

HEMMA

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HEMA – User & Market

Assignment 1

In these slides, we will share the models we made to analyse and evaluate HEMA's current market. Our main insights are shared after each model, which support an additional value proposal that addresses a new market.

Changes made based on the feedback after the presentation are mentioned in RED.

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Analyze

In the key insights, we summarise the most relevant parts of the market & customer segmentation. Based on feedback, we also highlighted these in the model itself.



GEOGRAPHIC SEGMENTATION

- Stores in the Netherlands, Belgium, France, Germany, Luxembourg, United Arab Emirates, Qatar and Austria (HEMA – Vereniging Bedrijf & Historie, n.d.)
- Most stores in Amsterdam (HEMA, n.d.-c)
- No fresh food in HEMA's outside the Netherlands
Also less fashion and living products and different seasonal products (Van Woensel Kooy, 2018)
- Both physical and online stores (HEMA, n.d.-b)
- HEMA also has stores in airports and trainstations (HEMA, 2023)

PSYCHOGRAPHIC SEGMENTATION

- Values: simplicity, consistency, fairness (Let's Talk Loyalty, 2022)
- Consumers (seniors) who visit HEMA's lunchroom to find social interaction (La Gordt Dillié, 2018)
- Customers who visit HEMA because of the products' aesthetics: seasonal, themes
- Customers who visit HEMA because of the convenience of having a wide product range in 1 store (Baakman, 2022)
- Customers who trust in the quality of 'Echt Hema' (Baakman, 2022)

BEHAVIORAL SEGMENTATION

- People using HEMA loyalty card (HEMA, 2024)
- Targeting customers via different ways:
 - Younger people: social media (tiktok, instagram) (Admin, 2024)
 - Families: Facebook, physical/online brochures, television, radio (Koorevaar, 2024; Machiel, 2022)
 - Older people: physical brochures, email, radio (DeMent, 2023)

DEMOGRAPHIC SEGMENTATION

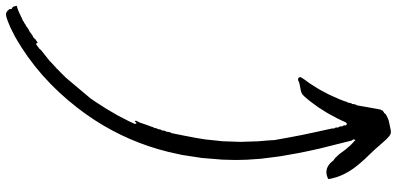
- For everyone: Young to old (HEMA, n.d.-a)
- Families (HEMA, n.d.-a)
- Targeting people above 55 (MarketResearch.com, 2022)
- Targeting people between 14-32 (students & young adults) (Sales Report Hema, 2019)
- HEMA started as a company for lower income classes but turned into a company for everyone (from low income to high income) (Sales Report Hema, 2019)

Key Insights

- Hema stores are distributed all over the Netherlands and they are even growing internationally.
- Customers mainly value simplicity, consistency and convenience.
- They also like the unique design style of HEMA or are seeking for social interaction.
- HEMA is for everyone but mainly targets families, elderly or students and young adults from low to high income.

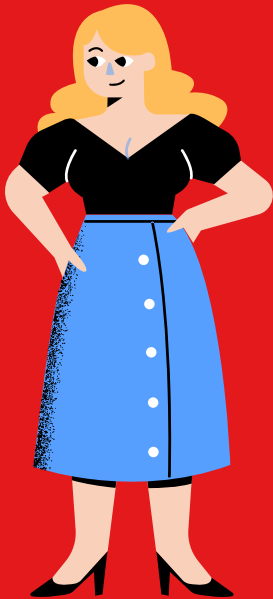
Analyze

The main customer segments are visualised using user personas.



Meet Ellen,

Ellen is a 40 year old women who lives together with her husband and 2 children in Amsterdam. She has a son who is 8 years old and a daughter who is 10 years old. She is a receptionist and she and her husband have a modal income. Because of this, she is always in a rush and does not have a lot of time to buy clothes and other products.



Goals

- Give good care to her children and fulfill their needs on a budget.
- Find affordable but durable products.
- Do not spend too much time on shopping.

Needs

- New clothes (and food) for her kids and herself.
- Household products that are reliable and durable.
- Quick and easy shopping experience.

Key points in the journey

Ellen is often aware of HEMA promotions. By using her HEMA card she collects points for future discounts (*Punten Sparen*, n.d.). She likes to shop at HEMA because it offers affordable, durable and stylish options and has a broad range of different products in one store. Ensuring that she does not spend too much time on making decisions between different brands. She stays loyal to shopping at HEMA because she has trust in their quality.

Values

- Well-being of family
- Durability of products
- Convenience / efficiency

Challenges

- She has a limited budget.
- Limited shopping time.
- Durable products are often more expensive.

Analyze

Meet Isra,

Isra is a 15 year old girl and is a 3rd year HAVO student in Eindhoven. Since she almost failed her last year due to a lack of motivation and planning skills, she is stressed about coming year. Therefore, she goes to the HEMA to buy school supplies in order to start the year organized. She loves aesthetically pleasing school supplies to make studying more enjoyable.



Goals

- Be motivated for school.
- Improve planning skills.
- Find stylish school supplies.
- Reduce stress.

Needs

- Having fun and beautiful school supplies.
- Having planning tools such as an agenda.
- Affordable school supplies.

Key points in the journey

Isra goes to the HEMA for school supplies. She spends some time choosing between different cute designs of the notebooks and agendas. She prefers the physical store but also sometimes shops online.

Values

- Fun
- Education

Challenges

- Lack of motivation and planning skills.
- Easily gets distracted from studying.

Analyze

Meet Nellie,

Nellie is a 65 year old woman from a small town called Heesch. Recently her husband Piet passed away. As she does not have a lot of family, she often feels a bit lonely. So she starts to go to HEMA's lunchroom. This became a moment of happiness as she finds social connection by talking to staff and other customers. All of this while enjoying a delicious tompouce.



Goals

- Finding happiness and purpose again after the loss of her husband.
- Connect with others.

Needs

- Social interactions.
- She needs to leave the house once in a while.
- A familiar and friendly place that feels like home.

Key points in the journey

Nellie goes to HEMA because it is a familiar and welcoming environment. She orders a tompouce and talks a bit with staff and other customers. She also tries the new ducks introduced by HEMA to encourage conversation between people that are alone (MAX Vandaag, 2025). She returns weekly and recommends it to other older people in town.

Values

- Happiness
- Kindness

Challenges

- She does not have a lot of family and friends, which makes her feel alone.

Key Insights

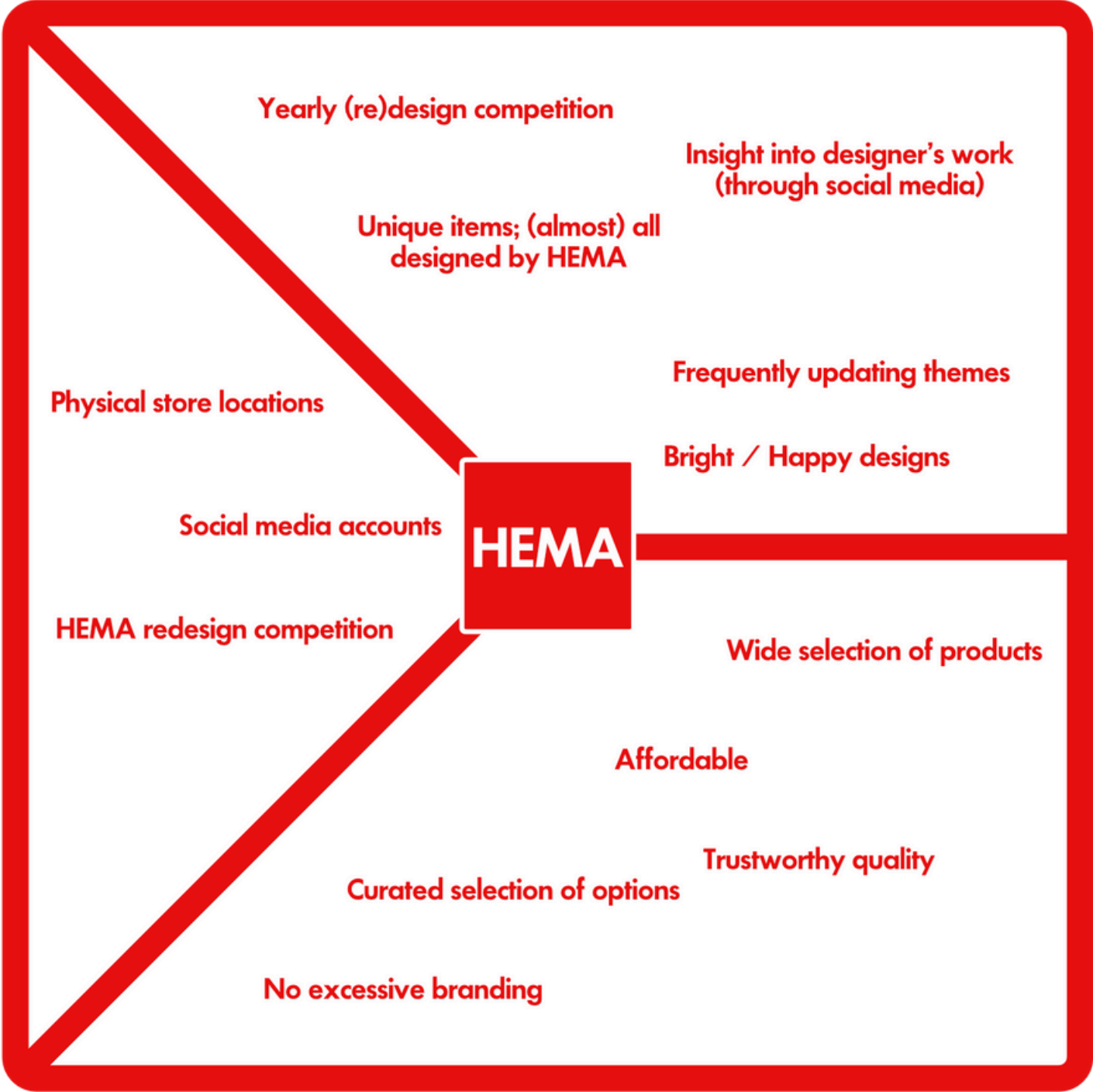
- Three **current** target groups:
 - People especially older people who use the lunchroom as a way to find social connection. They like the familiar and welcoming environment with diverse visitors.
 - People with limited time and budget looking for products with trusted quality and limited needs for decision making. These are mainly families and especially interested sales and discounts.
 - Students who are seeking for nice and affordable designed school supplies.

These personas are based on HEMA's current market, an example of a user of the new value proposition can be found in the *create* section.

Analyze

HEMA

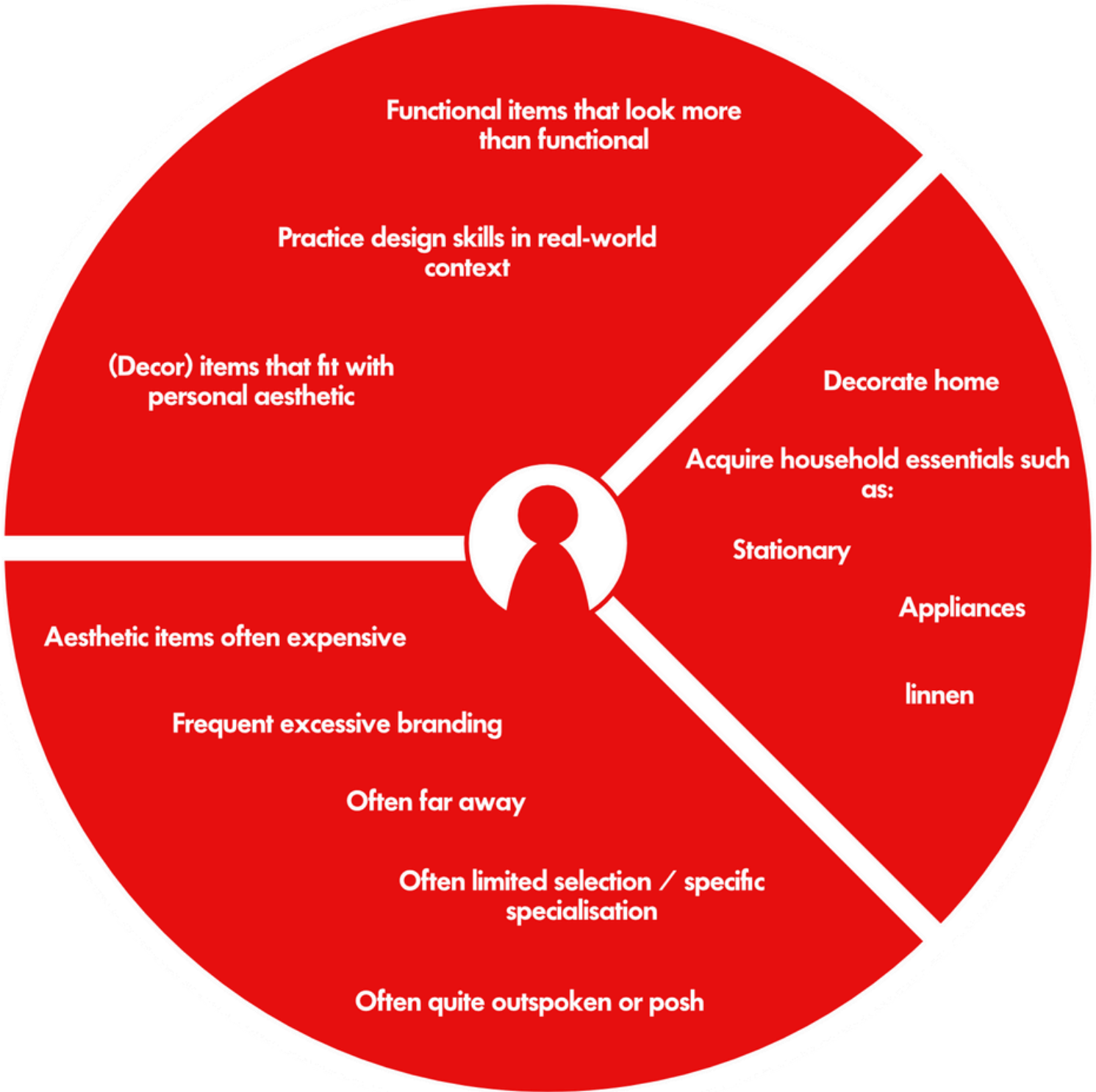
Professional design team developing unique items



The core value HEMA provides depends on the customer segment. That's why each customer segment receives its own Value Proposition Canvas.



