Mindtree
A Larsen & Toubro Group Company

Modeling *brand experience* strategy through *consumer behavior* canvas

Introduction

Humans experience love and hate for brands for a definitive reason. Consumer behavior and decision-making are entangled with emotions and expectations. This complexity builds relationships with brands and businesses. Broadly, marketers wish to build an emotional chord by creating better brand experiences and value.

In today's digital age, emotional marketing and behavior change is the foundation for a brand to improve its visibility and hook consumers. Dynamics in ever-changing consumer landscape enforces brands to be aligned with consumer trends and competition. In this new age and in the near future, brands need to shift to 'experiences' with a reimagined consumer decision-making journey. This journey will carve brand experiences with fundamentals built on consumer behavior. The relation from humans to brands leading to decision-making is narrated in a step-wise manner.

The paper demonstrates that businesses and brands would benefit utilizing a behavioral design framework called 'Consumer Behavior Canvas' (CBC). CBC will aid in modeling brand experiences by building a story canvas, thus effectively utilizing the principles of Behavioral design.

The paper users Humans and Consumers as interchangeable words. Brand experience involves different channels and environments; the scope of the paper points towards digital channels (viz. web platforms). CBC is scalable and transformable to other forms and channels too. The scope of the paper is also limited to evolve strategic experience guides and does not involve details around tactical design decisions. This whitepaper also demonstrates that brands and humans are related to emotions.

Human and brands

Brands, over the years, have become complex and messy, both to creators and consumers, rightly addressed by Heidi Cohen through thirty-odd branding definitions[1]. Unsurprisingly, the evolution of branding is as old as human civilization.

Brands from all periods in history displayed two immutable characteristics, namely 'Information as origin' and 'Information as quality'. [2]These characteristics of ancient "proto-brands" additionally hold the transformational image of status, power, value and personality. A brand is aptly coined as a 'complex

symbol' and an 'intangible sum of products attributes' by advertising guru, David Ogilvy. The attributes of packaging, name, price and history help humans as symbolic reference. Ogilvy states that "brand is also defined by consumers' impression of the people who use it, as well as their own experience" (Ogilvy 1955). Thus, the impression of a brand is undoubtedly not formed in ether and encircles to a point of 'humans' mind and hearts' as an imagery.

In the last 40 years of marketing research (Levy, 1959; Martineau, 1958) – 'brand image' has clearly indicated that consumer perceptions are not only about functional attributes, but also include symbolic qualities.[3] These symbolic qualities are personified, which are rightly defined by Aaker as "the set of human characteristics associated with a brand" (Aaker, 1997, p 347) - shortly termed as brand personality. In other words, such personality traits of people are directly positioned to the brand (McCracken, 1986). Incidentally, differentiation and preference for brands are built largely through these brand personality perceptions (Aaker, 1997; Keller, 1993).[3]

Brands invoke feelings and emotions – 'affective states', as they directly translate to human characteristics. For instance, Coke is perceived as 'real and honest,' whereas Dr. Pepper is viewed as 'non-conformist and fun' (Aaker, 1997). In a nutshell, the nomenclature of 'affective states' (as examples: Diener, Smith and Fujita, 1995; Batra and Holbrook, 1990), deals in symbolizing brands' feelings of love, care and affection – befitting to the term 'nurturance' and 'homey-ness' factor (inclusion of serenity, security, contentment), as coined by McCracken.[4]

It proves that brands are synonymous to 'personality' and 'human values,' and reflect humanistic qualities appropriately. Businesses today are confronted with stiff competition. The contest for brand space and visibility is directly proportional to the knowledge around consumer behavior and emotions. While the traditional marketer is rehabilitated as a digital age marketer, it is important to build love for consumers.

Emotion and Humans

Motista, a pioneer in Predictive Emotional Connection Intelligence solutions, prepared a report 'Leveraging the Value of Emotional Connection for Retailers,' which reveals that retailers value customers who are highly evoked by a sense of emotion and feel-factor with the brand, who in certain cases, spend twice as much as consumers who rate 'satisfied' on CSAT. This data was collected from more than 100,000 customers from 100 retailers spanning across multiple sectors. In actual numbers, emotional connected customers have a higher lifetime value (LTV) of 306%, stay at an average 5.1 years and also recommend brands at higher rate of 71% against 45% of 'satisfied' customers.[5]

"While most marketers agree that activating emotional connection is important, it remains a largely untapped opportunity for driving growth" as explained Michael Mathias, president of Motista.

In his classic book written in 1872 - Emotions in Man and Animals, Darwin[6], extended the theory of natural selection from physical structures into the evolution of mind and behavior. The evidence of emotions having strong heritable connection and similarly expressed across closely related species prove that they are 'phylogenetically' conserved. With increase in research, it is sighted that emotion circuits are conserved across mammalian species and is a key topic for a neuroscientist.

Emotions, behavior and brands

Human Behavior flows from three main sources, namely desire, emotion and knowledge, as described by Plato. Designing for emotion builds interest and user performance, thus promoting a desired Behavior. Through emotional design principles, a user's attention and interaction is extended into a relationship. Users' decisions are highly related to emotional responses (Damasio, 1994), and naturally lead to integrate backwards from desired Behavior.[7] Brands should adopt a process to work in alignment to this theory.

A key research insight explains lower motivation levels and that while holding prior knowledge about a service or any product, the user is relying unconditionally on unconscious emotional responses to decide or make choices. On the flipside, when prior knowledge and motivation is high, people lean towards making choices through their cognitive evaluations, thereby minimizing the influence of unconscious emotional responses (Cafferata & Tybout, 1989).[7]

Interestingly, emotions are both unconscious and conscious. Unconscious emotions are triggered automatically without thought, and opposingly, conscious emotions are triggered by conscious evaluations and appraisals (questions asked or raised) in deriving decisions.
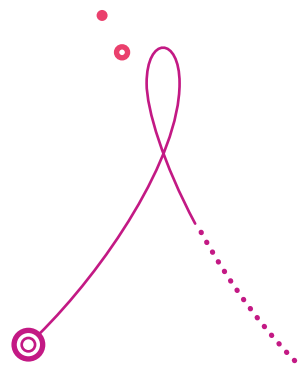
Conscious judgements are triggered by appraisals. Appraisal theory[7] describes how human evaluations are executed. There are two kinds of appraisals. Primary appraisals delve into any event, experience or an object that aids in achieving an individual's goal (value). Secondary appraisals delve into whether necessary internal and external resources are shaping up to address an event, experience or object (Manstead & Fischer, 2001).

