Ben Lunt
Innovation, experience design & creative direction

In my experience, businesses rarely (if ever) come to you with a brief for a fully fledged programme of works. Instead, programmes tend to emerge organically in response to changing circumstances, an evolving understanding of what needs to be done, or simply as a result of trust building up over time.

But a great programme is not just a means of segmenting tasks and deliverables (or, indeed, proactively increasing your own scope). They need careful choreography not just of teams and workflows, but ideas. They demand both an understanding of technical dependencies, and an appreciation of the target audience's mental model of what you're building, step by step.

Delivering a consistent and coherent vision requires a delicate balance of forward-planning and real-time improvisation. And as AI accelerates our ability to develop and deploy new experiences, clear direction has never been more important. Here are five, diverse examples from my past in which I think I delivered an experience greater than the sum of its parts.

Featured work

Max Factor
Product strategy & experience design, 2011–13

Art Basel
Product strategy & experience design, 2014–15

Patrizia Pepe
Omnichannel experience design, 2018–19

Hugo Boss
Loyalty strategy, 2023

Tommy Hilfiger
Flags, 2022–23

All work remains the property of the relevant brands, and the product of diverse talents and team members. However, if it's featured in this document, it's because I led the relevant projects from pitch through concept development and delivery :) Full credits available at
→ perestroika.tv

MAX FACTOR
Product strategy & experience design

When legendary marketer Esi Eggleston Bracey turned her attention to Max Factor, initiating a full, 360 refresh of the brand from the ground up, I saw the opportunity to fully deliver on its purpose around “putting make-up artistry in her hands”.

We reinvented Mr. Max Factor’s “beauty calibrator” for the 21st century, retooling emergent virtual makeover technology to deliver not only previews of make-up looks, but also personalised advice and recommendations; working closely with in-house MUAs such as Pat McGrath and Caroline Barnes to encode their artistry and deliver a full, virtual make-up consultation.

Max.Me became the central tentpole of the brand’s digital strategy, and at a time when brand services like this were far from the norm. The experience taught me much about navigating complex stakeholder relationships and integrated marketing programmes, including shepherding the concept through rigorous rounds of qual and quant testing, both before and after launch. And it enabled us to expand our scope into multiple other service touchpoints, far beyond the agency’s original remit.

Agency
Leo Burnett Group, London

Year
2011–13

Client
P&G Global, Geneva

Projects
Brand strategy, 2011*
Digital platform strategy, 2012
IPSOS 360 testing, 2012*
Digital product strategy, 2012
Website strategy & design, 2012–13
App strategy & design, 2013

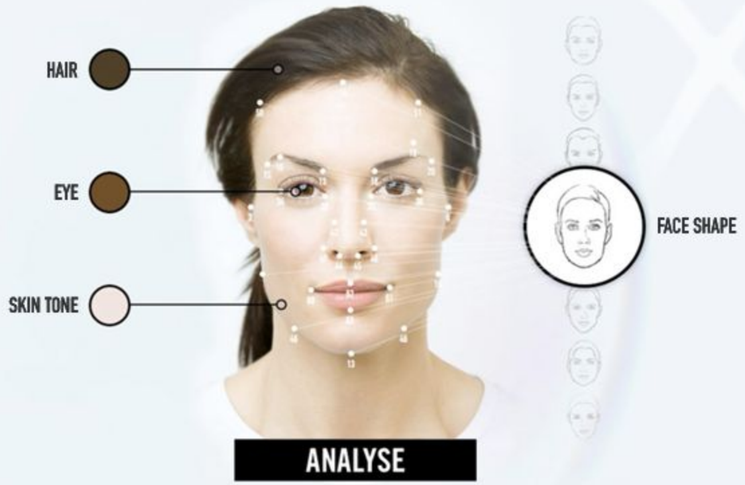
*individual contributor

Outcome
2.4x Net Promoter Score
(NPS 30 vs NPS 72, pre- vs post-launch)

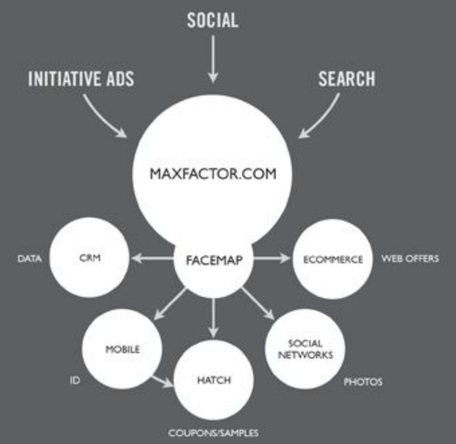
→ Case study & credits

THE OPPORTUNITY

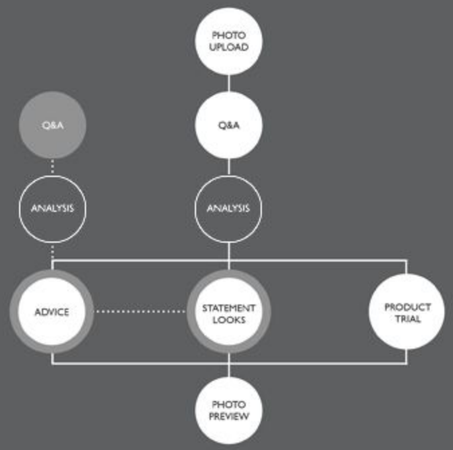




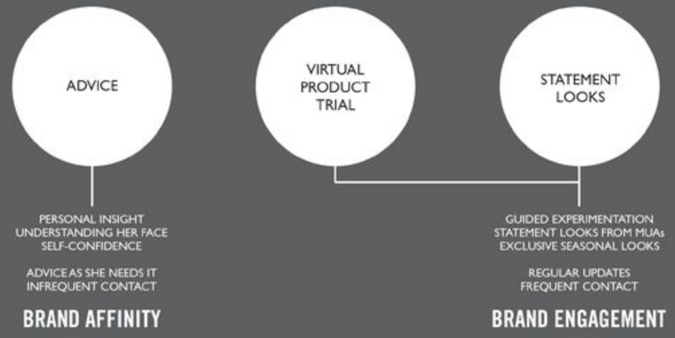
THE FACEMAP ECOSYSTEM



THE SERVICE STRUCTURE



PUTTING MAKE-UP ARTISTRY IN HER HANDS



LIFESPAN

A SERVICE, NOT AN INITIATIVE

A PLATFORM THAT EVOLVES OVER YEARS, NOT MONTHS

ONGOING SUPPORT FOR NEW CAMPAIGN, AND BEYOND

OPTION 1: VIRTUAL MAKEOVER



OPTION 2: MAKE-UP TRANSFER

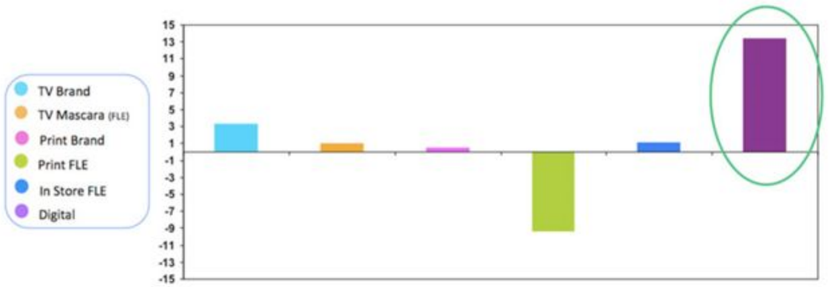


REDEFINING BEST-IN-CLASS



Contribution

Digital is very much contributing to the overall likeability, as well as the TV brand.
Only FLE print is less a positive contributor, not contributing.



Interest in concepts

FaceMap clearly interests women ! Make-up hints from MUA also remain very interesting.

	Holistic Main A
Base: All Respondents who have seen Digital Media	150
FaceMap (personal make up recommendation based on your photo)	71
Xlooks (ideas of make up looks that you can upload, share with friends, comment on)	29
Make-up tutorials, hints and advice from professional Make-Up Artists	55
Max Factor's history and heritage in Make-Up Artistry	7
Contests, free samples and local promotions	31
None of these concepts	2

MAX.ME



MAXFACTOR
THE MAKE-UP OF MAKE-UP ARTISTS

Sign in | Register

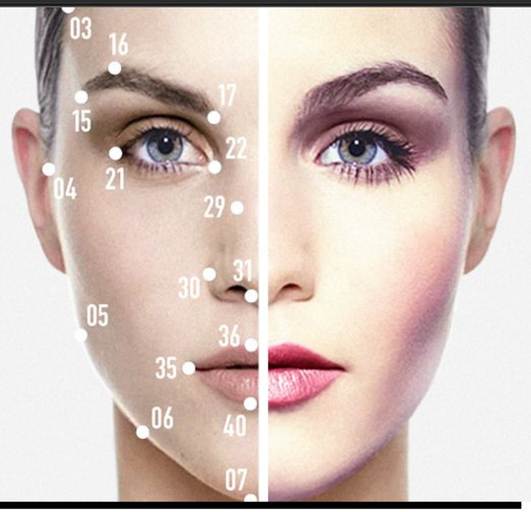
GLAMOUR PRODUCTS COACHING CONSULTATION HERITAGE NEWS Search

PUTTING OUR MAKE-UP ARTISTRY IN YOUR HANDS

MAX.ME

Empowering you with the collective creativity and expertise of our legendary make-up artists – bringing their seasonal looks and personalised enhancement advice directly to you.

START CONSULTATION > Find out more



HOW IT WORKS

1 UPLOAD YOUR PHOTO 2 COMPLETE VIRTUAL CONSULTATION 3 VIEW RESULTS

MAXFACTOR
THE MAKE-UP OF MAKE-UP ARTISTS
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GLAMOUR PRODUCTS COACHING CONSULTATION HERITAGE NEWS Search

FEATURE ANALYSIS | MAKE-UP BASICS | COLOUR PREFERENCES | MAKE-UP PREFERENCES | SUMMARY

1. Upload photo 2. Feature detection 3. Feature analysis

Step 2 of 12

FEATURE DETECTION

You will see that we have automatically traced your features using white dots. This map of your face will help us understand your facial structure. This step is crucial to what comes next, so please make sure that we traced your features accurately, and adjust where necessary before proceeding to the next step.



Save & Exit

UPLOAD ANALYSE

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THE MAKE-UP OF MAKE-UP ARTISTS
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FEATURE ANALYSIS ✓ | MAKE-UP BASICS | COLOUR PREFERENCES | MAKE-UP PREFERENCES | SUMMARY

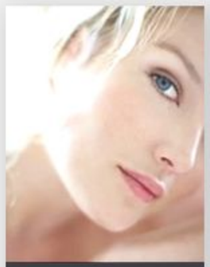
1. Skin tone 2. Skin shade 3. Skin type

Step 4 of 12

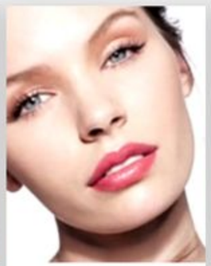
SKIN TONE

Skin tone is the colour beneath your skin that gives it its unique hue. Max Factor based much of his colour harmony theory around this, using it to identify the colour palette that would be most complimentary. We will be doing the same. Please select one option.

DID YOU KNOW..?
YOU CAN LOOK AT YOUR INNER ARM TO TEST YOUR SKIN TONE. IF YOUR VEINS APPEAR BLUE, THEN YOU HAVE A COOL SKIN TONE - IF GREEN, THEN YOUR SKIN TONE IS WARM.



COOL
Rosy or pink undertones. Silver jewellery works really well for you.



NEUTRAL
Neither pink nor golden. Both silver and gold jewellery suit you.



WARM
Golden or olive undertones. Gold jewellery sits best against your skin.

Save & Exit

FEATURES SKIN SHADE

MAXFACTOR
THE MAKE-UP OF MAKE-UP ARTISTS
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GLAMOUR PRODUCTS COACHING CONSULTATION HERITAGE NEWS Search

FEATURE ANALYSIS ✓ | MAKE-UP BASICS ✓ | COLOUR PREFERENCES ✓ | MAKE-UP PREFERENCES | SUMMARY

1. Make-up concerns 2. Coverage preferences 3. Look preferences 4. Colour preferences

Step 11 of 12

LOOK PREFERENCES

Choosing your make-up look means expressing your unique style in a way that helps you look - and feel - fabulous. What kinds of look align most closely with how you typically use make-up to express your style?

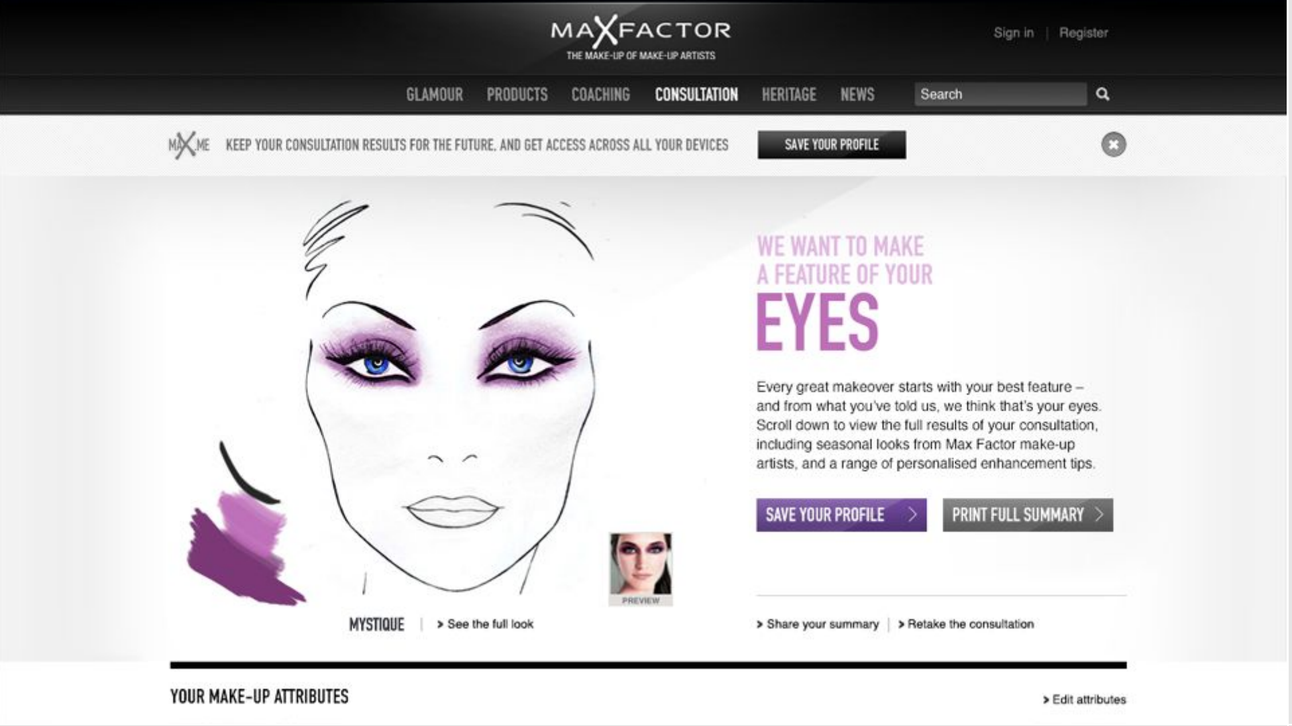
DID YOU KNOW..?
DIFFERENT FINISHES CAN REALLY ALTER YOUR LOOK – LIP STAIN WILL APPEAR NATURAL WHILE A GLOSSY LIPSTICK BRINGS DRAMA

