



# INNOVATE SERVICE CENTRIC 2017

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Conference  
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One on One Sessions

Handbook #5

# 11 Strategic Targets





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# 11 STRATEGIC TARGETS

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to understand consumers

## Target accurately to ... innovate effectively!

Faced with the expansion of the service-centric economy, brands and retailers need to continue searching for new differentiation factors in order to establish a new customer relationship.

The fact is that “price” is a losing battle for everyone ... Creating strong customer engagement over the long term forces companies to identify then implement the right levers ... to innovate effectively!

It is by developing a service offer meeting consumer expectations that retailers will regain legitimacy.

To help them, Echangeur has mapped out 11 strategic targets. They provide a living portrait of households, their spending patterns and their lifestyles. By matching these targets with their own customer segments, companies can identify the **drivers of consumption** underpinning the services of tomorrow to forge the customer relationship for the coming years!

# 11 STRATEGIC TARGETS

to understand consumers

YOUNG URBANS  
ON THE MOVE



YOUNG  
SUBURBANITES



TIME/CASH  
STRAPPED FAMILIES



WEALTHY AND  
INFLUENT FAMILIES



HARD-PRESSED  
FAMILIES



CONSERVATIVE  
SPENDERS



THRIVING  
MIDDLE-AGERS



COUNTRY SMARTS



ACTIVE ELDERS



COMFORTABLE  
SENIORS



COMFORTABLY  
-OFF SINGLES



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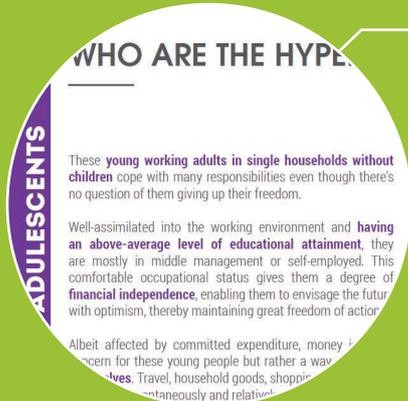
## SHEETS PROVIDED FOR EACH STRATEGIC TARGET

- Summary
- Related drivers of consumer spending
- Socio-demographic profile
- Relationship with time
- Affluence
- New uses
- Digital engagement
- Equipment and social media
- Relations with retail chains
- Vectors of innovation

# INSTRUCTIONS FOR USE

## SUMMARY

The first page of each strategic segment summarizes its essential features.

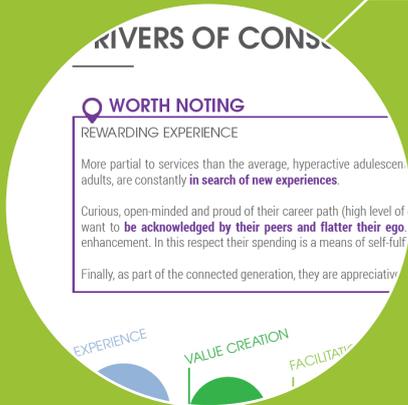


## DRIVERS OF CONSUMER SPENDING

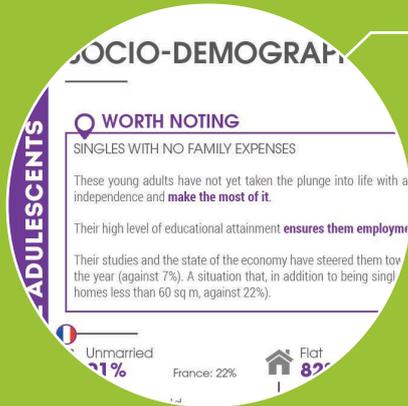
With the “DRIVER OF CONSUMER SPENDING” section you identify the motivations of each strategic segment. You can then structure an approach to innovation centred on their customer experience.

Working framework:

- > The percentages represent the segment's customers who are receptive to the driver of consumer spending.
- > If the bubble is grey, the target is not receptive.
- > For an in-depth analysis of these drivers, you can refer to the second part of the handbook.



# INSTRUCTIONS FOR USE

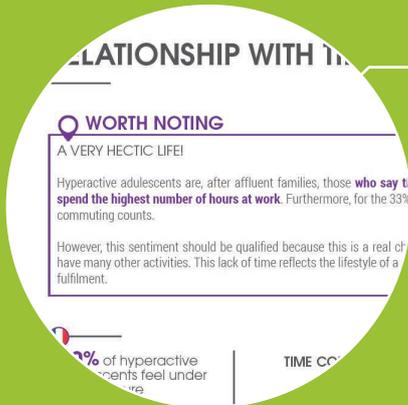


## SOCIO-DEMOGRAPHIC PROFILE

The “SOCIO-DEMOGRAPHIC PROFILE” section shows the main features of the segment. By comparing it with each of your own segments, you can identify your specific drivers of consumer spending.

### Working framework:

- > Within the segment, the percentages are the proportion of the French population who match the indicator.
- > Use the average income per SU (Spending Unit) to compare the incomes of different types of household (1 SU for the 1st adult, 0.5 SU for each additional adult, 0.3 SU for each child under 15).



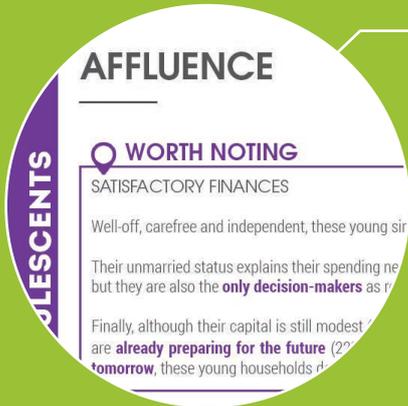
## RELATIONSHIP WITH TIME

With the “RELATIONSHIP WITH TIME” section you can measure how much time the target has left for spending.

### Working framework:

- > Under time pressure = customers who mention a time constraint (work + travel + household chores) greater than 45 hours per week.
- > Time without constraints = available time, excluding night-time and time constraints (work + travel + household chores).

# INSTRUCTIONS FOR USE



## AFFLUENCE

The “AFFLUENCE” section helps you understand how much money each target can devote to “impulse” buying every month.

### Working framework:

- > Content with one’s income = a degree of affluence declared spontaneously by customers having answered “yes, absolutely content with my income” and “yes, quite content”
- > Monthly income = income of the household including wages, bonuses, child benefit, pension, etc.
- > Committed expenditure = rent, mortgages, tax, insurance, telephone, Internet or television subscription, school meals, travel, etc.
- > Savings = income set aside every month



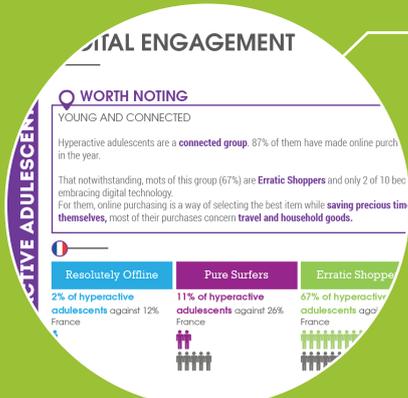
## NEW USES

The “NEW USES” section lets you assess the maturity of each segment vis-à-vis new consumer patterns.

### Working framework:

- > **ROPO**: Research Online Purchase Offline
- > **Showrooming**: Research Offline Purchase Online

# INSTRUCTIONS FOR USE

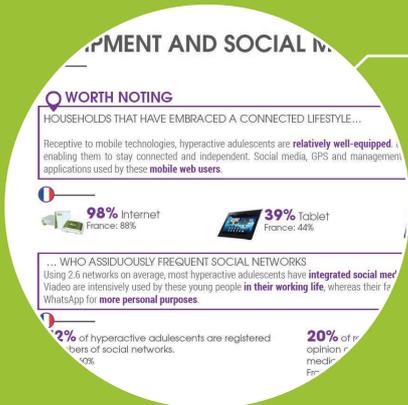


## DIGITAL ENGAGEMENT

The “DIGITAL ENGAGEMENT” section presents the degree of engagement with digital devices and its role in the segment's spending behaviour.

Working framework: Typology based on the buying behaviour of households over the last 12 months

- > **Resolutely Offline:** the older generations who have not embraced digital devices
- > **Pure surfers:** they use digital devices only to search, not to purchase
- > **Erratic shoppers:** they are still getting to grips with digital equipment and on average use 3 e-commerce sites.
- > **E-shoppers:** in tune with the digital world, they lead a connected lifestyle.



## EQUIPMENT AND SOCIAL MEDIA

The “EQUIPMENT AND SOCIAL MEDIA” section reviews the segment's digital devices: Internet, smartphone and tablet.  
It also presents the target's appetite for social media.

Working framework:

>% of registered social network users = proportion of the segment who declare they have signed up on at least one social network.

# INSTRUCTIONS FOR USE



## RELATIONS WITH RETAIL CHAINS

The “RELATIONS WITH RETAIL CHAINS” presents the target's consumption patterns, the cards held and its opinion regarding loyalty programmes.

### Working framework:

- >% of retail cardholders = the percentage of the target audience stating they hold at least one store card, whether a loyalty card or a payment card
- > Number of store cards held per household on average holding at least one card
- > Percentage of the target audience who consider that loyalty programmes are “mostly a good thing, that the customer is the winner”



## VECTORS OF INNOVATION

The “VECTORS OF INNOVATION” section suggests areas of innovation geared to the target based on its features and drivers of spending.



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Young  
Unmarried  
Urbanites  
Higher-income groups  
Carefree  
Under time pressure  
Hyper-connected  
Experience

# YOUNG URBANS ON THE MOVE

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# WHO ARE THE YOUNG URBANS ON THE MOVE?

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These **young working adults in single households without children** cope with many responsibilities even though there's no question of them giving up their freedom.

Well-assimilated into the working environment and **having an above-average level of educational attainment**, they are mostly in middle management or self-employed. This comfortable occupational status gives them a degree of **financial independence**, enabling them to envisage the future with optimism, thereby maintaining great freedom of action.

Albeit affected by committed expenditure, money is not a concern for these young people but rather a way of **treating themselves**. Travel, household goods, shopping, evenings out: they spend spontaneously and relatively selfishly.

Their **frenzied urban-based lifestyle** and their taste for everything new nonetheless comes up against a perpetual lack of time.

For them, the Internet is a way of solving this problem, as they **have no problems buying on the web**. They also use new technologies and their **network of relations** to boost their economic and social capital.

Conscious of the value of brands and having a high **capacity to influence others thanks to the Internet**, they are a major reservoir of consumer spending that must be taken into account in the future.



In France, young urbans on the move represent 14% of households

# DRIVERS OF CONSUMER SPENDING

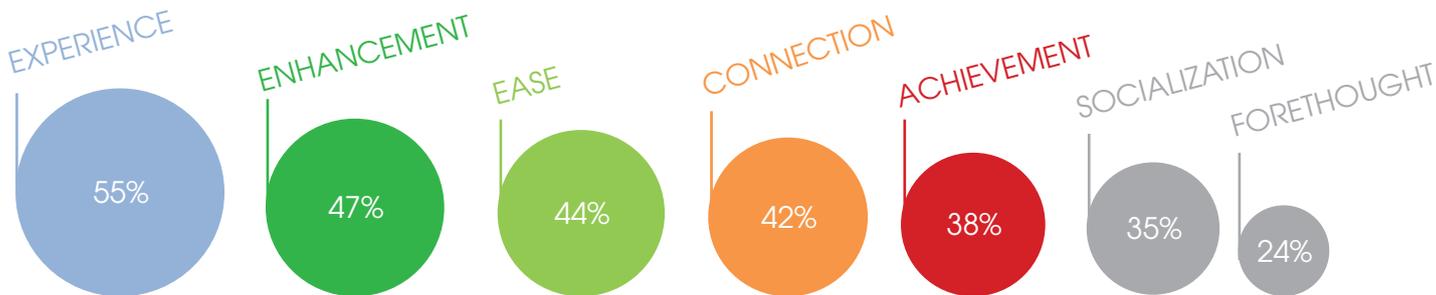
## 📍 WORTH NOTING

### REWARDING EXPERIENCE

More partial to services than the average, young urbans on the move, young single-household and financially sound working adults, are constantly **in search of new experiences**.

Curious, open-minded and proud of their career path (high level of educational attainment, higher-income groups), they also want to **be acknowledged by their peers and flatter their ego**. As such they generally turn to services that drive self-enhancement. In this respect their spending is a means of self-achievement, conveying and advantageous image.

Finally, as part of the connected generation, they are appreciative of any services that help them **consolidate their network**.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### SINGLES WITH NO FAMILY EXPENSES

These young adults have not yet taken the plunge into life with a partner. **Single and childless**, they have acquired their independence and **make the most of it**.

Their high level of educational attainment **ensures them employment**.

Their studies and the state of the economy have steered them towards **urban living**. 12% of them have moved **house** during the year (against 7%). A situation that, in addition to being single, naturally leads them to live in **small homes** (65% live in homes less than 60 sq m, against 22%).



Unmarried

**91%**

France: 22%

25-34 years old

**43%**

France: 15%

No children living at home

**100%**

France: 76%



Flat

**82%**

France: 42%

Tenants

**66%**

France: 39%

City dwellers (over 100,000 inhabitants)

**66%**

France: 48%



Average income per SU

**€2,008**

France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### A VERY HECTIC LIFE!

Young urbans on the move are, after wealthy and influent families, those **who say they lack time the most**. They are among those **who spend the highest number of hours at work**. Furthermore, for the 33% of them living in the Paris region, **each minute spent** commuting counts.

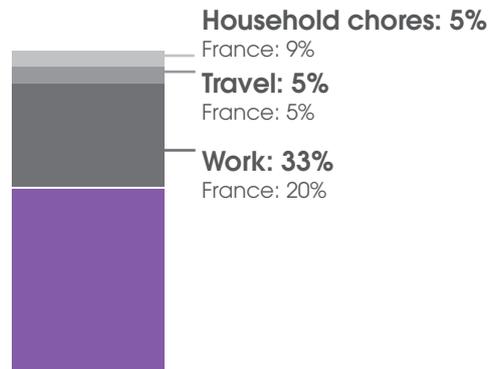
However, this sentiment should be qualified because this is a real choice for many of them who, in addition to their work, have many other activities. This lack of time reflects the lifestyle of a group focused on both professional and personnel self-achievement.



**70%** of young urbans on the move feel under time pressure  
France: 45%

**TIME CONSTRAINTS: 43%**  
France: 34%

**FREE TIME: 57%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### SATISFACTORY FINANCES

Well-off, carefree and independent, these young singles earn most of their income from their occupational activity.

Their unmarried status explains their spending needs: 65% of their income is committed. They bear these costs on their own, but they are also the **only decision-makers** as regards what is left to spend.

Finally, although their capital is still modest (€90,000 against €140,000), **88% of them save every month** (against 76%) and are **already preparing for the future** (22% have a retirement savings plan). With **a real awareness of the uncertainty of tomorrow**, these young households demonstrate a high degree of responsibility.



**54%** of young  
urbans on the move  
are content with their  
income.  
France: 49%

- Monthly income: **€2,008**  
France: €2,552
- Committed expenditure: **€1,297**  
France: €1,541
- Monthly savings: **€177**  
France: €177

**Disposable income: €533**  
France: €834

Committed  
expenses  
expenses

**65%**

Savings  
9%

Disposable  
income  
**26%**

→ Comfortable disposable  
income for a single person

# NEW USES

## 📍 WORTH NOTING

### HOUSEHOLDS THAT ANTICIPATE INNOVATION ...

Young urbans on the move seem **to be gradually adopting new paths to purchase** like ROPO (time saving) or Showrooming. Due to their urban location (27% in Greater Paris), they are less receptive to Click & Collect (drive-in pick-up points), because these are rare in town and city centres.



**14%** use **Click & Collect** for their food shopping France: 15%

**77%** have already done research online before buying in-store. **(ROPO)** France: 66%

**49%** have already done research in-store before buying online. **(Showrooming)** France: 44%

### ... AND ARE GRADUALLY ENTERING THE ECONOMY OF MOBILITY

These singles are not the preferred target of C-to-C commerce. On the other hand, these young city dwellers are more in tune with the **economy of mobility; car or bike sharing in particular**, due to their urban location and their generation.



**41%** buy or sell on C2C sites. France: 48%



**22%** make use of car, bike or ride sharing France: 16%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### YOUNG AND CONNECTED

Young urbans on the move are a **connected group**. 87% of them have made online purchases **on 4 different sites** on average in the year.

That notwithstanding, most of this group (67%) are **Erratic Shoppers** and only 2 of 10 become E-Shoppers, assiduous buyers embracing digital technology.

For them, online purchasing is a way of selecting the best item while **saving precious time**. Moreover, as they like to **indulge themselves**, most of their purchases concern **travel and household goods**.



#### Resolutely Offline

**2% of young urbans on the move** against 12% France



#### Pure Surfers

**11% of young urbans on the move** against 26% France



#### Erratic Shoppers

**67% of young urbans on the move** against 45% France



#### E-Shoppers

**20% of young urbans on the move** against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

HOUSEHOLDS THAT HAVE EMBRACED A CONNECTED LIFESTYLE...

Receptive to mobile technologies, young urbans on the move are **relatively well-equipped**. 80% of them have a smartphone, enabling them to stay connected and independent. Social media, GPS and management of their finances are the main applications used by these **mobile web users**.



**98%** Internet  
France: 88%



**39%** Tablet  
France: 44%



**79%** Smartphone  
France: 58%

... WHO ASSIDUOUSLY FREQUENT SOCIAL NETWORKS

Using 2.6 networks on average, most young urbans on the move have **integrated social media** into their lifestyle. LinkedIn and Viadeo are intensively used by these young people **in their working life**, whereas their favour Facebook, or even Twitter and WhatsApp for **more personal purposes**.



**72%** of young urbans on the move are registered members of social networks.  
France: 60%

**20%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### PROXIMITY AND E-COMMERCE

**Their credo is hedonistic:** good, beautiful but also “corporatist”. The brands of my fellow creatures are also my brands. Without frenzy but without restraint, these young households enjoy **spending on themselves and on their homes**. They are often to be seen in **department stores**, markers of social status. The Internet is practical for them to plan their trips or make savings on equipment.

**At the heart of consumption**, they are ready to engage in a close relationship with brands and retailers, who know how to attract them with offers matching their aspirations and lifestyles, and what is more they know how to make the most of their uniqueness. They are already **receptive to the relational system** set up by these players. By way of proof, they do not hesitate to get store cards (matching the average cardholder rate) and **are favourably disposed towards loyalty programmes**.



**78%** of young urbans on the move hold a store card  
France: 76%

**7.0** store cards are held per household on average.  
France: 6.8 cards

**39%** regard loyalty programmes as “mostly a good thing, that the customer is the winner”  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY SATISFYING THEIR THIRST FOR NOVELTY

**Empower them in their everyday life:** the main constraint these urban consumers have is a lack of time. It is worth assisting them in their mobility, in their daily travel, both for personal and for occupational purposes.

**Guide them towards a secure future:** with their high purchasing power, these households are at the outset of their life cycle and still learning how to manage their capital. They need to be assisted in consolidating their capital, allocating their savings, or you could even offer them investments to enable them to fulfil themselves in due course.

**Support them in new forms of shopping behaviour:** albeit used to spending for pleasure, **young urbans on the move** are also aware of the environmental issues raised by overconsumption: they use cars less and their standard of living enables them to embrace fair trade.

This frame of mind makes them a choice target for the sharing and/or sustainable economy.

**Stay connected:** experienced in digital devices, these households want to go completely digital. To meet this need, they have to be given virtual time-saving services (connected wallet for instance).

**Favour rewarding experiences:** in search of experiences, these young unmarried households have significant financial resources and can engage in out-of-the-ordinary activities. These activities reflect their fondness for spontaneous leisure spending, which shows them in a flattering light.





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Young  
Class-conscious  
Financial constraints  
Staying “with-it”  
Unwinding  
Connected  
Experience

# YOUNG SUBURBANITES

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# WHO ARE THE YOUNG SUBURBANITES ?

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Most young suburbanites live with partners or are divorced, with or without family expenses. Their **homes are functional**, located on the outskirts of large towns and cities, with affordable rents and near employment areas.

Having only a **secondary education**, they are already in work and earn low incomes. Often jobless, they nonetheless adapt to financial contingencies and are fairly **optimistic**. They try and make the most of small pleasures from day to day.

Although they are not fans of any particular brands, they want to assert their status through **leisure shopping**, favouring inexpensive fashion and tourism.

**Digitally proficient**, these young households are often well-equipped and already familiar with the new ways of using the Internet. Although they buy online to save money, they still need to be guided towards certain practices like Click & Collect or showrooming, which can represent significant time and money savings.

Construction and anticipation are not yet a priority for them. They know that everything could change tomorrow and prefer to **make the most of the present**. Savings and/or property purchases are not the order of the day for them. Today they just want to live experiences!

This **disconnection between resources and desires** often drives them to apply for credit facilities and overdrafts.



In France, young suburbanites represent 7% of households

# DRIVERS OF CONSUMER SPENDING

## WORTH NOTING

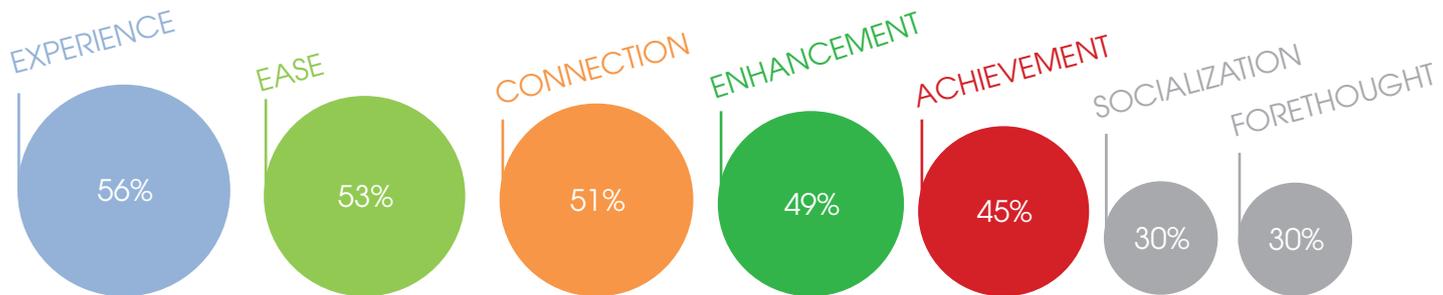
EXPERIENCING THRILLS AND ASSERTING THEMSELVES

**Very keen on services**, these households are driven by five main motivations: **Experience, Ease, Connection, Enhancement and Achievement**.

In fact these young suburbanites are in search of **experience**, fun, novelty and discovery.

In parallel, echoing a still unstable financial position (some of them having young children), these households are receptive to any services that **help them save time and above all money**.

Finally, although risk anticipation and prevention are still a long way off for these households, they aspire to **being recognized and exerting more influence**.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### THE CHAOTIC START OF LIVING TOGETHER

Mostly married or living with a partner, the individuals in this group have experienced **life as a couple** early on and some have already had **their first child**. However, through the vagaries of life some of them become single parents.

With lower levels of **educational attainment than** their age group, more of them are unemployed than the average (17% vs 6%). In such circumstances, they tend to move to town of more than 100,000 inhabitants (37%) or to Greater Paris (32%). Between unemployment, relocation, life as a couple or sometimes separation, **these households experience a great many life events despite their young age**.



Married/Cohabitation  
**42%** France: 57%

25-34 years old  
**34%** France: 15%

At least 1 child (under 15) in the household  
**34%** France: 24%



Flat  
**88%** France: 42%

Tenants  
**86%** France: 39%

City dwellers (over 100,000 inhabitants)  
**69%** France: 48%



Average income per SU  
**€1,351** France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### THE NINE-TO-FIVE ROUTINE

One **third** of young suburbanites live in the **Paris region**. And **one third of them have at least one dependent child under 15**. So unsurprisingly these households have the same **time constraints** as any working person: long commutes to work, housework and family duties.

