

Redefining Engagement: The Member First-strategy for Unlocking Revenue Growth

Therese Mattisson

Strawberry



HELLO! I'm Therese



10 years of leadership experience in media, and the past year in hospitality. Business Development, Change Management, and Digital Marketing.



Marketer of the Year 2024, E-star Awards

Leader of the Year 2023, Bonnier Commercial Awards

Finalist, E-commerce Performance of the Year 2022, E-star Awards



*Head of Loyalty Program
& Operations*

Strawberry



WHERE TO FIND US...

More than 100 destinations

Strawberry has hotels in Sweden, Norway,
Denmark, Finland and Lithuania





**We don't believe in a
standard hotel, because
there is no standard guest.**



Case study: how a members-first approach drives loyalty and revenue



CASE #1

Spenn: Multi-Brand Coalition

*Unified benefits & currency
across industries*

- ✓ Improved CX
- ✓ Increased revenues
- ✓ Optimized asset value



CASE #2

Universe of Experiences

*Drive loyalty through
emotional connection*

- ✓ Increased relevance
- ✓ Improved member value
- ✓ Deeper connections



CASE #3

RFM Model Beyond Our Ecosystem

*Classifying & targeting
loyal customers*

- ✓ Customer product awareness
- ✓ Increase customer engagement
- ✓ Increased CLV





Case #1

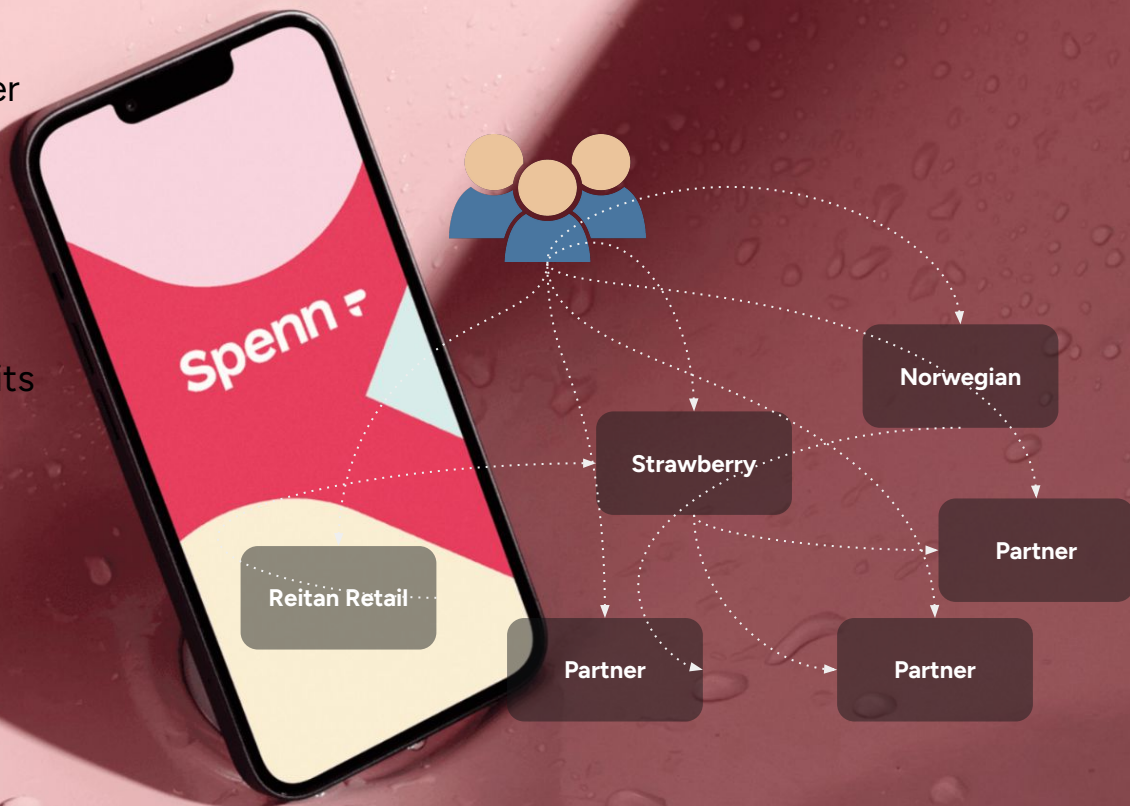
Spenn: multi-brand coalition

*Unified benefits & currency
across industries*

Customers face fragmented loyalty across brands

Shared challenge: how to drive member engagement

- Too many stand-alone programs, lack of bundled offers
- Members overwhelmed by benefits they don't use
- Loyalty often feels complex and unrewarding
- Limited perceived value leads to low activity



