agniFIRE

Developing future brand interactions

'Together we can create great things'
(Agni, November 2006)

This Report

This report was produced for Mexx as part of the Design Strategy Project 2006-2007 (DSP) by team Agni. The DSP is a course of the master Strategic Product Design at the Delft University of Technology Faculty Industrial Design Engineering.

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Agni

The name Agni is derived from the Hindu God of fire. Our work is the combination of logic with magic and reason with intuition.

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This story is about the god Mexx, who had a large number of followers. This god held his divinity in the following virtues; passion, nonconformism, responsive, and conscious. It was busy times for Mexx: Changes were taking place in the fiefdom, his people network was being restructured, an arranged marriage with the one they called Liz Claiborne, and plans to expand the territory to the Middle East and Asia. Also with Liz Claiborne, lesser gods joined the party, gods who had their own followers and their own visions.

So Mexx decided it would be good logic to ask his friends for some advice. "What are your visions?", he pondered. Among others he asked Agni the fire god this question, and asked if he could design a magic formula to aid him. Agni, a specialist of creation as well as destruction, thought for a while, and said: "I can best help you find means of better expressing yourself to people, old and new; this shall truly aid you in your game." He agreed to the challenge of creating new tools for Mexx: "Yes, I will deliver the fire you seek. And it shall take a total of 70 human days to create." "Mwahahahaha!" And he flew off to do the job.

70 human days later, Agni delivers...

Table of Contents:

INTRODUCTION

1

How do you know if you are in a polarizing market?

Low-cost players are applying pressure at the low end of the market, while premium competitors continue to grow at the expense of middle-of-the-road brands. The result isn't a crisis but rather a slow erosion in performance, with margins dropping steadily.

Advice from Electrolux's CEO Hans Stråberg on how to deal with a polarizing (middle market gap) market:

"Start with consumers and understand what their latent needs are and what problems they experience." "Given the differences in what consumers value, we have abandoned the traditional industry segmentation based on price and a "good-better-best" hierarchy. Now our segmentation has as many as 20 product positions that relate directly to the lifestyle and purchasing patterns of different consumers."

Advice from Michael Porter:

"A sustainable strategic position requires trade-offs... simply put, a trade-off means that more of one thing necessitates less of another." "Strategy is about the basic value you're trying to deliver to customers, and about which customers you're trying to serve."

Advice from Bob Dylan:

"You gotta serve somebody".

So what's it all about?

This is the Agni Vision:

In times of transition, it is essential that companies have a clear strategic direction that guides their relationship with customers. This manual describes a strategic branding process to identify the trends which are important to your customers, and therefore your brand. Rather than focusing on all future trends, the process filters out and finds relevant trends by determining their importance to your customers.

This process, the *Fire* combines the languages of strategy and design - it is not just a single way of thinking. It combines logic and magic, and reason with intuition. It helps you take this insight about your customers' future, and develop new ways to interact with them.

"The fire burns away the wood and leaves behind the gold." - Agni

What we have developed is a tool that highlights the impact of trends on your customer. It is not merely a trend watching tool, it connects these trends to your brand. This connection is a powerful tool for your entire company to shape and deliver its underlying strategy.

This process helps you to answer the following questions:

1   Who actually are my customerst?

2   How can I best serve them?

3   What do they want in future?

By looking at each of these questions more closely, you will see the real strength of this process, and that it is imperative to have these answers.

2
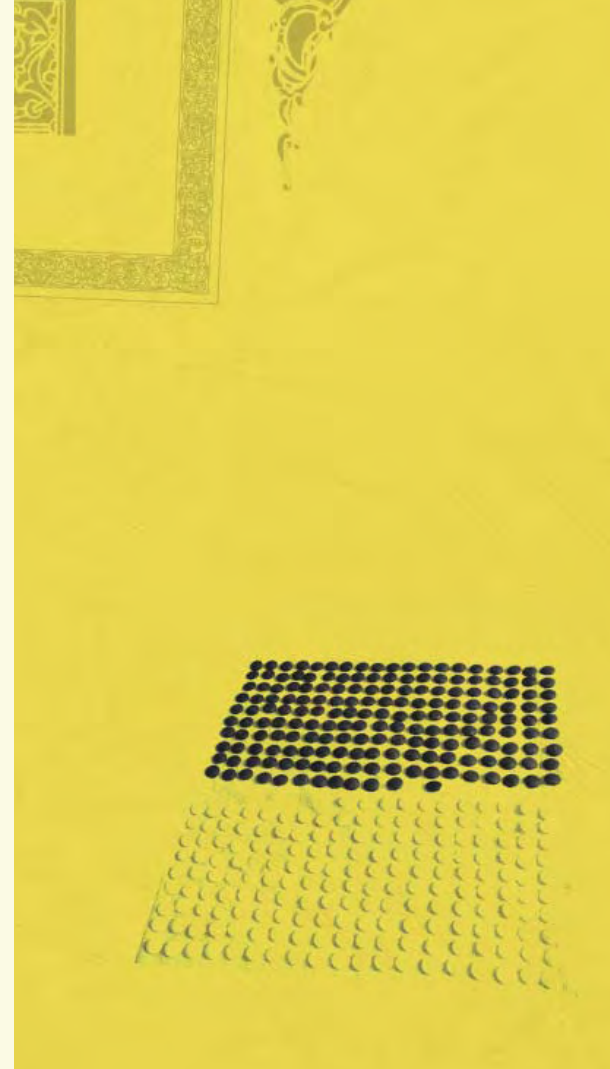
OVERVIEW

What is in here for you?

We have developedt holistic approach in which several business units will be connected. The three core units in MEXX that our framework targets are: Market Researchers (MIU), Brand Strategists (Brand DMU) and Designers (Product, Environmental, and Communication). Our Fire model aims to facilitate communication, understanding and cooperation between these unites:

As a Market Researcher our framework helps you to burn away the mountains of data available, in order to gather real Intelligence on the future of your (Mexx)'s customers. (Chapters 1,2 & 3)

As a Brand Strategist it helps you to find new and meaningful ways to interact with your customers. Choosing interactions in light of your brand's values you can improve your brand expression. (Chapters 4 & 5)

As a Designer our framework gives you a common language to share with the market researcher and brand strategists. It also provides you with a generative design tool to aid in exploring future brand concepts. (Chapter 5)

This manual will show you how to:

The point of the Fire is to allow you to filter out trends and find out whether it impacts a particular market segment. As said before, these trends are social trends with a medium/ long time span.

Once you've done this the Fire helps you shape this information into strategic intelligence, as well as into a design tool for generating new concepts for interacting with your customers.

Adding a little bit of fire

This manual Agni provided you with, guides you through an iterative process aiming to transform data into intelligence. This is done by adding a little fire that burns away the rubbish and will lead you to the valuable core were intelligence is hidden.

The Fire is a framework that can and should be adapted for your company. The choice of segments, the sources of trends, and the uses of the Segment Forecast and Future Brand Interaction are meant to be flexible and customizable.

Use this process at least once with all the segments, to get an overall strategic view on the market. Then start thinking about which segments to target, which to avoid, and what your brand's relationship with each segment will be.
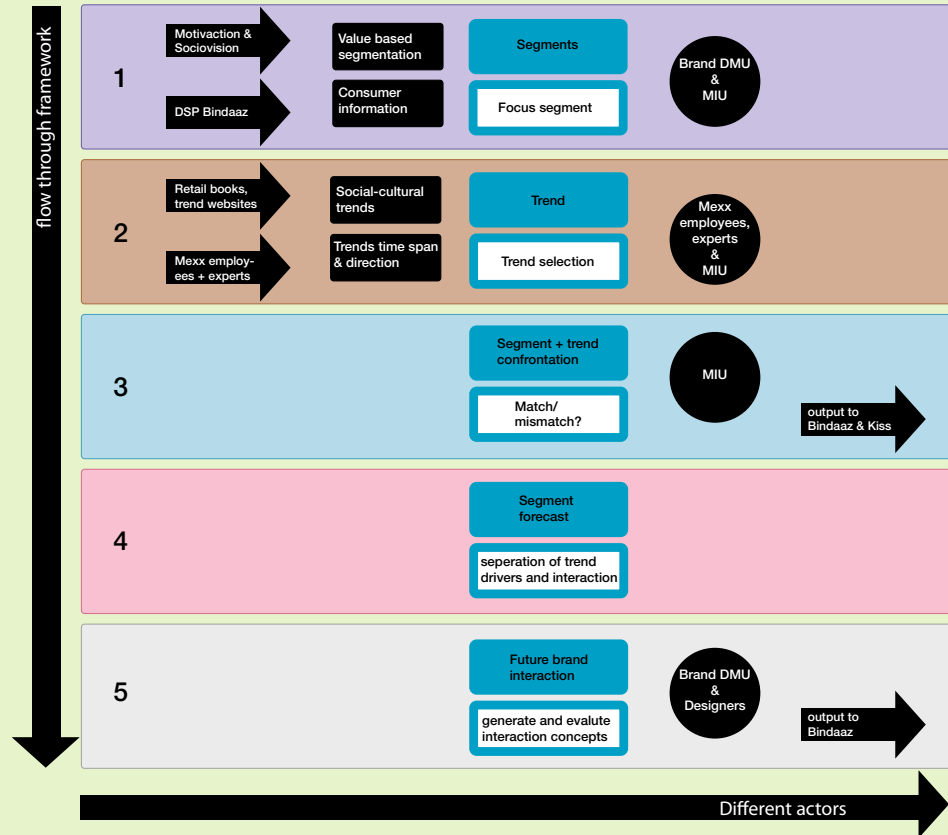
Remember!