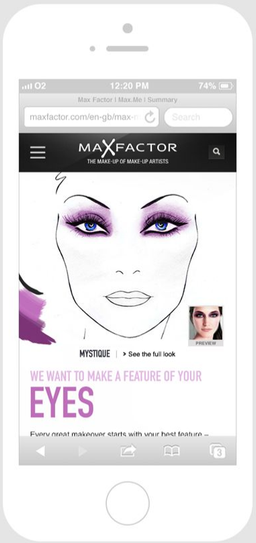


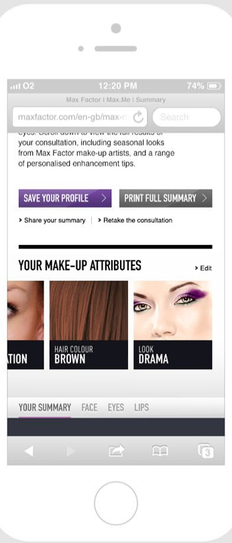
Natural Dramatic

Save & Exit

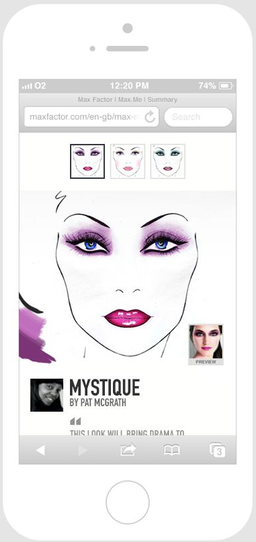
COVERAGE COLOUR

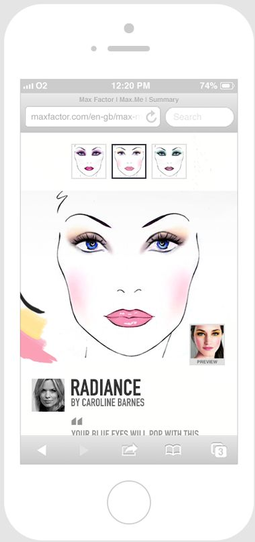

MAXFACTOR
THE MAKE-UP OF MAKE-UP ARTISTS
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GLAMOUR PRODUCTS COACHING CONSULTATION HERITAGE NEWS
Search
KEEP YOUR CONSULTATION RESULTS FOR THE FUTURE, AND GET ACCESS ACROSS ALL YOUR DEVICES
SAVE YOUR PROFILE
WE WANT TO MAKE A FEATURE OF YOUR
EYES
Every great makeover starts with your best feature – and from what you've told us, we think that's your eyes. Scroll down to view the full results of your consultation, including seasonal looks from Max Factor make-up artists, and a range of personalised enhancement tips.
SAVE YOUR PROFILE
PRINT FULL SUMMARY
PREVIEW
MYSTIQUE | > See the full look
> Share your summary | > Retake the consultation
YOUR MAKE-UP ATTRIBUTES
> Edit attributes

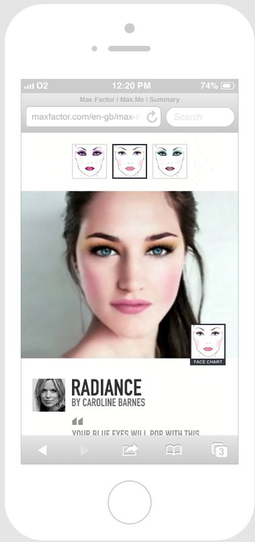

MAXFACTOR
MYSTIQUE | > See the full look
WE WANT TO MAKE A FEATURE OF YOUR
EYES

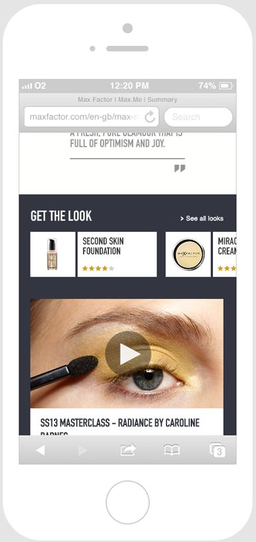

your consultation, including seasonal looks from Max Factor make-up artists, and a range of personalised enhancement tips.
SAVE YOUR PROFILE
PRINT FULL SUMMARY
> Share your summary | > Retake the consultation
YOUR MAKE-UP ATTRIBUTES
> Edit
HAIR COLOUR BROWN
LOOK DRAMA
YOUR SUMMARY FACE EYES LIPS

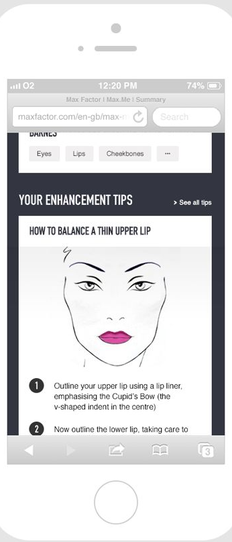

YOUR SUMMARY FACE EYES LIPS
YOUR COLOUR PALETTE IS
COOL
You love warm colours, but a cooler palette will complement your skin tone perfectly. Look for shades with a ...
> Read more

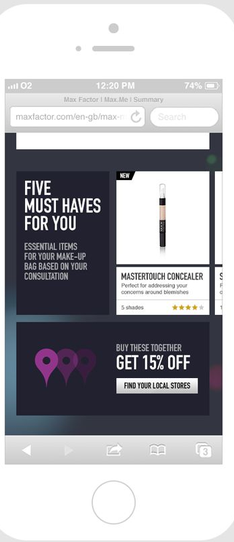

MYSTIQUE
BY PAT MCGRATH


RADIANCE
BY CAROLINE BARNES


RADIANCE
BY CAROLINE BARNES


GET THE LOOK
> See all looks
SECOND SKIN FOUNDATION
SS13 MASTERCLASS – RADIANCE BY CAROLINE


Eyes Lips Cheekbones
YOUR ENHANCEMENT TIPS
> See all tips
HOW TO BALANCE A THIN UPPER LIP
1 Outline your upper lip using a lip liner, emphasising the Cupid's Bow (the v-shaped indent in the centre)
2 Now outline the lower lip, taking care to


FIVE MUST HAVES FOR YOU
ESSENTIAL ITEMS FOR YOUR MAKE-UP BAG BASED ON YOUR CONSULTATION
MASTERTOUCH CONCEALER
BUY THESE TOGETHER
GET 15% OFF
FIND YOUR LOCAL STORES

ART BASEL
Product strategy & experience design

Max.Me had previously played a critical role in winning a new client in the form of event marketing company MCH, working on their watch and jewellery fair, Baselworld. In turn, this unlocked the opportunity to work on the jewel in their crown, Art Basel.

What came to us as a relatively straight-forward website redesign brief quickly evolved into an opportunity to redefine every aspect of the experience in and around the world's leading art fair; across a complex array of industry stakeholders, from gallery owners to HNW collectors, art advisors to the general public; and in the context of a nuanced, arcane and unpredictable market sector.

With a long-term goal to expand the service beyond the physical art fairs themselves, I was required to frame each brief strategically, and choreograph each of the resulting workstreams with both internal and external partners, in order to deliver a holistic and coherent experience for diverse end users.

Agency
Leo Burnett Group, London

Year
2014–15

Client
MCH Group, Zürich

Projects
Gallery management portal, UX & design, 2014
Website, UX & design, 2014–15
Platform strategy, 2014
Content strategy, 2014
App strategy, 2014
App, UX & design, 2015
Gallery Application Process, UX & design, 2015

Outcome
4.3x app installs, YoY
(Art Basel Miami Beach 2015 vs 2014)

→ Case study & credits



"Art Basel is the best art fair in the world."

MARY SABBATINO
Gallery Director, Galerie Lelong NYC/Paris

Your role

Connecting
the best galleries
– and the best art –
with the best buyers
in the world

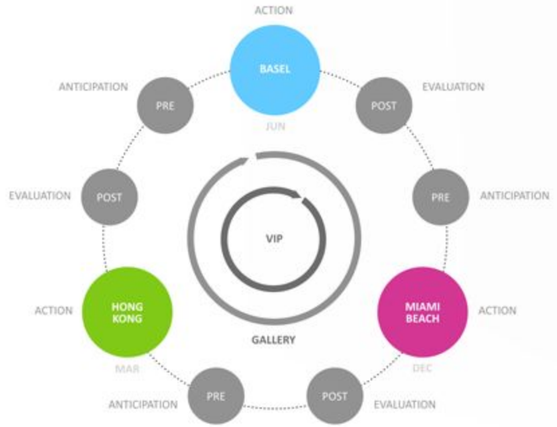
Long-term business goal

"Own the art ecosystem"

WANJA BONT
Global Head of Digital Platforms, Art Basel

The show cycle

DESIGN PRINCIPLE | VITALISE | PERSONALISE



The vision

A site experience that mirrors the ever-changing experience of Art Basel itself

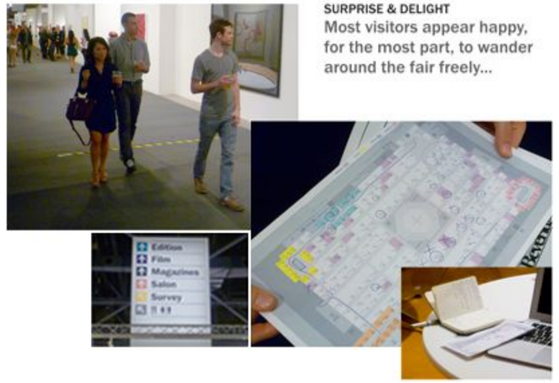
Design principles

Proposed platform architecture

DESIGN PRINCIPLE | SIMPLIFY | PERSONALISE

Product strategy

Wayfinding

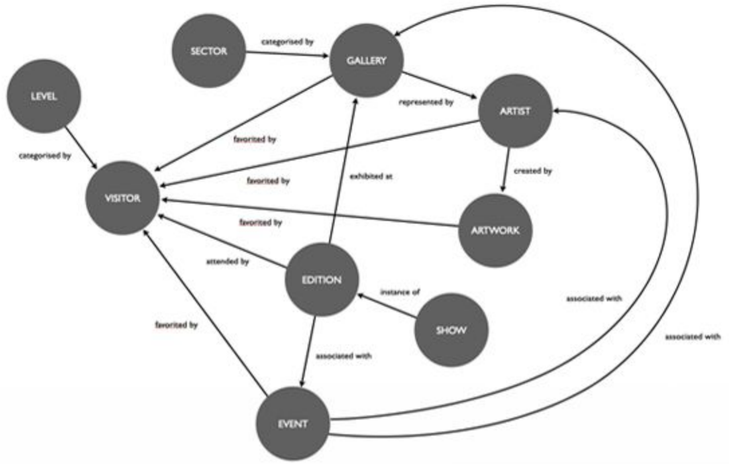


SURPRISE & DELIGHT
Most visitors appear happy, for the most part, to wander around the fair freely...

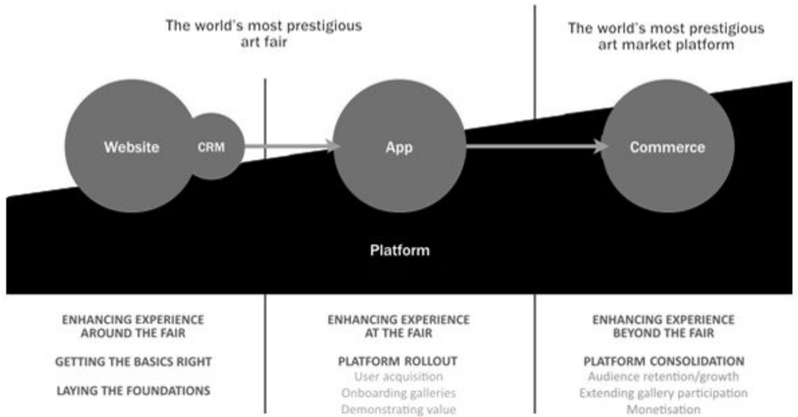
SURGICAL STRIKE
... but the more serious the visitor, the more carefully planned their experience

User needs

VISITOR	COLLECTOR	ART ADVISOR	GALLERY	MCH/ART BASEL
FAIR DATES / LOCATION INFO	(VIP) FAIR DATES / LOCATION INFO	(VIP) FAIR DATES / LOCATION INFO	FAIR ACCESS DATES / LOCATION INFO	FAIR ACCESS DATES / LOCATION INFO
EXHIBITOR / ARTWORK INFO	(ADVANCE) EXHIBITOR / ARTWORK INFO	(ADVANCE) EXHIBITOR / ARTWORK INFO	GALLERY CATALOG / BINDER	BRAND / PARTNER NEWS
	ARTWORK PRICE / AVAILABILITY	ARTWORK PRICE / AVAILABILITY	INVENTORY MANAGEMENT	FAIR / EVENT ATTENDANCE INFO
	GALLERY CONTACT	GALLERY CONTACT	CONTACT / LEAD MANAGEMENT	GALLERY RELATIONS
	ART ADVISOR CONTACT	COLLECTOR CONTACT		VIP RELATIONS
EVENT INFO	(VIP) EVENT INFO	(VIP) EVENT INFO	(VIP) / GALLERY EVENT INFO	EVENT PROMOTION
VISITOR PASS	(VIP) / VISITOR PASS	(VIP) / VISITOR PASS	EXHIBITOR PASS	EMPLOYEE PASS
NAVIGATION AROUND THE FAIR	NAVIGATION AROUND THE FAIR	NAVIGATION AROUND THE FAIR	BOOTH MANAGEMENT / FACILITIES INFO	FACILITIES / ISSUE MANAGEMENT
NOTATION	NOTATION	NOTATION	NOTATION	NOTATION
APPRECIATING ART	BUYING ART	ASSESSING ART	SELLING ART	CONNECTING THE PIECES

