# Course 15: Customer Experience-Driven Design

**Module 1:** Pain Point-Free Customer Experience Journey

Topic 3: Experience Clues

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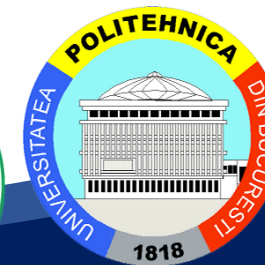
Curriculum Development

of Master's Degree Program in

Industrial Engineering for Thailand Sustainable Smart Industry

# Module I

## Pain Point-Free Customer Experience Journey

- Introduction to Experience Economy
- Customer Journey
- Experience Clues
- Customer Oriented-Failure Prevention

Osha Thai Restaurant

*What are you seeing?*

*How do you feel?*

99 Witthayu Rd., Pathumwan, Bangkok
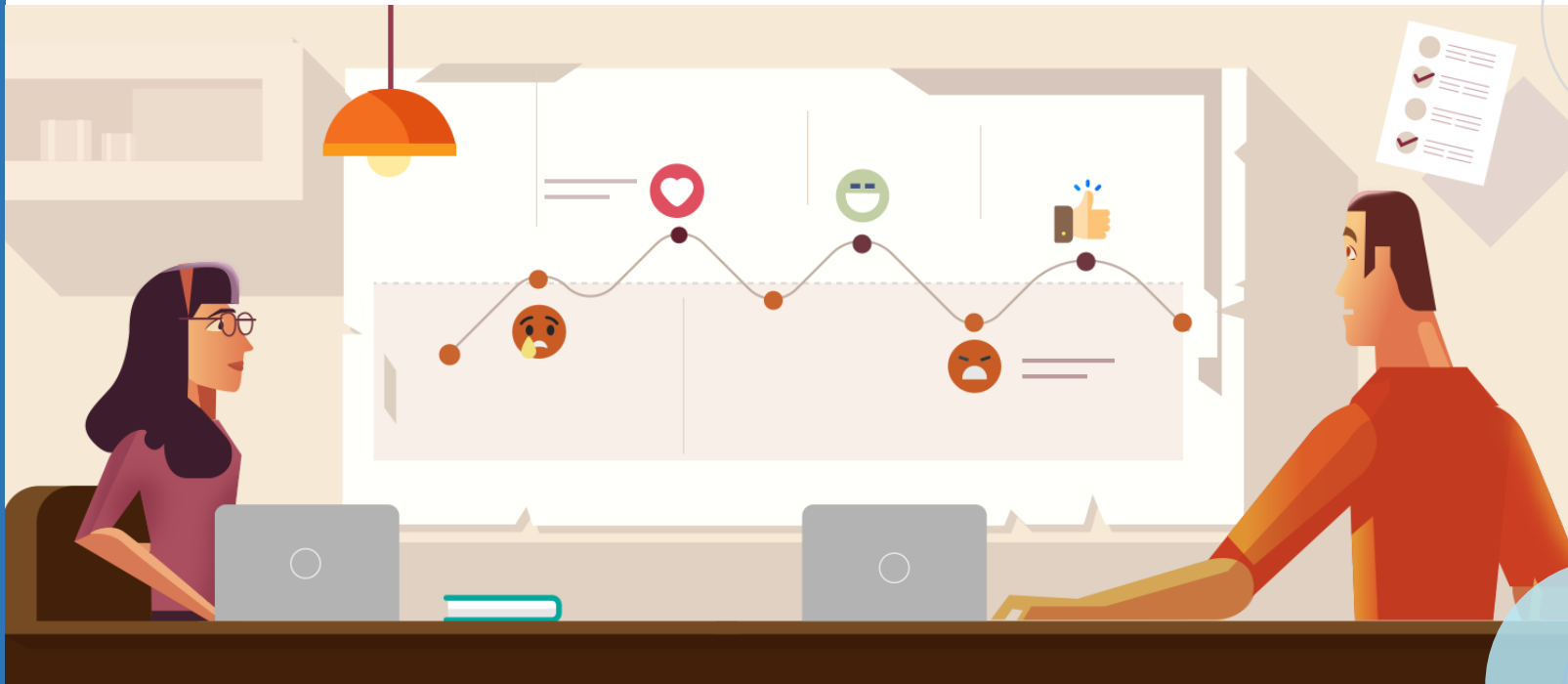
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Source of Image: https://www.bkkmenu.com/

Kin Dee Thai Cuisine

*What are you seeing?*

*How do you feel?*

Market at Houston Heights, 1533 N Shepherd Dr #160, Houston, Texas 77008, United States

Source of Image: https://www.chron.com/

Apple Fifth Avenue

*What are you seeing?*

*How do you feel?*

New York, USA

# What you have seen are…

## 'Experience Clues'

# Experience Clues

A "clue" could be anything in the service or product experience the customer perceives by its presence – or absence. If the customer can see, hear, taste, or smell it, it is a clue.

In choosing and using products or services, customers frequently behave like detectives as they search for information and organize their perceptions into a set of feelings about them. In literature, it's called a set of "clues".

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, *20*(2), 43-57.

