

品牌管理工作坊系列(5)

Design and Manage Brand
Experience

设计和管理品牌体验

Brands turn on to senses!



Therefore:

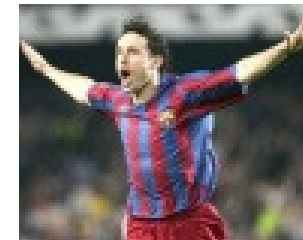
Your Brand =>

... is an *Expectation*

... that *connects* ...

... through *emotions* ...

By differentiating the *experience*



Use *Emotion* to Position Your brand?

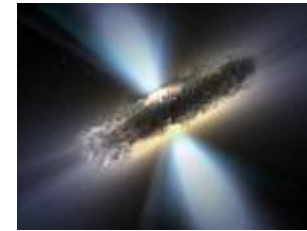
But Emotions are *not rational constructs* ...

... they *defy logic* and reason

.... and are *defined* by *perceptions*

... which defines our *reality*

The key lies in understanding perceptions



Brand Perceptions

The key to managing your brands

... and **how people behave** around them ...

... is **manage** the **perceptions** of the brand!

You need to manage ...

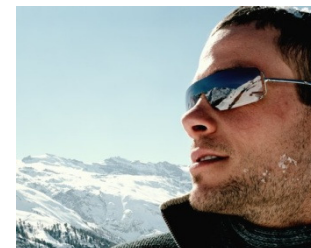
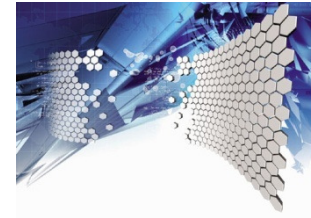
... the **conscious** and **subconscious** elements

....of your Brand

Then you can **control** the **perceptions** around your brand

... whether this is for ... Your **Executive** ... Your **Staff** ...

... Your **Customers** ... or even Your **Competition**

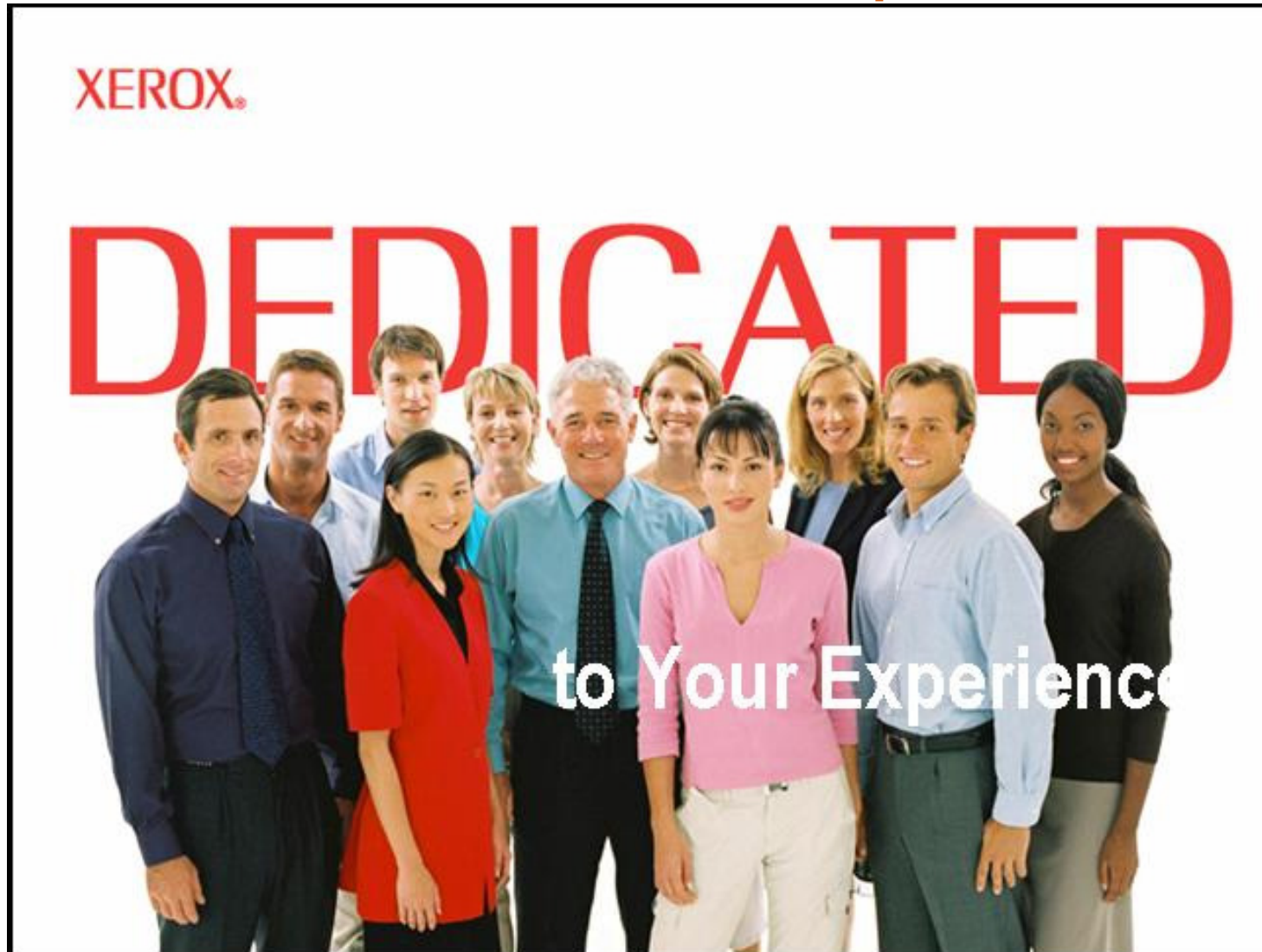


Customer experience affects the bottom line

	Customer experience laggards (Bottom quartile)	Customer experience leaders (Top quartile)
Willingness to buy more products	-7.7%	+6.7%
Reluctance to switch	-7.6%	+8.2%
Likelihood to recommend	-8.2%	+8.4%

(Percentages are relative to industry averages)

So, listen to excellent performers:






II. Design Brand Experience

Definition of Brand experience:

A **BRAND** is a
collection of
perceptions in the
mind of the
consumer

**A BRAND
EXPERIENCE** is
what occurs every time a
consumer sees, feel,
hears or *interacts* with
that BRAND and
derived some
meanings/ values
accordingly.

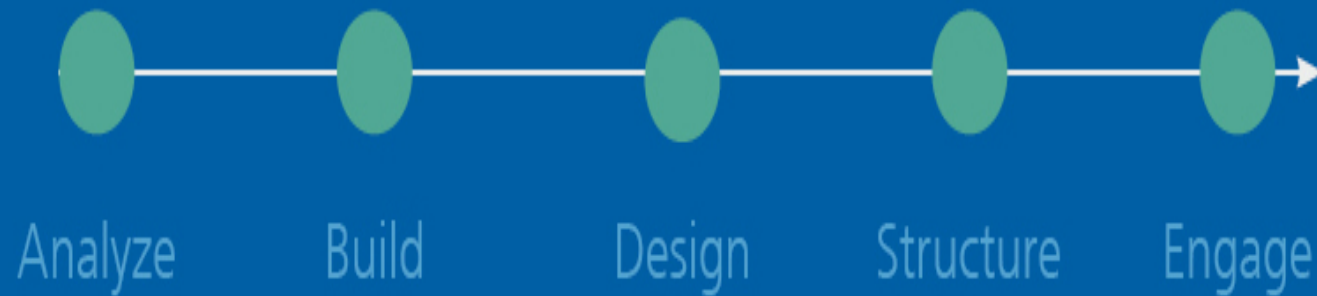
Experience is the
appreciation or knowledge
about something gained
through seeing, hearing or
interacting
with it

A photograph of a person standing on a beach at sunset. The sky is a mix of blue and orange, with clouds catching the low light. The person is a small silhouette in the center, standing on the wet sand which reflects the sky. The text is overlaid in white, bold, sans-serif font.

