The right experience:
Designing for user and brand experience through the alignment of experience goals

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Master’s Thesis 2021
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To all the family I have found during this phase in my life and more importantly, to my beloved parents Yola and Daniel. Thank you for believing in me.
Foreword

I would like to express my deepest gratitude and admiration to my supervisor Virpi Roto who shared with me, not only her experience, relevant feedback and key advice through all the process, but also kindness and support. Thank you for believing in this thesis and helping me building it. None of this would have been done without you. Likewise I would like to thank my advisor Pekka Murto, who pointed me in the right direction of relevant material and brought his fresh perspective about design and inspired me thinking outside the box. Thank you.

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Abstract

When designing for experiences, professionals from different areas, such as user experience or branding, follow methods and approaches that focus on one aspect of them. Defining the right experience requires defining the right approach to it. This requires not only an understanding of the approaches and definitions different areas have of experiences but also, to find points of alignment between them. This work is about that alignment.

This thesis work aims to define an experience-driven approach that enables designing for both user and brand experiences through the use and alignment of experience goals. The thesis focuses in answering the following research question: “How can an experience-driven design approach balance user experience and brand experience goals for the development of a brand and the related new services?” This thesis posts secondary research questions related to the use case and how to bring experience-driven approaches to an applicable form to be used and understood by non-designers. This alignment of user and brand experience goals, if done correctly, can prove the potential of experience-driven design approaches to create strategical value for organisations when creating new services. The mentioned alignment can bring more clarity towards a holistic way of working and designing for both user experience and brand experience. As a contribution, this thesis proposes an experience-driven approach that aligns brand and user experience goals. It provides concrete guidelines and a tangible toolkit for service creation. This particular design work was done in collaboration with Marttaliitto, a 118-year-old Finnish organisation dedicated to the teaching and promotion of house economics and well-being.

This thesis follows a 2-track research approach in which a common understanding is built through literature review and then the research gets divided into a user experience and a brand experience track and finally becomes a single track when alignment is done. The research uses tools such as Interpretative Phenomenological Analysis and Positive Design Framework in the context of experience-driven design and reflects on the outcome of using them in a process like this.

This thesis aims to become a good point of reference towards building a common understanding of how to create experience-driven approaches that serve both user experience and brand experience in the creation of new services through a purposeful and objective use of experience goals. The thesis is targeted to those designers and non-designers interested in understanding how to apply experience-driven approaches and how designers can bring such approaches into action and possibly scale them up to different contexts.

Keywords experience-driven design, experience goals, user experience, brand experience
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I. INTRODUCTION

This chapter covers the main motives behind this thesis. It includes the thesis brief and scope. The chapter concludes with the presentation of the research questions this thesis work tries to answer to.
1.1 Background

Along my studies in Aalto University, and even now, in the professional practice of design, I have observed a limitation of the potential of Experience Design derived from the misconception of what designing with experiences mean. As a result, the practice of designing with experiences has fallen into a silo where professionals are expected to prove themselves in terms of their dexterity with the different tools for digital design and their technical skills to solve complex development problems that their users might face and the way they think and work so as their impact outside the realm of digital product development is overseen or even ignored. One of the reasons may lay in the modern approach of commonly used terms such as User Experience Design or UX, which often place designers within a limited professional profile based on tasks related to the field of Human-Computer Interaction. In other words, so called UX Designers are often solely understood in relation to the creation of digital products and services tightly associated to the fields of User Interaction and Computer Science. Designers value is then measured against their skills in usability and the visual skills they bring to the development of a digital product. Whilst User Experience Design as a practice can be applied in such ways, the true potential of designing with experiences goes beyond creating screens for mobile applications or web products. When it comes to the value design brings, this is just the tip of the iceberg and a correct understanding of the full relationship between experiences and design has the potential to impact and add value, not only to the development of products and services, but also to branding, strategy and businesses. During my studies in Aalto University, I had the chance to be part of the course Experience-Driven Design and this approach defined my own understanding of this discipline as not only a series of activities and tasks involving product design and user testing, but a continuous and deep understanding of the complex phenomena experiences are, and every element surrounding them in order to create value through the core skills design brings. Through this thesis work, I present an attempt to prove that Experience-Driven design, as an approach, brings value that goes beyond digital product development and can, actually, create a meaningful impact to business through the enhancement and correct definition of a brand strategy, achievements that are typically associated to other disciplines such as strategic design or service design. Additionally, I am also validating that design relies on the way of thinking and doing things differently to solve complex problems and not on the tasks it can be applied to and, as a current employed UX designer, I believe that this is one of the most important lessons to be learned by young professionals who want to develop themselves as (User) Experience Designers, but also for any other designer and non-designer who want to understand what designing with experiences mean. In order to succeed in this objective, Marttaliitto and their new strategy will be used as a use case and as the practical side of this thesis work.

In the beginning of 2019, Marttaliitto renewed their brand strategy with the purpose of reaching more people while changing the perception people commonly have of them towards a more positive direction. Marttaliitto has a trajectory of around 118 years in which they have created themselves an image as a Finnish non-governmental organisation that relies on the expertise of its members, the Martat, to teach Finnish citizens about home economics and practical problems of the daily life. The issue this new strategy is addressing relies precisely in the fact that, as an organisation, owning such a long history and legacy also means that...
they have created themselves an image of an old-fashioned and old organisation and it is this image the one that most of the citizens in Finland have and the same one that is making it hard for them to find Marttaliitto or take it as a serious option to get information or get involved with. Marttaliitto’s business model and survival depends heavily on the number of active members, private customers and volunteers for what fighting this perception mismatch is key to secure their existence. Additionally to this, the high demographical changes in Finland are affecting, and therefore, shaping this new strategy. Finland is experiencing an increasing in the number of immigrants. Migration and the number of expatriates add a new layer of action for Marttaliitto and an additional task of also reaching these potential users. However is a re-phrasing of the brand strategy enough to change the perceived experience of the citizens in Finland and those coming out of Finland? In other words, could changing some words in the vision, mission and strategy statements create an impact big enough to change the way the final customers experience the brand?

In the first half of 2019, I had the opportunity to work on a project with Marttaliitto as part of the Designing Digital Services course. The experience of working on a service concept for them brought to my attention the opportunity Marttaliitto’s problem represents for design. Therefore I requested the opportunity to help with it. Even though the first collaboration with Marttaliitto framed the problem, from a service design perspective, this study explores the opportunities from a different angle than services and more into the experience creation previously seen during my studies in Collaborative and Industrial Design with courses like Experience-driven design and the User Experience Seminar in Reykjavik, Iceland. The aim of this thesis is then to prove that designing with experiences, more specifically, from an Experience-Driven Design approach, can support Marttaliitto in reaching customers by creating value at a brand experience level.

1.2 Brief and thesis scope

As mentioned before this thesis will focus on the relationship between an Experience-Driven Design approach and brands and how the first one can significantly impact the second. In this particular case, the research was done in collaboration with Marttaliitto and taking the previously described situation as a starting point. Therefore, it is important to highlight that the processes and results described in this thesis work along with the research focus will be explained in this organisation’s context.

Marttaliitto’s current brand-related problems and uncertainties related to reach people, and now additionally the release of their new strategy, had been tackled from different lenses such as service design in the past through collaborations with universities and participation in events such as hackathons. This thesis, for the first-time ever, proposes an experience-driven approach arguing that such focus can bring an unseen value to the organisation’s brand strategy as such approach relies in understanding Marttaliitto’s customers and then, aligning their experiential needs with the organisation’s own perceived brand experience offering in order to create a proper service creation and ideation experience-driven method that result in a clear brand experience applicable to the creation of services that attract more expatriates. Therefore, not only this thesis aims to apply experience-driven design through the creation of a tangible result but also to prove the relevance of incorporating it as a process to obtain such results and, hopefully, to any other problematic that might arise.
when Marttaliitto plans, organises or assesses their existing services through a unified brand experience perspective.

It is important to mention that Marttaliitto does not count with any official in-house design department or unit, nor official external support and currently they lack design practices and methods for user or customer research. These last ones are not only rare, but seen only as a requirement in order to get numbers and statistics. This means that terms such as “customer research” are mostly focused in getting quantitative data like, yearly revenue or number of incoming or leaving members. In fact, this is the only research done in form. Any other kind of qualitative data is done informally and discussed internally without any proper structure or goal more than reflection. Therefore, whilst Marttaliitto engages in some customer/user research, its primary goal is to get numbers and create actions and strategies that revolve around only quantitative data. Regardless the importance of quantitative research in the context of an organisation like Marttaliitto, focusing majorly on it draws them away from a real understanding of the customers which would be also relevant at the moment of developing services and shape strategies.

Experience-driven design relies on the core practices of design such as the understanding of the “users” of any product or system and the holistic view of every context design develops in. The bigger differentiator is the focus on experiences as a starting point for which, understanding of them as complex entities, is crucial. In other words, and opposite as creating experiences, experience-driven design requires this understanding to happen before the actual design work and guides it. As mentioned in the beginning, the correlation between design and experiences has been widely misinterpreted and related, almost exclusively, to usability and user involvement in the creation of digital products, minimising its potential in non-digital products and services and, thus, its direct impact in more complex entities such as strategies and brands.

Therefore the aim of this thesis is to explore the connection between experience-driven design and an organisation’s strategy through the correct understanding of, both, its customers experiential needs and further alignment with the brand experience offering. The practical expectation is then, to align them to define experience goals and unified experience guidelines for Marttaliitto that create a consistent and clear brand experience that can be experienced in the early stages of future development of new services or the assessment of existing ones.

Due the time constrains and the magnitude of a project like this, the research scope will be the definition and alignment of experience goals and experience guideline for the creation of new services without assessing them. This means that the thesis will focus on defining them but not into how to assess and validate them.

1.3 Research questions

In this thesis, I claim that an experience-driven focus can make it possible to design for both user/customers and brand through the alignment of both approaches, resulting in a more holistic way of designing but also bringing strategic value while designing new services. In practice, this thesis work aims to find an efficient alignment of both user experience and brand experience through their respective “goals”. Hence, the overarching research question guiding this work is:

“How can designers use an experience-driven design approach to balance user experience and brand experience
goals for the development of a brand and their related new services?“

To determine whether the use of experience goals and the alignment of user experience and brand experience design can result into an experience-driven holistic approach, it is of high importance that this main question is answered. The theoretical and practical research of this thesis work will focus on solving mainly this question, however, and since this research is done in the context of an existing organisation, there are additional support questions that this thesis aims to answer to. These can be phrased as follows:

How can the definition of experience goals (X-Goals), through the alignment of brand experience offering and user experience needs, contribute to improve Marttaliitto’s brand image while supporting their customer reaching goal?

How can Marttaliitto implement the experience-driven design approach during the early stages of new service creation?

How can designers, facilitate the use of experience-driven design as an approach and scale it through tools and guidelines?

Experience-driven design proposes the understanding and synthesis of experiences through the definition of experience goals as the first step in a project, therefore, the first research question explores how to do this in the context of Marttaliitto’s brand and any similar organisation’s. Answering these questions raise also the importance of considering both the user and the organisation current model into the equation to bring a holistic approach to the definition of the experience-driven goals to be used in the service creation process. To proceed answering to the main question, a qualitative research and workshops were conducted. On the other hand, the support questions explore how to practically use the experience driven goals by using Marttaliitto’s context as an example. Answering these questions required design work to be done and reflected on the creation of a toolkit and guidelines that Marttaliitto can use in order to significantly enhance their service creation process through experience-driven design, reach their target customers and therefore, their strategy implementation. Finally, this work reflects on how can designers can keep implementing the use of experience-driven design in other contexts and how to scale it through tools or guidelines similar to the ones created for this thesis work.