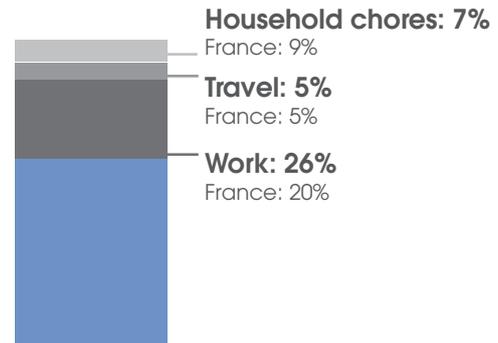
Logically, this applies chiefly to young suburbanites in work, much less to those out of work. 31% of young suburbanites out of work are under time pressure against 70% of those in work.



**58%** of young suburbanites are under time pressure  
France: 45%

**TIME CONSTRAINTS: 38%**  
France: 34%

**FREE TIME: 62%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### NO SAFETY NET!

Although they have little disposable income, due to below-average income and the presence of dependent children, young suburbanites try and stay optimistic and appear to shrug off their frustrations.

Due to their "insecure" occupational status (47% of them are in low-income groups, 17% are out of work), they tend to be **social housing** tenants (35%).

Living from day to day, they have not yet been able to build up their capital (€53,000 against €140,000) and they save less than average. Spendthrift rather than thrifty, **saving will come later for them.**



**66%** of young suburbanites are not content with their income.

France: 51%

- Monthly income: **€2,093**  
France: €2,552
- Committed expenditure: **€1,424**  
France: €1,541
- Monthly savings: **€108**  
France: €177

**Disposable income: €561**  
France: €834

Committed expenses

**68%**

Savings  
**5%**

Disposable income  
**27%**

→ A disposable income that presages difficult ends of months

# NEW USES

## WORTH NOTING

GUIDE THEM TOWARDS NEW PATHS TO PURCHASE ...

Young suburbanites have already embraced digital tech. They increasingly experiment with new paths to purchase like Click & Collect, ROPO or Showrooming in order to **save time or money**.



**18%** use **Click & Collect** for their food shopping France: 15%

**76%** have already done research online before buying in-store. **(ROPO)** France: 66%

**54%** have already done research in-store before buying online. **(Showrooming)** France: 44%

... GIVES THEM ACCESS TO BETTER PRICES

**Buying or selling items to individuals** is the ideal way for these financially hard-pressed households to **regain purchasing power** and get the best prices. However, they make less use of this primarily Internet-based channel than time/cash strapped families, who are the champions of these new collaborative consumer patterns. Living in urban areas, they gradually embrace **usage-based practices** such as bike, car or ride sharing.



**59%** buy or sell n C2C sites. France: 48%



**29%** make use of car, bike or ride sharing. France: 16%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### THE INTERNET, FACILITATOR OF LEISURE PURCHASES

With **78% of online purchasers** having made **purchases on 5 different sites** on average in the year, these households are above the French average (62%).

For these young households the Internet is the essential tool for **saving both time and money**, for instance, by using online price comparison services or apps.

And yet, albeit not fervent e-shoppers for lack of means, they don't deny themselves the pleasure of buying online, **as the web satisfies their need to escape**. Their main online purchases are made on travel sites.



#### Resolutely Offline

**3% of young suburbanites**  
against 12% France



#### Pure Surfers

**19% of young suburbanites**  
against 26% France



#### Erratic Shoppers

**50% of young suburbanites**  
against 45% France



#### E-Shoppers

**28% of young suburbanites**  
against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

### EQUIPPED HOUSEHOLDS...

The Internet is not simply a distribution channel but also a **means of information and communication**. Young suburbanites have clearly understood this and are not outdone as regards digital equipment in the household. They use smartphones and tablets **to organize their day-to-day life** (public transport or budget management apps).



**97%** Internet  
France: 88%



**55%** Tablet  
France: 44%



**78%**  
Smartphone  
France: 58%

### ... RESOLUTELY PRESENT AND ACTIVE ON SOCIAL MEDIA

**Social media are part of the everyday life of young suburbanites**, who on average use nearly 3 networks.

They predominate on nearly all the networks (Facebook, Twitter, WhatsApp, etc.) and also engage more with the brands. Over one quarter of registered members often give their opinion about products or services on social media.



**85%** of young suburbanites are registered members of social networks.  
France: 60%

**26%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

PROXIMITY, HABIT, DESIRE TO TREAT ONESELF

For young suburbanites, **force of habit, proximity and the desire to treat themselves** mainly account for their choice of retail chains. Lovers of inexpensive fashion and homeware products, they frequent **the major chains** like Tati, H&M or Ikea.

Representing a connected generation, they buy online; **e-commerce** here helps them make real savings.

Just like the young urbans on the move, while this group has an average number of store cards, they don't think twice about collecting them. These households also show a **keen interest in loyalty programmes**.



**75%** of young suburbanites hold a store card  
France: 76%

**8.0** store cards per household  
France: 6.8 cards

**43%** regard loyalty programmes as "mostly a good thing, that the customer is the winner"  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY HELPING THEM PROGRESS AND BE ACKNOWLEDGED

**Coaching:** given their limited budget, one needs to offer these households good deals that meet their needs. Discounts, loyalty cards, money-saving special offers “on high volumes” and budget management are some solutions that help them lead a relatively worry-free existence. Feeling trapped by the system, the idea is to help them maintain a stable situation to avoid them drifting into precariousness.

**Simplify:** these **young suburbanites** need daily support to help them save time. Their commuting times are indeed often long. They also need help in managing their budgets with financial services that help them gradually build up their savings. Through better organization of their everyday life these households will improve their standard of living and thus be able to contemplate the future more serenely.

**Brighten up their lives:** despite their low buying power, these households are still young and want to have fun before settling down. In this respect they are very receptive to the possibility of having new entertaining experiences that brighten up their everyday life. By helping them save on a daily basis, one can empower them in their leisure spending.

**Capitalize on their alternative skills:** members of the Y generation, they are involved in virtual communities and need to be acknowledged for their expertise.





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Large families  
Rural  
Constraints  
Prudence  
Optimized spending  
Good deals  
Connected  
Pleasure  
Ease

# TIME/CASH STRAPPED FAMILIES

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# WHO ARE THE TIME/CASH STRAPPED FAMILIES?

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Predominantly living in the **provinces**, these couples with children prefer the space and comfort of a **home** in a rural area or small town. This enables them to build up property assets geared to **family life**.

Still **in work**, they have a **regular income**, as their jobs and family circumstances are **stable**. The **linearity** of this life path helps them consolidate their capital but this is counterbalanced by a mortgage that is often hard to shoulder.

Along with these **significant financial constraints**, they are in a **race against time** (children, long commute), which makes them receptive to anything that saves both time and money.

Dissatisfied with their income, these households are imbued with a **culture of effort and reward**. For them, saving even small amounts is a way of securing their future.

Seeking also to compensate for the effort they put into their work, they have a **clear desire for consumer and capital goods**, sometimes at odds with their disposable income.

These families look for **quantity at low prices** and are the constant target of **shopping centres**. They have also adopted a **pronounced digital behaviour**. Albeit not avant-gardist, they use the Internet to purchase certain items.

Mindful of their budget, they do not forsake **the pleasure of spending** for all that, and are appreciative of services that offer them new experiences or enable them to assert their position.



In France, time/cash strapped families represent 12% of households

# DRIVERS OF CONSUMER SPENDING

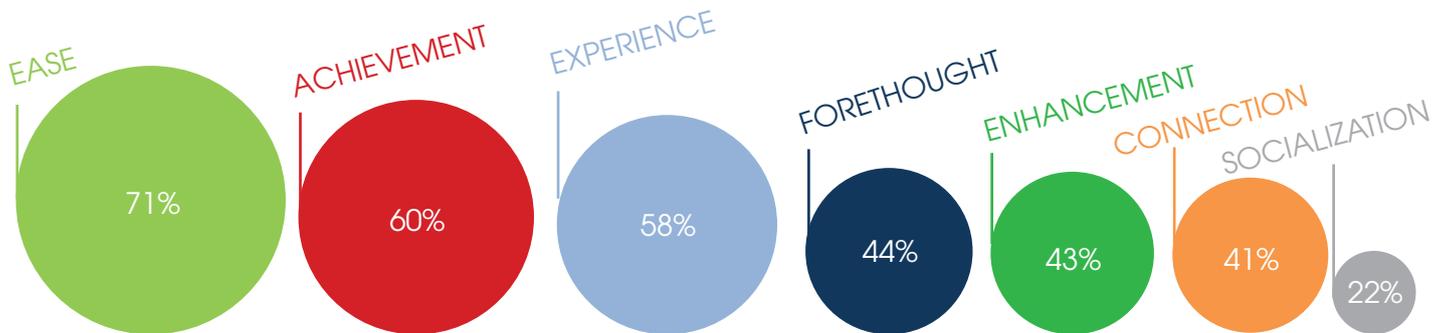
## WORTH NOTING

### FACILITATE EVERYDAY LIFE

**Very partial to services**, time/cash strapped families express several high expectations in respect of services.

With a twofold constraint, above all they prefer services that save them **time and money**. **Ease** therefore appears to be the pivotal driver of their spending.

Feeling the **need to assert themselves** and make up for time spent at work to satisfy their needs, these households also feel the need for a **change in their daily routine**. They dream of a **brighter future** and thus turn towards drivers like **ACHIEVEMENT** and **EXPERIENCE**, which they combine with **EASE** according to the occasion.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### MIDDLE-CLASS FAMILIES

This group is representative of **middle class families in the provinces**. The heads of households, mostly **with a technical educational background** (54%), are more often than not blue-collar workers, employees or in middle management. Mostly in work (88%), 9% of these heads of households are nonetheless **jobless** (vs 6%). At least one member of 20% of nest-builder households has experienced a period of joblessness in the past 12 months.

The children, often young and numerous, are central to the household structure. These families, living in rural areas or towns with under 20,000 inhabitants, prefer space to bring up their children (59% have more than 90 m<sup>2</sup> of living space).



Married/Cohabitation

**91%**

France: 57%

35-49 year-olds

**62%**

France: 26%

At least 1 child (under 15)  
in the household

**81%**

France: 24%



Home

**72%**

France: 56%

Home owners

**57%**

France: 59%

Rural dwellers  
(-5,000 inhabitants)

**43%**

France: 29%



Average income per SU

**€1,234**

France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### LACK OF TIME

Like all working families, juggling with occupational obligations and parental responsibilities, time/cash strapped families **have time constraints**.

The fact that they prefer to live **away from urban areas**, preferring the comfort of a house in a rural area, may explain this general feeling of lack of time (60% vs 45%).

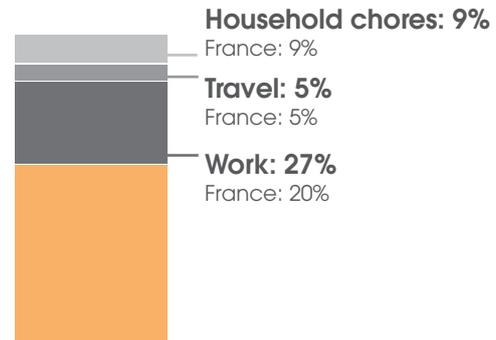
Even though the time they say they spend on household chores and travel is about average, the **increasing number of work-related and sundry journeys** and all the work involved in the upkeep of their homes and gardens, ultimately heightens this overall perception.



**60%** of time/cash strapped families feel they are under time pressure.  
France: 45%

**TIME CONSTRAINTS: 41%**  
France: 34%

**FREE TIME: 59%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### THE BURDEN OF COMMITTED EXPENSES

Subject to two constraints (the expenses incurred by numerous household members, and mortgage repayments – 55% vs 30%), these families look for any solutions that help them optimize their cash management. Despite their about average income, the high proportion of their outgoings (71%) leaves them **little budgetary leeway**.

Just like **overdrafts, consumer credit** represents an essential part of their consumption. 43% have consumer credit repayments (against 28%) and 54% make use of overdrafts (against 30%). Conversely, they have difficulty building up savings.



**81%** time/cash strapped families do not feel comfortably off.

France: 51%

- Monthly income: **€2,534**  
France: €2,552
- Committed expenditure: **€1,805**  
France: €1,541
- Monthly savings: **€85**  
France: €177

**Disposable income: €644**  
France: €834

Committed expenses

**71%**

Savings  
3%  
Disposable income  
**26%**

→ Their disposable income forces these families to make choices.

# NEW USES

## WORTH NOTING

### DIGITAL TECHNOLOGY SERVING OPTIMIZATION...

Having significant constraints, nest-builder families turn towards new trade-offs. Well-equipped with digital devices, just like the wealthy and affluent families, they use digital tech to save time and money. So the **Internet** is a **lever of ease**. They engage in new paths to purchase such as Click & Collect, ROPO and Showrooming.



**39%** use **Click & Collect** for their food shopping France: 15%

**83%** have already done research online before buying in-store. (**ROPO**) France: 66%

**63%** have already done research in-store before buying online. (**Showrooming**) France: 44%

### ... BOOSTED BY THEIR ENGAGEMENT WITH NEW CONSUMPTION MODELS

Nest-builder families also engage with the peer-to-peer economy by using **C2C (consumer-to-consumer) sites**. This not only helps them find the lowest prices but is also a significant source of income (59% sell items on C2C sites).



**70%** buy or sell on C2C sites. France: 48%



**33%** purchase directly from local producers France: 31%



# DIGITAL ENGAGEMENT

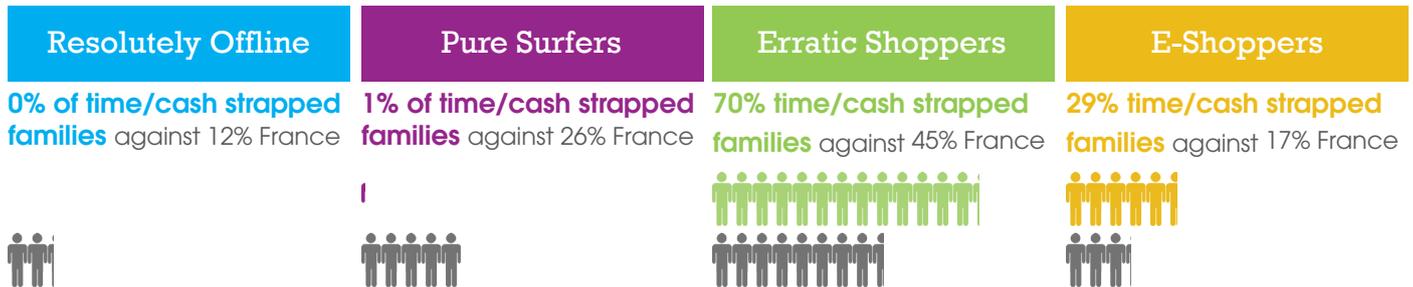
## WORTH NOTING

### HOOKED ON "GOOD DEALS"

Nest-builder families are professionals of online purchasing, just behind the wealthy and affluent families. **99% are online purchasers**, buying on 5 different sites on average in the year. More than 1 out of 4 households use **PayPal** for greater fluidity and security.

They nonetheless stand out from wealthy and affluent families in their **Internet use, which is pragmatic rather than hedonistic**. Classified as Erratic Shoppers rather than E-shoppers, nest-builder families are on the lookout for "good deals" whereas wealthy and affluent families spend more for pleasure.

Concerned about their wallet, the Internet is thus regarded as a way of **boosting their buying power**.



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

### MOVE WITH THE TIMES ...

86% of them have a smartphone, 72% a tablet... just like wealthy and affluent families, time/cash strapped families juggle with various devices. Even though they use it more for recreational than utilitarian purposes, digital technology has clearly become part of their life.



**100%** Internet  
France: 88%



**72%** Tablet  
France: 44%



**86%** Smartphone  
France: 58%

### ... AND STAYING IN TOUCH THROUGH SOCIAL MEDIA

Using 2 social networks on average, time/cash strapped families have integrated them into their everyday life. No doubt perceived as a good way of **staying in touch**, they prefer networks like Facebook or Copains d'avant.

Staying in touch not just with family members but also with **the brands they engage with**. Along with the young suburbanites, these are the people who more often than not give an opinion on products or services on social media.



**80%** of time/cash strapped families are registered on social networks.  
France: 60%

**27%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### E-COMMERCE, CARDS AND LOYALTY PROGRAMMES TO BOOST PURCHASING POWER

These households above all seek to **optimize their consumption**. They constantly search for the best value for money. No wonder then that they shop **at retailers who keep prices down**.

**Having embraced E-commerce** and constantly on the lookout for good deals, these families don't for all that neglect bricks-and-mortar retailers.

8 out of 10 nest-builder families hold a **store card**, and have 8.4 on average in their wallet. After the wealthy and affluent families, these families have the most affinity with these relational schemes. Their **very positive attitude towards loyalty programmes** (44% vs 36%) somewhat strengthens their engagement with schemes that let them get good deals.



**83%** of time/cash strapped families hold a store card  
France: 76%

**8.4** store cards are held per household on average.  
France: 6.8 cards

**44%** regard loyalty programmes as "mostly a good thing, that the customer is the winner".  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY HELPING THEM OPTIMIZE FLEXIBLY

**Making their budget choices more flexible:** with a tight monthly budget and well-planned expenses, time/cash strapped families have a restrictive relationship with money over time. Keen on good deal, especially through peer-to-peer sites, their leisure spending is very, very measured. So it is a matter of stopping them feeling guilty by introducing a degree of flexibility in their spending trade-offs.

**Ensure a serene future:** saving is not their main priority, but these families have certain dreams all the same. To that end, they seek suitable financial guidance to satisfy their need for reassurance. They easily turn towards insurance services to protect their cocoon.

**Optimize:** these families living in rural areas must optimize their time and travel. So one needs to develop services like drive-in pick-up points, Click & Collect or home delivery.

**Reward efforts:** these households are in search of acknowledgement by the retail chains they have used for a long time. Gratifying their loyalty is an excellent way of strengthening the bond of confidence with them.

**Break with routine:** while their spending is primarily concentrated on essentials, at times these families need to forget their daily worries. So they need to be offered leisure activities and experiences matching their means.





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Higher education  
Higher-income groups  
Well-off  
Stability  
Comfort  
Hyper-connected  
Pleasurable  
experiences

# WEALTHY AND INFLUENT FAMILIES

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# WHO ARE THE WEALTHY & INFLUENT FAMILIES?

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**Families with children** or pre-teenagers, these wealthy and affluent families are characterized by the **search for comfort** in all aspects of their everyday life. They **anticipate everything** in order to lead as pleasant a life as possible by minimizing their constraints.

Thus, after **higher education**, these households have embarked on a career before contemplating having children. Most of them hold executive positions or are in the liberal professions.

On **high incomes** and in **steady jobs**, they can create a **pleasant living environment** propitious to bringing up children. Their **assets and savings are among the highest** in the population.

Wealthy and affluent families have a partiality for spending, dictated by **convenience and the experience offered** rather than the price variable.

These families have a busy professional and personal life and are therefore under **time** pressure. Their expectations with regard to services therefore focus on **efficient time management**, hence the success for instance of E-commerce with this segment.

These families are among the best equipped and connected of the segmentation. Having endorsed the new uses of the Internet, the web is a communication and optimization tool.



In France, wealthy and affluent families represent 8% of households

# DRIVERS OF CONSUMER SPENDING

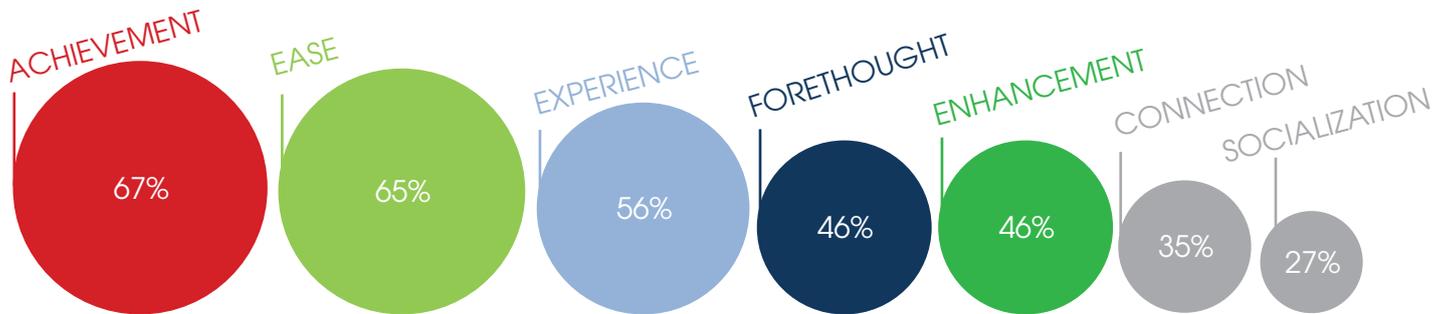
## WORTH NOTING

FULFIL ONESELF WITH ONE'S LOVED ONES

**Very keen on services**, wealthy and influent families are particularly responsive to two key drivers: **ACHIEVEMENT** and **EASE**.

Through **ACHIEVEMENT**, they nurture the dream of a settled and totally fulfilled family.

Through **EASE** they express a need for services revolving around **optimization of their time**. Between a very busy working life and intense family life, these families indeed need to save time. They do so among other things by using Click & Collect services or online purchases. Freed up from this constraint, these families with comfortable budget margins can thus **indulge in new activities**, **EXPERIENCE** being the leitmotif of their consumption.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### WEALTHY AND INFLUENT FAMILIES

These high-income families have been able to get on the property ladder. And their homes are comfortable, nearly 80% of them being **over 90 m<sup>2</sup> in floor area**.

With a level of post-secondary education, 42% of heads of households hold **executive positions** or are in the **liberal professions**. Only 3% of them are jobless.

They have several young children, mostly under fifteen. This is because these families started out by securing their careers before contemplating having children.



Married/Cohabitation

**95%**

France: 57%

35-49 year-olds

**69%**

France: 26%

At least 1 child (under 15)  
in the household

**88%**

France: 24%



Home

**77%**

France: 56%

Home owners

**85%**

France: 59%

Rural dwellers  
(under 5,000 inhabitants)

**34%**

France: 29%



Average income per SU

**€2,110**

France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### IN A RACE AGAINST TIME

The consequence of **occupational, family and personal hyperactivity**, finding the time to reconcile all their activities is the main problem for these wealthy and affluent families.

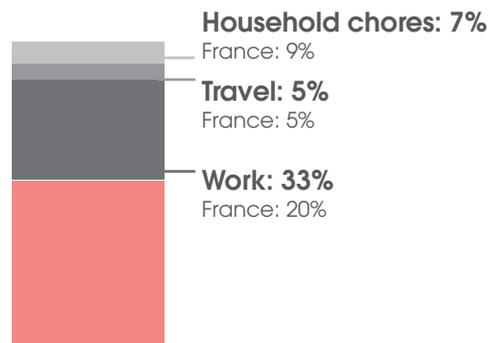
So they use all the means at their disposal (personal services, Click & Collect, etc.) to compress their precious time.



**73%** wealthy and affluent families feel they are under time pressure.  
France: 45%

**TIME CONSTRAINTS: 45%**  
France: 34%

**FREE TIME: 55%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### IF I WANT, I CAN

With no financial restrictions, wealthy and influent families enjoy the highest levels of **earned and disposable income**. Predominantly home owners, 9% of them have a second home.

With **committed outgoings well under control**, they are happy to save significant sums of money every month (14% save more than 1,000 euros a month). So they have significantly more capital than the French average (€270,100 vs €140,100), mostly invested in property. Indeed, this segment has **the highest proportion of mortgages** (74% vs 30%).

For the most part adept at managing and planning their finances, they also have the **biggest proportion of life insurance contracts and retirement savings plans**.



**90%** of wealthy and influent families feel comfortably off.

France: 49%

- Monthly income: **€4,363**  
France: €2,552
- Committed expenditure: **€2,457**  
France: €1,541
- Monthly savings: **€434**  
France: €177

**Disposable income: €1,472**  
France: €834

Committed expenses

**56%**

10% Savings

Disposable income  
**34%**

→ Their disposable income easily covers all their needs, both essential and superfluous.