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# Types of Experience Clues

**Functional**

Concern the technical quality of the offering. Functional clues are the "what" of the experience, revealing the reliability and competence of the product or service. Anything that indicates or suggests its technical quality – its presence, intensity or absence – is a functional clue.
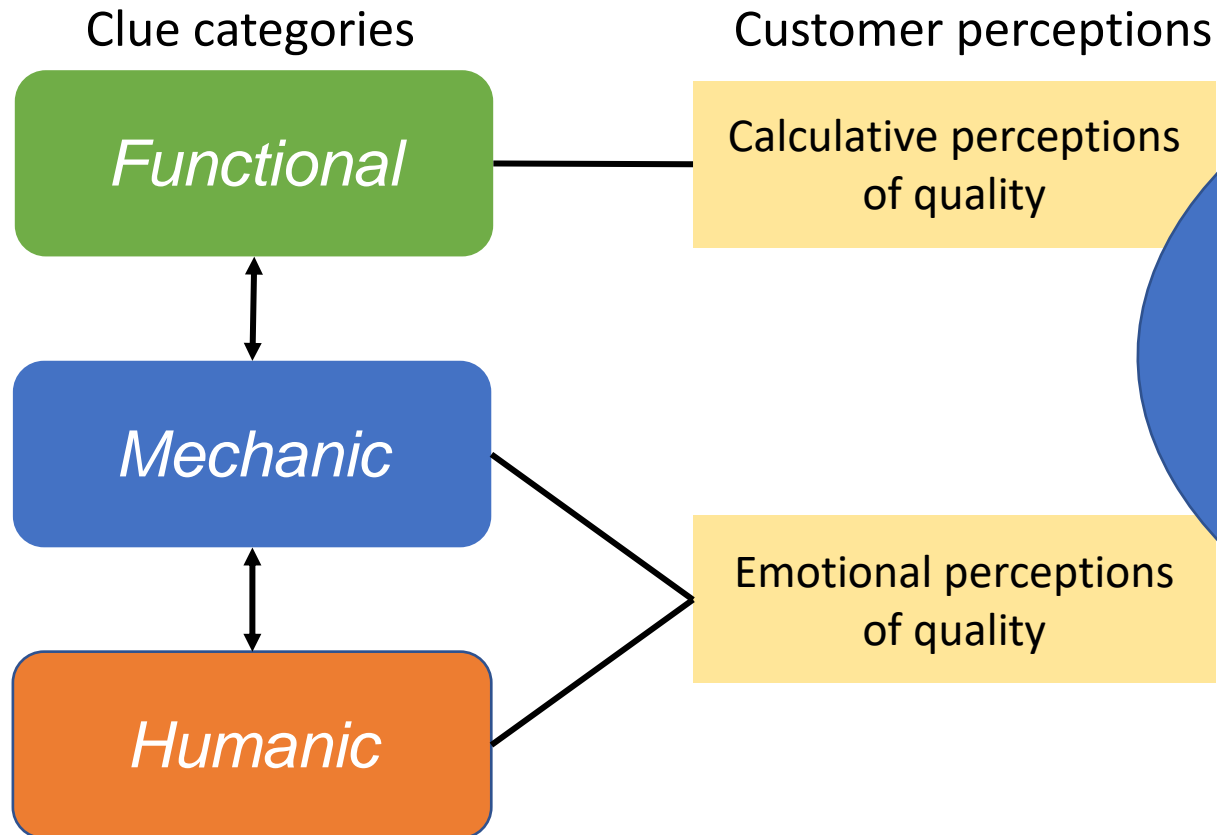
**Mechanic**

Come from things and include sights, smells, sounds, tastes, and textures. Whereas functional clues concern the reliability of the product or service, mechanic clues concern the sensory presentation of the offering.

**Humanic**

Come from the behavior and appearance of service providers and product sales and servicing personnel – choice of words, tone of voice, level of enthusiasm, body language, neatness, and appropriate dress.

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, *20*(2), 43-57.

# Experience Clues:
## Impact of clues on customer perception

Clue categories

Customer perceptions

**Functional**

Calculative perceptions of quality

**Mechanic**

**Humanic**

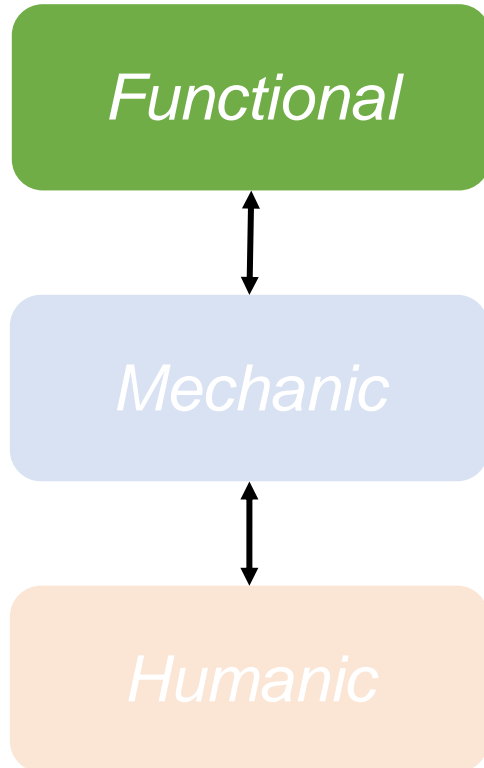Emotional perceptions of quality

Technical competence in performance is not enough if they aspire to build a reputation for superior provider and build preference for their company. How the service or product is performed is important to customers, too, because it influences the emotional perceptions of quality.

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Managing service experience clues. *Academy of Management Perspectives*, *20*(2), 1-13.

# Functional Clues:
## Meeting Customer Expectations

Clue categories

**Functional**

**Mechanic**

**Humanic**

1. Responds to the problems that bring customer to the market
2. Should meet customer expectations but would never exceed them

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, *20*(2), 43-57.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

# Mechanic Clues:
## Influencing First Impressions, Expectations, and Service Perceptions
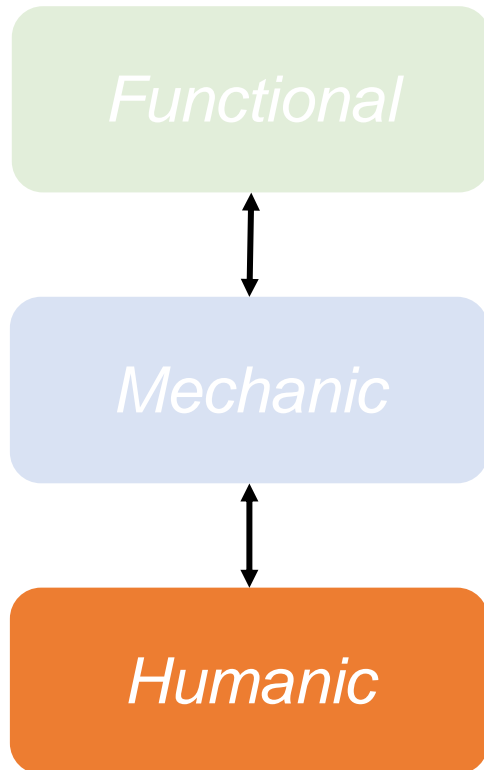
Clue categories