It's A Framework

Learn By Doing

Use logic and intuition

Iterate and Customize

Fire Process & Framework

On the vertical axis we show the sequential flow of our process. On the horizontal axis you can see the flow of information between actors and sources in and outside Mexx. We also took into account the other groups, like Bindaaz, Nozzle and Kiss who we cooperated with and how their information is integrated in our framework.

Chapter	Info source	Input	Process	Actions	Transfered outputs
1	Motivaction & Sociovision	Value based segmentation	Segments	Brand DMU & MIU	
	DSP Bindaaz	Consumer information	Focus segment		
2	Retail books, trend websites	Social-cultural trends	Trend	Mexx employees, experts & MIU	
	Mexx employees + experts	Trends time span & direction	Trend selection		
3			Segment + trend confrontation	MIU	output to Bindaaz & Kiss
			Match/mismatch?		
4			Segment forecast		
			seperation of trend drivers and interaction		
5			Future brand interaction	Brand DMU & Designers	output to Bindaaz
			generate and evalute interaction concepts		

flow through framework

Different actors

Each of the following 5 chapters describes one of the 5 steps of the *Fire Process.* Each chapter consists of an explanation of the *What and Why*, followed by *How to do it*, followed by an *Example* that illustrates the step.

Chapter 1 Market segments

This part is about customers and suggests that a brand has a certain audience that will be more sensitive to the message you want to send out. It deals with stable values people hold and how you can use this to divide them into certain market segments. It is about understanding your customer.

Chapter 2 Trends

The focus of this chapter lies on the other part of the outside world, the trends. It provides ways to select relevant trends and to analyze what trend drivers lie behind a trend.

Chapter 3 Confrontation

Deals with confronting relevant trends from Chapter 2 with relevant market segments from Chapter 1. This will provide insights asto whether or not the market segment is affected by the trend.

Chapter 4 Segment Forecast

Helps you gain an overview of the trends affecting a certain segment over time.

Chapter 5 Future Brand Interaction

Helps you generate ways of interacting between your brand and a particular segment in the future.

After these 5 chapters we will review the main characteristics of the *Fire Process* and its implications for Mexx.

SEGMENT THE MARKET

What & Why

Branding is about making choices. Casting your net too wide, trying to be many different things to many different people, leaves your brand at the point where it doesn't stand for anything. Making choices is difficult, as it means giving something up. But the consequences of not choosing are real; you will find yourself meaning nothing to anyone. In order to focus your brand you need to decide whom you want to appeal to, and how you want to appeal to them. The fashion market reaches across the globe, and people not only have different backgrounds, different cultures; they have different personalities, characters, morals, and values.

Segmenting the market means grouping people in clusters based on differences and similarities, thus separating your target market from the rest. You can segment around different themes: sometimes age can be relevant, other times geographic location is better. The underlying reasoning for segmentation is the key determinant for deciding to cluster people around which variable. We decided to build the fire process around consumer segments based on psychographics. This means that people are grouped based on their lifestyles, personalities and especially values rather than on age, gender, or income. *Values* are convictions that people hold, on which they base their decisions and behavior.

A value based segmentation system forms the basis of the *Fire Process* **for the following reasons:**

- The use of psychographics has been proved valuable when a brand must appeal to the inner selves of people.
- Segmenting based on values is useful in a branding strategy because a brand and its communication are built on an appeal to certain values as well.
- Values are long term and stable in people after the age of 25. Knowing your market's values today will help you to know them in the future.
- We found that values are also ustteful when analyzing trends. The next step of the fire process filters out the trends impacting a certain market segment by comparing the trends to the values of these market segments.

What you get from this:

Once you have an overview of the market, and a way of distinguishing your customers, you can start focusing on whom you want to address with your brand.

Think about what each segment means to your brand and what your brand means to a segment. But be sure to analyze the entire market, not just your target segments, in order to get a grasp of the positive and negative impacts (dynamics) of your brand and its consumers.
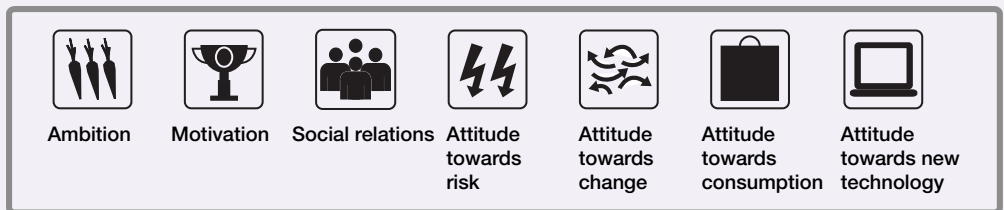
How To Do It

While there are many ways to segment the market, the fire process requires a particular kind of segmentation model. The criteria for any scheme of classifying and dividing your market into groups are:

- Socio- and Psychographic segmentation which provide <u>values</u> held by segments
- Data should be based on real market
- Appropriate to cultural/geographic region
- Covers the whole market, not just your target market

Such segmentation models can be found in literature, purchased from consulting firms, or developed based on your own knowledge of the market. The important thing is to start with some kind of segmentation, and begin thinking about your strategy in these terms.

Once you have selected a set of market segments, you have to structure it in order to effectively compare the different segments.

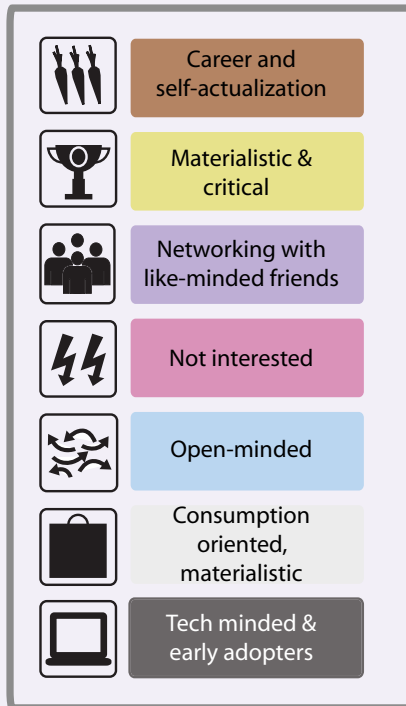| Ambition	Motivation	Social relations	Attitude towards risk	Attitude towards change	Attitude towards consumption	Attitude towards new technology

We suggest you follow the pattern of the *Fire Process*, and group each segment's values according to people's *ambitions*, *motivations*, *social relations*, and their *attitudes towards risk*, *change*, *consumption*, and *new technology*. (See the illustration above)

9

But remember!

The fire process is a framework that will function with other segmentation schemes as long as the values held by each segment are clear. As your understanding of your own customers develops, you should of refine, redefine, and improve the way of classifying your target customers and distinguishing them from the rest of the market.

	Career and self-actualization
	Materialistic & critical
	Networking with like-minded friends
	Not interested
	Open-minded
	Consumption oriented, materialistic
	Tech minded & early adopters

Examples of values for each category.

10

Example

Of the segmentation models available to us, we found the one provided by the research company *Motivaction B.V. in Amsterdam*. In co-operation with its partners abroad, it has developed a comprehensive psychographic market research model. We take their segmentation of the Dutch market as a starting point because it identifies the values of each segment, as well as the relative frequency with which each segment buys from Mexx.