Before moving onto the contextualised design work done in this thesis, it was important to understand some of the basic concepts surrounding experience driven design, branding and strategy by conducting a literature review that comprehends the basics of these concepts along with the relationship between each other. The following chapter summaries the findings.
II. LITERATURE REVIEW

This chapter explains the findings from the literature review process. The literature review aimed to find data about experiences, strategy and their relation to design and branding. The main purpose of this exercise was to get a clear picture about their complexity and approaches in order to find arguments that support the idea of alignment as a viable way of designing for both.
2.1 Understanding experiences and design

One of the main goals for the literature review in this thesis was to understand experiences and their relation with design, however, it is redundant to cover the basic notions around both. It is in fact the intention of this review to skip those given biases and find literature that supports the relation between experiences and design beyond Human-Computer interaction or app development and focus on the core value behind that. It was back in 2016 when the creator of the term “user experience” Don Norman expressed his awareness of the term being “horribly misused” by professionals who associate it strictly to the usability and visual identity of digital solutions like websites and digital applications while user experience is the holistic understanding of the phenomena of experiencing a product or service from the very beginning to the moment after it is used. In fact, finding this misconception Norman speaks about is common in job descriptions for “user experience designers”, for instance, ignoring the potential designing with experiences can bring besides an aesthetically pleasant and usable digital interface. Therefore it is important to take a deep look at what does designing with experiences mean.

Finding a common way to describe the term experience is not easy yet, experiences are one of the most meaningful phenomena in human life and one that shapes it and the way people live it. In this thesis, I intend not cover the etymology of the word or the different definitions philosophy or psychology has given it, but rather what they imply for designers and design in general. Perhaps the most referred use of the term is found in the so called user experience. In this context Hassenzahl (2011) has described experiences as a holistic, subjective and complex phenomena resulting from the combination of different human elements such as feelings, thoughts and actions in the context of a person’s own view in a moment of time and stored within that person’s memory.

2.2 Defining experience-driven design

Secondly, it is important for this thesis work to be able to understand and align the different information surrounding design and experiences in order to clarify the scope and focus it will follow. Whilst designing with experiences is commonly understood in terms of User Experience, and thus, in terms of Human Computer Interaction, it is not surprising to find that experts such as Norman or Hassenzahl concur in arguing that experiences are not limited to products or tools, but extend to the whole context around them. It is important to understand that User Experience Design is in its core much more than just creating wireframes for Human-Computer Interaction purposes. In Fimecc’s final report of User Experience and Usability in Complex Systems - UXUS, Jokinen & Mannonen (2015) make a definition of User Experience, in a working context that nonetheless is applicable in a general manner, as the way a person feels about using a product or services and how such product or service shapes them and their lives. However, they also point out that User Experience involves many perspectives such as Technology (Human-Computer interaction in their own context), design, which includes the business side of it, and psychology. It is due the multifaceted nature of it that it is not always possible to define UX under one lens only and depending on the project and process, these lenses will be different from time to time. As mentioned before, the application of UX alone is widely misused and one reason could be, as Olson et al. (2013) explain, that there is a big amount of research and literature on it and how to design desirable
experiences through usability and research but there is not so much on how to design for a specific experience. In other words, a good experience in UX is given by factors surrounding usability and pleasurability but this experience is yet to be named and defined as it is designed. Considering the previous point of view on UX design having a holistic nature, and therefore, the chance it has to communicate with other areas, being able to collaborate and design for an experience as a goal is relevant. Even though User Experience Design is a niche where this thesis could fall, the strong association of UX to the final products or services reduces the humans to users and usability only, whilst all the rest of the human condition of the users is left behind. This condition is needed in order to step apart from the silo of HCI that UX is commonly placed and thus, being able to interact with other areas. The aim of this thesis is then to work with a definition of designing for and with experiences instead of designing an unknown experience defined by the sum of design and usability. As previously mentioned, a more accurate approach to what designing with experiences means in essence and practice in terms of this thesis work, was found in Experience-driven design and therefore, an effort in this literature review was to find more about what this means and whether this is the focus this thesis should follow.

Whilst I first heard the term Experience-Driven Design in one of my courses in Aalto and had the chance to experience a bit of it, this literature review aimed to find a concrete definition for it. Even though the concepts and different views on what constitutes an experience and it’s relationship with design found in texts from authors like Hassenzahl are the foundation of Experience-Driven Design and User Experience as such, this thesis needed to find a concrete definition that could bring more clarity on what constitutes Experience-Driven Design and whether this concept can truly have a relationship with the holistic nature of experience design. In their research on Designing for Playful experiences, Olson et. al (2013) defined Experience Driven Design as a design philosophy, an approach and a method which, through a proper process, has the potential to guide and frame the scope of a design work, inspire and contribute to ideation processes, evaluate outcomes against established targets and improve concept communication to both internal and external stakeholders. Additionally, and which is highly relevant to mention in this thesis, the authors point out that Experience-driven design does not intend to replace concepts such as Human Centric Design or User experience itself, but it is rather an auxiliary or a facilitator. In other words, Experience-Driven Design is not an alternative to Experience Design, but an approach that complements it and makes it stronger since it lives beyond the Human-Computer Interaction bubble. Designer Jack Strachan (2018) supports this thinking in his article Why experience driven products are indispensable, by stating that it is precisely the holistic approach of experience-driven designed products, which makes them so important for customers around the globe. Such approach allows designers and stakeholders to tackle different touch points in the user’s journey and to see them through different lenses. Additionally, the author mentions that opting for an experience-driven approach can bring meaningful impacts in areas such as consumer-brand relationships, facilitate understanding of how products will grow over time and ensure that the connections with different technologies are meaningful and enriching. Thus, experience-driven design is described as a beneficial approach to the traditional UX since it allows to focus on more than just the usability but take existing experiences as goals and direct the design work to those ones, bringing a more human and complex angle to it while allowing different interactions with other areas such as business, strategy, branding or technology.
2.3 Design strategical value

After defining the main concepts surrounding experience-driven design, it is also important to this thesis to understand why it is so important at a strategical level relatable to Marttaliitto’s context. Thus, a third aspect to cover in this literature review was the strategical value of design and the concrete areas of strategy that design can directly impact. When talking about design in all its shapes, authors James Moultrie and John Stevens (2011) explain that it has a direct impact in organisations’ strategies though this impact can happen in different levels across them. Whilst it is true that different disciplines such as User Experience or Service Design cover very specific problematics within an organisation, it is undeniable that they all have an impact at a strategic level and therefore it is important to understand how to make the best use of it. Through their Framework on Design’s strategic Contributions, the authors claim that design, in its various shapes, can have up to four different strategic impacts in organisation. These are defined as an impact on Competitive Forces, Strategic fit and value creation, Resources and capabilities and Strategic vision. As described, these levels of impact serve, in the end, as differentiators and constitute a competitive and strategic resource proving that design has indeed, a strategic nature. Analysing this approach, and considering the definition of experience-driven design, it is interesting to Point out that Experience driven design can tackle more than one depending on the case but, perhaps, as a summary, it has the potential to create impact. This framework proposed by Moultrie and Stevens can be complemented with Brigitte Borja de Mozota’s Four Powers of Design value model (2006). In her article she defines these powers in relation to design’s value (defined mainly in the context of European SME’s) as differentiation, integration, transformation and design and a good business. Whilst the author defines these four, she also explains that there are two main advantages design can bring, and which, by definition, constitute a strategical advantage. These are differentiation and coordination/integration, and it means that design can bring differentiation and uniqueness from a competitive perspective in relation to other businesses but can also bring differentiation by bringing uniqueness to the different internal strategical components such as organisational processes and resources. This results very interesting in the context of SME’s since competition between similar kind of businesses my occur by working on different aspects of the business besides prices, for instance. In this sense, the same logic could be easily applicable to non-profits which not only may not have the chance to compete by such mens, but might not be intentionally competing with anybody, yet, being affected by other businesses. Borja de Mozota continues argues that designers are rarely aware of the business and strategical impact of their work and the knowledge surrounding it, as a difficulty to implement any value model to their jobs. To create a bridge, the author proposes the use of a Balanced Score Card methodology as it is easily aligned with the mentioned Four Powers of Design. Her proposed Balanced Score Card (see Fig.1) then, can be used as a framework or to put against design briefs or projects in order to find their strategical value.

These papers sustain the importance of design as a strategy shaper and highlight the importance of having a notion of it and be proactive in it when doing any design work, however, it is not only relevant for this thesis to understand that but also to have a clear idea on how to do it in the context of experience design, Marttaliitto and their current strategy. Author David Sward (2007) argues that user experience design is a great contributor to strategy and competitive advantage because of its multiple relations with other areas. Even though his research
Balanced Score Card

How should we appear, through design, to our customers in order to achieve our vision?

1. DESIGN AS DIFFERENCE
   DESIGN MANAGEMENT AS PERCEPTION & BRAND
   - Market value
   - Customer value
   - Brand
   - Costumer research

How will we sustain, through design, our ability to change and improve?

3. DESIGN AS VISION
   BEYOND “ADVANCED DESIGN” MANAGEMENT
   - Strategic value
   - Vision
   - Prospective
   - Change management
   - Empowerment
   - Knowledge learning process
   - Imagination

To satisfy our stakeholders, how can design help in the business processes we excel in?

2. DESIGN AS PERFORMANCE
   DESIGN MANAGEMENT AS “A” AS INNOVATION PROCESS
   - Innovation
   - Modular architecture
   - Time to market
   - TQM
   - R&D
   - Technology

To succeed financially, how should design appear to our shareholders?

4. “GOOD DESIGN IS GOOD BUSINESS”
   THE HISTORIC DM ECONOMIC MODEL
   - Financial & accounting value
   - ROI
   - Value for society
   - Stock market value
   - Socially responsible enterprise

Fig. 1 - Bojra De Mozota’s Balanced Score Card. Taken from *The Four Powers of Design* (2006)

is highly focused on UX in the context of Information Technologies, he makes it clear that user experience design can be associated to many other communities’ domains besides Human Computer Interaction such as business or marketing but suggests that the challenge to overcome when talking about UX in an organisational focus, is to build a common understanding of it and visualise it through a holistic lens and not under separate ones and, overall, a collaborative approach to it. In other words, collaboration between different areas and the participation of their members in an organisation is what
will ensure the successful implementation of UX as a strategic shaper.

2.4 Branding and experiences

In the particular case of Marttaliitto, as mentioned before, reaching out and impact people’s perceptions about them are some of the main challenges in their way towards achieving their strategy points. After some discussions with people in Marttaliitto, some of the problems while trying to reach people were highly linked to the perception of their brand and the experience around it, specially when it came to foreigners. Thus, this literature review aimed for finding relevant material on brand experience and the elements around it.

Whilst this is not a branding or marketing focused thesis, understanding the basic definition of branding, specially when it comes to its relationship with experiences, is relevant at a certain point. In *Brands and Branding* (2003), Blackett eludes to the common definition of branding as a collection of elements that differentiate a product from others and provide the maker with a trademark for them. According to the author, the different elements that conform these entities are important as they create an impression on the customers and strengthen the relationships between them and the owners of such brand. Therefore, in other words, a brand constitutes a promise made to the customer and keeping that promise can make the difference between them being loyal to it or looking for options that meet their expectations. In the same collection of essays, Brymer (2003) reaffirms this highlighting the consistency in delivering on their promise, as one of the top characteristics of successful brands and points out that brands should always communicate this promise and recognises that every experience along the customer’s journey should be a verification of such promise. In fact, Brymer also highlights the possibility of the customers to experience the brand as another one of these characteristics. Needless to say, brands and the experience around them constitute a powerful business asset and in order to keep it, managing customer satisfaction and high-quality, in terms of services, need to be a priority. Author Shaun Smith (2003) affirms this statement but points out that a challenge brand experience development faces is the lack of a proper framework that brings clarity to it. In response to this, he proposes a framework for brand management process as a way to work around the brand experience. Through his framework, the author identifies two major parts of brand experience, the expectation and the experience, and the individual elements that conform them (the proposition, people, processes and products) and builds a management process around them to ensure that the brand experience lives up to the expectation. In other word, making sure that the brand promise is kept through the experience it provides. (Fig. 2).

