



My mom would've called it, "having your cake and eating it, too."

We've been talking about innovative re-imagining (man, I hate that word) of old models required by the "new normals." New ways to sell and serve, new ways to shop and live. New ways to communicate, new ways to pay; buying on subscription, sampling by app, browsing by appointment.

We want what we want; we want it when and how we want; and we want it safely. Yet many, led by Gen Z and Millennials, are reluctant to sign a contract, incur a debt, take a flyer on a future more uncertain than ever.

So new payment options, more flexible than credit, are being born. See Klarna and their new loyalty program, Vibe. There are new approaches to the venerable telecom business. See Visible, Verizon's new contactless wireless offering with no stores, no contracts and no commitment.

Uber and Lyft replaced car ownership for some. But the safety of our own vehicles suddenly looks good right now. The auto industry took off in the early 20th Century because mass production made cars affordable. Perhaps even more importantly, the installment plan made ownership possible for millions. Over time, leasing became common, especially in the U.S.; you could "own" a car but easily flip it in a few years. Now, you can join a subscription service and switch out your car monthly – or even more frequently.

The New York Times has reported on several such programs. In some U.S. markets, Mercedes-Benz, BMW, Cadillac, Volvo and now Porsche have subscription offerings. You can choose any car within a designated fleet and swap whenever you want, for a fee starting at \$269 per day up to more than \$3,000 per month.

Drive the car of your dreams, with no commitment. Industry experts predict the subscription model will grow into more markets and include more nameplates over the next few years. Not only is this an innovative response to the rapidly changing marketplace – it's also a great approach to building brand loyalty, allowing an entry-level, extended brand experience without requiring an upfront commitment.

As always, I'd love to hear **your views**.

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