Customers with interest in (moderate) aesthetics



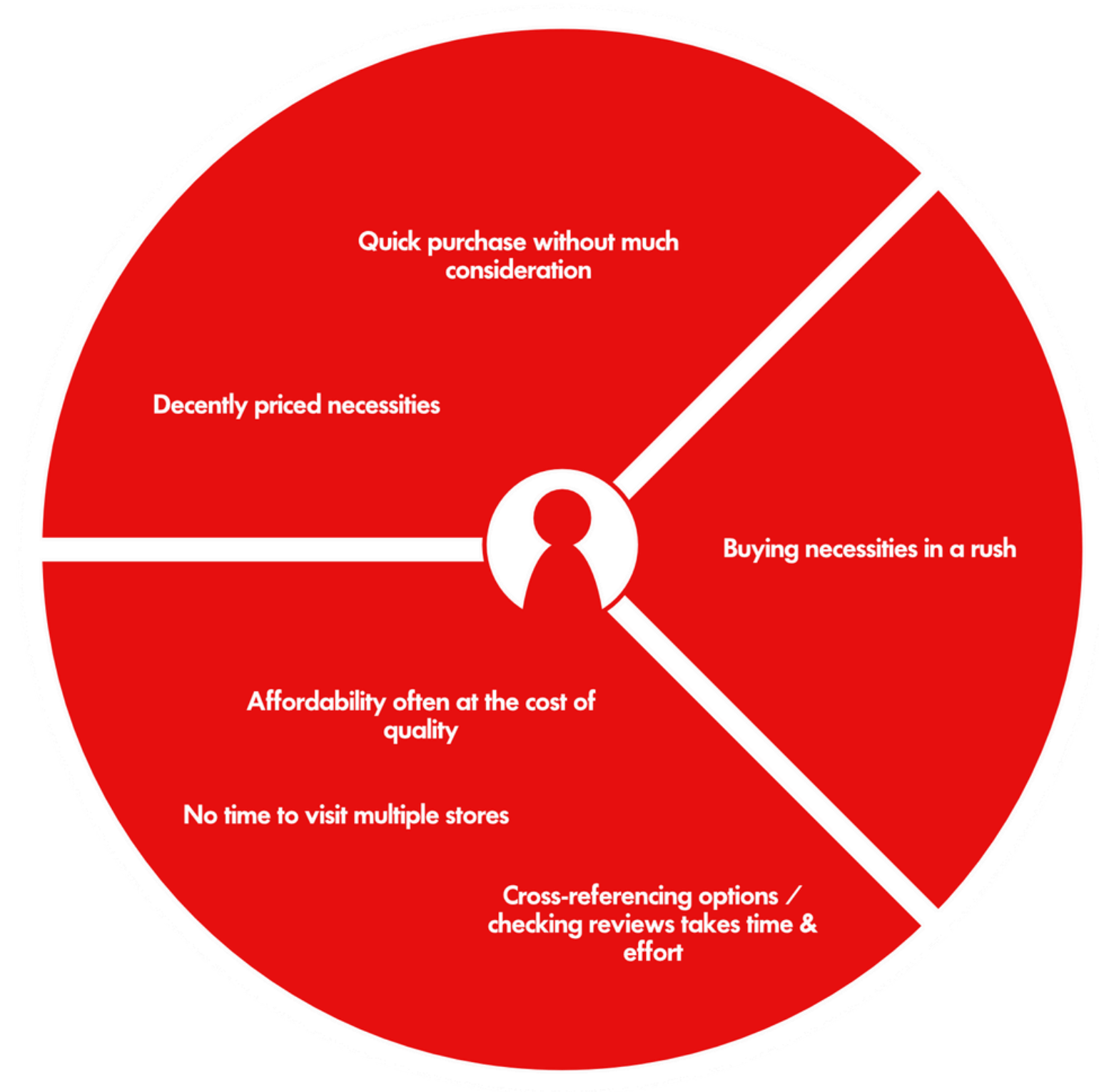
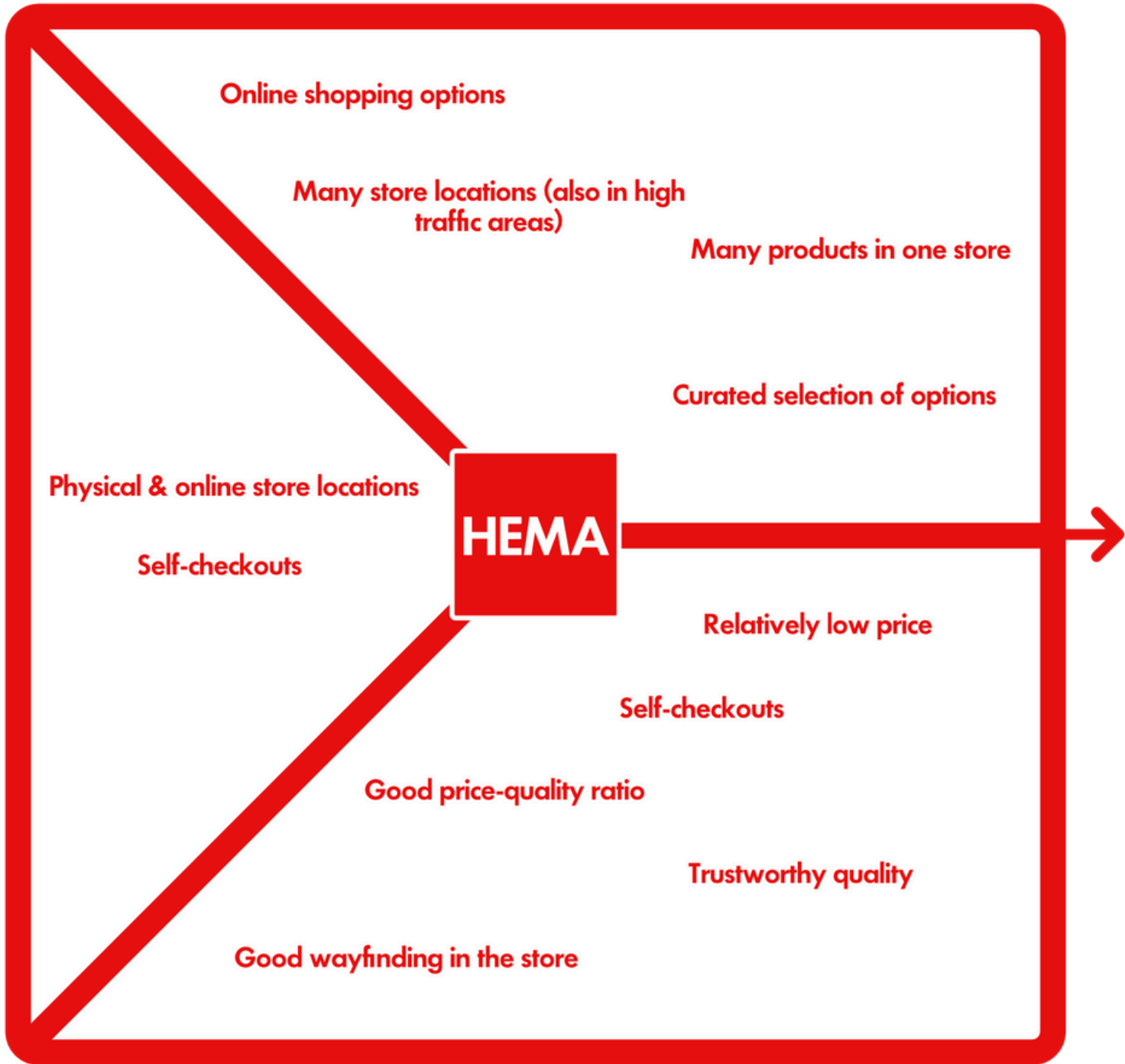
Analyze

HEMA

Straight-forward item selection



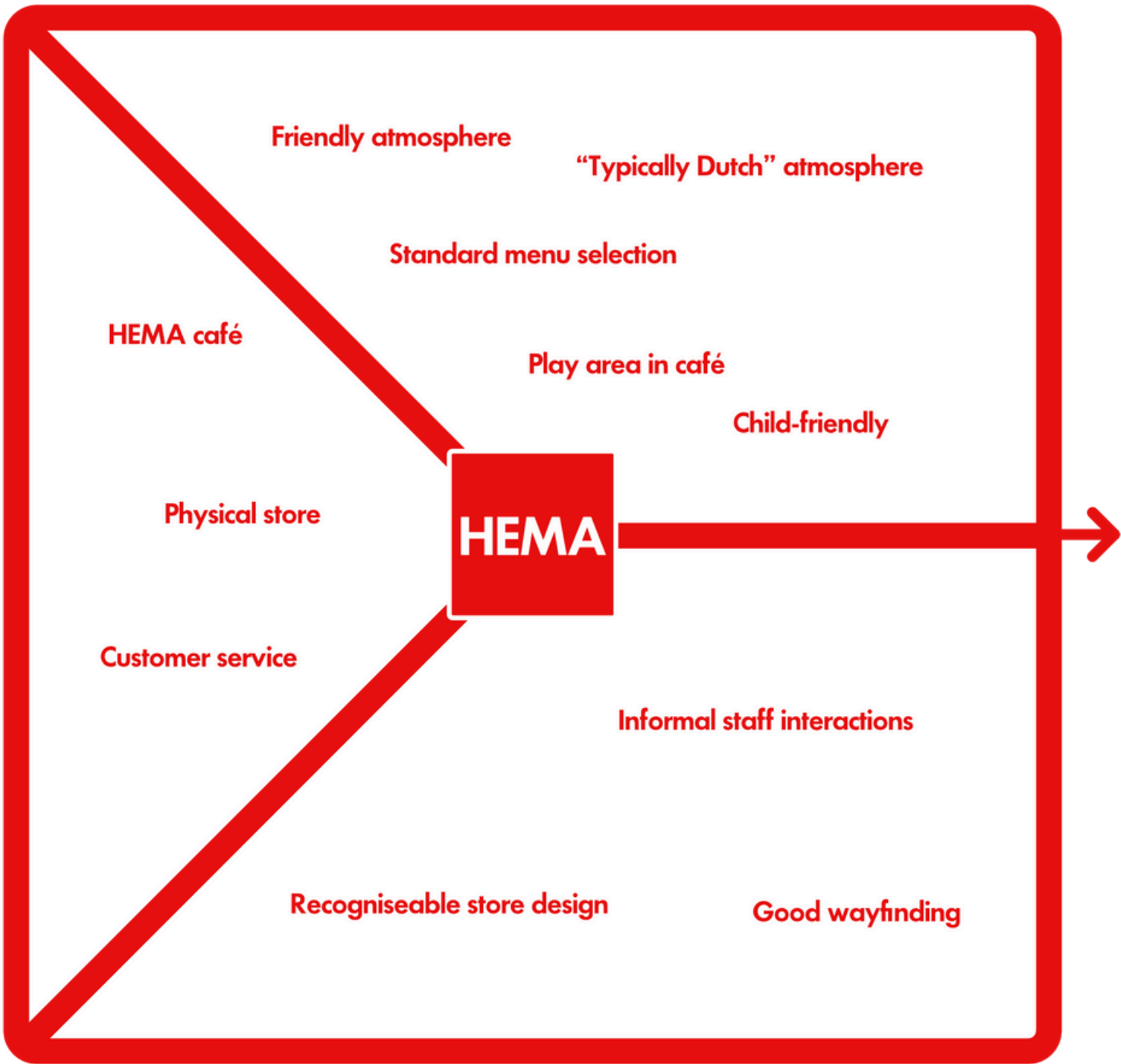
Convenience focused customers



Analyze



A typically Dutch store with an informal, friendly atmosphere





Customers with desire for familial experience



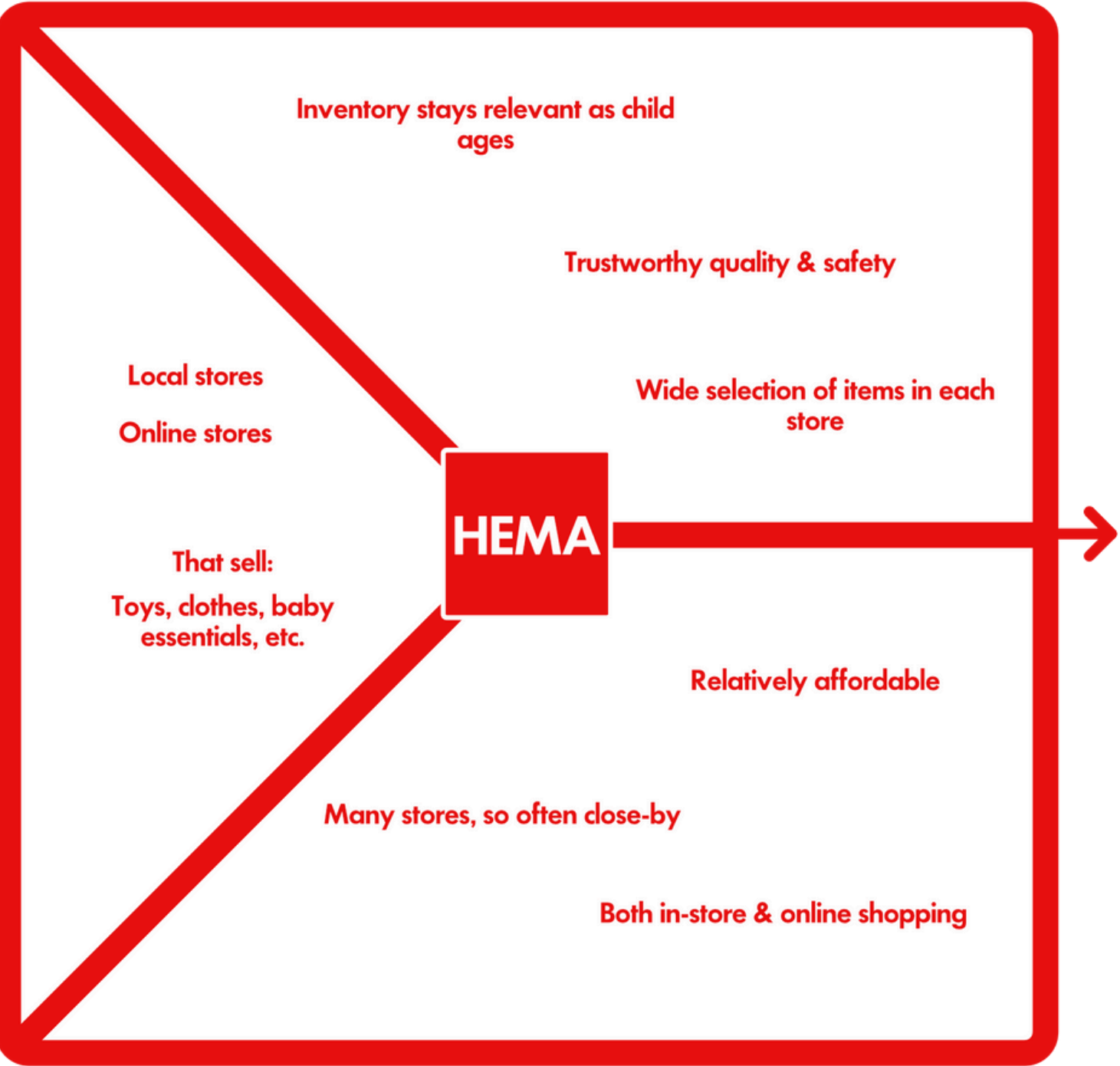
Analyze

HEMA

Convenient collection of necessities








Families with children



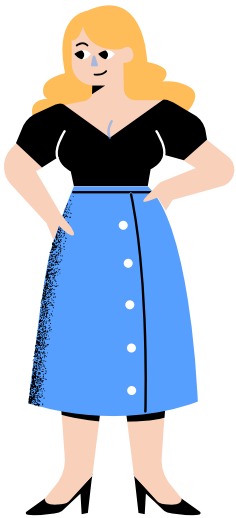
Key Insights

- In general, HEMA's value is related to products for daily living and focused on practicality, quality, and aesthetics
- Customer segments can be defined in various ways depending on perspective. In our case, we focused mostly on values and lifestyle for the segmentation. HEMA defined their customer segments more on the different products that they sell (CustomerFirst, 2019), and other external analyses took different perspectives again (RetailTrends, 2017). We realised that segmentation is relative and always more nuanced than can be described by their title.
- Although sustainability is mentioned as one of the key pointers of HEMA's brand identity and comes up very frequently on the website, in interviews / articles, and in the store itself, sustainable living is not mentioned in any of the customer segmentations we came across, nor would we define people with a sustainable interest as a segment ourselves. It appears HEMA sees this more as a general benefit to their customers and the environment than a direct market. We see opportunity for improvement here.

Analyze

	AWARENESS	CONSIDERATION	PURCHASE	POST-PURCHASE	ADVOCACY
CUSTOMER ACTIONS	<ul style="list-style-type: none">Sees HEMA ads on social media or in-store.Hears about HEMA from friends/family. (Non explicit in branding on products, recognisable if you know it but otherwise not garish)Notices a HEMA store while shopping.	<ul style="list-style-type: none">Browses HEMA's website/app.Visit a store to check quality and pricing.Read product reviews.	<ul style="list-style-type: none">Adds items to cart (online or in-store).Completes checkout via self-service or cashier.Uses loyalty discounts or promotions.	<ul style="list-style-type: none">Receives order confirmation (online).Uses or consumes products.Shares experience via reviews or social media.	<ul style="list-style-type: none">Joins HEMA's loyalty program.Engages with brand through newsletters/social media.Recommends HEMA to others.
TOUCHPOINTS	<ul style="list-style-type: none">Social mediaWord of mouthIn-store signageOnline search	<ul style="list-style-type: none">Website and mobile appPhysical stores good wayfindingCustomer reviews	<ul style="list-style-type: none">Checkout countersOnline payment systemsHEMA loyalty program	<ul style="list-style-type: none">Order tracking emailsCustomer serviceSocial media	<ul style="list-style-type: none">Loyalty programReferral incentivesCustomer surveys
EMOTIONS	 Intrigued	 Curious	 Happy	 Excited	 Indifferent
PAIN POINTS	<ul style="list-style-type: none">Lack of visible branding to differentiate from competitors.Limited online presence compared to digital-first retailers.	<ul style="list-style-type: none">Website front page and stores can be overwhelming.Some customers may struggle to find what they need.	<ul style="list-style-type: none">Checkout lines in stores.Price is higher than some competitors	<ul style="list-style-type: none">Delays in delivery.	<ul style="list-style-type: none">Low engagement in loyalty program due to lack of personalisation.Few incentives for referrals.
OPPORTUNITIES	<ul style="list-style-type: none">Improve digital marketing strategies.Enhance search engine optimisation & social media engagement.	<ul style="list-style-type: none">Enhance website navigation from homepage.Personalisation of recommendations based on user history.	<ul style="list-style-type: none">Sales and competitive pricing.Price matching.	<ul style="list-style-type: none">In-house logistics & delivery.	<ul style="list-style-type: none">Offer exclusive loyalty rewards.Encourage user-generated content and word-of-mouth.