# NEW USES

## WORTH NOTING

### FORERUNNERS OF THE NEW PATHS TO PURCHASE

Wealthy and affluent families have very quickly accustomed themselves to the new paths to purchase like Click & Collect, ROPO or Showrooming, which offer **them precious time savings**. In this respect they stand out as precursors in online food shopping.



**39%** use **Click & Collect** for their food shopping France: 15%

**91%** have already done research online before buying in-store. (**ROPO**) France: 66%

**68%** have already done research in-store before buying online. (**Showrooming**) France: 44%

### EMBLEMATIC OF SUSTAINABLE CONSUMPTION

Wealthy and affluent families make use of **C2C as a new consumption method** not to get cut prices but rather to address their ethical and environmental considerations. With comfortable budgets, these families display a consumption of conviction. Out of a concern for quality and authenticity, they prefer short distribution channels, buying their food directly from the producers.



**63%** buy or sell on C2C sites. France: 48%



**36%** purchase directly from local producers France: 31%



# DIGITAL ENGAGEMENT

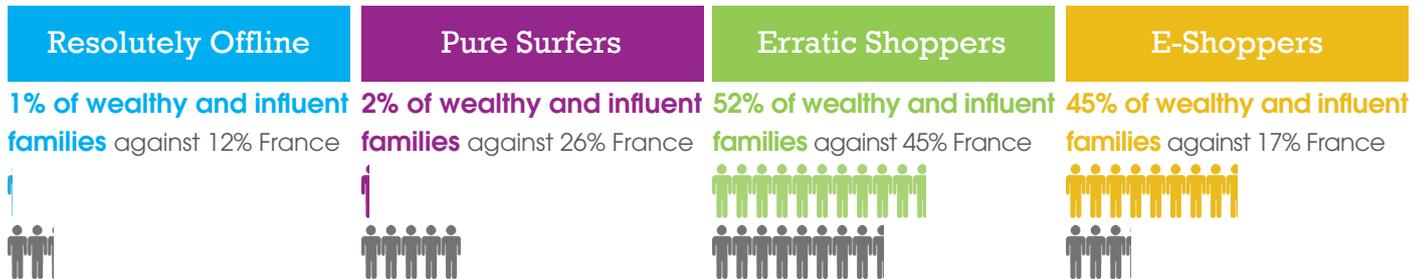
## WORTH NOTING

### ONE-CLICK SHOPPING

Wealthy and affluent families are representative of the technological tidal wave. They are the **most avid E-Shoppers**, ahead of the time/cash strapped families and the young and carefree.

**97% of them being online purchasers**, on average they buy on **6 different sites** a year. The most connected households of the population, they have very quickly grasped the **benefits** they can derive from the Internet: not just time savings but also a wide range of choices at the best possible price.

Finally, just like the time/cash strapped families, **28%** of those who purchase online have used **PayPal**.



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

VERY WELL-EQUIPPED HOUSEHOLDS...

With their mastery of new technologies and comfortable earnings, it is hardly surprising that wealthy and affluent families **have more digital devices than the average**.

Most of them have **smartphones**: a product reflecting their lifestyle and standard of living, at once a differentiator and a communication medium with numerous practical services.



**99%** Internet  
France: 88%



**76%** Tablet  
France: 44%



**89%**  
Smartphone  
France: 58%

... RECEPTIVE TO SOCIAL MEDIA

Making the most of the Internet in all its uses, many of them are registered members of social networks, notably **LinkedIn**. Members of 2 networks on average, they don't however **make undue use of them**.

These households keep their distance from retailers on social media inasmuch as fewer of them give their opinion on products or services.



**77%** of wealthy and affluent families are registered members of social networks.  
France: 60%

**18%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

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## WORTH NOTING

### ECLECTIC SPENDING IN ALL SECTORS

**Carefree spenders**, these wealthy and influent families like to look after and deal with their assets. Representing the highest percentage of buyers in virtually all retail sectors, they are the biggest-spending target.

**E-commerce is a habit for them.** They regard this distribution channel as a purchasing facilitator rather than a way of finding the best price.

This overconsumption also shows through the many store cards they hold (86%). Primarily **striving for enhanced status** equal to their purchasing power, these families expect retailers to reinvent services that live up to their expectations.



**86%** of wealthy and influent families hold a store card  
France: 76%

**9.0** store cards are held per household on average  
France: 6.8 cards

**43%** regard loyalty programmes as “mostly a good thing, that the customer is the winner”.  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY PARTNERING THESE OPINION AFFLUENT FAMILIES

**Diversify their capital:** from their forward-looking perspective, wealthy and affluent families need assistance in passing down their capital and in planning for the future. It is not just a matter of developing their financial portfolio (banking products, insurance, savings, etc.) but also of planning their children's education or emancipation in order to construct a secure and comfortable future for all the household.

**Seduce them through innovation:** born before the digital era, these wealthy and affluent families are no less adept at using new technologies. For them, digital technology is at once a way of saving time and managing their finances and a marker of social status. They have adopted the smartphone and tablet, and these devices have to evolve along with them.

**Satisfy their desire to spend responsibly and sustainably:** comfortably off, they are the ambassadors of a responsible lifestyle and ethical consumption. These families have quite naturally engaged with the peer-to-peer economy in their everyday life. Selling an item, renting out or swapping their flat with private individuals or sourcing food through short distribution channels have become a natural part of their lifestyle.

**Offer them rewarding experiences:** wealthy and affluent families seek to outclass, to get the best, the most rewarding, equal to their spending power. So it is a matter of reinventing innovative and customized services meeting these expectations.





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Rural families  
Lower-income groups  
Constraints  
Only secondary education  
Not deviate from the norm  
Essential expenses  
Not very connected  
Ease

# HARD-PRESSED FAMILIES

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# WHO ARE THE HARD-PRESSED FAMILIES?

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Mainly based in rural areas, these **families** try to preserve their living environment despite their financial difficulties.

The members of these families have **only a secondary education** and nowadays are mostly **workers**. They rely entirely on their capacity for hard work and have done their utmost to secure the best possible living conditions, even if it means depriving themselves of certain pleasures.

For the home owners among them, their **mortgage repayments weigh heavily on their outgoings**. Consumer credit is not a preferred solution for them, whereas saving is important for them to insure themselves against life's mishaps.

Unlike the time/cash strapped families, they prefer to limit **their spending, which they view as a necessity rather than a pleasure**. Despite that, they remain optimistic and regard their material circumstances as “median”. The saying “Money can't buy happiness” is made for them!

Using the Internet first and foremost to keep within the norm, these families have not yet capitalized on the commercial advantages of the web. They only use it to find information or communicate with others.

With regard to services, they primarily expect to be **helped to improve their everyday life**, by saving time and money. They also want non-financial criteria to be taken into account when estimating their value as customers.



In France, hard-pressed families represent 5% of households

# DRIVERS OF CONSUMER SPENDING

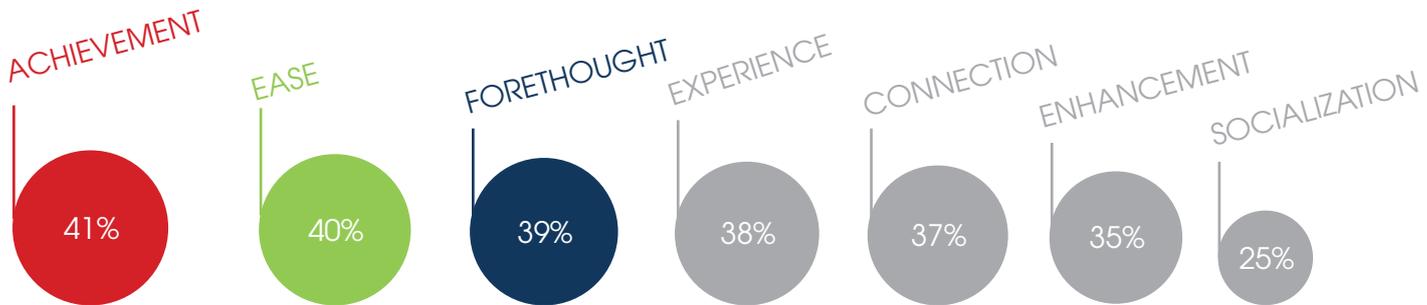
## WORTH NOTING

### OPTIMIZE!

Moderately keen on services, hard-pressed families are receptive to those that help them **optimize their everyday life**. They indeed have a twofold constraint: the presence of children and/or teenagers combined with limited financial resources.

So it is hardly surprising that the **EASE** factor is a priority for these households, because they lack time and because their financial constraints put a strain on their lifestyle.

However, for all that they don't forego their **dreams of ACHIEVEMENT**, as long as these don't unduly unsettle their fragile life balance. Far from being adventurers, these households take great pains to protect their household (**FORETHOUGHT**).



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### GRAFTER FAMILIES

These households, already well settled in family life, mostly have **children or teenagers** at home.

After a **secondary education** (49% have technical school or vocational training certificates), many of them are **manual workers** (52%). More affected by the crisis and unemployment than the average (10% vs 6%), these households may **be confronted with the uncertainty of what tomorrow holds**.

However, these very rural families have done all they can to **get on the property ladder early on in life**. 61% are home owners, mainly of houses.



Married/Cohabitation  
**92%** France: 57%

50-64 year-olds  
**48%** France: 27%

At least 1 child or teenager  
in the household  
**65%** France: 31%



Home  
**73%** France: 56%

Home owners  
**61%** France: 59%

Rural dwellers  
(-5,000 inhabitants)  
**43%** France: 29%



Average income per SU  
**€1,297** France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### TIME IS COUNTED

Juggling with their work, travel, children's activities and housework, these families are under time pressure.

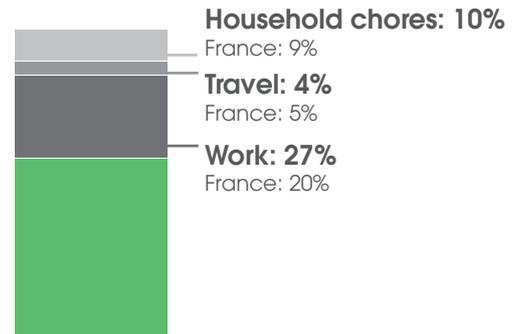
However, by getting away from the stresses of big cities, they nonetheless retain some degree of serenity, without the constraints of wealthy and influent families who moreover assume demanding work-related responsibilities.



**58% of** hard-pressed families feel they are under time pressure.  
France: 45%

**TIME CONSTRAINTS: 41%**  
France: 34%

**FREE TIME: 59%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### FAMILIES WITH VERY TIGHT BUDGETS

These average-income families with children feel their **financial constraints** and many of them feel that they do not earn enough.

The amount and composition of these households leaves **little room for saving**.

Apart from property, **they are disinclined to resort to borrowing**. They prefer to match their needs to their means of the moment, not the reverse. An attitude to the credit of these households, who consider work as the only commendable way of earning money.



**64%** of hard-pressed families do not feel comfortably off.  
France: 51%

- Monthly income: **€2,475**  
France: €2,552
  - Committed expenditure: **€1,559**  
France: €1,541
  - Monthly savings: **€117**  
France: €177
- Disposable income: €799**  
France: €834



→ Average disposable income, with which they make do.

# NEW USES

## WORTH NOTING

### HOUSEHOLDS DISINCLINED TO ADOPT NEW PATHS TO PURCHASE...

Whereas these hard-pressed families have both financial and time constraints, it is amazing that they hardly use new spending ways. These services could nonetheless represent a significant time saving (Click & Collect) or money saving (Showrooming).



**2%** use **Click & Collect** for their food shopping France: 15%

**58%** have already done research online before buying in-store. **(ROPO)** France: 66%

**28%** have already done research in-store before buying online. **(Showrooming)** France: 44%

### ... FEW OF THEM SHOW ANY INTEREST IN PEER-TO-PEER ECONOMY

Similarly, they are systematically under-represented in all modes of peer-to-peer economy. While they occasionally buy from or sell to private individuals, they don't use the Internet to do so but rather more traditional means (secondhand markets, boot sales, etc.).



**37%** buy or sell on C2C sites. France: 48%



**27%** purchase directly from local producers France: 31%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### A BARRIER VIS-À-VIS ONLINE PURCHASES

**Hard-pressed families do not have the profile of online purchasers.** The vast majority of them are Pure Surfers. For these families, the Internet is a window on shopping or general information.

Despite having access to the Internet, they have not taken the leap of purchasing on it. This could nonetheless help them mitigate their financial difficulties through good deals or discounts. With its wide-ranging offer, the Internet creates desire and need. In this respect, these families regard it as an obvious threat to their budget.



#### Resolutely Offline

8% of hard-pressed families against 12% France



#### Pure Surfers

92% of hard-pressed families against 26% France



#### Erratic Shoppers

0% of hard-pressed families against 45% France



#### E-Shoppers

0% of hard-pressed families against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

### HOUSEHOLDS THAT FOLLOW THE CROWD...

For these families, having an Internet connection is merely a way of **conforming to the norm**. Nearly half of them have a smartphone, but with the sole aim of not becoming marginalized. After the fashion of new uses, they hardly use the related services.



**92%** Internet  
France: 88%



**44%** Tablet  
France: 44%



**56%** Smartphone  
France: 58%

... SO AS NOT TO BECOME MARGINALIZED. Like the French in aggregate, nearly 6 out of 10 hard-pressed families use social media. When they do take the plunge, they are on 2 social networks on average, primarily for private networking purposes. These families consult professional networks very rarely (2% are members of LinkedIn or Viadeo vs 10%). But they follow the trend when it comes to giving their opinion on products or services on social media.



**58%** of hard-pressed families are registered on social networks.  
France: 60%

**24%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### CONSUMPTION AS A NECESSITY

As their financial resources are limited and rationalization is in their DNA, these households avoid all unnecessary purchases. **They confine their spending to the essentials, the most useful and the cheapest.**

Hard-pressed families frequent retailer sites according to their **immediate needs**, and not for pleasure. **Kiabi** or **Aldi** perfectly illustrate their choices in matters of consumption. For household goods, price is also the main criterion, with chains like Brico Dépôt, Mr. Bricolage, But or Gifi.

Hard-pressed families adopt **a defensive attitude vis-à-vis retail chains**; in no way do the latter prompt them to unsettle their spending behaviour. These households mainly have loyalty cards rather than payment cards, thereby their engagement with retailers limiting as much as possible.



**74%** of hard-pressed families hold a store card  
France: 76%

**6.6** store cards are held per household on average.  
France: 6.8 cards

**30%** regard loyalty programmes as “mostly a good thing, that the customer is the winner”  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY OPENING UP NEW PROSPECTS

**Reassure:** These households are low wage earners and adopt a wait-and-see policy in managing their budget. Taking risks is out of the question for them, even if it means resorting to the good old “nest egg”. Although these families' circumstances are not always critical, retailers can get through to them by addressing their financial worries through a reasoned approach to spending, and by facilitating their consumption on a daily basis.

**Extend the range of possibilities:** first and foremost, hard-pressed families need support and guidance to relieve them of their daily burdens. But their state of tension prompts retailers to help them extend their spending habits to avoid the often sacrificial “no pain, no gain” principle. The gain in purchasing power is not confined to shopping for discounted products or frugal consumption. It can be based on other reflexes: barter, buying secondhand items, less functionality, etc., just some of the consumption alternatives that are not part of their habits but that nonetheless can be a real breath of fresh air.

**Create a bond:** these families, who are looking for ways of making their daily life easier, cannot afford to use soft services. So solidarity and mutual aid must be developed: childminding in turns, exchanging favours, sharing skills, equipment, etc., are just some of the ways of creating bonds and local connections to make life easier at a lower cost.





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Rural families  
Teenagers in the household  
Planning  
Building up and  
Fructifying capital  
Local integration  
Connected  
Discovery

# CONSERVATIVE SPENDERS

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# WHO ARE THE CONSERVATIVE SPENDERS?

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Archetypes of **the mainstream family** in the last century, conservative spenders make up only a small proportion of the population.

Living in **rural areas** and villages, these households are mostly **home owners** and enjoy financial security. Their income and capital are higher than the population as a whole, a factor of **stability** for these unadventurous families.

The older teenagers in their household are a drain on their resources, thereby making their **affluence quite relative. Used to planning ahead**, they sometimes need to incur debts but regard credit not as an expense but rather as an investment for funding a project and building up or growing their capital.

Attached to their comfortable homes, they use the **Internet** to inform themselves, communicate and spend without for all that leaving their den. This channel is also perceived as an **ally in their daily race against time**.

These families do not neglect services that help them free up time but are above all interested in services that help them consolidate their assets (**planning tools**). So according to this logic, they are often to be seen in DIY, gardening, decoration, car equipment, sports equipment stores, etc., to maintain their property.



In France, conservative spenders represent 4% of households

# DRIVERS OF CONSUMER SPENDING

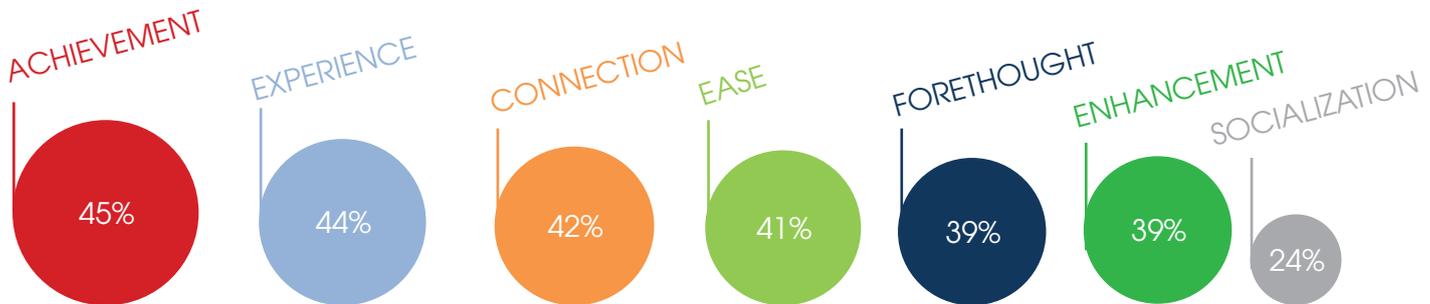
## WORTH NOTING

### LOCAL EXPERIENCES

Partial to services, the conservative spenders have **a diverse and atypical range of expectations**. They are thus drive by four very similar drivers: **ACHIEVEMENT**, **EXPERIENCE**, **CONNECTION** and **EASE**.

These drivers perfectly illustrate the **transitional period** these families experience. After years spent with their family and now that their children have grown up, they have more time for an enriching and fulfilling social life (Experience), for new projects and for setting themselves personal challenges (Achievement). Sports fans and lovers of thrilling sensation, they tend to prefer activities than help them **integrate into the local community**.

Feeling they have modest means, they are also interested in services that **save them money on a daily basis**.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### WHEN TEENAGERS LINGER

This group resembles the **“conventional” family** model: parents mostly over 50, married, with children still living at home but often older teenagers or young adults, living in rural areas and spacious homes more than 90 m<sup>2</sup> in floor area (81%). Conventional too in their housing. 79% of these families are **home owners** ... a choice facilitated by the fact that the head of the household is in work (90%).

And yet, many of them have experienced a **work-related life event** in the year (22% vs 15%), namely a period of unemployment or simply a career move.



Married/Cohabitation  
**94%** France: 57%

50-64 year-olds  
**56%** France: 27%

At least 1 child (15-21) in the household  
**81%** France: 12%



Home  
**83%** France: 56%

Home owners  
**79%** France: 59%

Rural dwellers  
(under 5,000 inhabitants)  
**44%** France: 29%



Average income per SU  
**€1,574** France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### RESPONSIBILITIES THAT TAKE UP TIME

Pushed for time, like all **busy families with dependent children**, traditionalist families also bear the burden of older teenagers living at home.

**Higher education or leaving home**, all conservative spenders have experienced such an event for their children during the year. Juggling with searches for accommodation for their children, moving them in and setting them up, not to mention red tape, no doubt that their feeling of time pressure tends to be accentuated.

Along with wealthy and influent families, conservative spenders have the biggest homes (over 120 m<sup>2</sup> on average), **so upkeep of their homes** also eats into their time.



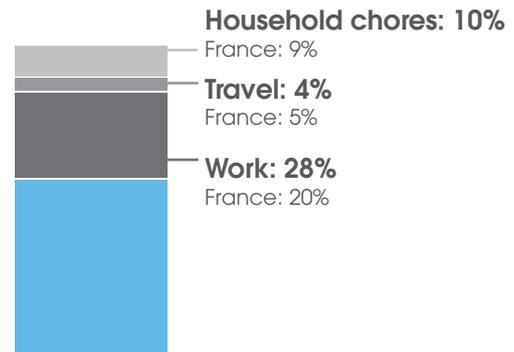
**60%** conservative spenders feel they are under time pressure.  
France: 45%

**TIME CONSTRAINTS: 42%**

France: 34%

**FREE TIME: 58%**

France: 66%



# AFFLUENCE

## WORTH NOTING

### GRAFTER FAMILIES

Despite their above-average income and given their family structure, conservative spenders feel the weight of their committed expenditure on their monthly budget. These families have to make a trade-off between their real needs and their desires according to their **family commitments**.

Although some of them are from a working-class background (30% vs 16%), over time these households have managed to become **home owners**.

Having significantly more capital than the French average (€218,000 against €140,000), this is an additional source of income and the benefits they receive also help them supplement their income.



**54%** of conservative spenders feel comfortably off.  
France: 49%

- Monthly income: **€3,597**  
France: €2,552
  - Committed expenditure: **€2,121**  
France: €1,541
  - Monthly savings: **€248**  
France: €177
- Disposable income: €1,228**  
France: €834

Committed expenses

**59%**

Savings  
**7%**

Disposable income  
**34%**

→ A disposable income that meets the needs of all the family.

# NEW USES

## WORTH NOTING

A NEW FORM OF CONSUMPTION STIMULATED BY THE YOUNGER GENERATION ...

Conservative spenders are gradually embracing **new paths to purchase**. Still behind wealthy and influent families or time/cash strapped families, they nonetheless understand the benefits of these practices in terms of budget and time. No doubt that this situation changes under the influence of their older teenagers still living at home.



**21%** use **Click & Collect** for their food shopping France: 15%

**82%** have already done research online before buying in-store. **(ROPO)** France: 66%

**57%** have already done research in-store before buying online. **(Showrooming)** France: 44%

...JUST LIKE COLLABORATIVE CONSUMPTION

Conservative spenders don't often seek to take advantage of the financial and other opportunities offered by C2C buying and selling. On the other hand, they gladly engage in car sharing (24%), no doubt a habit endorsed by the young adults in the household.



**52%** buy or sell on C2C sites. France: 48%



**26%** make use of car, bike or ride sharing France: 16%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### BENEFIT FROM GOOD INTERNET DEALS

Prominent among the Erratic Shoppers, conservative spenders follow on the heels of leader and time/cash strapped families in their digital behaviour. **83%** are **online purchasers** and **purchase on 4 sites on average every year**.

With teenagers living at home, they have quickly become well-informed buyers and **27% of them use PayPal** to pay for their online purchases.

As over half of them do not feel comfortably off, the Internet is an excellent way of **saving time but more importantly money**.



#### Resolutely Offline

**1% of conservative spenders** against 12% France



#### Pure Surfers

**16% of conservative spenders** against 26% France



#### Erratic Shoppers

**61% of conservative spenders** against 45% France



#### E-Shoppers

**22% of conservative spenders** against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

### EQUIPPED HOUSEHOLDS...

Amply equipped with digital devices, good family appreciate their convenience for shopping and for easier communications with their close relatives.

Engaged in the digital revolution through their teenage children, they form a **group that has yet to be won over and guided in these new practices.**



**99%** Internet  
France: 88%



**68%** Tablet  
France: 44%



**85%**  
Smartphone  
France: 58%

### ... WHO HAVE TAKEN THE LEAP INTO SOCIAL MEDIA

Conservative spenders have joined social networks. Once again, the influence of teenagers in the home is felt. Their use mirrors that of young suburbanites as the heaviest users of Snapchat (29% vs 8%) or Instagram (16% vs 7%).