Emotional design is simply related to the dimensions of behavior of attention, intention and motivation as demonstrated in Exhibit 1.0. Appraisals, conscious and unconscious emotions are connected with these dimensions of behavior. Intentions guide on how users select information through voluntary attention as all intention acts require attention. Intentions are also structured and aids in making decisions.

Brands do not target products alone, but humans too. Undoubtedly, the primary reason being that humans are ingrained with emotions and our decisions for brands are inter-related.

Experience over time

Types of Appraisals (Desmet 2002)	Objects Does it appeal to my attitudes?	Agents/Experience Does it meet my standards?	Events Does it help reach my goals?
Behavioral Dimensions	Attention Emotion drives and directs. Conscious and unconscious attention	Intention Invest voluntary attention	Motivation Relation to intention and arousal. Consistent desired experiences

Exhibit 1.0 Reimagined and adapted from Trevor van Corp A.C.T Model

Emotion and decision

Emotion is a key attribute in decision-making, commanding attention and enhancing memories (Reeves & Nass, 1998). Additionally, emotions and other affective states (viz. sentiments, personality traits and moods) are driving forces to influence users interactions with brands (incl. of products and websites) (Forlizzi & Battarbee, 2004)[7]

Antonio Damasio in 'Descartes' Error,' argues that "emotion is a necessary ingredient to almost all decisions". It is documented that human decision-making is closely tied to emotions of previous and related experiences, which help in decision formation. The research studies on people with impaired connections on 'thinking' and 'emotional' areas of the brain led to conclusive remarks that rationalizing information is different from decision-making, primarily due to *'lack of sense for feeling for respective options'* .[8]

Additionally, groundbreaking research of Nobel prize-winner, Daniel Kahneman, indicated that brains have two operating systems. The two have distinct characteristics and are pivotal to decision-making. System one is intuitive, fast thinking, unconscious and automatic in comparison with system two being analytical, slow thinking, reflective and attentive. System one creates judgements and impressions. The measure of the

success for system one directly reflects on the coherence of the story and concludes with a decision..
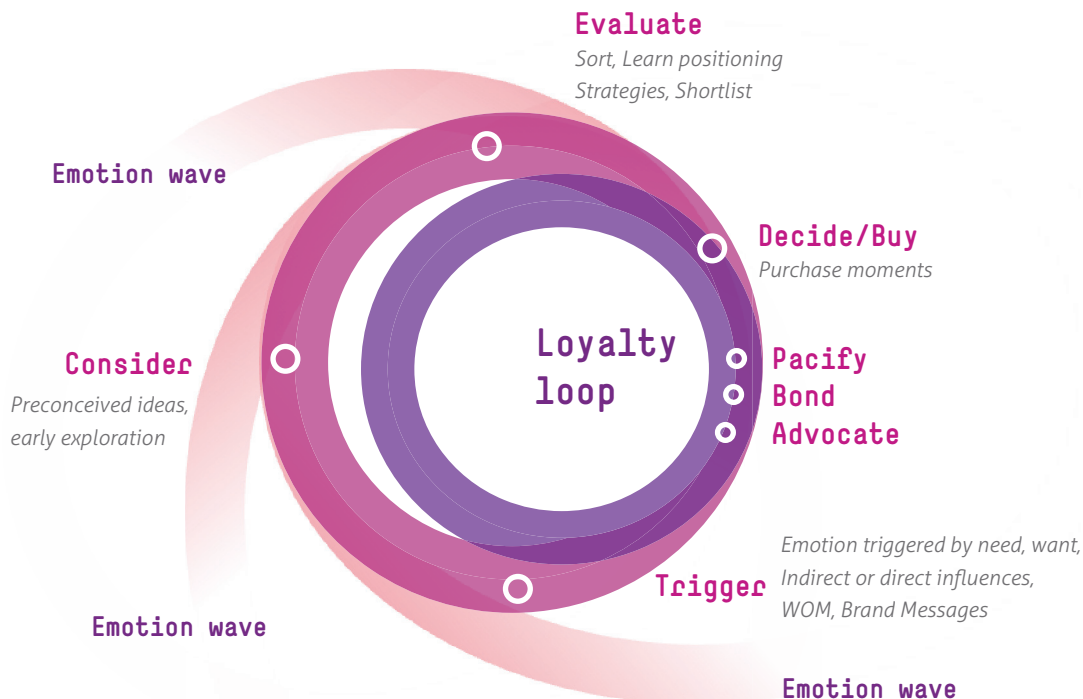System one generates suggestions for System two, and if endorsed, they turn into beliefs.

Studies indicate that emotions play an integral role in decision-making. Emotions drive consumers' brand choice and buying intentions. It also reasonably reinstates that emotions indicate why consumers opt for a specific brand against another. Positive emotions towards a brand engenders consumers to act and thereby results in better experiences.

Reimagined Whirlpool Model of CDJ

Brands are for humans and experiential qualities are the levers for successful brands.

The tectonic plates for consumer purchasing Behavior have highly shifted, leading to the evolution of thinking methods. Humans are paying less attention to utilitarian benefits alone and are connected with 'more attention to the brand' (Levine, 2003).[9] This attention promoted a need for differentiation of brands by building a distinctive and strong brand image (viz. impressions, attitudes and beliefs) for their products to outset the competitors (Keller, 1998). [10]

Customer decision journey, as a concept, existed for several years. Earlier, marketers drove the process, but today, consumers hold control. Ideally, brand experiences in the digital age are moving towards emotions, with the need to align towards consumer trends. In the traditional format, companies adopted a linear approach in the customer decision journey, which ideally changed to more circular approach as noted in McKinsey's CDJ (Consumer decision journey) model. The 'CDJ model' is reimagined as 'Whirlpool model' (abbreviated as 'wp') (wp CDJ), where emotions are key drivers that are disrupting and transforming consumer Behavior and experiences at each stage (or phase of CDJ), as shown in Exhibit 2.0.