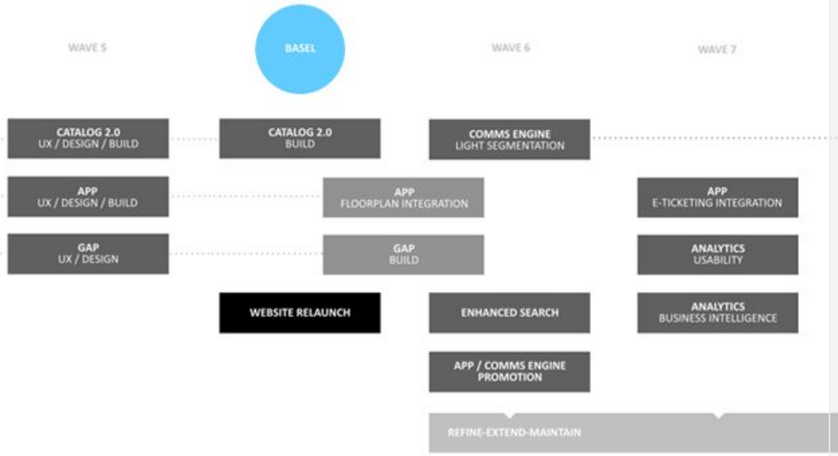


Platform strategy



PHASE 1 ... things that must be true before commencing **art market platform** rollout

GETTING THE BASICS RIGHT / LAYING THE FOUNDATIONS



PHASE 2

REFINE-EXTEND-MAINTAIN / ENHANCING EXPERIENCE AT THE FAIR / ART MARKET PLATFORM ROLL-OUT



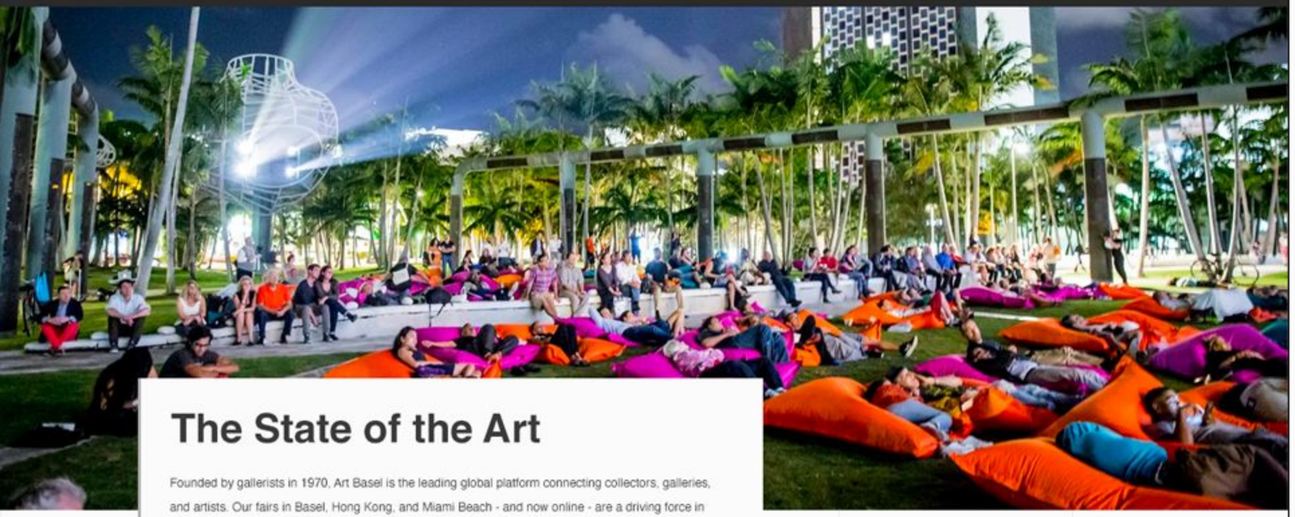


Art | Basel

Log in · English

DISCOVER ART BASEL MIAMI BEACH HONG KONG ABOUT ART BASEL

Press | Contact



The State of the Art

Founded by gallerists in 1970, Art Basel is the leading global platform connecting collectors, galleries, and artists. Our fairs in Basel, Hong Kong, and Miami Beach - and now online - are a driving force in supporting galleries as they nurture the careers of artists from around the world.

Coming up

Miami Beach »
December 4th – 6th 2015

Join us for the 14th Edition of Art Basel Miami Beach. The world's premier art fair is centred around the Miami Beach Convention Center, but ultimately takes over the whole city.

Hong Kong »
March 3th – 7th 2016

Basel »
June 18th – 21st 2016

Future dates »



Attending Art Basel

Exhibiting at Art Basel

Attending Art Basel

Three times a year, leading galleries from five continents show significant works by masters of Modern and contemporary art, and a new generation of emerging stars.

How to get here »

Exhibiting at Art Basel

Art Basel is rooted in the principle that galleries play an essential role in the development of the visual arts, with galleries invited to participate after an extensive review.

How to apply »

Discover art



Representation
Kukje Gallery /
Tina Kim Gallery

Location
Hall 03 / Booth J7

Lifespans
Bill Viola, 2012



Untitled

Franz Kline, 1957



Série 15 n°8

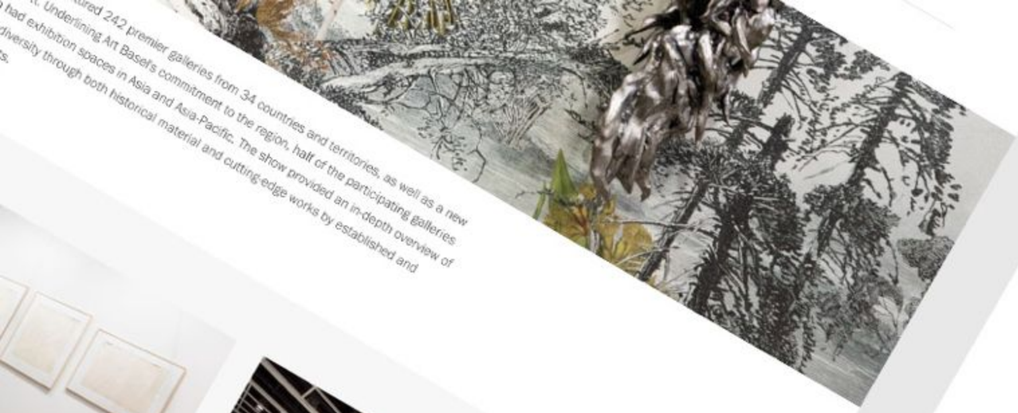
Julio Le Parc, 1970

Preview the full catalog for Miami Beach 2015

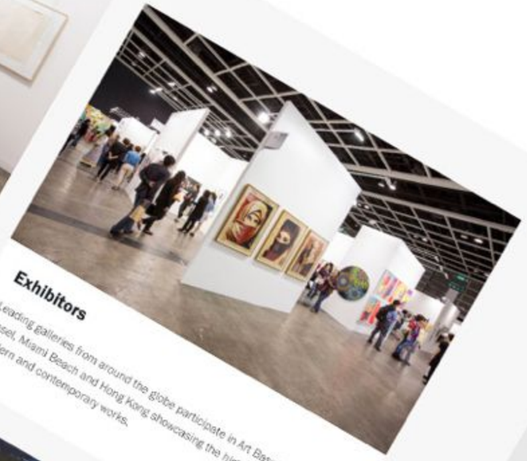
Login

Explore the full Art Basel back catalog

Register

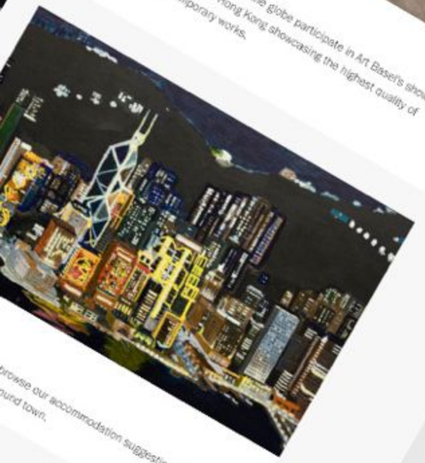


...red 242 premier galleries from 34 countries and territories, as well as a new ...t. Underlining Art Basel's commitment to the region, half of the participating galleries ...had exhibition spaces in Asia and Asia-Pacific. The show provided an in-depth overview of ...iversity through both historical material and cutting-edge works by established and ...s.



Exhibitors

Leading galleries from around the globe participate in Art Basel's shows in Basel, Miami Beach and Hong Kong showcasing the highest quality of Modern and contemporary works.



...Pacific, ...sts, but ...r

...rowse our accommodation suggestions and get ...ound town.



Wou-Ki Zao

24.11.80, 1980

Tina Kenig Gallery



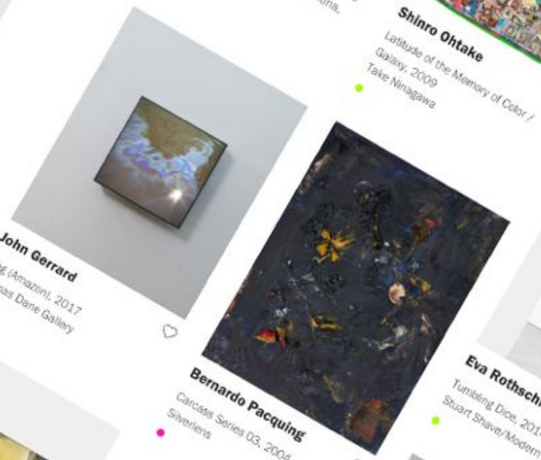




Los Carpinteros

Superficie roja, 20...

Sean Kelly



Bernardo Pacquing

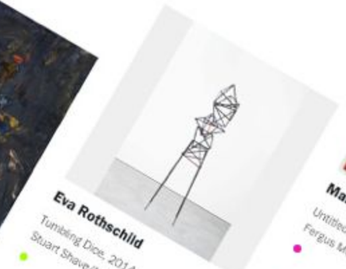
Carcass Series 03, 2004

Silverlens

John Gerrard

Flag (Amazon), 2017

Thomas Dane Gallery



Eva Rothschild

Tumbling Dice, 2014

Stuart Shave/Modern Art



Mario Schifano

Untitled, 1969

Fergus McCaffrey

Los Carpinteros

Superficie roja, 20...

Sean Kelly



Alfredo Jaar

Milan, 1946: Lucio Fontana visits his studio on his return from Argentina, 2013

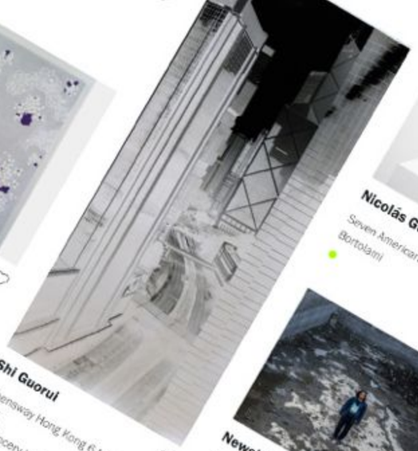
kamel mennour



Shinro Ohtake

Latitude of the Memory of Color / Galaxy, 2009

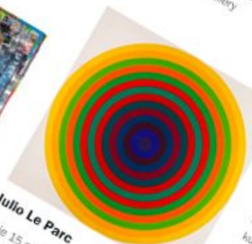
Take Ninagawa



Shi Guorui

Queensway Hong Kong 6 May 2014, 2014

10 Chancery Lane Gallery



Julio Le Parc

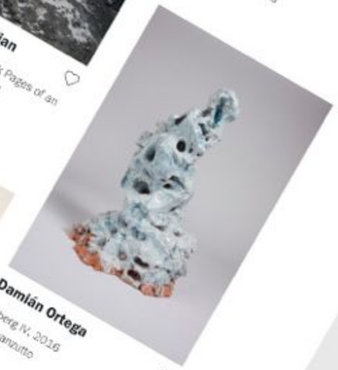
Série 15 n°8, 1970

Galeria Sur

Newsha Tavakolian

Portrait of Mahud / Blank Pages of an Iranian Photo Album, 2014

Thomas Erben Gallery



Damián Ortega

Iceberg IV, 2016

kurimanzutto



Pablo Picasso

Bouquet dans un vase, 1907

Galerie Michael Haas

...g Yi

Appearance of Crosses 2016-12, 2016

ShanghART Gallery



Hans-Peter Feldmann

Portrait of a child with a red nose, 2017

Mehdi Chouakri

Franz Kline

Untitled, 1957

Barbara Mathes Gallery



Natsuyuki Nakanishi

(Purple/Vibration), 2010

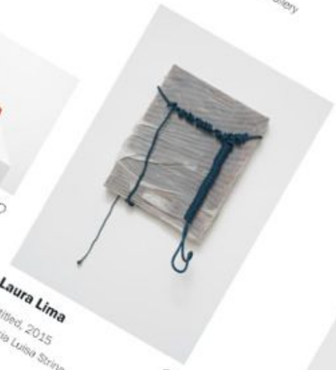
Fergus McCaffrey



Nicolás Guagnini

Seven American Utopias, 2014

Bortolami



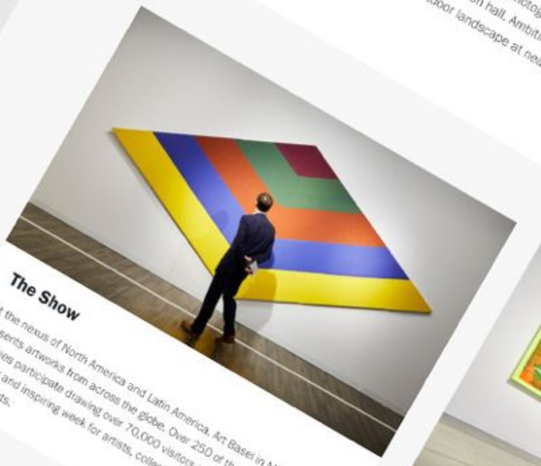
Laura Lima

Untitled, 2015

Galerie Luisa Strina



In our American show, leading galleries from North Ame... show significant work from the masters of Modern and co... of emerging stars. Paintings, sculptures, installations, photog... highest quality are on display in the main exhibition hall. Ambit... performances become part of the city's outdoor landscape at ne... Park.



The Show

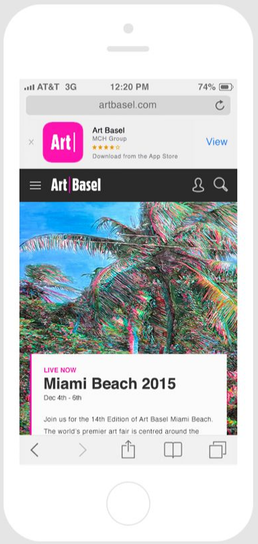
At the nexus of North America and Latin America, Art Basel in Miami Beach presents artworks from across the globe. Over 250 of the world's leading galleries participate drawing over 70,000 visitors each year, offering an exciting and inspiring week for artists, collectors, curators, critics and art enthusiasts.