Ellen



Based on reflection, we split our customer journey for each of our personas seperately to exemplify their varying experiences & use of services at HEMA



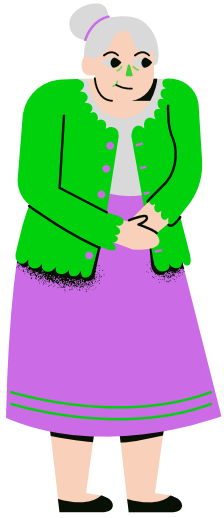
	AWARENESS	CONSIDERATION	PURCHASE	POST-PURCHASE	ADVOCACY
CUSTOMER ACTIONS	<ul style="list-style-type: none">Sees HEMA promotions in emails or flyers.	<ul style="list-style-type: none">Checks HEMA website for deals on kids' clothes and household items.	<ul style="list-style-type: none">Shops in-store for efficiency.Uses HEMA card to collect loyalty points.	<ul style="list-style-type: none">Uses products for her family.Receives emails about upcoming discounts.	<ul style="list-style-type: none">Returns regularly due to convenience & trust in quality.Recommends HEMA to other moms.
TOUCHPOINTS	<ul style="list-style-type: none">Email newslettersSocial media adsIn-store promotions	<ul style="list-style-type: none">HEMA websiteMobile appReviews from other moms	<ul style="list-style-type: none">HEMA physical storeLoyalty card system	<ul style="list-style-type: none">Follow-up email promotionsCustomer service	<ul style="list-style-type: none">Loyalty card programWord of mouth
EMOTIONS	<div><p>Curious</p></div>	<div><p>Slightly Stressed</p></div>	<div><p>Rushed</p></div>	<div><p>Satisfied</p></div>	<div><p>Content</p></div>
PAIN POINTS	<ul style="list-style-type: none">Overwhelmed by options when shopping online.	<ul style="list-style-type: none">Limited time to browse and compare products.	<ul style="list-style-type: none">Long checkout lines, especially with kids.Price can be higher compared to competitors	<ul style="list-style-type: none">Often forgets to restock essential items.	<ul style="list-style-type: none">Could engage more with HEMA's digital services (shop online and pick up).
OPPORTUNITIES	<ul style="list-style-type: none">Personalise available promotions based on past purchases.	<ul style="list-style-type: none">Personalisation of recommendations based on user history.	<ul style="list-style-type: none">Sales and competitive pricing.Price matching.	<ul style="list-style-type: none">Introduce subscription-based restocking for household products.	<ul style="list-style-type: none">Offer personalised recommendations





Isra



	AWARENESS	CONSIDERATION	PURCHASE	POST-PURCHASE	ADVOCACY
CUSTOMER ACTIONS	<ul style="list-style-type: none">Sees TikTok and Instagram posts featuring HEMA's stylish stationery.	<ul style="list-style-type: none">Visits HEMA to compare notebooks and planners.Scrolls through online shop.	<ul style="list-style-type: none">Buys a few items she loves.Sometimes forgets to buy everything she needs.	<ul style="list-style-type: none">Uses her new stationery to organize schoolwork.Shares aesthetic study photos online.	<ul style="list-style-type: none">Talks about HEMA with friends.Returns for new supplies next semester.
TOUCHPOINTS	<ul style="list-style-type: none">Social media (TikTok, Instagram)School recommendations	<ul style="list-style-type: none">HEMA physical storeOnline shop	<ul style="list-style-type: none">Self-checkout in storeOnline cart	<ul style="list-style-type: none">Personal useSocial media	<ul style="list-style-type: none">Peer recommendationsHEMA app
EMOTIONS	 Excited	 Overwhelmed	 Happy	 Proud	 Excited
PAIN POINTS	<ul style="list-style-type: none">Unsure whether to buy online or in-store.	<ul style="list-style-type: none">Too many cute options make it hard to choose.	<ul style="list-style-type: none">May not complete an online purchase due to indecision.	<ul style="list-style-type: none">Loses motivation mid-school year	<ul style="list-style-type: none">Might switch brands if trendier options appear.
OPPORTUNITIES	<ul style="list-style-type: none">Use social media influencers to showcase school supplies	<ul style="list-style-type: none">Offer bundles with aesthetic matching supplies.	<ul style="list-style-type: none">Create a feature that suggests missing essentials.	<ul style="list-style-type: none">Offers for back-to-school refills.	<ul style="list-style-type: none">Offer exclusive loyalty rewards for retention

Nellie



	AWARENESS	CONSIDERATION	PURCHASE	POST-PURCHASE	ADVOCACY
CUSTOMER ACTIONS	<ul style="list-style-type: none">Knows about HEMA's lunchroom from friends and history.Reads about "conversation ducks" initiative.	<ul style="list-style-type: none">Visits the lunchroom to try a tompouce and meet new people	<ul style="list-style-type: none">Orders coffee and a treat.Enjoys casual chats with staff and customers.	<ul style="list-style-type: none">HEMA's welcoming environment	<ul style="list-style-type: none">Recommends HEMA's lunchroom to other seniors.Looks forward to her weekly visits.
TOUCHPOINTS	<ul style="list-style-type: none">Word of mouthLocal newspapers/magazines	<ul style="list-style-type: none">HEMA caféStore atmosphere	<ul style="list-style-type: none">Lunchroom serviceFriendly staff interactions	<ul style="list-style-type: none">Order tracking emailsCustomer serviceSocial media	<ul style="list-style-type: none">Word of mouthCommunity groups
EMOTIONS	<div><p>Curious</p></div>	<div><p>Excited</p></div>	<div><p>Happy</p></div>	<div><p>Relaxed</p></div>	<div><p>Content</p></div>
PAIN POINTS	<ul style="list-style-type: none">Hesitates to visit alone.	<ul style="list-style-type: none">Worries about feeling out of place.	<ul style="list-style-type: none">Prefers small, comfortable settings.	<ul style="list-style-type: none">May feel lonely on days she doesn't visit.	<ul style="list-style-type: none">Needs less monotony to keep returning.
OPPORTUNITIES	<ul style="list-style-type: none">Organise HEMA Seniors' Days to encourage group visits.	<ul style="list-style-type: none">Train staff to engage warmly with elderly visitors.	<ul style="list-style-type: none">Create smaller spaces within the larger lunchroom space	<ul style="list-style-type: none">Have Loyalty card system include coffee perks.	<ul style="list-style-type: none">Host events like book clubs or game afternoons in the lunchroom.

Key Insights

- HEMA has a large and appealing range, however it lacks a firm or distinctive digital presence to differentiate itself from competitors and their out-of-house ranges, and may need to better leverage social media engagement and targeted marketing.
- Some customer experience cases result in overwhelming product selections in store, leading to hesitation during the consideration stage of a customer journey.
- The loyalty program lacks sufficient incentives. Offering exclusive bonuses through personalisation, gamification or events, could increase advocacy.
- Different customers have a different HEMA shopping experience. Which should be taken into account as well when designing for a new customer segment.

Evaluate

Political

International Accord

(Maxwell Watson et al., 1999)

This agreement commits HEMA to continue implementing safety measures, ensuring compliance with international labor standards.

Foreign Trade Policy + Tax Policy

(Maxwell Watson et al., 1999)

As a member of the EU, the Netherlands benefits from EU trade agreements, providing HEMA with access to a broad market. The Dutch tax system is designed to be competitive, with policies that encourage business investment and growth.

Economic

Economic crisis (NOS, 2021)

HEMA suffered a loss of more than 200 million in the corona year.

NEW PLAN:

Strategic market focus (HEMA, 2021b)

Concentrating on core markets (Netherlands, Belgium, Luxembourg, and France), opting to withdraw from countries like Spain and the United Kingdom.

Supply chain adjustments (HEMA, 2021c)

The strategic sale of HEMA's bakeries to BACU in 2021 indicates a move to streamline operations and focus on core retail activities.

RESULT: Economic growth in 2023 (HEMA, 2024a)

In 2023, gross sales increased by 7.4% to €2.112 billion, and profit before tax saw a significant rise.

Social

Fair and Equal Treatment (HEMA, n.d.-f)

Striving to create an inclusive environment where everyone is treated equally and with respect.

Enhance Diversity and Inclusivity (HEMA, n.d.-d)

Fostering a diverse and inclusive workplace by signing the Diversity Charter, launching special parental leave for various family structures, and supporting LGBTQ+ rights through donations and partnerships.

Target audience

- **age 14–32** (Sales Report Hema, 2019)
- **age 55+** (MarketResearch.com, z.d.)

Evaluate

Technological

E-commerce Expansion (HEMA, 2021a)

Focusing on optimizing the online shopping experience by creating the HEMA app; adding features like a favorites list and a simplified search function, based on customer feedback.

Product Innovation (HEMA, n.d.-g)

Designing products that are practical, aesthetic, durable, leveraging technology to meet customer needs effectively.

Environmental

Circular Products/Economy (HEMA, n.d.-c)

Products are made from responsible materials, packaging is minimized, food waste is reduced with Too Good To Go, and collected textiles are recycled into new products through Wolkat.

Carbon Footprint Reduction Goal (HEMA, n.d.-c)

Reducing CO2 emissions by 75% by 2030 and cut the rest of the supply chain's emissions in half.

Legal

Commitment to Integrity (HEMA, 2016)

Employees and partners must uphold integrity, complying with laws and company standards.

Privacy Protection (HEMA, 2016)

Application of data protection laws, ensuring confidentiality of customer and employee information.

Fair Competition (HEMA, 2016)

Adhering to competition laws and not engaging in practices like price-fixing or market manipulation.

Working Conditions and Ethical Sourcing (HEMA, 2016)

Suppliers must uphold strict labor rules, ban child and forced labor, ensure fair wages, and provide safe, humane conditions.

Transparent Administration (HEMA, 2016)

All transactions must be recorded accurately, following accounting practices and ensuring financial transparency.

Key Insights

- HEMA aligns with trends in inclusivity, accessibility, and digital innovation, improving its online presence to meet customer expectations of convenience.
- HEMA is making sustainable efforts -> but does not specifically target sustainability-focused consumers therefore this product-market fit can be improved.
- Eco-conscious shoppers prefer second-hand, upcycled, and circular products but might not see HEMA as a go-to for this.
 - In 2024, 73 percent of the consumers in the Netherlands said they consider sustainability in their purchasing decisions (Statista, 2025).
 - In 2022, 20 percent of Dutch consumers had bought second-hand clothing in the last 12 months (Davies, 2025).

Create

Tweedehands Feestje

20-02



Create

Tweedehands Feestje

20-02



We propose a **second-hand pop-up store** for HEMA, where customers can trade old items for coupons to swap for free pre-owned HEMA goods. This promotes **affordability** and **sustainability** while reinforcing brand values. HEMA members (having a **loyalty card**) get an initial coupon, boosting loyalty and **positioning HEMA as a forward-thinking retailer**.

So, in short, this will attract a **new customer segmentation** of sustainability-focused people to HEMA. We encourage them to stay loyal by working with the HEMA loyalty card. As they now associate the HEMA with a retailer that is sustainability focused, they will now visit the original HEMA store more frequently.

Through this proposal it could occur that clients trade items of lower value for items with higher value. However, with this pop-up store we do not explicitly focus on the value of the products, but on the act of making sustainable decisions, since they already get the items for free. Our idea is based on earlier successful thrifting events that have a similar rules (Free Fashion, n.d.). Additionally, to prevent customers from buying things of lower value in store and trading it for higher value items, we implement a limit on the amounts of coupons that you can get through the HEMA loyalty card.

Create

To make our new market more clear, we present a user persona called Sarah.



Meet Sarah,

Sarah is 32 years old and a mother of two who prioritizes sustainable living by recycling, repairing, and using only what she needs. While she's willing to spend a bit more on sustainable items, budgeting is essential as her family grows, so she seeks affordable, sustainable options. Next to this she is looking for ways to recycle her children's old baby clothes as they no longer fit them.



Key points in the journey

Sarah discovered HEMA through the "Tweedehands Feestje." Previously, she avoided the store, doubting its commitment to sustainability, but this event changed her perception. She appreciated her experience at the pop-up store, talking with other models and getting more insight into HEMA's sustainable efforts. She now visits the store more often to buy essentials for her family and thus supports the store as she agrees with the company's values.

Goals

- Sustainable shopping
- Reducing waste
- Smart budgeting
- Recycle unused items

Needs

- Affordable sustainable options

Values

- Conscious consumption
- Sustainability
- Transperency

Challenges

- Brand skepticism
- Budget constraints
- Limited sustainable options

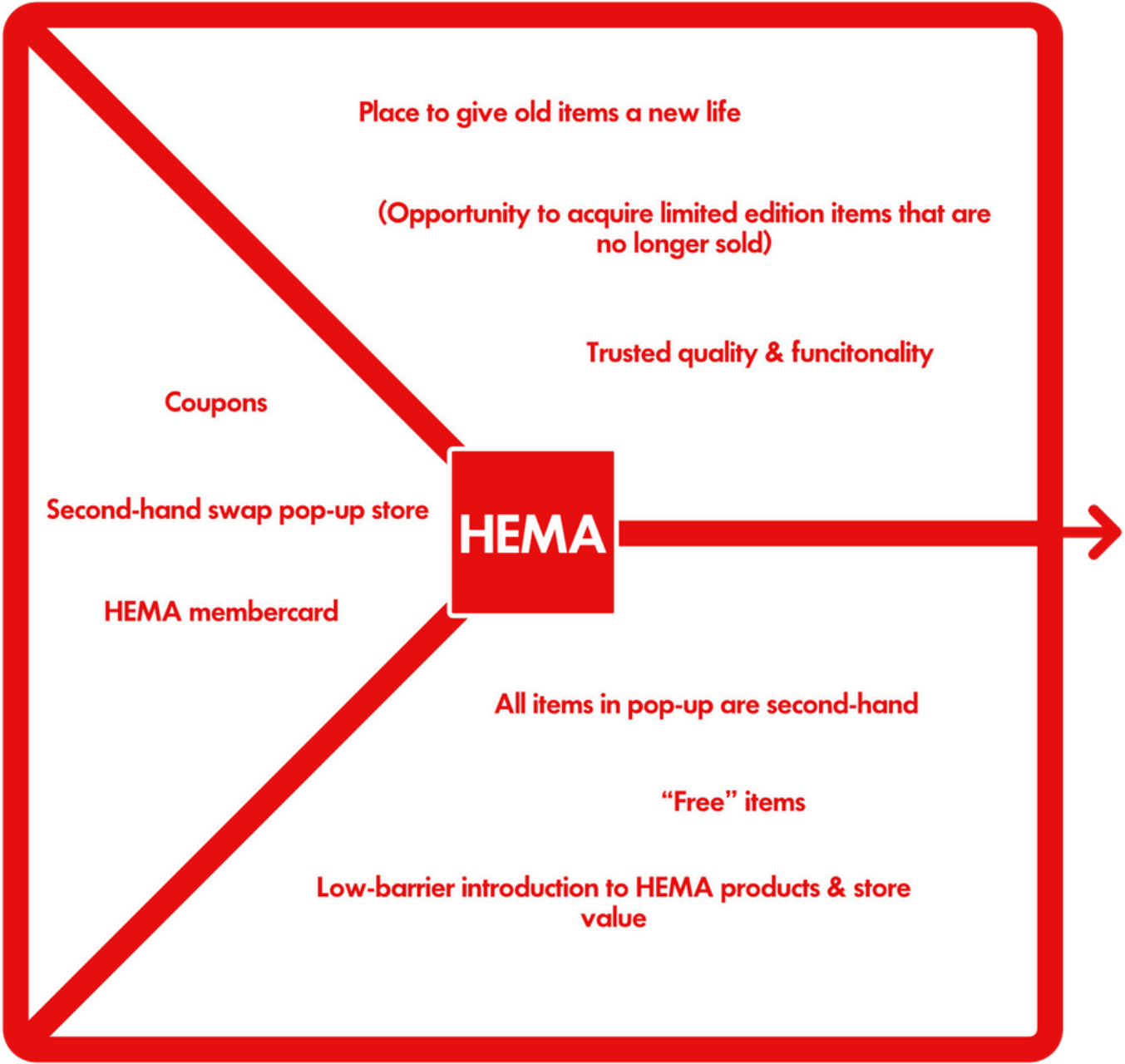
Create

The proposed new value
our idea would bring to
customers



HEMA

Renewable efforts & circular economy



Sustainability focused customers, specifically young families



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HEMMA

Carmen van Gessel, Suus van Gogh, Sophia Martens, Armaan Naul, Lieke Rooijackers

HEMA – Technology & IP

Assignment 2

In these slides, we will share the models we made to analyse and evaluate how HEMA's technology differentiates them in the market and contributes to their value proposition. Our main insights are shared after each model, which support our proposal on a new opportunity in technology .

Changes made based on the feedback after the presentation are mentioned in BLUE.