Functional

Mechanic

Humanic
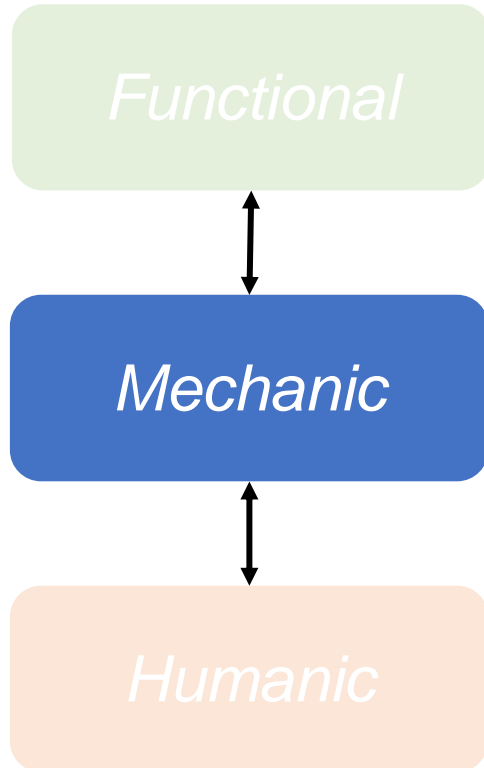
1. Serve as influential surrogate evidence reassuring the customer that the product/service is a good one
2. Suggest what product/service should be like
3. Are responsible for positive first impression and for visual, acquistic or sensory picture
4. Are often the first one to experience

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, *20*(2), 43-57.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

# Humanic Clues:
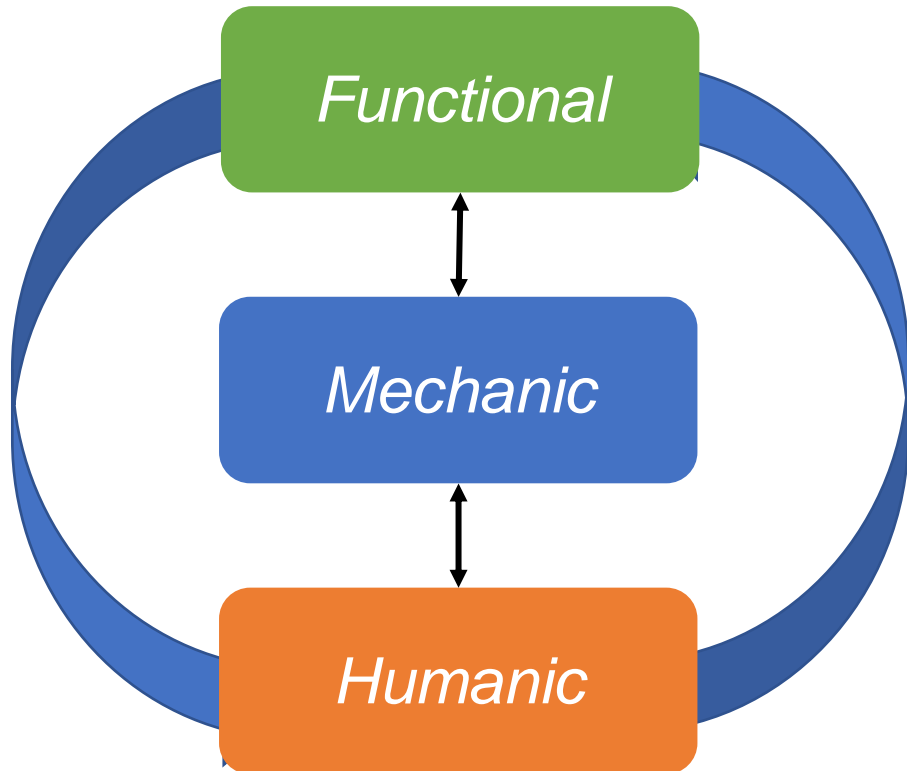## Exceeding Customer Expectations

**Clue categories**

Functional

Mechanic

Humanic

1. Created by employees
2. Give a chance to cultivate emotional connectivity that can extend respect and esteem to customers and, in so doing, exceed their expectations, strengthen their trust, and deepen their loyalty.
3. Can produce desirable variability when a provider performs with uncommon kindness, caring, or resourcefulness.
4. Are often the first one to experience

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, *20*(2), 43-57.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

# Managing the Clues

Functional

Mechanic

Humanic

Customers always have an experience - good, bad or indifferent - whenever they purchase a product or service from a company. The key is how effectively the company manages the experience. Organizations that simply tweak design elements or focus on the customer experience in isolated pockets of their business - by providing a quick hit of entertainment, for example -- will be disappointed in the results.

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of Management Perspectives*, *20*(2), 43-57.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

The table presents hospital patient satisfaction data collected by research firm Press Ganey Associates in 2004.

The data clearly show that humanic clues are most highly correlated with patients' likelihood of recommending a hospital.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

| Ten Issues Most Highly Correlated with Likelihood of Recommending the Hospital | Priority Rank |
|---|---|
| Response to concerns/complaints made during your stay | 1 |
| Staff sensitivity to the inconvenience that health problems and hospitalization can cause | 2 |
| Degree to which hospital staff addressed your emotional/spiritual needs | 2 |
| Staff effort to include you in decisions about your treatment | 2 |
| How well the nurses kept you informed | 5 |
| Promptness in responding to the call button | 6 |
| Room cleanliness | 7 |
| Waiting time for tests or treatments | 7 |
| Accommodations and comfort for visitors | 9 |
| Pleasantness of room décor | 10 |

N = 1,506 hospitals and 2,170,004 patients treated in 2004
Source: Press Ganey Associates

# **Experience Clues:** Examples

**"Just Like Home"** *(humanic clue)* – the receptionist acknowledges each person who walks in and, if possible, greets everyone by name. The receptionist's awareness should be as keen as when someone enters an individual's home. This clue signals that employees are focused on customers and not bank processes.