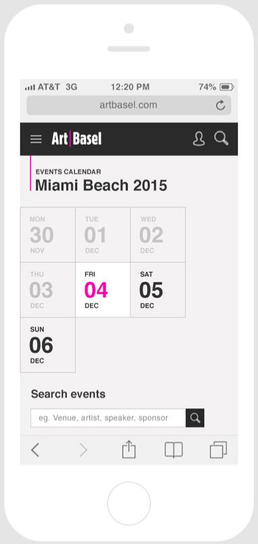


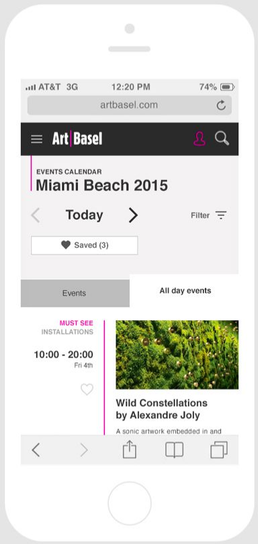


Exhibitors

Leading galleries from aro... Basel, Miami Beach ... Modern and c...





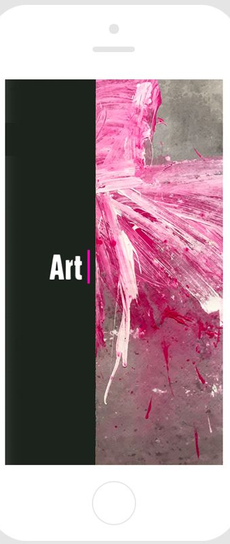


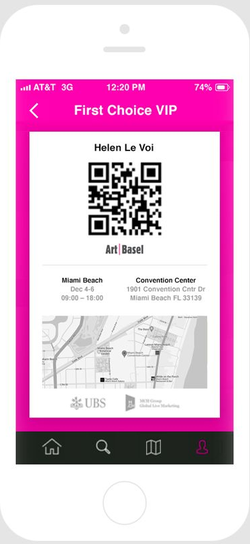
Default

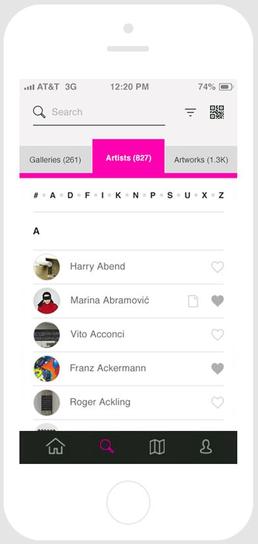
Basel

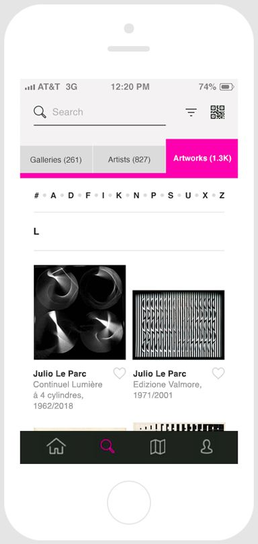
Hong Kong

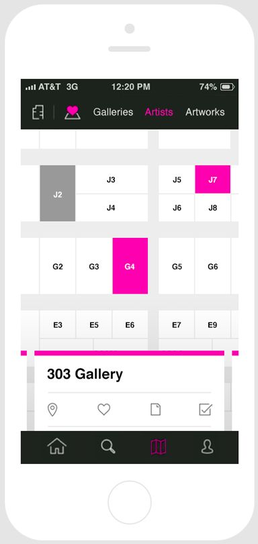
Miami Beach



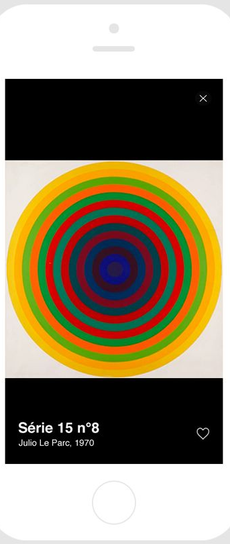


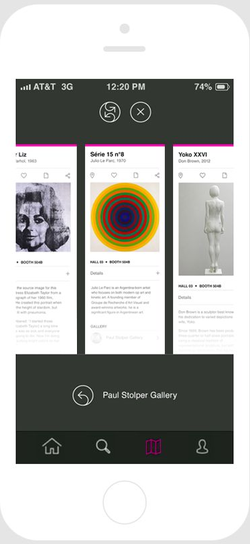












PATRIZIA PEPE
Omnichannel experience design

When I joined Wednesday, their ecommerce proposition was focused firmly on their clients' websites. I quickly recognised the commercial opportunity to expand this into more of an omnichannel practice, and with a view to delivering a more holistic, end-to-end CX.

Consequently, when Italian affordable luxury brand Patrizia Pepe came to us, we were ideally positioned to help deliver on their ambitions. Faced with an ageing customer base and a rapidly evolving set of category consumer behaviours, their new CEO was looking to roll out a radically new product release strategy, and make significant moves on the Chinese market.

As with Art Basel, we were originally approached with a pure website redesign brief. But having understood the true scale of Patrizia Pepe's ambition during the course of an early discovery workshop, I was able to use my omnichannel approach to unlock a series of new briefs. This enabled us to help them reshape everything from their service proposition to their visual identity, across every touchpoint, and every market around the world.

Agency
Wednesday, London

Year
2018–19

Client
Patrizia Pepe, Florence

Projects
Website, UX & design, 2018–19
Content strategy, 2018
Brand identity & merchandising guidelines, 2018–19
Service proposition design, 2018
TMall / WeChat miniprogram, UX & design, 2019
In-store kiosk, UX & design, 2019

Outcome
+27% conversion rate, YoY
(SS 2019 vs 2018)

→ Case study & credits

BUSINESS

THE STORY SO FAR

"Following trends, but adapting them in-line with a vision..."

"The turning point..."

"Starting to find our own path again for a few seasons, with a stronger personal voice, because becoming more commercial was driving customers away..."

1993 — 2010/11 — 2019/20 — 2024/25

"Added value compared to the competition..."

"Always innovating, even if not setting a trend..."

"The crisis hits, and things to which we would previously have answered no, suddenly become yes..."

"The real problem was the move from fast fashion to collections..."

"Drop in material quality..."

"Need to reach a wider audience, be more commercial..."

BUSINESS

5 YEAR GOAL

2024/25 — GLOBAL MARKET PRESENCE — OMNI-CHANNEL CUSTOMER EXPERIENCE — 30-40% GROWTH IN RETAIL PERFORMANCE

"The case study in affordable luxury..."

BUSINESS

FREQUENCY IS KEY

DROP

ENGAGEMENT

SHIPPING

CUSTOMER

PAST



"Very young, very fashion-oriented... Wanted to approach luxury for the first time (and have been there for every special occasion since)..."

CUSTOMER

PRESENT



LIFELONG, BUT LAPSED, FAN

"Were loyal, can still buy Patrizia Pepe — or Saint Laurent, Pinko, or Zara. They see the difference in quality, and are starting to reject us (if they haven't already)..."



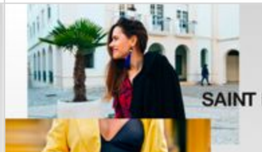
LIFELONG, ACTIVE FAN

"Still loyal, but don't care about the drop in quality. They're older, our strongest purchasers, but... we don't accept them to parties anymore..."



THE FANS WE WANT

"Young, have money, have options, they can have whatever they want, they can pick and choose..."



CUSTOMER

CATEGORY BEHAVIOUR

SAINT LAURENT

ZADIG&VOLTAIRE



THE KOOPLES

"They buy luxury, they buy mass, they mix the bottom with the top, and they don't care..."





H&M

ZARA





CATEGORY

"THE NEW APPROACH"

"A blended model of fast fashion and collections" x "micro-projects"

ROBERTO TRIBIOLI
CEO

PROCESS

PRODUCT RELEASES

SEASONAL COLLECTION
60+ ITEMS

PREVIEW — DROP 1 — DROP 2 — DROP 3 — DROP 4 — DROP 5 — DROP 6

40+ ITEMS

MONTH 1 10+ ITEMS — MONTH 2 10+ ITEMS — MONTH 3 10+ ITEMS — MONTH 4 10+ ITEMS — MONTH 5 10+ ITEMS — MONTH 6 10+ ITEMS

PROCESS

MEDIA INVESTMENT

DROP
10+ ITEMS

DROP 3 — AWARENESS — CONSIDERATION — CONVERSION — LOYALTY — DROP 4

1 MONTH MICRO-PROJECT

SERVICE PROPOSITION

PILLARS OF OMNI-CHANNEL EXCELLENCE

BRAND HANDWRITING	MARKETING & MECHANDISING	INVENTORY MANAGEMENT & AVAILABILITY	SERVICE PROPOSITION	CUSTOMER INSIGHT
Instantly identifiable Familiar & trustworthy Fluid & irresistible	Focus & clarity Effortless discovery Frictionless purchase	"Real-time" Transparent Flexible	Consistent Coherent Intelligible	Incremental Reciprocal Consolidated

SERVICE PROPOSITION

	H&M	ZARA	MAJE	SANDRO	PINKO	KOOPLES	ZADIG	YSL	GUCCI	VUITTON	BURBERRY	GIVENCHY
	9	5	5	4	3	4	4	5	6	7	8	7
GUEST WISHLIST	■							■	■	■	■	■
ORDER BY PHONE										■		■
FREE DELIVERY	MINIMUM ORDER		■	■	■	■			■	■	■	
FREE RETURNS	■	■	■	■	■	■	■	■	■		■	■
FREE NEXT DAY DELIVERY	■										■	
RESERVE IN-STORE	■		■			■						■
COLLECT IN-STORE		■								■	■	
RETURNS IN-STORE	■	■							NOT ALL STORES	■		
SECURE PAYMENT	■	■	■	■	■	■	■	■	■		■	■
ORDER TRACKING	WAITS CUSTOMERS	■		■			■	■			■	
FREE GIFT WRAPPING									■		■	
CLOTHES RECYCLING	■											

SERVICE PROPOSITION

GOING FOR GOLD

SERVICE PROPOSITION

Free delivery & returns
Collect and return in-store
Complimentary gift packaging

Secure payment
Check order status

NEWSLETTER

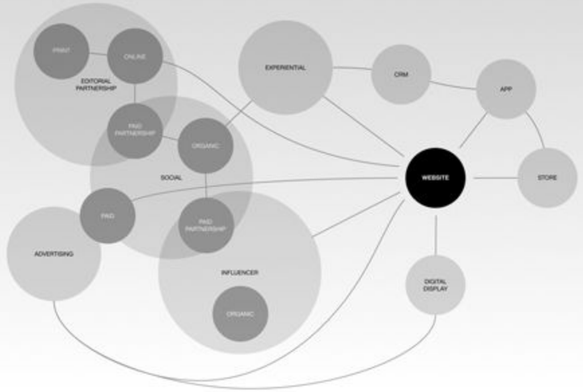
New drop alerts
Exclusive offers
In-store events

ACCOUNT

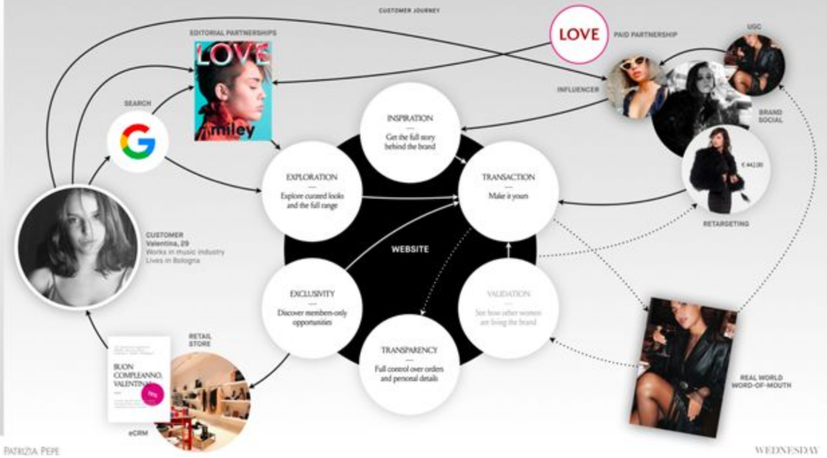
Free next day delivery
Advance purchase on new drops
Faster payment online & in-store

