

Vlerick Leuven Gent Management School

the Autonomous Management School of
Ghent University and Katholieke Universiteit Leuven



Leading the enhanced experience firm

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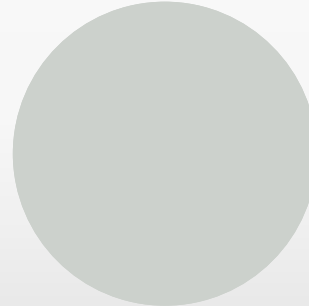
4 stages in progression of economic value



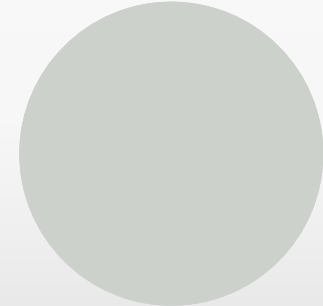
Commodities
and goods:
1€/pound to
5 – 15c/cup



Services:
50c/cup



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Minerva Leadership for commodity

Able to provide a quality product to the client

- Standardised quality: procedures and control
- Past copy tactics
- Specific technical expertise
- Efficiency and effectiveness
- Learning organisation 1: improve the quality of your product
- Low cost
- Knowledge embedded in systems

Minerva

Minerva (Greek name = Athene) is the Roman goddess of poetry, medicine, commerce, and was a patron goddess of *craftsmen*, presiding over the arts of weaving, pottery, carpentry and the manufacture of oil.

She is often depicted with an owl, her sacred creature and is, through this connection, a symbol of wisdom.

Wisdom as the ability to optimally (effectively and efficiently) apply knowledge and so produce the desired results.



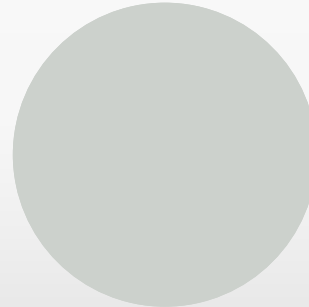
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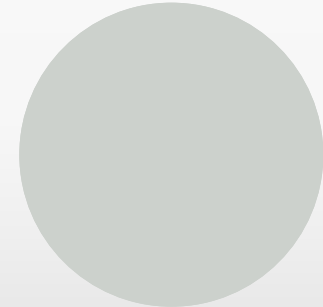
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Hanuman Leadership for service

Able to use: making sure the client has the flexibility to use the product as per their functional convenience

- Knowing the client's functional needs: linking R&D, product/service and client
- Interdepartmental coordination: silo busting within the company
- Quality plus service: procedures, control and feedback
- Learning organisation level 2: the system fires back
- Need for flexibility: unique circumstances
- Client wants to pay extra for service
- Knowledge embedded in systems and mutual expert contacts

Hanuman

Hanuman is an Indian God.
He is the monkey deity renowned for his courage, power and faithful, **selfless service**.



1. Product & Enhanced product

Enhanced Product (flavours)	Service? Horizontal alignment	Service: Maintenance Special payment	Able to use Hanuman
Product (coffee)	Technical ? Craftsmen & experts Inner logic	Commodities & goods	Able to provide Minerva



But even functional convenience is not enough...

Invest wisely in *Beauty*

It will serve you

all the days of your life.

Frank Lloyd Wright

I see us being in the art business.

Art, entertainment, and mobile sculpture, which, coincidentally, also happens to provide transportation.

(Bob Lutz, General Motors)

4 stages in progression of economic value



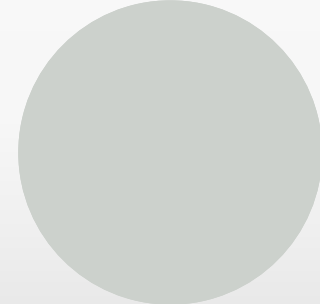
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Services:
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Experience:
X€/cup



?



Experience: why?