Even tough this framework and the thinking behind it constitutes a management approach to branding, it is interesting to point out that this framework keeps a lot of similarities with any design process like the double diamond, since it follows a process based on solid evidence (or research in the case of design), followed by a development process that requires evaluation at the end of it and is open to multiple iterations. In other words, managing the brand experience could be comparable to managing UX, for example. Therefore, it can be concluded that even though different, focusing on experiences in a branding context is not too far away from its design counterpart.

Authors Sahin, Zehir and Hakan (2011) studied brand experience and its relation to repurchase decision. They describe brand
experience as a sensorial, emotional and cognitive response to brand-related stimuli and which affect positively the customer-brand relationship. Brand experience can also be experienced by customers and users through diverse touch-points and moments in time. Most importantly their study brings clear results and understanding, through their research model and hypotheses, on how brand experience, along with service quality, has a direct impact on the Repurchase intention (the likelihood of a customer to continue purchasing a product or using a service) through its influence on the elements that constitute Brand Relationship Quality (brand trust, brand satisfaction and brand commitment). (Fig. 3)

This research concludes that brand experience has a positive and direct effect on both brand satisfaction (defined as the affective response to experiencing a product or service) and commitment (the compromise to stay with a brand due to the fulfilling of both promises and expectations). This research resulting model concludes though, that brand experience didn’t show a high potential to impact brand trust, which is defined as the certainty that brand will always perform as expected. However, this study is contextualised in the product industry, so running a similar study on services might demonstrate a different variation. (Fig. 4)

Nevertheless, this research results interesting and relevant given that it demonstrates
that a well perceived brand experience can lead, not only, to satisfied costumers or users but, most importantly, it would lead to a long-lasting relationship between them and a brand ensuring the preference and perceived quality of it. Therefore it can be concluded that Brand experience is a strong strategical asset and, just as UX in product development, is necessary in order to maintain users and customers.

While these literature works take on experiences from a branding perspective, interpreting their relationship as customer experience is inevitable. While the aim of this thesis does not intend to focus on this, it is important to understand that, as Customer Experience Futurist Blake Morgan (2017) claims, it is a buzzword widely attached to experiences and whilst brands, companies or organisations might be interested in it or UX, they both need to work together to ensure success for them. Nevertheless, understanding the basic differences between the two major buzzwords related to experience might be relevant. Whilst the definition of UX has already been stated, CX can be understood, according to the author, as the general experiences of customers with the company given by a certain number of interactions they might have with it. According to her, both poor CX and UX are equally bad for any business and therefore, putting attention on the development of both is essential for any organisation’s strategy.
2.5 Learnings from literature review

This literature review was useful to clarify and give a better perspective on both designing with experiences and the possible relation it has with brand experiences. After such review, it is clear that even though each one of the concepts are studied differently, both experience design and brand experience play a major role in strategy since they have a direct impact on it and when working together, such impact could be more relevant. On one hand, brand experience focuses on creating an experience around a brand which can be perceived and experienced along the journey of a customer. Having a good brand experience then, can create a positive impact in brand-related elements such as engageability, brand satisfaction and commitment. On the other hand, experience design focuses on the planning, understanding and creation of experiences through products or services that can be evaluated and measured. It is important to also mention that this literature review shed some light on the holistic nature of experience design as a discipline that can be owned by not a specific area but used by multiple and where having the understanding and acknowledgement of this and the collaboration between members of all those areas is key for successful implementation and strategic impact of it. On the other hand, under the concept of experience design, experience-driven design describes the design process that focuses on understanding a wide spectrum of experiences related to a problem or project prior the design work, and then, converge specific experience goals to drive the process. In other words, while experience design creates experiences, experi-
ence-driven design means in essence, designing with a specific set of experiences in mind. The following research process benefits from knowing both design approaches but contemplates experience-driven design as the focus for the design work.

The literature review then, proves that understanding and considering such complex phenomena as experiences is crucial to strategy. While brand experience covers a big spectrum of time within the experience journey, defining and understanding experiences, just as experience-driven design does, can support and facilitate a better understanding of them and brings clarity before all the process begins. On the other hand, while brand experience is the result of a strategic and creative process, speaking of design is speaking of processes and methodologies. Therefore, an understanding of both areas is necessary before speaking of any alignment. These entities need to be understood and worked separately before bringing them together. Aligning user experience and brand experience approaches can potentially result in a more holistic and integral solution that objectively focuses on the experience in all the process from the early research and understanding, to the solution and can even become a process of its own. This is the most important take-away from this literature review.

When it comes to Marttaliitto’s use case, understanding the concepts covered by this literature review is not only relevant, but necessary for the practical part of this thesis work. Once what brand experience and designing with experiences mean is understood, so as the intricacies between them and their potential impact in strategies, Marttaliitto’s use case and context can be reviewed objectively from the brand perspective and the possible contribution of design can be visualised more clearly.
III. CASE STUDY: MARTTALIITTO

This chapter explains the context in which this thesis takes place at. It includes a view into the steps forward in the research process. The chapter concludes with a visualisation of the process itself.
3.1 Marttaliitto: An old organisation with a new strategy

Marttaliitto is a 118 year-old Finnish non-governmental organisation focused on planning activities and publishing materials about skills and knowledge on home economics, food, nutrition, gardening, the environment and house-hold care along with the promotion of other well-being practices amongst individuals, families and their homes. In fewer words, Marttaliitto has a compromise of providing its members with skills to make their lives easier and society a better place, all with a hands-on approach. Marttaliitto, as a local organisation, is divided into different districts, defined by the region they are located. At the same time, each district has its own local associations and informal clubs to which Marttaliitto’s “customers” are members. Even as a local organisation, in 2015, Marttaliitto counted already with 46 600 members, 1 150opal associations and 70 informal clubs across the 14 districts in Finland. Additionally to this, Marttaliitto has been present outside Finland with programs that aim to provide skills and help to groups of people in places like Cameroon in Africa where Marttaliitto has been working with women since 2012. Even though everyone can access and participate in their different activities, Marttaliitto’s efforts are directed specially to the youth, parents and the elderly & retired, however, special efforts and activities target also special groups like immigrants, people in recovery from mental health issues, poor families or prisoners.

Beside the distribution of their very own magazine, Marttaliitto has, as its main source of income, its members and the different private customers that want to participate in an event or activity organised by the Martat. Each year Marttaliitto gets approximately four thousand new members however the number of total members moves along the year. Thus, maintaining their current members and attracting new members is a crucial part of the organisation’s strategy. However, the perceived image Marttaliitto has, specially among young population and non-Finnish citizens, is that of an old-fashioned and with a strong Finnish identity and legacy. Especially this second one has a heavy weight when it comes to different groups of non-Finnish potential customers like students, expatriates, refugees and asylum seekers. Therefore, Marttaliitto has been actively working on new ways to reach customers and transform their brand image to project a message that goes over these mentioned perceptions.

From 2019 on, Marttaliitto has incorporated a new strategy plan that aims to strengthen their brand identity and focus on more up to date needs while raising awareness among different groups of people across Finland. This new strategy plan consists on three main points, which are:

**CLIMATE ACTION:** Everyday skills today for a better future tomorrow.

**ENCOUNTERS:** Encountering and making encounters possible for others.

**EQUALITY:** To Marttaliitto, everyone is equal and has the same value.

As seen, these three points focus on giving the brand a new face with a focus on today’s world needs like enabling sustainable futures starting from the citizens’ homes but two of them are specially focused on people and bringing them which reveals that this new strategy actions are focused on the people, potential customers and members and reveal the importance and need the organisation has of it.
3.2 Marttaliitto & Experience-Driven design

Marttaliitto’s strategy plan focuses on its big majority on people and communicating the openness and sense of equality the organisation’s values foster. This plan and analysis contemplates different phenomenas happening and affecting Finland right now like climate change and immigration. Related to this last one, the 2020 strategy action plan of Marttaliitto reads that one of the most influential change phenomena in the Martat strategy is:

“The ageing of the population and the increasing diversity of Finland due to increased immigration.”

This results interesting in particular since a way to interpret this is that, the future target for the organisation are young people and immigrants in Finland. Hence, this are two group of customers Marttaliitto should address in the upcoming years. However, young Finnish people are easier to reach since there is virtually no barriers for Marttaliitto’s message to reach them. Immigrants are a different story.

As mentioned before, ironically, Marttaliitto’s biggest virtue is also its biggest weakness when it comes to reach customers and gain members. A strong identity and legacy. This gains a huge weight when it comes to immigrants whose needs are way different than those of the local population in Finland. Marttaliitto has identified that many times, people would rather sign up in expensive cooking courses from cooking schools instead of taking similar workshops with Martat which might not only be less costly, but also offer a total different experience that can be even more beneficial for the customers. Nonetheless, these schools or different businesses might represent a more viable option for immigrants. This representation, however, is not based on the cost or the level of competence of a school over a non-governmental organisation, but on the perceived experience that they will get. This is where strategy meets experience driven design.

3.3 Research scope & goals

In order to begin with the research process, the scope needed to be refined and determined by Marttaliitto. The very first level of this scope was, as mentioned before, to reach and appeal the immigrant population in Helsinki identified as expatriates who will be, ideally, attracted by Marttaliitto’s brand experience. This, by definition, covers every individual who lives outside of his/her native country. In this particular case and considering the current social and immigrant situation in Finland, the term expatriate in this research does not include refugees or asylum seekers since these two are already part of Marttaliitto’s activities and are approached in different ways. As agreed with Marttaliitto as part of the discussions previous to the research, they would be interested in mostly younger people who are currently in Finland due studies, work or came to Finland as a spouse of another person pursuing a job or studies in Finland. In few words, the scope for this research were young students or professionals from foreign countries.

On the other hand, parallel to the scope, the goals of this research were also discussed with Marttaliitto previously. From a research perspective, the main goal was to answer to the research questions through a qualitative study involving people that fit in the scope this thesis. In the process, this research aims to add to the exploration of the use of the Interpretative Phenomenological Analysis method in the experience/driven design context while focusing on the Positive Design Framework. Finally, the research aims to be useful in the creation of a final design
outcome. On the other hand, from a customer perspective, the research aims to provide Marttaliitto with context regarding the potential customers it would like to reach so as insight on how to reach them and work for them.

3.4 Overview of the research process

Once the purpose of the study and the scope of the research part is clear, the process was specified and planned in stages (Fig.5).

As mentioned before, the purpose of this thesis work is to prove the use of experience-driven design as a value bringer to strategies through the alignment with branding and their elements such as, in this case, brand experience. Then, in a previous step (Understanding), reviewing literature and sources of information brought clarity on the concepts that need to be understood so as the intersections between them. Once these concepts were clear, the use case and brief were analysed from the perspective of experience-driven design and brand experience. As understood, Marttaliitto is in the process of introducing a new brand strategy as part of their efforts to reach more people and their current problem is how to action that strategy. Taking the will to reach expatriates in Finland as a scope, it is more important than ever to shape and communicate the brand experience that Marttaliitto is aiming for within their new strategy.

The research process to answer the previously mentioned questions contemplate five main phases: Understanding, User Research/Brand research, Experience goal Alignment, Experience-driven design and Conclusions. The process contemplates understanding the problem of designing for brand and user experiences separately and continue all the way towards finding a way to align them into a single one additional to the creation of material to apply it in a practical manner.