Market segment	Convenience oriented	Traditional	Modern mainstream
Categories of values			
Abstract	Impulsive, passive and fun focused consumer	Moralistic, reserved and dutiful mainstream	Status sensitive mainstream balance tradition and hedonism
Motivation	Outward appearance	Accept authority	security
Ambition	free + comfortable	family, harmony	status oriented, security
Social relations	Individuality + family	family, harmony	family
Attitude towards risk	not interested	risk avoiding, frugal, sober	risk avoiding
Attitude towards change	passive, observers	hold on to status quo	balance tradition and change
Attitude towards consumption	high consumption	consumerism as passive amusement	consumption and amusement
Attitude towards new technology	amusement	low tech	interested

11

Take a look at the various segments in the table below. The values you see are our interpretation of the Motivaction values, placed in the categoires which we described earlier. Pay attention to the different values in each of the categories of the segments. This should give you a clear overview of how the *Fire Process* defines the different market segments.

According to Motivaction the *New Conservatives*, *Cosmopolitans*, and *Social Climbers* are the main buyers of Mexx products. We take this group (highlighted in green below) to be the target market of Mexx, and you will see that by focusing on the Cosmopolitans in particular, the examples we present in the 5 steps of the *Fire Process* give valuable insight into how Mexx could build its relationship with this group.

New conservatives	Cosmopolitan	Social climber	Post materialist	Postmodern
Liberal-conservatives who seek to retain the status quo, while maintaining growth	Open-minded, critical global citizens. Want the best of it all: self-actualization and success	Upwardly mobile individualists focused on career and status	Idealist with social conscience, highly critical	Independent pioneers of experience culture
Traditions, but live in new world	Materialistic, critical	Free	Immaterial, emancipated, self-freedom	Freedom + independence, breaking social and moral conventions
Social status, work	Career and self-actualization	Social status and career	Self-actualization	Experiment, independent
Family + hierarchical	Networking with like-minded friends	Individualist	Individualist but socially involved	Individualist
Risk avoiding	Not interested	Risk + excitement	Not low, not high	Adventures, no obligations
Resist social change, hold on the traditional values	Open-minded	Open to change, international	New ideas, cultures	Innovative change
Materialistic but sober	Consumption oriented, materialistic	Consumption	Careful consumption	Experience consumption
Technology for the sake of having it	Tech minded, early adopters	Interested	Not important, hygiene factor	Innovators, experience technology

12

ANALYZE TRENDS

What & Why

In this step trends will be collected, selected and deconstructed into *trend drivers*. We define *trend drivers* as the underlying factors that illustrate why the trend has a social impact. They are on the same level of abstraction as our market segments' values.

As mentioned in the previous chapter, in order to determine a sound strategy, you must look ahead into the future and anticipate changes in the environment over time. This is where trend analysis comes in. Trends, as we see them, are reflections of developments in the behavior of people. Trends can be already happening, or they can be long-term developments. We suggest you do not take our model as a crystal ball, for we are not fortune tellers. Rather build a solid concept of 'which trends are real and how they impact you and your environment.'

Our scope is set on social trends because these influence brand expression; the focus of the *Fire Process*. Social trends, unlike political or economic trends, are about people's views of themselves, others, organizations, society and the environment. Social trends are related to changes in consumer behavior, and are therefore relevant to brand strategy.

There are several approaches to trend analysis. Which trends are relevant? What are possible underlying factors that drive a trend? Answers to these questions can be found in people - we distinguish between individuals, groups, or crowds.

- An individual person might have all or some of the answers...
- A group of experts might have answers as well...
- Also, the wisdom of crowds might be harnessed...

This is the beginning of forming an opinion about data concerning your environment, your customers, and the market. It is the start of the creation of intelligence.

Where does this fit in?
This process is parallel to the process in step 2 where market segments were categorized into values.

Subsequently in step 3 the trends are confronted with market segment values in order to understand how and which trends influence the consumer in the future. Trend drivers matching a market segment are a key output of the model.

In step 4 You can put trends that happen at the same time in an overview together, to see how they influence each other, and how together they influence market segments that are important to you.

Bear in mind that trend analysis is iterative, and might require different sequences of collection, selection, and decomposition. It is not a step-by-step process. The process is also qualitative and intuitive, not a rigorous quantitative one.

TREND ANALYSIS

Remember!

Bear in mind that trend analysis is iterative, and might require different sequences of collection, selection, and decomposition. It is not a step-by-step process. The process is also qualitative and intuitive, not a rigorous quantitative one.

How To Do It

Trend analysis is mainly an intuitive activity. There are no real hard rules on what to do, or what steps to follow. Here we present an outline of our process, to help guide you along in finding your own approach. The most important lessons to draw from this section are the criteria for choosing trends, and how to recognize the underlying trend drivers.

How to collect trends:

Trends have to be collected. The nice thing of trends is that they are widely available for you to find. Sources of trends can be

- Trend agencies
- Retail books
- Within your company
- Blogs
- Your observations

Not all trends will do, but many can be re-interpreted or broken down into the right kind of input. The key to bear in mind is that you're looking for the social impact of a trend. We're looking for information that helps medium to long-term planning, so short term fashion fads / quick response / tactical things are not so useful. You are looking for foundational aspects, things to build a brand upon. You can't build a brand on color or fur trim.

Wisdom of crowds

Making use of the the wisdom of crowds is based on the idea that more people examining and choosing trends increases your chances of getting it right.

Everyone within Mexx can observe trends. Every Mexx employee can spot trends, you just need to have a place were people can publish them, for example via a corporate weblog. This is a win-win situation, you get trends and your colleagues within every level of the organization will have a chance to be involved and heard.

This 'crowd sourcing' activity can be used to select trends as well. Employees can rate trends that are posted, and give a time line for when they think certain trends will be relevant. In this way the expertise of all the employees is taken into account, and they also serve as an implicit brand filter because they will think from a Mexx point of view.

However, crowds can also misjudge (stupidity of crowds), so you cannot trust the outcome of such a tool blindly. After the crowd's judgement, you still need expert judgment, to end up with high quality data.

15

What is a useful trend?

- It has social impact on people's lives
  - Person To Person Interaction
  - Person To Property Interaction
  - Person To Environment Interaction
- Its effect on people's behavior is "clear"
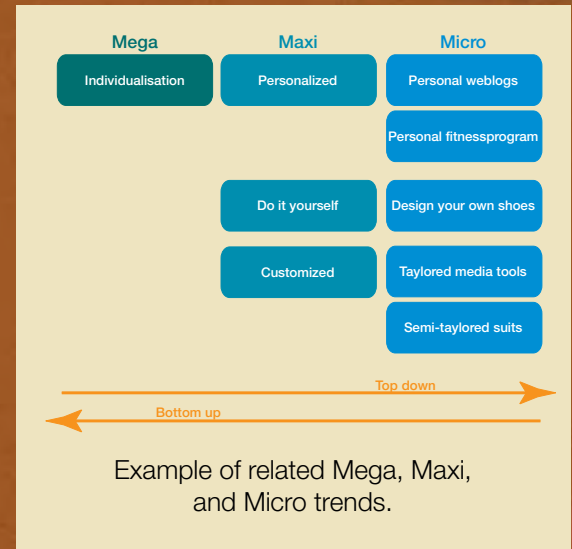- Impact is not indirect via other behaviors / feelings / sub-trends (e:g: growing consumerism)
- It's an applied trend
- It contains an action.. You can say "People are interested in doing... X"

Society	Mega trend	10-30 years
Market	Maxi trend	5-10 years
Consumer	Micro trend	0-5 years
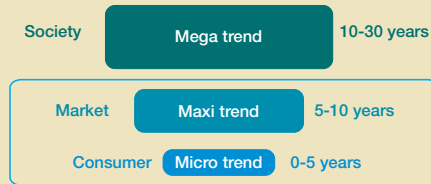
Trends can be at many different scales, which we call Mega, Maxi, and Micro trends [Roothart & van de Pol 2001]. We advise you to identify the micro trends which result from, or make up the larger ones. These micro trends are easier to relate to specific trend drivers that motivate the people involved.

TREND ANALYSIS

Mega	Maxi	Micro
Individualisation	Personalized	Personal weblogs
		Personal fitnessprogram
	Do it yourself	Design your own shoes
	Customized	Taylored media tools
		Semi-taylored suits

Top down →
← Bottom up

Example of related Mega, Maxi, and Micro trends.

