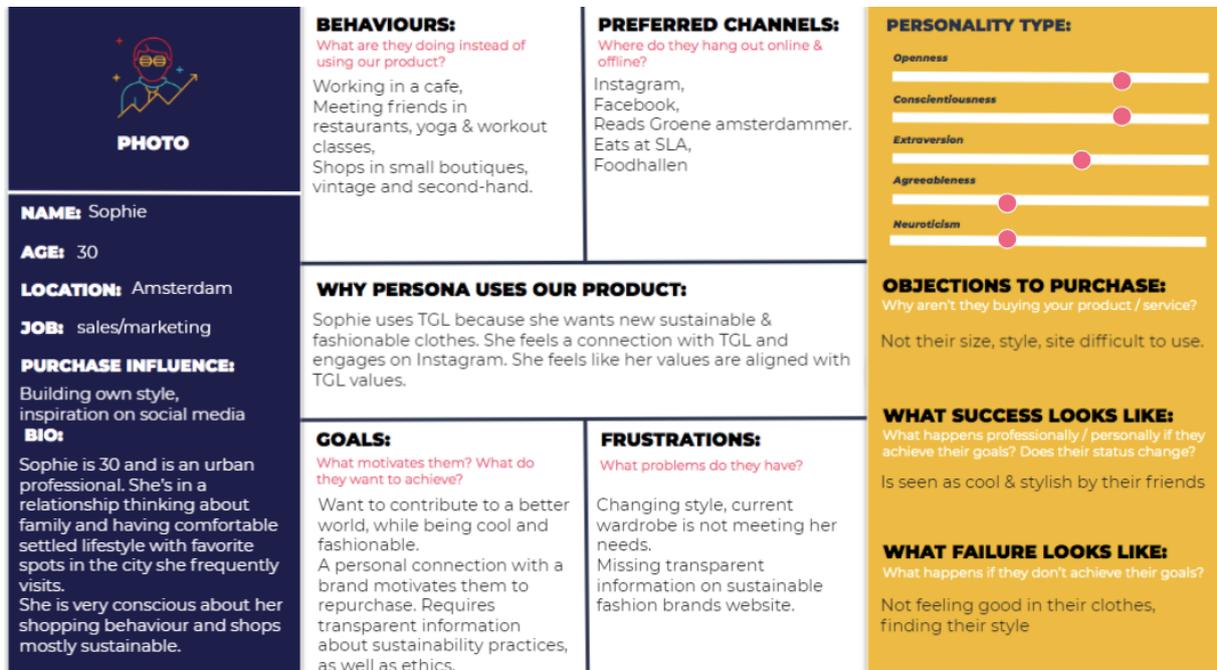
Figure 4

Primary target audience – potentially loyal customer



Figure 5.

Secondary target audience – loyal customers



## Chapter 5 – Communication Objective

### 5.1 Communication objective

TGL's potentially loyal customers are currently in the "interest" stage of the AIDA model. They are already aware of TGL and interested as they have already purchased from TGL. However, TGL is not yet their favoured brand and they are not loyal. Therefore, the communication objective is formulated as follows:

*The communication objective is to develop a feeling of connection towards TGL compared to competitors by 15% within 3 months among TGL potentially loyal female customers in The Netherlands aged 25-45.*

As the loyal customers are already loyal, the aim is to strengthen and support their loyalty. As they are not yet aware of the loyalty program, the goal is to spread awareness about the loyalty program, with the goal of loyal customers joining the LP, which can help maintain their loyalty to TGL. Therefore, the communication objective is stated as follows:

*The communication objective is to raise awareness by 20% within 3 months about TGL loyalty program among TGL loyal female customers in The Netherlands aged 25-45.*

## Chapter 6 – Strategic Approach

### 6.1 Brand positioning

TGL is a sustainable fashion retailer, a thought leader, who is knowledgeable and trustworthy in the expertise around sustainable fashion and beauty. TGL is a social enterprise, aiming to be an educator about sustainability topics in the fashion industry. TGL is authentic, stylish, and accessible. TGL wants to help the customer to navigate the complex world of sustainable products by offering a curated selection of brands. TGL is positive, as it believes that spreading positive messages and actions are catalysts for change. The brand is thorough, staying away from vague claims and greenwashing.