As per name, the understanding phase includes the previously mentioned literature review and context, briefing and scoping of the practical research. This second phase, the User/Brand Research includes planning and scripting user interviews based on the Positive Design Framework and ends by transcribing them into raw data. Parallel to this, research and work related to the brand experience, including research and visits to the organisation are part of this phase. Once completed, the next phase, the Experience goal Alignment focuses on organising the collected data, analysing it using the Interpretative Phenomenological Analysis method and then synthesising the analysis into insights, a User Persona and a Journey Map. This phase concludes with workshops with Marttaliitto in order to align the result of the user research phase with their brand and understand the best way to define the use case for the design work. The next phase, the Experience-Driven design, follows the creation process of Experience guidelines and tools while the last part of the process covers the planning of a possible future validation through a concrete process also based on the Positive Design Framework. Finally, the Conclusion phase reflects on the research and the future implications of this thesis work.

This thesis process follows a 2-track research and work involving the user research and the brand research so as the understanding of both and where alignment is possible. Following this process makes it easier to take a deep look at both entities and synthesise them into concrete elements for further alignment. In this way, the designer or researcher that aims to design for both user and brand experience can first understand both entities and bring to the alignment only the most relevant parts. Designing for both
**Thesis research process**

**Understanding**
- Literature review
- Understanding the context
- Briefing and scoping

**User research**
- Interview planning based on PDF
- Interviews (6 participants)
- Transcribing the interviews

**User research analysis**
- Data sorting
- IPA analysis
- Insight recollection
- Persona & journey creation

**Brand research**
- Understanding of Marttaliitto
- Visits to Marttaliitto
- Workshop 1: Defining Marttaliitto’s brand goals (5 participants)

**Experience goal alignment**
- Workshop 1: Presenting the user persona & aligning his goals with Marttaliitto (5 participants)
- Final alignment of UX and Brand goals
- Workshop 2: Validating alignment and validating journey and moment for action (5 participants)

**Experience-driven design**
- Definition of Experience-driven Guidelines
- Tool creation
- Experience evaluation proposal

**Conclusion**
- Conclusions
- Reflections
- Future Research

Fig. 5 - Thesis research process including the phases
user experience and brand experience is not impossible, but this thesis reflects that the first step is to understand and abstract both of them into elements, in this case, experience goals, that are relevant for an alignment.
IV. INTERVIEWS

This chapter begins with an explanation of the interview scope and planning. It includes an explanation of the Interpretative Phenomenological Analysis method so as the adaptation of the Positive Design Framework the interviews are supported by. The chapter also explains the process behind the recollection of qualitative data.
4.1 Interview scope

The purpose of this research is to find how an experience-driven design approach can help organisations like Marttaliitto to achieve their strategy goals through the correct understanding of the relation both user experience and brand experience might potentially have in the context of new service creation. Following the previously proposed 2-track process this thesis follows, before any alignment can be done, it is crucial to understand and work both user experience and brand experience as two separate entities. This means that both brand experience and user experience need to be researched also separately and following their own processes. Despite the understanding of customers or users is vital for both, this thesis will take on them with a user experience approach and therefore, conducting a proper user research is of vital importance and one of the main tracks of this thesis.

Marttaliitto’s new strategy has a heavy focus on Marttaliitto being open to everybody and one articular challenge for such an old Finnish legacy brand as theirs is to reach foreigners. However, Finland is home to different kind of foreigners such as expatriates, who are foreigners living in Finland by choice and refugees and asylum seekers who are living in Finland under different circumstances than choice. Even though Marttaliitto’s main function is not to help the adaptation process of foreigners to Finland, nor being part of any organisation with that purpose, the organisation has participated and facilitated services that help asylum seekers and refugees, specially for groups such as single mothers, to mention some. Given this, it is clear for Marttaliitto that their strategy’s key target users might not be any of these two groups but expatriates. Immigration in Finland is increasing and diverse groups such as students, foreign partners or workers are potential customers that Marttaliitto’s current strategy has not been able to reach. According to Marttaliitto, the heavy Finnish identity and legacy that the brand has, could be intimidating to non-Finnish, specially since aspects of the services provided by them, such as the use of Finnish as the only language creates a perception of inaccessibility. However, and even though this one is an aspect that won’t easily change, the new strategy aims to change that perception and show Marttaliitto’s brand as inclusive and open to everyone regardless, origin and language. Therefore reaching expatriates is the main goal for Marttaliitto regarding this research.

After reviewing these goals and agreeing on them, the following research will focus then on expatriates preferably between 20 and 50 years old who are working or studying in Finland and thus, these will become the scope of the user research which, as mentioned before while describing the research process, will occur in the shape of interviews. These interviews are part of a qualitative research process in order to understand the relationship between this user group and the experience of being an expatriate in Finland. Understanding this is essential in order to know how can the brand experience align with these expectations.

4.2 Interpretative Phenomenological Analysis methodology & Positive Design Framework

Understanding the potential customers and users of Marttaliitto’s services is essential, especially when they are not their habitual ones. Unraveling the needs of different customer groups requires an in-depth understanding of them. Thus, a suitable method for this is the Interpretative Phenomeno-
logical Analysis. This research method, as described by Arvola & Linder (2018), aims to understand an experience in the context it is given. This means that an experience, or a phenomena, should be understood while it’s being experienced and aims to understand what makes it what it is. Even though phenomenology is a philosophical approach, it results very interesting and useful at the moment of understanding what is an experience in essence and the identity and components of that make this experience meaningful. On the research method itself, IPA consists in analysing an experience by talking to the people experiencing it and going in depth to understand them. It is important to mention that this research method is extensive and demanding in analysis and quality over quantity, for what having a small sized sample is acceptable and recommended for it requires an exhaustive analysis. An interesting added value for this is the fact that phenomenological approaches have been barely used in UX but its potential to understand experiences in depth is remarkable. Hence, using a phenomenological approach to understand experiences is a logical step towards elevating them to a strategical level.

As mentioned before, Arvola & Linder (2018) comment on the scarcity of uses of phenomenology in UX are a fact and even though there is more need to experiment and incorporate it into design research, their Interpretative Phenomenological analysis approach is a good reference for it and it even covers a topic close to the one in this study. The methodology described by Arvola & Linder includes a series of interviews to a selected and focused sample of potential users in the context of job hunting for foreigners in Sweden followed by an in-depth analysis of the transcripts. Said analysis happens in two stages, after the interviews are transcribed in their entirety, being the first a bottom-up analysis which consists in scanning a transcript and making notes on the insights derived from what comes as an interesting finding regarding their experiences, expectations, concerns and any other point of interest. These notes are literally written next to the transcript in a format that allows the analysers to do so. After doing this, a top-down phase begins in which the insights and notes are once again read along with the transcript and synthesised in what the authors call, topics, which could be also interpreted as groups or categories. The idea is to simplify the insights into concrete categories that can be used to identify patterns within one transcript and between different ones. Once this process is done, it is repeated with all the interview transcripts to then, proceed with identifying the similarities between the different transcripts and hopefully identify common topics which derive then, in the areas to tackle when designing a service or product for the particular group of users Arvola and Linder are focusing on.

Arvola & Linder’s approach to the Interpretative Phenomenological Analysis to UX is particularly interesting because it is a relatively new way to understand experiences to design with and in this case, referring to experience-driven design, it could be used as an efficient method to define experience goals to design with. Defining the experiences to design based upon in a correct way is crucial for the success of experience-driven design processes and therefore, the IPA proposed by Arvola & Linder results ideal for this step. For this thesis work, Arvola & Linder’s adaptation of the IPA will be used following the same structure being experience goals the end result of it. Therefore the interviews in this research process would become transcribed in their entirety, analysed top-bottom and bottoms up to find topics that are common across the interviews and those patterns will be turned into experience goals.

Additionally to defining methodology to get the experience goals from the interviews, and before starting the process, it is import-
ant to also understand and define the frame containing the experiences to get by the interviews. In other words, talking about experiences means talking about a vast universe of different options and therefore, defining what kind of experiences this research shall be benefited by, is as important as defining the methodology to get them out of the interviewees. The practical side of this thesis work focuses on expatriates’ experiences and how to match the brand experience offered by Marttalitto to the experience needs derived from living as an expat in Finland. Therefore, even though it is important to also get acquaintance of what experiences to avoid, the ideal range of experiences to understand for this thesis, are those dwelling on the positive side. Thus, the positive design framework described by Desmet & Pohlmeyer (2013) is a viable option to frame the interview process and it complements the Interpretative Phenomenological Analy-

![The Positive Design Framework](image)

Fig. 6 - Positive Design Framework described by Desmet and Pohlmeyer (2013)
sis (IPA) methodology and guide it towards the positive side of experiences.

In their Positive Design Framework, Desmet & Pohlmeyer (2013) argue that positive design’s purpose is to enable or facilitate subjective wellbeing and, therefore, happiness. The framework (Fig 6.) describes this happiness as the result of the intersection of three different components: Pleasure, Personal significance and Virtue. According to the authors, designing for all of them results in designing positivity and therefore, it means designing for wellbeing and happiness. Whilst this is a framework ideal for UX design, in which the idea is to create experiences, the logic can be reversed to serve experience-driven design. In other words, instead of using the framework as a checklist to design experiences, this thesis will use the framework as a guide to bring the focus of the interview towards positive experiences. Understood in this sense, the positive design framework could be reinterpreted in the following way:

According to Desmet & Pohlmeyer’s framework, positive design results of the intersection of designing for all pleasure, personal significance and virtue, however, if the same framework would be applied for an experience-driven approach, as illustrated in the visual above, then, instead of using it to define how to design for positive experiences, we could frame what a positive experience should be. In this sense, if designing for pleasure, personal significance and virtue means designing positive experiences, then positive experiences is what is found within the intersection of experiences that are pleasurable, personally significant and virtuous. After adapting Desmet & Pohlmeyer’s original framework and adapting it to an experience-driven approach (Fig 7.), it is easier to understand what kind of definition of experience this research will focus on and, therefore, it is possible to plan the interview script accordingly. What this means in practice is that, in order to direct the interviewees towards throwing qualitative data about what positive experiences are for them, then the interview scripts can be planned and be based on this adapted framework. Thus what the interviews aim to retrieve from the interviewees is what positive experiences are, interpreting positive experiences as the sum of pleasurable, personally significant and virtuous ones.

Planning the interview process is equally important as the process itself and for this thesis work, Arvola & Linder’s adapted Interpretative Phenomenological Analysis is an interesting way to retrieve relevant qualitative data with a clear emphasis in the phenomena experiences and being an expatriate are. The method then facilitates the steps to proceed with the research and the information analysis process, therefore, this thesis work follows it being the explicit experience-driven approach, the only remarkable addition to it. On the other hand an adaptation of Desmet & Pohlmeyer’s Positive Design Framework into a Positive Experiences Framework, focusing on positive experiences instead of positive design, serves as a direction and focus giver to the potential interview script as the ideal insights for this research phase, are focused on the positive side of the experience of being an expatriate in Finland in order to align it to the brand experience of Marttaliitto in further steps.
The Adapted Positive Experience Framework

VIRTUOUS EXPERIENCE
Enhance the feeling of being a morally good person

POSITIVE EXPERIENCE
reflect human flourishing and well-being

PLEASUREABLE EXPERIENCE
Enhance the feeling of positive affection

PERSONALLY SIGNIFICANT EXPERIENCE
Enhance the feeling of achieving or pursuing personal goals

Fig. 7 - Adapted Positive Experience Framework describing the elements that compose a positive experience

4.3 Recruitment & Participants

The understanding of expatriates and their perception of meaningful experiences through an IPA analysis requires a small sample but deep understanding of them as described by Arvola & Linder. In addition to this, the phenomenology approach requires the analysis of the phenomena in its own context for what the ideal scenario is to take a sample that portrays this in the best way possible. Additionally, as previously mentioned, as a requirement to be considered when recruiting potential interviewees, Marttalitto expressed their interest, and idea of ideal customers, in expatriate young people between 20 and 50 years old which have come to Finland in order to study or work and who have been in Finland for at least one year. This segment results quite
interesting for them and is one that has been challenging to reach in the last years. Thus, this was the profile this thesis would contemplate for interviews.