16

Trend Checklist

Now that you have the right kind of trends, you should check wether they are relevant and likely to happen. When a trend is observed, the direction must also be clarified. Two trends happening at the same time can not be each others direct opposites. You can subtract them from each other; either one of the trends is left, or neither. For the same reason, two drivers within the same trend can't be opposite. Drivers of two different trends happening at the same time however, can be opposite. It's a judgment call based on the following information:

- Description of the trend
- Time frame of the trend
- Geographic Scope of the trend
- Interactions implied by the trend
- Social Perception of the trend

17
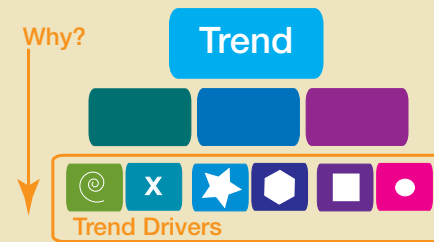
Trend decomposition

Take the trend and ask why until you get at the underlying motivations behind a trend. Look at the examples that will be presented to you, you will find it quite easy to do.

After you've collected and selected trends, it is time to decompose the trends into trend drivers.

Trend drivers are the underlying factors that propel a trend. The function of trend drivers is that they illustrate why the trend has a social impact. They are a short list of 5 or 6 works that capture the feelings and motivations of someone who would be caught up in the trend itself.

Example

Here we illustrate the decomposition of trends into Trend Drivers, a key step which allows us to later compare the trends and the market segments in a systematic way. The trends used have been gathered from various sources, including trend watching web sites, siemens future worlds scenarios, and personal experience. See the references page for links.

These diverse sources give trends that are very different in nature, and so the user of the Fire Process will need to perform laddering; asking "Why" to identify the root social cause, and underlying motivations which drive trends and cause them to shape the world people live in.

The following page shows 2 trends that we have decomposed for you, to illustrate what is meant by drivers. These are followed by a longer list of trend names and drivers to help you get started.

TREND ANALYSIS

Trend 1: Sustainability "to go"

reduce your ecological footprint, green taxes on
your flight tickets, ipod red edition,
non-bleached napkins to go.

Drivers:

social awareness, easy life,
compensation, guilt-free spending

Time Frame:

Immediate and growing

Trend 2: The rise of city living

London, Paris, Amsterdam, the big city is hot
and happening! Where cultures mix, and
everything is close by. By 2030, three out of five
people will live in cities.

Drivers:

status, lifestyle, liberal, choice, efficiency,
specialisation, networks

Time Frame:

Medium and Long term, ever increasing

Some more examples...

Online Worlds

Two way conversation, escape, compensation, roleplay, novelty

Time rich, money poor

Leisure time, amusement, relaxation, easy life, social security, community, external authority

Status brands

Status lifestyles, prestige, individuality, select belonging, differentiation, choice, representation, compensation

Accelerated culture

Time poor, money rich, achievement, accomplishment, materialistic, status, deserving the best, competition

No frills chic/ mass class

Democratization, ephemeral, impulse buying, quick fashions, increased expectations, quality expected as standard, low cost production, high competition

Customer-made / Do it yourself

Collaboration, expression, creativity, earn status, personalisation, individuality, two-way conversation

Networked consumers

Niche, increasingly specialised products, choose with help of like-minded networks, collaborative filtering (amazon.com), audioscrobbler (last.fm)

TREND ANALYSIS

What & Why

The confrontation, the third step, takes the trends (collected in step 2) and maps them to the segments (from step 1). This is the core of the *Fire Process*: determining which trends are relevant to which segments.

Prior to mapping the trends to the market segments, it is necessary to ensure that both the trends and the segments are in a format that will enable us to compare them. In other words, they need to be at the same level of abstraction. Since the market segments are described in terms of values (the underlying motivations for the segment's behavior), it is essential to understand the trend drivers (the underlying reasons for the trends). This has already been done in step 2, where trends are selected on the basis of their social impact, and decomposed by laddering to find the trend drivers.

By understanding the drivers behind the trends, we can now map the trends to market segments that are most likely to respond to each trend.

Step 3 :
CONFRONTATION

21

How To Do It

This step is done using a table of market segments, like the one shown in Step 1. Each market segment is represented in the table, and is described in terms of its underlying values.

Then, each trend's set of drivers is compared to each segment's values. The goal is to decide whether or not the drivers match what is listed in each category of values for that segment. Where the trend drivers and values are similar, that cell should be marked as a match. This decision is subjective, based on how similar you think they are.

This is done for each category of values in each market segment until all the matched cells are marked. Finally, the number of matched cells per segment is counted, and the particular segments where the most matched cells occur are deemed likely to be impacted by the trend in the future.

Segment 1	&	Trend 1		Conclusion
Value 1 ■		Driver 1 ■		→ Match
		Driver 2 ⬟		→ Mismatch
		Trend 2		
		Driver 1 ▲		→ Mismatch
Value 2 ●		Driver 2 ●		→ Match
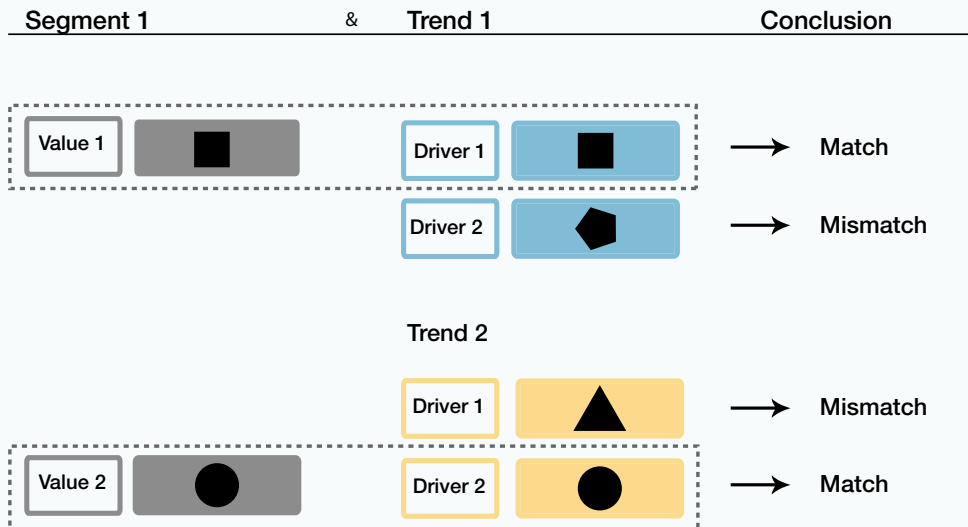
Example

The figure on the facing page illustrates the result of confronting the trend *No frills chic (see the inset box)* with each of the market segments.

Key:

- Where the trend drivers match the cell's values they are represented by an Orange block
- Where matched cells combine to match the segment, they are represented by a Red outline

While there is some degree of match for all the segments, the No frills chic trend is likely to have the greatest impact on *Convenience Oriented*, *Modern Mainstream*, *Social Climber* and *Postmodern Hedonist* market segments. This process of confronting, matching, and identifying the greatest impact is repeated for each of the trends.

Once all of the trends are mapped in this way, you will have a list of trends that are matches for each segment, along with their underlying trend drivers (developed in step 2). This is the input for steps 4 and 5 of the process, where the information will be presented.

No Frills Chic...

Fair quality, fashionable products available at discount (no-frills) prices

Drivers:

Democratization, ephemeral, impulse buying, quick fashions, increased expectations, quality expected as standard, low cost production, high competition

23

...mapped onto the market segments.

	Convenience oriented	Traditional	Modern mainstream	New conservatives	Cosmopolitan	Social climber	Post materialist	Postmodern
Abstract	Impulsive, passive and fun focused consumer	Moralistic, reserved and dutiful mainstream	Status sensitive mainstream balance tradition and hedonism	Liberal-conservatives who seek to retain the status quo, while maintaining growth	Open-minded, critical global citizens. Want the best of it all: self-actualization and success	Upwardly mobile individualists focused on career and status	Idealist with social conscience, highly critical	Independent pioneers of experience culture
Motivation	Outward appearance	Accept authority	security	Traditions, but live in new world	Materialistic, critical	Free	Immaterial, emancipated, self-freedom	Freedom + independence, breaking social and moral conventions
Ambition	free + comfortable	family, harmony	status oriented, security	Social status, work	Career and self-actualization	Social status and career	Self-actualization	Experiment, independent
Social relations	Individuality + family	family, harmony	family	Family + hierarchical	Networking with like-minded friends	Individualist	Individualist but socially involved	Individualist
Attitude towards risk	not interested	risk avoiding, frugal, sober	risk avoiding	Risk avoiding	Not interested	Risk + excitement	Not low, not high	Adventures, no obligations
Attitude towards change	passive, observers	hold on to status quo	balance tradition and change	Resist social change, hold on the traditional values	Open-minded	Open to change, international	New ideas, cultures	Innovative change
Attitude towards consumption	high consumption	consumerism as passive amusement	consumption and amusement	Materialistic but sober	Consumption oriented, materialistic	Consumption	Careful consumption	Experience consumption
Attitude towards new technology	amusement	low tech	interested	Technology for the sake of having it	Tech minded, early adopters	Interested	Not important, hygiene factor	Innovators, experience technology
Matches:	6 Increased expectations, low cost production, quality expected as standard, democratization, high competition	2	5 Increased expectations, low cost production, quality expected as standard, democratization, high competition	3	4	5 Increased expectations, low cost production, quality expected as standard, democratization, high competition	2	2

What & Why

The *Segment Forecast* is the first output of the fire process: it is a summary of the trends impacting each of the market segments (developed in steps 1 to 3).

