

Bridging Brand Strategy and Service Experience Design via a Relationship Metaphor

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1. Workshop Organizer/s

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Abstract

Typically, the focus in Service Design is on the user's journey, and the link to the organization's strategy and positioning is easily forgotten. In this workshop we will introduce a Service Design approach that proposes the use of *experiential goals* as a strategic guide, enabling the development of service experiences that are not only desirable for the customers, but also aligned with the organization's vision and capabilities. To support this approach, we will use a metaphor to explore and describe the relationship the organization aims at fostering with the customers. Building on the shared understanding created by the Relationship Metaphor, we will facilitate the development of service interactions that are aligned with the *experiential goal*.

This workshop will equip the participants with the means to design for services that deliver an intended experience to the customer. The session is relevant to students, researchers and professionals interested in the intersection of user experience, service design, branding and semiotics.

2. Context of Workshop

A typical service design process starts by understanding the user's journey, exploring the service pain points, and defining a service concept that responds to the user's needs. Instead of the traditional user-centered approach, this workshop will introduce a service design approach that uses an *experiential goal* as a starting point to the design process, and a *relationship metaphor* as a practical tool for defining and communicating this *experience proposition* providing a more concrete starting point to the design process. Building on brand experience research (Motta-Filho, 2017), our approach focuses on the idea that in designing (for) a service, one should start by thinking about the kind of relationship the service provider wants to foster, using an strategic experience proposition as a guide.

3. Planned Activities and Expected Outcomes

In this workshop we will present *Designing for Strategic Experience Proposition* as an approach to Service Design that bridges users' orientation and business strategy.

3.1 Introduction - 30 minutes

First we will present the workshop goals, and the framework we will be working with. Next, a quick round of introductions will take place. After that, the design challenge will be announced, using the tourist services of Limerick as the case example.

3.2 Exploring and framing the Experience Proposition - 60 minutes

At this stage, a set of exercises (i.e. image mapping, customer journey, value positioning, relationship characters) will help the participants explore and define a *Strategic Experience Proposition* (experiential goal) that balances the different actors' perspectives. First, the participants will investigate the perceptions and expectations of key stakeholders, and the organization's capabilities and strategic intent (i.e. positioning and desired perception). Next, the attendants will frame the *Strategic Experience Proposition* by devising a *metaphor* for the ideal/desired *relationship* between the organization and its stakeholders (Motta-Filho, 2017).

3.3 From Experience Proposition to Service Concept - 45 minutes

In this section the participants will translate the *experience proposition* (experiential goal; Roto et al., 2015) into a Service Concept. This will be achieved through a mix of stakeholder mapping and ideation tools that will facilitate an experience-oriented approach to the traditional service design process - the objective is design an *experience proposition-oriented solution*.

3.4 Facilitating the Implementation of the Service Concept - 15 minutes

In this section workshop organisers will briefly discuss about the enablers and barriers to implementing the service concept in the real world, and the importance of having a strategy for facilitating the development of the service enablers.

3.5 Reflection with participants - 30 minutes

In this last part of the workshop we will reflect with the participants on the *Designing for Strategic Experience Proposition* process introduced in this workshop, whilst raising questions about the opportunities and challenges that the presented approach might raise.

3.6 Outcomes

By introducing the concept of Experience Proposition, this workshop proposes an strategic approach to Service Design. As such, *the participants will leave the workshop with practical understanding* of how a Strategic Experience Proposition can guide an experience-driven process for service design, as well as opportunities and limitations that the process entails.

3.7 References

Motta-Filho, M. (2017). *Designing for Brand Experience: Operationalizing a Service Dominant Logic Approach to Branding through Service Design*. Akademika: Oslo.

Roto, V., Lu, Y., Nieminen, H., & Tatal, E. (2015). Designing for user and brand experience via company-wide experience goals. In *Proc. CHI'15* (pp. 2277-2282). ACM.

4. Intended Audience

The workshop is intended for anyone who is interested in the intersection of user experience, service design, branding and semiotics. We are looking for participants from different backgrounds who may help stimulate a multifaceted discussions. The ideal number of participants is between 8 and 12.

5. Length of Workshop

This is a half-day workshop. A half-day is required and sufficient to describe this service design approach, run brief exercises exemplifying the key parts of the process, and to save some time for reflection.

6. Space and Equipment Required

We only need the standard space and equipment, such as movable tables and chairs suitable for working in dynamic small groups, wall space to attach papers, slide projecting equipment, and Internet connection for several participants. If possible, we appreciate if the organizers can also provide A4 and A3 papers, pens, and means to attach papers on the wall.

7. Potential Outputs

The output of this workshop will be a *reflection* on a service design approach for the development of user/customer experience and how it can be *expanded* to build on branding strategic capabilities. Using City of Limerick as a case study, the workshop will *demonstrate* how the concept of brand can be extended beyond the commercial setting.

About the Organizers:

Mauricy Alves da Motta Filho is an Assistant Professor at the University of Twente where he studies ways to translate brand strategy into customer experiences.

Ksenija Kuzmina is a Programme Director for Design Innovation Programme at Loughborough University London. She is also member of Editorial Board of She Ji: The Journal of Design, Economics, and Innovation.

Virpi Roto is a Professor of Practice in Experience Design in Aalto University, Finland. She studies means to start designing products and services from strategic experience goals. She has organized several workshops in academic conferences.

Dominika Noworolska is a commercial semiotician and brand strategist who has worked at global market research agencies, including Flamingo (London) and Gemic (Helsinki).