**78%** of conservative spenders are registered members of social networks.  
France: 60%

**21%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

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## WORTH NOTING

### CLOTHING AND ACCESSORIES AND HOME IMPROVEMENTS

Mostly over-represented in all spheres of consumption, conservative spenders have also **embraced E-commerce**. Their spending is varied, with sports and the home topping the list.

At the heart of consumption, they are the biggest holders of store cards. 80% of them have a pure loyalty card (vs 70%) and 45% a retailer's payment card (vs 29%). On the other hand, they don't collect cards randomly. Wealthy and influent families hold the record for the number of cards held.

if they choose to use store cards, it is primarily because they consider themselves winners.



**87%** of conservative spenders hold a store card  
France: 76%

**7.9** store cards are held per household on average.  
France: 6.8 cards

**46%** regard loyalty programmes as "mostly a good thing, that the customer is the winner"  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY HELPING THEM PREPARE THEIR LIFE TOGETHER

**Modernize:** with teenagers adept at digital technology, conservative spenders are receptive to it but have not yet taken the leap themselves. Banking on their teenage children, who represent a veritable vector for passing on new technology-related services, can prove to be a winning strategy.

**Make provision for special moments of life:** these families will for a short period have to manage their children's transition into adulthood, as they approach retirement age. To help them face the future serenely, they need to be guided through these decisive turning points by helping them optimize their finances.

**Rediscover their spending power:** with these impending changes, these households will also be able to spend just for their own pleasure. Services should thus help them prepare for this near future with the aim of controlling their budget.

**Expand their network:** more particularly in the local communities they trust. Their spending can be optimized through networks and the connections they can make locally, for instance by encouraging them to source their food from local producers or even by creating their own community of consumers.





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Rural couples  
Higher-income groups  
Affluence  
Forecasts of pleasure  
Self-centred spending  
Very connected  
Experience  
Esteem

# THRIVING MIDDLE-AGERS

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# WHO ARE THE THRIVING MIDDLE-AGERS?

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It is as a **couple** that these households make the most of their existence. In work, childless and home owners, they appreciate the **wide open spaces** and often settle in rural areas or small towns.

With steady resources, their income and capital are higher than the population's average. Their **affluence** is nonetheless very **discreet**.

Even though they like to treat themselves, their financial choices and budgetary trade-offs are still **rational**: building up their property assets before switching to more diversified savings.

**Open to discovery**, new activities and technology, these consumers have no economic constraints and **deny themselves nothing**. They thus make daily use of the **Internet**, which they consider as a means of differentiation and consumption.

Centred on themselves and their friends and relatives, there is little room for others in their world. Their purchases focus on **adding value to their capital**, both material (house and garden) and immaterial (fashion, beauty, sport).

Conscious of their potential, these households want to be acknowledged and **assisted in their development**. In terms of services, they are thus receptive to those that offer discovery and surprise or that boost their ego.



In France, thriving middle-agers represent 7% of households

# DRIVERS OF CONSUMER SPENDING

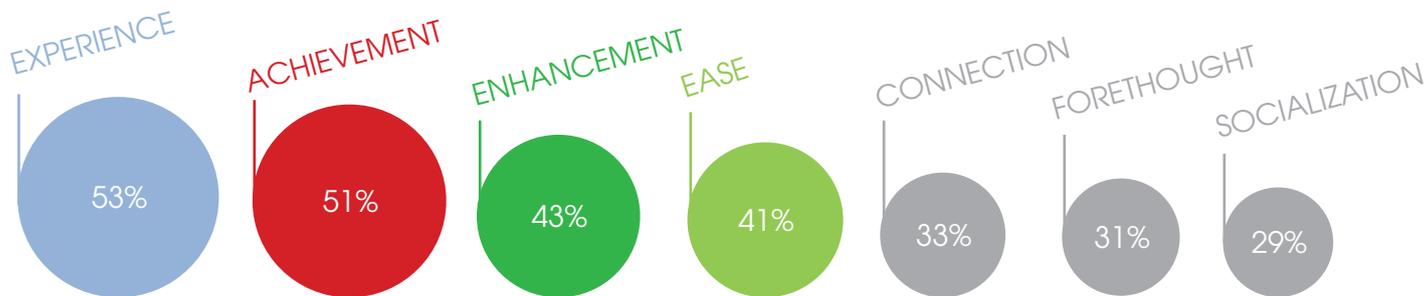
## 📍 WORTH NOTING

IN SEARCH OF REWARDING EXPERIENCES!

Slightly keener than the average consumer, thriving middle-agers are receptive to four drivers of consumer spending, **EXPERIENCE** being the main one.

Settled for the long term and having few or no dependent children, they appear to live life to the full. **Hedonistic**, their aspirations also revolve around the search for pleasure and novelty.

Proud of their achievements, they also want to be **acknowledged by their peers** and as such are motivated by the **ACHIEVEMENT** and **ENHANCEMENT** drivers.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### LIFE AS A COUPLE

**Well-to-do**, it's the Dolce Vita for these settled couples, well integrated occupationally.

Their **children are not yet** a constraint (30% are between 25 and 34 and childless) or **no longer** a constraint.

This enables them to profit from their home (65% have a home with more than 90 m<sup>2</sup>), which they **own** (71%). The lifeblood of the local economic and social fabric, these couples revitalize rural areas and do not generally live in Greater Paris (8% vs 16%).



Married/Cohabitation  
**95%** France: 57%

50-64 year-olds  
**45%** France: 27%

No children living at home  
(under 15)  
**100%** France: 76%



Home  
**74%** France: 56%

Home owners  
**71%** France: 59%

Rural dwellers  
(under 5,000 inhabitants)  
**43%** France: 29%



Average income per SU  
**€2,206** France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### LITTLE IDLE TIME

Albeit active but with no children living at home, the thriving middle-agers should feel less under time pressure than families with children.

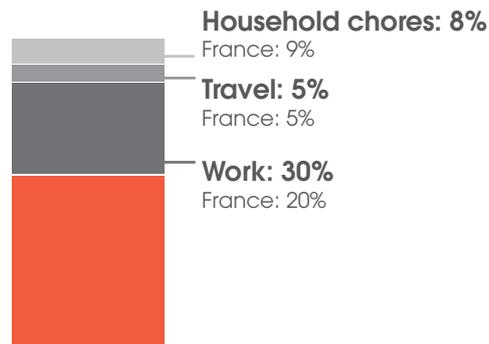
But that is not always the case: 68% of thriving middle-agers say they are under time pressure. Like the young urbans on the move, their **lifestyle, centred on personal and professional self-achievement**, undoubtedly accounts for this. Their working hours (much longer than the French average) and their many activities leave little room for idle time.



**68%** of thriving middle-agers feel they are under time pressure.  
France: 45%

**TIME CONSTRAINTS: 43%**  
France: 34%

**FREE TIME: 57%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### A SAFE INVESTMENT

With a monthly income among the highest of the population, the disposable income of these couples is very **comfortable**.

With **significantly more capital than the average** (€190,000 against €140,000), they have additional sources of income that make them particularly well-off households, just like the wealthy and affluent families. Like the conservative spenders, over time they have realized their dream of becoming **home owners**. Moreover, 11% of them also own a second home.

Despite this financial comfort, they remain **rational and cautious**. 89% of them (against 76%) **continue to save**; and their savings are significant and diversified.



**64%** of thriving middle-agers feel comfortably off.  
France: 49%

- Monthly income: **€3,517**  
France: €2,552
  - Committed expenditure: **€2,038**  
France: €1,541
  - Monthly savings: **€300**  
France: €177
- Disposable income: €1,179**  
France: €834

Committed expenses

**58%**

Savings  
**9%**

Disposable income  
**33%**

→ Very comfortable disposable income for these couples without children.

# NEW USES

## WORTH NOTING

### THEY ARE ENGAGING WITH NEW PATHS TO PURCHASE

Once again, thriving middle-agers follow on the heels of wealthy and influent families and time/cash strapped families regarding new practices. Click & Collect, ROPO, or Showrooming are part of their consumption patterns as **ways of time saving**.



**28%** use **Click & Collect** for their food shopping France: 15%

**81%** have already done research online before buying in-store. (**ROPO**) France: 66%

**53%** have already done research in-store before buying online. (**Showrooming**) France: 44%

### THEY PREFER SHORT DISTRIBUTION CHANNELS TO C2C

On the other hand, with no children living at home and with a comfortable income, these households are not the preferred target of C2C commerce.

Caring about their health and well-being, they use short circuits and **buy directly from producers**.



**46%** buy or sell on C2C sites. France: 48%



**35%** purchase directly from local producers. France: 31%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### SHOPPING ONLINE TO SAVE TIME, SHOPPING IN-STORE TO TREAT THEMSELVES

With **95% of online purchasers** buying on average on **4 different sites** a year, thriving middle-agers are classified as Erratic Shoppers, just like nest-builder families.

They are not as keen as wealthy and affluent families among E-Shoppers (despite their high income) because they don't forego **"conventional" shopping for pleasure**. They regard in-store shopping in a different light from online shopping. While e-commerce **saves them time**, bricks-and-mortar stores satisfy their hedonistic aspirations by offering them an **experience and pleasure**. And what's more, unlike wealthy and affluent families with children, thriving middle-agers can allow themselves the luxury of shopping sprees without any constraints.

But they are no less well-informed online buyers for all that, with 26% of them using PayPal payments.



#### Resolutely Offline

**1% of thriving middle-agers** against 12% France



#### Pure Surfers

**4% of thriving middle-agers** against 26% France



#### Erratic Shoppers

**66% of thriving middle-agers** against 45% France



#### E-Shoppers

**29% of thriving middle-agers** against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

### EQUIPPING ONESELF TO STAND OUT ...

Having more digital devices than the average, they are in the habit of using the Internet. 80% of them have a **smartphone**, which is also a status symbol for them.



**99%** Internet  
France: 88%



**65%** Tablet  
France: 44%



**81%**  
Smartphone  
France: 58%

### ... AND SHARE ON SOCIAL MEDIA

If thriving middle-agers are found on social media, Facebook in particular, we note that these networks are part of their everyday life, as they use 2 of them on average.

Moreover, albeit very engaged with the brands, they are not particularly inclined to give an opinion on them.



**75%** of thriving middle-agers are registered members of social networks.  
France: 60%

**16%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## 📍 WORTH NOTING

### SPENDING FOR PLEASURE CENTRED ON WELL-BEING

Thanks to their high income, thriving middle-agers **spend without restraint**. Privileged but connected to reality, they may consider superfluous purchases but tend to remain vigilant. They often shop in retail chains like Camaïeu or Etam, but also in department stores like Galeries Lafayette when they feel the urge.

Connected households, **keen on e-Commerce**, they are strongly drawn to peer-to-peer sites, which satisfy their desire for spending for pleasure.

Being over-represented in all retail sectors, they naturally **hold more store cards** than average. However, they don't hold as many as wealthy and influent families or even conservative spenders. Maybe the thriving middle-agers **don't really see any advantage in having so many**. Fewer of them believe they are winners when they join loyalty programmes (40% vs 46% for the traditionalists).



**83%** of thriving middle-agers hold a store card  
France: 76%

**8.2** store cards are held per household on average  
France: 6.8 cards

**40%** regard loyalty programmes as "mostly a good thing, that the customer is the winner"  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY RECOGNIZING THEIR POTENTIAL

**Diversify their capital:** guide them in their forthcoming significant moments of life by offering them services enabling them to grow their capital (diversified savings, wealth management, etc.) and, for some of them, insure themselves against the risks inherent in ageing.

**Preserve and enhance their capital:** as they have no financial constraints, thriving middle-agers take good care of their home, which for them is a significant marker of social status. Moreover, as they have several cars and use them on a daily basis, they represent a target of choice for all car services or even for connected cars.

**Cultivate their appearance:** these couples attach much importance to their image. While they may spend a lot on their homes, they set some of their budget aside for their health and beauty. Coaching services relating to sports, nutrition or fitness are particularly appreciated.

**Recognize their status:** their liking for novelty, combined with the time and money they have to spend, allows them to act as promoters of innovation in local life. Not only do they need to have singular and upmarket experiences, they also need to be offered an alternative and innovative way of spending their money, for instance through crowd-funding projects or peer-to-peer financing.





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Couples without  
dependent children  
Nearing retirement  
or retired  
Reasoned spending  
Connected  
Preservation

# COUNTRY SMARTS

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# WHO ARE THE COUNTRY SMARTS?

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**Retired** or nearing retirement, these households live in rural areas or in medium-sized towns. Many of them have realized their dream of becoming **home owners** and have sacrificed everything to achieve that.

These individuals have shown themselves to be **reasonable** all their life, leading a tranquil existence, with no great ambition but trying constantly to protect themselves sustainably from life's trials. Nowadays, many of them believe their **material circumstances to be average**. They are not fully satisfied with their income, even though their disposable income is above-average, and by and large they are **not afraid** of the future.

Moderate spenders, these households shop for their food in **hard discount stores**, and **DIY** is a way of enhancing their property; a gainful leisure activity all in all.

Characterized by a form of popular wisdom, these young pensioners are no less **open to modernity** for all that and refuse to be outmatched. The web and smartphones have gradually become part of their everyday life and are beginning to dictate their shopping behaviour.

With moderate needs, they have no particular expectations in terms of services but nonetheless show interest in **contingency insurance**, caring for their close relatives, or **socialization**, in order to consolidate their local roots.



In France, country smarts represent 7% of households

# DRIVERS OF CONSUMER SPENDING

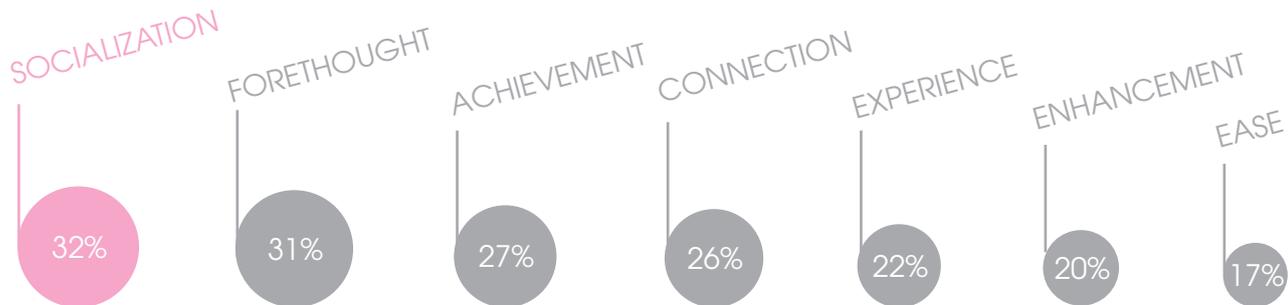
## WORTH NOTING

### PROMOTE SOCIAL COHESION

Country smarts have no great expectations in terms of services. In spite of everything, they tend to favour **SOCIALIZATION** and **FORETHOUGHT** drivers.

These customers also want to **integrate better into local life**. They want to put roots down in their district, through associations or by shopping in local convenience stores.

They primarily look for long-term **planning tools** to avoid being dependent on their family in the future. They do not regard spending as a means of self-achievement.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### YOUNG PENSIONERS

This group demonstrates another facet of the middle classes.

**Predominantly retired** (67%) or nearing retirement (89% are aged between 50 and 64), these couples have **no children living at home** any more. However, 9% of them still have teenagers or young adults at home.

Owning their home has been one of their priorities. Two thirds of them **own a home**. They are reasonable, have invested their capital in property and are getting ready to make the most of it as they near retirement.



Married/Cohabitation  
**86%** France: 57%

50-64 year-olds  
**89%** France: 27%

No children living at home  
(under 15)  
**100%** France: 76%



Home  
**79%** France: 56%

Home owners  
**78%** France: 59%

Rural dwellers or medium-sized  
towns under 100,000 inhabitants)  
**60%** France: 52%



Average income per SU  
**€1,767** France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

TAKE THE TIME TO CARE FOR ONE'S HOME

**38% of country smarts feel unburdened by economic or time constraints.** A lack of time does not seem to be the main concern of these early retirees. On the contrary, they have time to spare.

Still in full possession of their faculties, they take pleasure in **looking after their home**. Along with the comfortable seniors, they spend most of their time on household chores.



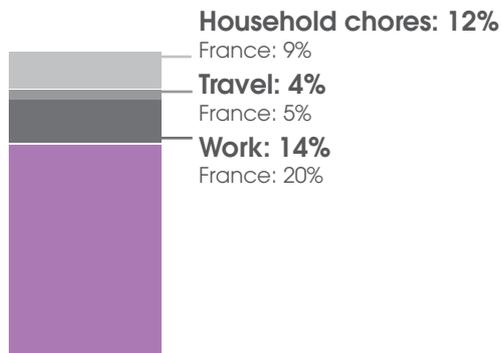
**31%** of country smarts feel they are under time pressure  
France: 45%

**FREE TIME: 70%**

**TIME CONSTRAINTS: 30%**

France: 34%

France: 66%



# AFFLUENCE

## WORTH NOTING

### SECURITY, IN MODERATION

Despite their above-average disposable income, half of country smarts feel they have financial constraints. Their generation is part of the consumer society and they often feel **frustrated** because they can no longer spend as much as in the past.

Preferring the present time, they **save less regularly** but often large amounts. During their working life they have been able to build up capital now amounting to €184,000 (vs €140,000).



**55%** of country smarts feel at ease with their income.

France: 49%

- Monthly income: **€2,746**  
France: €2,552
- Committed expenditure: **€1,539**  
France: €1,541
- Monthly savings: **€209**  
France: €177

**Disposable income: €998**  
France: €834

Committed  
expenses

56%

8% Savings

Disposable  
income  
36%

→ A comfortable disposable income enabling them to profit from their early retirement

# NEW USES

## WORTH NOTING

### NEW USES GRADUALLY TAKE HOLD...

Albeit about average concerning ROPO or even Showrooming, the only practice they do not appear to embrace is Click & Collect. That seems obvious, because they have time on their hands and they regard consumption primarily as a vector of socialization.



**6%** use **Click & Collect** for their food shopping France: 15%

**64%** have already done research online before buying in-store. **(ROPO)** France: 66%

**40%** have already done research in-store before buying online. **(Showrooming)** France: 44%

### ... BUT THEY HAVE DIFFICULTY EMBRACING C2C

While certain country smarts engage in C2C (41%), it is far from being endorsed.

On the other hand, having grown up in consumer society, they tend to favour well-being and the provenance of products, doing their food shopping mostly through **short distribution channels and favouring fair trade.**



**41%** buy or sell on C2C sites. France: 48%



**35%** purchase directly from local producers. France: 31%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### ONLINE SHOPPING? WHY NOT?

Unlike their peers (active elders and comfortable seniors), the younger country smarts are relatively **receptive to the discovery** of new technologies and the benefits they can derive from them.

Over-represented among the **Pure Surfers**, they are still **cautious** about purchasing online. **60% of them are nonetheless online purchasers.**

To sum up, a group at the learning stage that could in future be able to internalize Internet-related practices in its path to purchase.



#### Resolutely Offline

7% of country smarts  
against 12% France



#### Pure Surfers

33% of country smarts  
against 26% France



#### Erratic Shoppers

48% of country smarts  
against 45% France



#### E-Shoppers

12% of country smarts  
against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

OWNERSHIP OF DEVICES BY AND LARGE WITHIN THE NORM...

Mostly having Internet access, just like the rest of the French population they own tablets (nearly half the households now have one). For them it is a way of **moving with the times**.

And yet, they use their smartphones or tablets much less than the population as a whole that owns such devices.



**93%** Internet  
France: 88%



**47%** Tablet  
France: 44%



**53%** Smartphone  
France: 58%

... AND LIMITED USE OF SOCIAL MEDIA

Although they favour the web as an **information channel** or **communication channel**, their presence on social media is below average. Only half the country smarts have subscribed. No doubt prompted to use them by their children who have now left home. One can but hope that these country smarts continue to follow the trend now that their "birds have left the nest".



**52%** of country smarts are registered members of social networks.  
France: 60%

**17%** of registered members often give their opinion about products or services on social media  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### FOCUS ON DIY

Moderate spenders, these country smarts **adapt little by little to online purchasing**, albeit still below average. On the other hand, like their fellow creatures (active elders or comfortable seniors), they are still attached to **certain traditional mail-order retailers**.

Living in rural areas, they tend to prefer **hard discount outlets** and **superstores** for their food shopping. **DIY and gardening** are hobbies they willingly engage in, being avid consumers in this sector.

They hold store cards like all households, especially those of food, DIY and gardening chains. However, fewer of them than average consider themselves winners in loyalty programmes.



**77%** of country smarts hold a store card  
France: 76%

**6.9** store cards are held per household on average  
France: 6.8 cards

**32%** regard loyalty programmes as “mostly a good thing, that the customer is the winner”  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY PREPARING THEIR RETIREMENT WITH THEM

**Envisage:** early retirees or nearing retirement, these country smarts are looking for a new “pastime” that can replace their work. The aim is to keep them active after their retirement. So you need to anticipate this turning point with them.

**Guarantee:** guided by a logic of preservation and contingencies, these households refuse to be dependent on their close relatives. They want to maintain their standard of living and capital and improve their property, for instance by taking out a home improvements loan.

**Boost confidence in digital technology:** most of them have an Internet subscription but are not yet regular online purchasers. So they need to be guided, made more confident in new technologies by reassuring them as to the potential risks so that they become more connected.

**Expand their experience of spending locally:** as most of them have embraced “eco-friendly” practices and responsible consumption, they now represent a target for new consumption patterns. Very involved locally, and mostly already using short distribution channels and fair trade, the idea is to encourage them to continue the experience and become regular consumers.





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Retired or non-working  
Unmarried  
Urbanites  
Tight budget  
Isolation  
Ignoring new technologies  
Socialization

# ACTIVE ELDERS

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# WHO ARE THE ACTIVE ELDERERS?

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Most **active elders** are over fifty. They live alone, often after a life path marked by **family break-ups**.

Retired or non-working, they have little capital and still **rent their homes**. Very predominantly **city dwellers**, for them the city is a bastion against isolation.

At times forced to resort to overdrafts to meet everyday needs, they mostly say they are **struggling financially** and their needs are hard to anticipate.

However, in their spending they do not search for bargains. Unfamiliar with and mistrustful of new technologies, these households don't generally have **digital devices** and take little advantage of the benefits of the Internet or the peer-to-peer economy.

Their age leads them to shop in **local food outlets**, which are costly but which they are historically fond of. In other respects they are part of those households that spend less.

Mostly isolated, for them spending is above all a vector of **SOCIALIZATION**, enabling them to become integrated locally through new encounters. In a nutshell, maintain an active social life.



In France, active elders represent 11% of households

# DRIVERS OF CONSUMER SPENDING

## WORTH NOTING

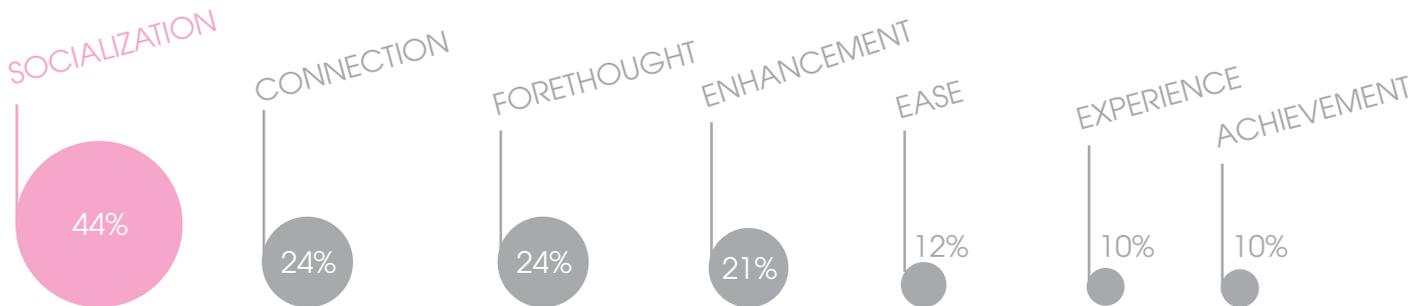
CREATE SOCIAL COHESION, THE ONLY SERVICE-CENTRIC ASPIRATION OF THESE LONERS

Representing a **generation of seniors that generally shuns services**, active elders tend to **favour the SOCIALIZATION** driver.