### 6.2 Communication strategic approach

A two-way communication is key for the primary target audience, who is interested in a connection with TGL. This strategy includes receiving feedback from the customers, which is beneficial for TGL, as it can improve through the feedback received from the customers. Customers can also feel like their voice is being heard. The communication is open, as customers require TGL to be transparent and have honest communication. Therefore, an inbound marketing strategy will be used, as it allows TGL to pull its potentially loyal customers to become loyal by creating interesting content and fostering a dialogue with space for feedback.

Secondly, open top-down communication will be implemented for the loyal customers, when persuading them to join the loyalty program. This can be done for example through the website or newsletter. The focus is on spreading awareness and creating an interest in joining the LP. The top-down communication is aligned with the push strategy.

## Chapter 7 – Creative Theme

### 7.1 Core Creative Concept

The core creative concept is characterised by the big idea statement: *“A trust brand, that has a positive impact on both you and the environment.”* This umbrella idea is aligned with the TA’s perception of TGL, which was revealed through the field research interviews. Trust is the key factor for customers to shop at TGL, as well as sustainable and ethical factors. These are reflected in the statement. Moreover, the statement is aligned with TGL’s brand positioning, as TGL positioning itself as a transparent, trustworthy brand that cares about the environment, as well as the people. Therefore, this “Big Idea” will be the core of all promotional communication towards the target audiences throughout the campaign. Furthermore, the core message is aligned with the communication goal, as customers feel motivated to repurchase when they trust the brand and it expresses their self-identity.

### 7.2 Messaging strategy

When deciding to purchase from TGL, the customers make rational informed decisions with medium involvement. However, the objective for the primary TA is to create a feeling of connection with the organization. As was found in the RR, it is important for the primary TA that their values are aligned with the values of the brand. Therefore, the affective messaging strategy resonance will be used for the primary TA.

A cognitive messaging strategy will be used for the secondary TA, as the communication objective is to raise awareness about the loyalty program. The generic message strategy will be used as the aim is to develop a cognitive linkage between TGL and the loyalty program “thegreenclub” in the customers’ cognitive memory.

### 7.3 Messaging Execution

#### 7.3.1 Message source

The repeatedly mentioned key factor for the primary TA is trust, therefore the message must come from a trusted source. As TGL wants to be seen as trust-worthy in the customers mind, the message should be spread through the brand itself. As TGL is a young brand, founded by Claudia Angeli who is in the same age group as the primary TA, therefore is indirectly aligned with the messaging strategy resonance. The campaign can be presented through social media or the weekly newsletter.

Furthermore, focusing on the secondary TA, the brand’s social media can be a powerful message source as it will reach a broad audience in a short period of time. This source will reach a broader audience than just the secondary TA, however, as the communication objective is to raise

awareness, this is only a benefit. TGL Instagram followers aged 25-45 cover 77.4% of the total following. Therefore, it is advised to use Instagram stories to reach the audience and raise awareness.

### 7.3.2 Message execution

The selected message execution style for the primary TA is *slice-of-life*. Slice-of-life campaigns aim to present solutions to the everyday problems of the consumers (Koekemoer & Bird, 2004). Therefore, the campaign needs to be relatable and in line with the messaging strategy resonance. It is recommended to show a real-life example, a problem and a solution that resonates with the customers and creates a feeling of connection.

Moreover, the advised message execution style is *demonstration*, which is an effective way to communicate the attributes of a product to an audience (Koekemoer & Bird, 2004). Through demonstrating and stating facts about the loyalty program and how to use it, customers can gain awareness of the LP. It is recommended, to show the benefits of the program, the ease-of-use, and the visuals.