**All Brand Experiences - past and
present - shape the consumers view
of a brand and will effect their
decisions to buy, buy again...and
maybe even advocate it**

Note: Design is based on your analysis

Customer Experience Management Process





How to do it?

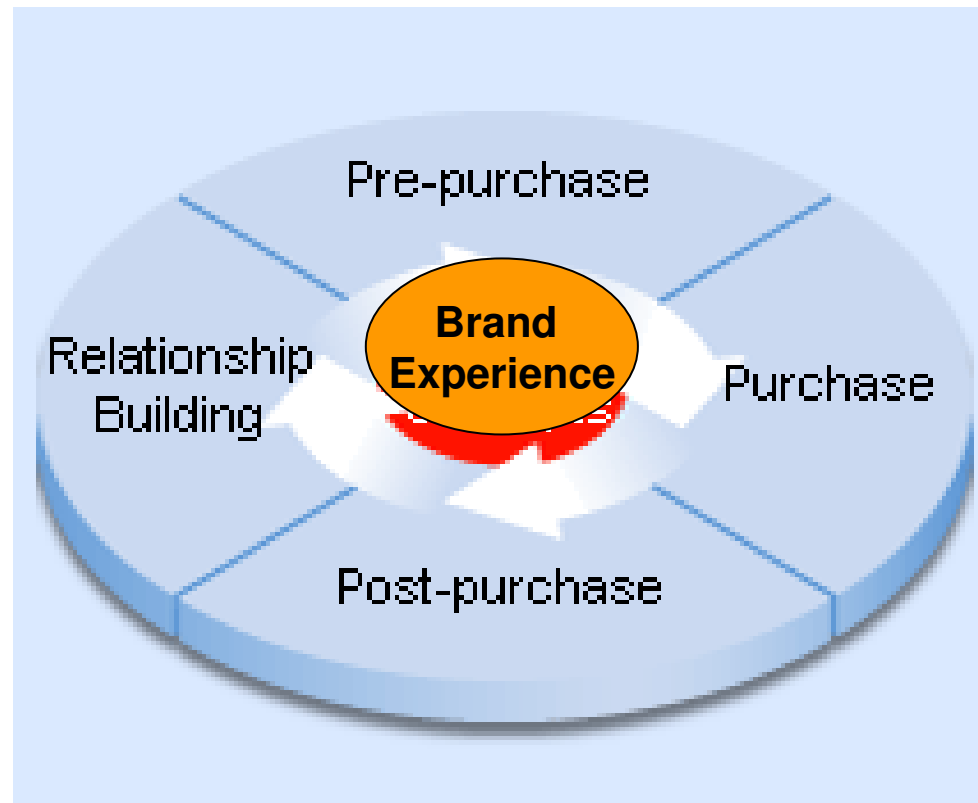
- How to experience?
- Scope and dimensions
- Tools



5 WAYS TO EXPERIENCE A BRAND (SCHMITT)

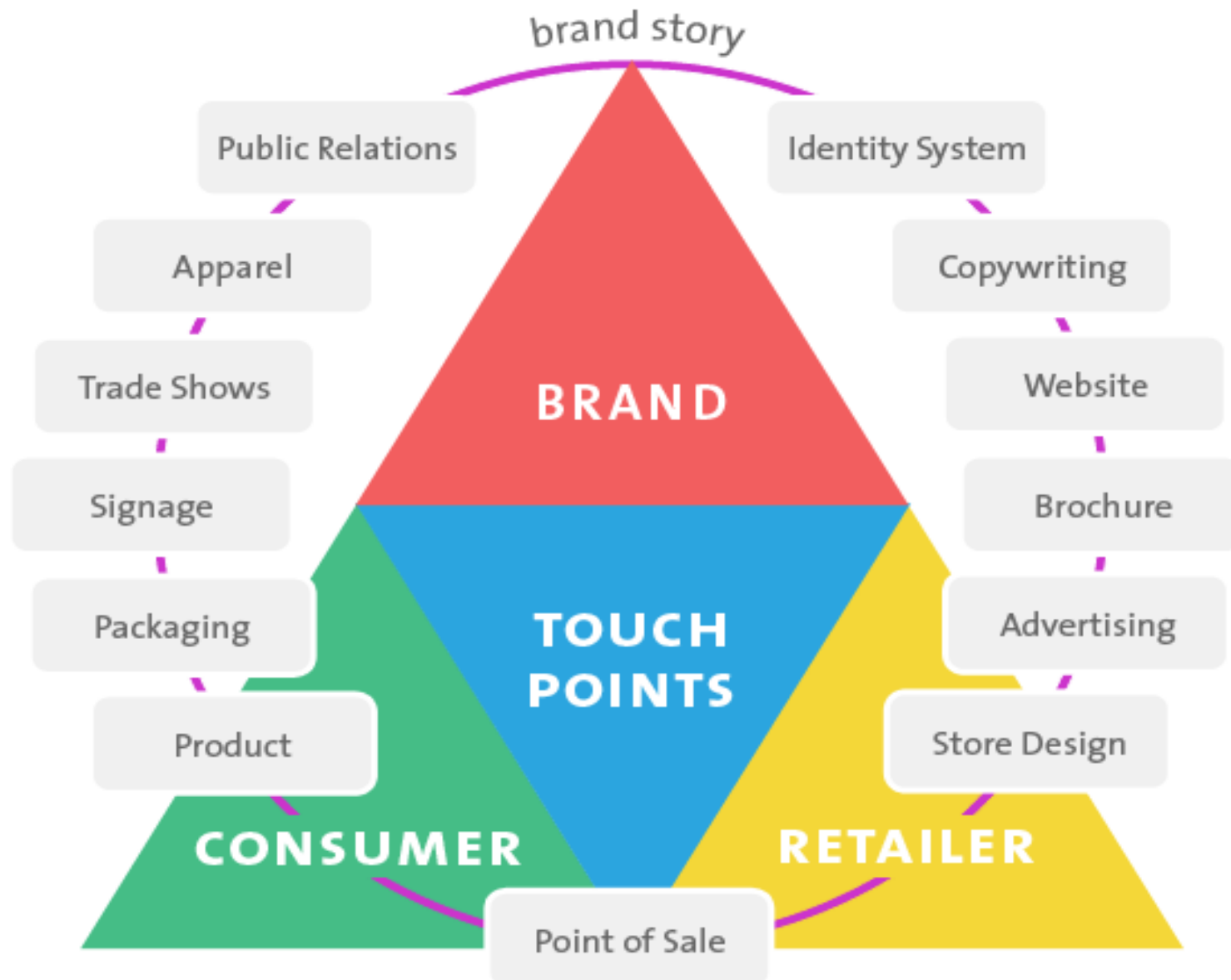
- o Sense
- o Feel
- o Think
- o Act
- o Relate