Evaluate
Sort, Learn positioning Strategies, Shortlist

Emotion wave

Decide/Buy
Purchase moments

Consider
Preconceived ideas, early exploration

Loyalty loop

Pacify Bond Advocate

Emotion wave

Trigger
Emotion triggered by need, want, Indirect or direct influences, WOM, Brand Messages

Emotion wave

Emotions can be unconscious (automatic) & conscious (cognitive evaluation and appraisals)

Exhibit 2.0 Reimagined CDJ Model (wp CDJ), Source: McKinsey

Behavioral dimensions of attention, intention and motivation are directly reflected over time on the Trigger, Consider and Evaluate phase with a strong 'emotion wave' as shown in Exhibit 3.0. The emotion wave builds a brand to derive experiences in a span of time. Time is an important phenomenon that allows it to perceive these phases in cyclical manner either as System one (As per Kahneman's principle in short burst) or much longer as System two. Thus, users' emotions at any of these phases leads to Behavior change.

Brands need to capitalize by segmenting and understanding the journey of a consumer over a period of time. The reimagined CDJ model with the inclusion of the emotion wave strengthens the decision journey further. Behavioral transformation emerges by effective storytelling from brands to build attention and motivation. A story needs a poignant narrative to engage consumers, which aptly emerges from Behavioral trends. This brings us to the introduction of Consumer Behavior canvas (CBC) to model brand experiences with its foundations set around consumer, Behavior and trends, mapped to wp CDJ model with condensable stories.
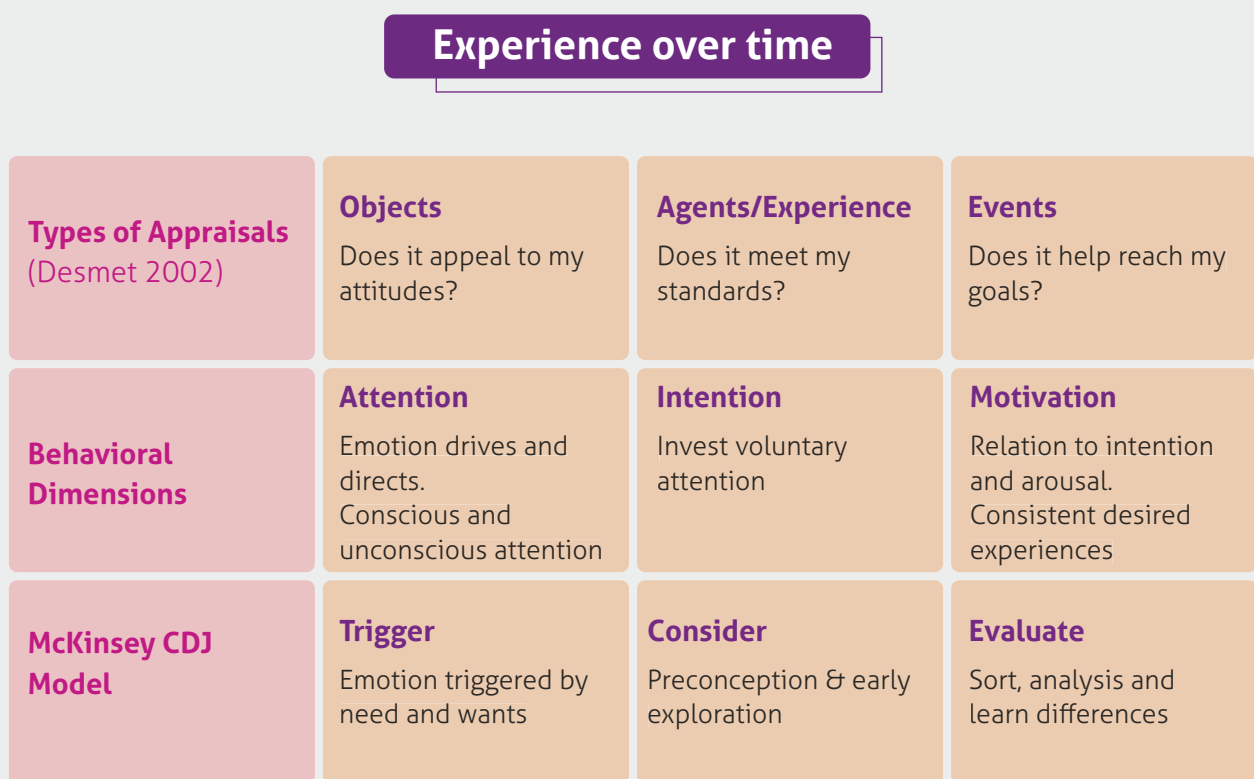
Experience over time

	Objects	Agents/Experience	Events
Types of Appraisals (Desmet 2002)	Does it appeal to my attitudes?	Does it meet my standards?	Does it help reach my goals?
Behavioral Dimensions	**Attention** Emotion drives and directs. Conscious and unconscious attention	**Intention** Invest voluntary attention	**Motivation** Relation to intention and arousal. Consistent desired experiences
McKinsey CDJ Model	**Trigger** Emotion triggered by need and wants	**Consider** Preconception & early exploration	**Evaluate** Sort, analysis and learn differences

Exhibit 3.0 Reimagined and adapted from Trevor van Corp A.C.T Model

Consumer Behavior Canvas (CBC): Framework to evolve Brand Experience

Consumer engagement and relationship with the brand is simple 'storytelling.' This simplistic story is built only on an understanding of consumers and behavior. This paper proves that emotion is derived as an integrated part of thinking, and the best discipline to apply the user perspective studies is 'Behavioral design.'

Behavioral design is a holistic method of systematically understanding peoples' thought and decision-making process. This understanding leads to building interventions as stepping stones to Behavioral change. Behavioral design considers the human behind the customer as the primary focal point. This translation of 'human' qualities leads to 'story blocks' for brands and businesses.