Introducing Spenn: one currency for multiple brands

Launched 2024 — joint loyalty marketplace
with Norwegian

Combines points in one app

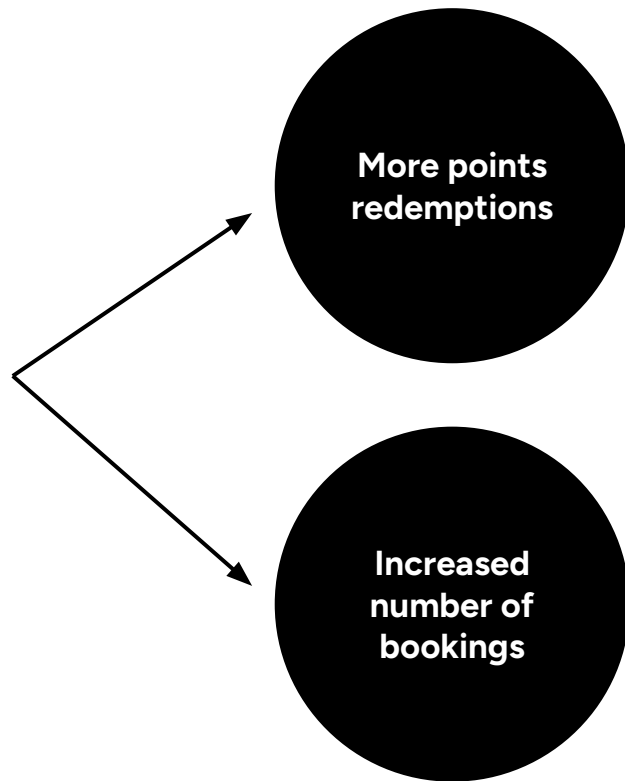
Offers travel, experiences, and lifestyle
rewards

Creates a growing universe of benefits and
possibilities with 100+ partners



Coalition programs are the new gold standard

Two main “gains” for Strawberry - Points in, bookings up



Proven scale, real usage, growing ecosystem

Users & Earners

1.2M+ earners
320K+ app users

Burn Behavior

9/10 burns via Norwegian
But 7x higher spend at Strawberry

Spenn Issued & Used

1.7B Spenn issued
160M used (mainly NO & STBY)

Nordic Reach

60% NO / 35% SE / 5% DK+FI
40%+ awareness in NO

Transactions

6.5M+ transactions
Avg. 52K per day

Partners & Tech

100+ partners
Stable, no major tech issues





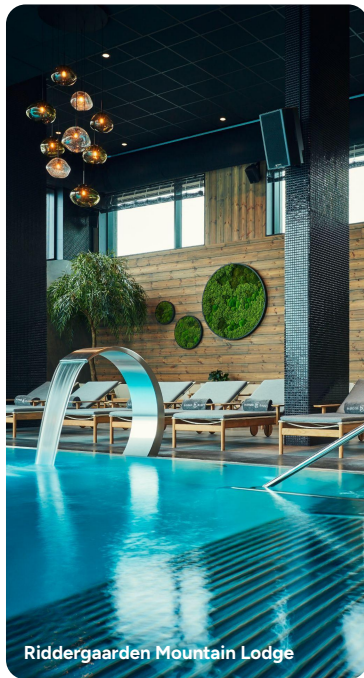
Norefjell Ski & Resort



At Six



Lily Country Club



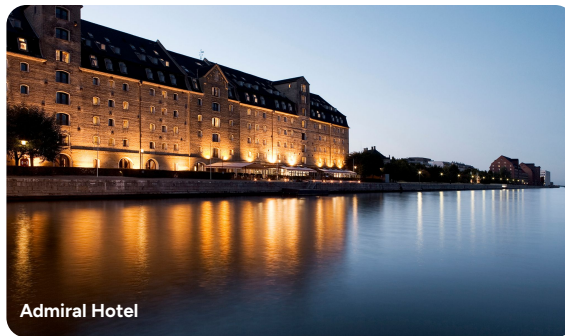
Riddergaarden Mountain Lodge



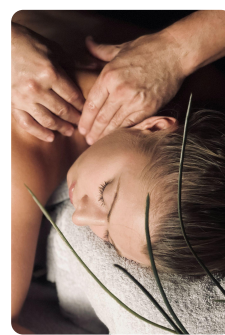
Dalen Hotel



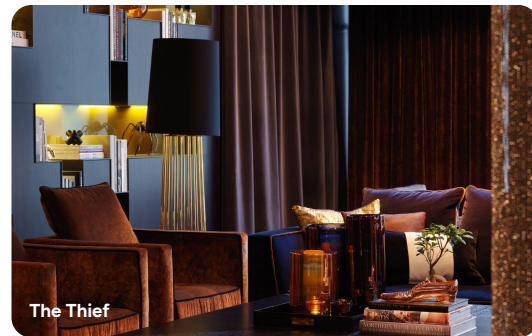
Hotel Christiania Teater



Admiral Hotel



Selma Spa



The Thief



Case #2

Universe of Experiences

*Fostering emotional loyalty & enriching
lives through immersive experiences*

From stays to everyday: building a landscape that engages, excites, and belongs



Challenges & Needs

More than points — emotional connection and meaningful engagement.