Scope: A holistic buying, consumption, and post-consumption experience

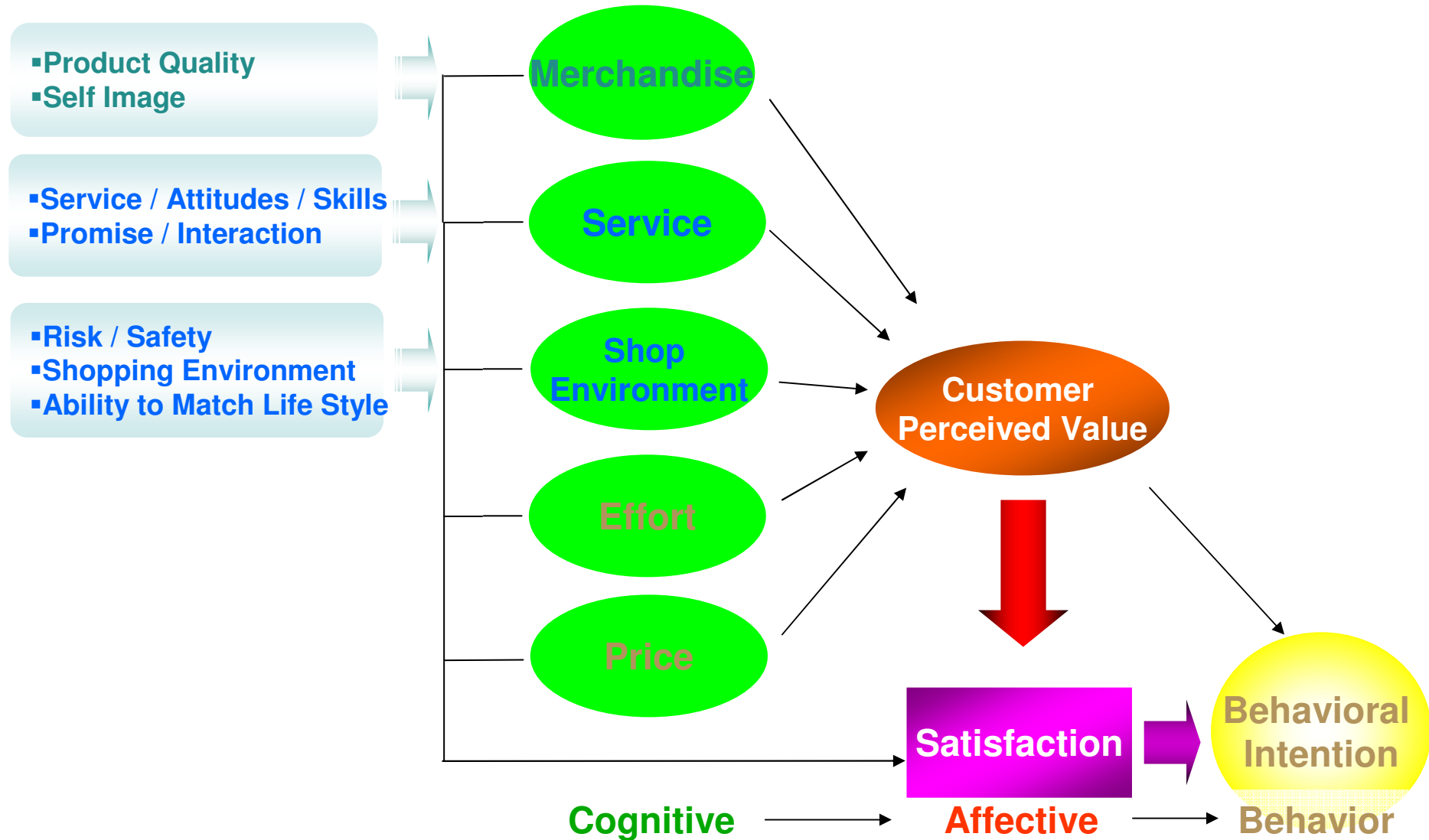


Requires you to manage all contact points during pre-purchase, purchase and consumption, and post-purchase (including relationship building) stage

Brand experience: A marketing communication perspective



Conceptual Model of Customer Perceived Value (CPV)



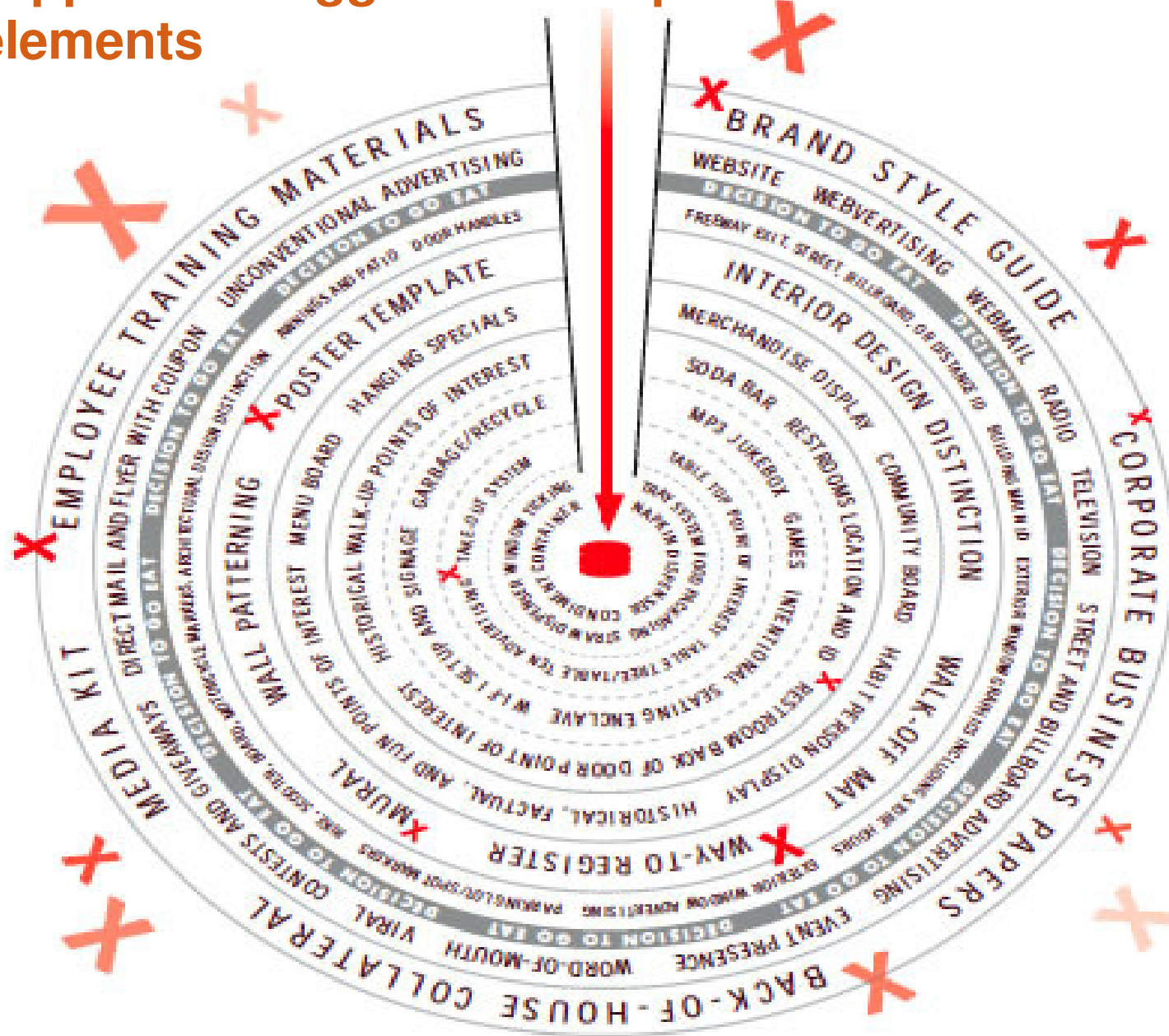
Relationship between Brand Preference and Performance on Value Factors