Very attached to local life, spending for them is a **way of integrating** meeting new people and staying in touch. These customers prefer to shop every day so that they can chat with shopkeepers.

Actively involved in the local community, this population is readily available and wishes to help out.

Whereas the other older segments favour Contingency insurance, the **low income** of active elders makes them **less interested in related services**.



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### SOLITARY HOUSEHOLDS

This group of **singles**, nearing or already in retirement, have experienced **a family break-up**.

**Mostly rent-payers**, their life path has not enabled them to build up property assets. Most of them have homes sized according to their needs. 57% of them live in homes **under 60 m<sup>2</sup> in area**.

They are predominantly city dwellers: 38% of them live in towns of 100,000 inhabitants or more, and 27% live in Greater Paris. Their living environment is their reference point, a way of preserving daily habits and rituals.



Single or divorced

**88%**

France: 35%

Over 65 years

**57%**

France: 30%

No children or teenagers living at home

**100%**

France: 69%



Flat

**83%**

France: 42%

Tenants

**73%**

France: 39%

City dwellers (over 100,000 inhabitants or the Paris region)

**65%**

France: 48%



Average income per SU

**€1,445**

France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### REVIVING SOCIAL COHESION

Although they contend with budgetary difficulties, these single households don't really **feel under time pressure**. This is a reality: their commitments only take up 25 hours a week.

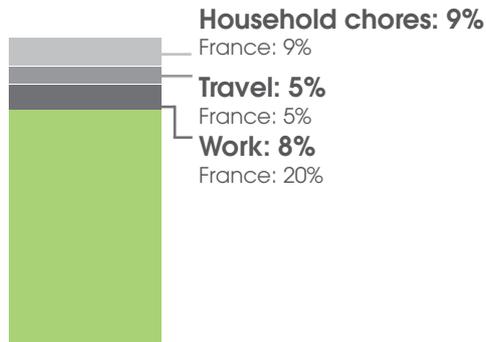
As nearly all of them are inactive, these households are not weighed down by work. With modestly sized homes, they don't need to devote much time to household chores.



**16%** of active elders  
feel they are under time  
pressure  
France: 45%

**TIME CONSTRAINTS:**  
**22%**  
France: 34%

**FREE TIME: 78%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### REAL FINANCIAL DIFFICULTIES

Active elders have **financial constraints**. They have relatively little disposable income to spend on their everyday needs and provide for all contingencies. These **retirees or early retirees** are fully aware of this reality. 70% of them say they are ill at ease with their income.

The consequence of circumstances that could be described as **precarious**, nearly four out of 10 active elders live in social housing (vs 16%).

The proportion of savers amongst them (56% vs 76%) is significantly below the French average, and when they do save, they only save small amounts. Furthermore, their circumstances have prevented them from building up significant capital, which is well below average (€55,000 vs €140,000).



**70%** of active elders do not feel comfortably off.

France: 51%

- Monthly income: **€1,451**  
France: €2,552
- Committed expenditure: **€924**  
France: €1,541
- Monthly savings: **€64**  
France: €177

**Disposable income: €463**  
France: €834

Committed expenses

**64%**

Savings  
**4%**

Disposable income  
**32%**

→ Relatively little disposable income, not enough to plan for contingencies

# NEW USES

## WORTH NOTING

THEY REJECT NEW INTERNET-RELATED USES...

Not needing to buy time, **they don't see the benefits they could derive** from practices like Click & Collect, ROPO or Showrooming in their paths to purchase. Once again, it is their **need for contact and social cohesion that prevails**.



**1%** use **Click & Collect** for their food shopping France: 15%

**29%** have already done research online before buying in-store. (**ROPO**) France: 66%

**14%** have already done research in-store before buying online. (**Showrooming**) France: 44%

... BUT TAKE AN INTEREST IN FAIR TRADE

Impervious to digital technology and mostly living alone, C2C buying and selling does not appeal to them, notwithstanding their low income.

On the other hand, **heedful of ecological concerns**, they tend more to shop for fair trade products, even though they cannot afford to do so on a regular basis.



**35%** buy or sell on C2C sites. France: 48%



**40%** buy fair trade products.

France: 31%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### MISTRUSTFUL OF ONLINE PURCHASING

**80% of active elders do not shop on any web site.**

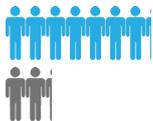
With the highest proportion of **Resolutely Offline** in the population, like the lonely but self-sufficient, they illustrate a generation that grew up before the Internet revolution and continues to evolve in parallel to it.

Although they gradually discover the opportunities of e-commerce, they are still **attached to traditional modes of consumption**. Brick-and-mortar stores are for them a veritable **vector of socialization** and daily occupation.



#### Resolutely Offline

**38% of active elders**  
against 12% France



#### Pure Surfers

**42% of active elders**  
against 26% France



#### Erratic Shoppers

**18% of active elders**  
against 45% France



#### E-Shoppers

**2% of active elders**  
against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

A NON-CONNECTED GROUP...

**Mistrustful of and uninterested in the virtual world**, these households are **the least well-equipped and connected** group of the population.



**62%** Internet  
France: 88%



**13%** Tablet  
France: 44%



**20%** Smartphone  
France: 58%

... NOWHERE NEAR SOCIAL MEDIA

Along with the lonely but self-sufficient, the active elders are among the French people who are least receptive to social media. On the other hand, when they take the plunge, they see in them an opportunity to end their isolation (they are on 2 networks on average).



**30%** of active elders are registered members of social networks.  
France: 60%

**20%** of registered members often give their opinion about products or services on social media. France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### PERSONAL RELATIONSHIPS MATTER MORE TO THEM THAN THE RETAILER RELATIONSHIP

With a low disposable income, active elders are frugal **spenders**.

Very urban, they use city centre outlets like Franprix, Carrefour City or even Leader Price, in France. Apart from food shopping, only **mail order retailers** like Daxon or Blanche Porte find favour with them.

Direct contact with shopkeepers is for them the only type of retailer relationship they wish to engage in. Loyalty cards and programmes are of little interest in their eyes. Three quarters of them think that their benefits are minimal or even that the customer loses out.



**62%** of active elders hold a store card  
France: 76%

**4.3** store cards are held per household on average  
France: 6.8 cards

**25%** regard loyalty programmes as “mostly a good thing, that the customer is the winner”  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY EXPANDING THEIR NETWORK

**Cultivate the community fabric:** active elders, who are primarily elderly or non-working, need to be offered a variety of artistic, cultural or other activities to occupy their free time and enrich their social life. The aim is to create bonds and get them out of their flat.

**Relieve their financial burden:** as they have few financial resources, they need to be offered solutions combining their need for commitment, activity and restored spending power.

**Lighten their everyday burdens:** this involves creating the conditions for their “concerted” engagement with the brands they trust. Promoting the economy of use with these people could help them lighten their everyday burdens. Indeed, besides the financial gain, their days would be occupied with barter, selling and buying, sharing and hiring.

**Diversify their paths to purchase:** the aim is to simplify their paths to purchase in order to restore a close link, among other things by sending them signs of attention.





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Retired couples  
Living in the country  
Capital  
Peace and quiet  
Comfort  
Worries  
Getting connected  
Forethought  
Socialization

# COMFORTABLE SENIORS

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# WHO ARE THE COMFORTABLE SENIORS?

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Making up **15% of the French population**, this group of retirees, who live in rural areas or small towns, is an ageing population.

At times working their way up from nothing, this generation of “baby-boomers” have for a long time benefited from **continually improving living conditions**. Now retired, they feel that the times are changing and are well aware that this cannot continue.

In fact, in spite of their comfortable circumstances, many are **worried about the future**. And yet, not necessarily having experienced hardships, they continue to **enjoy spending**, characteristic of their generation. Not pressed for time, many of them readily potter in superstores to occupy themselves.

Equally, they **spend a lot of time in DIY and gardening outlets**. This is about occupying their spare time while at the same time taking good care of their capital.

**New technologies** do not inordinately appeal to them. While some of them have had some experience with them before retirement, this group has yet to be **won over**.

**Less attracted** by services than the average, these over-fifties are nonetheless particularly partial to **contingency insurance** services. These households are well aware that their circumstances are not improving and thus want to **anticipate risks** to avoid becoming dependent on their relatives.



In France, comfortable seniors represent 15% of households

# DRIVERS OF CONSUMER SPENDING

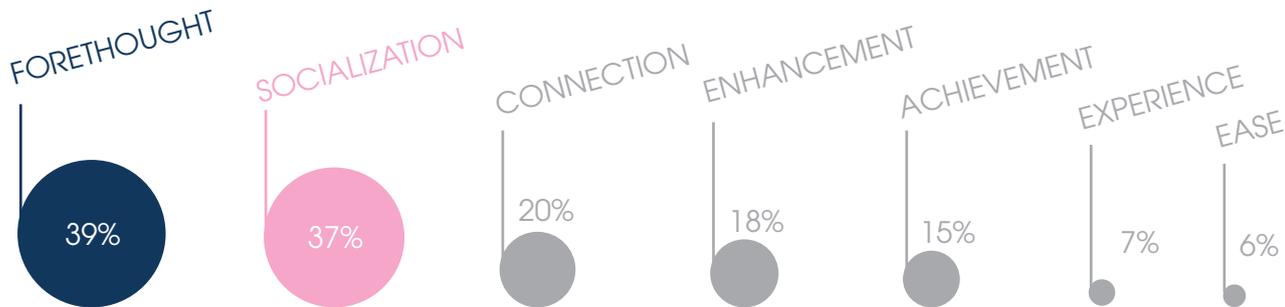
## WORTH NOTING

### PROTECT ONESELF AGAINST UNCERTAINTY

**Not very partial to services**, a fact symptomatic of their generation, and unlike the active elders and the lonely but self-sufficient, comfortable seniors favour **CONTINGENCY INSURANCE**.

Albeit cared for, they don't for all that want to become dependent on their next of kin and thus try at all costs to avoid the risks of life and plan ahead.

**This need for security prevails over the SOCIALIZATION** driver. This is observed among other things in their keen uptake of life insurance (55% vs 47%).



# SOCIO-DEMOGRAPHIC PROFILE

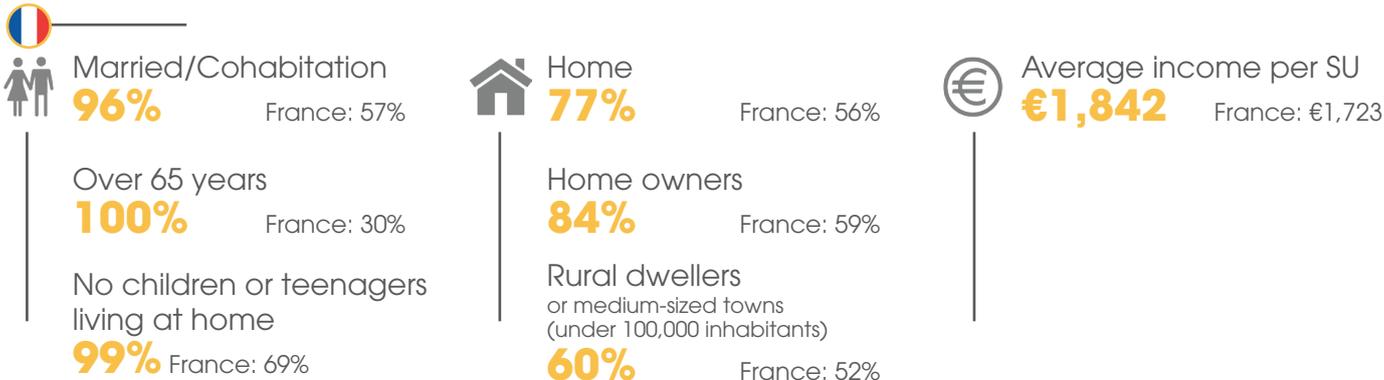
## WORTH NOTING

### WELL-OFF PENSIONERS

This group reflects **a generation now in retirement** that has **experienced little unemployment** and economic difficulties despite a relatively low yet common level of educational attainment in this age group.

Their working life has enabled them to become **home owners**, and even **acquire a second home** for 22% of them. Now without any dependent family, some may regard their **large living space** as a drawback 63% live in homes of over 90 m<sup>2</sup>.

These households are over-represented in **rural areas or small towns** and under-represented in Greater Paris and large metropolises.



Married/Cohabitation  
**96%** France: 57%

Over 65 years  
**100%** France: 30%

No children or teenagers living at home  
**99%** France: 69%



Home  
**77%** France: 56%

Home owners  
**84%** France: 59%

Rural dwellers or medium-sized towns (under 100,000 inhabitants)  
**60%** France: 52%



Average income per SU  
**€1,842** France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### REGAINED FREEDOM

They have financial constraints, nor do they have any time constraints. **58% of them feel unburdened** despite the fact that they are among those who spend the most amount of time on domestic chores.

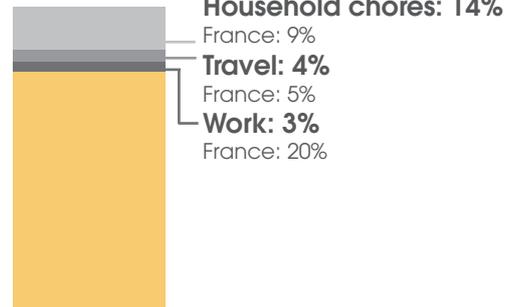
The time they spend looking after their homes is not felt as a constraint but rather as a way of adding value to and preserving their property.



**11%** of comfortable seniors feel they are under time pressure  
France: 45%

**TIME CONSTRAINTS: 21%**  
France: 34%

**FREE TIME: 79%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### SAVE TO PROTECT ONESELF

With an above-average disposable income, these retired couples have **no financial constraints**.

On the contrary, they continue to **save a lot** (29% save more than €300 a month), all the more so as they already have a **significant capital** (25% have more than €300,000).



**62%** of comfortable seniors feel comfortably off.

France: 49%

- Monthly income: **€2,815**  
France: €2,552
- Committed expenditure: **€1,420**  
France: €1,541
- Monthly savings: **€219**  
France: €177

**Disposable income: €1,176**

France: €834

Committed  
expenses

**50%**

Savings  
**8%**

Disposable  
income  
**42%**

→ A very comfortable disposable income that allows them to spoil their children and grandchildren.

# NEW USES

## WORTH NOTING

DEEP-ROOTED HABITS THAT ARE NOT CALLED INTO QUESTION ...

As for new paths to purchase, they are still mostly unreceptive to them. They have **got used to traditional consumption patterns**, which for them are a way of occupying their time and of developing social ties.



**2%** use **Click & Collect** for their food shopping France: 15%

**42%** have already done research online before buying in-store. **(ROPO)** France: 66%

**22%** have already done research in-store before buying online. **(Showrooming)** France: 44%

... WHICH CONFIRMS EMERGING FORMS OF SPENDING

Starting to use digital devices, they have not yet embraced C2C buying and selling. On the other hand, mindful of ecological concerns, they tend rather to buy fair trade products.



**32%** buy or sell on C2C sites. France: 48%



**35%** buy fair trade products France: 31%



# DIGITAL ENGAGEMENT

## WORTH NOTING

### A POPULATION YET TO WIN OVER

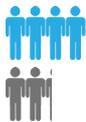
Not having embraced new technologies, comfortable seniors are few and far between among online purchasers. Indeed, **64% of them have never made a purchase on a web site** in the last 12 months.

If they are predominantly **Pure Surfers**, it is because the Internet is first and foremost a source of information, before they finalize their purchase in a sales outlet.



#### Resolutely Offline

**21% of comfortable seniors** against 12% France



#### Pure Surfers

**43% of comfortable seniors** against 26% France



#### Erratic Shoppers

**32% of comfortable seniors** against 45% France



#### E-Shoppers

**4% of comfortable seniors** against 17% France



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

HARD CORE USERS OF CONVENTIONAL MOBILES OR EVEN LANDLINE PHONES...

Comfortable seniors have **fewer digital devices** than the average French population. Over half of them (55%) own neither a smartphone nor a tablet. They nonetheless have mobile phones, 74% of them ordinary mobile phones. They are also tempted by an **Internet subscription**, but less so than the population as a whole.



**79%** Internet  
France: 88%



**30%** Tablet  
France: 44%



**30%**  
Smartphone  
France: 58%

... AND SOCIAL NETWORKS DO NOT INTEREST THEM

Although social networks would help them stay in touch with some of their family members, few comfortable seniors use them and their functionality. This phenomenon is a generational one. But they are obviously not a target for direct engagement for the brands: only 18% of them give their opinions regularly on social networks.



**33%** of comfortable seniors are registered users of social media.  
France: 60%

**18%** of registered members often give their opinion about products or services on social media. France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### DIY, GARDENING AND TRADITIONAL MAIL ORDER

Comfortable seniors are by and large frugal spenders, like other older targets. Two sectors however are an exception to the rule: **traditional mail order, and DIY and gardening**. Besides clothing and accessories, upkeep of the home is a recreational occupation for these households.

Due to their **geographical location**, they prefer **hard discount stores or supermarkets** for their food shopping, Intermarché coming first.

About average cardholders, comfortable seniors don't collect cards for all that. Fairly selective in their choice of cards, they have fewer than cardholders as a whole. Moreover, they **keep their distance from loyalty programmes**, and over two third of them consider that the benefits for the customer are minimal.



**75%** of comfortable seniors hold a store card  
France: 76%

**5.2** store cards are held per household on average  
France: 6.8 cards

**31%** regard loyalty programmes as "mostly a good thing, that the customer is the winner"  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY HELPING THEM PREVENT RATHER THAN CURE

**Partner them and anticipate:** in financial terms, comfortable seniors need advice on protecting their capital, on their future donations, legacies and the best investments. It is a question of preventing the risks of life so as not to be dependent on their close relatives and of sheltering them in times of need: illness, death, etc.

**Be reassuring:** comfortable seniors are fond of local convenience stores; maintaining this confidence will strengthen their local integration, generating consumption but also socialization. Supportive of local producers, their consumption includes an ethical and environmental dimension that needs to be encouraged.

**Make more secure:** it is a matter of making the everyday life of these seniors trouble-free by offering them solutions enhancing their comfort and security. To comfort their living environment, they need to learn about the new technology services that affect the areas they care most about (the connected home for instance).

**Add value:** these persons expect to be offered packages of services aimed at capitalizing on their purchases: training, guarantee, insurance, maintenance, renovation, trade-in, etc.





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Retired  
Widowers  
Comfortably off  
Isolated  
Reasoned spending  
Ignoring new technologies  
Socialization

# LONELY BUT SELF-SUFFICIENT

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# WHO ARE THE LONELY BUT SELF-SUFFICIENT?

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Mostly **in their sixties**, these individuals live alone in rural areas or small towns. **Home owners**, they are anxious to maintain the peace and quiet of their living environment. Nevertheless, as they are still driving, their **vehicle** offers them a form of freedom and helps them mitigate their isolation.

Mostly debt-free, their **financial independence** remains intact, which enables them to continue saving in a reasonable manner. Despite their unfettered budget, these elderly persons have few requirements and do not covet any particular goods.

What interests them in their spending is to have **a reason to get out of the house** and meet and interact with other people. They want to continue being part of society by living with others, notwithstanding their daily lack of company.

While some of them have understood that the Internet could help them break out of their isolation, they need to be continually **guided** in familiarizing themselves with the digital world. For the most part interested yet unengaged in digital technology, like the active elders they are among the **least well-equipped** households nowadays.

They also show **little interest in services**. Yet services will have more chance of appealing to them if they help them anticipate future life events (illness or dependence), or if they help them alleviate their loneliness.



In France, the lonely but self-sufficient represent 10% of households

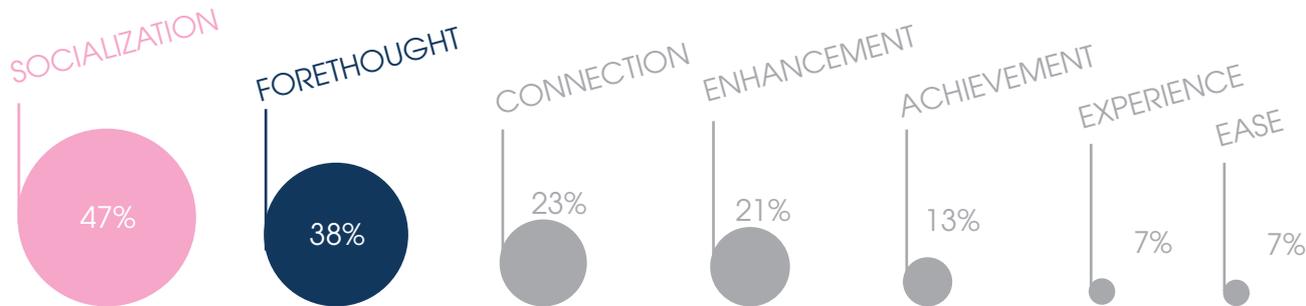
# DRIVERS OF CONSUMER SPENDING

## 📍 WORTH NOTING

BREAK A LONELY EVERYDAY EXISTENCE AND SECURE THE FUTURE

**Not partial to services**, the expectations of these one-person households in this area mainly focus on products that help them **break out of their isolation**, meet people and integrate into a local community.

Furthermore, these quite elderly persons attach great importance to services that help them **prevent life's accidents** and they are thus over-represented among life insurance policyholders (55% vs 47%) or nursing insurance policyholders (16% vs 8%).



# SOCIO-DEMOGRAPHIC PROFILE

## WORTH NOTING

### ISOLATED PENSIONERS

Independence is the challenge facing this group, characterized by their advanced age and loneliness following a **widowhood** (59%) or a **divorce** (33%).

These ageing persons are still **fully able to meet their needs**. Mostly pensioners (92%), they are **home owners** and sometimes own a second home.

These households are **over-represented in rural areas or small towns**. They seem to shun the anonymity of cities and want to preserve their local ties. 90% of them own a vehicle, which is a way of escaping from their isolation in the country.



Widowers

**59%**

France: 8%

Over 65 years

**84%**

France: 30%

No children or teenagers living at home

**100%**

France: 69%



Home

**73%**

France: 56%

Home owners

**81%**

France: 59%

Rural dwellers or living in medium-sized towns (under 100,000 inhabitants)

**61%**

France: 52%



Average income per SU

**€1,926**

France: €1,723

# RELATIONSHIP WITH TIME

## WORTH NOTING

### TIME ON THEIR HANDS

Lonely but self-sufficient are, in the French population, the households that have the fewest time constraints.

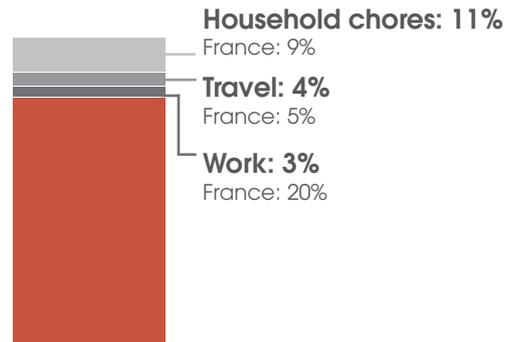
While the comfortable seniors spend some of their time looking after their homes, that is much less the case for the lonely but self-sufficient. Some of them no doubt feel the need to **have their assets managed**, as they can no longer do it themselves.



**9%** of the lonely but self-sufficient feel they are under time pressure  
France: 45%

**TIME CONSTRAINTS: 18%**  
France: 34%

**FREE TIME: 82%**  
France: 66%



# AFFLUENCE

## WORTH NOTING

### LIVING ALONE AND SAVING

These pensioners have neither financial nor time constraints. In full control of their income (retirement pension) and with low living expenses, they can make the most of their **disposable income**, which is **very sizeable** for single persons.