### 7.3.3 Message appeal

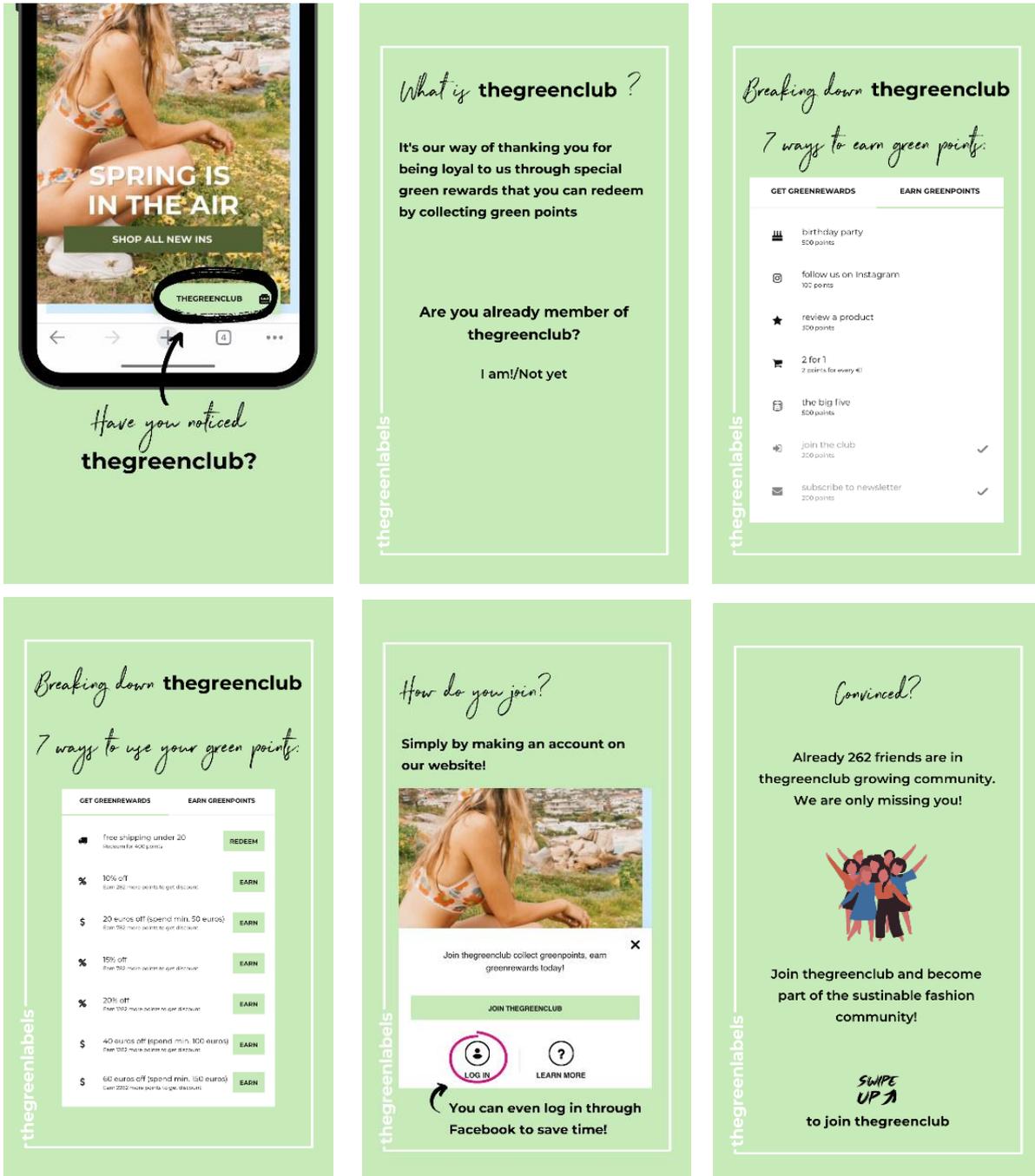
As customers are already aware of the rational benefits of TGL, the aim is appeal to the emotional side of customers to create a feeling of belongingness. The advised emotional appeal is therefore the personal appeal, addressing the individuals' emotions.

For the demonstration of the LP thegreenclub, the bandwagon appeal will be applied. It is recommended to mention the community and how many people are part of it, which gives the impression of the LP being popular. The bandwagon appeal can make the customers feel as if they should join the crowd to be a part of the trend and not miss out (Newbold, 2017).

### 7.3.4 Message visualisation

**Image 1.**

Concept visualisation for the secondary target audience – Instagram stories presenting TGL’s loyalty program “thegreenclub”



## Chapter 8 – Communication Mix

This chapter will discuss the communication mix used to achieve the communication objectives and the communications goal. The communication instruments, channels and content type will be presented. The elements will be applied to the two target groups: potentially loyal customers and loyal customers.

### 8.1 Communication Instruments

The communication instruments will be explained per target audience. When targeting the primary TA, the first communication instrument used will be social media marketing (SMM), including social media advertising. The audience that is already following TGL is already interested in its content. As the Instagram following is the highest (25,3k) of all TGL social media channels, the content will be created for this platform. Additionally, SMM is a powerful tool for creating a connection between the brand and the customer (Sheth & Kim, 2017). Social media allows a personal appeal to be created, portraying slice-of-life message execution, as it is a platform where TGL shows real-life content. Another advantage of SMM is the broad reach. In contrast, a disadvantage is the lack of control over the reaction of people (e.g., in the comment section) and the consequences of such an approach.

