



SCENOGRPAHY

SETTING THE STAGE

Designing brand experiences isn't about writing a script. It's about setting the stage and allowing consumers to participate in the story. In theater, it's the job of the *scenographer* to set the stage.

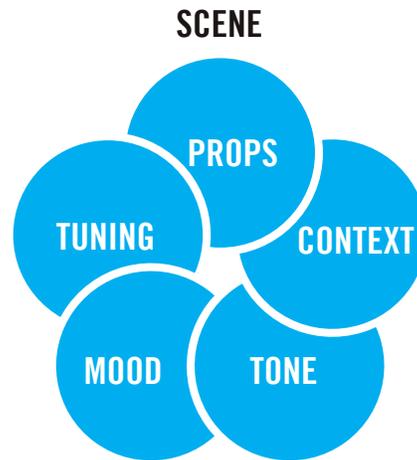
How might you set the stage for memorable customer experiences? How might you embed stories into brand experiences that customers can discover for themselves and retell over and over again?

For a luxury hospitality brand, IDEO designed a tool called *Scenography*. Scenography helps to create not only a strategy or a design, but a culture that thinks about and values experience design. The structure allows a corporate body to set some guardrails and principles, but ultimately, the experience design is up to the implementors at the front-line.

THE BASICS

The Scenography approach asks that participants (in this case, all the employees of a hospitality brand) view the customer experience in terms of *Scenes* – highly crafted, specific, emotional moments that demand participants to set the stage for a specific, emotional outcome (I feel cared for, or I feel excited, etc).

Scenes are created by a collection of props (tangible objects), context (when and where a Scene occurs), tone (service and language), mood (aromas, sound and tactile qualities) and tuning (customization for customer types). This framework establishes a common language of experience design for different parts of the company and various locations.



QUESTIONS

What are some of the key customer moments or touchpoints that make or break your brand experience? How might you fine-tune the Scene framework for the specifics of your brand?



SCENE TEMPLATE

In addition to the Scene framework, which helps establish common ground between various stakeholders and functional groups, IDEO created a Scene Template that provides direction and ways to engage in Experience Design. The Scene Template breaks down the design process of a Scene to facilitate the design process. The purpose of the Template is to guide the process rather than prescribe the actual outcome. The following maps out the different parts of what a template could look like, with an example of a hypothetical Scene at the Apple Genius Bar at the Apple Store.

ANATOMY

- 1. GUEST'S EMOTIONAL FEELING** (brief statement)
I just met the smartest, nicest person ever.
- 2. GUEST STORY** (a detailed first-person narrative describing a successful guest experience)
I walk into the store with a huge problem. My iPod, the one I got from my girlfriend as our anniversary gift, completely died on me. I'm feeling really stressed out. I go straight to the bar and ask for help. A guy tells me there's a line, oops I didn't see that in my rush to the bar, but he can also see that I'm really agitated and could use some help. So he says to me, "I know you haven't signed up yet for the Genius Bar but tell me what's wrong and how much time you have, and I'll tell you if I think it's worth waiting or if you should just come back tomorrow, how's that?" I really appreciated the triage mentality and it was a lot better than not knowing what's going on. [So on and so on until the end of the Scene.]
- 3. SCENE NAME** (short, memorable)
The Thoughtful Genius
- 4. VISUAL REPRESENTATION OF THE SCENE** (mood board, photography, sketch)
- 5. SCENE OBJECTIVE** (simple statement describing the goal)
Introduce thoughtful service gestures that anticipate the agitation customers may feel when faced with long lines and slow service at the Genius Bar.
- 6. BACK STORY** (an explanation of why the Scene is important for the company)
The Genius Bar has become a hallmark of the Apple Store. Recent feedback from customers show that although our customer service, when it comes to technology, is stellar, crowded stores and overwhelmed geniuses often lead to interactions that aren't as rich or memorable as needed to keep our competitive edge. [So on and so on.]
- 7. ACTION PLAN** (brief description of the beginning, middle and end of the Scene)
 - A. Diagnostic/triage conversation with the customer in line
 - B. Outline of clear next steps and setting expectations
 - C. Close the loop directly and suggest a reason to visit again.

- 8. ACTION ITEMS** (list of props, context, tone and mood for each step of the Scene, and why each is important)
For step A. *Diagnostic/Triage Conversation*:

WHAT

Prop: Wireless hand-held with access to Genius Bar queue
Prop: Business card for Genius with email/contact-info
Context: When waiting time is over 45 min

WHY

To equip Genius with ability to make appointments and provide accurate queue assessments
To ease anxiety with a personal touch / ability to contact the Genius directly, even from home
To anticipate customer frustration of perceived 'long' wait time

QUESTIONS

How might you bring individuals from Marketing, Customer Service and Product Development together to work on a Scene together? What might "training" for human-centered design look like for your brand's employees?



BRAND EXPERIENCE BLUEPRINT

CREATING A SHARED VISION

A Brand Experience Blueprint can create a northstar for a brand – something to strive for. Like a blueprint, it has many layers – from the big picture to tactical direction for implementation. It cannot be created without a deep understanding of the customer.

At the literal center of the blueprint is the customer experience. It also suggests constants and variables: anything above the guest journey is considered constant: the core of the brand. Anything below the guest journey, the concepts and actions, should change and emerge over time with testing and prototyping.

FOUNDATION

BRAND POSITIONING



The big idea. A few words should do it. Try to finish the question, “Brand X delivers _____ to the customer.”

Is it aspirational, does it stretch your brand? Is it differentiating? (“Authenticity” or “quality” isn’t enough.)

BRAND PRINCIPLES



Personality traits of the brand. Principles give the brand dimension and define what the brand stands for. A clear set of brand principles helps filter what feels off-brand and on.

To they describe the company’s offering, culture and business practices? Do they help make key decisions?

CUSTOMER JOURNEY / MOMENTS THAT MATTER



Where and when to innovate. The moments that matter represent powerful, memorable customer touchpoints that bring the brand to life.

Are these truly high impact moments from the customer’s point of view, rather than an operational or business-centered ones? Do they challenge standard-thinking in the industry?

CONCEPTS



Ideas that bring the moments that matter to life. Tangible space, product and service concepts that can be created and tested.

Are they aligned with the Brand Positioning and Brand Principles? What would the first prototype look like?

ACTIONS



Tactical mandates to get concepts to market. Can be organized by function/discipline. Think “punch list.”

What needs to happen in the first month? 6 months? What are the key milestones?

QUESTIONS

What are the Moments that Matter for your customer? What is the most challenging part for your brand – the big idea, the customer journey or creating a plan to take ideas to market? Who needs to be involved in creating the Experience Blueprint? How might it be shared with key stakeholders? The entire company?