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Armaan Naul – 1844318

Lieke Rooijackers – 1831852

Analyze

Competitor Profile Matrix Analysis

Competitor	Price	Quality	Item Range	Community Building	Payment Method	Sustainability Focus	Brand-Specific	Location / Online	Promo Awareness & Targeting	Customer Types	Previous Owner Benefit	How do people donate items?	Automation
HEMA tweedehands feestje	Free / in exchange for old products	Quality is checked, appliances still functional & products usable. Minor damages may be accepted	Wide range but focused on child-products such as clothes, toys & reusable necessities	Designed to stimulate interaction? Some items have a little backstory	Coupon via HEMA pas	Focus on circular economy & waste reduction	Only HEMA original products	Likely in big cities, near HEMA stores, train stations, high-traffic areas	Advertisement through & alongside regular channels. Focus on Social Media, Radio & TV	<ul style="list-style-type: none">Young, New and growing families with childrensustainability-focused shoppersloyal HEMA customerslower income shoppersthrifting enthusiasts	They get a coupon to use at the second-hand store	Hand in at the HEMA store desk	Semi-automated with digital connection to the loyalty card, otherwise very little automation
Urban Outfitters second-hand	Mid to high	Focus on curated vintage and trendy second-hand items	Primarily fashion	Limited community engagement, focused on brand appeal	Cash, card, digital payments	Moderate focus (recycling initiatives, upcycled collections)	Exclusive vintage and Urban Outfitters-branded resale	Social media-heavy marketing, trend-based targeting	Fashion-conscious, trend-driven shoppers	Resale and curated second-hand collections	Not donation-based, items sourced via curated resale	Unknown; handpicked items by a team	Inventory tracking and digital automation
Ikea (Second-Hand Hub)	Affordable	Good quality, refurbished/returned items available	Home furniture, décor, and accessories	Growing sustainability-focused community initiatives	Cash, card, IKEA Family digital payments	Focus on circular economy and sustainable materials	IKEA-branded second-hand and refurbished items	In-store Circular Hubs and online resale sections	Strong corporate sustainability campaigns, loyalty member engagement	Budget-conscious, eco-friendly, home improvement shoppers	Customers receive store credit for returning used IKEA items	Customers return items through designated drop-off points	Inventory tracking and digital automation

(Ikea, n.d.) (Urban Outfitters, n.d.)

COMPETITOR	PRICE	QUALITY	ITEM RANGE	COMMUNITY BUILDING	PAYMENT METHOD	SUSTAINABILITY FOCUS	BRAND-SPECIFIC	LOCATION / ONLINE	PROMO AWARENESS & TARGETING	CUSTOMER TYPES	PREVIOUS OWNER BENEFIT	HOW DO PEOPLE DONATE ITEMS?	AUTOMATION
Marktplaats	Varies depending on the seller, item condition, and demand/bidding system/filter system	Ranges from brand-new to heavily used items	Wide product range: clothes, electronic devices, furniture, etc.	Transaction-focused platform with messaging features but no strong community engagement tools	Pickup and cash payment, bank transfers, and integrated online payments	Indirect sustainability impact via resales	Not brand specific, but users can find branded items, including high-end and luxury goods	Netherlands; online marketplace with nationwide reach	Targeting on keywords, promoted ads, and category filters	A mix of private individuals looking for deals, collectors searching for rare items, businesses selling new or second-hand goods, and resellers flipping products for profit	Can earn money from selling items	Self-managed transport and listing for free as opposed to selling	Algorithmically-driven recommendation s and search optimization
Vinted	Generally affordable/ bidding system/filter system	Ranges from brand-new to heavily used items	Focused on clothing, shoes, accessories, home decor, toys, and beauty products	Strong user community: users can follow sellers, leave reviews, and engage through chat	Integrated online payments	Vinted promotes second-hand fashion as a way to reduce waste and encourage sustainable shopping habits	Not exclusive to any brand but has strong filtering options to search for specific brands	Active in multiple European countries	Personalized recommendation s and search filters for better targeting/advertisements	Mostly fashion-conscious consumers, bargain hunters, and sustainability-focused shoppers	Can earn money from selling items	Self-managed shipping and listing for free as opposed to selling	Algorithmically-driven recommendation s and search optimization
Vlooiemarkt (Flea Market)	Often very cheap, no set prices, can usually be haggled	No quality control but often in usable condition	Wide variety of items	Strong community asept; often local with friendly, informal and encouraged conversation.	Cash, Tikkie	Sustainability is a biproduct, not necessarily the main goal.	No brand requirements	Parks or similar outdoor public spaces, i.e., pop-up market style. Minimal online aspect (apart from promotion).	Locally promoted, word of mouth	Young families, bargain hunters	Can earn money from selling items	Self-organized, sellers bring their own goods Self-organised transport & selling; set up as a blanket or stand at the flea market	No automation, entirely manual

COMPETITOR	PRICE	QUALITY	ITEM RANGE	COMMUNITY BUILDING	PAYMENT METHOD	SUSTAINABILITY FOCUS	BRAND-SPECIFIC	LOCATION / ONLINE	PROMO AWARENESS & TARGETING	CUSTOMER TYPES	PREVIOUS OWNER BENEFIT	HOW DO PEOPLE DONATE ITEMS?	AUTOMATION
Free fashion	Free	Clothing that is not dirty, broken or washed too much	Focus on fashion items	Strong social initiative, promotes clothing reuse	Free coupon exchange	High focus on reuse and sustainability	No	Pop-up locations, mobile stores, carts	“Free Fashion” branded clothing and social media outreach	Local pedestrians and passers-by, eco-conscious shoppers	Feels good for giving clothing a second chance/making someone happy with it	Deliver it at the shop	Volunteer-driven
Kringloop	Relatively cheap	Products are often intact. Electronic devices are tested	Wide product range - clothes, electronic devices, furniture, etc.	Local engagement, in-store community	Cash, card	High	No	Many physical stores across cities	Word of mouth and local presence	Low-income shoppers, second-hand buyers, bargain hunters	Feels good for donating	Deliver it at the shop	Volunteer-driven; no automation
Kilo stores	Low, fixed price per kilo	Depends on the specific store; most stores advertise high quality, vintage items	Fashion-focused	No strong engagement or community	Cash, card	High, focus on giving clothes a new life	No	Physical stores, only in bigger cities	Social media-driven awareness	Fashion conscious shoppers, sustainability, vintage style	Differs per shop. Kilo shop offers a voucher of 10 %	Bring clothes to the store	Minimal automation
Rode kruis/Leger des heils	Low	Can vary; is dependent on donations, however all in useable condition	Varied with a focus on clothes and houseware	Charity-driven and provides social support-trickle down	Cash, card	High focus on reuse & sustainability	No specific branding, anything is allowed	Physical stores/ donation points	Word of mouth/ outreach programs or drives	Low-income shoppers/ thrifters with sustainability interests	Feels good for donating	Brings clothes to donation centres	Minimal automation, volunteer-driven
Personal communities	Free, low, or transactional or barter based	Dependent on individual transaction and closeness of community; i.e., the closer the more variance in quality	Can be almost anything	Very strong; hyper-local focuses	Barter/cash/ goodwill	Community led circular economy	No brand exclusivity	Localised/ within personal circles; can be spread	Word of mouth	Members of personal circles, thrift/sustainability focused people.	Helps others in the community, could also gain something in trades	Direct exchange or giveaway	No automation, entirely user-driven

Based on the previous tables, this final refined competitor matrix was created. The focus is on the values and competitors that directly pertain to the proposed concept.

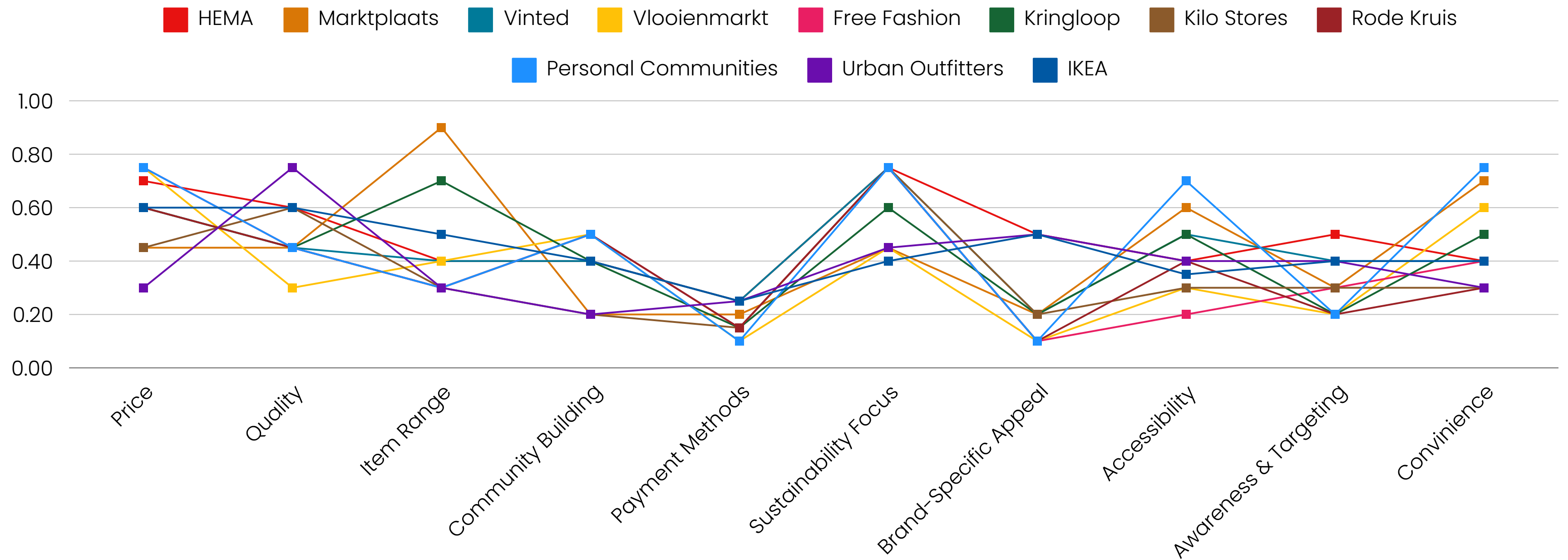
COMPETITOR	PRICE	QUALITY	ITEM RANGE	SUSTAINABILITY FOCUS	ACCESSIBILITY	CONVENIENCE
HEMA	0.70	0.60	0.40	0.75	0.40	0.40
Marktplaats	0.45	0.45	0.90	0.45	0.60	0.70
Vlooiemarkt	0.75	0.30	0.40	0.45	0.30	0.60
Free fashion	0.75	0.45	0.30	0.75	0.20	0.40
Kringloop	0.60	0.45	0.70	0.60	0.50	0.50
Personal communities	0.75	0.45	0.30	0.75	0.70	0.75
Ikea	0.60	0.60	0.50	0.40	0.35	0.40

Key insights

- There are a lot of different types of companies that approach thrifting differently, and therefore there is many (indirect) competition.
- Not as many sell their own store-specific items only next to their regular shop.
- (Nothing is HEMA in the way that there is both new product being sold as well as a (potential) circular economy of a brand specific reselling/ trades)
- In a different market sphere, a similar concept would be IKEA, selling new and returns & the urban outfitters vintage drops/ urban renewal. However, ~free~ is not something they do.
- Hema would need a strong brand following to be able to circulate just its own products the way IKEA is able to.

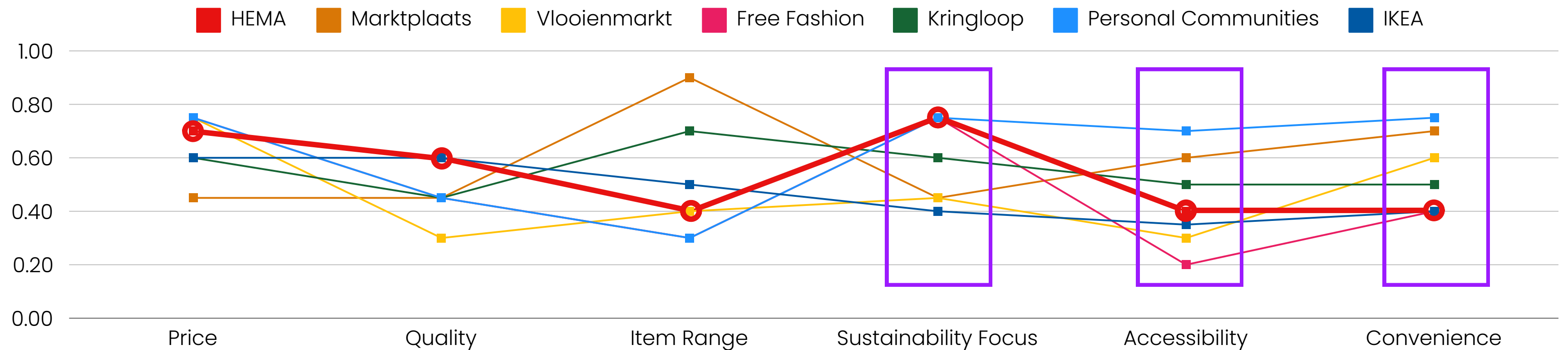
Evaluate

Strategy Canvas (Value Curve) – full



Evaluate

Strategy Canvas (Value Curve) – targeted

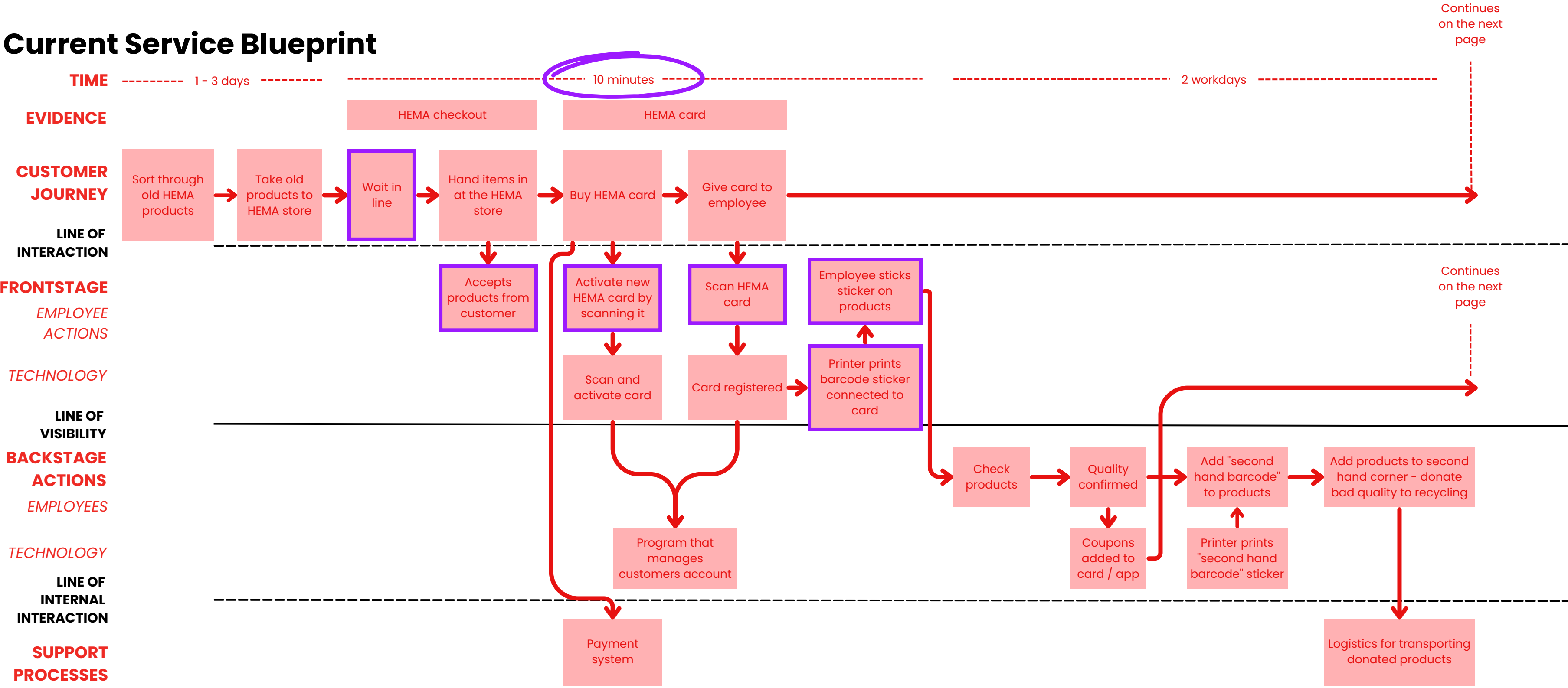


Key insights

- As can be seen HEMA scores relatively low for convenience in comparison to others. This is mainly the result of waiting times. Also for HEMA itself it is not very convenient. They don't make profit, but it does take a lot of time to maintain the pop-up store.
- While HEMA stores are often located in the centre, accessibility still scores on the lower side. This is the result of restrictions to opening & closing times, which online platforms or personal communities not have. Also, it is currently a pop-up store, which means it is not always accessible for customers.
- Since accessibility and convenience are values that align with HEMA, these can be further improved.