**"The Approach"** *(humanic clue)* – the employee physically moves forward to greet the customer rather than waiting for the customer to arrive. This action creates a sense of meeting the customer "half way," helping the customer feel more important, more engaged, and central to the experience.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

# **Experience Clues:** Examples

**"Desk Connectors"** (*mechanic clue*) – the employee places three elements on the desk to help convey personal information, e.g., a family photo, a skiing picture. Portraying specific aspects of the banker's life and interests presents opportunities to create a personal connection with a new customer, provides an opening for dialogue, and conveys a better sense of the individual employee.

**"Engagement Map"** (*mechanic clue*) – the employee uses a simple, clear map or illustration to depict the process of opening an account, including anticipated documents, wait times, events, and processes. The map orients customers so they don't feel lost or surprised by any aspect of the experience, and it also helps set realistic customer expectations.

Berry, Leonard L., Eileen A. Wall, and Lewis P. Carbone. "Managing service experience clues." *Academy of Management Perspectives* 20, no. 2 (2006): 1-13.

Osha Thai Restaurant

*Mechanic Clues*

99 Witthayu Rd., Pathumwan, Bangkok

**Thai Signature Dishes with Perfect Presentation**

*Functional Clues*

*Mechanic Clues*

*Functional Clues*

*Mechanic Clues*

*Humanic Clues*

Source of Images: https://www.facebook.com/IRoamAlone/

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Apple Fifth Avenue

New York, USA

Mechanic Clues

Functional Clues

Humanic Clues

Source of Image:
https://www.macthai.com/2019/09/21/apple-fifth-avenue-is-back/

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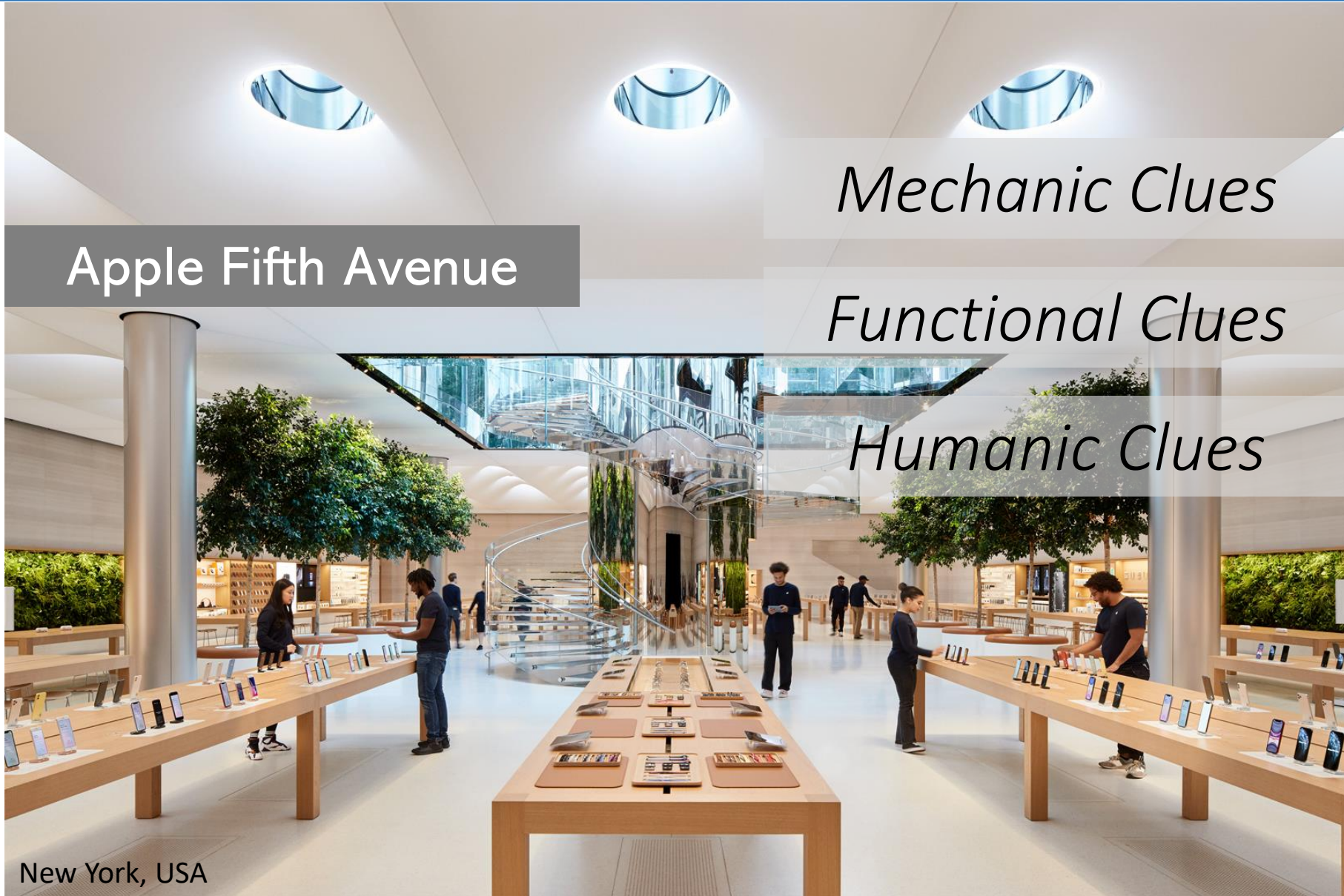
Humanic Clues