Each market segment has its own segment forecast, in which the trends impacting it are graphically represented on a time line together with their *trend drivers*.

We developed the *Segment Forecast* to provide a strategic overview of the different relevant trends to help you see when and in what combination trends are happening. The *trend drivers*, the propelling forces behind trends, are also mapped, helping to clarify what the trend is really about, and show you how these trends could work with or against each other.

What do you get from this?

By looking at the *Segment Forecasts* from the perspective of consumers you should be able to answer these key questions:

- What does the consumer's future world look like (at a particular point in time) ?
- In what way do the market segment's values play a role in this world?

By looking at *Segment Forecasts* from a business perspective you should be able to answer these key questions:

- Which trends impact you the most, and what should you keep an eye on?
- What trends and future issues do your target segments have in common?
- How will you let the changing future of your market affect the interaction between you (Mexx) and your consumers?
  - Will you respond & seize opportunities?
  - Will you stand your ground?

You should be able to answer both consumer and business perspective key questions with the *Segment Forecasts*, and you need to, before you continue. Once you have answered these key questions, you can use the information to shape your brand expression. This leads you to another question:

- *What should the interaction between you (Mexx) and your costumers look like?*

This question is answered by the *Future Brand Interaction* (FBI), which is described in chapter 5.

Remember!

The first time you run the whole process through, you should make *Segment Forecasts* not just for market segments you see as relevant, but for all the defined market segments. This way you get more insight into possible developments in the future of all parts of the market, and will learn to use the Segments Forecasts to spot threats and opportunities.

Segment Forecast: example

How do you read a Segment Forecast?

going on

trend drivers going into the trends

not going on

0   *timeline*   3
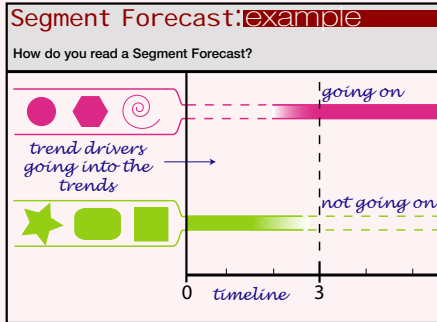
This figure illustrates the main features of a segment forcast.

How To Do It

To be able to make a *Segment Forecast* you need:

- Market segment, (market segmentation is explained in step 1).
- Trends relevant for segment as found in the confrontation of market segment values and trend drivers (as seen in step 3).
- Trend drivers (step 2)
- Time line of the trend (step 2)

For strategic decision making, you need to look some time ahead. We suggest using a time line of 0 to 9 years. With the *Segment Forecast,* you still cannot predict the future. Like the weather forecast, it shows you how things will probably work in a short time, given the circumstances now. Therefore, the 3 year cross section is most relevant right now. You can base your strategic focus on trends predicted to make a certain combination 3 years from now.

The further you look ahead, the more uncertainty you have. At the longer extreme of the time line, the combinations of trends are more an indication of what could possibly exist. Considering scenarios that combine various aspects of the long term cross section (9 years) will help you see the range of future developments, and plan your actions accordingly. But this is only to keep an overview of how trends might combine then. At 6 years, you make a cross section to make sure you don't miss anything happening in between those two points.

As time goes by, you should not stick to a *Segment Forecast* made 6 or 9 years ago, instead, the forecasts need to be updated regularly. New insights can change your view, and help make the *Segment Forecast* a dynamic and up to date tool for you.

27

How to assemble a segment forecast:

Segment Forecast: example segment name
Example segment description

0   3   6   9
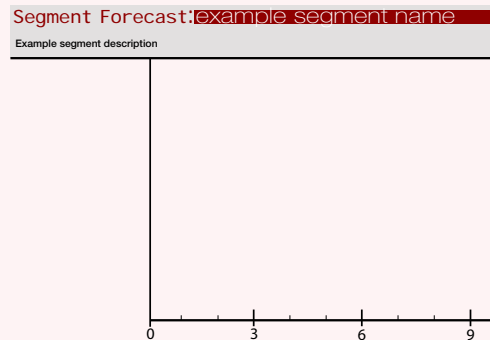
Title the forecast with the segment it represents. Draw 2 axes, with a time-line on the horizontal.

Segment Forecast: example segment name
Example segment description

trend number six
trend number five
trend number four
trend number three
trend number two
trend number one

0   3   6   9
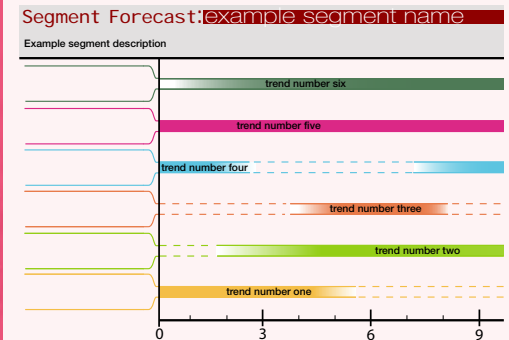
Draw the trends which are appropriate to your segment on the timeline.

Assembling a segment forecast continued....:

Segment Forecast: example segment name

Example segment description

trend drivers for trend number six — trend number six

trend drivers for trend number five — trend number five

trend drivers for trend number four — trend number four

trend drivers for trend number three — trend number three

trend drivers for trend number two — trend number two

trend drivers for trend number one — trend number one

0   3   6   9
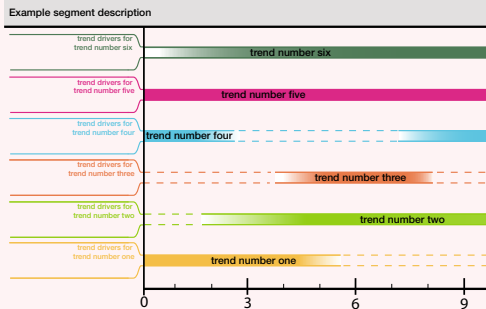
Add trend drivers into the label for each of the trends.

Segment Forecast: example segment name

Example segment description

trend drivers for trend number six — trend number six

trend drivers for trend number five — trend number five

trend drivers for trend number four — trend number four

trend drivers for trend number three — trend number three

trend drivers for trend number two — trend number two

trend drivers for trend number one — trend number one

0   3   6   9
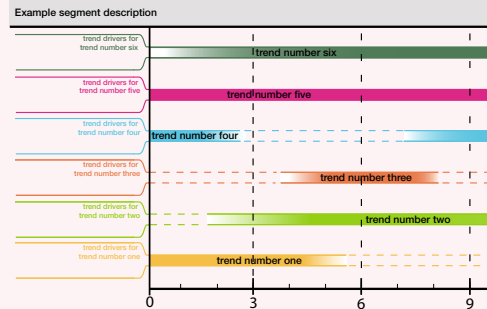
Make cross sections at short an long-term intervals (for example; 3, 6 and 9 years)

Done!

You have a Segment Forecast of one market segment now.

Look at the cross sections.

Now you should try answering the key questions.