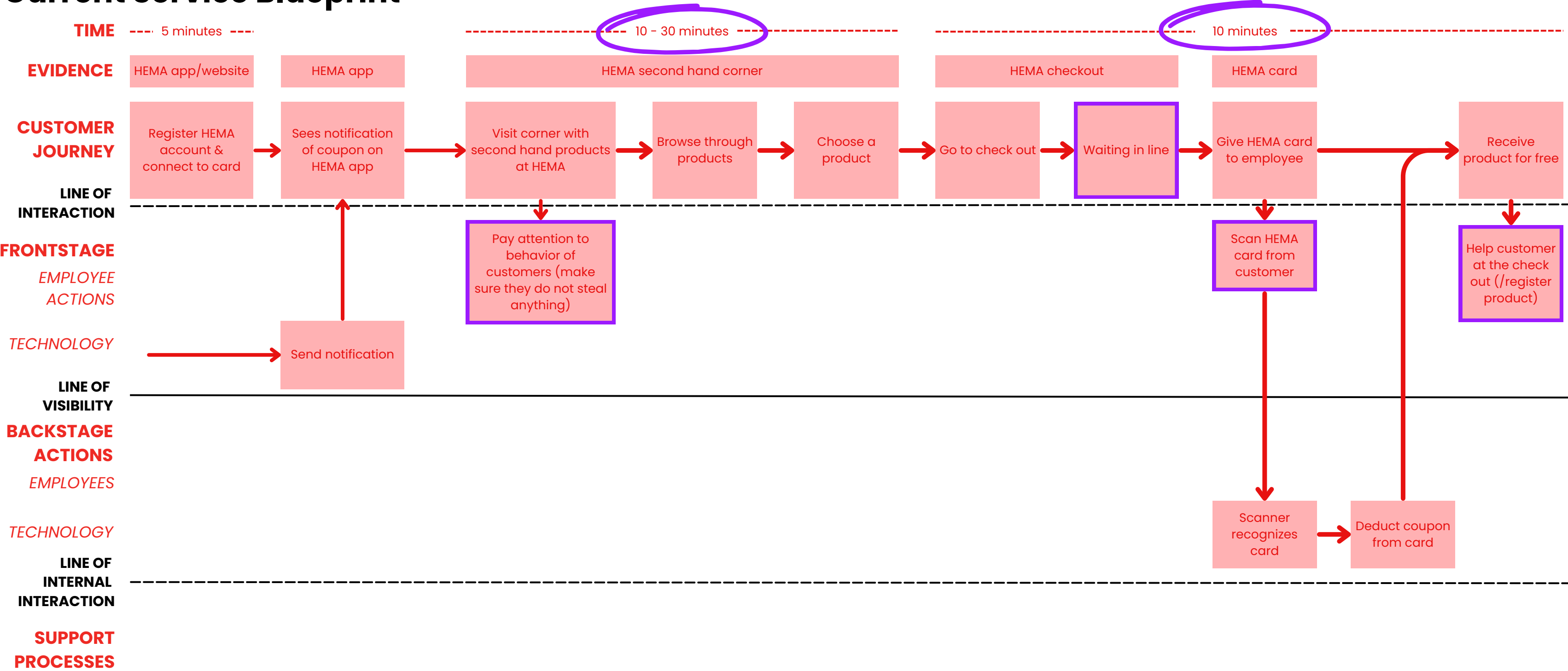
Evaluate

Current Service Blueprint



Evaluate

Current Service Blueprint



Key insights

- Part of the store needs to be given up on a non-profitable part and attention needs to be paid to store design of the thrifting corner, which does only lead to more investment.
- This blueprint also shows again that this opportunity is not very convenient for both the HEMA itself as well as its customers. Staff members are needed during times when they could also help real (profitable) customers. Also, the process takes quite some time for customers. They for example have to wait in line, because they 'pay' at the same checkout as regular customers and they will probably have to put some effort into finding the right product as there might not be a clear overview.
- Additionally, barcode stickers need to be printed, which does not align with the sustainability goal of HEMA and this new technology.

Create

During the presentation, we received feedback regarding the differences in item values when swapping. As a result, we have decided to implement restrictions on the types of items that can be exchanged, such as appliances and certain stationery items. There was also an in-class discussion on the quality check of the handed-in items and the labor intensity of it. Some alternatives like cameras were suggested. However, within the discussion we concluded that these suggestions do not outweigh the cost, since the Snuffelmuur does not directly generate profit for HEMA. Additionally, HEMA values trust and therefore also trust its customers to hand in items that are valuable. Therefore, the quality check will remain manual.

Hand in your old items here!

Download the HEMA app





HANDING IN

- ① Scan HEMA card
- ② Put old HEMA items in locker that is open
- ③ Close the locker
- ④ Coupon will be added to your card

COLLECTING

- ① Select number of locker desired item
- ② Scan HEMA card
- ③ Take item and your done!

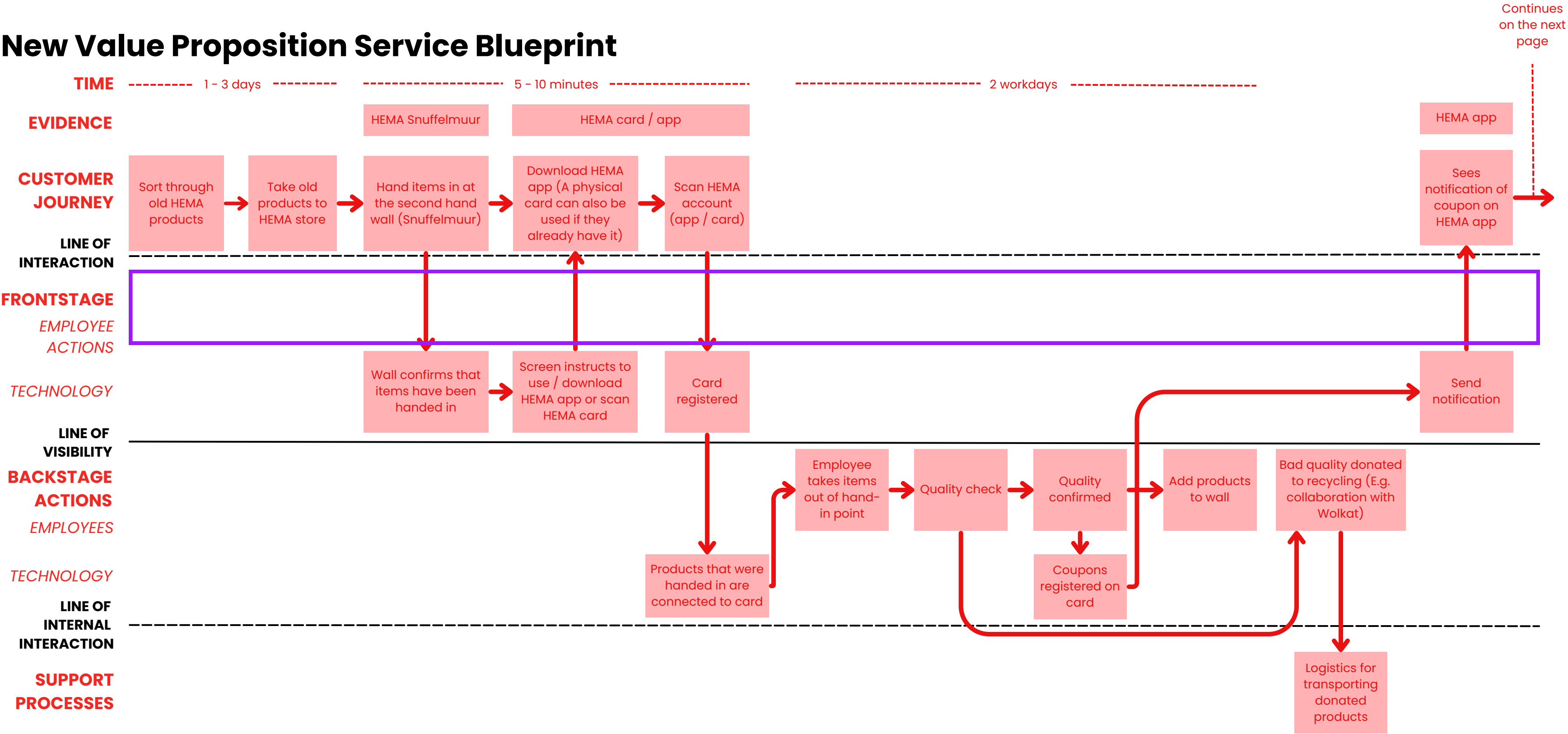





 1	 2	 3	 4
 5	 6	 7	 8
 12	 13	 10	 15
 16	 17	 14	 19

Create

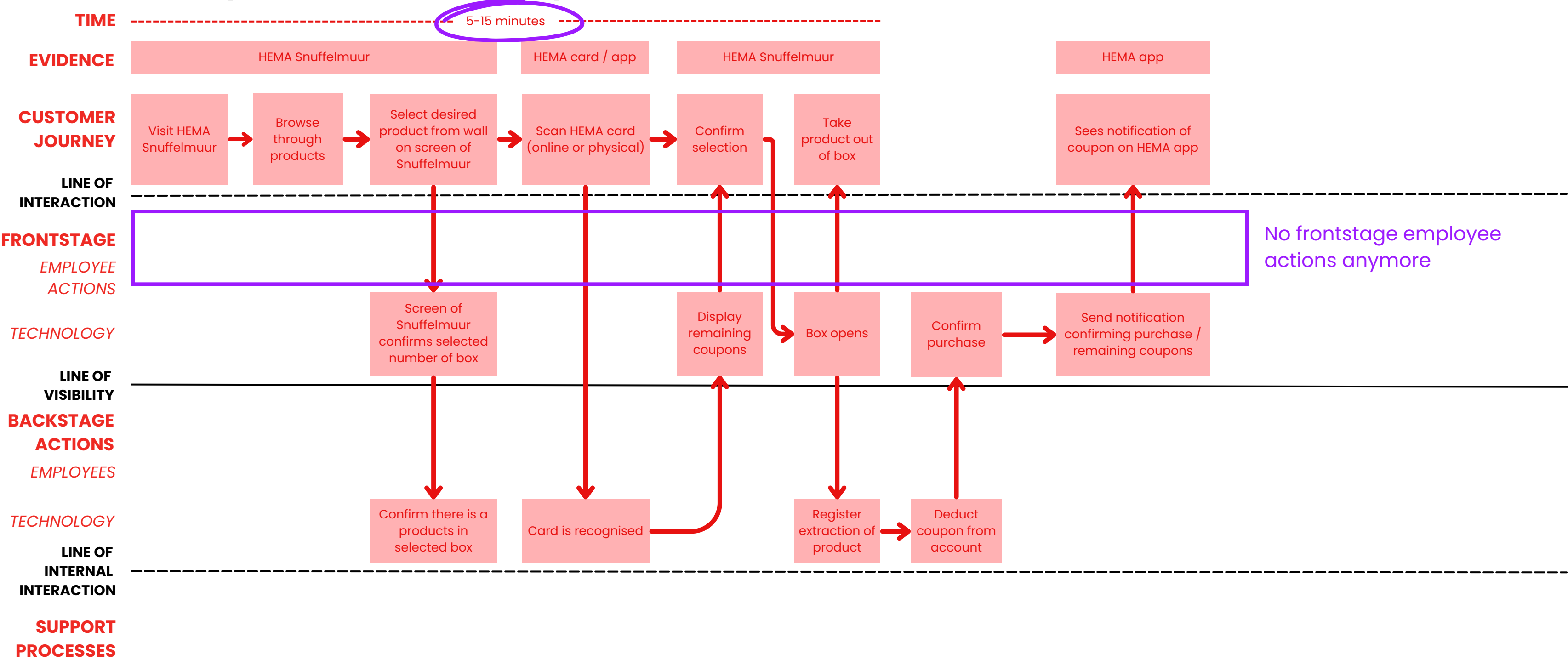
New Value Proposition Service Blueprint



Create

New Value Proposition Service Blueprint

Less waiting time for customers



Create

New Value Proposition

Summary of improvements:

1. **Align with HEMA values**

- a. Convenient
- b. Accessible
- c. Typically Dutch

2. **Align with customer values**

- a. Available outside of store hours
- b. Self-service
- c. Less use of paper
- d. Quick

3. **Generate revenue**

- a. Less employee interactions
- b. Optimized store space

Relevant Patent and Technology Applications

Automated Stations that are Inspired by the FEBO Wall (Kon, 2010)

- Self-Service & Convenience: Customers can access boxes 24/7 without staff intervention.
- Automated Access as boxes open only after verification (HEMA loyalty card).

Clothing Drop-off Lockers that are inspired by the Parcel Box (Richardson et al., 2016)

- Donations are stored in lockable compartments, preventing theft or exposure to elements.

This concept is based in automation, accessibility, and ease of use that modernises swaps and thrifting which will set HEMA apart from other second-hand platforms. By making use of a basis of patented technologies, the HEMA exchange that makes sustainability more accessible and convenient to customers.

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HEMMA

Carmen van Gessel, Suus van Gogh, Sophia Martens, Armaan Naul, Lieke Rooijackers

HEMA – Design & prototyping

Assignment 3

In these slides, we will share the models we made to analyse and evaluate how HEMA's Snuffelmuur adds value and provides a problem-solution fit in their market. Our main insights are shared after each model, which support our findings on problem-solution fit and product market fit tested through a vanity MVP.

Changes made based on the feedback after the presentation are mentioned in BLUE.

Carmen van Gessel – 1588982

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Sophia Martens – 1805320

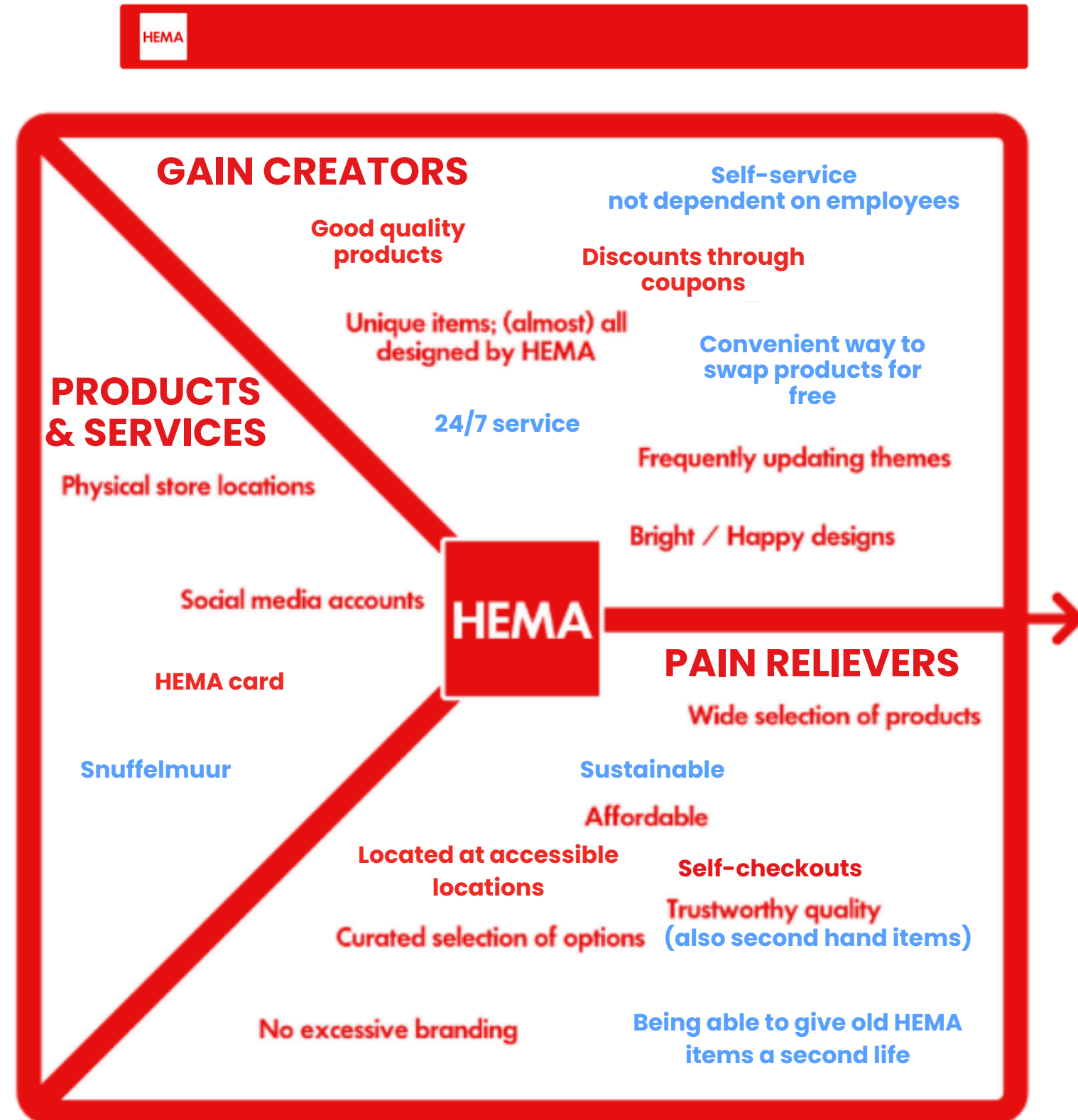
Armaan Naul – 1844318

Lieke Rooijackers – 1831852

Analyze

Results Session 1 & 2 – Value Proposition Canvas

To recap our proposed idea, we present an updated version of our Value Proposition Canvas. The parts in blue show what the Snuffelmuur from Assignment 2 adds to the Value Proposition we presented for HEMA's Tweedehands Feestje in Assignment 1.



Analyze

Results Session 1 & 2 – In short

The Snuffelmuur's 3 main values elaborated.

- **Sustainability**

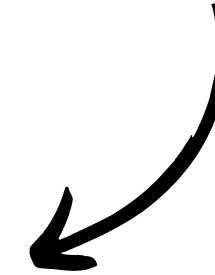
- The Snuffelmuur improves sustainability since it gives products a second life; it encourages a circular economy for HEMA products. This will target more sustainability focused people for HEMA.