**Less spendthrift than the average**, most of them (68%) continue to save monthly, even in retirement.

Their average capital (€153,000) is slightly above average (€140,000). Moreover, **15% of them also have a second home**.



**53%** of the lonely but self-sufficient feel well-off.

France: 49%

- Monthly income: **€1,929**  
France: €2,552
- Committed expenditure: **€1,063**  
France: €1,541
- Monthly savings: **€144**  
France: €177

**Disposable income: €722**  
France: €834

Committed expenses

55%

Savings  
8%

Disposable income  
37%

→ A significant disposable income for these frugal spenders.

# NEW USES

## WORTH NOTING

THE DIGITAL ECONOMY WORKS WITHOUT THEM...

Elderly and not well-equipped, clearly new uses and changing paths to purchase do not concern this group. Their spending is almost exclusively devoted to meeting people and socialization.



**2%** use **Click & Collect** for their food shopping France: 15%

**32%** have already done research online before buying in-store. **(ROPO)** France: 66%

**17%** have already done research in-store before buying online. **(Showrooming)** France: 44%

... AS WILL C2C BUYING AND SELLING

It would appear to be obvious that they have no interest in buying or selling products online. As their spending focuses on the local community and on ethical concerns, it is hardly surprising that they take an interest in fair trade products or even those bought directly from local producers.



**32%** buy or sell on C2C sites. France: 48%



**38%** buy fair trade products. France: 31%



# DIGITAL ENGAGEMENT

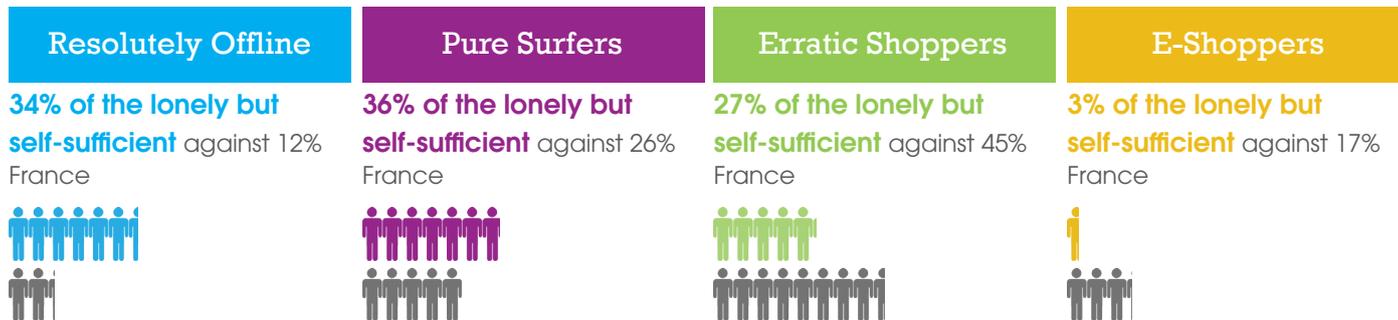
## WORTH NOTING

### TRY OUT ONLINE SHOPPING?

Like the active elders, 7 out of 10 of the lonely but self-sufficient **never purchase anything online**. These pensioners, born well before the digital age, find it **hard to adapt to new technologies**.

A minority of them use this distribution channel; **only 30% are online purchasers** and mainly visit cultural sites, Amazon coming first, but there again they are still under-represented.

Boosting their Internet usage probably involves setting up discussion and social sites associated with physical locations to break them out of their isolation.



# EQUIPMENT AND SOCIAL MEDIA

## WORTH NOTING

THESE HOUSEHOLDS ARE IMPERVIOUS TO NEW TECHNOLOGIES ...

Representative of their generation, and still Internet beginners, they are less well-equipped than the average. Only 20% of them have a **smartphone**, the **smallest proportion of the French population**.



**66%** Internet  
France: 88%



**17%** Tablet  
France: 44%



**20%** Smartphone  
France: 58%

## ... AND SOCIAL MEDIA

Just like the active elders, the lonely but self-sufficient are absent from social media. Three-quarters of them are not registered users. A lot of educational skill will be required to prove to them that social media can be a bastion against isolation.



**28%** of the lonely but self-sufficient are registered members of social networks.  
France: 60%

**15%** of registered members often give their opinion about products or services on social media.  
France: 21%

# RELATIONS WITH RETAIL CHAINS

## WORTH NOTING

### RETAIL CENTRED ON THE ESSENTIALS

Like the active elders, the lonely but self-sufficient are frugal spenders. Like them, they are still attached to mail order with retailers like Damart.

DIY and gardening stand out slightly, even though they are still frugal spenders in this respect. For them this is more of a pastime but also a way of maintaining their property.

Not necessarily looking for low prices and having no favourite retailers, it is their geographical location that determines where they shop. However they prefer small retailers, who play a social role in addition to selling.

Along with the active elders, the lonely but self-sufficient are those who hold the fewest cards. That reflects their distant relations with retail chains, which is clearly illustrated in their position vis-à-vis loyalty programmes. Nearly three-quarters of them believe that the benefits for customers are minimal.



**69%** of lonely but self-sufficient hold one store card  
France: 76%

**4.4** store cards are held per household on average  
France: 6.8 cards

**26%** regard loyalty programmes as “mostly a good thing, that the customer is the winner”  
France: 36%

# VECTORS OF INNOVATION

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## INNOVATE BY TAKING THEM OUT OF THEIR ISOLATION

**Preserve their independence:** isolated and easy prey to fears with regard to the outside and the unknown, independence is a major issue for the lonely but self-sufficient and their families. They refuse to be dependent and become a burden for their next of kin. So they are a priority target for any services offering home care and safety in their immediate environment: security system, connected objects for the home, etc.

**Reinstate:** to take them out of their isolation, they need to restore contacts with others and the outside world by getting them involved again socially and locally, through community activities for instance.

**Facilitate their everyday life:** services and products fitting their age could simplify administrative procedures and their travel when they finally become dependent.

**Support their local spending:** although they have got used to buying locally-produced, organic or fair trade products, they are still very attached to traditional consumer patterns. So they need to be informed, made aware and integrated into the new local economy in order to enhance their consumption and reinstate them in the heart of our cities.





# INNOVATE SERVICE CENTRIC 2017

#ISC17TECH

Conference  
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One on One Sessions

Handbook #5

# 7 Drivers of consumer spending

**ECHANGEUR**

BY  **BNP PARIBAS**  
PERSONAL FINANCE 



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# 7 DRIVERS

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to understand the consumption habits of household

## Target accurately to ... innovate effectively!

Confronted with the rise of the service-centric economy, you need to create powerful elements of differentiation in the minds of your customers. Rather than embarking on a price war you have already lost, we suggest that you engage in creative innovation!

By developing a service offer tailored to your customers' requirements, you offer your company a renewed realm of legitimacy.

To help you, Echangeur has closely examined household consumption through the prism of its statistical analysis model. Ultimately, our experts have identified **7 drivers** that explain their choices and trade-offs with regard to their spending.

Presented in this handbook, these keys will provide you with food for thought. The examples of related services, all taken from our marketing intelligence database comprising more than 300 cases, illustrate each area of work and innovation.

In sharing this working framework with you, Echangeur encourages you to adopt a service-centric policy with the aim of offering your customers tailored, innovative and differentiating services!

# 7 DRIVERS

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to understand the consumption habits of household

**SOCIALIZATION**

*Living with others*

**ACHIEVEMENT**

*Living by fulfilling one's plans*

**CONNECTION**

*living in interaction with others*

**EXPERIENCE**

*living novel experiences*

**FORETHOUGHT**

*Living with a quiet mind*

**EASE**

*Living by eliminating constraints*

**ENHANCEMENT**

*Living in recognition*

# CONTENTS

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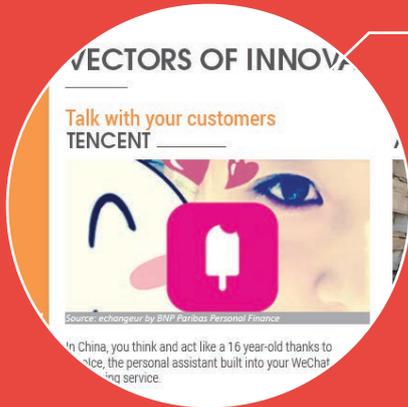
## DATA PROVIDED FOR EACH DRIVER

- Summary
- Related strategic targets
- Vectors of innovation
- Examples of innovative services



# INSTRUCTIONS FOR USE

## VECTORS OF INNOVATION

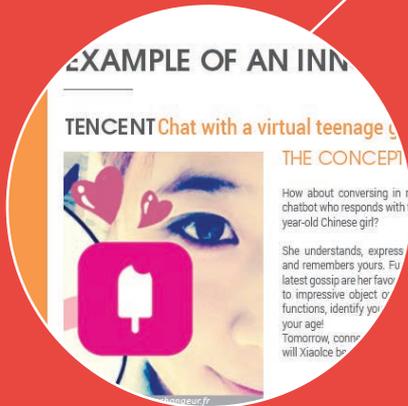


With the “Vectors of innovation” sheets, Echangeur offers you areas to work on and innovate around the spending driver.

Each lever is illustrated with a recent innovation to help you assimilate it more easily.

Working framework: For each statement, the percentages represent the proportion of the French population who are motivated by the driver.

## EXAMPLES OF INNOVATIVE SERVICES



With these four “Example of an innovative service” sheets, Echangeur shares with you the good practices taken from its marketing database comprising more than 400 cases.

Each service is qualified according to its positioning:

- > **INDUCED**, free, part of the tacit contract between the retailer and the customer, and must be treated with care
- > **ASSERTIVE** forms the basis of differentiation through various forms of valuable and thoughtful guidance
- > **SALE-BASED**, paid-for, directly related to the product, increases customers' spending by addressing their drivers
- > **RANGE EXTENSION**, a shift from the retailer's basic offer to capitalize on customer confidence
- > **AUDIENCE** capitalizes on the retailer's ability to federate a community of customers and offer them something else



# CONNECTION

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Live in interaction with others

# SUMMARY

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## Live in interaction with others

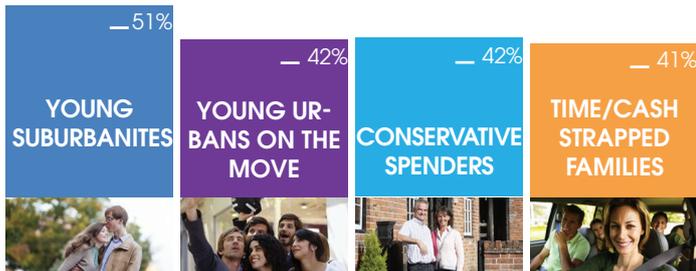
The **CONNECTION** market driver corresponds to a group in search of relationships, interaction or dialogue. People in this group take pleasure in communicating with others without necessarily needing to know or be with them. The explosion of social networks is a direct consequence of this need.

The Internet or new technologies offer these consumers a playground equal to their aspirations. So social networks, Facebook in particular, are an important part of their everyday life. The **CONNECTION** market driver is behind the development of the French application AskAnna. Once in the fitting room of a clothes store, the lady customer can take a photo of herself and publish it on social media to benefit from the advice of members of the community. And the **FORETHOUGHT** and **ACHIEVEMENT** market drivers are not far behind! Omnipresent, the notion of influence is central for the customer. They need to be listened to and have their opinions acknowledged.

In this connected life, the **ENHANCEMENT** market driver is also closely related. Being an opinion leader is being recognized by others!

For consumers, **CONNECTION** also goes hand in hand with ethics. It is natural for them to put their communities to work for the community. Environmental concerns and social responsibilities are at the heart of their consumption. This paradigm is reflected in the initiatives of Banco de Alimentos in Brazil or those of Whole Foods Market in London. At the Piccadilly Circus retail outlet, customers can make a donation at checkout supporting the Whole Kids Foundation programme. An initiative similar to that of L'Arrondi at checkout, which funds French charities. With the **CONNECTION** driver, the French brand promotes the emergence of an active and concerted community to support its development and coordinate it through a network of ambassadors.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

While the Connection driver explains the spending of 4 of the 11 targets, it is never their no. 1 driver, thereby confirming the wide-ranging and diffuse role of new technologies and social media.

## CUSTOMERS HAVE THEIR SAY

 **65%** vs 23%

*“Social networks are a tremendous way of developing one's social life.”*

 **70%** vs 47%

*“I very often buy a product or use a service because a friend or relative has recommended it to me.”*

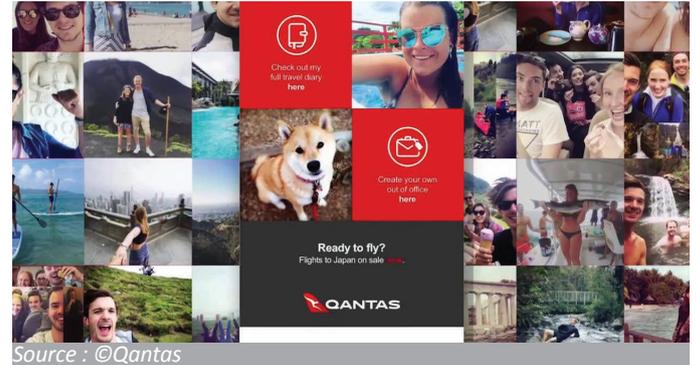
# VECTORS OF INNOVATION

## Automate the relationship COCA COLA



In Israel, Coca Cola has reinvented its bottle and transformed it into a selfie stick. Just take a sip of the drink and broadcast your photo on the brand's social network.

## Stay in touch QANTAS



In Australia, the Qantas airline lets its staff customize their "out of office" message with their holiday photos posted on Instagram.



**37%** vs 21%

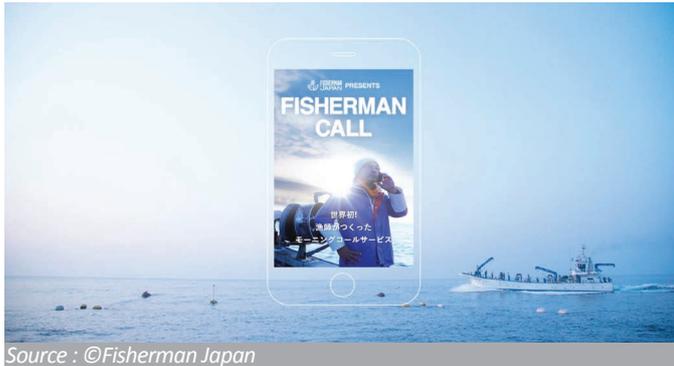
of registered members often give their opinion about products or services on social media.

# VECTORS OF INNOVATION

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## Ritualize everyday life FISHERMAN JAPAN

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In Japan, you can go to bed without worrying about whether your alarm clock is working. Up at night, your favourite fisherman will call you at the desired time.

 **52%** vs 43%  
of smartphone or tablet owners make online purchases with their device.

## Educate your customers KEMET

---



In Egypt, on the Cairo metro's platforms, you can listen to short radio programmes and learn more about the country and its culture.

 **25%** vs 14%  
are registered members of an instant messaging service like Snapchat or WhatsApp.

# EXAMPLE OF AN INNOVATIVE SERVICE

## COCA COLA Take a selfie from your fizzy drink bottle



### THE CONCEPT

At the "Coca Cola Love" festival in Israel, the American drinks brand has devised a bottle fitted with a small camera. When the bottle is angled at 70 degrees, the angle required to take a sip, it takes a selfie and automatically posts it on Snapchat and the brand's Facebook page. What better way to go viral and communicate about this event, almost without your knowledge!

In a nutshell: a connected object serving a simplified approach and an amusing experience.

### POINTS OF INTEREST

→) When you are called Coca Cola, the challenge is to always remain "in the groove". That is the very purpose of this connected bottle, a metaphor for the selfie stick.

→) A dual function product that changes nothing in my everyday life. No need to learn to share my photos on social media!

→) What emotional moment would you like your customer to allotment with you to prolong the relationship before, during and after...

### ASSOCIATED DRIVERS

CONNECTION ★★★★★

EXPERIENCE ★★★

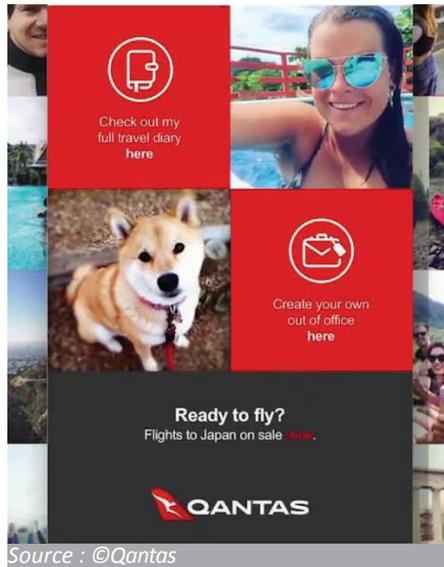
ENHANCEMENT ★

### TYPE OF SERVICE

→) Induced

# EXAMPLE OF AN INNOVATIVE SERVICE

## QANTAS Make your work relations jealous back in the office



### THE CONCEPT

Nothing is less engaging than reading an “out-of-office” message. If you are on Instagram, the Qantas airline offers you a solution for customizing your messages! Just link your account to “qantasoutofoffice.com”, enter your message then synchronize it with your business e-mail account.

For the duration of your holidays, your contacts will receive an out-of-office e-mail illustrated with the photos you have tagged on Instagram as #qantasoutofoffice.

### POINTS OF INTEREST

→) A good way for the brand to promote itself by using the automated out-of-office message, seldom used until now.

→) The brand is counting on the keen interest this creates to offer ideas of travel destinations and thereby boost bookings on its airline.

→) Why don't brands draw inspiration from this audience-focused service to re-enchant the daily life of their staff?

### ASSOCIATED DRIVERS



### TYPE OF SERVICE

→) Audience

# EXAMPLE OF AN INNOVATIVE SERVICE

## FISHERMAN JAPAN **Sleep tight, a fisherman will wake you up**



### THE CONCEPT

Do you have an important appointment tomorrow morning and are worried that your alarm clock won't work? To be sure of waking up on time, you don't need to buy a spare alarm clock. Just make an appointment with a fisherman. He will wake you up gently at the desired time.

Another advantage; in the fresh air on the deck of his boat, he can for instance advise you on what to wear according to the weather on the day. You can also customize his call by stating the reason for your wake-up call.

### POINTS OF INTEREST

→) Social media are a tremendous tool for connecting people, how to successfully put people as different as a student and a fisherman in contact with one another?

→) With this asserted service that is both fun and original, Japanese fisherman have achieved this feat. Because sleepers cannot switch off their alarm clock! They have to talk with a real person, who will make sure that they are awake and have got up. As the days go by, this is indeed a relationship that will develop between the two protagonists.

### ASSOCIATED DRIVERS

CONNECTION ★★★★★

ENHANCEMENT ★★

FORETHOUGHT ★

### TYPE OF SERVICE

→) **Advertised**

# EXAMPLE OF AN INNOVATIVE SERVICE

## KEMET Cultivate your mind on the metro



### THE CONCEPT

While visiting Cairo, forget your guidebook. To discover the history and traditions of Egypt, just take the metro. Radio station KMT metro broadcasts short educational programmes in the metro from 7 a.m.. While waiting for the next train you can learn more about the history and traditions of Egypt. Programmes about consensual subjects like sport, music, folklore, film or cuisine. It also broadcasts mini-serials. An excellent way of (re-)discovering and immersing oneself in popular Egyptian culture.

### POINTS OF INTEREST

→) With the digital bookshops installed in the New York and Lille metros, radio is now infiltrating the platforms. For users, the benefit is that they can travel intelligently by cultivating their minds instead of playing Candy Crush on their smartphones!

→) That said, the overall objective is more ambitious: heightening the sense of belonging to a people sharing a common identity and culture. With some 5 million daily users, the Cairo metro offers an audience equal to the objective.

### ASSOCIATED DRIVERS

CONNECTION ★★☆☆ ACHIEVEMENT ★★☆☆ SOCIALIZATION ★

### TYPE OF SERVICE

→) Audience



# EXPERIENCE

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Have novel experiences

# SUMMARY

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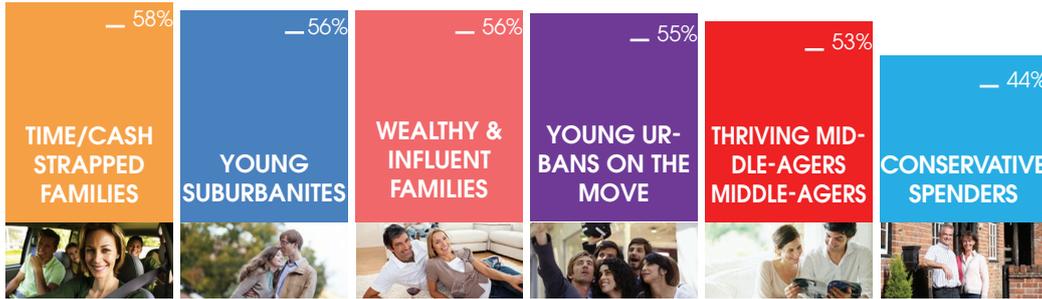
## Have novel experiences

Novelty, discovery or surprise... these are the words that best characterize the desires of customers influenced by the **EXPERIENCE** market driver. Flagship stores, concept stores or pop-up stores are the perfect illustrations of this expectation for renewal and re-enchantment.

However, **EXPERIENCE** does not simply amount to one-off communication campaigns. Combined with **EASE** and **ACHIEVEMENT**, it aims to create or strengthen the link between the customer and the retail chain. To that end, it must find a way of catching the consumer's attention throughout the customer experience. **EXPERIENCE** can also be used to surprise consumers in the street, make them stop and look in the shop window. That is precisely the purpose of the monumental constructions made of Lego bricks in the shop windows of the Danish brand's retail outlets!

Similarly, **EXPERIENCE** is not confined to stores, it is increasingly penetrating the consumer's home. McDonald's connected table set in the Netherlands, Brahma's connected beer mug in Brazil or Sodimac's virtual reality headset in Peru...: **EXPERIENCE** enters the home to be shared with one's family members and thereby prolong the relationship. Capitalizing on this and banking on the democratization of technologies in consumers' daily life, Apple and Google have just launched their augmented reality development kits, respectively with ARKit and ARcore. Furnishings, toys, make-up... while uses already exist, no doubt that the number of applications will continue to increase in the coming years.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

While the Experience driver accounts for the spending of 6 of the 11 targets, it is the number 1 driver for consumers who are discovering or rediscovering consumption (young urbans on the move, young suburbanites and wealthy and affluent families).

## CUSTOMERS HAVE THEIR SAY

 **85%** vs 56%

*“What matters in life is having a ball.”*

 **39%** vs 21%

*“On holiday, I like to be somewhere where there are lots of people and things going on”*

# VECTORS OF INNOVATION

## Reward the relationship BURGER KING



Source : ©Burger King

In the United Kingdom, from 26 December you can trade in your unusual, surprising or disappointing Christmas presents for your favourite hamburger.



**89%** against 65%

“love trying new products, holiday resorts, dishes, simply because they love novelty.”

## Play with your customers THE 3RD PLANET



Source : ©The 3rd Planet

In Japan, put on an augmented reality headset and, while the game lasts, embody Mario, the well-known Italian plumber in a furious go-karting game.



**57%** vs 47%

go to a retail outlet to look at a product but buy it online (Showrooming).

# VECTORS OF INNOVATION

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## Immerse the consumer MEXICAN TOURIST BOARD

---



In Germany, set off to discovery Mexico and its pleasures by drinking a cloud of tequila to dispel the greyness of the Berlin winter.

 **80%** vs 52%  
 “need to have powerful, moving and thrilling experiences, because they spur me on and transform me.”

## Show your actions YPÊ

---



In Brazil, leave your old worn clothes in your company. They will then be transformed into toys and offered to children in difficulty.