29

Example

The Segment Forecast below was prepared for the Cosmopolitan Market segment (in step 1) using trends and their drivers (in step 2) which were found to have an impact on the segment (in step 3)
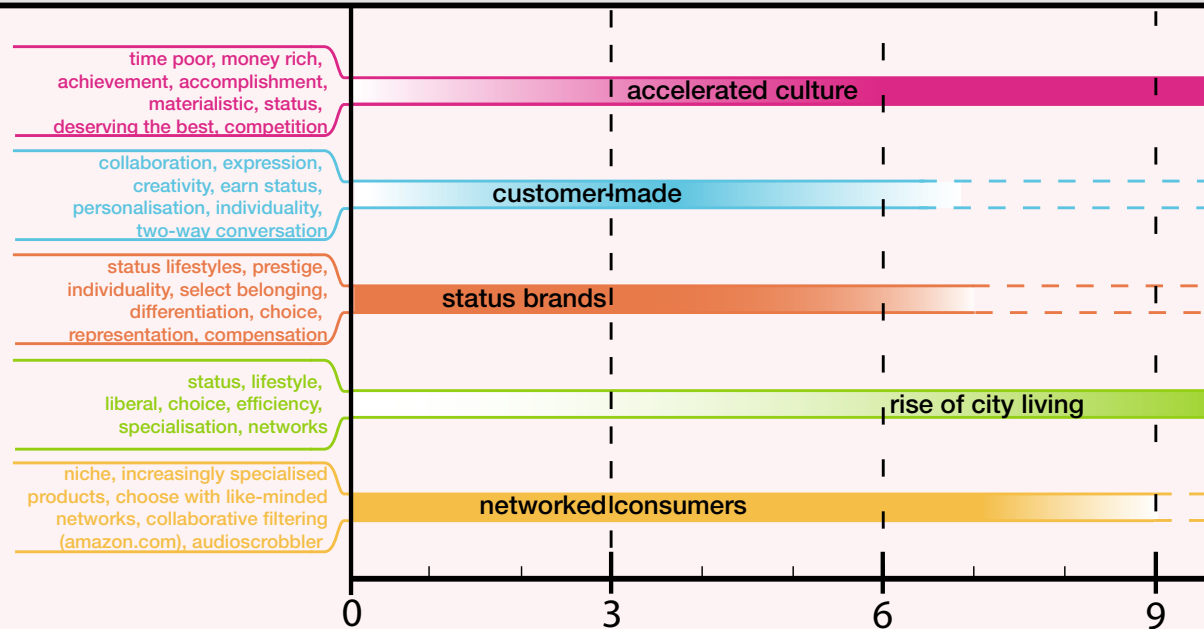
Segment Forecast: cosmopolitan

Open-minded, critical global citizens. Want the best of it all: self-actualization and success.

Drivers	Trend
time poor, money rich, achievement, accomplishment, materialistic, status, deserving the best, competition	accelerated culture
collaboration, expression, creativity, earn status, personalisation, individuality, two-way conversation	customer-made
status lifestyles, prestige, individuality, select belonging, differentiation, choice, representation, compensation	status brands
status, lifestyle, liberal, choice, efficiency, specialisation, networks	rise of city living
niche, increasingly specialised products, choose with like-minded networks, collaborative filtering (amazon.com), audioscrobbler	networked consumers

0   3   6   9

30

What and why

This is the step where Mexx comes back in. The Future Brand Interaction (FBI) is the second tool which the Fire Process offers you. The FBI summarizes how segments will wish to interact with the world around them; their peers and most importantly their brands in the future.

• *Strategically*, the FBI shows which trend drivers and interactions affect particular market segments, giving a foundation for companies to plan their future interactions with particular market segments.

• *Generatively*, the FBI allows brand planners and designers to investigate combinations of the market segment's values, trend drivers, future interactions, and channels of brand expression. Simply put, it allows brand designers the opportunity find new ways of interacting with the segment.

Step 5 : Develop A
FUTURE
BRAND
INTERACTION

31

The outputs of the FBI are several *Interaction Concepts*, these are small stories or visualized ways to express your brand values. More specifically they help you to deliver the right message in the appropriate tone to the segment you want to appeal to. To bring these Interaction Concepts into reality, it will be necessary to find channels to convey the message. These channels are named "interaction points" because the focus should be on finding ways for the brand to interact with customers. The focus is therefore on integrating brand communication touch points in the consumer's daily lifestyle.

Key concepts:
• The FBI is focused entirely on the customer. It is a tool which shows how customers will wish to interact with brands in the future.
• The FBI bridges the languages of business people and designers.
• It encourages both designers and business people to have clear objectives (and there fore results).
• It encourages clarity of brand positioning and expression by asking the question: "what kind of relationship do you want to establish between the Mexx brand and its consumers?"

The FBI resembles the early concept narrative as described in research by van den Hende et al. "An early concept narrative includes the usage situation of the product, its benefits, and its attributes. This often takes the form of a small story in which a potential customer uses a new product in a future setting. For product design purposes, the scenario can also be accompanied by visual material that shows various design aspects of the product and its anticipated environment."

How To Do It

The four types of input, as shown in the figure, for the FBI are:
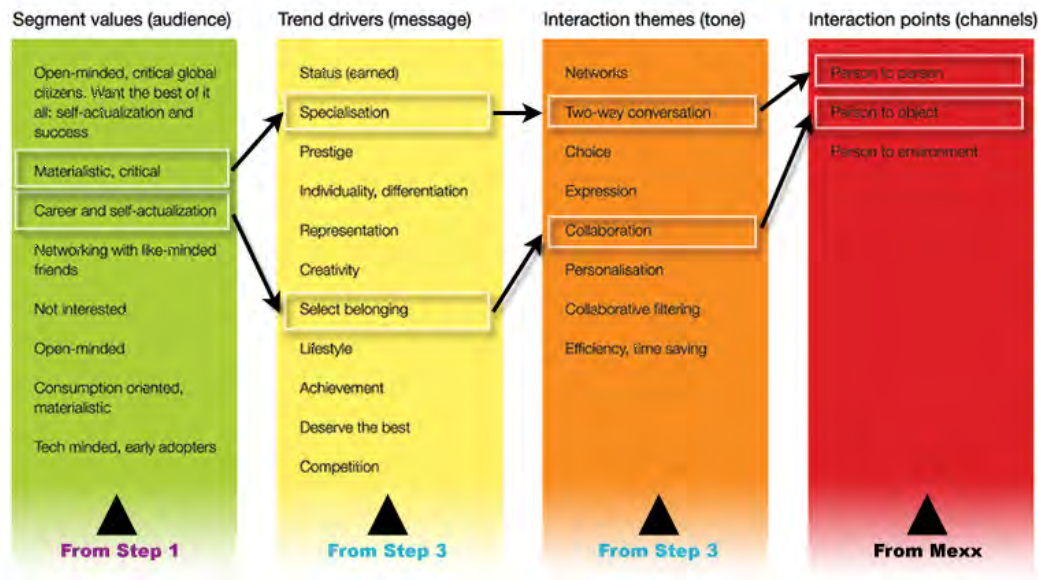
1) The segment values which can be taken from step 1. So these are the values of your desired audience.

2) The trend drivers can be taken from step 3 of the process, when the trends are laddered. These trend drivers form the message that should be communicated to the segment.

3) The interaction themes that should be put in, are taken from the trend drivers. Interaction themes are special trend drivers; the ones that reflect an interaction between the segment and your brand. The interaction themes tell you in which tone you have to communicate to be listened to. So before putting in trend drivers, please split up these drivers; are they true trend drivers or are you dealing with an interaction theme?

4) The interaction points are the channels to convey the message. The interaction points can be seen as a communication either "person to person", "person to object" or "person to environment". It is important to see interaction from the customers (person) point of view, not the company's. In other words, generative techniques should focus on how the customer interacts, not what channels are currently available.

The basis to create an *Interaction Concept* is a combination of one segment value with a trend driver, an interaction theme and an interaction point.

Cosmopolitans

Segment values (audience)	Trend drivers (message)	Interaction themes (tone)	Interaction points (channels)
Open-minded, critical global citizens. Want the best of it all: self-actualization and success	Status (earned)	Networks	Person to person
Materialistic, critical	Specialisation	Two-way conversation	Person to object
Career and self-actualization	Prestige	Choice	Person to environment
Networking with like-minded friends	Individuality, differentiation	Expression	
Not interested	Representation	Collaboration	
Open-minded	Creativity	Personalisation	
Consumption oriented, materialistic	Select belonging	Collaborative filtering	
Tech minded, early adopters	Lifestyle	Efficiency, time saving	
	Achievement		
	Deserve the best		
	Competition		
From Step 1	**From Step 3**	**From Step 3**	**From Mexx**

Chains create interactions

Connecting items from each of these parts can help you develop new ways for Mexx to interact with its customers. The chains marked in the illustration above could lead you to the interactions described below:

- Create a specialized, two way, person to person conversation that emphasizes materialistic status or goals.
- Support career and self actualization focused groups to collaborate in a selective or exclusive way.