Secondly, the communication instrument website marketing will be applied. Not all customers use social media, therefore it is advised to promote the message on TGL website. The advantage of website marketing is that it will target not only the primary TA, but also other website visitors.

Furthermore, concerning the secondary TA three different communication instruments will be applied. Firstly, social media marketing will be applied in the form of Instagram stories, which are a relevant tool for the demonstration execution style. Additionally, social media will be used only as an owned media when targeting the secondary TA.

Secondly, it is advised to apply the email marketing technique, communicating the loyalty program through a newsletter. TGL currently has 160 loyal customers (purchased more than 2x from TGL), of which 89 are subscribed to the newsletter (thegreenlabels, 2021). This indicates that email marketing in form of a newsletter will reach the secondary TA. The advantage is that the newsletter will also reach a broader audience outside of the secondary TA, such as the primary TA, which only helps with spreading the awareness.

The last communication technique is website marketing, creating a pop-up that will inform the website visitors (including the secondary TA) about the loyalty program. This is an effective technique as it will approach the 20.000 average monthly website visitors.

## 8.2 Communication Channels

The above-mentioned communication instruments can be communicated through three channels: Instagram, website, and email. Instagram is a combination of paid and owned media, while email and website are owned media channels.

## 8.3 Content Type

As for the content type, various tools will be used to achieve the communication objectives. Firstly, an Instagram post will be created, which will then be promoted through Instagram Ads as well as on TGL Instagram account. The Instagram post will launch the campaign and the Instagram Ads will run throughout the duration of the campaign (3 months). Communicating through Instagram offers a two-way communication, which engages the customers and increases the feeling of a connection with the brand.

Secondly, a blog post will be published on TGL website, where the founder Claudia Angeli will share her story about searching for sustainable fashion and the struggle she felt when not finding the perfect platform. She will give the solution, which is TGL, where customers can easily find trust-worthy sustainable brands that have a positive impact on both the environment and society. This is aligned with the core message, as well as the message style slice-of-life.

Concerning the secondary TA, the communication content for spreading awareness about the loyalty program will start with an Instagram story (Instastory), which will demonstrate the LP. The visuals can be found above (see Image 1).

Secondly, a newsletter will be sent out mentioning the loyalty program. The newsletter subscribers are used to reading the content from the newsletter, therefore, informing customers through the newsletter targets the already engaged customers. This content can start with a first newsletter dedicated entirely to the loyalty program. In the next newsletters, only a small banner with a call-to-action can be added into the newsletter.

Lastly, a pop-up can be implemented on the company's website, which will remind the website visitors about the loyalty program throughout the whole duration of the campaign. An advantage is that this pop-up is free, as the website is an owned media.

## 8.4 Communication Architecture

The communication architecture is presented by the two target audience groups in Table 3.

**Table 3.**

*Communication architecture*

<b>Communication Mix</b>	<b>Communication Instrument</b>	<b>Communication Channel</b>	<b>Media Type</b>	<b>Content Type</b>
<i>Primary TA - potentially loyal customers</i>	Social media marketing	Social media - Instagram	Owned media	Instagram post
	Social media advertising	Social media - Instagram	Paid media	Instagram post advertisement
	Website marketing	Website blog	Owned media	Blog post (editorial)
<i>Secondary TA - loyal customers</i>	Social media marketing	Social media - Instagram	Owned media	Instagram story
	Email marketing	Email	Owned media	Newsletter
	Website marketing	Website	Owned media	Pop-up