The framework of CBC strategizes a step-wise approach in assimilating consumer Behavioral attributes (emotions, trends and needs) of the industry that a brand is associated with, conversion of Behavioral attributes to brand principles, organizing brand principles through stages of CDJ (reimagined as wp CDJ) model of Trigger, Consider and Evaluate as series of story-blocks.

The Behavioral attributes or 'story-blocks' are key driving factors for any brand (of specific industry viz. Haircare, Nutrition) and looked upon as brand principle or guiding-light. Simply, the idea for a brand is to block their consumer mind-set by leveraging a game-plan. The story-blocks are strategic 'experiential guides' and later convert to 'tactical guides' – tactical design outcomes or decision of components, motion and visuals. CBC is also defined as 'Block Canvas' as an interchangeable term.

It's necessary to continually search, modify or alter brand uniqueness. Consumer preferences, market conditions and competitive forces are understandably dynamic, which is the primary benefit of adopting CBC to keep a brand relevant. "Renewing and refreshing the brand to ensure continuing relevance, differentiation and credibility are the most strategic tasks and perhaps also leading to tactical solutions" as noted in Brands and Branding, a collection of essays from The Economist.[11]

The Block Canvas can also be quantified by a simple measuring scale to show the brand salience – its strength and weakness against competitors. Quantification allows to evaluate brands and obtain scores of existing brand gaps with areas of strength and negativity. A Block Canvas is best used for the evaluation of current brands to understand their current state using evaluation scores;

Illustration of CBC

The below illustration shows the use of CBC. This illustration is based on the 'fitness' industry and few analogies from 'incontinence' industry. The primary brands considered from fitness industry as examples are Beachbody, Classpass, Curefit, Aaptiv and 8fit. These are mix of online and offline (studio)-based fitness brands. Brands, if drawn on a perceptual map by a marketer, may indicate indirect competitors – but the present pandemic situation shows the blurring boundaries of brands existing and desiring to remain omnipotent - a befitting case of how a consumer perceives and behaves towards brands in the current time frame. The blocks built on the canvas is the foundation towards deriving brand experience strategy.

The framework involves following four steps as detailed below –

Step 1: **Assimilating consumer Behavioral attributes**

It's perceived that holistic marketing strategies are constant across industries, while each industry has its own variances on operation and acquisition. Consumer behavior and perception hold subtle differences in each industry, which in turn forms a macro-environment to brands. Thus, it's important to look into industry-specific nuances.

Key points:

Consumer trends largely in global and key markets in a specific time/era	Emotional aspects of consumer	Differences across global markets

If differences occur, specific behavioral attributes are required to be preserved and alternatively used between the markets, if the CBC needs a split. For example, in the incontinence industry – consumers expect discreet products, which incidentally is a new trend with innovative use of materials. Similarly, the need to be 'proven for effectiveness' viz. dryness, is again the case for technology adoption and availability of advanced materials. These are common consumer expectations, needs or wants. Also, a few examples of key emotional drivers viz. to 'stay confident' and to avoid anxiety of 'social stigma' are specific attributes to incontinence industry, which has its key weightage on consumer perception.

Step 2: **Conversion of behavioral attributes to brand principles**

The list of consumer behavioral attributes is referred to as brand principles.

Example 1: Given that consumers want to easily understand the brand proposition in a complex industry like 'fitness,' for instance, brands need to model their objective based on this Behavior. Then, the brand principle to be applied is to 'Think Simple' – modeled as 'Verb + Action,' transferred from this Behavioral need.

Example 2: Consumers want to understand if a brand would serve wider areas of nutrition, diet, recipes, mental health and gain more value apart from 'categories of fitness,' which ideally leads as a one-stop solution to achieve goals. Brands will have to provision a principle of 'serving holistically,' transferred from this Behavioral trait.
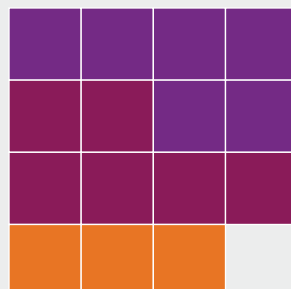
Step 3: **Organizing brand principles on Block Canvas**

The wp CDJ model aids in decision-making and the key phases of Trigger, Consider and Evaluate are intertwined with Behavioral attributes. These attributes are assembled from a brand's perspective as 'brand principle'. These are action items for brands to persuade and create impressions by invoking emotions. Thus, these principles need to be effectively mapped under each phase that creates a sequential flow. Brand experience is a mix of both art and science – where carving a sequence is derived through a discipline of behavioral design. This allows to influence and persuade key brand principles at appropriate phases.
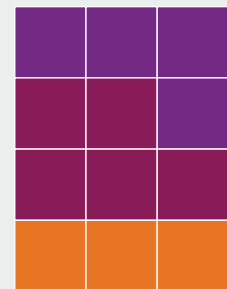
Brand principles of a particular industry (converted from behavioral attributes) are assembled in series on blocks. It starts through a few blocks of trigger phase, followed up with consider phase and then the evaluate phase. The sequential order is the assemblage of meticulous dissemination of story blocks respective to attention, intention and motivation. The counts of blocks (list of brand principles) directly depends on specific industry and time frame (era/consumer trends) leading to variation as observed in Exhibit 4.0
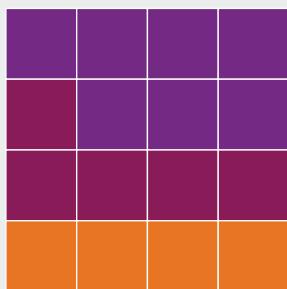
4.1. Incontinence, Fitness Industry   4.2 Skin Care Industry   4.3 Vitamin/Supplement Industry

[Trigger]   [Consider]   [Evaluate]   *Exhibit 4.0 Block counts variation of varied industry*