34

The FBI in Use: Examples

Strategically

The FBI, when read together with the *Segment forecast*, provides a holistic picture of how each customer segment will interact with brands in future perspective. The FBI can thus be read down each column to generate a story: a summary of the future customer segment. So, for example, the *Cosmopolitans* segment can be described as follows:

Cosmopolitans are open-minded, critical global citizens. They want the best of it all: self-actualization and success. They are materialistic, critical thinkers who are motivated by both their career and self-actualization. Socially, *Cosmopolitans* focus more on networking with like-minded friends than family. They neither embrace risk, nor are risk averse, but are open-minded towards change, and expect new things. Cosmopolitans are consumption oriented, and materialistic, and are early adopters of new products and technology.

The *Cosmopolitans* interactions with brands in the future will be driven by a recognition of their status and prestige (which is earned, not given). They will require brands to deliver on specialised functions, represent their belonging to a select group, and affirm their individuality and differentiation. They will look for ways of showing their competitive edge and expressing creativity matching their competitive lifestyle, and look for recognition of their achievements.

Cosmopolitans will expect to have two-way conversations with the companies they interact with, and personalization and expressive collaboration with the companies they purchase from. However, their time is important, so interactions will be judged by efficiency and time saving as well as customized service. Social networks and collaborative filtering will increasingly be used to judge the suitability of brands and products.

Interaction concepts can be disseminated by themselves, or can be enriched with storytelling, collages, personas, scenarios and so on.

Generatively

However, the FBI is also a very effective generative technique to spark ideas of how a brand can interact with it's market segments in future. By combining different variations of the 4 types of input, you can generate different Interaction Concepts. In other words, by combining a segment value with a trend driver, an interaction theme, and an interaction point, you can generate new ideas about how to interact with the market segment. When used this way, ways of interacting with the Cosmopolitan segment can be generated:

The Cosmopolitans value of career and self-actualisation might meet with trend drivers of 'status' and 'select belonging', interaction themes of 'choice', 'personalization', and 'efficiency', and 'person to environment' interaction points (channels).

The next step

Which Interaction Concepts to follow should obviously be decided strategically (by management). However, we believe that the role of all employees of the company (and especially designers) in thinking about future interactions with customers, and generating ideas for these interactions, is very important. By using this tool throughout the company, it will intrinsically provide far more focus and direction to the brand as a whole.

As an example we investigated ways of interacting with the Cosmopolitan segment. The following design concept was developed:

The value of career and self-actualisation could be represented by developing a MEXX business class lounge at Schipol Airport for top-range Mexx connect customers. The lounge would provide a relaxed (Mexx branded) atmosphere, while outfitting MEXX buyers for their overseas meetings, and tailoring the clothes to the customer on the spot. This appeals to the drivers of status and select belonging, while also representing choice, personalization and efficiency. This design concept is named 'The Mexximum Lifestyle' and fleshed out on the next pages...

Airport Lounge Interaction Concept

The Mexximum Lifestyle

This is the aspirational world of the cosmopolitan market segment, key customers of Mexx. It is a real world, it is not illusory – cosmopolitans work hard for their money and deserve a little relaxation once in a while. They travel the world, building networks of like-minded people, people who are interested in their environments.

The airport lounge represents a Mexx brand concept that is not about the sales of the "store"– it's a service reserved for MexxConnect members only. It combines relaxation and slowing down, the 'I deserve it' feeling, with selling exclusive clothing. It is an ex-pression, a statement about who you are, and it gets people thinking, and talking about you. It may be used by only 5% of Dutch customers, but clearly communicates a leader-ship position.

Communication within the concept occurs not only through the display of best-selling apparel and a new environmental line, but also through flat screen televisions. An inter-nationally renowned news channel, a nature channel, a sports channel, and naturally a fashion channel are narrowcasted. Also, we see a mannequin and three employees, each interacting in their own way with the customers.

Only two of the employees actually have a two-way conversation with their customers. The tailor, a craftsman, provides people with what they want, exactly how they (think they) want it, paying attention to the finest detail. He provides them with personalized, exclusive garments that provide them the status they need. Finished garments are de-livered within two days to the destination of the customer's choice.

The bartender serves a great espresso and pours a fine selection of beers and wines, and is always there to listen to people's problems. He talks to them as if he knows them, yet preserves a professional distance. Always engaged, he knows just what to say, es-pecially to keep the customers around long enough for them to order another drink.

Both not only see and listen to their customers, they interact with and understand them, and make their Mexx experience more enjoyable. They integrate themselves into the lifestyles of their customers while maintaining a clear vision on what they do best, and what they stand for.

REVIEW
THE FIRE PROCESS

This manual showed you how to:

Understand your customers in terms of market segments

Analyze the future in terms of trends

Filter out the trends that impact each market segment

Turn data into intelligence about the future of each market segment

Make segment forecast that will help in strategic communication and planning

Facilitate communication between the management and design units

Getting started

In the quest for intelligence, it is about understanding data, judge it for its relevancy and understand it so well that you have formulated your opinion about. This requires not only effort, but confidence as well. Confidence not only to handle the data, but become familiar with the process as well. That is why implementation should start with playing with the *Fire Process*. Try to light a match in order to ignite the fire. You might need more than just one. Mix logic with intuition, sharpen the process created by us. Iterate and customize, it should become yours.

Re-cap of the chapters

Chapter 1 Market segments

We have argued for segmentation, in order to focus on your target audience. Segmentation we propose are based on stable values consumers hold. These will help you gain a deeper understanding about your customer, in order to establish an understanding and relationship with him or her.

Chapter 2 Trends

This chapter showed you that you need to focus on social trends that affect your consumers. Trend collection and selection can be done by your employees (Wisdom of crowds) because they will function as an implicit brand filter. After having gathered enough information about a trend, it is time to decompose trends into trend drivers in order to understand why the trend has an social impact.

Chapter 3 Confrontation

By confronting trend drivers with different market segments you can now analyze their impact. Analyzing several trends will give you insight in which market segment a trend comes in and how it flows through the other segments and where the trend eventually is rejected or becomes generally accepted.

Chapter 4 Segment Forecast

Per segment an overview was presented in the form of a Segment Forecast should be created. This facilitates planning and analyzing impacts of trends on each other and over time.

Chapter 5 Future Brand Interaction

The Future Brand Interaction Tool inspires you to look at trends through the eyes of your customer, stated in an Interaction Concept. It showed you how to generate ways of interacting between your brand and this customer in the future. Strategically it provides a common language that can be spoken by business people and designers to exchange objectives and ideas.

CONLUSION

The Big Picture

What we have developed is a tool that highlights the impact of trends on your customer. It is not merely a trend watching tool, it connects these trends to your brand. This connection is a powerful tool for your entire company to shape and deliver its underlying strategy.

In particular, in designing the Fire Process, we have consciously shaped it to avoid proscribing the brand identify and positioning of the organization using the process.

The *Fire Process* is meant to facilitate the expression of a brand. It does this through the generative role of the FBI tool (Step 5) where Interaction Concepts are created. By selecting concepts that are in synch with the brand's values, the strategist or designer can be confident that this interaction will both appeal to the target market, and strengthen the relationship between mexx and that market.

The Fire process is also meant to facilitate strategic planning in the company. It does this through the Confrontation (step 3) and the Segment Forecast (Step 4). By adopting a view of the market based on segments, and using the Fire Process to filter trends, Mexx will have extra intelligence at its disposal when making decisions about the brand and company's future positioning.

Question & Answer

At the beginning of this booklet we pointed out that the Fire Process can help you (Mexx) answer the following questions:

1   Who actually is my customer?

2   How can I best serve them?

3   What do they want in future?

We will now look at and respond to each of these questions in depth, to outline the implications which the *Fire Process* has for Mexx, and the questions that need to be answered before it can be fully utilized.

1) Who actually is my customer ?

Choose a Target Market

It's counter intuitive to exclude potential customers, but it's the only way to have real appeal. Aiming for everyone in an environment where others focus their message is a losing game, because you will not truly lead in any one place.

The market goes to the perceived leader

- Be a leader somewhere; be the absolute best for some group of customers
- Can't be a fast follower everywhere, especially in your brand / value added proposition

The "Masstige" market is being eaten away from below

- Either Compete on price with Zara/Esprit
- Or move up, and strengthen the brand appeal
- We Say Move UP!

You are not a discount brand, the company isn't set up that way. Success will come by offering greater value added for your customers. Achieve this by focusing on your customers & innovating.