Within the previously mentioned profile, the recruitment would try to reach at least five participants within the pre-defined age range and, if possible, diverse enough to avoid cultural silos. As an additional measure, the sample could grow to six participant in order to keep the study balanced in gender. Hence, the recruitment was conducted through an open call for interviewees that met the requirements defined by Marttaliitto and within the IPA scope. As a result, a total of six participants were recruited for the interviews. These participants are situated within the age scope but no older than forty years old and are gender-wise balanced, meaning that three of them were female and the rest are male participants. Regarding the cultural diversity, all the recruited participants were from different parts of the world (Canada, Colombia, Ethiopia, Iran, Russia & South Korea, to be precise) and their backgrounds were also different but somehow balanced. Half of them were actively studying and the other half were working in Helsinki but, interestingly, those working have also studied in Finland previously and those studying had some work experience or were actively looking for a job in Finland. It is also remarkable that even though some of the participants have lived or studied in other parts of Finland, at the moment of conducting this study, all of them were living in Helsinki and thus, were part of the scope.

4.4 Interview structure & content

As mentioned before, the interviews scope for this research was to keep a small sample of potential users to interview but considering and keeping as a goal, to go deep into their experiences for further analysis. Thus, the interview should be structured and conducted in a way that the questions were simple enough to be understood correctly and allowed the participants to be the main actors.

According to Marttaliitto’s strategy vision and the scope of this thesis along with the IPA method, the research should explore the experience of expats in the moment they are in that context, however that statement is vague and understanding “experiences” overall would require more than just this study to unravel their complexity. Therefore, it is important to mention that this structure of the interviews was planned using the Adapted Positive Experience Framework. What this means in practice is that the structure was created around what a positive experience means based on the three components of the framework. Thus, the questions, tone and content of the interviews focus only on meaningful and positive experiences and what do they mean and implicate, leaving out any other kind of experience perception the participants could have paying special attention to experiences that are pleasurable, virtuous and personally significant. Naturally, this doesn’t mean that other categories of experiences such as “bad” experiences, or those with a negative connotation wouldn’t arise. The interview would then be designed to let the participants open up and be honest about their own experiences but will aim to regain focus on the positive ones. In case the participants would have trouble finding the positive out of their experiences, the interviews should contemplate auxiliary questions to try to find the way back to what
positive means.

Therefore, and considering all the previously explained, the interview structure was the following:

**Greetings and who are you?**

1. How long have you been in Finland?
2. Why did you come to Finland? (What were the reasons / motivations / what did it mean for you?)
3. What were your first impressions when you arrived in Finland?
4. After living here for a while, have you found anything similar or close between your home country and Finland?
5. Is there any moment of your life in Finland that you have felt “you are home”? (What happened then? What triggered this experience? / what influenced it?)
6. What other activities do in Finland make you happy?
7. If you had a magic wand that allows you to make three wishes, what would you ask for, change or add to your life in Finland?

Ideally, as explained, this interview structure aims to discover what a positive experiences are like for expatriates in Finland based on the adapted Positive Experience Framework. If seen through that lens, the questions try to understand “positive experiences” by fitting the questions into any of the three dimensions described in the mentioned in the framework. This means that the proposed questions use the framework to focus the answers and the findings towards positive experiences. It is important to highlight that, even though an ambition is to understand positive experiences that stretch up to all the three dimensions in the Positive Experience Framework, a complex dimension such as “virtuous experiences” are difficult to plan to fit within all the questions in this context. However, the purpose of the IPA method is to deepen the answers as much as possible for what findings relates to this dimension might be contained in the answer regardless the question intends it or not. To understand better the planned approach of the questions and their relation to the Positive Experience Framework, a visualisation (Fig. 8) was created and it shows each question individually so as its relation to the framework and its elements.

It is relevant to mention that, besides the focus of the interview is on positive experiences and the questionnaire was planned to focus on them, the IPA method implies that the interviews are encouraged to deepen into the question as much as possible and therefore the main questions, even though defined to reflect positive experiences, are open to interpretation, and redirecting the interviewees might require the use of auxiliary questions to retake the focus on positive experiences. These questions depend on the context and therefore are not part of this initial planning.

The interview is based on the dimensions described in the Positive Experience Framework, however, it is also relevant to understand the questions in a very practical manner. This means to understand the concrete kind of answer the question intends to gain. Understanding the questions through this lens is relevant because it brings the questions to a tangible level and might also help coming up with auxiliary questions when needed. Therefore the questions can be also understood by their concrete context which is the following:
How long have you been in Finland?

Why did you come to Finland? (What were the reasons / motivations / what did it mean for you?)

What were your first impressions when you arrived in Finland?

After living here for a while, have you found anything similar or close between your home country and Finland?

Is there any moment of your life in Finland that you have felt “you are home”? (What happened then? What triggered this experience? / what influenced it?)

What other activities you do in Finland make you happy?

If you had a magic wand that allows you to make three wishes, what would you ask for, change or add to your life in Finland?

Fig. 8 - Co-relation between the questions of the interview and each part of the Adapted Positive Experience Framework
Questions 1–3 - Context. These questions reflect on what the life in Finland has been since the beginning and set the context of the participant’s own experience.

Questions 3–5 - Foreigner in Finland: These questions deepen on which are the positive experiences as an expatriate in Finland and what creates a sense of belonging if there is such.

Question 6 - Positive experience examples.

Question 7 - Ideal positive experiences. What enhances a positive experience and what is missing.

Finally, as a special technical expectation derived from the study conducted by Arvola & Linder on IPA, the interviews would aim to last for at least one hour each in order to have enough material to go through in the analysis, however time is a reference but not necessarily a rule since it is preferred to have good insights and data rather than minutes covered.

4.5 Qualitative data collection

The interviews were done as planned in different days following the previously explained structure. The six participants were asked the same questions and each one of them talked through the interview for more than an hour. The interviews were done in different places selected by the interviewees in order to make them feel comfortable about speaking about their experiences as expatriates in Finland. Each one of the interviews was recorded as audio and, later on, transcribed in their entirety for further analysis.

Overall, the interviews were quite personal and the participants opened themselves and committed to be honest about their experiences. In general, the interview shows that there are many common perceptions amongst the participants and and some differences heavily marked by each individual context. For instance, it is clear from the interviews that most of the participants are aware of the many benefits Finland offers to them such as security and nature and yet, it is quite hard to completely blend or fit when barriers such as language, social patterns and culture are quite marked. It is common to all participants to experience a lot of difficulties to make meaningful connections and frustration due the impotence generated by the lack of language skills. However as mentioned before, the main focus of the interviews and their role in this research is not to find what negative experiences are, but on the contrary, the interview questions were focused on understanding what a meaningful and positive experience is for an expatriate in Finland through reflecting on their own. Hence, even though the interview questions leave room for all kinds of answers, the interviews were always directed back to the positive focus when needed. Nevertheless, letting room for expressing the negative turned out surprisingly positive. Whilst the participants would naturally begin the narration of their experiences from the negative side of them, slowly making a turn towards the positive side of them, if any, created a moment of surprise among the interviewees since talking about the negative first left room for talking about the positive things in the end.

The importance of knowing the negativity in an experience was relevant in the study to understand the positive and how to shape it so it is interesting to highlight some of the insights from the findings. For many of the participants, the perception of Finland and Finnish society has played a huge role in the definition of their experiences. This means that the perceived image they received from
Finland and the Finnish society has also served as a mould for experiences. This is crucial. While most of this perceptions are positive in a practical way. They foresee Finland as a good place to receive education, enjoy nature, live peacefully and even work. However, after some time, these positive expectations meet some contrasting experiences like the culture of individuality, the cold and dark days and the social life. One of the main barriers between the participants and what they would consider a good experience is the language. According to the participants, they have experienced a certain exclusion for not knowing the language when it comes to social life but also in the practical things like shopping or dealing with tasks such as understanding the tax system. Most of the participants agreed also that blending in the Finnish culture is a hard task and making friends and meaningful interactions has been recognised by many as impossible so they stick with other foreigners.

As mentioned before, this study aimed at finding out what a good experience is for expats in Finland and to get to know some of the experience needs for them. Their negative experiences and how they have affected their perception of Finland threw some valuable insights as on what is a blocker in-between them and the opposite kind of experiences. Nonetheless, the interview structure also allowed to frame their experiences, whether these were more on the positive or on the negative side, into the positive and to get insights about the ideal. The purpose of some of the questions was exactly this, to reflect on what has been good while living in Finland and which moments and factors have affected and made their experiences good ones. This stage of the interview came as a surprise for most of the participants who, by this moment, have already had a chance to express their opinions on what were the negative elements in their life in Finland. Questions number 4, 5 and 6 were dedicated to this purpose. Finding the similarities between Finland and home, which was asked referring to it as a concept and not as the place a person was born, showed that most of the participants can easily identify activities and ways of living as similarities even when the culture and Finland in general is different from it. In other words, even when it is easy to talk about what is different, facing the question “what is similar?” triggered reflection and facilitated the discussion about the other side of the experiences in Finland. Most of the participants could spot more than 3 things that they can call “similar” and make them feel good and happy whether they are at home or in Finland. Following that thought, the interview went deeper into this with question number 5 which aimed to not only point out what is similar but also what has made the participants feel “home” in Finland. This question’s purpose was to make the participants think and reflect on the most positive moments of their life as expats. The term home was used to refer to a positive state of adaptation and happiness and therefore, reflecting on when one is feeling that was an opportunity to get this from the participants. At first this turned out to be a hard exercise for the participants since, acknowledging their condition as expatriates, the experience of “feeling home” in a foreign country with such harsh adaptation conditions like Finland seemed too hard or even inexistent. However, after insisting and using some auxiliary questions, the participants went deeper into their own experiences and they all could find moments in which they had felt home. As an interesting insight, it is relevant to point out that most of the participants relate the experience of feeling home in a personal level first. In other words, home is what they do and how they do those things. For instance, if a person followed a routine at home or had a hobby or activity and that person is able to keep on doing those same things while in a different place, the possibility of doing so automatically counts as a way to feel at home. Thus, the freedom of being themselves through those
activities that they enjoy is a key element in a positive experience. On other level, the experience and connection with other people is also an important element in good experiences and feeling home. For some of the participants, friends or partners are important pieces of these experiences and the interaction with them helps. Hence, having someone to speak to and live moments with is part of a good experience. On a third level, the activities related to adaptation were an interesting insight. The realisation of activities that bring happiness and pleasure to the participants helped them to adapt better and feel part of the place they live in.

The interviews were made using a relatively short sample in order to follow Arvola & Linder proposed IPA, however, the amount of insights and discussion was quite rich and meaningful. Leaving a room for the interviewees to speak comfortably about their negative experiences and the troubles adaptation has brought to them proved to be a good way to get the negative side of those experiences and, hence, giving more space and time to focus on the positive side of them. The interviews were recorded and then transcribed in their entirety and put into a template (Fig. 9) that, after printed, facilitates the further steps in the IPA method.