Traditional hotel loyalty offers limited touchpoints and low perceived value between stays.

Guests expect relevance in their everyday lives, not just during travel.

To stay competitive, expand into passions like entertainment, lifestyle, and shared experiences.



Opportunities

Members want to feel part of something bigger - community, a lifestyle, a universe.

Delivers value 365 days a year.

Enhance brand recognition, foster customer loyalty, and drive revenue through tailored experiences.

Real time perks (pre access, event invitations, arena) create immediate perceived value.

Where loyalty meets entertainment — turning moments into members



VIP pre-sales &
sold-out ticket access



Member-only red carpet
experiences & point bidding
on lounges



Always-on presence in
Scandinavia's biggest
entertainment hub



Branded restaurant &
event activations

Designing experience journeys that drive member value and business impact

Attracts: Explore the universe



Engage: The reason to travel



Delight: Enhance your everyday





From points to belonging - Loyalty becoming something you live, not just earn



Truly **understand**
your customers



Turn customers to
raving fans



Generate increased
revenue

Bring the brand to life: build emotional loyalty across every touchpoint



Seamless journeys across hotel, arena, restaurant, and digital platforms



Higher perceived member value = increased retention



Reach new target groups: Experience Seekers, Urban Millennials, Entertainment Lovers



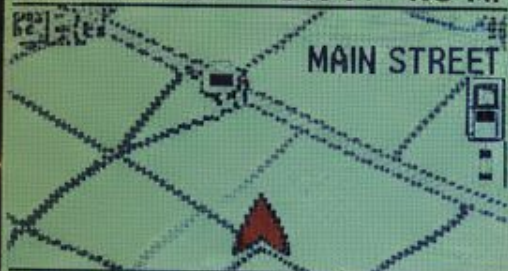
Stronger emotional connection to the brand

Strawberry Arena
not just a venue — it's a living
loyalty platform.

It connects our universe, brings
our brand to life, and turns loyalty
into lifestyle.

GARMIN - GPSMAP 60CSx

ETA: 15 MIN - DIST: 4.5 MI



ETA: 15 MIN - DIST: 4.5 MI



ZOOM IN
-OUT

MENU



▶ CNIER

FACINTE BUREAU



Case #3

RFM Model beyond our ecosystem

Classifying & targeting loyal customers

Moving beyond traditional segmentation: unlocking the ecosystem view



Traditional segmentation no longer enough



New customer journeys
beyond Strawberry: Spenn,
partners, arenas, experiences



Lack of unified insight and
action across ecosystem



Need to understand and
engage diverse customer
segments

From data to action: advanced segmentation boosts loyalty and value

Standard Methodology

Split metrics in segments:



Map customers into a stacked contingency table to split into groups for targeting:

Use recency to classify churn risk of customers

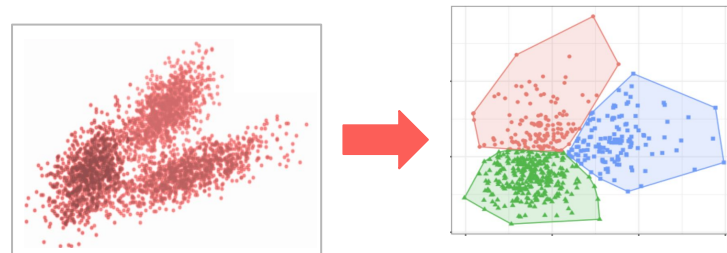
Use monetary and recency to determine value of customer

		M				
R	F	1	2	3	4	
1	1					
	2					
	3					
	4					
2	1					
	2					
	3					
	4					
3	1					
	2					
	3					
	4					

Clustering

Calculate RFM metrics for all users

Use K-means clustering machine learning algorithm to identify customer segments with similar attributes:



Train model and optimize in order to find the ideal number of clusters:

Davies-Bouldin index 0.8346
Mean squared distance 0.6539

Centroid Id	Count	frequency	monetary	recency
1	245,987	1.4243	2,894.6155	901.7812
2	91,760	17.9971	43,134.0910	140.0396
3	407,046	1.8927	4,255.6623	527.0941
4	13,481	62.9657	160,358.6501	86.1229
5	620,094	3.0031	6,697.0908	184.6545