Meticulously, blocks are prioritized based on Trigger, Consider, Evaluate, as shown in Exhibit 6.0. As per wp CDJ model, an emotion wave can alter consumer decision. Thus, each block is critical in its own way. The prioritization of blocks is based on the respective phases in the wp CDJ model. The experience over short and long periods of time has to be the guiding light to streamline experience guides. It's ordered from left to right and moves in right to left on alternate row and followed-up with reverse order as shown in Exhibit 5.0. It is otherwise visualized as a consumer traversing through a visual map of canvas assembled as story blocks.
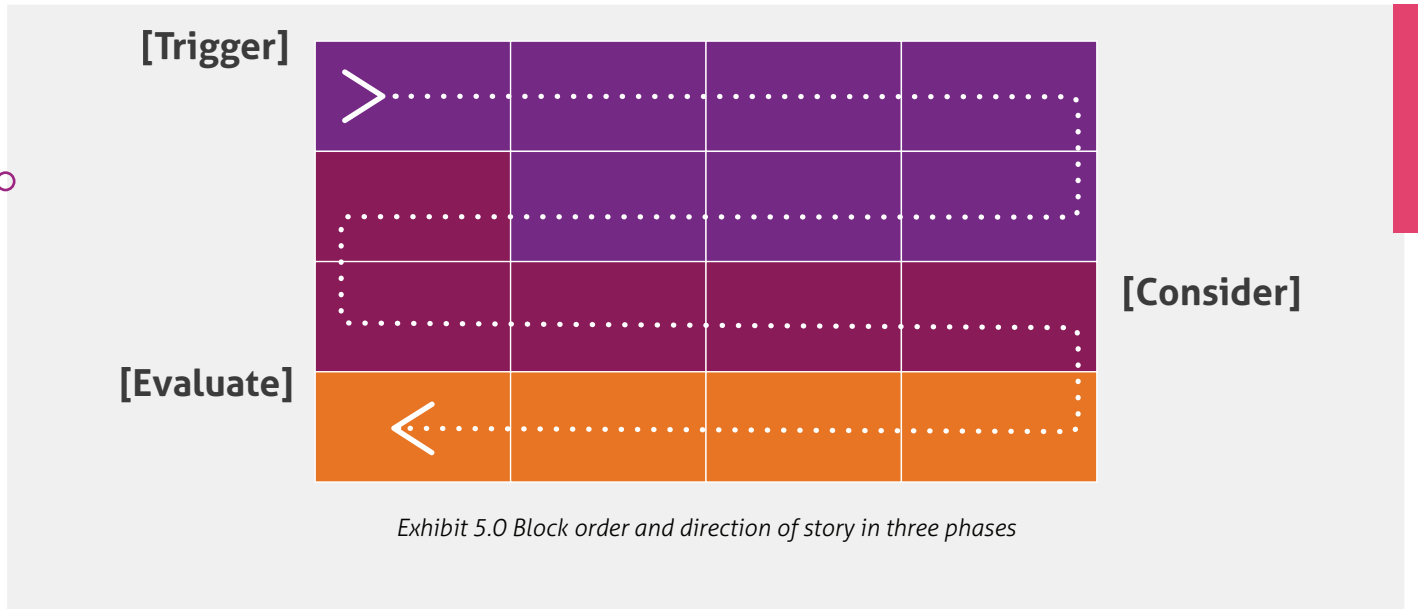
Exhibit 5.0 Block order and direction of story in three phases

Exhibit 6.0 demonstrates the complete Block Canvas for the fitness industry. The trigger phase is critical and holds more weightage as brands would have to propagate and address core values and positioning. Alternatively, the Fogg Behavioral Model (FBM) also shows success of appropriate 'prompts' in the trigger phase with the use of both motivation and ability, which would lead to direct correlation with effectiveness of trigger phase of CDJ mode. FBM also applies to the Consider and Evaluate phase in Behavioral change, but the prompts would become less evident due to active exploration or if System two of Kahneman's Theory kicks-in.
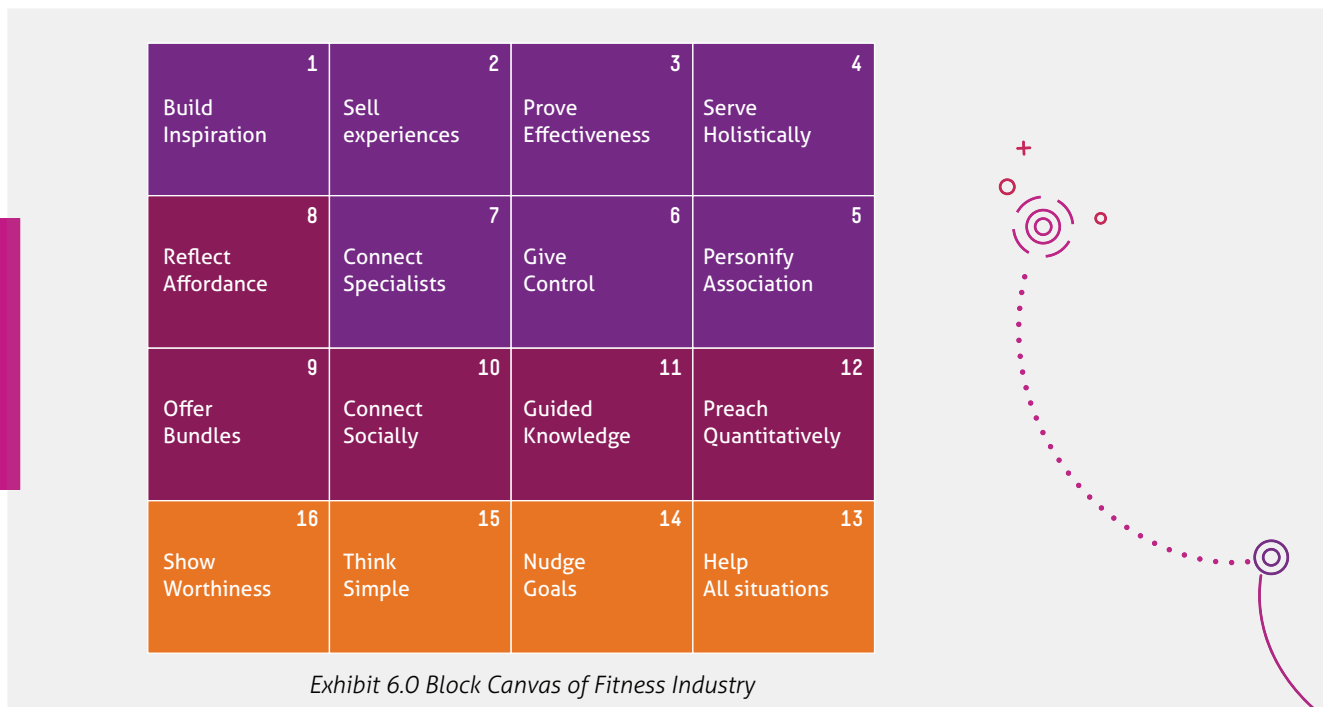