The method proposed by Arvola & Linder (2018), implies that the interviews need to be analysed from both bottoms-up and top-down approaches. This implies that the
researcher to first go through each transcript in its entirety and then once more, making notes on every potential insight found along the analysis. These are nothing but a first-level insights related to what shapes positive experiences for expatriates. After going through the whole interview transcript and making notes on the possible major topics found, the researcher should take a top-down approach and go again through the transcript and the insights in order to find common topics and then write them down. In essence the method suggests that the second level of analysis will be done with a wider understanding of the insights since the researcher will know exactly what to look for and will have an existing knowledge of the context of the interview. Once this second level analysis is done, the process is repeated with the next interview and then the following until all of them are fully done.

For this thesis, the process started manually on the printed template for each interview where notes were made directly for both the topics and the insights. (Fig. 10)

This made them easier to move around and helped finding the topics and organising the information for further processing (Fig. 11). After moving and categorising the insights and topics, they were placed in a sheet of paper per participant (Fig. 12).

While all the initial notes were made on paper, for both major insights and topics, the same notes were also written down in paper notes. This process was followed right after both, the insights and then the topics.
V. INTERVIEW OUTCOMES

This chapter covers the translation of the interview outcomes into UX goals so as the creation of a user persona and a journey map based on them.
5.1 Translating insights into UX goals

After the analysis and clustering, the insights of the first and second level were put on a digital spreadsheet, or in this particular case, Numbers, table in order to be able to keep moving them around and compare them with the ones from other participants (Fig. 13). After the main insights and topics were there, they were clustered into groups to help the comparison process. This same process followed each one of the interviews until all of them were in the same format.

The insights from both, first level and second level analysis were grouped into categories for each of the participants and the most recurrent ones passed to a second phase. The purpose of this second phase was to find out the most relevant and common between the majority of the participants. For this purpose, all of the participant’s gathered insights and their categories were put next to each other in a separate table (Fig. 14) to be compared and find patterns or common elements. This process then was repeated for the topics. Finally, these common insights were gathered into a final table to be used in the next phase of this research.

The final insights are a proof that migration and the life and experiences in a different place that the one people are originally from is a very complex phenomena of its own. Phenomena like this cannot be overseen or taken lightly and understanding this was of high importance for this thesis work since having a deep understanding of them will turn into more comprehensive and useful data for the further alignment process. In areas of expertise such as User Experience or Service Design, user research is common-
ly understood in the context of experiences as understanding of the experiences of a person interacting with a product or service, however, taking an Experience-Driven approach requires a previous understanding of experiences and their complexity before designing anything and, thus, the use of the IPA analysis proposed by Arvola & Linder was of great utility to address them. In other words, commonly, a designer would have a product or service which is “experienced” by a person and the research process is narrowed down to understand the experience of this person in relationship to a very concrete element. However, in this case, the research goal is to understand the experience of a person to a complex phenomena with a relatively unlimited number of dimensions and sides. The complexity of these experiences and the answers to the interview questions makes it hard to put experiences in a concrete category and the different intricacies of them requires the deep understanding of them. This understanding then cannot follow a common research method but the approach the Arvola & Linder propose focuses on the understanding of complex phenomena by gathering a comprehensive amount of context of it and then helping the researcher to zoom in to the desired dimensions of it for study. The use of the IPA method for experience-driven design results then a better options for experience-driven designers to understand complex phenomena such as experiences and helps to build a critical understanding of them and to, once having an overall picture of it, extract the relevant elements to work with it. Arvola & Linder explain that IPA hasn’t been used enough in the context of UX research (2018), however, for the purpose of this thesis work, it resulted in a valuable resource and a necessary

Fig. 14 - Table with all the gathered insights and their categories. The insights and the categories were marked with colours depending on their recurrence. Green being common for all and red particular of one participant
one for the following step which was, a more familiar one, the creation of a user persona.

5.2 Building a user persona: Meet Monem

The insights were key for building a deep understanding of what being an expatriate in Finland is from their perspective of expatriates and also what are positive experiences for them. However, raw data and the qualitative research is not self-explanatory enough for Marttaliitto to understand the needs of the participants. On the other hand, the amount of data gathered from the interviews is too much to be just presented as it is. In their study, Arvola & Linder created a user persona for making a synthesis and concretely express the findings of the Interpretative Phenomenological Analysis (2018), however, in this case a similar approach is needed also to build a bridge of understanding between this research and Marttaliitto. For this thesis, finding a point of alignment between user experience and the brand experience, so as the opportunities in which the first one can support the other and vice versa was a key. Thus, building a persona results into a useful tool to help communicating these points of connection in a visual manner. The creation of a user persona is for this thesis work then, not only a step loyal to Arvola & Linder’s IPA method, but, a necessary step because explaining the outcome of it is not the end goal but a critical part of the process and failing to communicate them could potentially result in a deficient alignment between the user and brand experience.

In the IPA method by Arvola & Linder, the persona was crafted in order to bring the insights to a tangible shape and crystallise the qualitative data into needs, goals & drivers and obstacles (2018). Whilst this is of relevant value for this thesis as well, the main purpose was to interpret the qualitative data and use it to create experience goals Marttaliitto could understand and possibly align with their own brand goals. Therefore, this thesis took an extra step in the process proposed by Arvola & Linder and taking the insights into action to create experience goals needed for later steps.

The user persona derived from the research based on the Adapted Positive Experience Framework and following the IPA analysis method describes Monem, an expatriate living in Finland and his overview of the positive side of his experience as such. The produced persona includes a brief description of him based on the most common insights provided by the interview participants (Fig. 15). The persona also includes a more detailed glance of the persona and focuses on three tangible dimensions, included in the proposed persona by Arvola & Linder (2018), which are Goals & drivers (meaning what Monem aspires and what keeps him positive), Obstacles & stoppers (what prevents him from having a positive experiences) and Needs (what does Monem need in order to improve his experience as an expatriate in Finland (Fig. 16).

Finally, as mentioned before, the end result of the whole research process was to come up with User Experience (UX) goals. These are experiential goals that Marttaliitto should aim for in order to create a “good” and in this case, “positive”, experience for them. These goals are the result of the general analysis of the topics of each participants. In other words, the most recurrent topics were defined as the user experience goals. The generated persona, Monem, includes a list of a total of seven user experience goals (Fig. 17). In an experience-driven context, these positive experiential goals should become the guiding-stars that Marttaliitto needs to follow when designing or planning new services for expatriates. As mentioned before, these UX goals are the re-
Monem is dedicated and excited about exploring Finland and becoming part of it. He is constantly trying to understand his new environment and ways to do things. Monem is active and even though he has a life and routines, he is looking forward getting involved in other activities, find hobbies and constantly explore new things. He is having a bit of a trouble to find his way through the language and feels frustrated by being limited by it but he is optimistic about learning it and relieved by the fact English is spoken as well. He is also looking for new ways to get in contact with people and extend his network but finds particularly hard to connect with locals. He is looking forward calling Finland his home.

Fig. 15 - User persona description based on the collected data from the interviews

As a result of the analysis of the gathered data however, in order to make these UX goals easier to understand, they were rephrased. These goals are roughly described as following:

**Connection:** Experience of finding meaningful connections with other.

**Usefulness:** Experiences that reflect a practical use or gain.

**Excitement:** Experiences that create excitement because they are new, different or special.

**Reliability:** Experiences that are well planned and defined, and therefore, reliable.

**Inclusiveness:** Experiences that include everybody without exception.

**Accessibility:** Experiences that are easy to get access to and fit the user’s lifestyle.

**Empowerment:** Experiences that empower people as a foreigner individuals and celebrate their uniqueness.

The user persona is the direct result of the previous user research and therefore special attention to develop it is necessary in order to proceed to the next steps. The preparation of this user persona concludes one of the two tracks in the research process.
Fig. 16 - User persona showing Monem’s goals, obstacles and needs

Fig. 17 - Monem’s seven User Experience goals
5.3 Experience journey map template

Arvola & Linder’s approach to the IPA (2018) describes the creation of a Journey Map with the purpose of finding multi-channel touchpoints and where in the persona’s journey meet positive and negative experiences. Following this procedure, it is relevant to mention that this thesis work also contemplated the creation of a Journey Map, however the purpose of the creation of this tool is slightly different in the context of this research. In Arvola & Linder’s IPA, the experiences understood are applicable to the context of finding a job in order to improve job seeking services. In this case the Journey Map, just as the persona, is more of a tool to be used in the upcoming part of the process, therefore a finalised version as the one depicted in Arvola & Linder’s study is not necessary. On the other hand, the authors’ original Journey Map focuses on a more delimited phenomena such as finding a job (2018), whilst the phenomena studied in this part of the research is wider and more complex so getting a similarly detailed one would be an equally complex process. Instead of using one Journey Map with defined points in time, several small Journey Map templates (Fig. 18) were created for this thesis work. Parallel to this, the journey maps also serve as a tool to help define which part of the journey of Monem is relevant as an area of opportunity for Marttalitto’s brand and service creation. In other words, the Journey Map templates correspond to stages in the life of Monem, which are, at the same time, based on the insights obtained from the conducted inter-

Fig. 18 - Monem’s journey template
views, and were intended to be used along with Marttaliitto in further stages and thus it's usage will be also described more profoundly later in this thesis.

The journey templates at this stage were printed and small notes were made on them as reference based on Monem as a persona.
VI.
DEFINING BRAND EXPERIENCE GOALS

This chapter covers the first of two workshops with Martttaliitto. The workshop aimed to open a discussion that led into the definition of the organisation’s own brand experience goals. The chapter concludes with a small collaborative refinement on the previously created user persona.
6.1 Presenting the research outcomes

The second track of this 2-track research process consists in the understanding of the brand. In the first track, the user insights were condensed into a user persona and a series of journey map templates with the purpose of communicate the findings and synthesise them into user experience goals that could be reflected upon the brand that Marttaliitto represents. Before any alignment could occur, a similar process to understand and synthesise the brand was due. Thus, from a research perspective and following the plan for this thesis, the next step after the definition of the experience goals from the expatriate perspective, was to define brand goals Marttaliitto might have on their end for further comparison and potential alignment. For this research, it was not only important to find the relationship between the experience goals and the brand goals, but to communicate their relevance through it. Therefore part of the process was to face the organisation with questions such as: do you have brand goals? What is your brand purpose in terms of experience? or What experience are you offering to your customers?

Researching and coming up with those is not a simple task that can be solved asking, but should follow a design-approach methodology to be effective as a way to obtain data but also communicate and create awareness about why this is an important topic. Therefore, a workshop was conducted with the purpose of defining and reflecting on Marttaliitto’s own brand goals and present the research outcomes of the previous research phase in the shape of the process and the user persona created from it. In total two workshops were held with Marttaliitto staff in order to proceed in the research process. Chapter six is about the very first one of these workshops.

6.2 Workshop I: Identifying Marttaliitto’s brand experience goals

The first workshop was held in Marttaliitto’s office with five participants led by Marttaliitto’s development manager in Helsinki Terhi Lindqvist and household expert Olga Aula who are heavily involved with the work done with international people, which currently are more related to the asylum seeker and refugee context. For this workshop it was relevant to have participants strongly related to the efforts of Marttaliitto to become inclusive and open but also some members unrelated to this to bring their own perspective and input into the discussion.

The duration of this workshop was 2 hours and the main purpose of it was to come up with Marttaliitto’s brand goals in terms of experience and concluded with a presentation of the research work done and the user persona. Hence, the workshop was divided in three parts which were, first, recap on what the purpose of the research was and what has been the work done in terms of process. Secondly, defining what Marttaliitto’s brand experience goals would be and finally, presenting the previously created user persona and reflect on that.