Description	Favourable	Less Favourable
Price	5.60	4.92
Service/ Attitudes/ Skills	5.81	5.18
Promise/ Interaction	5.77	5.00
Shop Environment	5.34	4.72
Risk/ Safety	6.01	5.31
Ability to Match Life Style	5.29	4.49
Product Quality	5.67	5.00
Self-Image	5.74	5.06
Effort	4.97	4.73
Staff Performance	5.11	4.55
Product Quality	5.27	4.59
Service Quality	5.31	4.60

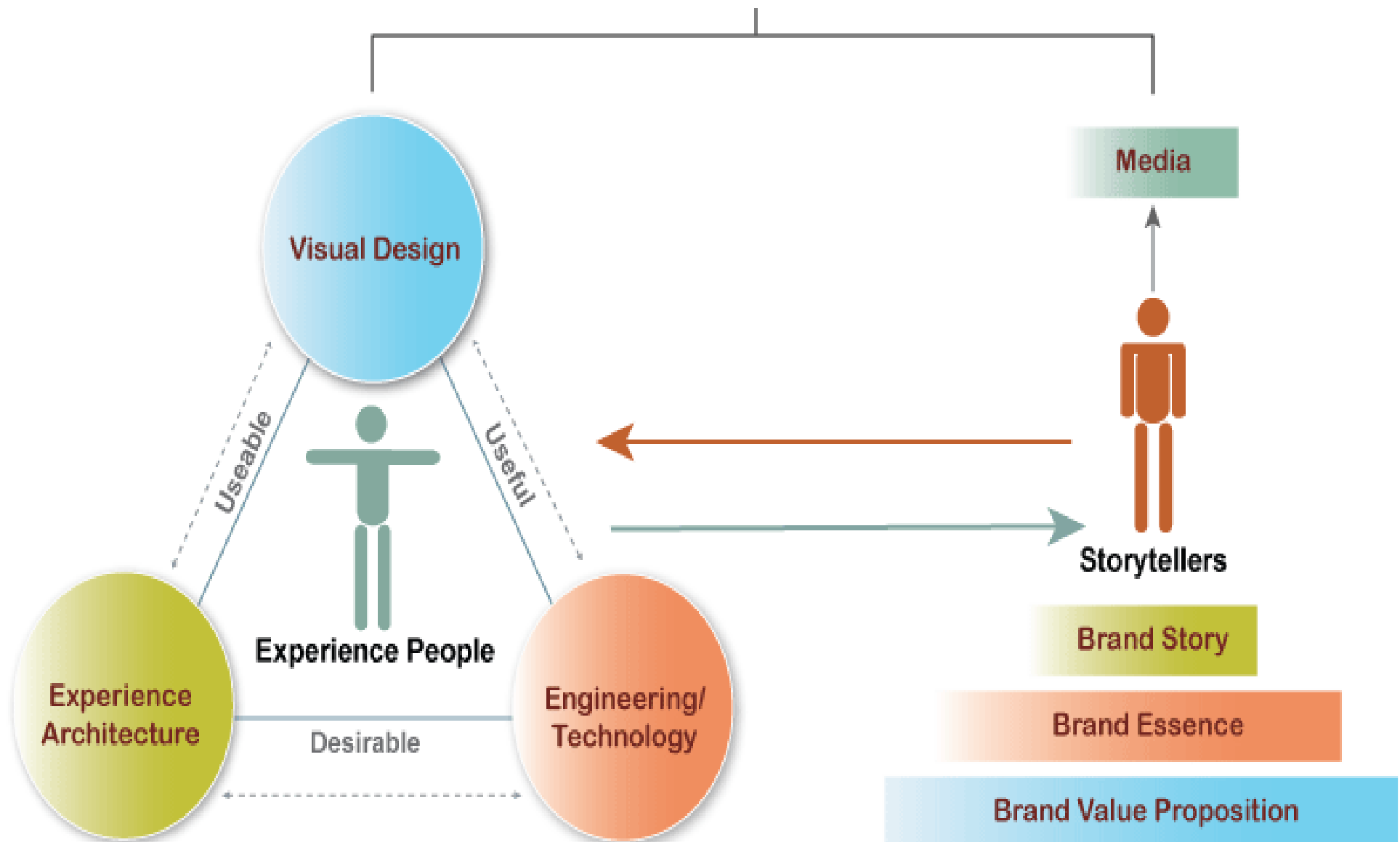
“Risk/safety”, “Service/attitude/skills” and “Self-image”.