- **Accessibility**

- HEMA stores are already located at convenient locations (HEMA, n.d.-a), so adding the Snuffelmuur to the HEMA ensures it is easy accessible. Moreover, having the Snuffelmuur outside of HEMA without need for front-stage employees ensures it can be used 24/7. This improves the accessibility since now also people who work during the opening hours can use it.

- **Convenience**

- The 24/7 availability in combination with self-service drastically reduces waiting times and customer interactions. This automatization making it less time-consuming for both HEMA and their customers. This is important because it is not a direct revenue stream.

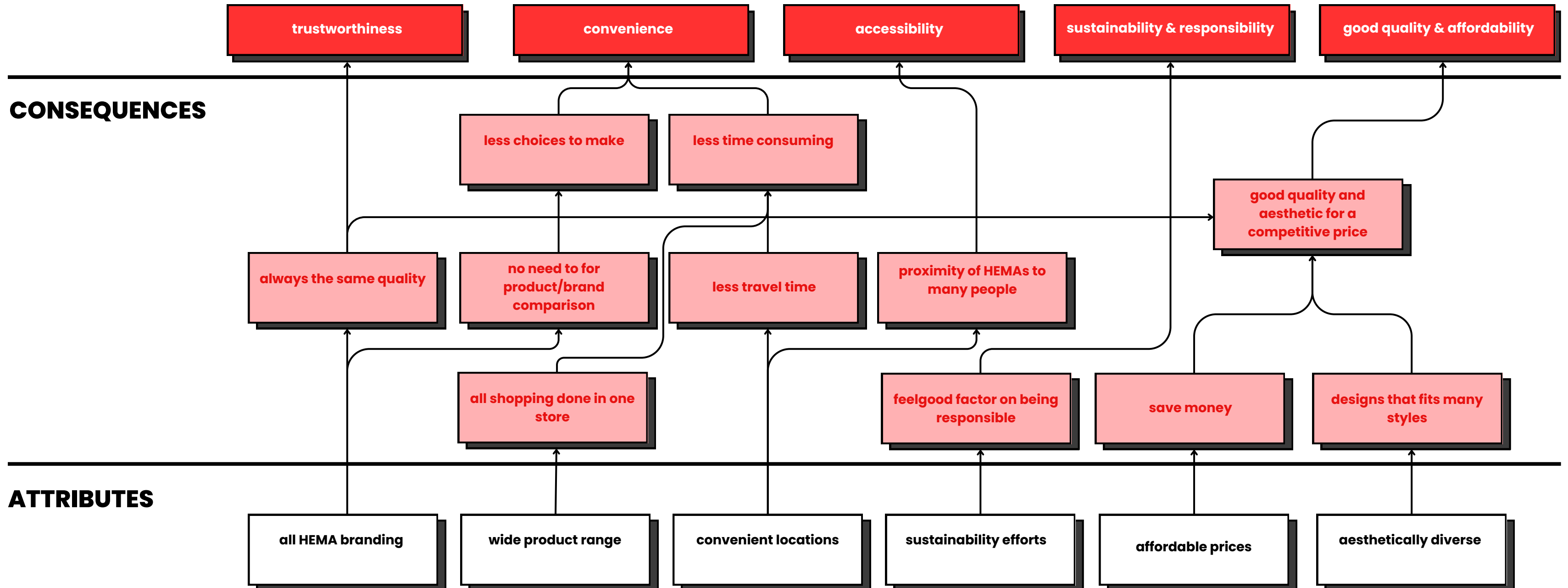


Analyze

Value laddering- old context (HEMA now)

This value ladder shows how HEMA's salient attributes contribute to their core values in their current business model.

VALUES

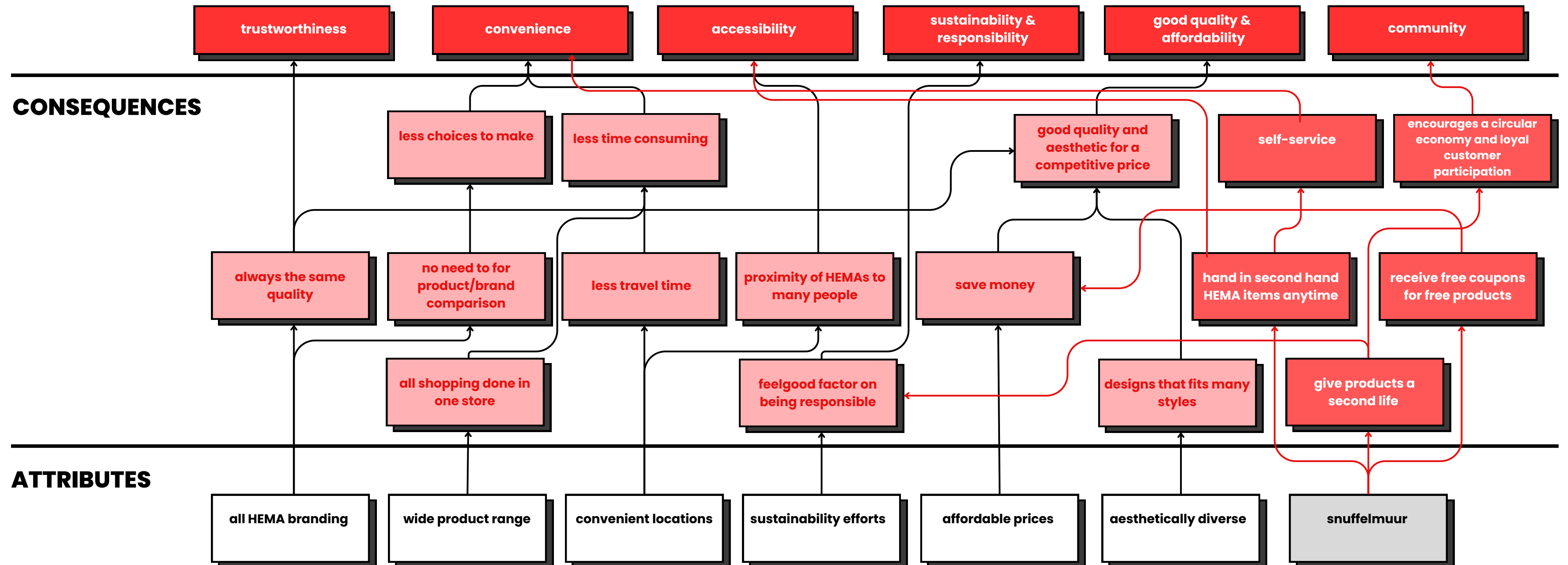


Analyze

Here, the proposed Snuffelmuur is added to the model to see how it relates to HEMA's existing core values and what values are added.

Value laddering- with new value proposition (New Idea)

VALUES



Analyze

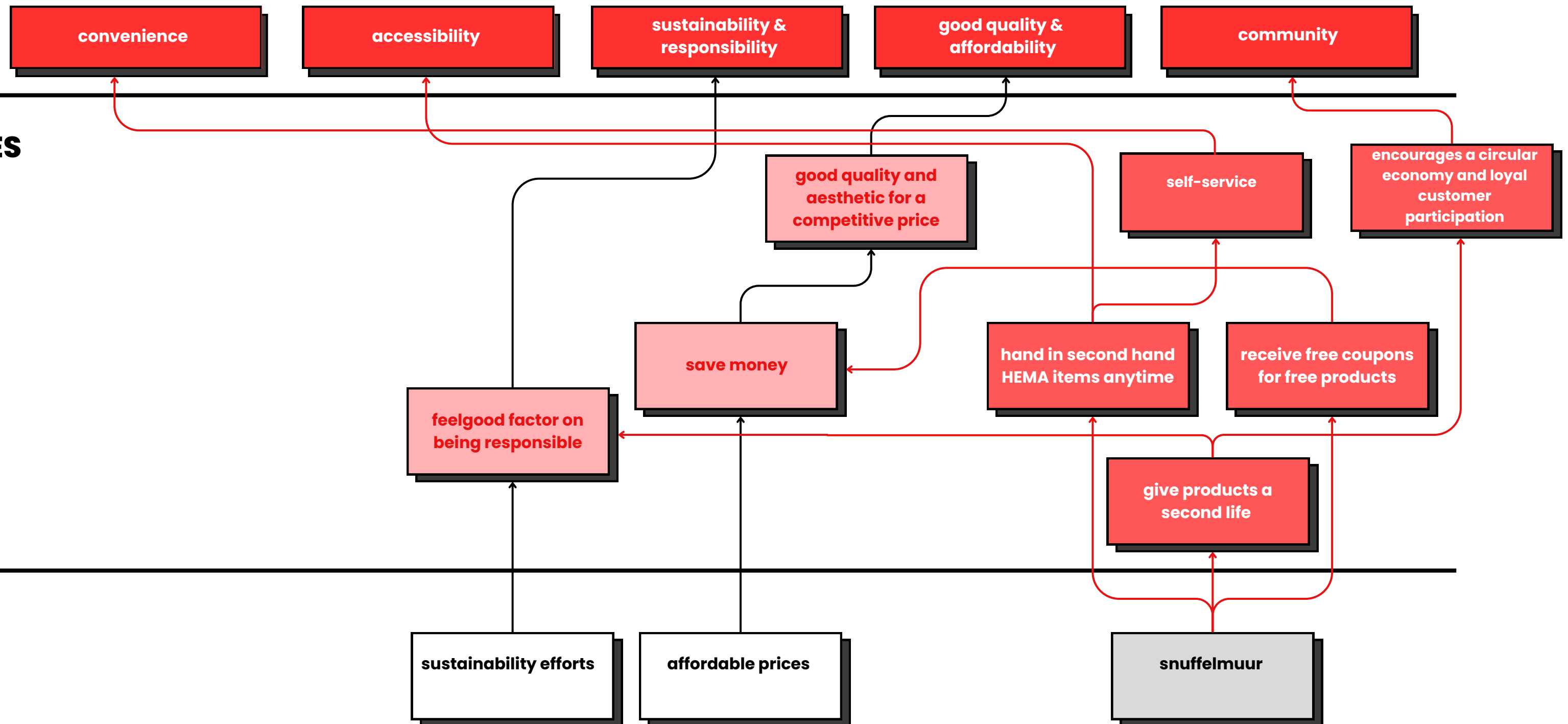
Value laddering- Snuffelmuur isolated

To clarify the Snuffelmuur's contribution, we isolated the parts that are affected by the addition here.

VALUES

CONSEQUENCES

ATTRIBUTES



Key insights

- The addition of the Snuffelmuur aligns with and strengthens HEMA's current values of accessibility, convenience, and sustainability. The Snuffelmuur enforces existing consequences such as positive self-image, having impact, and saving money, while also adding new consequences to enhance the values it supports, mainly focused on the addition of second-hand retail.
- Next to strengthening existing values, the Snuffelmuur adds the value of community through encouragement of circular economy and rewarding store loyalty.
- The value proposition canvas shows that HEMA's newly acquired customer segment (sustainably focused people) experiences problems with the acquisition of sustainable products in an affordable and convenient way. The value ladder shows how these pains and expected gains align well with HEMA's general expertise. Moreover, the Snuffelmuur addresses these problems specifically by giving people the opportunity to participate in a circular economy. Additionally, the Snuffelmuur emphasizes values like affordability and quality through offering trusted HEMA quality products for free. This aligns with the values customers express in the VPC.
- In conclusion, when comparing the value proposition with the value ladder, reoccurring themes can be recognized. From this we can assume that the Snuffelmuur addresses the problems of our market segmentation, mainly targeting sustainability-focused consumers, and there should be an interest in the concept. This indicates a good product-market fit for our new value proposition.

Evaluate

Problem solution fit canvas

To see if our proposed solution actually solves the identified problems of customers, we dive more deeply into the problem-solution-fit canvas



1. Customer Segments

- Sustainability-conscious consumers
- Consumers on a budget who want affordable second-hand
- Parents looking for solutions for kids' outgrowing clothing and items
- Trend-focused consumers needing to refresh/swap out their belongings frequently

6. Customer Limitations

- Concerns about second-hand clothing quality (Dayan, K., 2022) and authenticity (Saxena, A., 2024)
- Limited motivation —not always a priority (Von Eden, H., 2019)
- Lack of convenience—existing options require effort

5. Available Solutions

- Thrift stores & second-hand shops
- Online marketplaces
- Clothing swap events & local flea markets
- Within Personal communities
- Purchase new items that are made sustainably from other stores with relevant certifications (e.g. carbon neutral)

2. Problem / Pains

- Lack of awareness of HEMA's sustainability initiatives
 - Brand scepticism- "is HEMA sustainable?"
- Uncertainty about what to do with old HEMA items that are going unused
 - Feeling guilty about throwing these away but not knowing alternatives
- Concerns about quality of second-hand items (Dayan, K., 2022)
- Shopping sustainably can be an expensive affair (Gutsa, A., 2023)

9. Problem Root / Cause

- Lack of trust in sustainability claims (greenwashing scepticism) (Cattoor, N., n.d.)
- No easy system for swapping clothes that is very convenient or accessible (Dayan, K., 2022)
- Cultural habits of buying new rather than reusing (Thomas, J. C., 2024)

7. Behaviour

- Throwing away items instead of donating/swapping
- Hoarding some items due to emotional attachment
- Buying new without considering second-hand options
- Not engaging with HEMA's sustainability initiatives- or shopping at HEMA at all
- Shopping at fast fashion brands for budget friendly options instead of considering swaps

3. Triggers to act

- Limited storage space at home
- Having many unused HEMA items at home
- Awareness campaigns about item waste & sustainability encouraging participation
 - Desire to contribute to a more sustainable environment
- Appealing items in the see-through cabinets

10. Your Solution

- **Hema Snuffelmuur:**
 - A physical exchange cabinet in HEMA stores where customers can drop off their old HEMA items, scan their loyalty card, and receive a coupon to take another second-hand item
- Convenient: Drop off, scan, and swap
- Trusted quality: Second-hand clothing goes through basic quality checks
- Typically Dutch
- Accessible all the time: Available in HEMA stores & outside of store hours
- Sustainable & appealing: Reduces waste
- No front-end interactions with employees; all self service

8. Channels of behaviour- Online

- Throwing away stuff: Online resale platforms, sustainability awareness campaigns on social media
- Hoarding: DIY upcycling blogs, second-hand fashion forums, wardrobe decluttering apps
- Not Shopping at HEMA → Competitor websites, online marketplaces for second-hand items

4. Emotions

- **Before problem is solved:** Guilty about waste, sceptical about quality, tight on money
- **After problem is solved:** Appreciative that HEMA is supporting a more circular economy, excited to see what items can be swapped for their current ones, responsible, happy to have saved money and reduced waste

8. Channels of behaviour- Offline

- Throwing Away Stuff: Local donation bins, recycling centres, waste disposal points
- Hoarding: Storage spaces, wardrobes, thrift stores for browsing but not donating
- Not Shopping at HEMA: Competitor stores, flea markets

Key insights

- Many customers struggle with finding easy and reliable ways to exchange or get rid of second-hand items. Existing solutions like thrift stores, flea markets, and online platforms require effort, time, and trust, which discourages participation.
- While HEMA is a well-known and accessible brand, it currently lacks awareness for its sustainability efforts and subsequently, a structured system for second-hand exchanges. Consumers can hold onto unused items or throw them away due to the lack of convenient alternatives.
- Since HEMA values convenience and sustainability, integrating the Snuffelmuur, a permanent, automated swap system, would make second-hand swaps easy, build community, and contribute to sustainability goals through the circular economy.
- Overall, the proposed value proposition has a good problem-solution fit as it solves problems related to sustainability needs that customers have and gives people the opportunity to thrift products with trusted quality and for 'free'.

Create

MVP experiment canvas

Before HEMA fully commits to the installation of the Snuffelmuur, we test if there is an interest in the service from our prospective target group. Furthermore, we address some of the riskiest assumptions that can undermine our concept.