*Exhibit 6.0 Block Canvas of Fitness Industry*

Exhibit 7.0 shows FBM and is explained below:

Behavior = Motivation x Ability x Trigger (or Prompts) [B=MAP], which explains

1. Trigger (or Prompts): Perfect time and place to prompt a desired Behavior

2. Ability: Ways/means to make the desired Behavior easier

3. Motivation: Ways/means to boost motivation for the desired Behavior

The brand principle in the trigger phase for the fitness industry would have the following six story blocks: Build Inspiration, Sell Experiences, Prove Effectiveness, Serve Holistically, Personify Association, Give Control & Connect Specialists.

Exhibit 7.0 FBM (Fogg's Behavior Model)
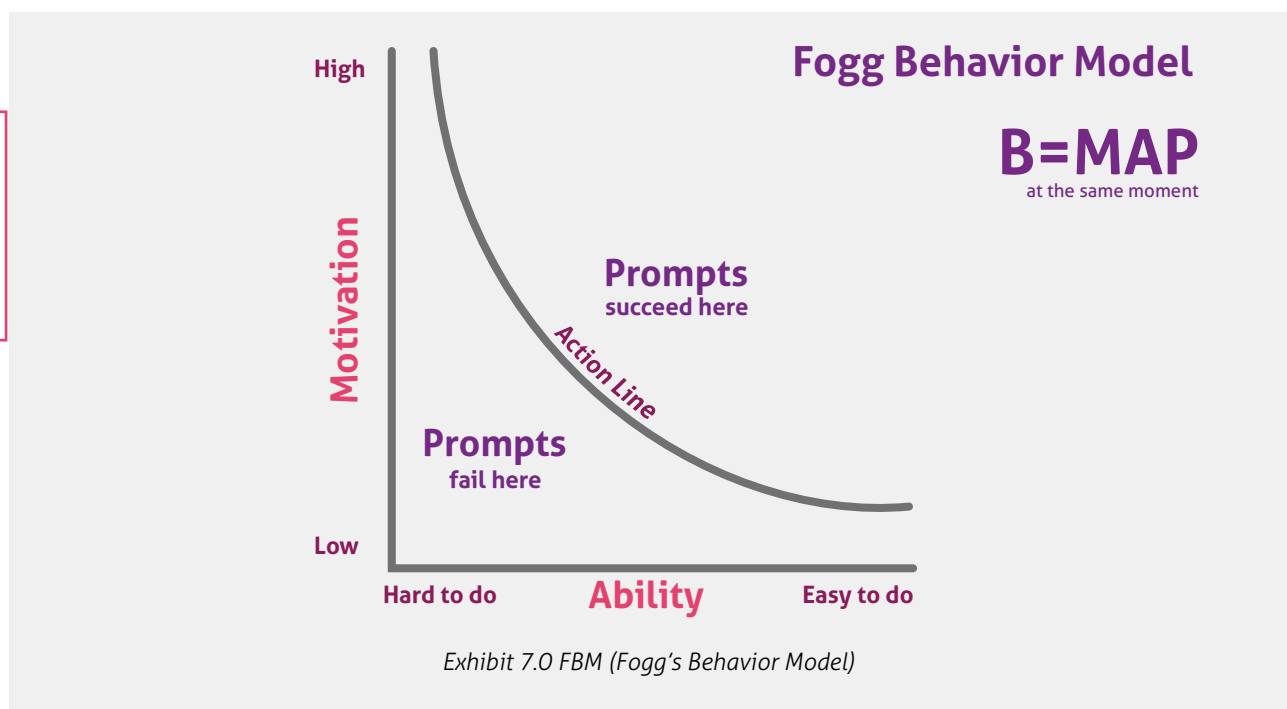
Consider the example of Aaptiv, a fitness brand that uses 'Music' as a core inspiration to keep fit and train well. They are now selling the experience of 'listening to music' and training as a magic connection. This helps keep consumers emotionally charged up, considering they are now seeking a differentiation or inspiration towards behavioral change. Similarly, most brands need to quickly prove their effectiveness, which is normally depicted by transformation/visuals of weight-loss and testimonials. Hence, these sequences are strategized as story blocks. Without a strategy or a series of story blocks, brands may not have a clear signpost to leverage consumer behavior trends. This series is calculated by weaving consumer perception and current trends, effectively executed by a behavioral designer.

Step 4: **Transforming story blocks into experiences**

Story blocks need strategic conversion to 'experiences' such as features, messages, business models, value proposition and services. The demonstration in Exhibit 8.1 showcases how fitness brands have utilized story blocks in the trigger phase. The brand principles are superimposed on experiences as obtained from online web platforms. A brand will have to use the foundations of CBC on each phase to weave an effective story.

For example, consider 'Build Inspiration' (first story block) – Each brand displays its way of expression as shown in Exhibit 8.1. Aaptiv uses music as the core value, 8fit builds on a wholesome fitness idea,

Classpass has a transformative way of moving beyond boundary viz. spa/salon appointments to reflect on credits earned, CureFit has a weak experience on this particular block, and Beachbody exhibits community support.