The first part of this workshop served as an introduction which was important since none of the participants were familiar with the project. In other words, they were aware of a research going on but were completely new to the purpose and methodology used. Therefore, having a proper but short introduction was mandatory as part of the workshop. As mentioned before, the workshop had participants which have and have not worked with non-Finnish customers. This was very valuable and having such participants enhanced the need of explaining the reason of this research and workshop.
During this phase the purpose of the research and the thesis was briefly introduced from the perspective of Marttaliitto’s new strategy and my personal interest in the topic. After explaining the purpose of the research and the workshop, an overview of the process done until that moment was presented. This means that the basic IPA implemented methodology was explained as a process from the interview to the clustering as a process leaving the explanation and interpretation of the diverse insights out of this step. This first part of the workshop brought clarity and helped the participants to understand what kind of data was retrieved from the interviews such as it’s purpose.

The next step, after the research context and process was clear for everyone in the workshop, was to have the participants answer to three questions:

- **What are Marttaliitto’s key offerings (in terms of experience)?**
- **What does people need (in terms of experience) from Marttaliitto?**
- **What should we do, endure or change in order to reach them?**

These questions had a clear purpose in the research and finding the brand goals for Marttaliitto. The key offerings aimed to open the discussion on the brand goals since it was about what Marttaliitto as a brand
should offer from the individual perspective of those driving the organisation and the work with foreigners. The second question is related to the experience goals of the expatriates in Finland but from a perception angle. This means that this question was asked in order to get the participants to reflect on what are Marttaliitto’s perceived experience goals which later on in the workshop, would be contrasted with the real data obtained from the first part of the research. Finally, the third question and category was a small exercise to reflect on what is easily achievable with small changes or by keeping some efforts and what not. All of this to understand better Marttaliitto’s brand experience goals and prioritise them.

At this stage the purpose was to ideate as many as possible from these and then discuss to reach a consensus. However this exercise served as an introspection and opened the discussion towards what the brand goals should be. The ideation process was time-boxed and divided in slots of 10 minutes for ideating around each question and then 10 more minutes to discuss for each one of the steps. For visualisation purposes, a slide with a three-column template was presented (Fig. 19) but due technological constrains, the way to proceed with the ideation was filling up post-its. Each question or category was represented by a bigger post-it with the category title on it, and the ideas were written on normal-sized ones and placed around it (Fig. 20). The participants reflected on what their experiences have been when working with people and their perceptions of what they are offering currently so as what they believe people need from them. Finally the discussion was held around what still needs to be done in order to achieve what they would describe as their ideal situation in terms of what they offer and potential expatriate customers might need. As the discussion was being developed, the post-its were gathered into clusters per each category and rearranged accordingly.
The discussion allowed the participants to discuss and also get consensus on what are the experiences they want to convey to expatriates and what are the main blockers preventing them to achieve those goals. The discussion also allowed the participants to see the immediate relation of some of their ideas from one category with the others in different ones. For instance, a key experience offering was about inclusion. We make people people with different life circumstances feel welcomed and helped was related to the perceived need I feel active and supported as a part of Finnish society and, at the same time, even though these seem aligned and a clear goal, things like the language are still stopping them to achieve them. In the end, the discussion around these categories led to clustering the different ideas and insights within each category and agree on the name of each category in a word and later on agree on a deeper name. Finally, the organised ideas and clusters were filled into individual digital versions of the slide presented during the workshops.

Based on the answers after clustering and filled-in the individual versions of the presented slides (Figs. 21, 22, & 23), the following data was obtained:

**KEY OFFERINGS:**
Experience of Self achievement
Feeling of togetherness
Inclusiveness and openness
Empathy
Feeling of usefulness
Fun
The “Finnish” experience

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**WHAT ARE MARTTALITTO’S KEY OFFERINGS?**

**WE OFFER THE EXPERIENCE OF SELF-ACHIEVEMENT**
- Teaching of handicrafts, food and cooking by doing.

**WE OFFER TOGETHERNESS**
- Facilitating encounters (meetings with people).
- Facilitating people meetings and contacts.

**WE OFFER INCLUSION & OPENNESS**
- We help people with new kind of living circumstances.

**WE OFFER EMPATHY**
- We give good and concrete tips for everyday life.

**WE OFFER USEFULNESS**
- We teach practical advices and recipes.
- Marttaliitto gives good information about everything they might need.
- We bring knowledge and skills for everyday life.
- We help people learn Finnish language.

**WE OFFER FUN**
- We help people develop and explore new hobbies.

**WE OFFER A FINNISH EXPERIENCE**
- We teach about Finnish particular stuff with activities related to them.
- For instance Pick up mushrooms, berries and so on from the forest or make traditional Finnish food.

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Fig. 21 - Marttaliitto’s key offerings with their clusters
**PERCEIVED USER NEEDS:**
Need to feel empowered
Need to feel part of the society
Need to feel welcomed
Need to feel “part of a family”
Need to feel supported
Need to feel excited
Need to have fun

**ENDURE / CHANGE:**
They need to be more open
They need to be perceived as accessible
They need to be more inclusive
They need to keep being fun and practical
They need to be perceived as accessible
They need to show that they want to reach expats
They need to be perceived as accessible and clear.

After doing this exercise, the needed parts for a possible definition of Brand Experience goals were ready.

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**WHAT DOES PEOPLE NEED FROM MARTTALIITTO?**

**THEY NEED TO FEEL EMPOWERED**
- They can get the possibility to do something good for someone else and for themselves.

**THEY NEED TO FEEL PART OF THIS SOCIETY**
- They can get encouraged to be active and belong to Finnish society.

**THEY NEED TO FEEL WELCOMED**
- They might need less Finnish things and more English.

**THEY NEED TO FEEL SUPPORTED**
- They can get contacts, networks and friends.

**THEY NEED TO FEEL PART OF A FAMILY**
- They can get contact and networking which can be later friends or pals.

**THEY NEED TO FEEL EXCITED AND FUN**
- They can find new hobbies with us.

Fig. 22 - Marttaliitto’s perceived customer needs with their clusters
6.3 Marttaliitto’s brand experience vs. Monem’s UX goals

After succeeding clustering the ideas and naming the different clusters with a suitable name within each category, the workshop reached the moment of confrontation between the work done with the results of the interviews presented as a user persona. At this moment of the workshop, the purpose of the questions and categories, previously explained in section 6.2 paying special attention to the second category focused on the perceived experience needs. For this step it was important that there was a consensus on what the perception of these experience needs were since they were gonna meet their counterparts in the persona.

Monem, the created user persona, was presented to the participants along with a detailed explanation on how he was created. The storytelling element in the introduction helped the participants to imagine Monem as a real character. After introducing Monem’s story, the main goals & drivers, his obstacles & stoppers and his needs from a practical and an experience perspective. The use of quotes from the interviews reinforced these descriptions and as a support for the data presented. At this stage, the participants could already see some of their perceptions validated but also get some new insights on what the expats needs are. And even though some of the characteristics of the persona dwell more on the practical side, for instance, the fact that Monem wants to learn and be fluent in Finnish is not an experience need itself, but rather a practical one constituting an insight, those were presented and then explained in terms of the role they played in the later interpretation of the insights into experience goals. Finally, the participants were presented with the experience goals created from the interviews anal-
ysis and each one of these were explained in detail. There was a room for questions and the participants were happy to identify some of their own assumptions there but also surprised by some of them. They reflected on the fact of feeling welcomed, included and empowered since they have been dealing with this and failed in tackling it for their non-Finnish customers. These were in fact the main experience goals that they found important to tackle and reflected on how they are tackling currently the other ones and whether they were doing it in the correct way and if this way was suitable for foreigners and expatriates.

6.4 Reflection and brand experience refinement

After reviewing and discussing the created persona with the participants, they came back to their previously done clusters and ideas on Marttaliitto’s experience offering, perceived needs and efforts to review and refine them. As a request, special attention was put on their own brand experience goals, using the reflection on the perceived experience needs and the reflection on the efforts needed to drive the change towards that goal to prioritise them. This focus was required since the brand experience goals would be the main point of analysis for the next stage.

The previous discussions and knowing the user persona whilst understanding the data he was formed from helped this new discussion to be more quick and facilitated the direction into an experienced focused one. The dynamics for this activity were to discuss and then reflect on what would be Marttaliitto’s offer in terms of experience from a brand perspective. After a bit of discussion, each participant would have 5 minutes to think about what could be the brand experience goals and write them down on post-its. Each participant would have the chance to write minimum three, but could add more if wanted. The guiding question for this activity was: If you offer expatriates a variation of experiences, what do you want them to recognise and remember you for? After this, the participants would have some time to discuss and find which ones were the common ones and the more important to address. Even though the main point of this research was the focus on expatriates, the participants prioritised and discussed around those experiences that are important for expatriates but still could be applicable to their existing Finnish and non-Finnish members and customers.

After the ideation and discussion in terms of the proposed goals, the final list was the following:

**Feeling valued:** Through their services and strategy, Marttaliitto wants to offer the experience of feeling valued for who people are. Marttaliitto is interested in all the backgrounds and finds value in them.

**Fun:** Marttaliitto’s offering is fun and interesting. Through their services and offering, expatriates, and other members or participants, experience new and exciting moments in an equally fun atmosphere.

**Togetherness:** Marttaliitto is a big community and family that promotes and thrives on togetherness. Thus, each member, customer or participant will always feel part of a group and community.

**Trustworthiness:** Marttaliitto’s advice is backed by many years of experience and constant updates. Taking part in any activity is safe because the Martat know better and will always have a reliable and trustworthy advice and experience.

**Feeling welcomed:** Marttaliitto welcomes everybody to their family. Language and
This final list of five brand goals was reviewed and finally agreed upon to be the brand goals to work with from this point in the research on. As a closing step for the workshop, the follow-up steps were explained to the participants.

6.5 Persona refinement

The last step of this workshop included a small discussion about the persona produced based on the research. The main idea was, not only to share it, but also to reflect on it and the workshop. Additionally, Marttalitto and some of the participants had complementary knowledge about the customers they serve, so 10 minutes were reserved to share and make recommendations where needed. After sharing, most of the produced UX goals resonated with the participants’ experiences. This served also as validation for the whole interview and analysis process. After a round of comments and thoughts, some small changes were made on the naming of the goals to make them clearer (Fig. 24).

![Fig. 24 - Refined version of Monem’s UX goals](image-url)
VII. ALIGNING THE EXPERIENCE AND SETTING A USE SCENARIO

This chapter takes on the process behind the alignment of the UX and Brand Experience goals towards the creation of the final Experience-Driven goals. This chapter also covers a second workshop that aimed to find a suitable scenario for an experience-driven approach to be applied.
7.1 Where Brand Experience goals and UX goals meet

The research continued with the gathered data from the workshop and the next step was to bring together the compiled brand experience goals and the previously generated user experience goals and see where they met and how could they relate to each other. This particular step in the research was one of the most important since it speaks of the true connection between a user study and research and the “design work” done by an organisation in a similar manner. In other words, this is where user experience and brand experience meet to create an experience-driven approach.

As mentioned before, design can help organisations communicate and shape their own culture and strategies so as it is capable of supporting them. In this case, Marttaliitto as an organisation had very clear what their strategy is and what their identity relies on, but getting to connect that with their customers hasn’t been an easy job. Experience-driven design on the other hand, relies on a deep knowledge about the users and their needs and expectations and it is precisely this approach what results interesting in this context. By conducting interviews, analysing and gathering the insights and condensing the results of this process into a user persona, the design process and the experience-driven approach are applied to get to know the user and as a resource that could potentially serve as support for Marttaliitto’s brand strategy. Thus, having a workshop to define the brand experience goals after applying a design and experience-driven approach within the organisation and comparing these with the research data is the application of design directly into the brand strategy, not as a support but as part of it. As part of the research, this stage was of great importance given the impression and proven possibilities experience driven design can have playing both roles, a support function and an intrinsic and active part of the brand.