- **Perceived performance**

A holistic approach suggests a comprehensive set of brand elements



Brand Affinity Through **Stories** + **Experience**

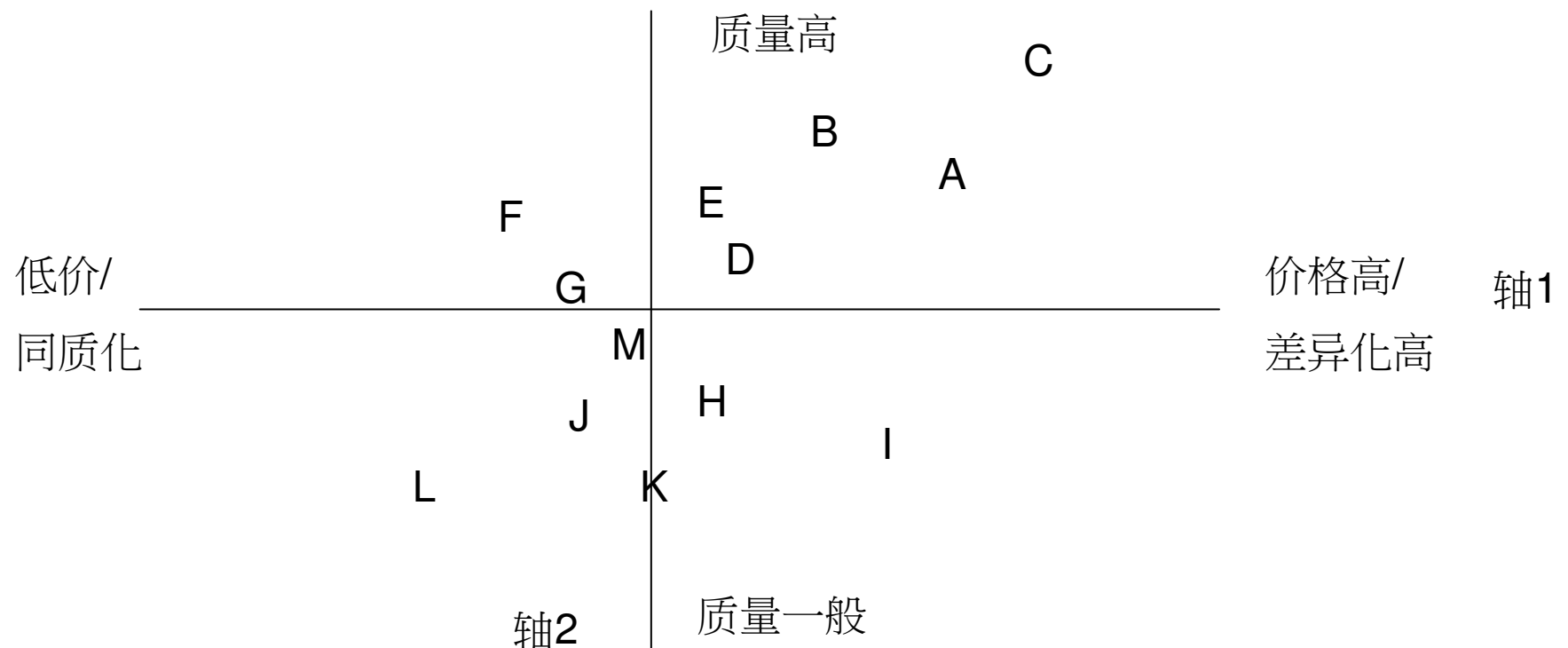


Tools

- Service Blueprinting Technique
(服务蓝图)
- Importance-Performance Analysis
(重要度—表现度分析方法)
- Critical Incident Technique
(关键事件分析方法)
- Wheel of Brand Touch Points
- Perceptual Map
(感知图)

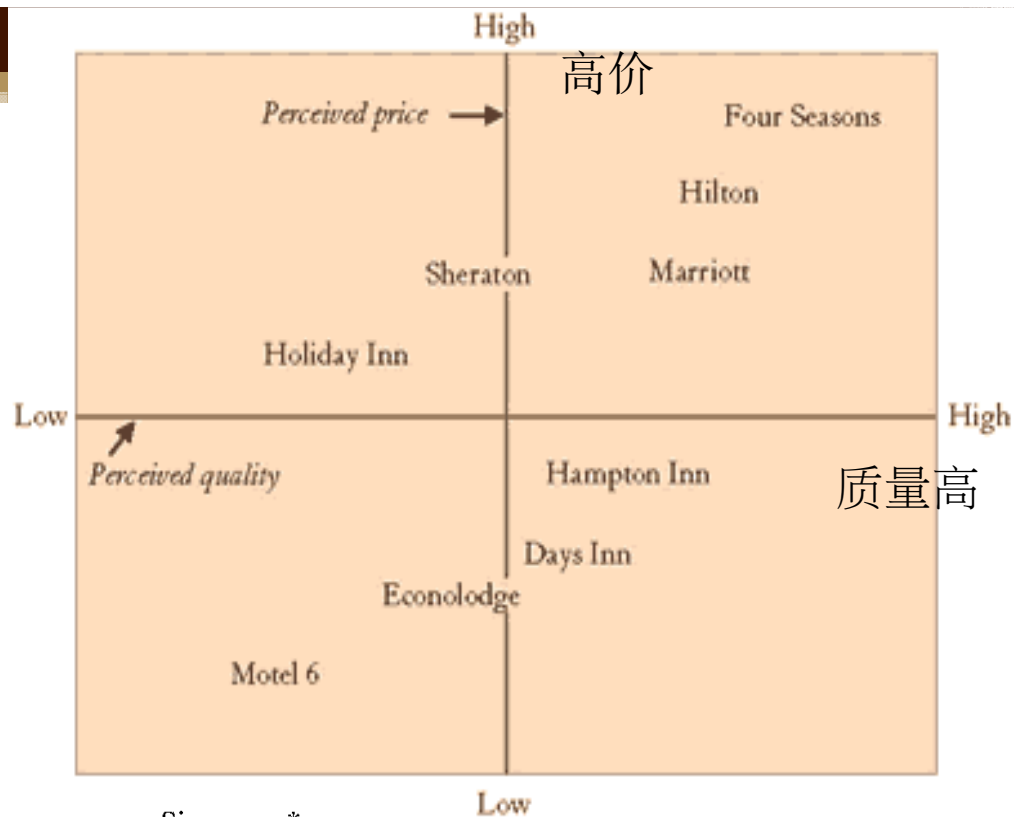
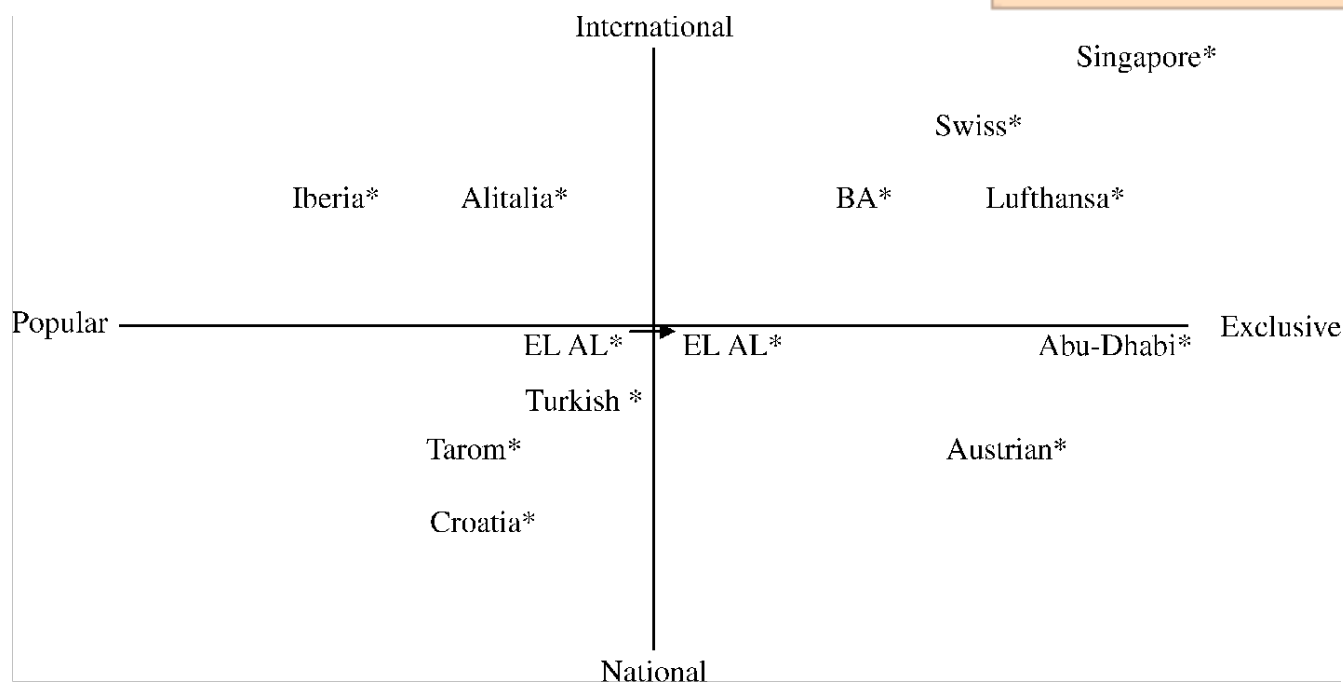
服务的定位战略 — 感知图 (Perceptual Map)