Brands	1 Build Inspiration	2 Sell Experiences	3 Prove Effectiveness	4 Serve Holistically	5 Personify Association	6 Give Control	7 Connect Specialists
Aaptiv	Music, core value of brand as new business model	"New you", Modelled around music and listening.	x	x (Catered only in magazine as a learning experience)	Trainers, music	Primary differentiator – Trial, On-demand	Yes – personalized trainers
8 fit	Wholesome fitness	Habits, reliability whole body health	Testimonials, stories, truth	360 degree from food to mental health	x Personalized meals	x Except for trial option	x
Classpass	Salon/spa appointments (Transformative)	All-in-one Immediacy	x	Wellness and beyond as USP	x	Primary Differentiator – Trial, Covid Trend, On-demand	x Classpass Go
Curefit	x (Evidence of whole fitness)	Fun, liveliness. ease	x	360 degree organized teasers with E-commerce	x	x Less pronounced	Yes
Beachbody	Community support	Easy 'gym at home'	Testimonials, stories	Evident, guided nutrition plan	x Only in meals	Streaming services. On demand	Yes

'x' mark defines experiential attributes as 'not clearly defined' (and/or) weak signals

Exhibit 8.1 Experience guide transformed from story blocks (trigger phase)
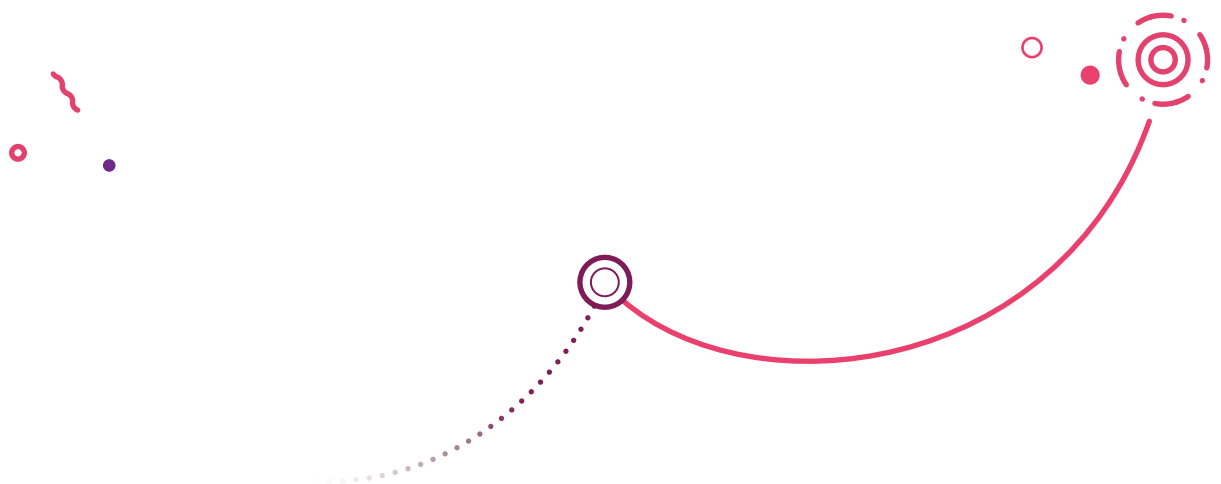
Brands	8 Reflect Affordance	9 Offer Bundles	10 Connect Socially	11 Guided Knowledge	12 Preach Quantitatively
Aaptiv	x (Personified and ball-park pricing is unclear in first go	Yes/Bundling Music services	Quantitative details and CTA	Magazine and Articles	Calculators
8 fit	x	Yes/Whole body health	x	Articles	x
Classpass	Pricing staged upfront	Yes / Holistic	x	Blog, FAQs	x
Curefit	Easy access in a click	x Discrete	x	Blogs	x
Beachbody	x (Personalized Q&A to view offers)	x Nutrition	Strong and communal as core	Blog, FAQs	Teaser, Core messages, Testimonials

'x' mark defines experiential attributes as 'not clearly defined' (and/or) weak signals

Exhibit 8.2 Experience guide transformed from story blocks (consider phase)

Brands	13 Help All situations	14 Nudge Goals	15 Think Simple	16 Show Worthiness
Aaptiv	Broader group of students, employers	Yes/Bundling Music services	How it works, Music and library-defined	Music, Library, Immediacy, Tailored and Easy
8 fit	x Personalized meals	Challenges, Visuals of app	x	x Habitual transformation, Whole body health
Classpass	Corporates	x Classpass Go	x How it works, Credits unclear	One Wellness, Salon/Spa services, Sneak-peak of classes
Curefit	Corporates	x	Discrete sub-brands	Wholesome care, omnipresent
Beachbody	x	Programs, Communal Cheer	How it works	Programs, Trainers and Testimonials

'x' mark defines experiential attributes as 'not clearly defined' (and/or) weak signals

Exhibit 8.3 Experience guide transformed from story blocks (Evaluate phase)

Utilizing CBC as an evaluation tool

As noted in the introduction, the whitepaper is limited to strategic guides; details or execution of tactical guides are not covered.

CBC, apart from aiding in qualitative guidance in modelling experiences, acts as an ideal tool for quantitative measurement to analyse brand experience. The brand experience score is termed as 'Block Score' of a brand.

Calculation of Block Score

Block Score = $\sum F_s$ (Trigger + Consider + Evaluate phase) $\sum (T_s)$

Each block of a particular phase is defined by Fs, comprising both experiences (features, messages, content strategy, business models, value proposition and services) and tactical guides (components, tone, voice, motion and visuals). The guides are emanated from a set of brand principles as story-blocks. Experience guides are modelled through story-blocks, which are then leveraged to create design outcomes (tactical guides).

F_s = [Trigger phase (Experience Guides + Tactical Guides)] x 3 **or** [Consider phase (Experience Guides + Tactical Guides)] x 2 **or** [Evaluation phase (Experience Guides + Tactical Guides)] x 1

> where F_s – Function of (each) block strength as qualitative measurement inclusive of experience and tactical guides
> Ts - Key trigger experience strengths
> 3,2,1 – Numbers define the weightage of each phase – weightage is based on strength of quick impressions/motivations that help System one to take control (Kahneman's principle)

Simply put,

> **Block Score = Summation of each block across all phases and [Summation of Key Trigger Experience Strengths (T_s)]**

> **Block Score = $\sum$ Fs (Trigger + Consider + Evaluate phase) $\sum$ (Ts)**

Each industry has its respective blocks as derived during the assimilation stage that can vary between 10-20. Each block is unique and holds its own score and weightage by phase.

A block score is simply defined by the effectiveness perceived of a particular brand principle (each block). These brand principles are translated into experience guides and tactical guides or decisions, which hold weightage. Tactical decisions are pure design outcomes viz. visual arrangement, interactions, motion and sound.