In the previous chapters you have seen that Mexx already has a core market, and what's needed is for Mexx to grow its relationship with this group in particular. The fire process allows you to define the interactions you have with this, and any other, part of the market.

2) How can I best serve them?

Be Consumer Oriented

Customer centeredness is not only about what the customer wants, it is about what your brand stands for as well.

Serve Them
- Care about what they want
- Learn what they value
- Deliver that!

Balance Mexx Values vs. Customer Values
- A brand has 2 sides
- Don't forget about the Mexx side of the relationship
- Don't **only** give consumers what research says they want
- Give them what Mexx stands for **as well**.

Be Authentic
Consumers can tell if you don't believe your own message
The brand relationship and message will be much stronger when it's sincere

The fire process will help you to understand what each of your target markets wants, and what will motivate them in the future. Additionally, it will help you to develop new ways of interacting with that market. However, this process will not define what your brand stands for, or which of your customer's wants you should serve.

3) What do they want in the future?

Have a Strategy

"If you don't know where you are going, any road will get you there." - Lewis Carroll

Strategy is about differentiation. It's the creation of a unique and valuable position in the mind of your customer. If your position is not clear and compelling, your customers will inevitably choose based on price because they no longer see the brand as unique or valuable to them.

Need to set a target
- Not just in terms of sales growth

Aim for a unique relationship with your customer
- Strengthen Brand
- New Value Added
- Being prepared for changes in the market
- Effective use of resources

Beyond choosing what you will and will not do, Strategy is about thinking ahead and anticipating future developments. The fire process helps you identify the relevant trends, in order to plan for your future, and respond to the changing world of your target market.

Just do it !

This is the time, with Mexx still in transition from a centrally led Brand to a consumer oriented company, there are many balances to be struck. Mexx's position on each of the 3 big questions needs to be clear, not only to people inside Mexx, but also to consumers and observers on the outside.

The strength of the Mexx Brand, and the effectiveness of its expression have everything to do with how well the target of the message, the kind of interaction, and the value being offered are expressed.

The Fire Process doesn't tell you who to be, but it does tell you what your customers are keen to hear. Deciding what part of that to tell them is the other half of the conversation, and when that part is clear the Fire Process can become a valuable tool in your strategic arsenal.

This is how we'd do it!

The Fire Process can begin to help Mexx today. There is no great hurdle to begin using the 5 steps.

The key is to go about it incrementally, and remember that the Fire Process is a framework. It is meant to be adjusted, and the various models used at each step are exchangeable or replaceable.

This means that you should begin where we did, with the 8 Mentality segments, and start filtering trends from the sources listed in our references section. These first steps will allow Mexx to take the first steps into a segment based branding strategy. You can take the first steps by targeting a particular segment in a similar manner to our design concept illustrated on page 40.

As your familiarity with your customer segments grows, we expect that you will refine them and enrich them with more accurate values, or derive new segments all together. This could be done in partnership with Motivaction, some other research company, or completely in house. Mexx's knowledge and sources for trends could grow by involving people inside the company. Such horizontal collaboration could magnify the filtering effect of the Fire Process, and help engage employees in the strategic decision making within Mexx.

The language of the Future Brand Interactions and the Interaction Concepts will help to crystallize Mexx's brand identity and build strong and visible concept of what Mexx stands for. With a clear message, and tools to express it, Mexx will succeed in weathering the storms of market change, and will be able to continue to grow in the face of stiff competition in the fashion industry.

GLOSSARY

Agni	Hindu god of fire.
Attractors	Market segments whose values correspond with the brand's desired identity. Their association with the brand has a positive effect on your image.
Brand expression	A design solution that delivers the values of the brand.
Consumer oriented	Approach based on what costumers want, combined with what your brand stands for.
Confrontation	(here) The core of the fire process: determining which trends are relevant to which segments by mapping trends to market segments.
Crowd sourcing	Making use of (the wisdom of) crowds to get information. For example you can ask the audience for help in a game show quiz.
Data	Uninterpreted results of market research.
Detractors	Market segments whose values do not correspond with the brand's desired identity. Their association with the brand has a negative effect on your image.
Future Brand Interaction	A strategic summary of the trend drivers and future interactions that affect each different market segment, and a creative tool as it bridges the gap between "design thinking" and "strategic thinking".
Generative Tool	Something to help accomplish your task, generating or creating new and original output.
Intelligence	Well understood data, judged for its relevance, that you know how to use, and on which you have formed an opinion. Intelligence is the gold that's left of data after burning away the rubbish.

Interaction	All the ways people can understand, experience and communicate with other people, products, or the brand.
Interaction Concept	Provides a concept for possible interaction between Mexx and customers, how the message of the brand can be conveyed. Is created from combination of a segment value, trend driver, interaction theme and an interaction point.
Market segmentation	Dividing the market, grouping people in clusters (segments) based on differences and similarities between people. For example the Sinus Milieus of Motivaction (NL) or Sociovision (GE).
Market segment	One cluster of people with something in common, defined by your market segmentation.
Values	Convictions that people hold, on which they base their decisions and behavior. These values are long lasting and determine how people experience everything around them. Values of a person are stable after the age of 25.
Segment Forecast	Tool providing a summary of the trends impacting a market segment. This is represented by a timeline of relevant trends and their trend drivers.
Trend	Reflections of developments in the behavior of people. Can be divided into Micro Trends (short term 0-5 years, market), Maxi Trends (5-10 years, consumer) and Mega Trends (10-30 years, society).
Trend decomposition	Taking a trend and laddering by asking why until you get at the underlying motivations behind a trend. These are the trend drivers.
Trend Drivers	Underlying factors that propel a trend. Trend drivers are on the same level as market segment's values. The trend drivers illustrate why the trend has a social impact.
Wisdom of crowds	The idea that more people together have a better chance of getting it right.

REFERENCES
AND INSPIRATIONS

Here is a list of books, web sites, and other resources which we consulted during the course of this project. They are grouped by relevance to the various parts of the *Fire Process*. If you are keen to find out more about the rationale, or the sources of our information, we recommend that you look into the various resources below:

General
1. Van trends naar brands by Hilde Roothart & Ben van de Pol (2001)
2. The Brand Gap by Marty Neumeier (2005)
3. Marketing Management an asian perspective by P. Kotler et all (2003)
4. Social psychology by E.Aronson (2005)
5. The New Strategic Brand Management by Jean-Noel Kapferer (2004)
6. Michiel Couzy Mister Mexx begint nieuw leven http://www.*parool. nl/nieuws/2006/NOV/11/eco2.html*
7. Product & Consument by W.F. van Raaij (1999)
8. Principles of Marketing by Kotler, P & Armstrong, G (2005)
9. Context & Conceptualization Course Reader, TU Delft by Stap pers, P.J, van der Lugt, R. Hekkert, P. & Sleeswijk Visser, F.

Market Segmentation
1. www.motivaction.nl
2. The Wisdom of Crowds by James Surowiecki (2005)
3. Orth U.R., et all. (2004). Promoting brand benefits: the role of cosumer psychografics and lifestyle. Journal of Consumer Marke-ting, 21, (2), 97-108.

4.   Novak, T.P., MacEvoy, B. (1990). On comparing alternative segmentation schemes: The List of Values (LOV) and Values and Life Styles (VALS). Journal of Consumer Research, 17, 105-108.

Trend Sources
1.   Seeing What's Next: Using Theories of Innovation to Predict Industry Change Christensen, Roth, & Anthony (2004)
2.   Global Consumer Trends and Insights http://www.trendwatching.com/
3.   Cscout Trendblog http://www.cscout.com/blog/
4.   Siemens - Pictures of the Future *http://www.siemens.com/index.jsp?sdc_p=t15ls5o1411578i1411578cd1187140f64mu20n1411578pFEz2&sdc_sid=32134909416&*
5.   Siemens - Method *http://www.siemens.com/index.jsp?sdcp=ft4mls3u20o1156534n1156534i1156533pFEcz2&sdc_sid=21842775797&*

Laddering
1.   Mycoted, Laddering *http://www.mycoted.com/Laddering*
2.   Ipsos Laddering, *http://www.ipsosinsight.com/researchexpertise/laddering.aspx*

Story Telling
1.   Early Concept Narratives working paper (2007) - Van den Hende, Ellis A., Schoormans, et all. Using Early Concept Narratives to Collect Valid Early Customer Input about Breakthrough Technologies: The Effect of Different Application Visualizations on Transportation. Technological Forecasting and Social Change. (in press).
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