■ 3 Developments

- Omnipresence of information technology
- Supremacy of the brand
- Ubiquity of integrated communications and entertainment
- Globalisation

■ Sight, sound, scent, taste, touch

■ Objectives

- Differentiate itself & products in marketplace
- Motivate customers to buy
- Deliver value to customers

Dionysus Leadership for experience

Able to feel: make it an experience

- Knowing the client's emotional needs: experience economy
- Empathise with the client: look for passion and fire
- Creative & daring
- Learning organisation level 3: the human sensitivity behind
- Emphasis on creativity and innovation
- Client wants to pay extra for a unique emotion
- Knowledge embedded in human interaction

Dionysus

Dionysus is the god of winemaking, of ritual madness and ecstasy. The god who inspires joyful worship, festivals and **celebration** is a major figure of Greek mythology.

He was also known as the Liberator freeing one from one's normal self, by madness, ecstasy or wine. The divine mission of Dionysus was to bring an end to care and worry.

(<http://en.wikipedia.org/wiki/Dionysus>)



2. Experience

Experience (Illy)	Personalized? Individualisation Inner logic	Thrill & Excitement Empathy Emotion Design Fun & Story	Able to feel Dionysus
Enhanced Product (flavours)	Service? Horizontal alignment	Service: Maintenance Special payment	Able to use Hanuman
Product (coffee)	Technical ? Craftsmen & experts Inner logic	Commodities & goods	Able to provide Minerva

They buy the product to get the kick

The Big BUT:

**“Our fashion
is alive and kicking.
You live thanks to our
fashion!”**

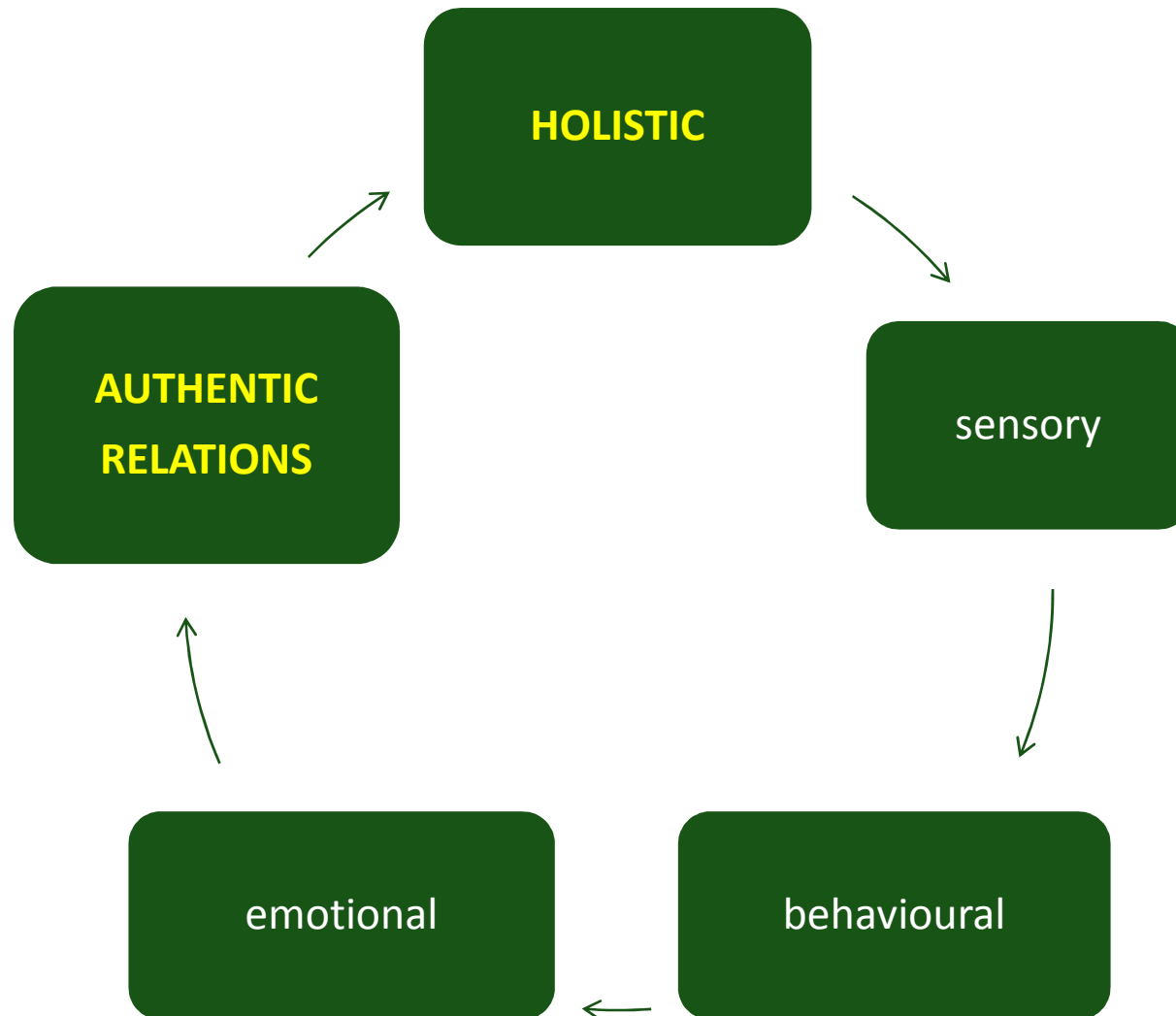
The killer wave of the emotion/experience economy