Access favourites on all devices
Order history
Product exclusives
Member events

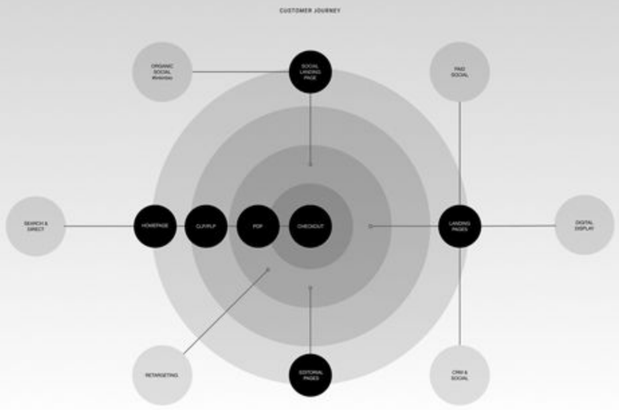
CUSTOMER JOURNEY



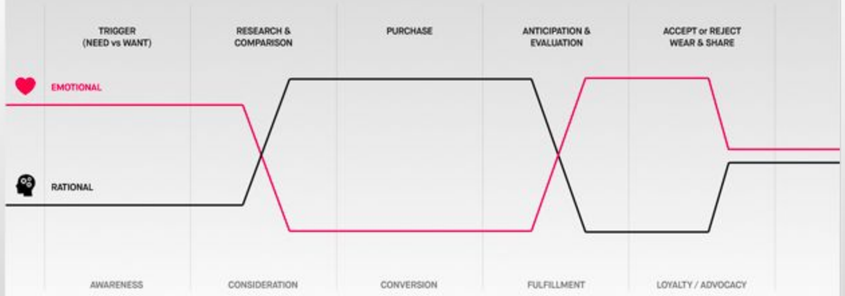
CUSTOMER JOURNEY

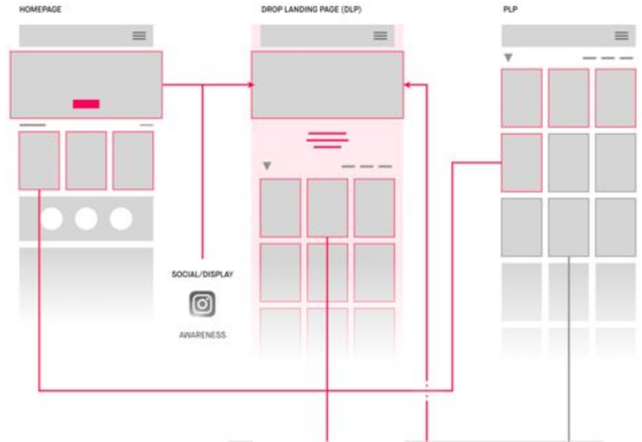


CUSTOMER JOURNEY



CUSTOMER JOURNEY





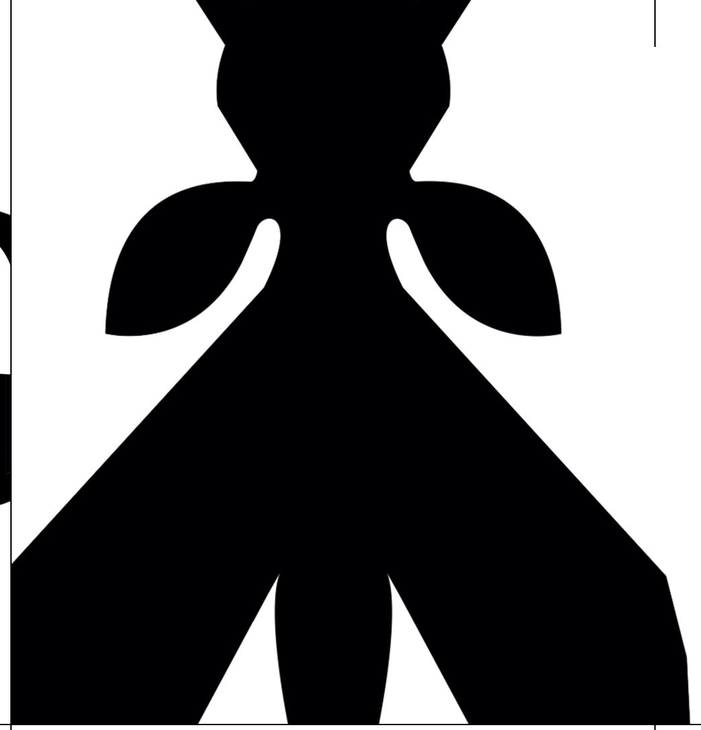
BRAND

POWER AND COHERENCE

PATRIZIA PEPE

"Still a respected brand, because it's a coherent brand,
even through all the changes... the Fly has power and meaning..."

BIG



SMALL

›!123 Alphabête 大榮号

ARRIVING

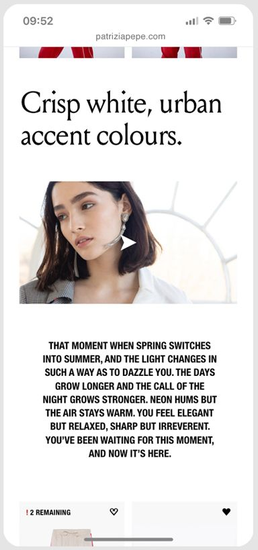
2 days, 12 hours, 26 mins

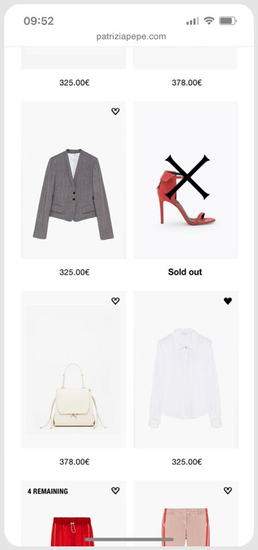
SS20 COLLECTION
DROP N.1 SERENITY
DROP N.2 JOSHUA TREE
DROP N.3 MONOCHROME
› DROP N.4 WHITE NEON
DROP N.5 03/06/20

APPAREL
› COATS & JACKETS

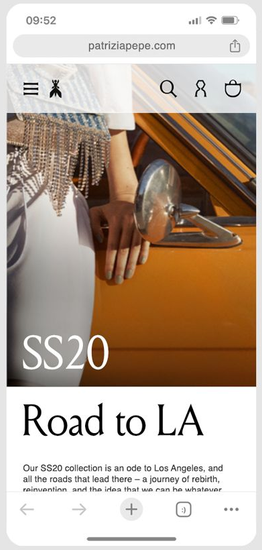
BACK

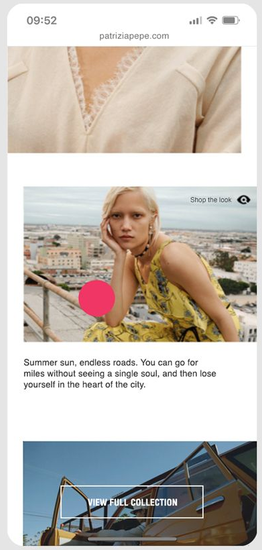

05.05.20
PATRIZIA PEPE
09:52
patriziapepe.com
White Neon
SS20 DROP N.4

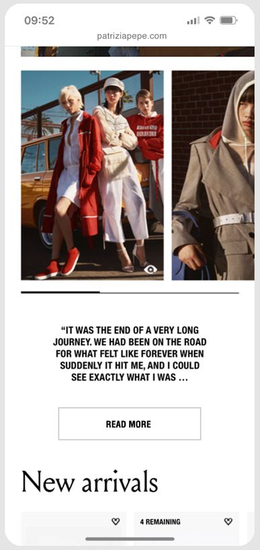

09:52
patriziapepe.com
Crisp white, urban accent colours.
THAT MOMENT WHEN SPRING SWITCHES INTO SUMMER, AND THE LIGHT CHANGES IN SUCH A WAY AS TO DAZZLE YOU. THE DAYS GROW LONGER AND THE CALL OF THE NIGHT GROWS STRONGER. NEON HUMS BUT THE AIR STAYS WARM. YOU FEEL ELEGANT BUT RELAXED, SHARP BUT IRREVERENT. YOU'VE BEEN WAITING FOR THIS MOMENT, AND NOW IT'S HERE.
12 REMAINING


09:52
patriziapepe.com
325.00€
378.00€
325.00€
Sold out
378.00€
325.00€
4 REMAINING

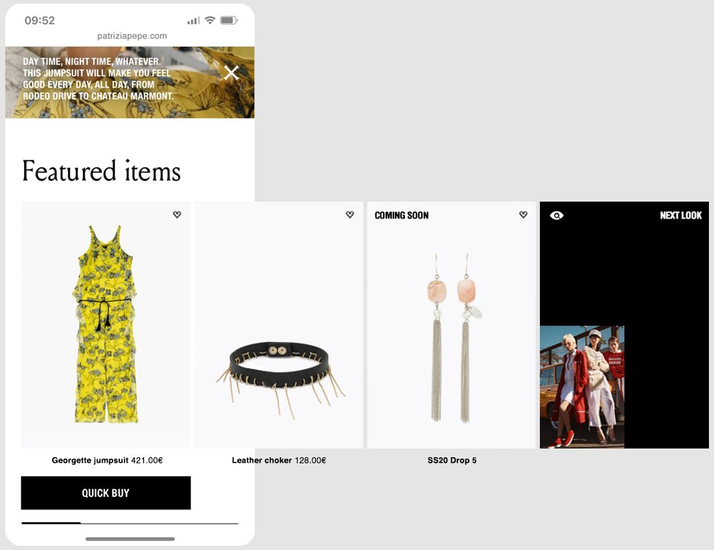

09:52
patriziapepe.com
RELATED DROPS
Monochrome
SS20 DROP N.3

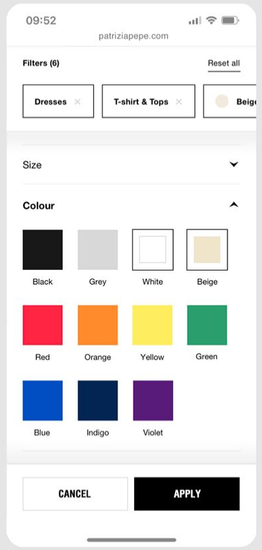

09:52
patriziapepe.com
SS20
Road to LA
Our SS20 collection is an ode to Los Angeles, and all the roads that lead there – a journey of rebirth,

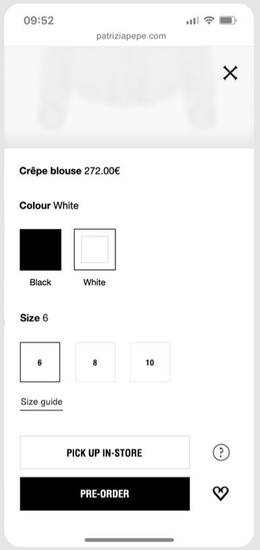

09:52
patriziapepe.com
Shop the look
Summer sun, endless roads. You can go for miles without seeing a single soul, and then lose yourself in the heart of the city.
VIEW FULL COLLECTION

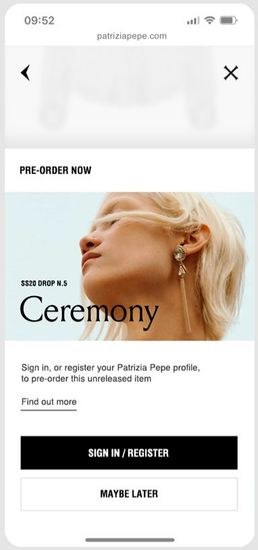

09:52
patriziapepe.com
"IT WAS THE END OF A VERY LONG JOURNEY. WE HAD BEEN ON THE ROAD FOR WHAT FELT LIKE FOREVER WHEN SUDDENLY IT HIT ME, AND I COULD SEE EXACTLY WHAT I WAS …
READ MORE
New arrivals
4 REMAINING

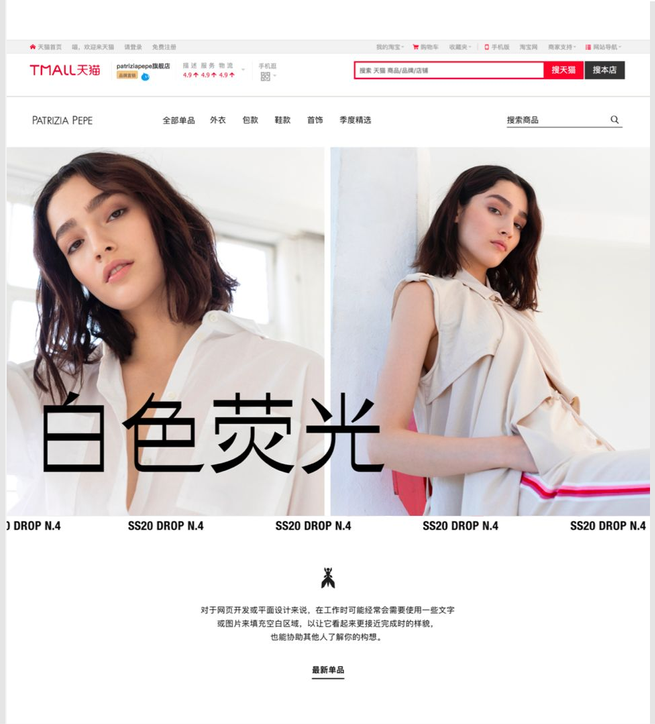

09:52
patriziapepe.com
2/7
DAY TIME, NIGHT TIME, WHATEVER. THIS JUMPSUIT WILL MAKE YOU FEEL GOOD EVERY DAY, ALL DAY, FROM RODEO DRIVE TO CHATEAU MARMONT.
Featured items


09:52
patriziapepe.com
DAY TIME, NIGHT TIME, WHATEVER. THIS JUMPSUIT WILL MAKE YOU FEEL GOOD EVERY DAY, ALL DAY, FROM RODEO DRIVE TO CHATEAU MARMONT.
Featured items
COMING SOON
NEXT LOOK
Georgette jumpsuit 421.00€
Leather choker 128.00€
SS20 Drop 5
QUICK BUY

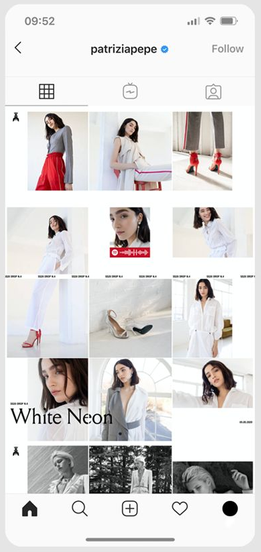

09:52
patriziapepe.com
Filters (6)
Reset all
Dresses
T-shirt & Tops
Size
Colour
Black
Grey
White
Beige
Red
Orange
Yellow
Green
Blue
Indigo
Violet
CANCEL
APPLY


09:52
patriziapepe.com
Crêpe blouse 272.00€
Colour White
Black
White
Size 6
6
8
10
Size guide
PICK UP IN-STORE
PRE-ORDER

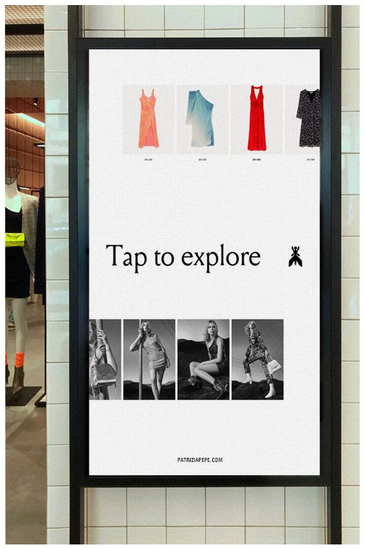

09:52
patriziapepe.com
PRE-ORDER NOW
SS20 DROP N.5
Ceremony
Sign in, or register your Patrizia Pepe profile,
to pre-order this unreleased item
Find out more
SIGN IN / REGISTER
MAYBE LATER


TMALL天猫
PATRIZIA PEPE
全部单品
外衣
包款
鞋款
首饰
季度精选
搜索商品
白色荧光
SS20 DROP N.4
SS20 DROP N.4
SS20 DROP N.4
SS20 DROP N.4
SS20 DROP N.4
对于网页开发或平面设计来说，在工作时可能经常会需要使用一些文字
或图片来填充空白区域，以让它看起来更接近完成时的样貌，
也能协助其他人了解你的构想。
最新单品


09:52
PATRIZIA PEPE
白色荧光
SS20 DROP N.4
SS20 DROP N.4
SS20 DROP N.4
主页
购物车
账户


09:52
patriziapepe
Follow
White Neon


FITTING ROOM
SS20 DROP N.4
White Neon


Tap to explore
PATRIZIAPEPE.COM


PATRIZIA PEPE

HUGO BOSS
Loyalty strategy

Less an example of managing complex deliverables and workflows, and more a measure of how upstream strategic thinking and creativity can deliver foundational value for long term programmes.