Functional Clues

# Mechanic Clues

# Humanic Clues

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Mechanic Clues

Functional Clues

IKEA

Find your way in the
**Showroom**
2nd Floor

Find your way in the
**Market Hall**
Ground Floor

Find your way in the
**Self Serve Furniture Area**

# IKEA in-store experience
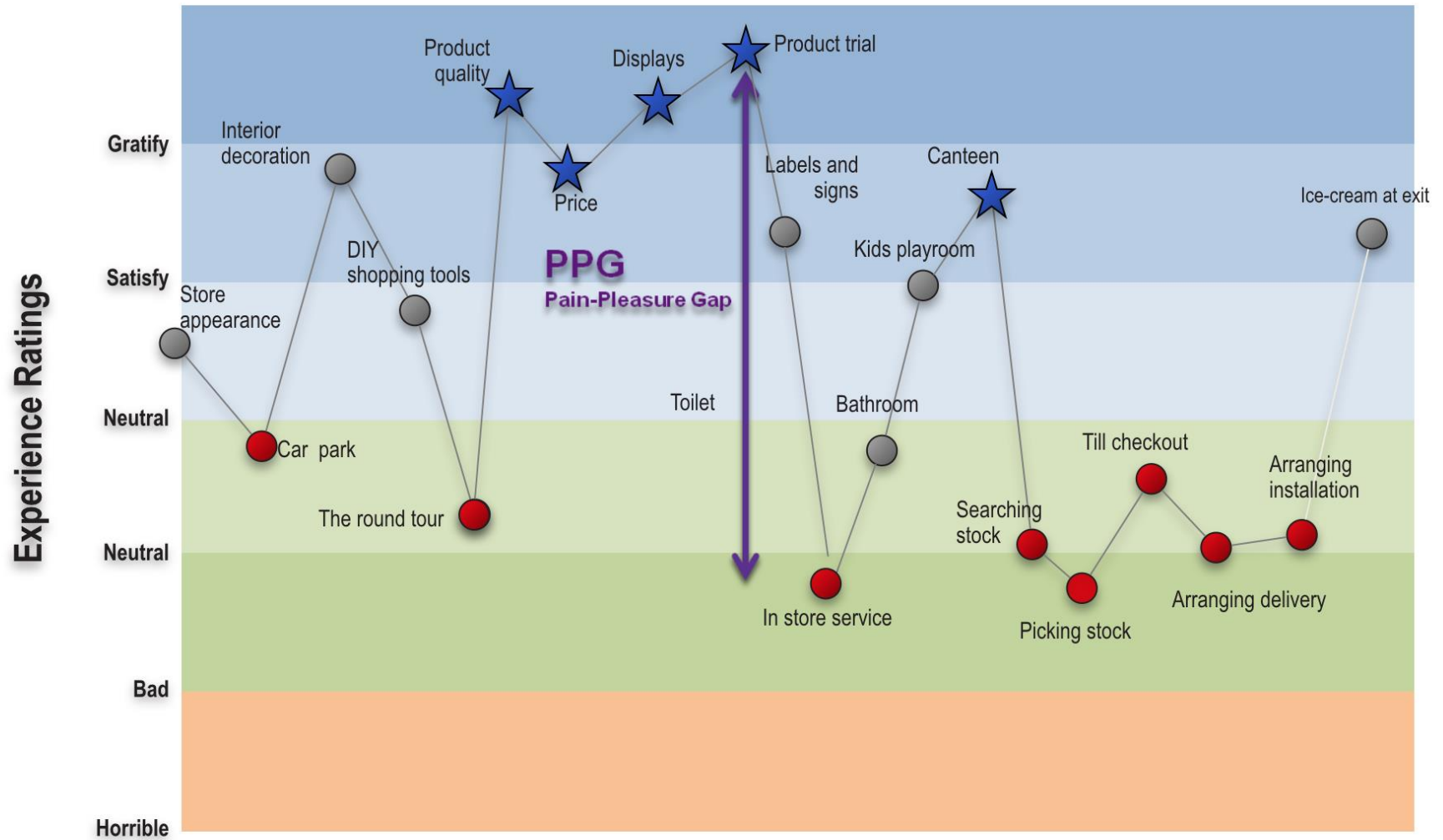


Adapted from Sampson Lee GCCRM

Very Gratifying — Gratifying — Satisfying — Neutral — Bad

**Original Journey** (blue)
**New Journey** (orange)

Inspire by IKEA
Product Showcase
Self-Assist Payment Code
Arrival at store
Self-Checkout
Shopping List
Locate Product
Locating Staff
Queue for Collection
Confirm purchase
Leave Store
In-store Navigation
Staff-Assist Payment slip
Queue to Checkout

https://medium.com/@jm.ndro/ux-case-study-improving-furniture-shopping-experience-216e3689be5c

# Customer Experience Management

"Cultural mindsets toward customer experiences, strategic directions for designing customer experiences, and firm capabilities for continually renewing customer experiences, with the goals of achieving and sustaining long-term customer loyalty"

(Homburg et al., 2015)
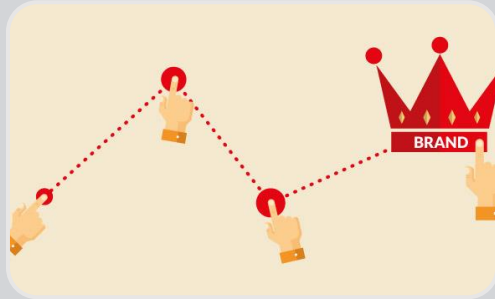
**Touch Point Design**

**Partner & Network Management**

**Internal Firm Perspective**

# Clue Management in the Organization

| Organizational Level | Role | Action |
|---|---|---|
| Senior Leadership | Create and Support Imperative for Clue Management | Demonstrate a strong commitment to understanding the role of managing clues and its importance to customers' preference and loyalty. Establish and stay focused on a mandate for systematic experience clue management. |
| Middle Management | Understand and Empower Clue Management | Demonstrate understanding of the role of managing clues and establish it as a high priority. Support the development of clue management proficiency within the organization. |
| Front Line | Sense and Respond to Clue Management | Become sensitive to the presence and absence of clues with a bias for action in the management of clues. Be aware of customers' emotional and functional needs in an experience and respond to customers accordingly. |