# Chapter 9 – Scheduling, Resourcing, Budgeting, Evaluation

## 9.1 Communication scheduling

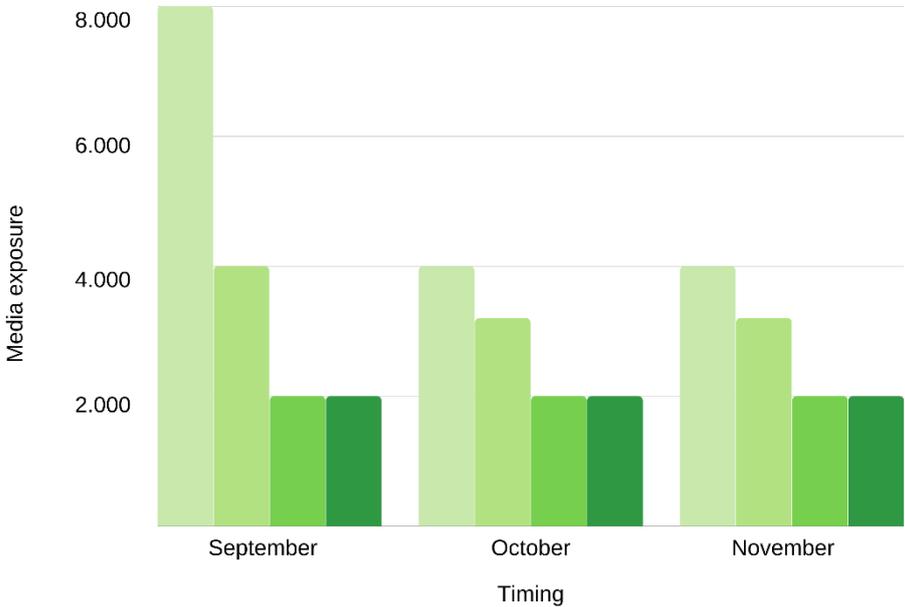
Scheduling refers to the pattern of communication activity that is planned during the campaign. As the campaign will run for three months, it is advised to start with the campaign after summer, in September 2021. The scheduling pattern “sawtooth” will be used, as the content will be communicated at irregular intervals and the media exposure will vary.

Regarding social media, the company will maintain a continuous presence on social media. It will launch the campaign by posting an Instagram post about loyalty and Instastories about the loyalty program. Instagram Ads will be set up and will run every first two weeks of the month. Additionally, a continuous element will be the pop-up which will be set up on the website to remind customers about the loyalty program.

Furthermore, the campaign will start by sending out a dedicated newsletter informing the readers about the loyalty program. After that, TGL will continue sending out newsletters once per week and will dedicate a fixed block about the loyalty program in the newsletter.

**Figure 6.**

*Communication Scheduling*



## 9.2 Communication Resourcing

In Table 4 the internal and external recruitment needed for the execution of the campaign is presented. It shows the different areas and tasks that are needed concerning the communication activities.

TGL is a young brand, a start-up and therefore the tasks have to be distributed across the few employees TGL has. All the content that need a visual design (social media content, blogpost) will be created by the Creative Marketing intern. Furthermore, the written content of the blogpost will be written by the Creative Intern and approved by the Marketing Manager. The Digital Marketing Intern will create the newsletter and consult the visual side with the Creative Intern. Furthermore, the pop-up content will be created by the Digital Intern and will be forwarded to the IT specialist, who will implement the pop-up on the website. TGL has an IT specialist, with whom the company works in a freelance partnership. The IT specialist is the only externally recruited member. Lastly, the social media advertisement will be set up by the Marketing Manager.

**Table 4.**

*Communication resourcing*

Area	Task	Role: Marketing Manager	Role: Creative Marketing intern	Role: Digital Marketing Intern	Role: IT
Promotion	Social media content		Internal		
Promotion	Social media advertising set-up	Internal			
Promotion	Newsletter creation			Internal	
Website	Blogpost design		Internal		
Website	Blogpost copywriting		Internal		
Website	Pop-up content			Internal	
Website	Pop-up implementation				External

9.3 Communication Budgeting

The budget was agreed with the client and therefore it is a top-down budget set by TGL at 900€ for the direct costs and €7500 in total. The total budget includes the involved employee salaries, which are in this case considered to be indirect costs. The allocated budget is low due to TGL’s limited marketing budget. The budget is dependent on the monthly sales, therefore must be reconsidered and updated before and during the campaign.

The budgeting spreadsheet is visible in Table 5. Due to the limited budget, Instagram advertisement are the only promotional activity that is paid and therefore listed in the spreadsheet. It

is estimated to run the ads 6x over the course of the campaign, every two weeks of the month. Furthermore, the freelance IT specialist will have to work on implementing the pop-up (5 hours).

**Table 5.**

*Budgeting spreadsheet*

Category	Estimated Quantity	Estimated Cost per Unit	Estimated Subtotal
<b>Direct Costs</b>			
<b>Communication Activities</b>			
Instagram Advertisement	6	€ 100	€ 600
<b>Web-development</b>			
Freelance IT specialist (hourly)	5	€ 60	€ 300
<b>Total Direct Costs</b>			<b>€ 900</b>
<b>Indirect costs</b>			
<b>Salaries (monthly)</b>			
Marketing Manager	3	€ 1,650	€ 4,950
Digital Marketing Intern	3	€ 250	€ 750
Creative Marketing Intern	3	€ 250	€ 750
<b>Total Indirect Costs</b>			<b>€ 6,450</b>
<b>Total Costs</b>			<b>€ 7,350</b>