<h3>4. Customer Engagement</h3> <p>After viewing the video, the customers will be asked whether they would be willing to use this system and whether they have old HEMA items they could donate.</p>		<h3>7. Experiment Scenario / Workflow</h3> <ol style="list-style-type: none">Participant receives advertisement video via social mediaParticipant watches advertisementparticipant is asked whether they are interested in the presented concept and whether they have old HEMA items they would be willing to donate.Responses are collected & analysed manually <p>If we had access to HEMA social media, we would have placed an official advertisement on the HEMA page and analysed viewer interaction through likes, comments and shares.</p>		<h3>10. Results</h3> <div><div><p>Are people willing to use the system?</p></div><div><p>Do people have old HEMA items?</p></div></div>				
<h4>1. Your Customer Segment</h4> <ul style="list-style-type: none">Young families with sustainable interest <p>Because of limited time and resources, the experiment used convenience sampling in personal networks instead of targeting our customer segment specifically</p>	<h4>2. Value Proposition</h4> <ul style="list-style-type: none">HEMA, is developing a self-service thrift store installation to help sustainably focused young families recycle their unused items and find eco-conscious replacements, with the convenience of 24 hour availability.<ul style="list-style-type: none">Reducing waste / fighting consumerism through thrifting / recyclingModern, convenient, affordable & typically Dutch experience'Echt HEMA' quality	<h4>8. Metrics</h4> <ul style="list-style-type: none">Number of interested participantsReasons for (dis)interest in concept.Number of participants with usable, old HEMA items to donate.		<h4>11. Learning & Insights</h4> <ul style="list-style-type: none">Most people are interested, mainly because of sustainability and they get something in return for old products.Not a lot of people are sure about having old HEMA items to donate, which also impacts their interest in using the Snuffelmuur. This can also be due to the addressed target group.People also wonder about the value exchange, product quality and hygiene.Someone mentioned only participating when passing by a HEMA store.				
<h4>3. Channels</h4> <ul style="list-style-type: none">Social media		<h4>9. Success Criteria</h4> <ul style="list-style-type: none">MVP reaches at least 20 people70% or more is interested*50% or more mention having items to donate <p>*Since this experiment requires no action from participants, they are more likely to express interest. We set higher success criteria to compensate.</p>		<table><tr><td>Validated</td><td></td><td></td></tr></table>		Validated		
Validated								
<h4>5. Riskiest Assumptions</h4> <ul style="list-style-type: none">People have (enough) old HEMA items to donatePeople want 2nd-hand HEMA productsPeople would make use of the HEMA SnuffelmuurPeople are ok with choosing an item without holding / trying it on firstPeople appreciate self-service in this contextPeople perceive this as convenient	<h4>6. Experiment Format</h4> <ul style="list-style-type: none">A TikTok advertisement in HEMA's company style (HEMA, n.d.-b), introducing the new concept. It will be shared via social media, followed by a short desirability form.	<h4>12. Next Steps</h4> <ul style="list-style-type: none">Consider how to make it appealing for people who don't own HEMA items to hand in.Consider how hygiene will be managed.Think about how to attract more people to the store and make them loyal through the Snuffelmuur.Test whether people would actually go to the Snuffelmuur next to their interest.						

Create

MVP experiment video: <https://youtube.com/shorts/6NifTRz0xTc?feature=shared>

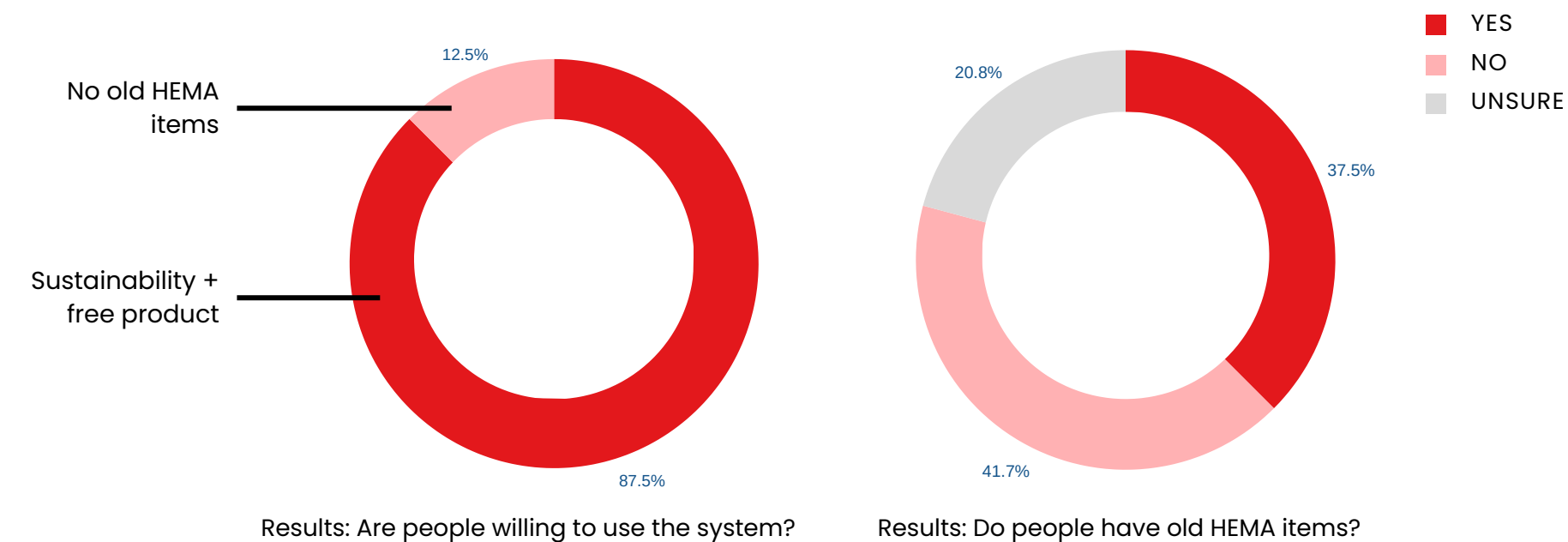


To evaluate whether people would use the Snuffelmuur and if they would have items to donate, we asked 24 people:

Imagine you see this Tiktok of HEMA

We introduce to you the HEMA Snuffelmuur placed at HEMA stores, in which you can swap old HEMA items for other second-hand HEMA items! Would you be willing to use this system? Why or why not?

Besides, do you have old HEMA item(s) that you are willing to donate?



After presenting on Tuesday, we got feedback that throwing the boxes into the Snuffelmuur might give a wrong message/idea to little children, as they might imitate this behavior. We included this scene, so that the video matches the TikTok/reel style that HEMA uses currently. However, we do understand that this scene could be misinterpreted and therefore we would change this scene to someone just putting the boxes in the Snuffelmuur.

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HEMMA

Carmen van Gessel, Suus van Gogh, Sophia Martens, Armaan Naul, Lieke Rooijackers

HEMA – Organization & Finance

Assignment 4

In these slides, we will share the models we made to analyse and evaluate the roles of various relevant stakeholders and the social and environmental sustainability of our Snuffelmuur. Our main insights are shared after each model, which support our proposed variations to HEMA's value proposition.

Changes made based on the feedback after the presentation are mentioned in BLUE.

Carmen van Gessel – 1588982

Suus van Gogh – 1837796

Sophia Martens – 1805320

Armaan Naul – 1844318

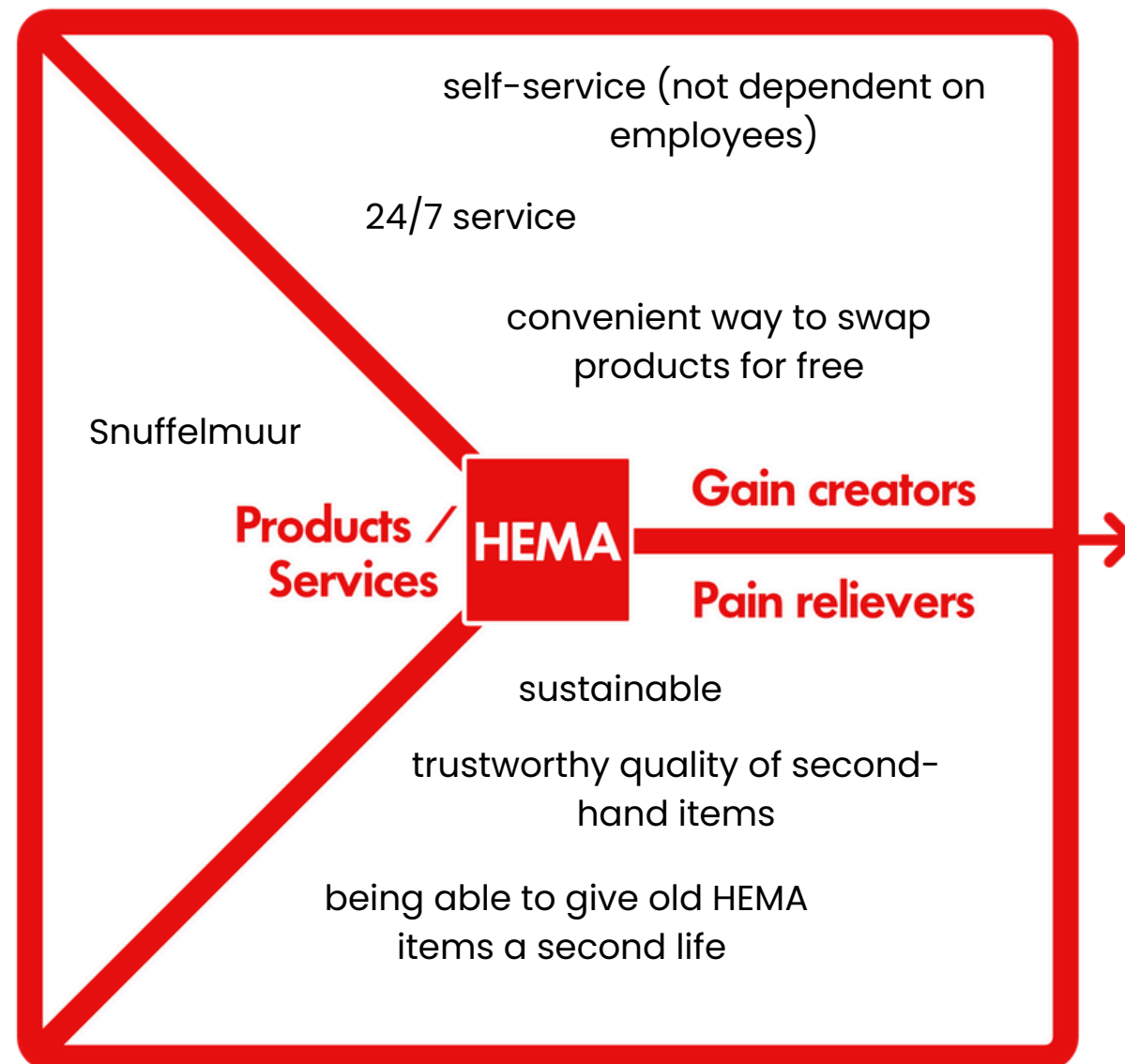
Lieke Rooijackers – 1831852

Analyze

Results Session 1, 2 & 3

 renewable efforts + circular economy

 sustainability-focused people + young families

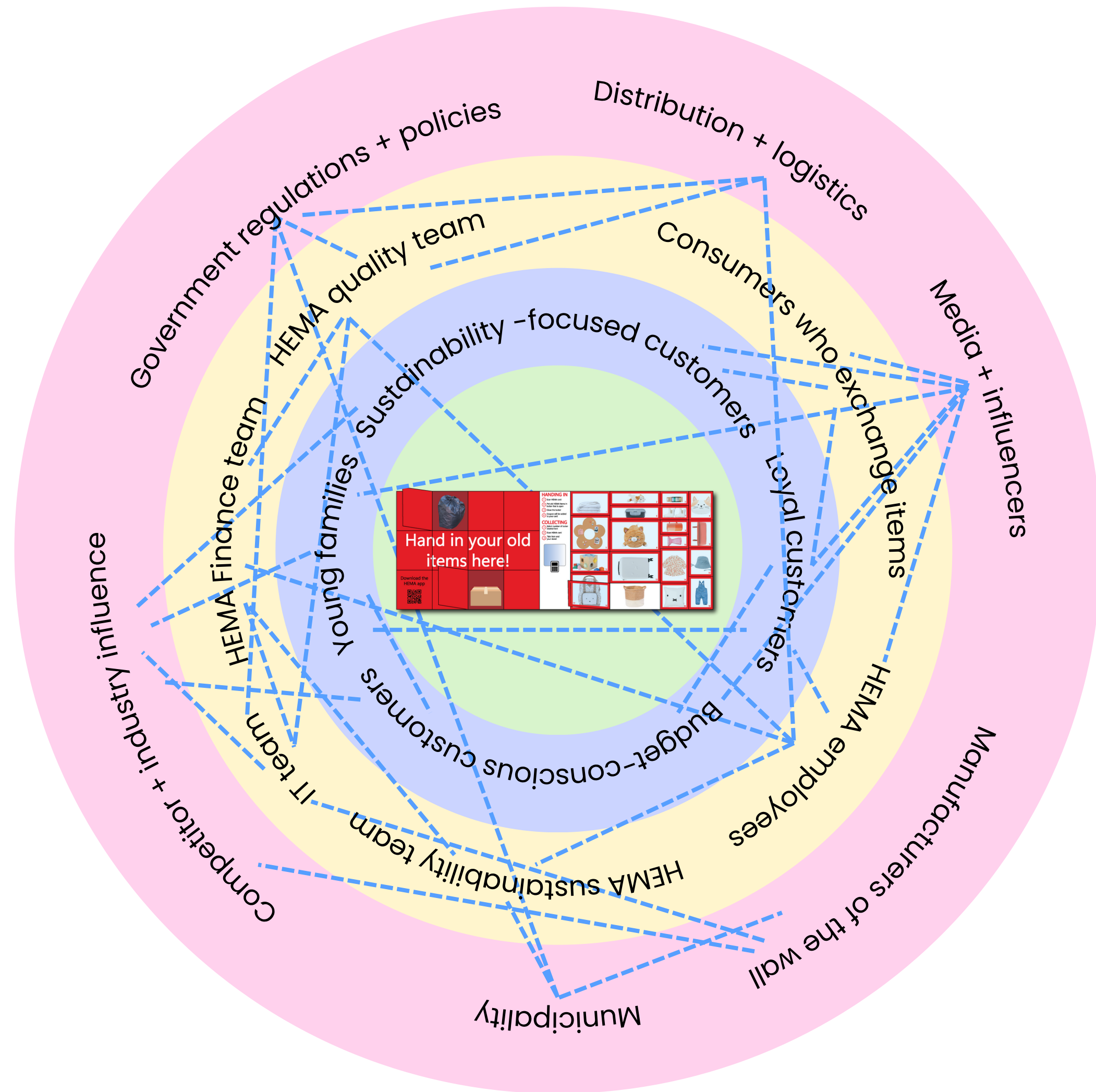


Analyze

Stakeholder onion map

This model visualises the Snuffelmuur's position in a wider stakeholder network. The map ensures we anticipate dependencies and align incentives across all parties involved. Without stakeholder support, the project risks delays or operational inefficiencies.

The dashed lines in the stakeholder onion map visualize the relations between the different stakeholders, showing their roles within this HEMA ecosystem.



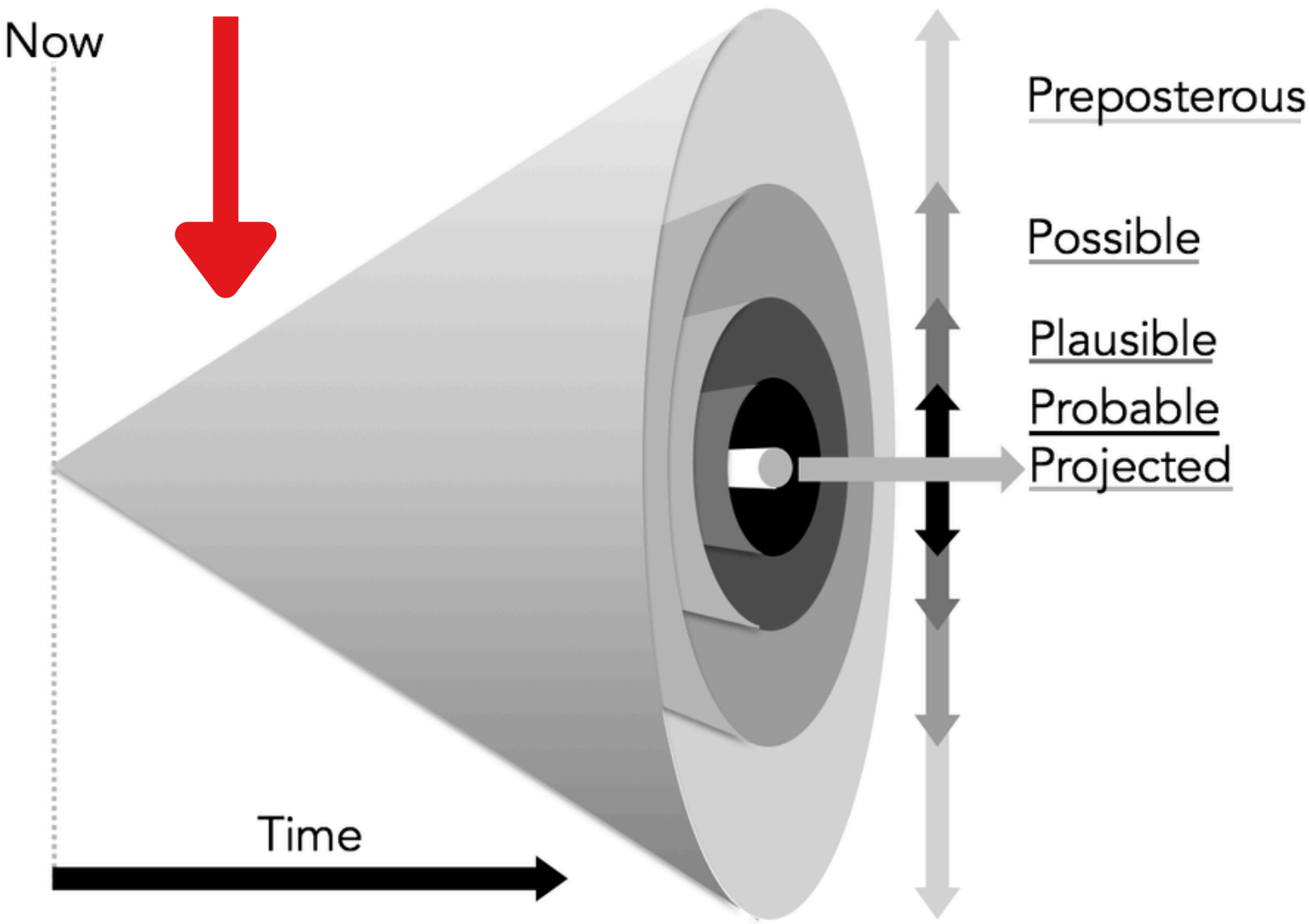
Key insights

- It becomes clear that the Snuffelmuur only works when sustainability-focused customers, young families, budget-conscious customers, loyal customers will actually use the Snuffelmuur and will exchange their old HEMA items.
- The connections between the stakeholders show that customers are directly or indirectly linked to every stakeholder. Meaning that they are important to involve in the process when manufacturing the wall.
- Also attention should be paid to media and influencers, as they influence the people to go the Snuffelmuur and has a lot of power in making it successful and eventually also attract sustainability-focused customers to HEMA itself, which is the ultimate goal.
- All HEMA teams are connected, however all teams communicate with different indirect stakeholders that play a role in their area of expertise.
- Roles of stakeholders will be discussed further, throughout the evaluation.