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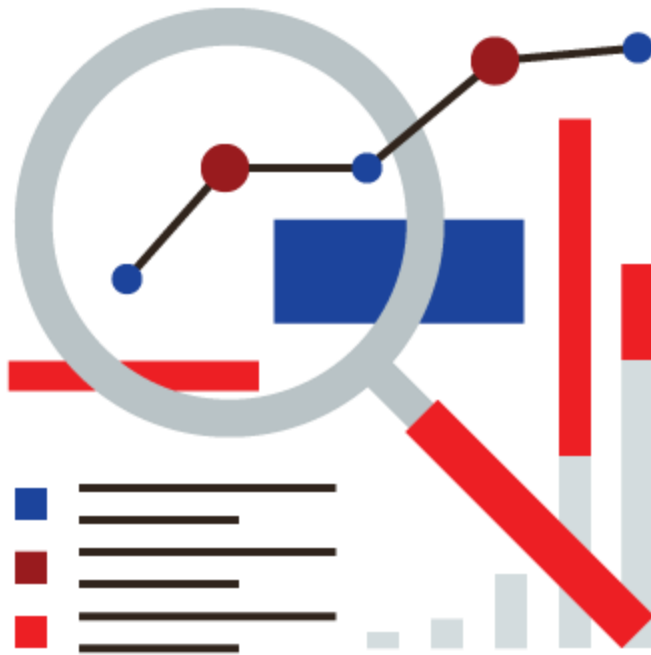
# Assessment Tool:
The View of Experiencescape
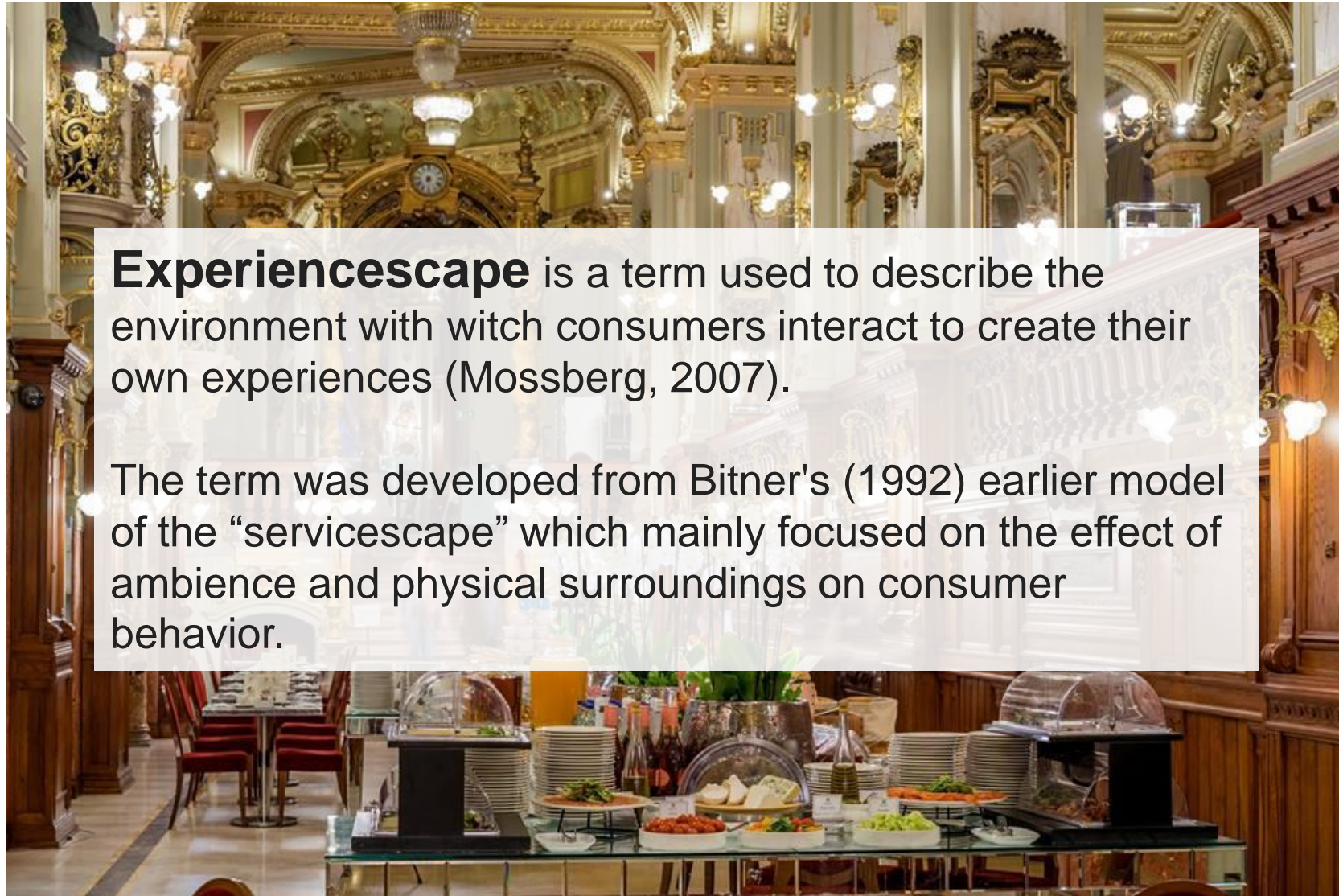
**Experiencescape** is a term used to describe the environment with witch consumers interact to create their own experiences (Mossberg, 2007).

The term was developed from Bitner's (1992) earlier model of the "servicescape" which mainly focused on the effect of ambience and physical surroundings on consumer behavior.

Pizam, A., & Tasci, A. D. (2019). Experienscape: expanding the concept of servicescape with a multi-stakeholder and multi-disciplinary approach (invited paper for 'luminaries' special issue of International Journal of Hospitality Management). *International Journal of Hospitality Management*, 76, 25-37.