## 9.4 Communication Evaluation

**Table 6.**

*Communication Evaluation*

Type/Phase	What?	Research objective	Stimuli	Metric	Methodology	Sample	Timing	Frequency
<b>Concept</b>	Message Appeal	Attractiveness	Alternative appeals shown to TA	Interest, Likeability	Survey	30-40 customers	July 2021 (pre-campaign)	Once
<b>Pre-test</b>	Messaging strategy	Connection with brand	Visuals	Trust	Focus group	5 customers	August 2021 (pre-campaign)	Once
<b>Effect</b>	TA engagement	TA responsiveness	Social media engagement, Ads click rate, newsletter open rate, blog readability	Purchase decision	Interviews	3x5 customers	September, October, November	Monthly
<b>Process</b>	Schedule	Scheduling variance	Campaign activities	Communication timeline	Analysis	N/A	September, October, November	Monthly

The campaign will be evaluated throughout the whole duration (see Table 6). The evaluation will start before the campaign in July when the message appeal will be tested to make sure this is the right

approach before launching the campaign. A survey that will include an A/B test with alternative appeals will be sent out to customers and will evaluate the interest and likeability of the message appeal.

In the pre-test, the messaging strategy will be tested in link with the customers' connection with the brand. This will be evaluated once before the launch of the campaign in August, through a focus group. Trust will serve as a measure.

Furthermore, the engagement of the TA will be evaluated in the effect phase. Interviews will be held to assess the customers' purchase decision based on the engagement on social media, newsletter, or blog. This will be tested regularly every month.

Finally, the communication timeline evaluation will be carried out through monthly schedule reviews. It will be assessed whether the planned schedule is aligned with the actual schedule. If not, corrections will be made to the planned schedule. This will be evaluated regularly every month.

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## Tables

**Table 1.**

### *Interested Parties Table*

<b>Stakeholders</b>	<b>Information requirements</b>
thegreenlabels	Information about motivations for customer loyalty, customers needs and wants
Loyal customers	Updates on transparent information about sustainable and ethical values, rewards, news
Potentially loyal customers	Information about TGL values, mission, vision, transparent information about sustainable and ethical values, rewards
Competitors	Information about TGL strategy

**Table 2**

### *Information climate*

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**Table 3.**

### *Communication architecture*

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## Figures

Figure 1.

Stakeholder Matrix

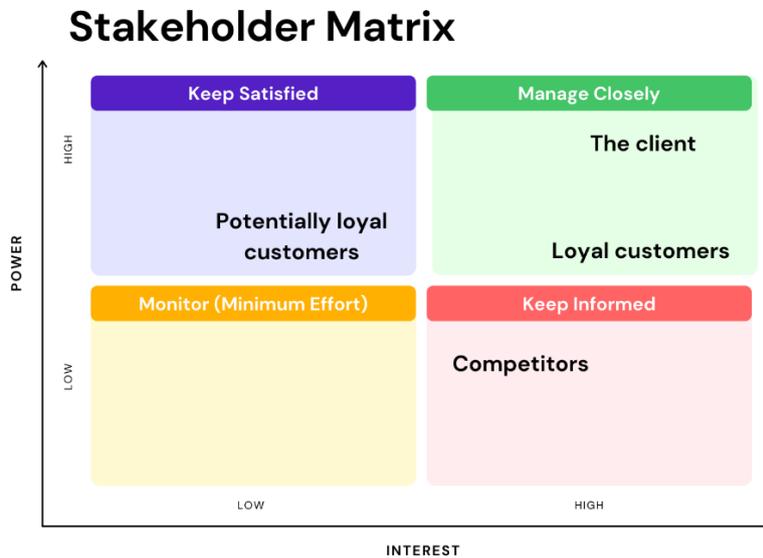


Figure 2.

SWOT analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>Focus on customers</li> <li>Strong values</li> <li>Transparency</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>Low awareness of loyalty program</li> <li>Low involvement of customers in loyalty program</li> <li>Lack of knowledge about why customers are loyal</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Increasing number of loyal customers by improving loyalty program</li> <li>Sustainable fashion market is growing - expanding the business, adding more categories</li> <li>Exploring customers needs and wants in order to be loyal to TGL</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Possible threat of competitors starting their own loyalty program, which can attract TGL customers</li> <li>Sustainable fashion market is growing - emerging competitors</li> <li>Difficulty in conducting proper research due to covid-19</li> </ul>

Figure 3.