 **54%** vs 43%  
 regularly improvise a meal at home with friends.

# EXAMPLE OF AN INNOVATIVE SERVICE

## LE BONCOIN Trade in your Christmas presents for a burger



Source : ©Burger King

### THE CONCEPT

The Christmas festivities have just ended and you are wondering what on earth to do with the improbable present your aunt gave you... Don't panic! Instead of trying in vain to sell it on the Internet, just go to your favourite restaurant in London. Its staff will exchange it for a hamburger. All the items thus collected are then passed on to charities, in the hope that the future beneficiaries appreciate them!

### POINTS OF INTEREST

→ While home deliveries of meals are exploding (Deliveroo, Just Eat, etc.), fast food chains must continue to find ways of bringing customers (back) into their restaurants. To that end, they regularly use the Experience driver in all countries.

→ Limited to 500 exchanges, the asserted service #WhopperExchange creates footfall but is above all a way of boosting the brand's top of mind in customers. The operation is fully in line with a permanent and ubiquitous customer relationship.

### ASSOCIATED DRIVERS

EXPERIENCE ★★☆☆

ENHANCEMENT ★★☆☆

CONNECTION ★☆☆☆

### TYPE OF SERVICE

→ Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## THE 3RD PLANET Become a video game hero



### THE CONCEPT

If you dream of heroic adventures at night, in Tokyo you will find an amusement arcade to satisfy your desires, without running the slightest risk. Get into one of the three go-carts at your disposal. Put on the augmented reality headset and engage first gear. Just like Luigi, Peach or Donkey Kong Jr in the well-known Mario Kart game, you have to collect coins while carefully avoiding the bombs placed on the track. After one and a half minutes, the engine stops and the winner of the game is announced.

### POINTS OF INTEREST

→ Virtual, augmented or mixed reality... In recent years, their use by retail chains and brands has exploded. Additional and combined with the existing offer in the amusement arcade, the service offers an immersive and entertaining experience while occupying a small footprint in the arcade.

→ In the retail outlet, such an initiative goes viral and generates a lot of footfall. It can also federate a community of customers by, for instance, offering a go-karting championship. Indeed, the arcade is developing this community-based paradigm with another AR game.

### ASSOCIATED DRIVERS

EXPERIENCE



SOCIALIZATION



CONNECTION



### TYPE OF SERVICE

→ Sales-related service

# EXAMPLE OF AN INNOVATIVE SERVICE

## MEXICAN TOURISM BOARD *Dispel greyness by drinking it*



Source : @Gapyear

### THE CONCEPT

Rain, cold, snow ... winter is weighing you down and your holidays seem to be a very distant memory. To get away from this greyness and find something to smile about again, enter a Berlin gallery. Inside, a cloud awaits you. It changes according to local weather conditions. So if it is raining outside, the cloud also precipitates. The only difference: it is not raindrops that fall but drops of tequila. To be served, just hold out your glass under the cloud and wait. Then close your eyes and picture yourself on a Mexican beach.

### POINTS OF INTEREST

→ Transform consumers' everyday life by taking them on a journey, even before they board the plane for Mexico. A successful experience offered by this combined service.

→ Obviously, the cloud is first and foremost a communication operation: all Germans are talking about it, in effect giving Mexico the place of honour. However is it an excellent example of an idea that generates footfall in a retail outlet hitherto unfrequented. This will no doubt give ideas to others.

### ASSOCIATED DRIVERS

EXPERIENCE ★★★★★

SOCIALIZATION ★★★

CONNECTION ★

### TYPE OF SERVICE

→ Product line extension

# EXAMPLE OF AN INNOVATIVE SERVICE

## YPÊ Get children to smile again by giving them your clothes



Source : ©Ypê

### THE CONCEPT

Your wardrobe is bulging with clothes you no longer wear? Why not put them in one of the bins at your disposal in your company? They will be recovered and transformed into robots, animals, rockets, guitars or sirens then passed on to SEPI (Serviço Espírita de Proteção à Infância). It has supported children and teenagers in difficulty for over 40 years. More than 600 toys were distributed at the inauguration of the Christmas decorations organized by Ypê.

### POINTS OF INTEREST

→ Every year the Brazilian cleaning products brand gets itself talked about thanks to its magnificent Christmas decorations open to all. Supporting associations that aid children, it has decided to go further by offering them gifts.

→ As well as the good deed, the benefit of this product line extension service is that it has involved all the employees in the operation by asking them to donate their clothes. An action that indirectly really strengthens their attachment to their company.

### ASSOCIATED DRIVERS

EXPERIENCE ★★★★★

ACHIEVEMENT ★★★

ENHANCEMENT ★

### TYPE OF SERVICE

→ Extended range



# EASE

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Living by eliminating constraints

# SUMMARY

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## Living by eliminating constraints

The **EASE** market driver corresponds to two constraints that put a strain on many households: the chronic lack of time, and financial and budgetary constraints. So consumers will immediately appropriate any solution, physical or digital, online or offline, that helps them recover invaluable hours and/or buying power.

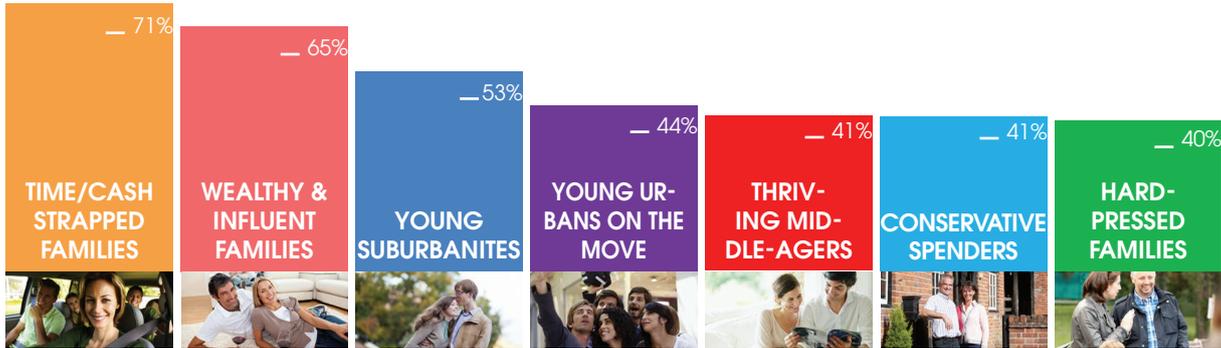
Having fully understood and integrated **EASE**, retail chains are investing heavily to streamline purchases and deliveries of products. It is pointless and tedious to want to count the number of drive-in, click & collect or fast delivery services launched in recent years. Every week sees a new proposal emerge.

Moreover, with its spending power logic, the **ACHIEVEMENT** driver combines perfectly with the **EASE** driver.

By doing away with a task perceived as a chore by customers, they save time that can be spent on other things. In this respect, this driver is perfectly associated with **ACHIEVEMENT** or even **EXPERIENCE**. The development of the economy of use and intermediation sites between consumer owes a lot to this combination of drivers. The customer is delighted to be able to travel cheaply, without having to hire a car, book a hotel room or look for a restaurant for hours on end.

However, one should bear in mind that we are only at the beginning of the process of removing consumers' constraints. While artificial intelligence is on everyone's lips, the resulting automation and subscription services are only in their infancy. With Amazon Echo as totem, Alexa, the artificial intelligence system developed by the Seattle firm, is already foreshadowing an instantaneous relationship that anticipates consumer's the every need and desire in exchange for signing up to a monthly life package.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

While the Ease driver accounts for the spending of 7 of the 11 targets, it primarily determines that of families who lack time (hard-pressed families, time/cash strapped families and wealthy and influential families).

## CUSTOMERS HAVE THEIR SAY

 **78%** vs 48%

*"I'm always looking for new ways to save time."*

 **94%** vs 84%

*"I'm always looking for ways to make life easier."*

# VECTORS OF INNOVATION

## Be there at the right time BURGER KING

**BURGER CLAN**  
THE FIRST TEAM OF GAMERS READY TO HELP YOU BEAT THE GAME AND TAKE YOUR BK ORDER.

**200 MILLION** active gamers

**TRENDING TOPIC** in the UK

**+300%** more DELIVERY USERS

**21%** INCREASE in sales

Powered by PlayStation Plus

Source : ©Burger King

In Spain, you can order your burger without stopping your Playstation game. A restaurant employee enters your game to take your order.

## Save time WALMART



In the United States, you no longer need to go and collect your purchases in person. Your shopping is delivered to your home by the staff of your food retailer.



**32%** against 19%  
use Click & Collect or home delivery services for their food shopping.



**63%** against 48%  
buy or sell secondhand items to other private individuals.

# VECTORS OF INNOVATION

---

Offer more services

AIR BANK \_\_\_\_\_



Source : ©Air Bank

In the Czech Republic, thanks to NFC technology, you no longer need to insert your bank card in the cash dispenser to get cash out.

 **63%** vs 45%  
feel under time pressure.

Go and meet your customers

IDEA BANK \_\_\_\_\_



Source : ©PRNews

In Poland, you no longer need to walk or drive to your bank branch. Just buy a train ticket.

 **72%** vs 54%  
know the best shops and circuits for finding the best deals.

# EXAMPLE OF AN INNOVATIVE SERVICE

## BURGER KING Order without stopping your game



Source : ©Burger King

### THE CONCEPT

Passionate about video games, you sometimes find it difficult to stop playing, even if you are hungry! Burger King has the solution.

At burgerclan.es, link your Playstation account to Burger King's. You can then contact one of the nine professional players to play with you if you are stuck with your game. He can also take your online order at any time to avoid you having to let go of your joystick! You only have to open the front door to the delivery man.

### POINTS OF INTEREST

→) An original audience service that enables Burger King to break the codes of delivery and gaming. A great balance between fun and useful.

→) The retail chain can also use members of its staff to provide this service. A good way of enhancing them.

→) By acting on proximity, Burger King boosts the confidence and appreciation of this strategic target by entering players' homes.

### ASSOCIATED DRIVERS

EASE



EXPERIENCE



CONNECTION

### TYPE OF SERVICE

→) Audience

# EXAMPLE OF AN INNOVATIVE SERVICE

## WALMART Receive a delivery made by a cashier, butcher or accountant



Source : @Walmart

### THE CONCEPT

To expedite your delivery and avoid you having to go out, Walmart is testing home deliveries made by its staff. A greater benefit that a free 2-day delivery for online orders over \$35, as the retailer guarantees same-day delivery of your order.

On a voluntary basis, staff can opt to make deliveries to customers located on their way home, with a maximum of 10 deliveries per day. A mobile app helps them calculate the best route.

### POINTS OF INTEREST

→) Besides the substantial cost savings on the price of delivery vehicles and their maintenance - staff will use their own vehicles - this asserted service can also re-humanize an increasingly automated experience. By entrusting its staff with deliveries, the retail chain also makes them brand ambassadors.

→) Tomorrow, customers will be able to greet their sales assistants/delivery man in store. A way of creating a bond. An angle that Amazon has not explored... for the time being.

### ASSOCIATED DRIVERS

EASE



FORETHOUGHT



SOCIALIZATION



### TYPE OF SERVICE

→) Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## AIR BANK Withdraw bank notes without a bank card



Source : ©Air Bank

### THE CONCEPT

Bank card in one hand, bank notes and wallet in the other... hard to be calm when withdrawing money from cash dispensers. Air Bank's new cash dispensers try and solve this problem through the use of NFC technology. Place your smartphone quickly on a target; this will authenticate you. Put your phone away and type in your PIN code on the screen and the desired amount. Both your hands are free to let you collect your bank notes and place them in your wallet.

### POINTS OF INTEREST

- ) At a time when bank branches are closing, the cash dispenser allows banks to retain a point of contact, in the street, with their customers.
- ) Services ranging from ticketing to recharging prepaid telephone cards can be enriched at cash dispensers, for instance with bill or administrative payments.
- ) A simpler user interface offers customers quicker and easier withdrawals.

### ASSOCIATED DRIVERS

EASE



FORETHOUGHT



ACHIEVEMENT



### TYPE OF SERVICE

→) Induced

# EXAMPLE OF AN INNOVATIVE SERVICE

## IDEA BANK Take the train to meet your banker



Source : @PRNews

### THE CONCEPT

Your online bank closed one year ago. It has opened a physical bank branch. The Hub, a new type of branch, is a co-working space for business customers. You can get information there, meet customers or simply have a cup of coffee. Near you, it now factors in your mobility by opening bank wagons on Polish trains. Desk, newspapers, copier, screens, scanner,... facilities at your disposal to make your journey an efficient and practical experience.

### POINTS OF INTEREST

→) While retail outlets are evolving and gradually becoming living environments and showrooms, the related service the Polish bank offers its business customers also capitalizes on their lack of time. Just like on the Internet, the bank chooses to go and meet them by offering them a range of useful services for their work.

→) The brand thus goes beyond its role as banker to develop business customer loyalty by differentiating itself from the competition.

### ASSOCIATED DRIVERS



### TYPE OF SERVICE

→) **Product line extension**



# FORETHOUGHT

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Living with a quiet mind

# SUMMARY

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## Living with a quiet mind

In an increasingly uncertain world, consumers are confronted with numerous material, work-related or financial difficulties every day, which are potentially sources of anxiety. Through the **FORETHOUGHT** driver, they try and live serenely, without stress, by minimizing their feeling of insecurity as much as possible. Understandably, as customers with **FORETHOUGHT** are mindful of their future, their well-being and that of their family members, they logically have more insurance contracts than other consumers.

However, one should not hastily reduce the market driver solely to the worlds of insurance and banking. The Internet, search engines and artificial intelligence also work around **FORETHOUGHT**. When faced with a question, you no longer need to search through a dictionary or call a friend. In just one click you can instantly find the answer.

But **FORETHOUGHT** goes further. By helping customers stay light-hearted and cope calmly with life's everyday uncertainties, the retailer mutates into a life coach. In Costa Rica, telecoms firm Claro helps housewives start up their small business. How? By transforming her satellite dish with a coat of paint into free advertising space bearing the Claro logo. Passers-by see that in that house they can have a haircut, get an ice cream or buy a bunch of flowers. By giving the household an additional livelihood, the brand creates a different customer relationship in which gratitude is transformed into a long-term commitment. The same trend is observed in the United States, where Sephora helps jobless women have a makeover before a job interview...

By placing themselves alongside their customers, and partnering them in their everyday life, the retailer is no longer a merchant but rather a life partner... in effect creating loyalty over the long term.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

While Forethought concerns 6 targets, this driver is more relevant to the 2 senior targets (country smarts, comfortably-off seniors) than to families.

## CUSTOMERS HAVE THEIR SAY

 **92%** vs 78%

*“In the years to come, I will try and build up or maintain my capital to hand down to my children.”*

 **90%** vs 73%

*“I feel I have a duty vis-à-vis my loved ones to be insured against an accident that prevents me from providing for them.”*

# VECTORS OF INNOVATION

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Look after your customers

MONTANA LISBOA \_\_\_\_\_



In Angola, buy a can of aerosol paint to combat malaria. Paint graffiti on one of the city's walls to keep mosquitoes away!

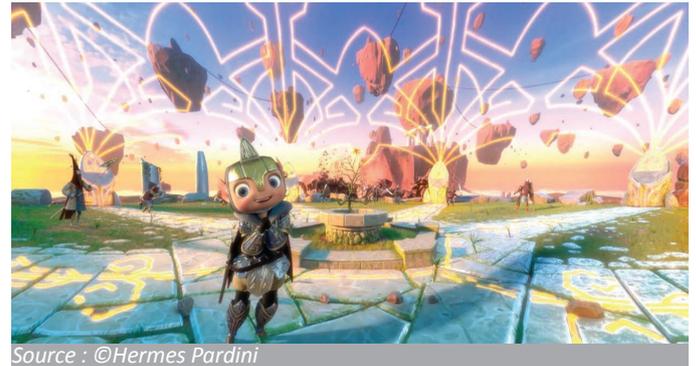


**83%** vs 77%

have supplementary health insurance.

Make the relationship less dramatic

HERMES PARDINI \_\_\_\_\_



In Brazil, while your child is being vaccinated, transform him into an augmented knight to dispel his fear of needles.



**65%** vs 50%

want to meet people, surround themselves with things or go to places that emanate a way of life.

# VECTORS OF INNOVATION

## Make the service tangible USPS



Source : @USPS

In the United States, the American post office can decorate your traditional Christmas tree into a connected Christmas ball to reassure you that addressees will receive their presents in time.

 **70%** vs 55%  
have non-mandatory insurance: legal protection, dependency, Internet, etc.

## Eliminate the unexpected BAJAJ ALIANZ



Source : @Bajaj Allianz

In India, you are automatically refunded in real time for your delayed flights by your insurance company, without you having to declare them.

 **41%** vs 29%  
have "Life Accidents or Accidents with Injury" insurance cover.

# EXAMPLE OF AN INNOVATIVE SERVICE

## MONTANA LISBOA Combat disease by tagging your city



Source : @Montana Lisboa

### THE CONCEPT

In Angola, malaria kills more than 6,000 people every year. Do you want to make a gesture? Buy a can of aerosol paint and start tagging the walls of towns and cities.

To help address this public health issue, the Portuguese graffiti and street art equipment store has launched aerosol cans to combat the disease. The lemon grass paint keeps mosquitoes 30 metres away. Three frescoes have been painted in Luanda to help reduce the risk of mosquito bites.

### POINTS OF INTEREST

→) Montana Lisboa, a sales service that combines art and health, did it! A way of giving brands ideas to come to the assistance of populations in difficulty.

→) For customers, the benefit is twofold. Their daily life does not change, and they help embellish the streets while also doing a good deed for society.

→) Politicizing everyday life with small gestures thus gets things done. Graffiti, an art that is all the more militant!

### ASSOCIATED DRIVERS

FORETHOUGHT ★★☆☆ EASE



SOCIALIZATION ★

### TYPE OF SERVICE

→) Sales-related service

# EXAMPLE OF AN INNOVATIVE SERVICE

## HERMES PARDINI Get over your fear of needles



Source : ©Hermes Pardini

### THE CONCEPT

Your child has suffered from belonephobia (fear of needles) since a very young age. For his next vaccination, go to the Brazilian laboratory. When he has put on the headset, he is carried away into a virtual world and becomes a knight with a mission to save this virtual world. To that end he will have to put on some armour... Obviously, the scenario is synchronized with the vaccination stages and monitored by the nurse performing the injection. Ultimately, the world is saved and the child has not cried or complained.

### POINTS OF INTEREST

→) The related service is one of the first initiatives using virtual and/or augmented reality beyond fun or discovery or phobic treatments in hospital. By immersing children in an imaginary world, anxiety disappears and is replaced with a thirst for adventure.

→) Besides the child, all those involved (parents and carers) benefit from the initiative. No doubt that it will be renewed and sustained.

### ASSOCIATED DRIVERS



### TYPE OF SERVICE

→) Product line extension

# EXAMPLE OF AN INNOVATIVE SERVICE

## USPS Track the delivery of your parcel from a Christmas ball



Source : @USPS

### THE CONCEPT

During the Christmas season, delivery worries are at an all-time high! Everyone, starting with you, wants their presents to be delivered in time. No need to keep checking your smartphone. Just attach the Christmas ball supplied by the American post office to your Christmas tree.

The object will interact with a sensor in your parcel and change colour at each stage of the delivery: blue means the delivery is underway. Red means that the present has reached its destination. Green means that the parcel has been opened!

### POINTS OF INTEREST

→) Here it's all about making parcel tracking less dramatic by showing the progress of the parcel.

→) No need to download an application or be a geek. This asserted service fits in quite naturally with consumers' everyday life.

→) In response to the connected objects of the GAFAs, for the brands this may be about targeting the micro-instants of life in order to enter consumers' homes and be part of their everyday existence.

### ASSOCIATED DRIVERS

FORETHOUGHT ★★☆☆

ACHIEVEMENT ★★☆☆

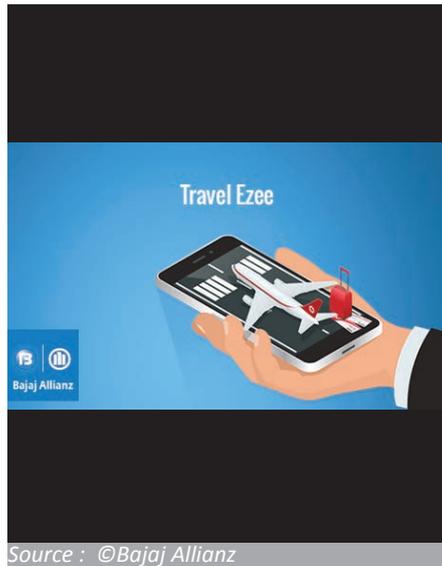
ENHANCEMENT ★☆☆☆

### TYPE OF SERVICE

→) Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## BAJAJ ALLIANZ You no longer need to notify your delayed flights to be refunded



### THE CONCEPT

In flight, sign up for the “Travel Ezee” service of Indian insurance company Bajaj Allianz from your application. Take a photo of your passport and boarding card. Select your desired level of cover and pay. Then if your flight is delayed you will automatically be refunded. A direct connection to the air traffic tracking system spontaneously triggers the refunding procedure. A message will prompt you to provide your bank details so that you can get the refund.

### POINTS OF INTEREST

→) An effective way of getting you to download the insurer’s application thanks to a simple asserted service (3 clicks to sign up) and accessible at all times.

→) No longer any need for a chatbot, an After-Sales service or long forms! The technology now enables customers to banish the term “refund” from their vocabulary.

Eventually, the Indian insurer’s objective is to settle the claim even before it is notified, by using artificial intelligence technologies.

### ASSOCIATED DRIVERS

FDRETHOUGHT ★★★★★ EASE

★★★ ACHIEVEMENT ★

### TYPE OF SERVICE

→) Advertised



# ACHIEVEMENT

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Living by fulfilling one's plans

# SUMMARY

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## Living by fulfilling one's plans

Motivated by a constant desire to surpass themselves, customers stimulated by the **ACHIEVEMENT** market driver are dynamic and constantly set themselves new challenges and targets. They thus expect retailers and brand to help and guide them in achieving their goals, wherever they are. redesigning one's kitchen, buying a washing machine or running the London marathon in the year. Clearly, it is **ACHIEVEMENT** that drives a jogger to buy a connected bracelet to track his performance during training.

Whereas change forms the foundation of this consumer's personal and family life, **ACHIEVEMENT** expresses itself quite naturally at different moments of life affecting the family unit. Moving house, doing building works, travel, sporting activities, ... on each occasion the consumer wants to be supported to express all his potential to best advantage. Featuring prominently for targets with child, this driver interacts with **EASE** and **EXPERIENCE** to combine business with pleasure by optimizing one's consumption.

In this respect, **ACHIEVEMENT** is also synonymous with optimized buying power. The collaborative economy and loyalty programmes are just some ways for customers to help them maximize their buying power. The North Face retail chain has just installed a refrigerated fitting room in its London flagship store. A potential buyer can thus check in situ whether the rambling jacket he wants to buy will effectively protect him against the cold. This testing paradigm is developing quickly in stores. This year, the French household appliances retailer Boulanger has inaugurated a new concept dubbed "Le Comptoir" (the counter). From vacuum cleaners to cooking robots, including drones, each product on sale can be tested at the point of sale. What better way to guarantee the customer complete satisfaction.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

While Achievement explains the spending of 7 of the 11 targets, it is one of the 2 essential drivers of 3 family targets (hard-pressed families, time/cash strapped families and wealthy and affluent families) or even thriving middle-agers.

## CUSTOMERS HAVE THEIR SAY

 **87%** vs 70%

*“I feel full of resources, capable of doing anything.”*

 **46%** vs 34%

*say they have housing-related plans (home improvements or a property purchase) in the next 2 years.*

# VECTORS OF INNOVATION

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## Simplify donations

### BANCO DE ALIMENTOS

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Source : @Banco de Alimentos

In Brazil you can donate foodstuffs to help the poorest by giving them to the delivery man who delivers your meal to your home.



**80%** vs 66%

search online for information on the product but purchase in store (ROPO)

## Help your customers progress

### PUMA

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Source : @Puma

In Germany, the sports equipment manufacturer provides you with a new training partner: a running robot to encourage you to surpass yourself.