# The Components of Experiencescape
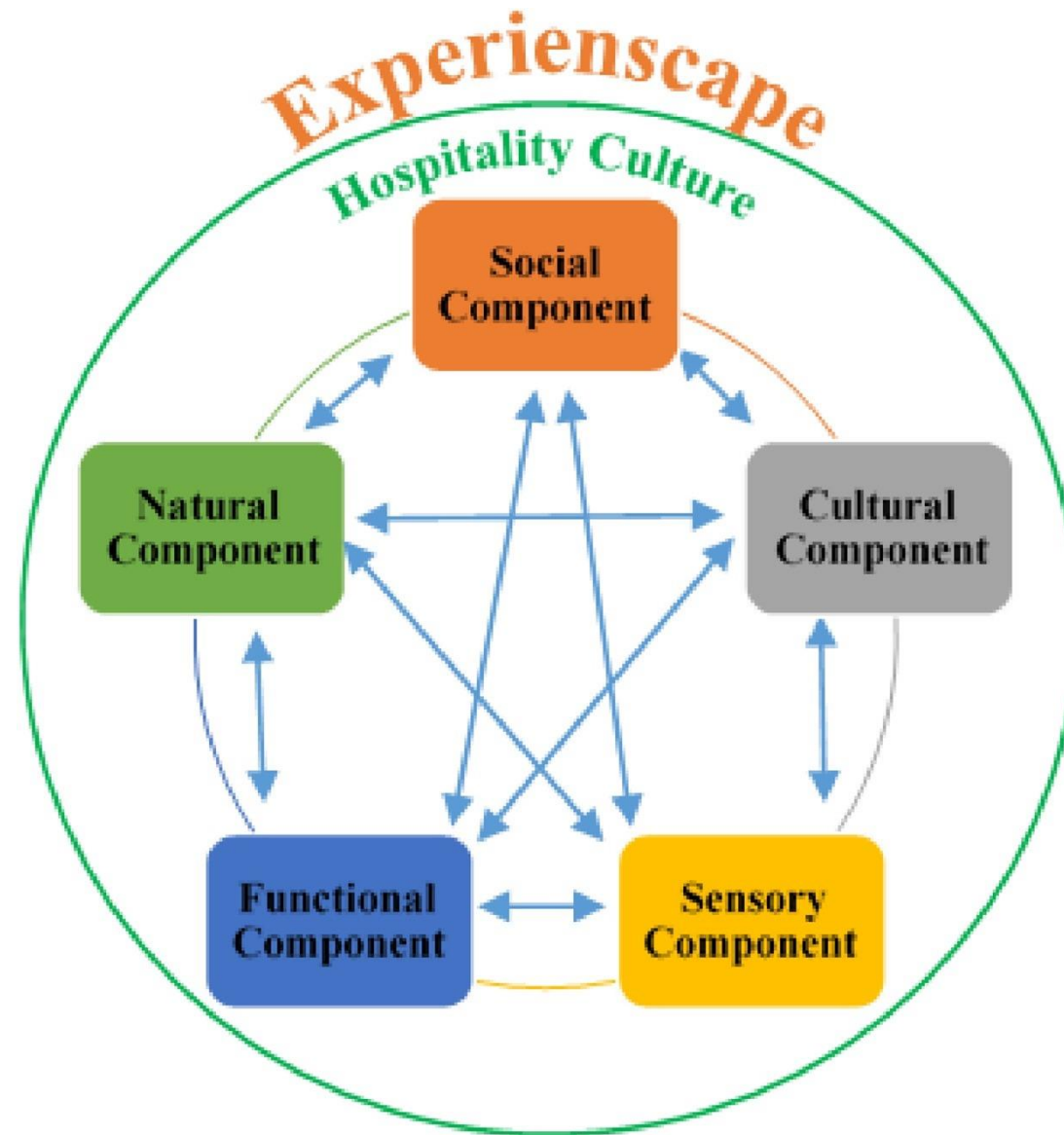
Pizam, A., & Tasci, A. D. (2019). Experienscape: expanding the concept of servicescape with a multi-stakeholder and multi-disciplinary approach (invited paper for 'luminaries' special issue of International Journal of Hospitality Management). *International Journal of Hospitality Management*, *76*, 25-37.

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**EXPERIENSCAPE**
**Sensory Component (5 senses)**
  Taste
  Smells
  Colors
  Sounds
  Temperature
  Textures
  Shapes
  Symbols
  Cleanliness
  Etc.
**Functional Component (utilitarian)**
  Layout
  Furniture
  Amenities (tools, IT, equipment)
  Informational signage
  Interpretational signage
  Etc.
**Social Component**
  The level of crowd
  The type of crowd
  The nature of interactions
  Customers' image
  Employees' image
  Etc.
**Natural Component**
  Outside landscape
  The use of nature in internal design
  Natural elements for attractiveness
  Natural elements for functionality
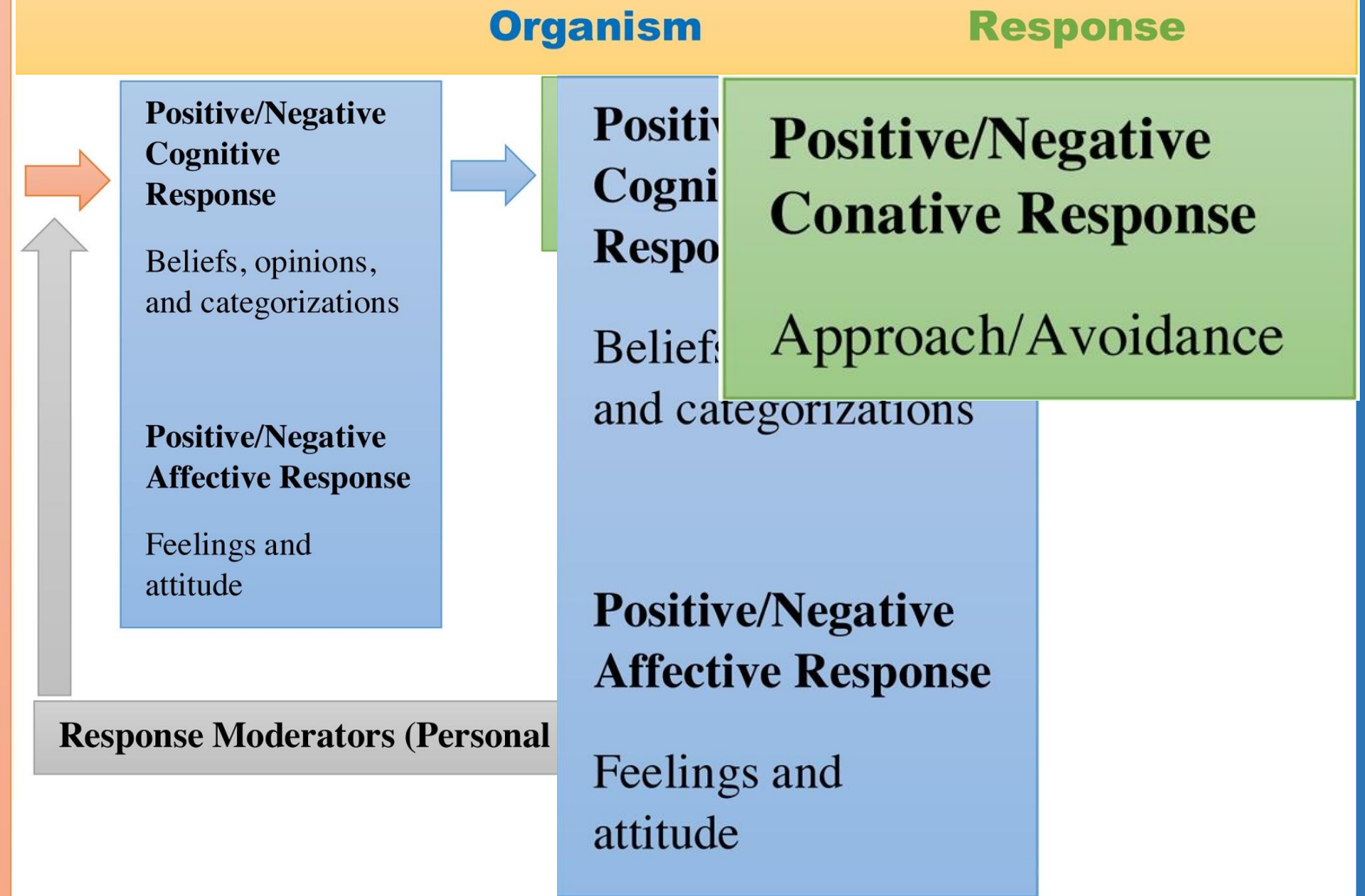  The balance between natural and built elements
  Etc.
**Cultural Component**
  Welcoming culture
  Cultural symbols
  Cultural similarity/difference of employees and
  customers
  Cultural comfort
  Etc.
**Hospitality Culture**
  Employee focus
  Valuing customers
  Attention to details
  Etc.