Communication network at thegreenlabels

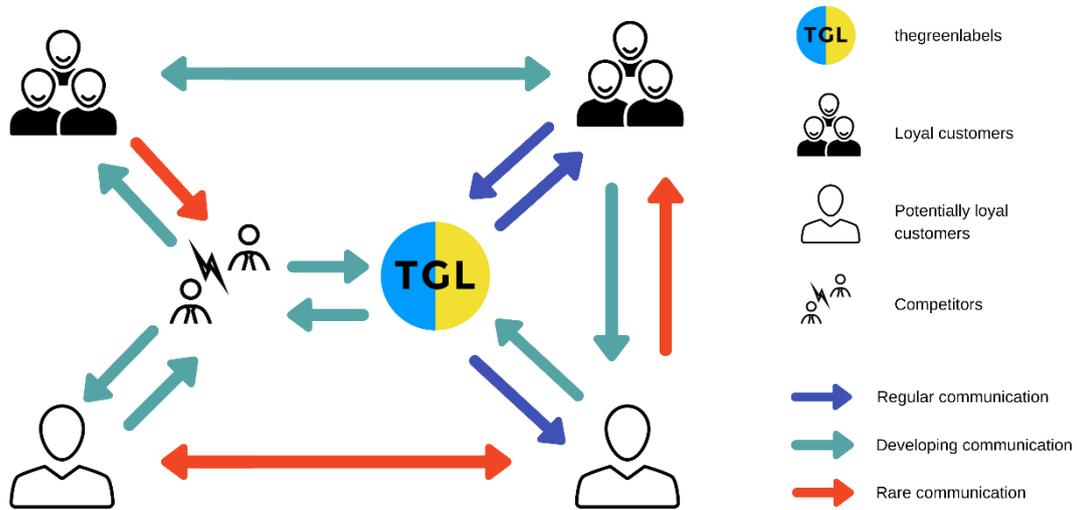


Figure 4

Primary target audience – potentially loyal customer

 <p><b>PHOTO</b></p>	<p><b>BEHAVIOURS:</b> What are they doing instead of using our product? Going to park, and beach walks with family, cooking, farmers markets.</p>	<p><b>PREFERRED CHANNELS:</b> Where do they hang out online &amp; offline? Facebook, Reads magazines like Linda &amp; JAN magazine, Reads a blog barts boekje</p>	<p><b>PERSONALITY TYPE:</b></p> <p>Openness</p> <p>Conscientiousness</p> <p>Extraversion</p> <p>Agreeableness</p> <p>Neuroticism</p>
	<p><b>NAME:</b> Linda <b>AGE:</b> 37 <b>LOCATION:</b> Den Haag <b>JOB:</b> healthcare <b>PURCHASE INFLUENCE:</b> Learned about impact of fashion <b>BIO:</b> Linda is 37, married, has 2 kids and is settled down in Den Haag. She has a stable income. Has bought organic food for a long time but has just learned about the impact of fashion to environment and health so is looking for a solution to feel better about her choices.</p>	<p><b>WHY PERSONA USES OUR PRODUCT:</b> Linda shops at TGL because she wants to live an environmentally friendly life in all aspects. She likes TGL because it "screens" the brands for her and it saves her time.</p>	<p><b>OBJECTIONS TO PURCHASE:</b> Why aren't they buying your product / service? High price when used to fast fashion, too complicated, too many steps. Interested in other fashion retailers.</p>
	<p><b>GOALS:</b> What motivates them? What do they want to achieve? Want to feel good about spending on environmentally friendly things, thinking about their kids. She is looking for an efficient and sustainable way of shopping more consciously.</p>	<p><b>FRUSTRATIONS:</b> What problems do they have? Needs presentable clothes for work so 2nd hand not always option, no time to go shopping alone, moderate budget. She does not know how to orient herself in the website and is not aware of all the features.</p>	<p><b>WHAT FAILURE LOOKS LIKE:</b> What happens if they don't achieve their goals? Left feeling bad about themselves, maybe looking for other options to still shop sustainably. If action of shopping is too time consuming or if quality is not what is expected.</p>

Figure 5.