**42%** vs 24%

always look to purchase the best there is in computers or tablets

# VECTORS OF INNOVATION

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## Provide the all-in-one DELAMAISON

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Source : Delamaison

In France, the furnishings retail chain offers you its "Apartment Stores" makeover service to expedite the sale of your flat by transforming it into a pop-up store.



**28%** vs 24%

of households that have experienced a life event in the year have completed a home-related project: moving house, buying property.

## Have consumers try out your products TRAMONTINA

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Source : @Tramontina

In Brazil, before buying the lawnmower of your dreams, try it out in the public gardens opposite your home by becoming the municipal gardener for one afternoon.



**83%** vs 64%

"It's very important for me to experience strong emotions with friends and family."

# EXAMPLE OF AN INNOVATIVE SERVICE

## BANCO DE ALIMENTOS **Help others effortlessly**



Source : @Banco de Alimentos

### THE CONCEPT

You lack time and have got into the habit of having your meals delivered to your home. The Brazilian NGO has introduced an original method for collecting food donations. When you place your order, the partner restaurant asks you if you have any food in your larder that you want to donate. When the delivery man delivers your meal, he collects your donation and takes it back to the restaurant. The donations are repackaged then distributed by the association to help people in difficulty.

### POINTS OF INTEREST

→) Life is not all about consumption. People can discuss, share, laugh with or help the people they meet. From this “complexity”, win-win services can be created.

→) With this asserted service, a food bank, restaurant, delivery man, customer, etc., there’s something in it for them all. The person taking delivery demonstrates generosity and enhances himself by helping fragile people without having to do anything special, thereby saving time.

### ASSOCIATED DRIVERS

ACHIEVEMENT ★★★★★

ENHANCEMENT ★★★

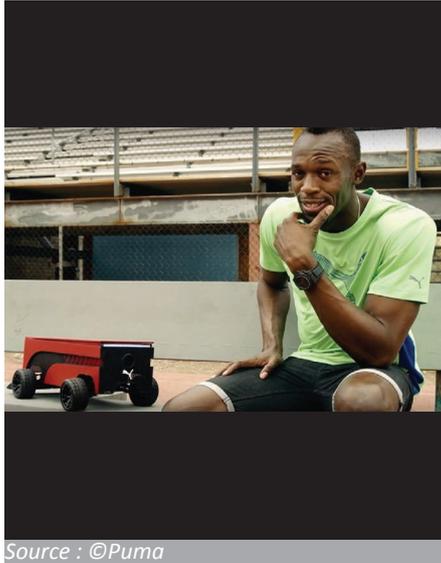
CONNECTION ★

### TYPE OF SERVICE

→) Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## PUMA Stop training on your own and race against a robot



Source : @Puma

### THE CONCEPT

You do a sporting activity but quite honestly, some evenings you find it hard to find the motivation to go running on your own. Fortunately, the German sports equipment manufacturer has devised a solution for you! To give you that extra bit of motivation, it offers you an opponent, the "Puma BeatBot"! When you have configured it, the robot acts as a sparring partner. It's up to you to do your best and beat it. The associated application lets you monitor your progress over time.

### POINTS OF INTEREST

- ) A veritable concentrate of technology developed jointly by Nasa and MIT, the BeatBot is in effect the very first "raceable". Its numerous infrared sensors let it accurately follow the tracks in stadiums without deviating an inch.
- ) Although this asserted service is not available on a large scale, it is paving the way for a new type of wearables. By physically embodying adversity, it paves the way for all connected objects.

### ASSOCIATED DRIVERS

ACHIEVEMENT ★★★ ENHANCEMENT ★★ CONNECTION ★

### TYPE OF SERVICE

→) Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## DELAMAISON **Sell your property quickly**



### THE CONCEPT

You are selling your flat. You should be aware that the first 90 seconds are decisive in determining the buyer's decision! To take no chances, use the "Apartment Stores" makeover service. The furnishings retail chain transforms your property into a pop-up store. Photographer, fashion designer, personalized promotional kit, etc. help you smarten up your property and promote it in your neighbourhood. Visitors can buy the flat and/or the furniture, as they choose.

### POINTS OF INTEREST

→) With this service combined with the sale, the retailer increases the number of pop-up stores without having to pay any rent. An effective way of winning new customers at a lower cost.

→) Delamaison is branding itself in a similar way to Ikea, as a life partner for its customers. Albeit a one-off, this operation illustrates an effective strategy of contextualization of the offer, comparable to those devised by Made.com, Miliboo or La Camif.

### ASSOCIATED DRIVERS

ACHIEVEMENT ★★☆☆ FORETHOUGHT ★★☆☆ SOCIALIZATION ★

### TYPE OF SERVICE

→) Sales-related service

# EXAMPLE OF AN INNOVATIVE SERVICE

## TRAMONTINA **Be the municipal gardener for an afternoon**



Source : ©Tramontina

### THE CONCEPT

You have selected the lawnmower of your dreams but are still hesitating, given its price. To reassure you, the retailer lets you try it out in one of São Paulo's many parks. Indeed, the poorly maintained parks of the Brazilian megalopolis are the ideal playground for testing your lawnmower. Now in the driving seat, you put in the municipal employee's uniform and help transform and revitalize the parklands. The product test thus serves a twofold purpose!

### POINTS OF INTEREST

- ) Before spending a large sum of money, it is normal to want to be reassured, all the more so when you have a tight budget.
- ) By letting potential customers test its products in real-world conditions, the Brazilian brand reassures them with regard to the qualities of its machines.
- ) For that purpose, it has opted to offer an asserted service central to the life of customers by setting up in public gardens. Useful to the community, it thus raises its profile.

### ASSOCIATED DRIVERS

ACHIEVEMENT ★★ ★ **ENHANCEMENT** ★★ ★ SOCIALIZATION ★

### TYPE OF SERVICE

→) **Advertised**



# SOCIALIZATION

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Live with others

# SUMMARY

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## Live with others

Customers awaiting the **SOCIALIZATION** market driver are above all expecting local involvement. They can be found early in the morning waiting in the street for food stores to open. For these consumers, shopping is above all a way of meeting others, chatting... in short, breaking out of their isolation. Symptomatic of an elderly population, uneasy with new technologies, this need for social ties is fundamental. This explains why community initiatives are often centred around the over-fifties.

Fairly logically, **SOCIALIZATION** interacts little with other drivers. This is because this group's habits have been deeply rooted for many years and their consumption patterns do not change. Faced with an ageing population that affects all Western countries, this driver plays and will play an increasingly important role in the years to come. However, few services and initiatives are launched every year. This is probably due to brands having doubts about their return on investment from a target with little consumption potential.

Naturally some initiatives exist, like that of Burger King in Brazil, where young people get a free meal if they invite an elderly person to the restaurant. Lately we have seen that innovations are not exclusively confined to the elderly population. **SOCIALIZATION** is indeed the driver of interaction, skills sharing and intergenerational transmission. This is an interesting area and underlies numerous initiatives. In India, the food brand Fortune Foods puts others in contact with one another so that a substitute mum can look after a student living far away from his parents. The French airline Hop! has taken the same initiative. Air France has joined forces with Nike and Citadium to create a campaign aimed at encouraging children to visit their parents.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

*Socialization is above all the driver for seniors, for whom spending is a way of maintaining regular daily social links.*

## CUSTOMERS HAVE THEIR SAY

 **75%** vs 69%

*“I really appreciate meeting lots of different people and talking things over with them.”*

 **97%** vs 52%

*“I prefer to shop near my home more often rather than doing a big shop in a superstore in one go.”*

# VECTORS OF INNOVATION

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Enhance skills

**ACCORHOTELS** \_\_\_\_\_



In France, AccorHotels, featured on the LinkedIn social network, lets you meet other business travellers on your business trips.



**39%** vs 31%

have made purchases directly from local producers during the year.

Promote exchanges

**FORD** \_\_\_\_\_



In Spain, Ford puts a vehicle at your disposal free of charge to let you pick up an elderly person on Sunday and go for a ride with them.



**60%** vs 55%

have no time constraints.

# VECTORS OF INNOVATION

## Share skills

### ROYAL ROADS UNIVERSITY \_\_\_\_\_



Source : ©Royal Roads University

In Canada, a university puts a real library at your disposal at your bus stop. Pick up a book, read it then share your top choices with other users.

## Nurture family ties

### HOP ! AIR FRANCE \_\_\_\_\_



Source : ©Hop! Air France

In France, you are missing your son. Give him a season ticket and the right shoe of the sneakers of his dreams. Keep the left shoe. It's up to him to come and get it.



**92%** vs 74%

say they are "looking for ways of engaging again with the real things of life."

# EXAMPLE OF AN INNOVATIVE SERVICE

## ACCORHOTELS Profit from your trips to expand your the network



### THE CONCEPT

Have you made your reservation on the AccorHotels application? Activate the "Business Check Power by LinkedIn" function and identify your contacts who are staying or live in the same place as where you are staying.

Then do not hesitate to develop your network by contacting then meeting new people among the profiles suggested to you during your trip. A relevant service to benefit from a snapshot of your professional environment at a given point in time and place.

### POINTS OF INTEREST

→ With the asserted service, retrieval of qualified customer data gives the brand free rein to personalize the relationship.

→ AccorHotels has also come up with advice on dress codes or meeting places. A process to develop over time to generate additional earnings?

→ The value of customers no longer depends on the positioning of the brand or the products they have purchased but primarily on the people themselves.

### ASSOCIATED DRIVERS

SOCIALIZATION ★★☆☆

ENHANCEMENT ★★☆☆

CONNECTION ★☆☆☆

### TYPE OF SERVICE

→ Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## FORD Take granny for a ride on Sunday



### THE CONCEPT

You love test-driving new car models? You are free on Sunday to look after the elderly? Log on to the car manufacturer's "Sunday Drive.com" site. After choosing the town, date and dealership, you can go and collect the Ford put at your disposal and the elderly person expecting you and spend a pleasant Sunday with him or her. A good initiative for breaking the solitude of the elderly, who are estimated at two million individuals in Spain.

### POINTS OF INTEREST

- ) A pragmatic service (cars in dealerships are not used on Sundays) that underscores the brand's social commitment.
- ) This service combined with sales boosts the brand's potential appeal with new targets after using its vehicles.
- ) Ford could also develop a people-centred business in its dealerships: highway code lessons, eye tests, self-driving cars, etc.

### ASSOCIATED DRIVERS

SOCIALIZATION ★★☆☆
 ENHANCEMENT ★★☆☆
 ACHIEVEMENT ★☆☆

### TYPE OF SERVICE

→) **Sales-related service**

# EXAMPLE OF AN INNOVATIVE SERVICE

## ROYAL ROADS UNIVERSITY *Be open-minded and continue to learn*



Source : ©Royal Roads University

### THE CONCEPT

With a changing labour market, nothing can ever be taken for granted. To progress, you constantly have to adapt to new realities. To succeed, you have to be open-minded, receptive and always be ready to question yourself. By giving you the option of reading a book at your bus stop, Vancouver University excites your curiosity. Albeit very simple, the initiative encourages you to question yourself, explore and discover other fields to progress both professionally and personally.

### POINTS OF INTEREST

→ To reach customers outside your core market, the best way is to look for them wherever they are. Hence the idea of setting up in a bus shelter used by people to travel to and from their workplace.

→ After their surprise has worn off, users of the bus line will transform the waiting area into a place for learning and life. By leafing through, borrowing or depositing books, they invent a living space where people cultivate their mind, learn about themselves but also learn with others; a good example of an asserted service.

### ASSOCIATED DRIVERS

SOCIALIZATION ★★☆☆

EXPERIENCE ★★☆☆

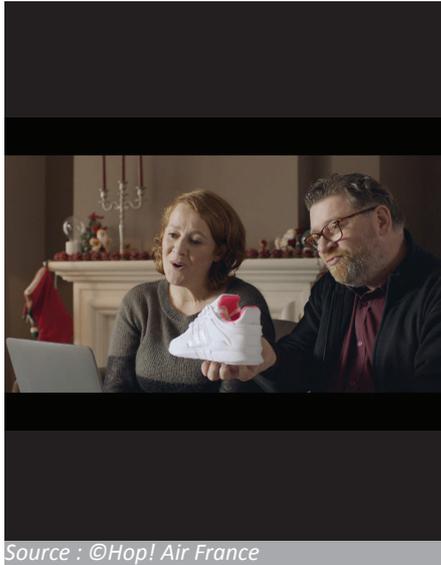
ACHIEVEMENT ★☆☆☆

### TYPE OF SERVICE

→ Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## HOP ! AIR FRANCE Use blackmail to bring back your children



Source : ©Hop! Air France

### THE CONCEPT

Your children have left home and you miss them... To help you see them more often, the French airline has introduced an original scheme. Send your children a cheap-rate season ticket and a pair of sneakers of their dreams. Or rather, only one of the two shoes. Keep the other shoe safely at home. To have the complete pair, your child will have to come home, using the season ticket of course. An original operation that strengthens family ties by focusing on both parties.

### POINTS OF INTEREST

→ This audience service combines pleasure, surprise and reinforcement of the family unit's bonds. Indeed it is this last point that wins out here, and does so for two brands, not just one as is normally the case.

→ Because by exploiting the expectations of parents, the brand uses the children's desires to create an original offer that involves two targets; the airline and the brand of sneakers. A way of intensifying media impact, the primary aim of this campaign.

### ASSOCIATED DRIVERS

SOCIALIZATION ★★ ★ **ENHANCEMENT** ★★ **ACHIEVEMENT** ★

### TYPE OF SERVICE

→ Audience



# ENHANCEMENT

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Live by being recognized as unique

# SUMMARY

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## Live by being recognized as unique

Every day, the spread of new technologies develops the relationship between customers and the retailer by making it more and more ambient. But it also shows how brands are seriously lagging behind with regard to the **ENHANCEMENT** market driver. In a world dominated by immediacy, consumers want to be more and more privileged, known and recognized. In this respect, loyalty programmes still have a long way to go, for instance to reward customers as soon as they enter the store, not just at the cash desk.

It is indeed a one-to-one relationship that consumers now aspire to. They want rewards that match their spending, not rewards based on a customer segment defined by the retailer. A number of brands have understood this, offering in-store recognition initiatives or rewards relating to the customer's buying behaviour. That is what French clothing brand Cyrillus has done, by sending 100% individualized and personalized paper catalogue to the homes of its customers.

Impressive, the campaign's return on investment justifies if necessary the work on **ENHANCEMENT**.

Often digital, these initiatives are also an excellent way of addressing the expectation of **CONNECTION** these customers often have. For instance, the Brazilian airline TAM Airlines has asked each passenger to indicate their Facebook account when they order a ticket. When in their seat, they are surprised to discover a magazine totally personalized according to their centres of interest. An **ENHANCEMENT** that is snowballing, as the traveller keeps the magazine and shows it to his relatives. In Sweden, the Swedish ready-to-wear fashion chain H&M has formed a partnership with Google to use technologies that, via a mobile app, design a made-to-measure dress based on the lady user's personal data.

# RELATED STRATEGIC TARGETS



## WORTH NOTING

While Enhancement explains the consumption of 6 of the 11 targets, this driver is much more important for the young urbans on the move or even the thriving middle-agers and young suburbanites.

## CUSTOMERS HAVE THEIR SAY

 **52%** vs 25%

*"It's important for me that people admire the way I dress."*

 **39%** vs 19%

say that *"people often ask me for advice on subjects like fashion, brands and new products."*

# VECTORS OF INNOVATION

Offer a privilege

DS AUTOMOBILES



In France, you are alerted on the road by a unique song whenever you pass a motorist who has purchased the same limited edition as you.

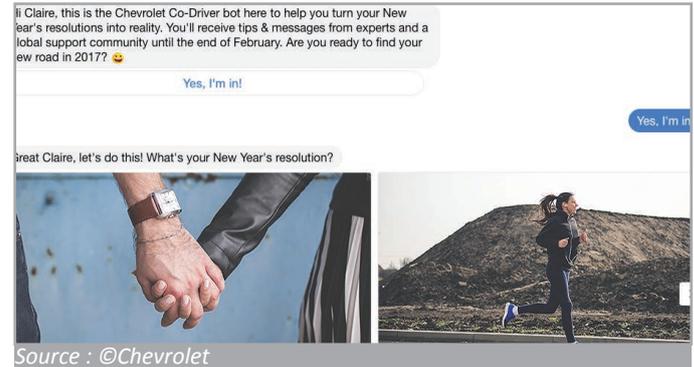


**28%** vs 13%

love "changing their look or appearance."

Help customers achieve their goals

CHEVROLET



In the United States, the car manufacturer offers to help all consumers achieve their goals thanks to advice offered by a chatbot.



**76%** vs 56%

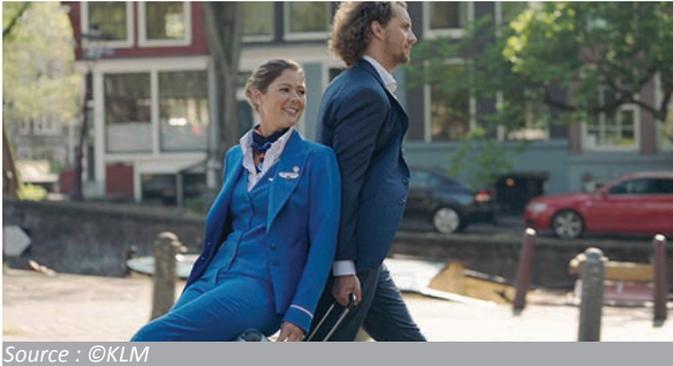
My priority is social and occupational success

# VECTORS OF INNOVATION

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## Create a personalized relationship

KLM \_\_\_\_\_



Source : ©KLM

In the Netherlands, the KLM airline has developed a “talking” label that guides and advises you during your visit of Amsterdam.

 **37%** vs 32%

of smartphone or tablet owners scan the QR codes on a product or advertisement to gather information.

## Offer a unique experience

WYNDHAM HOTEL GROUP \_\_\_\_\_



Source : ©Wyndham Hotel Group

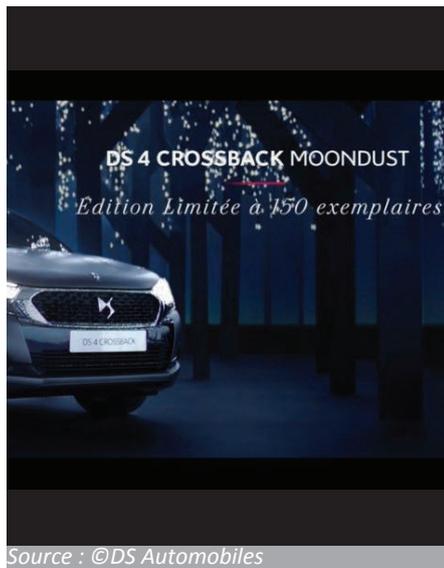
In the United States, you can use your loyalty points earned with the hotel chain's programme to win tickets to exceptional and rare events.

 **25%** vs 10%

think that “when I wear a well-known brand, I feel privileged”.

# EXAMPLE OF AN INNOVATIVE SERVICE

## DS AUTOMOBILES **Become an unparalleled driver**



### THE CONCEPT

You are one of the 150 lucky drivers in the world driving the very limited edition of the DS 4 Crossback Moondust. The fact is that you have little chance of coming across the same vehicle in your lifetime. Should this happen, you and the other driver will receive the most secret music title in the world, thanks to the DS Hidden Track application and global positioning. Composed exclusively for DS by Australian electro-pop group Empire Of The Sun. Enough to make the group's unconditional fans green with envy.

### POINTS OF INTEREST

→) Since its emancipation from the parent brand Citroën in 2015, the DS brand has gone upmarket. It targets urban, open-minded and inquisitive drivers "who want to stand out without being show-offs."

→) By combining the rarity of a vehicle produced in very small numbers with an exclusive piece of music, the French brand has hit the mark. The asserted service thus plays on desire and frustration. The comments of web users who don't own the car bear this out!

### ASSOCIATED DRIVERS

ENHANCEMENT ★★☆☆

CONNECTION ★★☆☆

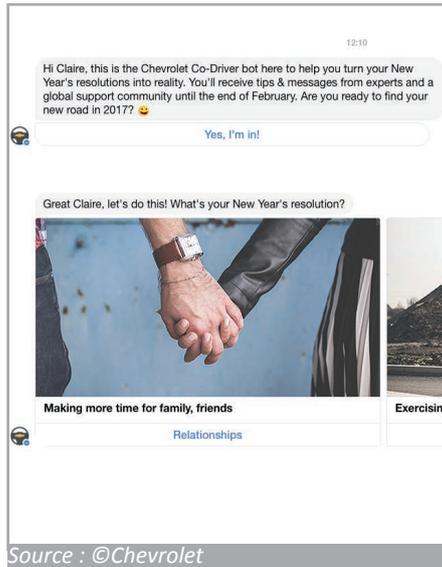
ACHIEVEMENT ★☆☆☆

### TYPE OF SERVICE

→) Advertised

# EXAMPLE OF AN INNOVATIVE SERVICE

## CHEVROLET **Finally keep your New Year's resolutions**



### THE CONCEPT

In the New Year you make new resolutions ... but do you manage to keep them? The car manufacturer supports you this year to help you keep them.

Thanks to an automatic robot launched on the Messenger app, the brand regularly monitors your resolutions. At the start of the conversation with "Chevrolet Co-Driver", state your goal. Now every day the robot sends you a message asking you how you are progressing.

### POINTS OF INTEREST

→) A motivating use of a chatbot! Because the customer himself has selected his goal, he receives advice relevant to attaining it. The brand for its part establishes daily contact with its customer.

→) With this product line extension service, Chevrolet comes out of its comfort zone to grant your stated wishes. A good way of revealing consumers to themselves.

→) When will there be a loyalty programme that urges me to surpass myself?

### ASSOCIATED DRIVERS

ENHANCEMENT ★★☆☆

ACHIEVEMENT ★★☆☆

CONNECTION ★☆☆☆

### TYPE OF SERVICE

→) Extended range

# EXAMPLE OF AN INNOVATIVE SERVICE

## KLM Profit from everyday tips and tricks



### THE CONCEPT

If you are lost after getting off the plane and can't find your hotel, you can use the smart label offered by the airline. Attached to your suitcase and fitted with an offline GPS microchip and a microphone, it will give you all the practical advice, in real time and out loud, to help you enjoy your stay in Amsterdam. For instance: where to park your bicycle, where to taste typically Dutch products for free, where to admire works of street art or even where you should be wary of pickpockets, etc.

### POINTS OF INTEREST

- ) With this service combined with sales, KLM demonstrates that the benefits of a connected object can no longer be denied when it serves a useful purpose.
- ) Here it is a matter of prolonging the customer relationship beyond flight time. The airline brands itself as an assertive guide to the Dutch capital.
- ) By combining it with the Flying Blue programme, this label could become the Amazon Echo of travellers for a one-to-one relationship.

### ASSOCIATED DRIVERS

ENHANCEMENT ★★☆☆

FORETHOUGHT ★★☆☆

ACHIEVEMENT ★☆☆☆

### TYPE OF SERVICE

→) Sales-related service

# EXAMPLE OF AN INNOVATIVE SERVICE

## WYNDHAM HOTEL GROUP **Play the stock exchange to win an experience**



Source : ©Wyndham Hotel Group

### THE CONCEPT

The hotel chain's loyalty programme offers you and 46 million other members a stock exchange of experiences. Leisure activities, travel, sports, fun... put yourself in the running to buy a unique experience in exchange for some of your loyalty points. The highest bidder wins the prize! If you want to dine at Caesars Palace in Las Vegas with the master chef Nobu Mat Suhisa, the starting bid is 50,000 points!

### POINTS OF INTEREST

- Recognizing customers' desire to have a different experience from one trip to the next, the chain offers an entertaining way of exploiting loyalty points differently.
- With this service combined with sales, one can easily imagine that it is the hotel booking that earns you points.
- Why not introduce an auction system at the retail outlet to stimulate customer relations?

### ASSOCIATED DRIVERS

ENHANCEMENT ★★★★★
 ACHIEVEMENT ★★
 EXPERIENCE ★

### TYPE OF SERVICE

→ Sales-related service

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