一是根据顾客所期望的利益，通过多元统计分析（例如因子分析），找出最具代表性的轴（Dimension），以此制定感知图



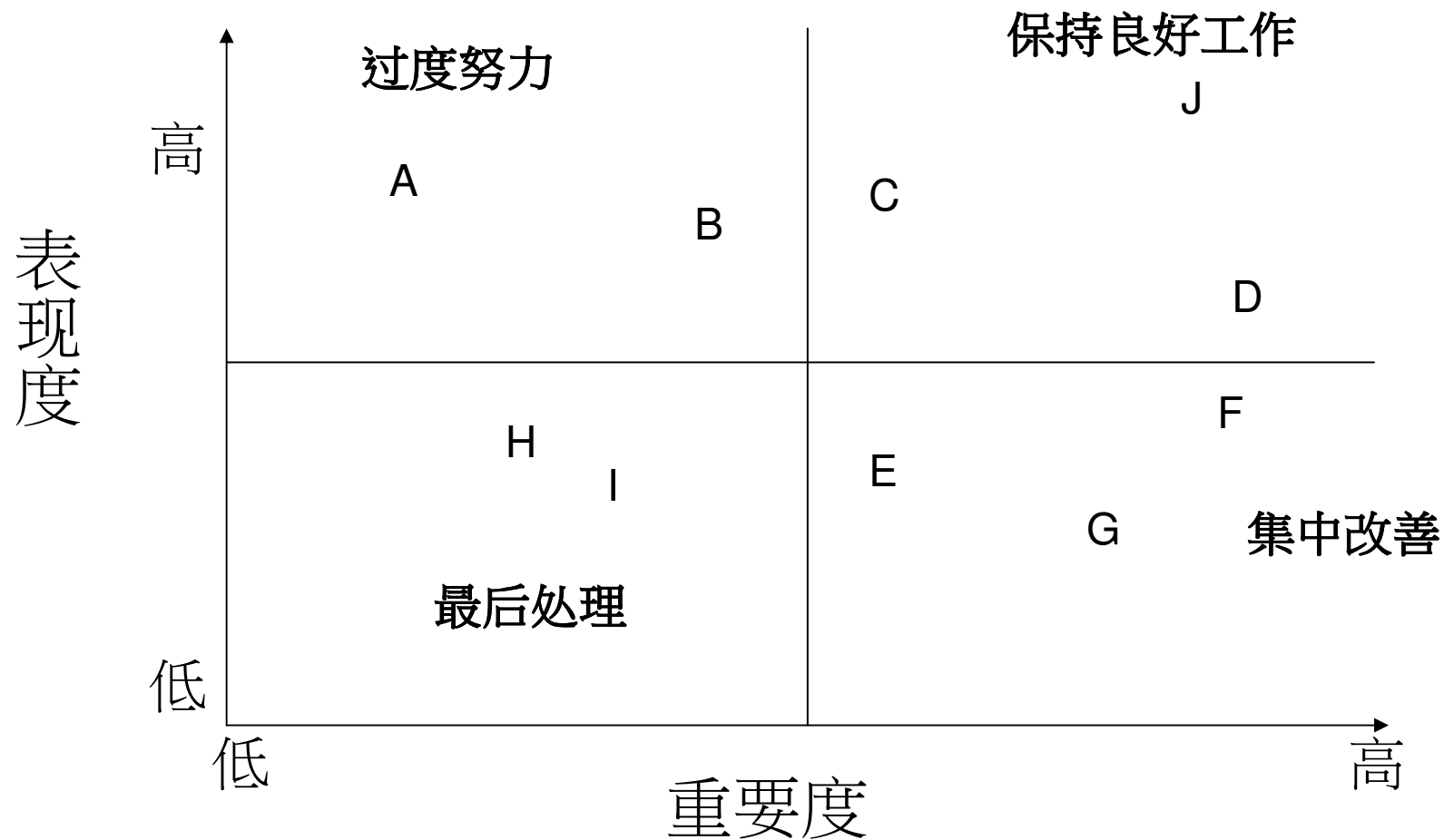


Airline service



酒店感知图

重要度 — 表现度分析方法 (Importance-Performance Analysis)



服务蓝图的组成部份

- A. 顾客的活动 (Customer Actions)
- B. 前台与顾客接触的员工行动 (Onstage Contact Employee Actions)
- C. 后台服务员工的活动 (Backstage Contact Employee Actions)
- D. 支持服务的过程，人员和科技 (Support Process)
- E. 互动线 (Line-of-Interaction)
- F. 察见线 (Line-of-Visibility)
- G. 内部互动线 (Line-of-Internal Interaction)

及要考虑复杂性及分叉点 (Divergence Point)