anism-response (S-0-R) model (Mehrabian and Russell, 1974)

**Organism**                     **Response**

**Positive/Negative Cognitive Response**

Beliefs, opinions, and categorizations

**Positive/Negative Affective Response**

Feelings and attitude

**Positive/Negative Cognitive Response**

Beliefs, opinions, and categorizations

**Positive/Negative Affective Response**

Feelings and attitude

**Positive/Negative Conative Response**

Approach/Avoidance

**Response Moderators (Personal**

Pizam, A., & Tasci, A. D. (2019). Experienscape: expanding the concept of servicescape with a multi-stakeholder and multi-disciplinary approach (invited paper for 'luminaries' special issue of International Journal of Hospitality Management). *International Journal of Hospitality Management, 76,* 25-37.

## Scales to measure experienscape.

| EXPERIENSCAPE | Scales |
|---|---|
| **Holistic Experienscape Scale (one-item, measured variable)** | |
| | X offers a pleasant experience (Likert Scale, 1 = Strongly Disagree, 7 = Strongly Agree) |
| | X is… Very Unpleasant = 1 2 3 4 5 6 7 = Very Pleasant (7-point Semantic Differential Scale) |
| **One-Factor Multidimensional Experienscape Scales (multi-item, one-factor, latent variable) (Likert Scale, 1 = Strongly Disagree, 7 = Strongly Agree)** | |
| | The atmosphere is appealing to my senses |
| | The design and layout is functional |
| | The level of crowd is comfortable |
| | The employees are friendly |
| | The customers are sociable |
| | The environment reflects nature |
| | The culture is welcoming |
| | The organizational culture shows hospitality to all stakeholders |

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**Multi-Factor Multidimensional Experienscape Scales (multi-item, multi-factor, second-order latent variable)(Likert Scale, 1 = Strongly Disagree, 7 = Strongly Agree)**

| | |
|---|---|
| **Sensory (hedonic) component - 5 senses** | Food and beverages are tasty |
| | Smells are pleasing |
| | Background sounds are nice |
| | Colors are in harmony |
| | Temperature is comfortable |
| | The texture of materials feels good |
| | Arts and crafts are attractive |
| | The environment is clean |
| | Lighting is pleasant |
| | The environment clearly reflects X's brand |
| **Functional (utilitarian) component** | The layout is user-friendly |
| | The furniture is comfortable |
| | Amenities are functional |
| | Informational signage is clear |
| | Interpretative signage is interesting |
| | Equipment are modern |
| **Social component** | The crowd level is comfortable |
| | People seem to be enjoying themselves |
| | People are interacting with each other |
| | Consumers are sociable |
| | Employees are friendly |

Pizam, A., & Tasci, A. D. (2019). Experienscape: expanding the concept of servicescape with a multi-stakeholder and multi-disciplinary approach (invited paper for 'luminaries' special issue of International Journal of Hospitality Management). *International Journal of Hospitality Management*, *76*, 25-37.

| | |
|---|---|
| **Natural component** | The landscape reflects the natural flora |
| | Natural elements are well integrated everywhere |
| | Plants are used effectively in internal design |
| | Natural elements make the environment attractive |
| | Natural elements make the layout functional for different purposes |
| | There is a good balance of nature and built environment |
| **Cultural component** | The overall culture is welcoming me |
| | Cultural symbols are familiar to me |
| | People dress similar to me |
| | People act similar to me |
| | I can speak with employees easily |
| | I can interact with customers easily |
| **Hospitality culture component** | X meets all stakeholders' needs |
| | X provides exceptional service |
| | X is detail-oriented |
| | X develops and maintains positive relationships with all stakeholders |
| | X's employees go above and beyond the call of duty |

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