Having previously worked with brands like Gucci, Tommy Hilfiger and Mugler to develop robust, consumer-friendly web3 propositions, I took my proprietary sprint framework and evolved it to help Hugo Boss reimagine their loyalty programme.

In four short months, we took the whole business through a series of carefully staged innovation sprints that accelerated their understanding of the evolving loyalty landscape, tokenised the end-to-end customer journey, reinvented the programme branding, gauged consumer sentiment – and secured internal buy-in from the C-suite with a clear vision, practical demos and an actionable roadmap.

Building on this foundational strategy, the programme relaunched as a public beta in the UK in Q2 2024. Its success led to a rollout across EMEA later that year, followed by the US and China in 2025.

Agency
FLUX.Monks, Global

Year
2023

Client
Hugo Boss Group, Metzingen

Projects
Strategic design sprint (3 months)
Extended concept visualisation (4–8 weeks)
Physical prototyping (4 weeks)

Outcome
+17% new member registrations, YoY
“Double digit” growth in app downloads & sales (UK pilot programme, 2024 vs 2023)

Programme rolled out across EMEA in 2024, followed by US and China in 2025

→ Case study & credits

HUGO BOSS



LOYALTY 3.0 VISION

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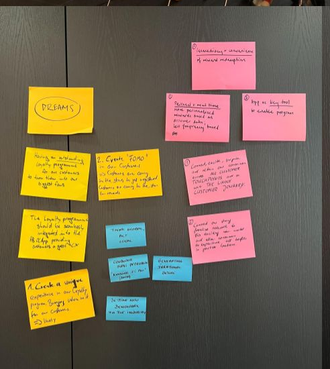
HUGO BOSS

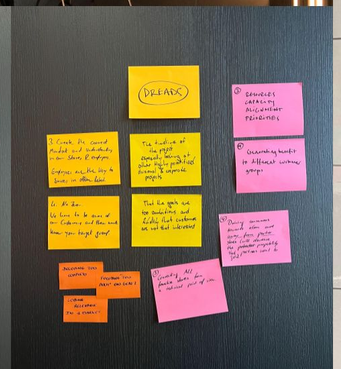
Ambition
What are we planning to do, and why?

To revolutionize the way we engage across all omnichannel customer touchpoints, we will launch a first-of-its-kind loyalty program, potentially fuelled by web3 technology

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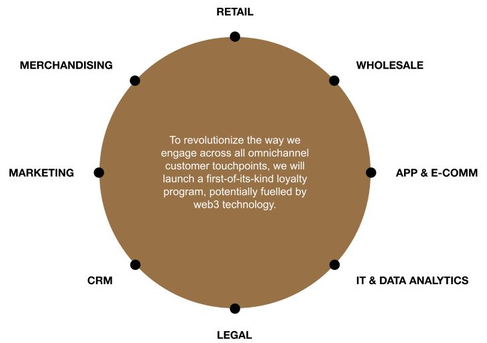






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Ambition
Which teams have we involved in the process?



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Opportunity
How are consumer behaviours and expectations evolving?

01 DESIRABILITY & VALUE



Gen Z & Millennials declare exclusive, limited edition products and collabs to be the primary reason why they would consider paying more for fashion & luxury apparel

Source: YPulse, Dec 2021

LIMITED EDITION PRODUCT

02 STAKEHOLDING & CO-CREATION



92% of Gen Z are "very interested" in offering feedback on the creative process, product development or strategic planning around their favourite brands

Source: Ogilvy, Mar 2022

CO-CREATION

03 GAME CULTURE



Gaming is now the most valuable entertainment format in the world, with Gen Z declaring that gaming is its favourite pastime, over and above music, movies etc

Source: Deloitte, Mar 2022

VIRTUAL PRODUCTS

04 HYPER-LOCALISATION



72% of Gen Z & Millennials express a greater desire to connect with local communities and emerging talent, and 60% gravitating to more intimate and curated events

Source: Vice, Apr 2021

COMMUNITY EVENTS

05 TREND ACCELERATION



Internet culture has elicited an explosion of subcultures and given rise to brand/creator collabs that drive culture at the speed of social. Gorpcore x Barbiecore, anyone?

Source: Observational & anecdotal :)

EXCLUSIVE COLLABS

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Opportunity
What do we mean when we say "loyalty 3.0"?

RATIONAL & TRANSACTIONAL

From rewards for engaging, participating and buying…

LOYALTY 2.0

EMOTIONAL & CULTURAL

… to rewards for wearing, collaborating and belonging

LOYALTY 3.0

"LOYALTY"

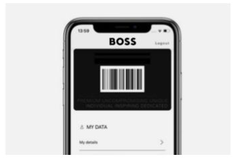
"FANDOM"

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Approach
What aspects of the customer experience might we be able to tokenise?

01 MEMBERSHIP



Proof of stake

Membership pass
Program eligibility

02 PURCHASE



Proof of ownership

Level of spend
Redeemable rewards
Digital / virtual products
Connected products (NFC)
Product authenticity

03 ENGAGEMENT



Proof of engagement

Brand/partner content
Brand/partner activation
Retail staff interactions
Sustained brand interactions

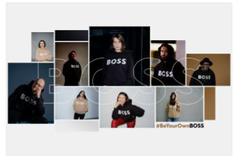
04 ATTENDANCE



Proof of attendance

Retail stores
Brand/partner event
Members event
Livestream
Virtual events

05 FANDOM



Proof of fandom

Wearing connected products
Social share
Writing reviews

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GET

Our target audience

TO

Participate in our next gen loyalty program

BY

Increasing opportunities to engage
Promising exclusivity and access
Amplifying cultural currency
Fuelling brand desire

SO THAT

Increase membership
Enhance quality of insights
Maximise CLV

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EXISTING PROGRAM

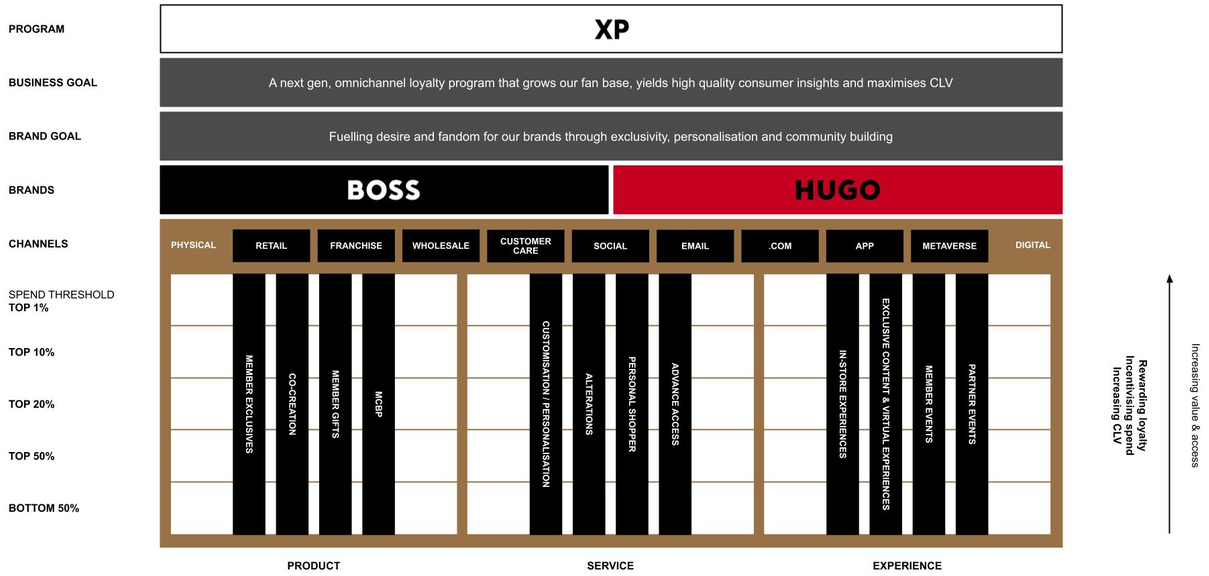
EXPERIENCE

PROGRAM UPGRADE

XP

A clear derivative of EXPERIENCE.
A gentle nod to game culture and web3.
The promise of rewards.

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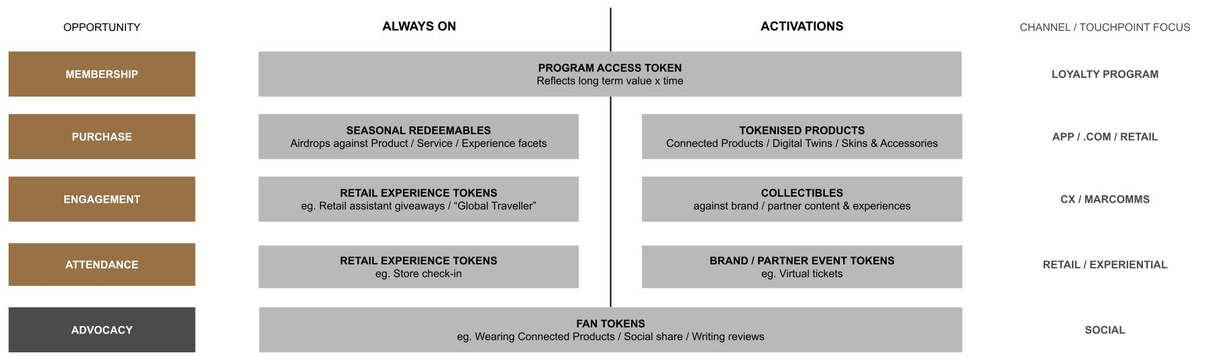
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What elements of the brand experience that we can tokenise?
And what might they tell us about the customer's relationship with us?

TYPE	VALUE	TOUCHPOINT(S)		FORMAT(S)			INSIGHT(S)
MEMBERSHIP	Proof of status / stake	Onboarding & interaction (IRL/URL)		Dynamic NFT based on status/ length of relationship	ERC-6551	"Soul-bound token"	Loyalty status
PURCHASE	Proof of ownership	Products (IRL/URL)		Redeemables based on spend	Physical-backed tokens + NFC > AUTHENTICITY	Skins & accessories/ "Digital twins"	Level of spend
ENGAGEMENT	Proof of engagement	CRM activations (IRL/URL)	Marcomms activations (IRL/URL)	Collectibles	Redeemables based on spend		Level of engagement Interest/Tribe
ATTENDANCE	Proof of attendance	Stores (Retail/Franchise/ Wholesale)	Member events (IRL/URL)	"POAPs"	Ticket redemption > Airdrop	Redeemables based on spend	Level of engagement Geography Interest/Tribe
ADVOCACY	Proof of fandom	Products (IRL/URL)	Member events (IRL/URL)	Social share > Airdrop	Physical-backed tokens + NFC > ACCESS		Level of engagement Geography Interest/Tribe Level of influence

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Tokenised program architecture
Mapping out the opportunities



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Introducing XP
A loyalty program that compliments, extends and dimensionalises our two-brand strategy



BOSS XP



HUGO XP

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Introducing XP
How the program works

01 /



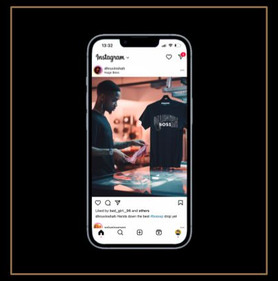
GET YOUR
MEMBERS PASS

02 /



COLLECT & REDEEM COLLECTIBLES
ACROSS THE CUSTOMER JOURNEY

03 /



COMPLETE QUESTS TO UNLOCK
EXCLUSIVE REWARDS & EXPERIENCES

04 /



INCREASE SPEND & ENGAGEMENT TO UNLOCK
GREATER EXCLUSIVITY & ACCESS

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Prototype

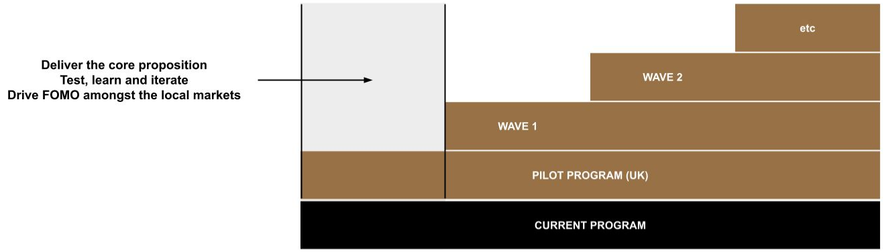
Launch concept



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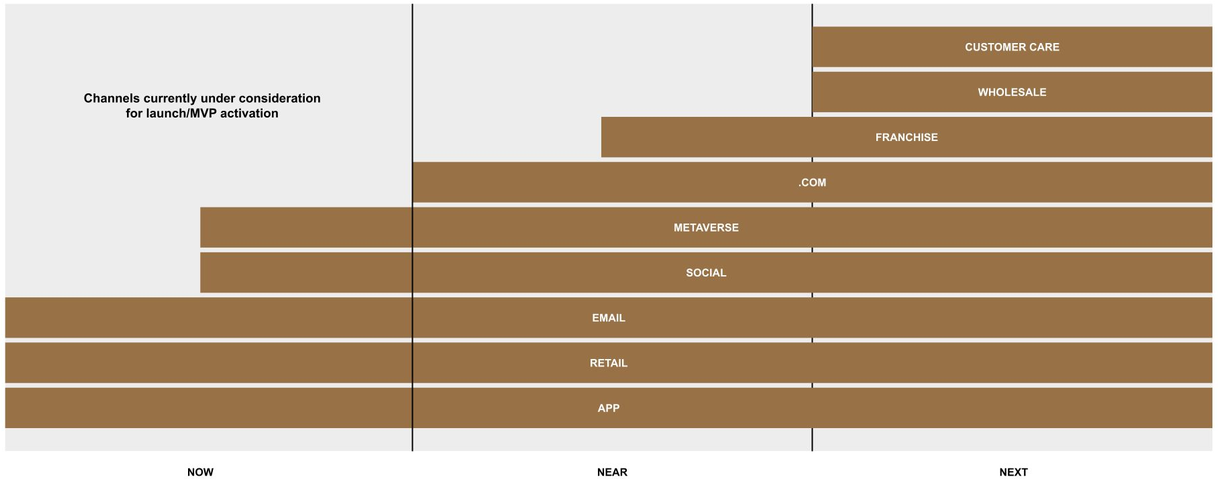
Route to market
Rolling out our new program globally