The function of block strength can be either 1, 0.5 or 0. 1 defines strength, 0.5 as mediocre strength and needs improvement, 0 as weakness or currently negative attribute that needs inclusion.

Key trigger experience strengths (T_s) are very strong experience strengths of each block (F_s) derived by exceptional strength of experience guides and/or tactical guides on a specific brand principle. Each block of

trigger phase is summed up to measure the strength. Ex. (3+) denoting 3 blocks of trigger phase holding (T_s) key strengths.

Illustration and Derivation of Block Score

The score derivation of two brands as explained below from Fitness Industry. Example **1: Aaptiv**

+ 1 Build Inspiration 1	**+** 2 Sell experiences 1	3 Prove Effectiveness 0.5	4 Serve Holistically 0.5
8 Reflect Affordance 0	7 Connect Specialists 1	6 Give Control 1	5 Personify Association 1
9 Offer Bundles 1	10 Connect Socially 0.5	11 Guided Knowledge 1	12 Preach Quantitatively 1
16 Show Worthiness 0	15 Think Simple 0.5	14 Nudge Goals 1	13 Help All situations 0.5

Exhibit 9.1 Aaptiv's Block Score

Block Score = $\sum F_s$ (Trigger + Consider + Evaluate phase) $\sum$ (Ts) = 18 + 7 + 3 = 28/35 (Total blocks 35)

Block Score for Aaptiv = 28 (2 +)

Aaptiv holds strong trigger strength (T_s) of 2+ on two areas as designated with "+" symbol and its (F_s) sum of all block is 28. Few areas of weaknesses in experiences need to be redefined to attain higher scores. The qualitative measurement of scores can be referenced in Exhibit 8.1, 8.2, 8.3, as determined by a Behavioral design expert.

Example 2: 8Fit

+ 1 Build Inspiration 1	**+** 2 Sell experiences 1	**+** 3 Prove Effectiveness 1	**+** 4 Serve Holistically 1
8 Reflect Affordance 0	7 Connect Specialists 0.5	6 Give Control 0.5	5 Personify Association 0.5
9 Offer Bundles 0.5	10 Connect Socially 0	11 Guided Knowledge 1	12 Preach Quantitatively 1
16 Show Worthiness 0.5	15 Think Simple 0	14 Nudge Goals 1	13 Help All situations 0.5

Exhibit 9.2 8Fit Block Score

Block Score = $\sum F_s$ (Trigger + Consider + Evaluate phase) $\sum (T_s)$ = 22/35 (Total blocks 35)

Block Score for 8Fit = 22 (4 +)

8Fit holds strong trigger strength (T_s) of 4+ but its (F_s) sum of all blocks is low. 8Fit needs to improve its block score by improving experience and tactical guides towards brand principles that reflect consumer behavior. The highest score for fitness industry would be 35 (6+). Each industry will have its own highest limit based on the blocks and trigger strengths.

Conclusion

Brand experience is invoked in consumers' minds. Humans associate with stories that are emotionally engaging. A story isn't just a list of items for a marketing strategy, but comprises wholesome universe of human needs and wants. CBC helps storify the process by capitalizing on emotions that drive Behavior change. Emotional drivers and Behavioral design helps achieve consumer attention and build relationships. Brands need to create love through affective storytelling and embrace CBC as a tool to remain relevant in these dynamic times.

References

[1] https://heidicohen.com/30-branding-definitions/ [online]

[2] https://mpra.ub.uni-muenchen.de/10169/1/birth_of_brand_july_14_2004.pdf

[3] https://webuser.bus.umich.edu/plenk/Brand%20Personality.pdf

[4] https://deepblue.lib.umich.edu/bitstream/handle/2027.42/150608/jcpy1122_am.pdf?sequence=2

[5] https://www.prnewswire.com/news-releases/new-retail-study-shows-marketers-under-leverage-emotional-connection-300720049.html [online]

[6] https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3600914/

[7] Trevor Van Corp, Edie Adams, 2012, Design for Emotion, Morgan Kaufmann, imprint of Elsevier

[8] Antonio R. Damasio (1994), Descartes' Error: Emotion, Reason and the Human Brain. Avon books

[9] Levine, M (2003), A branded world. New Jersey: John Wiley & Sons, Inc.

[10] Keller, K. L. (1998), Strategic brand management: Building, measuring, and managing brand equity. NJ: Prentice Hall

[11] Chuck Brymer (2003), What makes brands great (Essay), Brands and Branding, The Economist Newspaper Ltd.

[12] Source of brands in Fitness industry and credits/copyrights to websites viz. Beachbody, Classpass, Curefit, Aaptiv and 8fit.

Author details
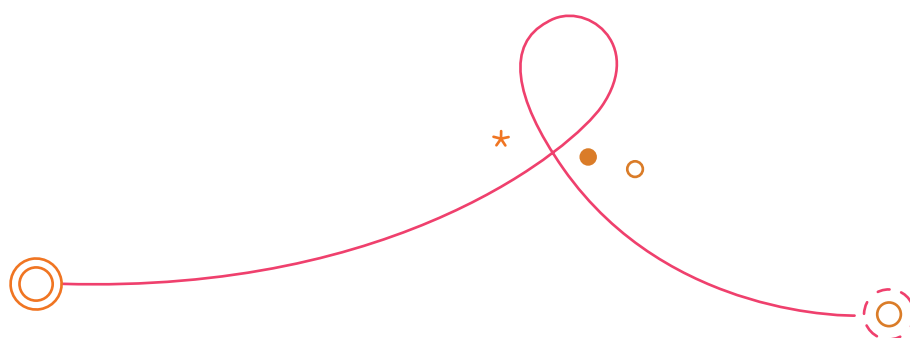
Natraj has over 12+ years of experience in the UX space and design thinking. He has hands-on experience in managing various B2B and B2C assignments for clients across the globe. Natraj is a thought leader and a design strategist engaged in creating cutting-edge solutions and frameworks with a strong mindset to demystify complex business and industry challenges.

Natraj Kunchithapatham
Creative Director (Customer Success)

About Mindtree