1. Our life as a fun lab is deadly boring!
(S. Piët: De Emotiemarkt & Pink: A Whole New Mind)
2. What we do and are, has become instrumental and short time oriented!
3. We have swapped our freedom and values for the slavery of getting a high from...
4. Relationships without intimacy: loosing our feeling as if we belong somewhere.
5. Working hard is no problem, continuously working hard without a sustainable vision frustrates.

What does really matter for people?

1. Freedom to do what they are good at
2. Fairness
3. Compassion
4. Kick versus gratification
5. Do I contribute?
6. The right to have enough FLOW!
7. Live to give, not to take away from others.

The experience journey: from kicks to a share of the heart



The ultimate goal of an enhanced
experience

=

creating a holistic contribution

4 stages in progression of economic value



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50c/cup



Experience:
X€/cup



Enhanced
Experience:
x€/cup



Enhanced experience: creating identity

- **Identification marketing**
- **Who Am I? Connection** with oneself
- **Who Am I relating to? Connection** with other people/social groups
- **Who Am I relating to? Connection** with nation/society/culture

- Descriptions of relations to brands = descriptions of oneself, relations with people and values, relations with societal responsibility

Framework towards enhanced experience



Understanding the experiential world of the customer

Designing the brand experience

Building experiential platform

Creating symphony

Open sustainable innovation

Garuda Leadership for contribution

Able to contribute: make the world a better place

- Horizontal and vertical silo busting
- Only when the leader and the company has sustainable vision/values, no window dressing
- Creating an altruistic legacy
- Knowing the client's needs, but also the societal ones
- Empathise with the client and the larger community
- Creative & daring & no nonsense
- Learning organisation level 4: symphony
- Emphasis on creativity, open innovation and gratification
- Knowledge embedded in wisdom

Garuda

Garuda represents the correction to evil-doers as he was born with a great hatred for the evil. In other words, his primary task is to wipe out the bad from the universe and create what is **meaningful**.



3. Enhanced Experience

Enhanced Experience (Starbucks; Oxfam)	Existential? Vertical alignment	Gratification: Meaning Sustainable Ethical Symphony	Able to contribute Garuda
Experience (Illy)	Personalized? Individualisation Inner logic	Thrill & Excitement Empathy Emotion Design Fun & Story	Able to feel Dionysus
Enhanced Product (flavours)	Service? Horizontal alignment	Service: Maintenance Special payment	Able to use Hanuman
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4. Lessons for leadership

- Each God creates the illusion of ‘that is it for now and forever’.
- In one way or another each of us has the tendency to worship only one of these gods.
- The good news is you can not do without one of them.
- What will come beyond Garuda? Leaving transactional exchange behind?

*Never promise to go beyond if
your organisation, your
people and your leadership is
not ready for it!*

You want to know the secret of tandem driving?



Invest wisely in *Beauty and
Symphony.*

*They will serve you
all the days of your life.*

Deva & Herman