Classify customers based on their similar attributes

The RFM advantage: smarter spending, bigger returns



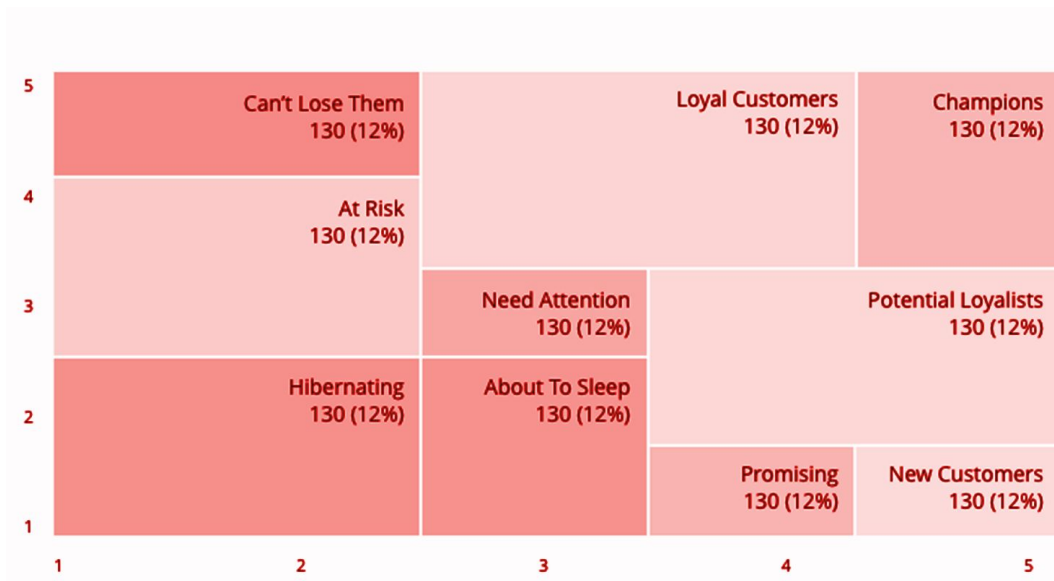
Recency
ex. time since last visit



Frequency
ex. nr of transactions



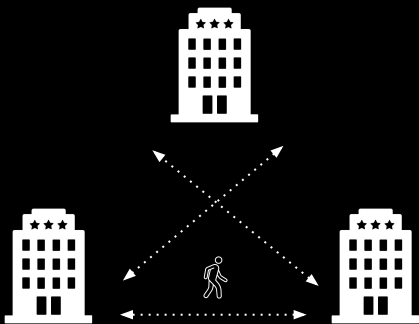
Monetary
ex. transaction value*



RFM metrics can have multiple definitions (average, total etc)

RFM in action: personalizing the member journey

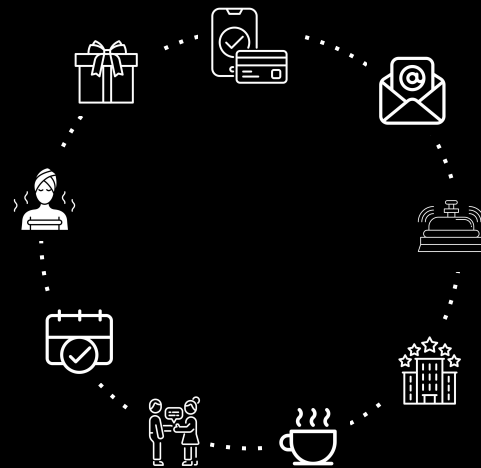
Cross-property activation: reward movement, not just stays



App-based engagement: drive usage, drive loyalty

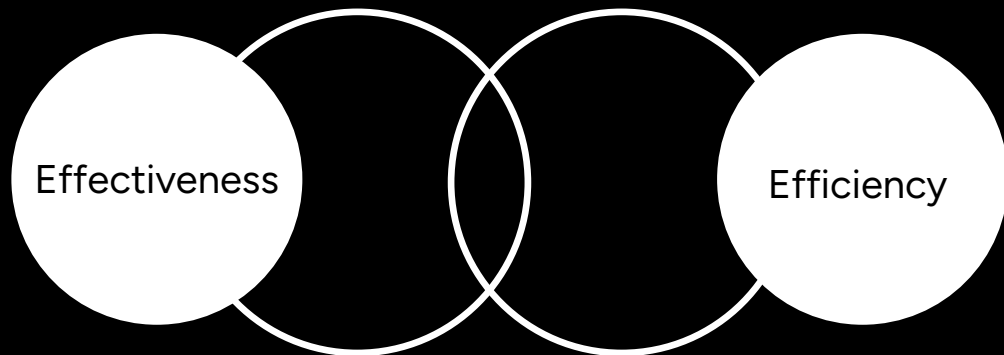


Behavior-based personalization: from data to action



My key takeaways for success

- 1** Organization, culture & tech
- 2** Strong leadership
- 3** Attractive product



Thank You!

[linkedin.com/therese-mattisson](https://www.linkedin.com/company/therese-mattisson)

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