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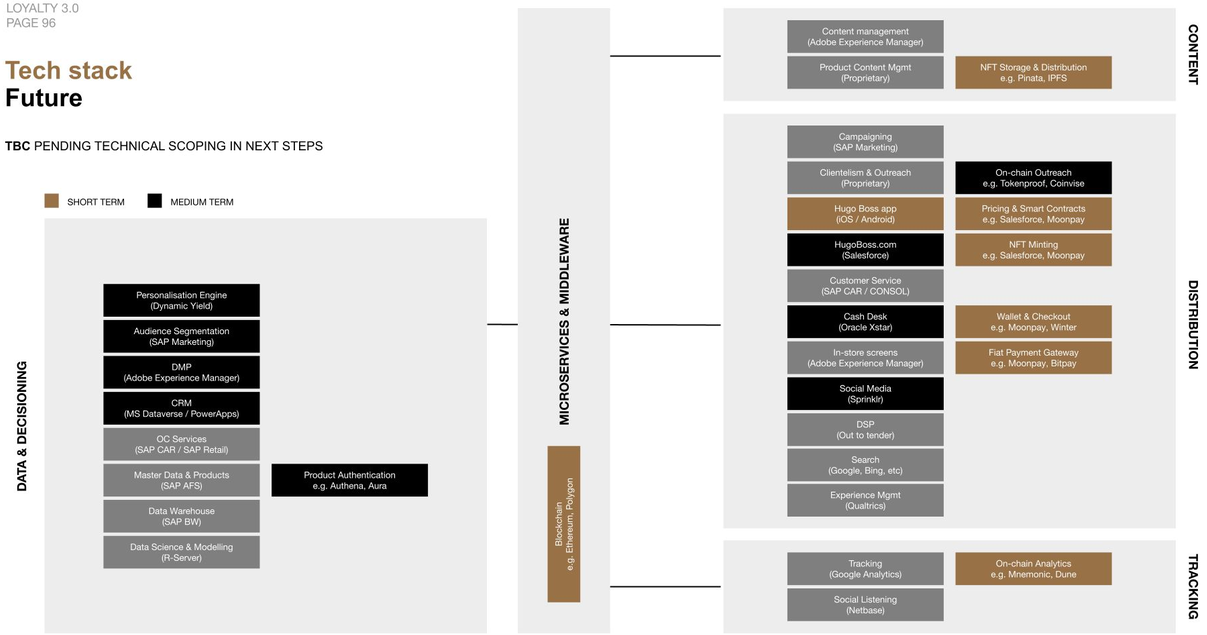
Route to market
Omnichannel rollout



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Tech stack
Future

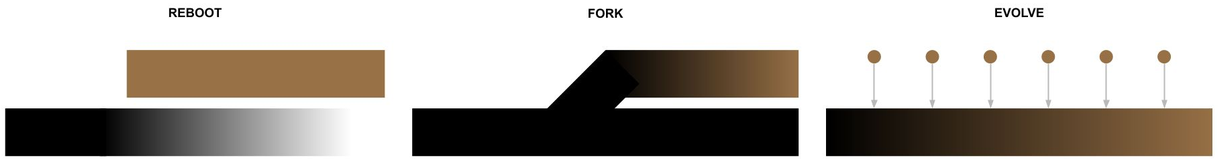
TBC PENDING TECHNICAL SCOPING IN NEXT STEPS



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Route to market
Different approaches to achieving this infrastructurally



Create parallel CRM platform
Roll out parallel platform across local markets
Retire existing platform over time

Fork existing CRM platform
Roll out fork in local markets
Evolve new program along the way

Evolve existing CRM platform
Introduce new features & functionality to support vision
Unlock enhanced features across relevant markets

PREFERRED BUT TBD
PENDING TECHNICAL SCOPING IN NEXT STEPS

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TOMMY HILFIGER
Flags

This was the one that got away… but you don't work in innovation without at least one labour of love not making it out into the wild…

Flags was Tommy Hilfiger's attempt to make sense of web3 and the "metaverse"; simultaneously cautious and ambitious, rigorous and commercially minded, but with uncommon sensitivity to the spirit of the space. They wanted to show up in "the right way" – not just jumping onto the extractive NFT bandwagon, but making a positive contribution to both the broader culture and their own bottom line.

We started with an innovation sprint to onboard and orientate senior stakeholders, and map out the opportunity for the business. From there, an ongoing retainer allowed us to co-create a clear programme with the client, before starting to make things real, piece by piece.

Sadly, Flags was cancelled a few short weeks before launch, when the client team's operating budget was cut in the face of broader business challenges. But it remains a career highlight, a great exemplar of my MO, and a model for how I believe modern brand building will continue to evolve in the future (web3 or no).

Agency
FLUX.Monks, Global

Year
2022–23

Client
PVH, Amsterdam

Projects
Strategic design sprint, 2022
Consultancy retainer, 2022–23
Visual identity, 2023
Website, UX, design & build, 2023
Launch activation, 2023
Programme management, 2023*

*sold, but not started

Outcome
Unreleased

→ Case study & credits

HOW ESSENTIAL INGREDIENTS FOR LONG TERM SUCCESS

ASSETS & TOKENS



On-chain assets that can be bought, traded or claimed , that grant the owner a stake in the project and act as a badge of membership

NFTs
Skins
Accessories

COMMUNITY



A strong community, with a clearly defined purpose, topics of conversation and evolving set of roles for members to play

Discord
Twitter/Spaces
DAOs

ACCESS & UTILITY



Unlocks and privileges for participation and ownership, delivering ongoing value or rights to the community

Allow lists
Exclusives
Coins

EVENTS & EXPERIENCES



Experiences, environments and events that asset owners and community members can enjoy, both online and off

Sandbox, Decentraland
NFT.NYC, SXSW, Art Basel
In-store events

ROADMAP



A clear vision and direction of travel that reassures newcomers that the project is worth investing their time and money in the longer term

Roadmap, Manifesto
Progress updates
Community governance

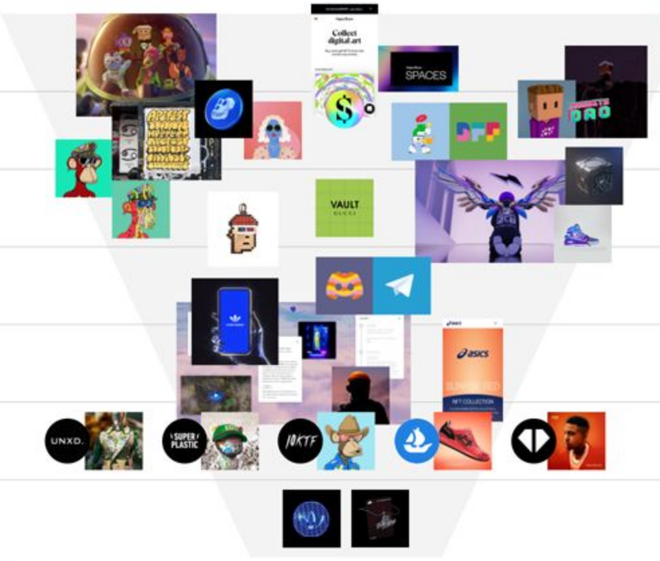
ONBOARDING



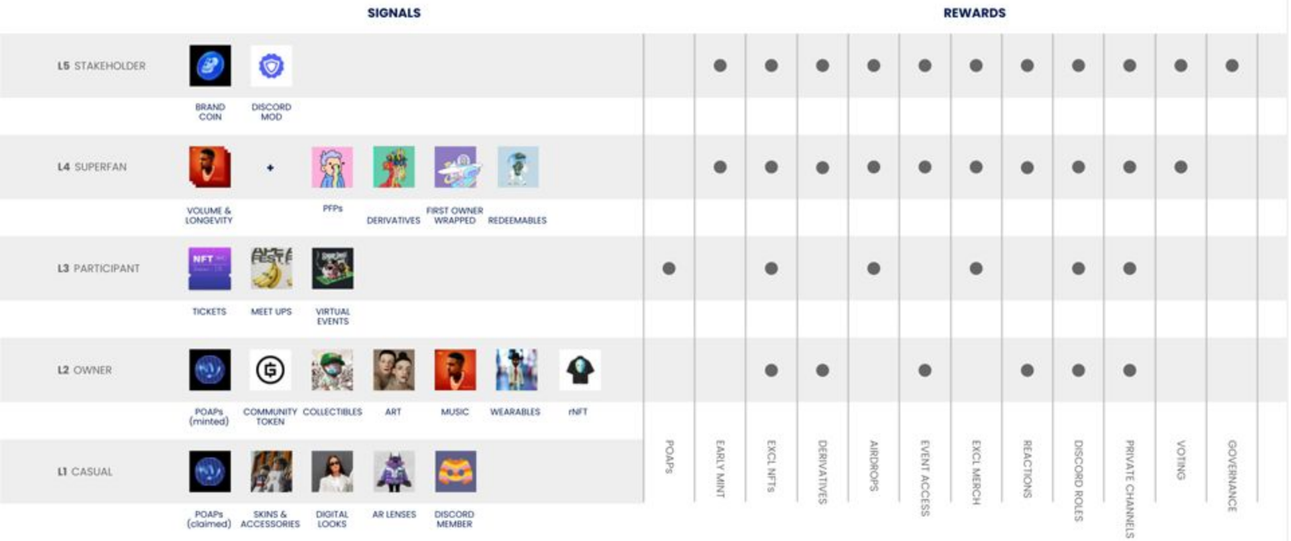
An ecosystem that demystifies the metaverse, and a tokenisation strategy that supports multiple levels of investment and engagement

Web 2.0 social
Brand microsite
POAPs

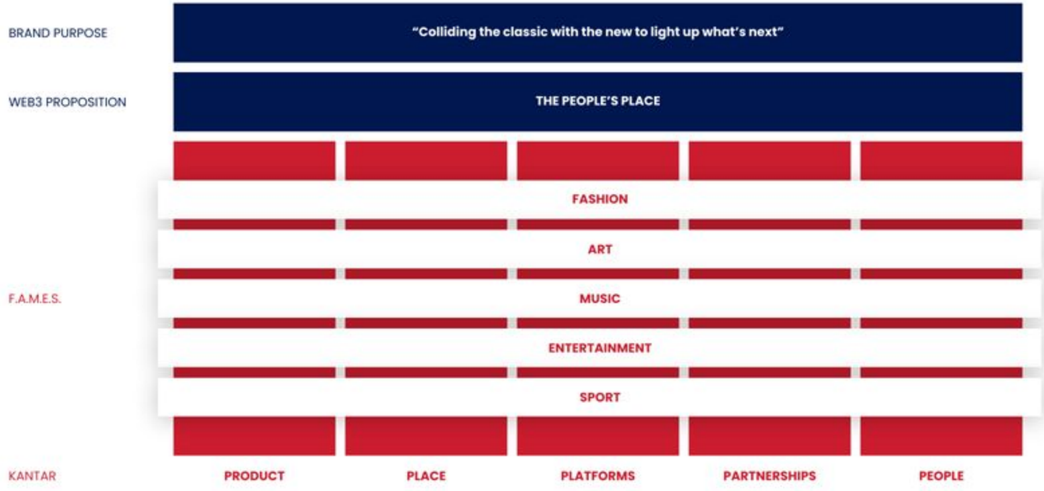
HOW WEB3 MATURITY MODEL



WHO, WHAT & WHEN INCENTIVISING OUR COMMUNITY MEMBERS



WHAT WORKING WITH FAMILIAR BRAND FRAMEWORKS



Crossing the streams between familiar brand frameworks to guide our thinking



ANATOMY OF A DROP
THE ASK OF OUR COLLABORATORS

*Collaborators receive a percentage of related sales (primary/secondary markets); see appendix



ARTWORK EDITIONS*
x/1000 x9



VIDEO PROFILE & STILLS



CURATED PLAYLIST



PA or Q&A
IRL / URL



CUSTOM PRODUCT or MERCH



COLLAB ARTWORK*
TBC

RECRUITMENT & ENGAGEMENT MODEL



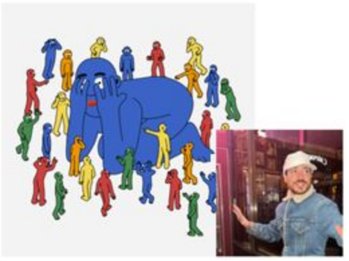
SEASON 1 COLLABORATORS



VINNIE HAGER NY/CA

Based between New York City and LA, his work encompass drawings, paintings, new technologies, and mixed-media surfaces, touching upon identity, memory, and connection. His distinctive style evokes Keith Haring in Hilfiger's heyday.

DROP 1 SEASON 1 CURATOR



DANNY COLE NY

American painter and interdisciplinary artist based in New York City. He is known for the simple doodled humanoids of his "Creature World" project. Cole was named on Forbes' "30 Under 30" list in the category of "Art and Style".

DROP 2 TBC

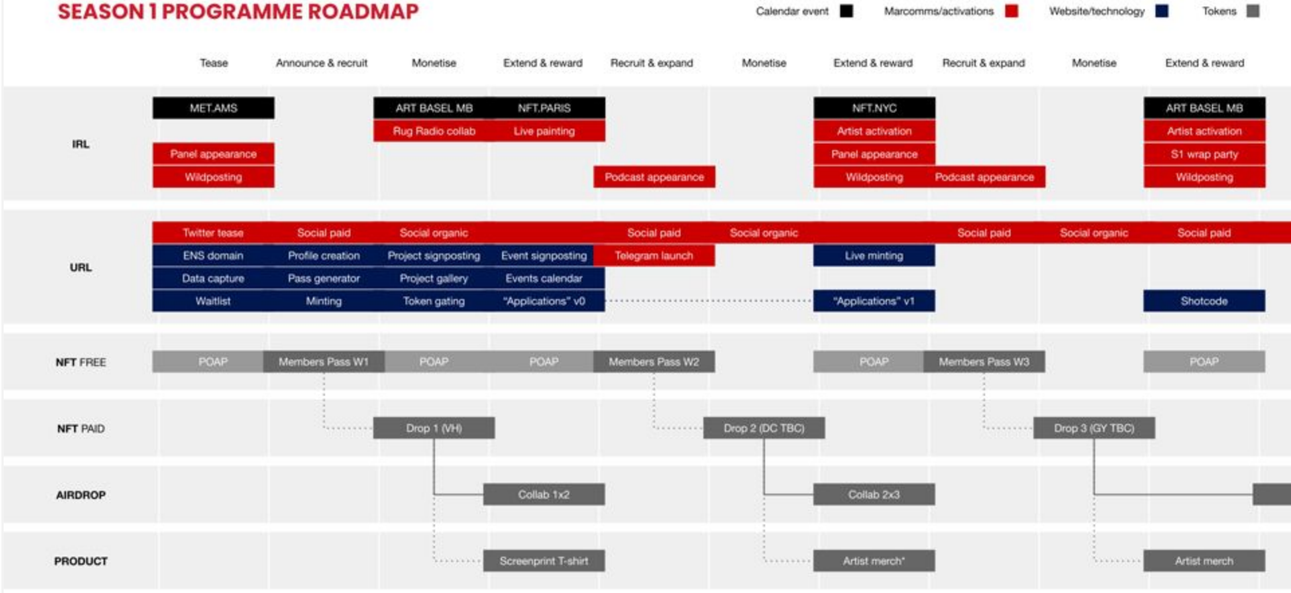


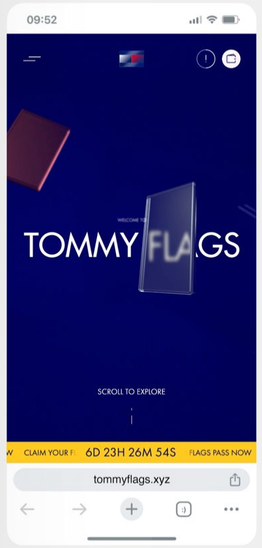
GRANT YUN WI

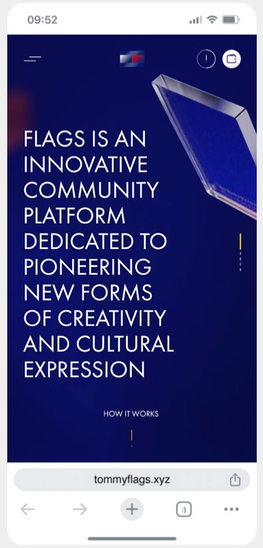
American-Korean digital artist renowned for his minimalist vector illustrations that capture everyday scenes with a nostalgic and contemplative essence. His unique style blends traditional aesthetics with contemporary digital techniques.