In this model, we describe various actions / scenarios HEMA could undertake on both a short- and long-term. We colour-coordinated specific areas to link back to the PESTEL (page 8-9) within the future cones.

Evaluate

Futures cone short-term



Model: Futures cone. (2021, April 22). Goal Atlas. <https://goalatlas.com/futures-cone/>

Projected

- **Installing 12 Snuffelmuren** at HEMAs in the Netherlands (technological)
- **Sustainability** becomes a **driver** for HEMA's growth and differentiation in the market (environmental)

Probable

- **Partnerships** with sustainably-driven organizations (economic, environmental)

Plausible

- **Second-hand** items beyond just **HEMA-branded** goods

Possible

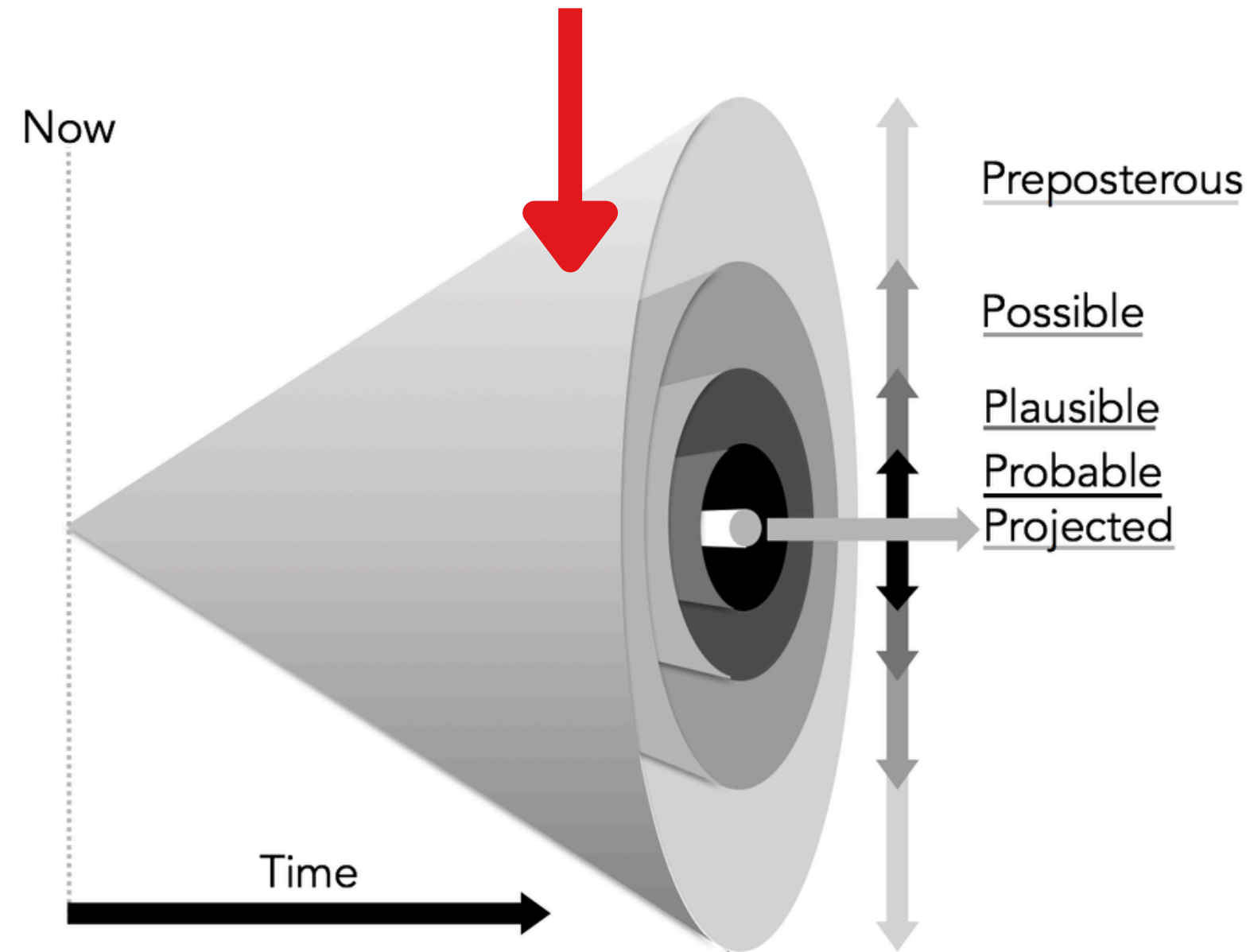
- **Online Snuffelmuur section** on the HEMA website, enabling customers to participate digitally in second-hand exchanges (technological)

Preposterous

- Having the **HEMA Snuffelmuur** installed at **all HEMA stores** (technological)

Evaluate

Futures cone **long-term**



Model: Futures cone. (2021, April 22). Goal Atlas. <https://goalatlas.com/futures-cone/>

Projected

- Increased **loyalty** and **customer engagement** (social)

Probable

- **Expansion** of Snuffelmuur to 50 HEMA stores (technological, economical)

Plausible

- **Refinement** of the **second-hand** exchange **model** (technological)

Possible

- HEMA **licenses** the Snuffelmuur concept to **other retailers** (economical, legal)

Preposterous

- HEMA becomes a **global second-hand marketplace** with a focus solely on sustainability (social, economical)
- Snuffelmuur becomes a **global phenomenon** with mass adoption (social, economical)

Evaluate

After feedback on our presentation, we decided to reframe the futures cone exercise. In this version, we start from the PESTEL framework and describe various scenarios that could happen within these areas. We then explain how HEMA would respond to these scenarios. This slide shows our renewed future cones analysis after the presentation.

Futures cone scenarios based on PESTEL Framework

PESTEL	FUTURE CONE SCENARIO	PROBABILITY	HEMA RESPONSE
Legal	The municipality declines using the outside ground at HEMAs to build the wall.	Possible	Walls will be installed inside HEMA instead of outside. This takes away some space in the store and decreases its accessibility. However, customers will be more likely to buy new HEMA supplies in the store (<i>the stakeholders of onion map, namely IT team and finances need to collaborate</i>).
Economic	Minimum wage increases drastically, making labour more expensive.	Plausible	Since use of the Snuffelmuur requires little employee action, this will not have a significant impact. However, HEMA can increase research into automatization of the quality checks to reduce labour costs (<i>the stakeholders of onion map, namely HEMA quality team</i>).
Social	People will manipulate the system by exchanging items of low value for higher value items.	Possible	HEMA implements more restrictions on can be turn in and what you can get in return. Moreover, a system of value levels on coupons could be investigated (<i>the stakeholders of onion map, namely the HEMA quality, sustainability team should collaborate</i>).
Technological	Developments in technology improve the efficiency and lower the costs of manufacturing a Snuffelmuur.	Preferable	Expand HEMA Snuffelmuren across more stores throughout the Netherlands (<i>the stakeholders of onion map, namely logistics and distribution</i>).
Environmental	The carbon footprint of the production of the Snuffelmuur exceeds guidelines and negates sustainable impact that the initiative brings.	Possible	Adapt the manufacturing process of the Snuffelmuur in a way it fits the guidelines (<i>the stakeholders of onion map, namely manufacturers and IT team should collaborate to address this issue</i>).
Political	Government is satisfied with the value of the Snuffelmuur and starts providing subsidies.	Preferable	Expand HEMA Snuffelmuren across more stores throughout the Netherlands (<i>the stakeholders of onion map, namely logistics and distribution</i>).

Key insights

- Targeting sustainable market segments can contribute to the growth of HEMA, however, there are some possible scenarios that could happen in the future. This means HEMA needs to be prepared for these scenarios and we already proposed some responses/actions HEMA could take.
- We noticed that our concept is quite adaptable, and therefore we can alter it easily based on future scenarios to actions/responses HEMA could take to overcome these scenarios.
 - The legal scenario is currently the most impactful because it is harder to overcome, as we need to change the most within the Snuffelmuur and its values. This also shows that while the municipality is an indirect stakeholder, it still has a lot of power and therefore should be approached and involved early in the process.

Create

The sustainable business model canvas

Key Partners

- Manufacturing Snuffelmuur
- Design Snuffelmuur
- Maintenance Snuffelmuur
- Safety/risk checks
- Software snuffelmuur developers
- Organizations & donation programs for low-quality items

Key Activities

- Update app
- Quality checks
- Advertisements
- Online help desk: app, website
- Help at the wall
- Product curation

Key Resources

- Snuffelmuur
- HEMA employees (*Quality checks*)
- Maintenance Snuffelmuur
- Website / app
- Advertisements (*poster, folder/social media*)
- Loyalty program (HEMA card)

Value Propositions

- Good-quality second hand products
- Accessibility: open 24/7 + convenient store locations
- Convenience: self-service
- Swap products for free
- Reward for acting sustainable

Customer Relationships

- User test/feedback from customers
- Assistance from HEMA employees
- Self-service at wall
- Community engagement

Channels

- Social media (*TikTok, Instagram, Facebook*)
- HEMA website
- HEMA app
- E-mail
- Folder
- In-store marketing

Customer Segments

- HEMA customers
- Consumers on a budget
- Sustainability-conscious consumers
- Parents looking for solutions for kids' outgrowing clothing and items (Young families)
- Trend-focused consumers needing to refresh/swap out their belongings frequently

Cost Structure

- Manufacturing of the snuffelmuur
- Maintenance of the snuffelmuur
- App & software updates
- HEMA staff hours
 - Quality checks
 - Refilling the snuffelmuur
 - Customer Relations at the snuffelmuur

Eco-Social Costs

- Materials for building the snuffelmuur
 - Long life-cycle so long term this is not a big eco-social cost

Revenue Streams

- Free
- Potential sponsorships from sustainability-focused brands
- Indirect revenue streams:
 - Targets new customers so more sales
 - Attracts people to the store (people who visit the snuffelmuur might buy something at HEMA as well)

Eco-Social Benefits

- Gives HEMA products a second life
 - Reduces product waste
- Providing people with a low-income the chance to swap products for free
- Creating a new sustainability focused community within HEMA

This model ensures the Snuffelmuur aligns with sustainability and business goals, making it financially self-sustaining while reinforcing its environmental mission.

Development timeline to launch

The production and installation of the Snuffelmuur depends on a number of external partners and various departments within HEMA. In order to streamline the organisation and have all parties on the same page, a Gantt chart was made that clearly projects which steps are taken when in the upcoming years. The chart depicts the planning starting after this assignment, so does not include the work that was previously executed by our consultancy company. The planning ends at launch day. Of course, there is still work for HEMA after the launch of the Snuffelmuur, but this is not included in this chart. The next page shows the full planning.

This chart also helps to make a more accurate estimation of associated costs in the next part of this report.

PROJECT TITLE	DIM - HEMA Snuffelmuur	COMPANY NAME	HEMA
PROJECT MANAGER	Team HEMA 8	DATE	March 2025

[illegible]

Launch Pilot

Launch Snuffelmuur

[illegible]

Create

Development timeline to launch

Before HEMA agrees with the full implementation of the Snuffelwalls, they need a clear idea of the costs associated with the development and installation. The budget overview in the next 3 slides gives an overview.

What	€	Explenation / sources
HEMA internal	€ 139.772,00	
Vision development & desirability MVP	€ 15.000,00	(Codewave, 2024)
Investigate partner/sponsorships	€ 3.500,00	Equivalent to 1 full month by 1 employee; €3500 (distributed over more employees and more time) (Jobbird, 2022)
Municipality permits	€ 3.600,00	€300 (estimate of average costs for permits) × 12 months = €3600. (Gemeente Den Haag, 2025).
Promotion plan & execution	€ 94.500,00	€3500 per employee per month. According to the planning this takes 9 months. Assuming a team of 3 employees works on this. €3500×9×3 = €94.500. (Jobbird, 2022).
Employee training program development	€ 7.000,00	€7000 Relatively low price, since they make it online, and it explains through pictures and maybe small videos how it works. Used 2 throughout the journey but the training only has to be adapted slightly (Movchan, 2025).
Aesthetic design Snuffelmuur	€ 3.500,00	Equivalent to 1 full month by 1 employee; €3500 (distributed over more employees and more time)
Website updates	€ 3.450,00	Equivalent to 1 full month by 1 employee; €3450 (distributed over more employees and more time) (Werkzoeken.nl, n.d.).
Employee training	€ 1.933,20	10 people per location (higher-ups & team leaders) to be trained for 1 hour each, integrated in HEMA-100 training. Average hourly wage for HEMA location management €16,11 per hour, training is 1 hour. 10×12×€16,11 = €1933,20 (Filiaalmanager Hema Salarissen, n.d.; Mens - Duurzaamheidsverslag 2023, 2025).
Pilot launch additional labour	€ 1.288,80	Planning on 2 pilot stores for 5 months. It might take 2 hours per week to check the quality. €16,11 per hour if done by management (€13,26 if done by regular staff, but then they would have to be trained too). 2×20×2×€16,11 = €1.288,80 (Hema Salaris in Nederland - Gemiddeld Salaris, n.d.).
Launch party	€ 6.000,00	Preparations included in promotion plan. Execution of launch party €500 per location. 12×€500=€6.000.

Create

Development timeline to launch

What	€	Explanat	ion / sources
Parcel Locker Manufacturer	€ 288.646,00		
Pilot wall manufacturing (also including:)	€ 40.000,00	€20.000 ×2 Snuffelmuren = €40.000 also covers the processes below (Parcel Lockers Demystified: Ultimate Guide Swiftlane, 2023).	
Benchmark research		Included in manufacturing prices	
Prototyping		Included in manufacturing prices	
Feasability MVP		Included in manufacturing prices	
Pilot building plans		Included in manufacturing prices	
Final wall manufacturing (also including:)	€ 240.000,00	€20.000×12 Snuffelmuren = €240.000 (Parcel Lockers Demystified: Ultimate Guide Swiftlane, 2023).	
Design / strategy adaptations		Included in manufacturing prices	
Prototyping		Included in manufacturing prices	
Final building plans		Included in manufacturing prices	
Software development	€ 3.000,00	(Jobbird, 2022)	
Technical installation	€ 5.646,00	Equivalent to 2 full months by 1 employee; 2×€2.823 = €5646 (distributed over more employees and more time) (Nationale Beroepengids, 2025).	

Create

Development timeline to launch

What	€	Explanation/sources
Transport company	€ 6.840,80	
Transport Snuffelmuur (manufacturer > HEMA)	€ 1.185,20	€2963 salary per month for truck driver (DPG Media Privacy Gate, n.d.). Each location should take 1 day to transport from manufacturer to HEMA location, but spread out over 2 months to compensate for delays. total of 12 days of driving 1 person. €2963×12 = 11.185,20
Loading Snuffelmuur on/off	€ 3.555,60	Driver needs help with rigging on and off, say 3 people total for 12 days. €2963/30 (Day salary) × 12 × 3 = €3.555,60
Truck costs	€ 2.100,00	
Unforseen	€15.000,00	
Total	€ 450.258,80	

Summary of expenses	
What	€
HEMA Internal	€ 139.772,00
Parcel Locker Manufacturer	€ 288.646,00
Transport company	€ 6.840,80
Unforseen	€ 15.000,00
Total	€ 450.258,80

Final recommendations

Despite the significant investment, we expect the concept of the Snuffelmuur to attract a notably sized group of new customers. They will generate higher profit rates in a sustainable accountable manner and improve the public's opinion of HEMA. Because the system relies mostly on existing , affordable technologies and the execution requires few employee actions, the investment is within an acceptable range considering HEMA's current profit margins (Hema, 2024).

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