Secondary target audience – loyal customers

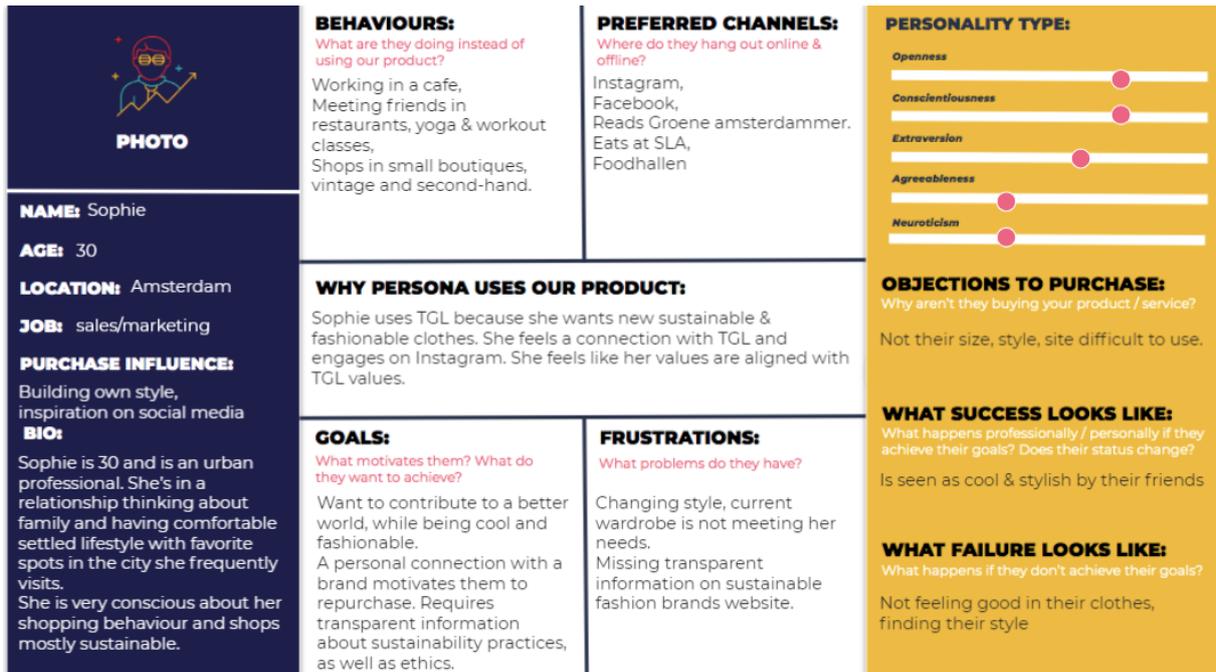
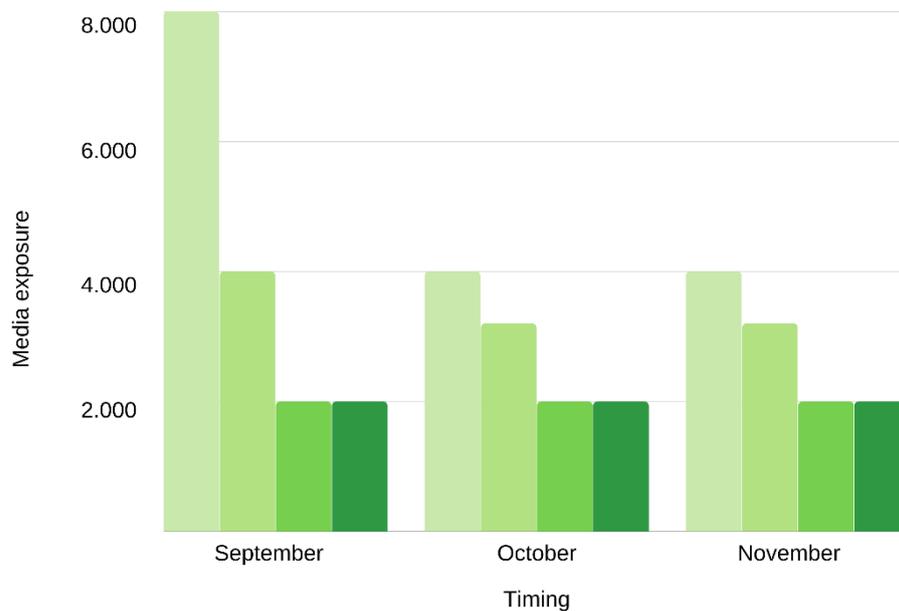


Figure 6.

### Communication Scheduling



# Images

## Image 1.

Concept visualisation for the secondary target audience – Instagram stories presenting TGL’s loyalty program “thegreenclub”