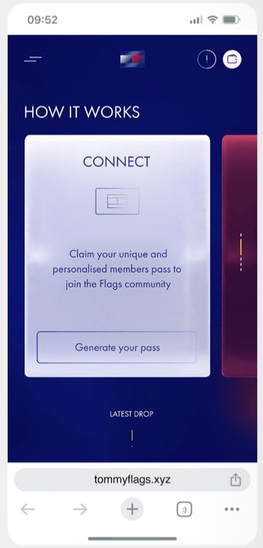
DROP 3 TBC

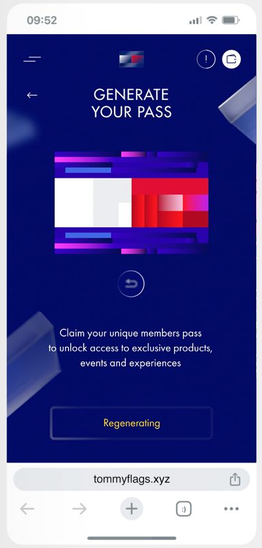
SEASON 1 PROGRAMME ROADMAP

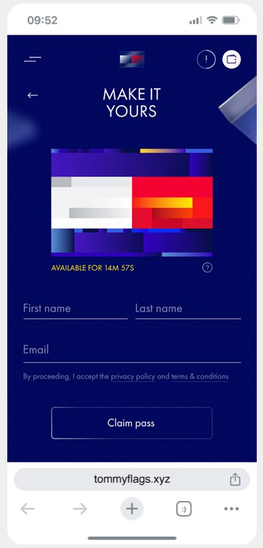


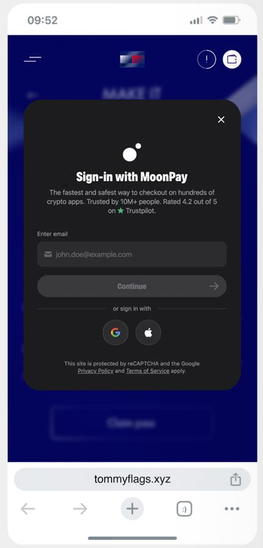

09:52
TOMMY FLAGS
SCROLL TO EXPLORE
CLAIM YOUR F
6D 23H 26M 54S
FLAGS PASS NOW
tommyflags.xyz


09:52
FLAGS IS AN INNOVATIVE COMMUNITY PLATFORM DEDICATED TO PIONEERING NEW FORMS OF CREATIVITY AND CULTURAL EXPRESSION
HOW IT WORKS
tommyflags.xyz

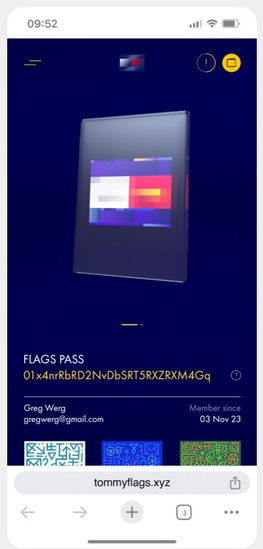

09:52
HOW IT WORKS
CONNECT
Claim your unique and personalised members pass to join the Flags community
Generate your pass
LATEST DROP
tommyflags.xyz


09:52
GENERATE YOUR PASS
Claim your unique members pass to unlock access to exclusive products, events and experiences
Regenerating
tommyflags.xyz


09:52
MAKE IT YOURS
AVAILABLE FOR 14M 57S
First name
Last name
Email
By proceeding, I accept the privacy policy and terms & conditions
Claim pass
tommyflags.xyz


09:52
Sign-in with MoonPay
The fastest and safest way to checkout on hundreds of crypto apps. Trusted by 10M+ people. Rated 4.2 out of 5 on Trustpilot.
Enter email
john.doe@example.com
Continue
or sign in with
This site is protected by reCAPTCHA and the Google Privacy Policy and Terms of Service apply.
tommyflags.xyz

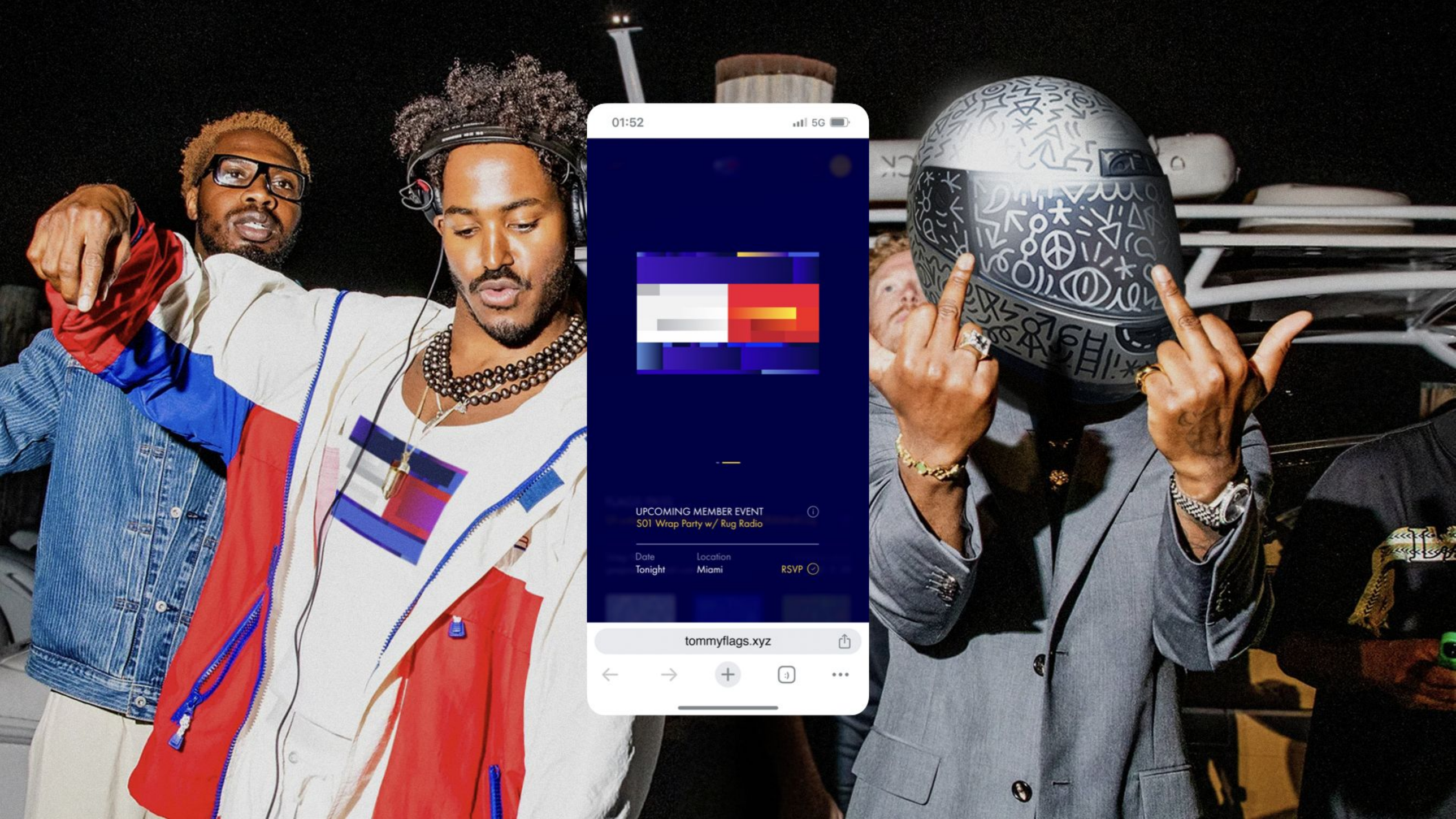

09:52
DROPS
001 002 003 004
VINNIE HAGER 9 PIECES
DRAG TO EXPLORE
tommyflags.xyz


09:52
FLAGS PASS
01x4nrRbRD2NvDbSRT5RXZRXM4Gq
Greg Werg
gregwerg@gmail.com
Member since
03 Nov 23
tommyflags.xyz


09:52
UNTITLED
Vinnie Hager
DROP 001
Edition size
5000
Edition number
#237
Purchased
04 Dec 23
APPLICATIONS
ABOUT THE CREATOR
tommyflags.xyz






01:52
5G
UPCOMING MEMBER EVENT
S01 Wrap Party w/ Rug Radio
Date
Tonight
Location
Miami
RSVP
tommyflags.xyz

Testimonials

I would work with Ben again immediately. He combines strong insight with deep passion and commitment for the project. He brings simplicity and clarity to the most complex of challenges. He knows how to handle different opinions and, when it’s needed, to give direction – all while making sure you have a lot of fun along the way.

Wanja Bont
Leader, PwC Experience Center, Zürich

Ben combines strategic thinking with genuine curiosity about culture, technology and creative innovation. Rather than approaching projects as isolated deliverables, he consistently helped us frame broader opportunities, and challenged us to think differently – offering clear direction while remaining collaborative and pragmatic.

Micael Barilaro
VP Brand Innovation Ventures, Gucci

Infectiously positive, straight-talking, and blessed with an array of multi-discipline skills, Ben quickly gets to the heart of tricky challenges. People naturally turn to him when work reaches deadlock – whether it’s a client who needs convincing, or a team who’ve lost their way, he’ll help focus minds on the end goal and lead the way there.

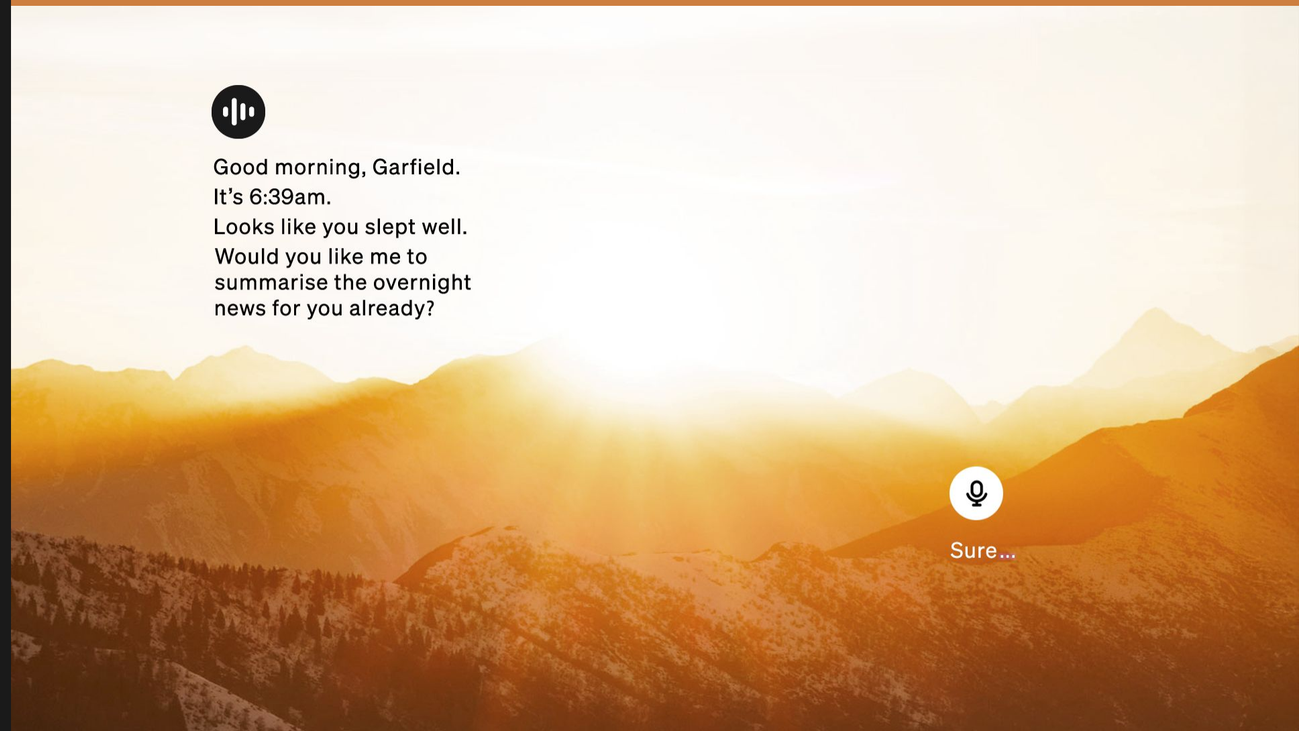
Jonathan Reeves
SVP Consulting, VaynerMedia EMEA

And finally, if this retrospective has inadvertently left you feeling like I'm stuck in the past, or simply curious to know where my head is at as regards the future,

→ Zegna, Speculative Futures

This is just one story – there will be many others.
Maybe we can tell the next one together :)

Monday, 4th March 2030



Ben Lunt
Innovation, experience design & creative direction

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+44 7855 331497



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