服务蓝图架构

Physical Evidence

Customer Action

Line of interaction

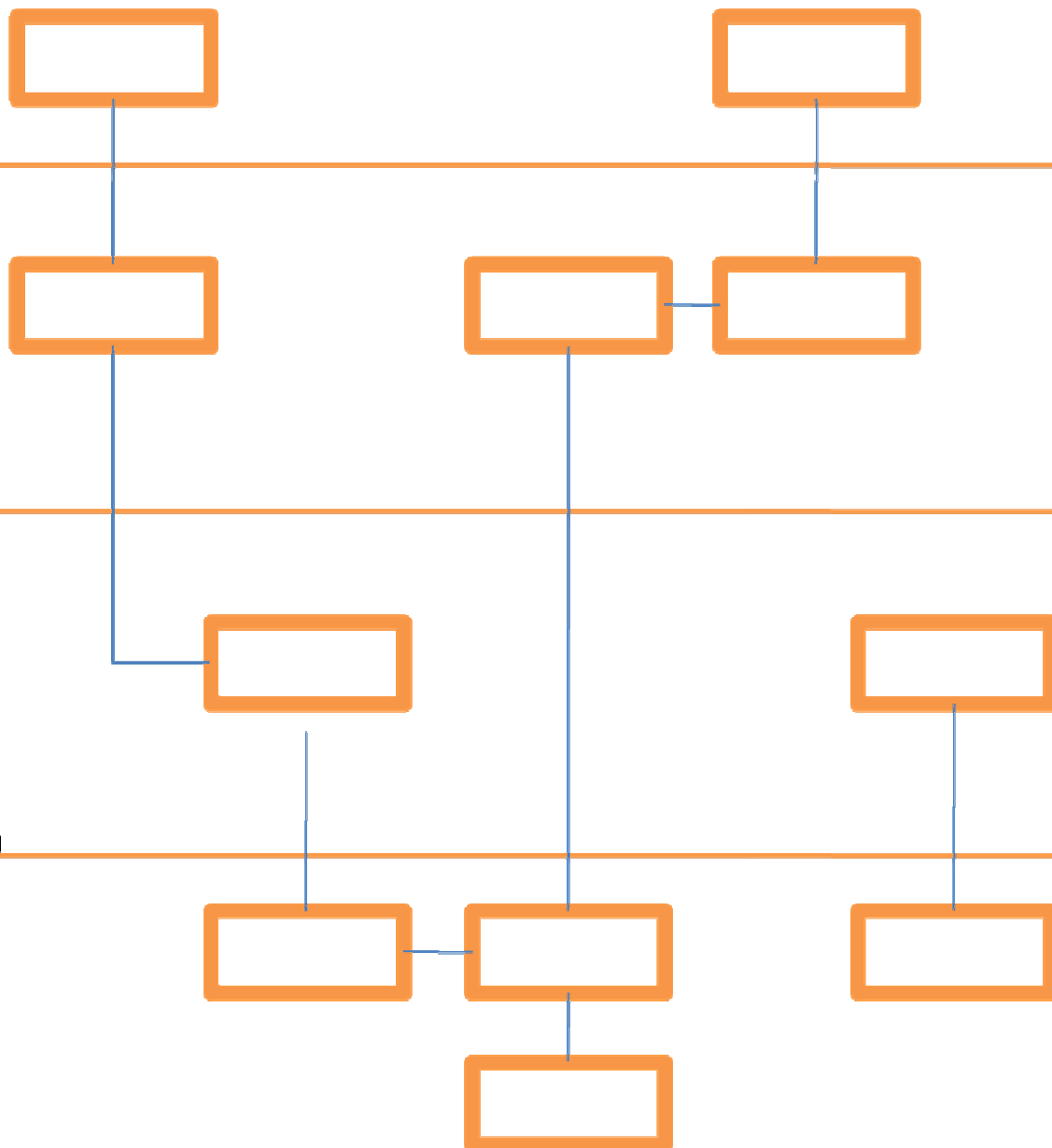
Onstage Contact
Employee Actions

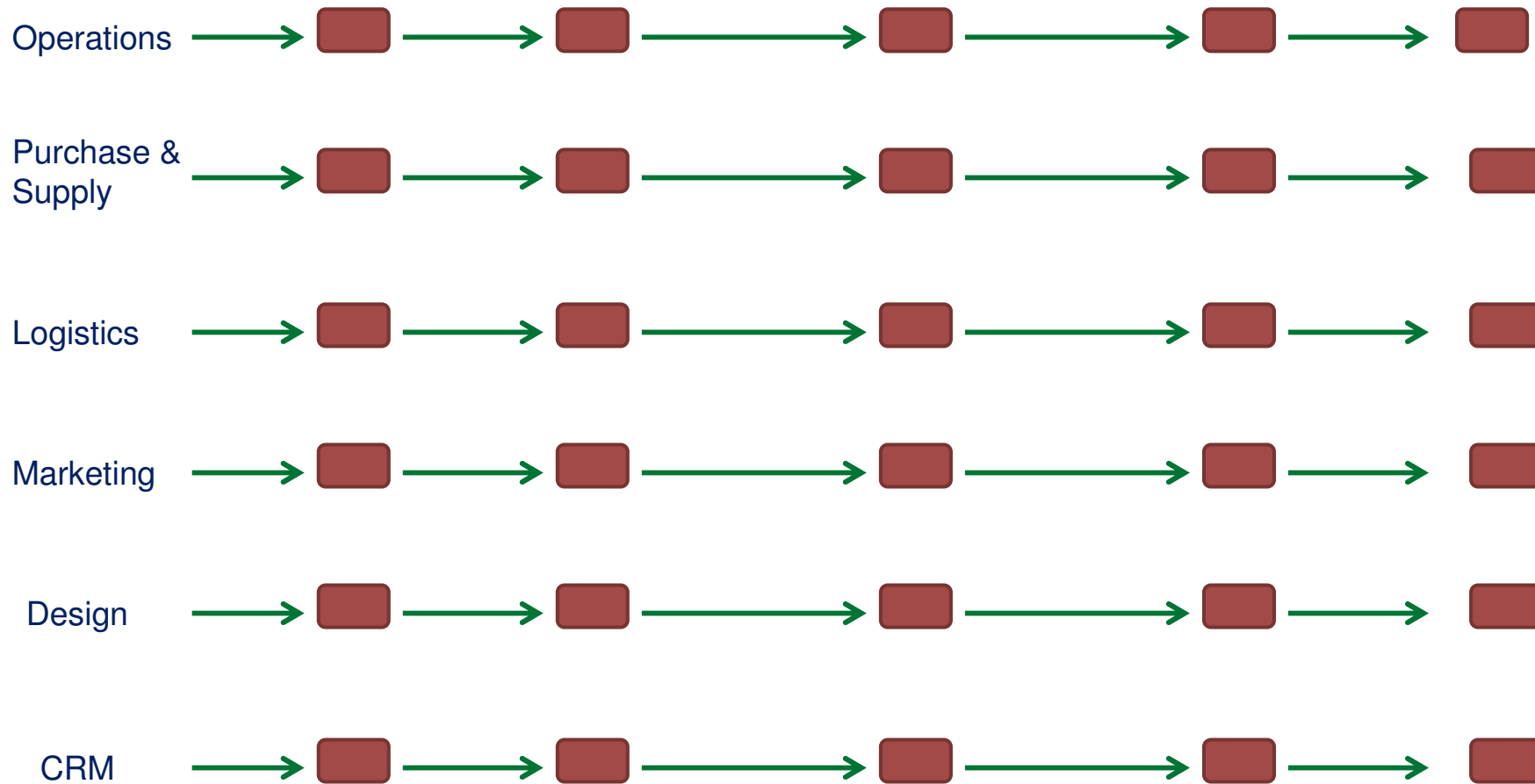
Line of visibility

Backstage Contact
Employee Actions

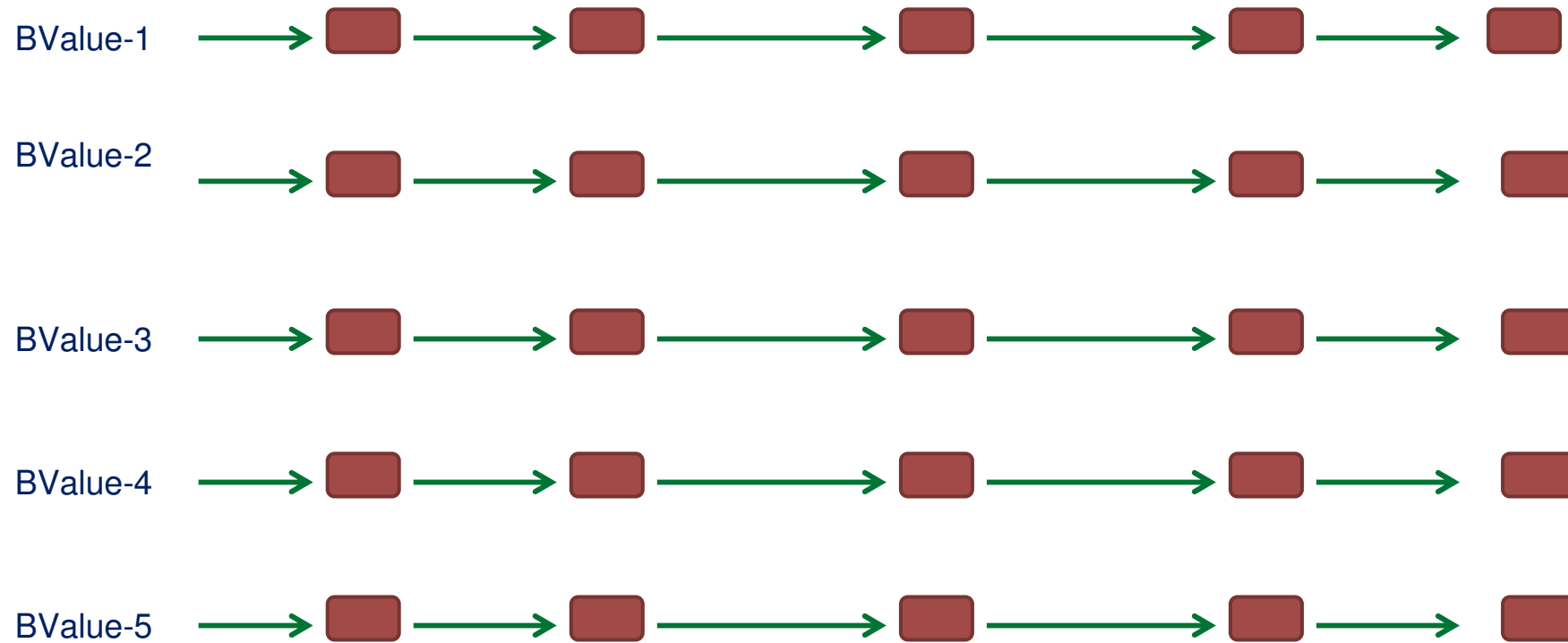
Line of internal interaction

Support Processes





Critical Touch-Point Analysis and the Host Department



Critical Touch-Point s and Associated Brand Values Analysis

关键事件分析方法

关键事件：对顾客感到满意或不满意的重要事件
→ 特别是涉及员工 ↔ 客户的互动

如何界定：顾客的消费体验报告 (Consumer Protocol)

应用：

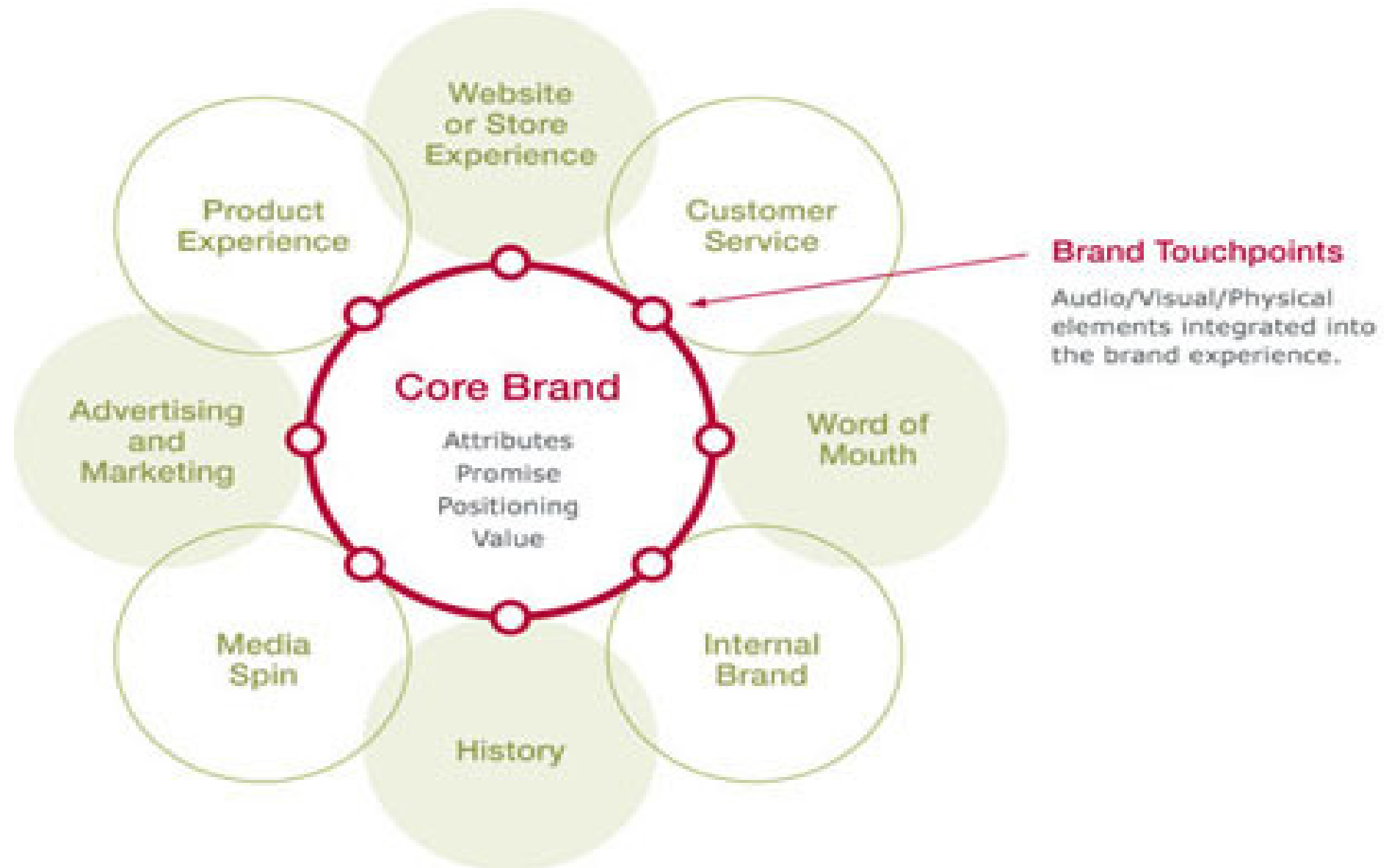
- 服务设计
- 改善服务
- 服务培训



Wheel of Brand Touch Points

- Identify the critical touch points – similar to critical incidents technique but goes beyond the service aspect

Shaping customer experience



Building Brands through the 10 Brand Trigger Points

Focus

Application

- Internal Brand Alignment
- Cultural Alignment
- Performance Management
- Operational Effectiveness
- Executive Vision
- Strategic Alignment
- Brand Positioning
- Portfolio Management
- Customer Insight
- Competitive Analysis
- Industry Analysis
- CRM Strategies
- Communication

To conclude:



The New Trend: Co-Creation of Value and Design of Brand Experience

分析：

- 博士倫隱形眼鏡
- 麥當勞密密送

的品牌體驗與效果

➔ 我們學懂什麼？




III. Innovation and Brand Experience

10 types of innovation: move beyond products to win

1. Business model 
how the enterprise makes money

2. Networking
enterprise's structure/
value chain


5. Product performance 
basic features, performance and functionality

6. Product system
extended system that surrounds an offering


7. Service
how you service your customers


Finance

Process

Offering

Delivery

Business
model

Networking

Enabling
process

Core
process

Product
performance

Product
system

Service

Channel

Brand

Customer
experience

3. Enabling process
assembled capabilities



4. Core process
proprietary processes that add value




8. Channel
how you connect your offerings
to your customers



9. Brand
how you express your offering's
benefit to customers


10. Customer experience
how you create an overall
experience for customers


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Apple music used seven types of Innovation



Takeaways: