

# The contribution of the Experience Web: a study about its application in service design projects in fashion retail

*A contribuição do Experience Web: um estudo sobre a sua utilização em projetos de design de serviços no varejo de moda*



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## ABSTRACT

The service design approach has been helping to build more relevant experiences for its users, with consequences in the retail environments design. Retail design consists of a field of action focused on the design of spaces and user experiences. Based on the model proposed by Petermans (2013), this study aims to evaluate the contribution of the Experience Web model to the development of service design projects in fashion retail environments. For that, Design Science Research is used as a research method. As a result, it was identified that the main contribution of the model is to foster design process during service design projects, adding to an experience-based perspective for projects within retail organizations.

## KEYWORDS

Service design. Retail design. Experience Web.

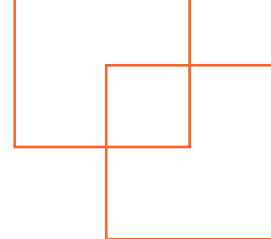
## RESUMO

A abordagem de Design de Serviços vem auxiliando a construção de experiências mais relevantes aos seus usuários, tendo desdobramentos na concepção de ambientes de varejo. O retail design consiste em um campo de atuação focado na ação projetual de espaços e experiências do usuário. A partir do modelo proposto por Petermans (2013), esse estudo tem como objetivo avaliar a contribuição do modelo Experience Web para o desenvolvimento de projetos de Design de Serviços em ambientes de varejo de moda. Para isso, utiliza-se a Design Science Research como método de pesquisa. Como resultados, identificou-se que a principal contribuição do modelo é fomentar o processo projetual de Design de Serviços, agregando para uma perspectiva baseada na experiência para projetos no âmbito de organizações varejistas.

## PALAVRAS-CHAVE

Design de Serviços. Retail design. Experience Web.





## INTRODUÇÃO

In the retail sector, customers' services are considered a solution to achieve differentiation from the competition and attract more consumers to the stores (SIMMERS; KEITH, 2015). One of the most outstanding examples is the fashion retailers who offer similar goods and often of the same brands, end up having difficulties in differentiating and find in the service an answer to increase their competitiveness (ERASMUS; GRABOWSKI, 2013).

This constant search for competitiveness and service focus have brought a new approach to design: Service Design (FREIRE; DAMAZIO, 2010). Several authors define Service Design as a holistic, iterative, systematic and human-centred approach focused on the consumer experience. Moreover, the general structure of the processes most accepted by scholars is formed by four stages: exploration, creation, reflection and implementation, not necessarily in this order.

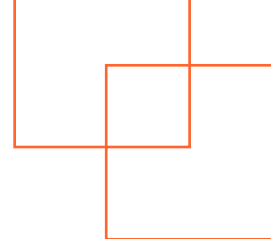
Service Design and Retail Design (RD) are highly connected, as retail forms a large part of the service industry (KENT; PETERMANS, 2016). RD's discipline is concerned with the context in which people buy, adding value to retail strategies by improving the quality of the purchasing context and influencing consumer decisions and loyalty (MITCHELL, 1986).

When they realized the inexistence of research with holistic perspectives involving consumer experience and RD, Petermans et al. (2013) conducted a study to conceptualize user experiences in retail spaces. After the theoretical exploration of consumer experience and behavior in stores, a visual model was developed to present the 20 aspects relevant to RD, called Experience Web (PETERMANS et al., 2013).

Considering this context, the study's guiding research question is: what contributions can the Experience Web model bring to Service Design projects in fashion retail environments? Thus, this research's general objective is to evaluate the use of the Experience Web model in the development of Service Design projects in fashion retail.

## 2 SERVICE DESIGN AND RETAIL DESIGN

The constant search for innovation and business remodelling has brought to design a space for action converging with the service indus-



try's growth, called Service Design (FREIRE; DAMAZIO, 2010). Although the origin of service science was in the United States, Service Design itself emerged in European universities and North American and British consultancies (SACO; GONCALVES, 2008) through the creation of research centres in Germany, the UK and Italy in the 1990s (FREIRE, DAMAZIO, 2010).

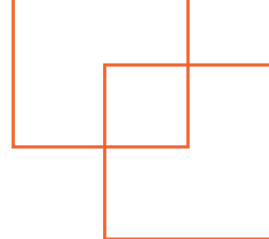
Moritz defines Service Design as "(...) the design of the entire service experience as well as the process and strategy design to provide that service" (MORITZ, 2005, p. 39). Most researchers on the subject (SDN, 2009; MORITZ, 2005) relate the main objective of Service Design with making the service useful, efficient and desired by the user, but also efficient, effective and distinctive from the provider's perspective (MAGER, 2009).

One of the characteristics that predominate in the definitions of Service Design is its multidisciplinary nature. Mager (2009), Stickdorn and Schneider (2014) and Moritz (2005) agree that the approach combines different methods and tools from other disciplines, becoming much more than a subject, but a way of thinking. Thus, for the authors, Service Design would enable a combination of knowledge from the most different areas, such as management, design and engineering. Besides, authors such as Mager (2009) and Stickdorn and Schneider (2014) define user focus as one of Service Design's main features.

Since retail forms a large part of the service industry (KENT, PETERMANS, 2016), the retail design discipline is highly connected with Service Design. Thus, after describing the main tools of service design, it is necessary to understand the other domain that governs this study: retail design.

Retail Design is an emerging discipline first introduced in architecture, which still seeks theoretical deepening (KENT, PETERMANS, 2017; QUARTIER, 2008). According to the authors, the value of the discipline is no longer contained only in the design of environments but also in several aspects that improve the consumer experience. RD's field is concerned with the context in which people buy, adding value to retail strategies by enhancing the purchasing context's quality and influencing purchasing decisions and consumer loyalty (MITCHELL, 1986). In this case, the designer's role would be to create a coordinated and comprehensive approach to consumer vision (KENT, PETERMANS, 2016).

In the last century, with the increase in the number of stores and the creation of different purchasing models, such as outlets and shopping



malls, there has been a rapid expansion of the retail sector (PETERMANS, KENT, 2016). In this scenario, the RD has gained space by assisting in the making of exclusive brands and formats. However, the economic recession of the last decade, competition for goods from developing countries and the advancement of e-commerce have created new challenges for RD (PETERMANS, KENT, 2016). For the authors, it remains an emerging discipline that lacks a more robust theoretical structure. In search of a deeper academic and holistic junction of RD and consumer experience theories, Petermans et al. (2013) developed Experience Web.

After realizing the inexistence of research with holistic perspectives involving consumer experience and retail Design, Petermans et al. (2013) researched the holistic conceptualization of user experiences in retail spaces. To fill this gap, the authors contextualized consumer experiences in retail environments through a literature review and conducted ethnographic interviews with designers, retailers and consumers (PETERMANS et al., 2013). After the theoretical exploration of consumer experience and behavior in stores, twenty aspects relevant to RD were summarized. The aspects present in the model are described in Chart 1 (PETERMANS et al., 2013, p.3):

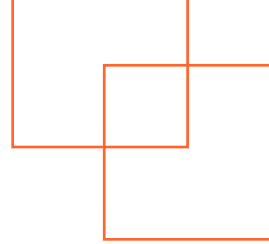
Chart 1: Relevant aspects of experience for retail design

1. The experiences are specific to time and context	11. All aspects of the offer and the elements of the store atmosphere offer need to be consistent with the theme
2. Every experience is possible and subjective	12. Emotions are key to consumer experiences
3. All experience involves contributions from the user, the environment and the interaction between them	13. An environment destined to awaken the consumer experience needs to focus on hedonic aspects
4. The experiences can involve multiple channels of communication	14. An environment destined to trigger consumer experiences cannot fail to focus on the utilitarian aspects
5. Consumer experiences are distributed over a period of time	15. The experiences involve consumers at different levels
6. The experiences are dynamic and the previous ones influence the future ones.	16. The immersion is completely linked to the consumer's experience
7. The experiences are of a holistic nature	17. The experiences need to engage consumers
8. The consumer's experiences are elaborated intentionally	18. Designers need to work hard to create experiences that are memorable
9. Companies, when oriented to experience, focus on a theme or narrative	19. The focus on perceived value
10. The experiences pay attention to multiple "areas of experience"	20. Consumer experiences need to appeal, to the maximum, the senses of the consumers

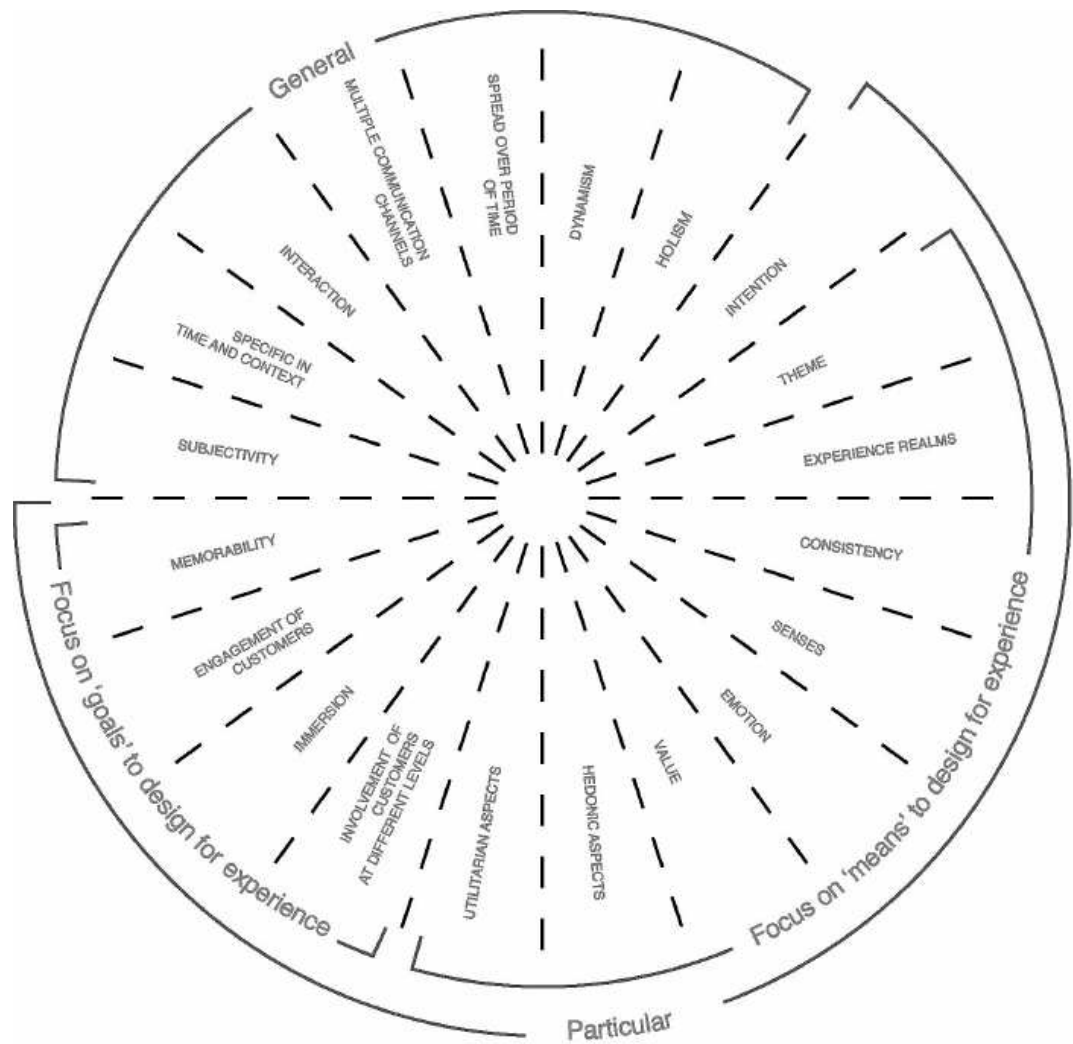
Source: Adapted from Petermans et al (2003, p.3)

To build a tool to gain insights into different aspects of user experience in RD projects, the authors developed a visual model for interpreting the concepts presented, called Experience Web (EW) (PETERMANS et al., 2013). The model was divided between general and particular aspects,



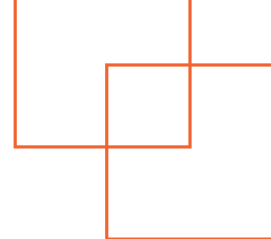


the first referring to the inseparable elements of the experience that cannot be controlled by the interested parties. The second is composed of those that offer concrete perspectives when the purpose is to design the experience. The general aspects have also been subcategorized between “means”, which refer to the factors considered as design tools for expertise, and “objectives”, which are possible aspects to be achieved from experience (PETERMANS et al., 2013). The following figure illustrates the model developed by the authors (EW) Model



Source: Petermans et al., 2013.

Although the model was created to analyze experiences in-depth, no practical studies on EW have yet been identified. Besides, the concept has not been used in Service Design projects in retail environments, al-



though it focuses on experience. Therefore, the gaps that this study seeks to fill are the absence of practical studies on the subject and the lack of research on its use with Service Design.

### 3 METHODOLOGICAL PROCEDURES

As a research method, the Design Science Research (DSR) was chosen, which involves analysing the use and performance of an artefact produced to understand, explain, and improve a situation in a specific context (MACHADO et al., 2014). For Dresch et al. (2015), the DSR method has the purpose of modifying existing situations to obtain better results, reducing the gap between theory and practice. As the present study's objectives require research in both theoretical and practical fields, the DSR has proved to be the most appropriate.

It is essential to highlight that the artefacts produced through this methodology can be a construct/concept, a model, a method, an instantiation or even a Design Proposition (DRESCH et al., 2015). Moreover, in this method, identifying the problem and the project's proposition in general, come from the researchers (IIVARI; VENABLE, 2009). In this study, elaboration of one or more artefacts was essential for evaluating the contribution of EW in the project and, therefore, for the achievement of the objective.

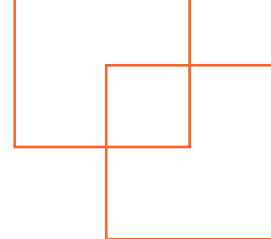
The research stages were those proposed by DSR, being first performed an understanding of the situation, then creating suggestions, followed by development, evaluation and conclusion (VAISHNAVI, KUECHLER, 2004; MANSON, 2006). To better visualise and understand the research method, a flowchart was elaborated with the steps to be followed.

Chart 2: Stages of Design Research Science (DSR)

Awareness	Suggestion/Development	Evaluation	Conclusion
In-depth interview with owners and customers	Advice with designers for the planning and organization of the workshop  Elaboration of the workshop  Workshops with shop-related participants to elaborate the artifacts	Presentation of the process and the artifacts to the owner and to a retail specialist  In-depth interview with the owner and retail specialist to evaluate the artifacts and the process.	Conclusion from the validation of the use of Experience Web in service design projects in fashion retail

Source: Authors.

The research field chosen was a clothing store located in the me-



tropolitan region of significant Brazilian capital, named in this study as Company X. It is a men's and women's fashion store inaugurated in 1990, which has formed a network with two more units in other cities of the same region. This organization was chosen because it has a history of innovation practices and commercial prominence in the region, participating in retail events about innovations in the area and improving its stores, with a speech of service appreciation for its competitive differential.

## 4 ANALYSIS OF RESULTS

In this section, the results of the research are discussed. For a better understanding and objectivity, the analysis was separated according to the DSR methodology's steps. Therefore, the first section corresponds to the awareness stage, in which an initial understanding of the situation was obtained. The second section discusses the results of the suggestion creation and development phase. The process of creation and development of the workshop that gave rise to the artefacts is addressed. Finally, the evaluation phase is analyzed to conclude.

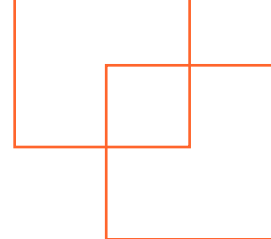
### 4.1 Awareness

To get an overview of the context and the service experience offered in the store, individual qualitative interviews were done with three customers and the owners. The talks were with customers indicated by the store itself, who represented different profiles, either by age or gender. The purpose of the interviews was to obtain perceptions about the store's various consumer profiles, reflect on what were the strongest and weakest points of the service; and evaluate the experience in general.

The three interviewed clients have been buying at the store for at least 15 years, know the owners and frequent the store assiduously - at least once a month. When questioned about their consumer profiles, they all reported being faithful to their regular stores, which values excellent service and value their quality.

About their experiences at Company X, two of the interviewed answered that when they think about the store, the first thing that comes in their minds is the attendance of an attendant in specific. Still, during the interview, these clients referred to this attendant's name several times in a positive way. The other, in turn, mentioned the capacity of innovation of the establishment as a highlight. When asked about what differentiates Company X from its competitors, they all pointed out the





excellent service, agreeing that the store's employees seek to meet their specific tastes and have an adequate level of assertiveness.

Regarding the most positive points of the experience, customers listed the possibility of a payment in carnê and to take the clothes in conditional; the constant communication between attendants and customers through instant messaging applications and social networks about the news in the store; the frequent promotions and campaigns on select dates; and a large number of items and different styles inside the store.

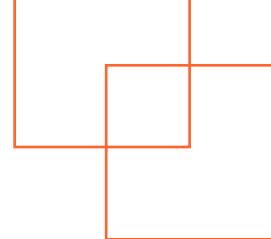
"I like to receive the news for What's. As who attends me knows me, when something arrives, they publish on Facebook and the attendant marks me, but only on what he knows I like. (...) Either I get there just to return something or hit a parole and he's already arriving with a piece stamped on his face (...). "Look what arrived today!" (...). He's very fast. - Customer 1

However, when asked about points that could improve the service, two of the respondents commented that they have difficulties talking about negative issues in the experience. The youngest interviewee answered that the way the items are exposed makes the experience difficult for the clients.

"...there's a lot inside the store, it's a lot of information. So sometimes you can't see everything. Like the macaw in a blouse, it's a lot of blouse! We have already told the owner that the new collection should stay on one side, that the older collection should stay on the other. (...) They have many products and sometimes we end up not being able to see everything. Nowadays we don't go to the store with much time... so many times you go there and you can't see everything. - Client 2

As seen above, there are four possible goals to be achieved from the retail experience: immersion, memorability, consumer engagement and involvement at different levels. Thus, the first insertion of EW in the process during the interviews took place. First, to facilitate the interviewees' understanding, it was perceived the need to represent these words in a sentence. The objectives were mentioned for the interviewees, together with the following sentences:

- immersion: When the client forgets the notion of time and lets him-



self be carried away by the flow experience;

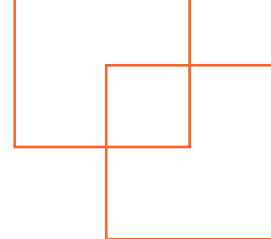
- memorability: When the experience is significant and exceeds expectations, remaining in the client's mind;
- consumer engagement: When the experience creates a sense of belonging, and the client wears the company shirt;
- involvement at different levels: When the experience manages to reach both the cognitive and affective sides.

Therefore, one of the interviewees' questions was the grade (from 1 to 10) they would give for the objectives present in EW. The immersion obtained the maximum rate (10) in the three interviews. Simultaneously, the memorability and the involvement in different levels were tied with the grade 9.6 and the consumer engagement in last with the rate 9.

As for the interview with the owners, when asked about their perceptions about the service provided to the clients, they mentioned the differentiated environment that tries to provide the sensation of being at home, of coziness and welcome. As explained above, one of the purposes of the consumer experience is immersion. During the interview, one could notice the owners' concern in making the experience immersive, making the client stay longer inside the store. Besides, one of the owners mentioned using the smell and the visual work as a differential of the store. As discussed in section 2.2.1, the senses are one of the means that can be used during the experience.

"The environment is differentiated, has the aroma, (...), which is a differential. We have a room, an environment that gives the feeling of being at home. There was a very big tendency of not making comfortable stores, but of practical, white stores, that the look soon tired and the person went away. (...). We wanted each look to be for something different, had a whole visual work, of materials. For example, in the masculine one, we put pieces of decoration that are of car, very masculine pieces of tools, that identifies them not only in the experience of buying clothes, but that it identifies itself in the sensority" - Owner 1

When asked about what differentiates Company X from the competition, they cited innovation, because they are continually searching for novelties both for products and service. On the most positive points of the experience, they mentioned the great variety of products and the service valuing the information, considering that the attendants should



inform the clients about the fashion trends and try to sell. Also, regarding the experience that can still improve, the owners referred to the self-service.

“I think self service is a difficulty, finding the product, you know? We have a lot of variety. So, what happens? As we are not a collection store (...), we will have exhibited more than 300 dresses! It is very difficult for the client to find it, he doesn't find himself alone”. - Owner 1

As for the grade (from 1 to 10) that the owners would give for the objectives present in EW, the interviewees gave a grade of 7 for memorability, 8 for immersion and involvement at different levels and 9 for customer engagement. Thus, a discrepancy between the opinion of the interviewed clients and the owners could be observed, considering that the engagement had the lowest score among the clients and the highest score among the owners.

## 4.2 Suggestions and Development

This section describes the Services Design workshop and its results. Therefore, the section is organized in the subsections corresponding to the process. First of all, the workshop elaboration phase is detailed. Then, the workshop process is described so that the results can be reported.

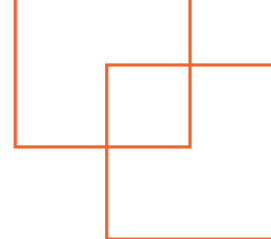
### Workshop elaboration

Based on the results of the awareness stage, the organization of the Services Design workshop began. The workshop had 12 participants and two mentors, being one of the authors of this article and an invited designer helped in its development. The participants were four clients of the store, one owner, two managers, three salesmen, and two collaborators responsible for the store's administrative tasks.

So, it was decided that the participants would be divided into three groups and that they would be differentiated through the “roles” they represent. The different “roles” would be the following:

The management role would be the people with more experience and a general understanding of the business, the two managers and the owner.

- The day to day operation role would be the attendants and the collaborators who would participate directly in the experience.



- The consumer role of the experience, which would be the clients of the store.

In this sense, each group would be divided so that would have at least one representative of each “role”.

It was opted for not searching the EW operationalization as a whole on the workshop because it is a matter of a visual theoretical model that reunites several actors’ concepts and theories about the consumer’s experience on the retail. The model was used as guidelines during the workshop, being used as discussion topics during the Service Design project development, combining its tools with the topics covered in EW.

We then thought of explaining the model’s objectives in a more visual and relatable way to understand the participants better. The solution found was to bring known companies to exemplify the purposes and the means, as described in the following chart.

Chart 3 - Examples of companies

Objectives	Companies	Means
Immersion	Eataly	Theme; senses; focus on value; and utilitarian aspects.
	Ulta Beauty	Utility aspects; and focus on value.
Memorability	Walt Disney World	Theme; emotion; and hedonic aspects.
Consumer Engagement	Netflix	Hedonic aspects; focus on value; and senses.
	Starbucks	Consistency; emotion; and focus on value.
Involvement at different levels	Sephora	Domains of experience; focus on value; and utilitarian aspects.

Source: elaborated by the authors.

It is important to note that neither fashion nor retail companies were used as examples to influence the workshop results directly. During the search for the cases and the construction of the presentation on them, it was possible to reflect on how all the EW objectives are interrelated and not exclusive. Thus, it is possible that an experience focuses on one or two at the beginning and reaches everyone in different intensities over time. For example, when one comes immersion, one probably approaches memorability, or when one gets involvement at different levels, consumer engagement becomes a more reasonable goal to be achieved.

After deciding on these details, it was possible to continue discussing which tools would be used, according to the theories of Stickdorn and Schneider (2010), and how EW would be approached throughout the process. All the stages of the workshop, divided into the Service Design

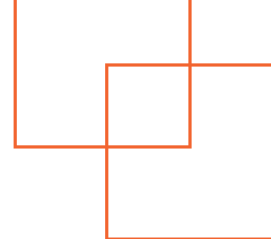


Chart 4 - Stages of the workshop phases, are described in chart 4 below.

Phases	Stages
Exploration	Presentation of cases, objectives and means Map of the user's journey Persona Conceptual map and briefing creation
Creation	Individual idea generation Exercise "What if? Sharing ideas Cluster formation Idea Detailing
Reflection	Collective Brainstorming Prototyping of ideas
Implementation	Storytelling

Source: elaborated by the authors.

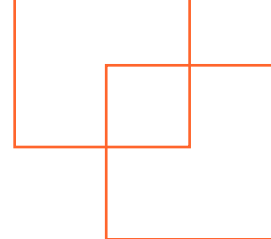
### Development

As explained in the previous section, the first stage of the Service Design workshop was presenting the objectives and the means through exemplification. As one of the limitations was time, the exploration phase, belonging to the structure of the Service Design process, was streamlined so that the workshop's focus could be the creation and reflection stages. For this reason, it was decided that the author herself detailed Personas that represent the profiles of Company X's clients and the Map of the Store's User Journey.

The elaboration of Personas consists of creating fictitious profiles representing specific groups of people based on shared interests. Thus, three persons representing the store's customers (young people aged 15 to 25, women aged 25 to 60 and men aged 25 to 60) were created according to the interviews described in the awareness section (APPENDIX A). Besides, the Map of the Company X's User's Day was prepared, consisting of identifying the contact points (touchpoints) of users with the service and the emotions that accompany these interactions throughout the experience, according to Stickdorn and Schneider (2010).

Therefore, after presenting the objectives of the retail experience and the means to achieve them, the Personas and the User Conference Map were presented to the participants. We then proceeded to the stage of creating the workshop briefing. It was decided that each group would create its briefing through the development of a conceptual map. In this





way, cards with the names of the Personas presented, cards with the objectives and the means, and the names of the companies presented as examples were given to the groups to create a representative structure of a set of concepts immersed in a network. After the creation of the map, the groups were asked to conclude what their briefings would be according to the following format: “How to explore ... (means) to improve the ... (objectives) for the .... personas?”.

Thus, the workshop’s exploration phase was concluded with each group elaborating its briefing for the next stage: creation. First, the idea generation tool was used to use ideation techniques to stimulate group discussions (Stickdorn; Schneider, 2010). For this, individual post-its were distributed so that all participants could write down all possible ideas to solve their briefing question for five minutes. Later, the “What if” method was used as a tool that seeks to open discussions on bizarre scenarios that may influence the service in the future.

In this way, the idea-sharing stage was reached, in which each participant shared their ideas with the rest of the group. At this stage, the mentors explained that everyone should be open-minded and that the word “no” was forbidden to be used, to avoid embarrassment from the participants. After the sharing, the groups were encouraged to carry out a cluster of all the ideas: the grouping of ideas by similarities to choose which one or which thoughts to follow. Finalizing the creation phase, a period was devoted to detailing the ideas.

In the reflection phase, the tool used was group brainstorming, which involves sharing ideas between groups. The groups were invited to present their ideas to everyone, share their briefing, and what objectives they wanted and what means they would use to achieve them. Thus, everyone received feedback from each group and extracted insights for the next stage, that of prototyping. All groups received materials to represent their ideas somehow, either by model, theatre, flowchart, etc. For the final step, the groups had to present their results in three minutes using the Storytelling tool. Therefore, each group obtained a different product, which resulted in the creation of three artefacts.

### 4.2.1 Results

As explained above, the three groups obtained different results and focused on other objectives during the process. Chart 5 describes the artefacts constructed by each group and the briefings that guided

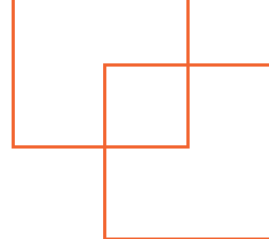
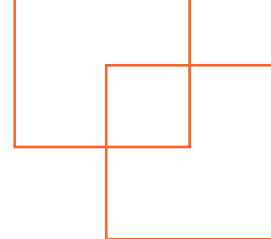


Chart 5 - Artifacts  
them during the process and the connections of each artefact to EW.

	GROUP A	GROUP B	GROUP C
<b>Briefing</b>	How can we explore the consistency, the theme and the hedonic aspects to improve engagement and immersion for all?	How to explore the useful aspects, the theme, the consistency and the emotion, to improve the engagement and the memorability for all?	How to explore the senses, emotion and value focus to improve engagement and involvement at different levels for the younger client?
<b>Artefact</b>	<ul style="list-style-type: none"> <li>- New sector immersion based on customer profiles and styles. The sectors would have the name and theme of the cities that represent their profiles;</li> <li>- Store box located in the central area and no longer in the right corner;</li> <li>- Application to invest in omnichannel, having features such as a virtual map of the store and quizzes to identify the customer's profile.</li> </ul>	<ul style="list-style-type: none"> <li>- New standard of service for all stores. The reception of customers would be in charge of the manager responsible for the store, and not the attendants themselves, as it is currently, identifying the demand and forwarding to the ideal attendant according to the theme;</li> <li>- Using the coffee at the time of service. Thus, one of the available employees would be responsible for offering coffee right at the beginning of the service.</li> </ul>	<ul style="list-style-type: none"> <li>- Sectorized environment according to the brands sold in the store, where luminous indications on the ground would guide the clients;</li> <li>- The attendants would be distributed by sectors;</li> <li>- Mannequins would be placed in front of sectors for customers to identify their styles.</li> </ul>
<b>Connections with the Web Experience</b>	<ul style="list-style-type: none"> <li>- They sought greater consumer engagement and greater immersion;</li> <li>- They used the means of creating a theme to achieve their objectives, as the sectors would be represented by cities;</li> <li>- They used hedonic aspects when trying to create an emotional connection with customers because they could "meet" in the store and have autonomy to choose.</li> </ul>	<ul style="list-style-type: none"> <li>- They were looking for greater memorability and customer engagement;</li> <li>- They used the means of exploring the senses when offering coffee to customers, in search of a greater welcome;</li> <li>- They used the emotion of treating the client by name to cause greater engagement;</li> <li>- They used the means of consistency when explaining that all Company X stores should maintain this standard.</li> </ul>	<ul style="list-style-type: none"> <li>- They would seek to improve engagement and involvement at different levels;</li> <li>- They used the means of exploring the senses by using vision to guide customers with the lights around the store and the mannequins placed in front of each sector;</li> <li>- They would use the medium of experience by having an expert attendant in the industry to instruct customers.</li> </ul>

Source: elaborated by the authors.

As can be observed, groups A and B created a concept artefact and group B a method artefact. Thus, Group A focused on a new sectorial division based on the different clients' profiles and developed an appli-



cation to increase engagement and immersion. In turn, Group B created a new service process, focusing on emotion and consistency to achieve the objectives of memorability and engagement. Group C has developed a sector division based on brands, using visual elements to engage customers and specialized service to increase involvement at different levels.

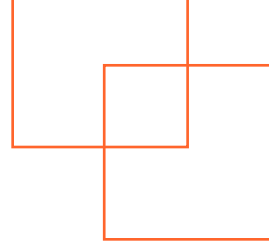
### 4.3 Evaluation

For the evaluation stage, two qualitative interviews were conducted to evaluate the constructed artefacts and the process developed. An evaluator with in-depth knowledge about retail and consumer experience was then sought. That's why one of the interviewed was a retail specialist, master and doctor on design and currently responsible for the marketing area of a great retail chain of national actuation. Still, to obtain an evaluation coherent with the context of the chosen research field, it was interviewed the owner of Company X that was not present at the workshop, considering that she is responsible for creating the store and has 20 years of experience as its manager. Thus, this section is divided between the artefacts' evaluations and the evaluations of the built process.

#### Evaluation of the artefacts

According to the evaluators, the concept artefact created by group A achieved its objectives (engagement and immersion) and was approved by both. For the expert, all ideas were in line with the objectives. Already in the owner's vision, the concept elaborated by the group was interesting to cause reflections and, with some modifications, can be implemented in the future. The owner commented that she believed that, with this concept, there would be greater involvement at different levels, because it would provide more emotion and practicality for customers, i.e. the group would have achieved another of the goals of EW.

Considering all the artefact developed, group B was able to reach its objectives and obtained success in its concepts for the evaluators. The expert also stated that the way the group used the means was exciting and that he was sure that this new process would cause more engagement and memorability, as the group wanted. According to him, nowadays, companies have to reach more and more contact points with



customers since they receive many stimuli every day, and they likely forget the majority. Therefore, to be remembered, one has to work on the emotional aspects and the senses, as the group performed. The standard service process developed was also considered exciting and could be implemented in the owner's view.

In general, the evaluators identified that group C would achieve its objectives (engagement and involvement at different levels) if they were thinking more about the context of Company X. The solutions would be conceivable and would increase engagement and participation in large stores, but would not fit the experience in question.

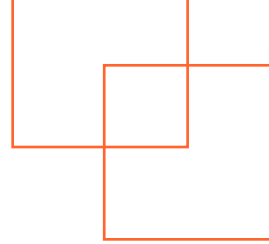
### 4.3.1 Process Assessment

Regarding the process developed by the author involving the use of EW in Service Design, both evaluators made a positive evaluation. For the expert, the process proved to be an intelligent way of thinking about the experience. He reinforced that every form of knowledge construction is always positive, even to know what you do not want. What would help the concrete definition of whether the artefacts created would achieve its goals in the store is the owners' vision? Thus, they would know what could be implemented, an excellent idea, and what could be discarded on the spot.

"I believe that the process created is an intelligent way of thinking about the experience. I guarantee that not even 5% of the retail companies do not make an analysis as deep as it was made. Today, a lot of things are based on achisms and kicks. So, all this process is very positive". - Retail Specialist

Moreover, according to the evaluator, the process did not remain within the scope of perception since it was created by different actors, with other functions, and the fact that it was thought of in various media. Nevertheless, he pointed out that a possible improvement would be the number of clients interviewed in the awareness stage to form a more significant basis for the workshop. For him, the more interviewees, the more items would be considered in the workshop. The problem, then, would be the limitation of time. In general, the specialist stated that the process developed is functional and coherent with theory and practice.

Regarding the owner's evaluation, she said that the process was



very valid and positive for the consumer's experience in Company X. According to her, it was the first time that employees from different hierarchical levels could discuss and seek the improvement of the experience together. Besides, she emphasized the importance of two factors for the process to work. The first is that the peculiarities of the experiences studied during the process should be considered, especially concerning each location's customer profiles. It is also necessary to attend to those called in the workshop and the interviews because everyone must have the appropriate experience or experience to express their opinion.

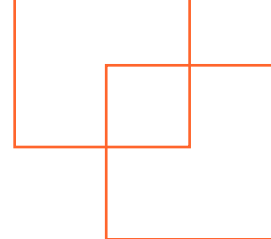
## 5 FINAL CONSIDERATIONS

The gaps this research sought to fill are the absence of practical studies on the EW model and its use with Service Design in retail environments. Therefore, this article's main objective was to evaluate the use of the EW model in the development of Service Design projects in retail fashion environments, seeking to understand what contributions the model can make. Faced with the evaluation of Service Design techniques and retail applied in the process created to improve the case study experience, a theoretical reflection can be made on its results and its implications in the management field of retail companies seeking differentiation through service.

The study's first contribution is the understanding of the unfeasibility of operating the model due to its theoretical nature and its visual form. Nevertheless, the model can be applied in Service Design projects with its items being guided during the tools' use. Besides, it was identified that all the objectives present in EW are interrelated and not exclusive. Thus, after the theoretical understanding of the EW model and the existing Service Design tools, a design project was developed based on the application model in the research field.

During the development phase of the project, it was concluded that the Service Design tools used were appropriate for creating the artefacts and were essential for the results. Besides, with the evaluators' approval, it was perceived that the way the EW model was applied was differentiated and brought a necessary contribution to the Services Design project. The main contribution is that the project results are not based on the perception, because they are considered different objectives and means to achieve them. Thus, the theoretical basis developed by Petermans et





al. (2013), stimulates intelligent reasoning during the process, contributing to the validation of results. Therefore, participants are encouraged to think in different ways and focus on the objectives established initially.

As for the artefacts developed, their applicability and approval by the evaluators proved the success of the process set. The three artefacts have flaws and qualities and, with some changes and the joining of the evaluated ideas more positively, it is concluded that it is possible to improve the retail experience of Company X. Thus, the owners are considering the artefacts elaborated during the development phase for a change in the store and, possibly, will be implemented in the future.

Thus, the present study has brought contributions in the theoretical, methodological and practical fields. Besides the understanding of the unfeasibility of operating the model created by Petermans et al. (2013), identifying the interrelationship between the objectives present in the model is also a theoretical contribution, revealing that the items present in the model are not exclusive. The methodological contribution involves the process developed using EW in service design projects. This method can be reapplied in other projects to improve the consumption experience in fashion retail. Finally, the study had practical contributions since part of the artefacts developed during the process will be implemented by the research field studied.

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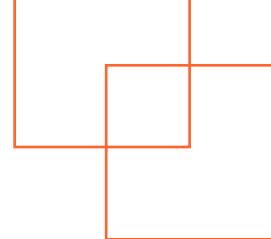
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