Now, as part of the design process, the data gathering was complete at this stage and the next stage consisted in finding the matching points and bridges between the two main data-gathering outcomes. On one hand the data collected from the interviews and later condensed into a user persona presented Monem’s experience goals as one big outcome whilst on the other side, the workshop with Marttaliitto served to gather similar data about the brand and had as a final outcome, the brand experience goals. During the first process of the research, seven main experience goals were identified as relevant from a customer perspective while on the brand’s perspective, the final number of goals gave a total of five. Both sides’ goals were put next to each other in order to find the similarities and understand what should be the focus of Marttaliitto in case they want to use an experience-driven design approach in order to plan and develop their services in favour of their brand. It is important to mention that none of the previous goal categories overrule the others for what both, the experience and the brand goals are equally important but, as a rule for this study, those which were common in both categories would stand out as the main points of focus whilst those that were not necessarily the same but still kept a close relation between themselves would be considered additional or support goals (Fig 25). The comparison and search for points of alignment between UX and Brand Experience goals gave as a result three main experience/brand goals and three additional or support experience goals.

These final main goals were adjusted so that they reflect their original meaning in both categories as much as possible. The name and description could be modified in this step as well. The final experience-driven goals for Marttaliitto were stated as following:
**UX & Brand experience goals alignment**

**UX Goals**
- Connection with others
- Feeling of purpose
- Feeling of discovery
- Safety / Feeling of control
- Inclusiveness
- Feeling welcomed
- Empowered identity

**Brand X Goals**
- Feeling valued
- Fun
- Togetherness
- Trustworthiness
- Feeling welcomed

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**Welcoming experience:** The atmosphere of each one of Marttaliitto’s services is welcoming and warm for anyone. When you attend any event or class, the members and customers know Marttaliitto is happy to have them there and has prepared everything for them to have a great experience and come back.

**Connection and togetherness:** Marttaliitto fosters togetherness in all its services. This doesn’t mean group work, but rather the sensation that every participant and member are a part of a community and can rely in Marttaliitto and the other members of the community. By joining Marttaliitto as a member or an event or class, you are not only getting useful knowledge, but the possibility to be part of a big family and its members.

**Appreciation and empowerment:** Marttaliitto is open to anyone regardless his/her origins, sex, age or any other element of his/her personality and not only these elements are welcomed, but they are appreciated by the organisation. Marttaliitto values every individual characteristics and consider them as strengths that make every individual unique and therefore add uniqueness to the organisation. When a person attends a course or joins Marttaliitto, he/she can be sure that he/she will be valued for who he/she is and that there is no need for changing. Marttaliitto is a Finnish organisation but made for everyone.
As for the additional or support experience-driven goals, they were defined as following:

**Inclusiveness:** Marttaliitto strives to make their services as inclusive as possible. This means that both language and culture are not excluding potential users, but are means to include them and make them part of Finnish culture. Marttaliitto doesn’t segment people, but serves as a link to integrate them.

**Fun & discovery:** Taking part in any event organised by Marttaliitto and, even better, becoming a member of the organisation is always a new and fun experience. Marttaliitto renews and keeps their content constantly updating and Martat classes and activities are designed to bring fun times to every participant and member. Marttaliitto is always new and always fun.

**Feeling of purpose and trustworthiness:** Marttaliitto’s services are dedicated to enhance their customers lives. Therefore, any class or activity offered by Marttaliitto is useful in an everyday context regardless who the participant is. Additionally, Marttaliitto is a guarantee of trustworthy advice. As an old and specialised organisation that keeps updating itself, any advice form a Martta is reliable and backed by many years of experience and dedication.

This collection of main and additional experience-driven goals was set as the definitive one and it was taken to proceed to the next stage of the research which consisted in a proposal of Experience-driven guidelines for Marttaliitto to use when designing new activities or services. Nevertheless, before proceeding to propose this guideline, it was important to find one last piece of data. The context. For this purpose, a second workshop was arranged with the Marttaliitto personnel.

**7.2 Workshop II: Finding the opportunities in Monem’s journey**

Even though the research had gathered data from different sources and found consensus in what the experience goals for the participants could be, it was important to get a deeper understanding of the context in which an Experience-driven guideline could be more relevant. The study showed different perspectives from what being an expatriate in Finland is like bringing a wide set of contexts in which experience-driven design could be applied, however, just as with the goals, this was one side of the coin. For this study to be entirely useful, understanding of the perspective of Marttaliitto as an organisation on this matter was essential. What this meant in practice, was that there was a need to understand what was the context in which an experience-driven approach was needed from Marttaliitto’s perspective. Therefore, a second workshop was scheduled with Marttaliitto to board this topic.

The purpose of the workshop was to define the context in which Marttaliitto’s current situation and new strategy would benefit more from this study. It was clear that Marttaliitto had some collective knowledge of how being an immigrant in Finland is from their personnel’s experiences, however official research could not be addressed or referred to. Also, it is important to point out, that much of Marttaliitto’s experience is with asylum seekers and refugees, which, even though they are also immigrants in Finland, are in a different life situation than expatriates are. Therefore, it was important to come to a common understanding of the contextual needs of these potential customers and co-define the opportunities for this research to be useful.
As mentioned before, additional to Monem, the proposed user persona, and his experience goals, some journey map templates were created. Monem’s journey consisted on general life moments common to all the users that were expressed to have big relevance at the moment of defining their own experiences. In other words, the journey is a compilation of moments that define what being an expat in Finland is and shaped in one way or another positive, but also negative, experiences. These moments are defined as the following:

1. Winter arrival: All of the interview participants stated that winter played a big role in their lives. Despite the interviewees origin countries, Finnish winter proved to be different and have a bigger impact on them, their mood and their experiences compared to what it is in their home countries. Then, winter for Monem has brought a lot of changes. It is a moment when he’s most tired but also where there are chances to do many different things.

2. Graduation: Many interview participants came to the conclusion that graduating, or any equivalent event in life, was very important in their own experience. It meant the closure of a chapter and the beginning of many decision-making moments. For Monem, graduating was a great moment and experience but it also meant that he had to decide if he would stay in Finland or not and what was next for him.

3. Starting a job-hunt: For the big majority of the participants finding a job is a big moment in their expatriate experience in Finland. The market is specially challenging and many things such as the language start weighing more than before. For Monem, this meant that he was interested in staying in Finland and even though he was excited about finding a job he found it quite challenging and exhausting. Along the road not only should he prepare himself but he should find ways to meet people and make connections.

4. Finding a hobby: All the participants, regardless their introverted or extroverted personality found themselves isolated and out of the society at some point during their experiences in Finland. All of them expressed the need to go out and find a hobby or activity to connect with the world at this point. Activities as simple as going to museums, attending events or taking part in their neighbourhood committee help them connecting with more people and brought great experiences along. For Monem, the story was not too different, he also found himself a bit isolated and decided to go out and find himself a hobby. Something that could help him get more contact with people.

5. Moving out to a new place: Within a year or two, most of the participants had to move to a different place or a different city and this was also a big moment that changed in one way or another their experiences. For Monem this happened when he had to leave his first apartment and move to a new one. Moving to a different place meant getting used to new things and new people.

6. Getting a job and establishing: For most of the participants, getting a job was or is the main sign of establishment. This means that getting a job in Finland was a definition moment and a sign that they would stay in Finland and a new phase begins. For Monem, getting a job was the confirmation he needed that he would be staying in Finland. It was also a great moment for him where he proved himself he was able to get a job in a foreign country and new things and responsibilities came along.
As mentioned in Chapter V, a small journey templates was created and that same template was the one used in this workshop. The template was reproduced six times, one per moment in Monem’s general journey. The templates were divided in the following sections:

**What is he doing?:** This section includes all activities Monem would do, based on the users’ research and Marttaliitto’s experience, in the given moment of the journey.

**How is he feeling?:** This section of the journey describes briefly all the feelings and emotions Monem is experiencing in the defined moment of it. These emotions and feelings are related to everything surrounding him and are based also in research and Marttaliitto’s experience.

**What are Marttaliitto’s opportunities?:** This section reflects on the previous two and the overall view of the journey and persona. The purpose of it is then, to list which are the opportunities Marttaliitto would have to create awareness and create meaningful experiences so as how easy or hard it would be to do so in a certain moment in time.

To proceed into the workshop, the map templates were printed and pre-filled with notes based on the insights from the user research analysis. This served also as an example for Marttaliitto to then, continue filling-in the templates with post-its based on their own experience. The resulting filled templates were transformed into final digital versions that reflect both user and brand’s input. These final version opened the next topic of discussion: *Which is the most suitable moment in Monem’s journey to apply an experience-driven approach in the creation of services?*

### 7.3 Choosing a scenario for experience-driven design

After filling the templates for Monem’s journey map, the next step was to analyse and choose a suitable scenario were Marttaliitto would have bigger and more meaningful opportunities to explore an experience-driven approach along with the participants of the workshop. Filling up the canvases had, at this point, served for visually creating a notion of which moment in time within the user persona’s journey was the one with more opportunities and more areas to tackle from an experience point of view. This second part of the workshop consisted in a discussion as the participants looked and analysed each one of the parts of the journey map. After discussing over each one of them, the participants concluded that the most interesting and adequate part of the previously filled journey map, according to both, the research done up to this moment and their collective experience, was *part number 4: Finding a hobby (Fig. 26).* In the participants’ experience, most of the people that end up becoming members, come to them trying to find a hobby where they can also socialise and meet people. This is not exclusive of locals, but finding their way is naturally easier for those born in Finland or with Finnish language skills good enough to communicate. Research showed that this need for finding a hobby and social opportunities is widely shared by expatriates but due to language and cultural barriers, reaching them and setting them in Marttaliitto’s direction is a challenge experience-driven design can take on. Additionally, Marttaliitto wouldn’t need to change their offer since what they offer is, in essence, a range of activities that can fulfil the need for a hobby in expatriates.
In the early user research part, the use of the Interpretative Phenomenological Analysis as a method of researching, complemented by the Adapted Positive Experience Framework, was proven useful for experience-driven design approaches. The use of IPA so as the data it facilitated, contributed to the creation of the awareness of how important it is for Marttaliitto to know the people they want to reach more in-depth. Additionally, it stressed the importance of this kind of research methods and raised the curiosity of Marttaliitto about it.

Finding consensus and aligning the user persona’s experience goals and Marttaliitto’s own brand goals was the most critical part during this process not only because of the objectivity it brings to this study, but also because it set the base to prove that design-
ing for both UX and Brand experience is possible if these two are aligned through their respective goals, which is the main purpose of this thesis project.

Finally, defining a scenario where an experience-driven approach can create an impact in the current context of Marttaliitto and the expatriates own life experiences, allowed a better understanding about the previously mentioned goals since the journey map allowed to bring them both visually together and opened a space for discussion between Marttaliitto experts and the research. Being able to bring the goals alignment into context, supported by the created user persona, ensures that the design work along with any created tools, will be meaningful to both Marttaliitto and expatriates in the future. With all these elements in place, the next step was to define experience-driven guidelines and create tools that support the application of them.
VIII.
THE WHAT AND THE HOW: GUIDELINES & TOOLKIT FOR EXPERIENCE-DRIVEN SERVICES

This chapter covers the creation of the experience-driven guidelines and tools that can help Marttaliitto implement an experience-driven approach when creating and evaluating services. This chapter also includes the creation of additional tools to replicate the main steps of this research in a simple way.
8.1 Relevance of an experience-driven guideline for Marttaliitto

As mentioned before, design has a potential to bring strategic value through its practice. In the current case of Marttaliitto, experience-driven design can bring this value by bringing understanding on its users and align their experience goals with the organisation’s brand goals. However observing the alignment of these two is not enough to create a meaningful change or demonstrate the strategical contribution of experience-driven design to this case. It is for this reason that the alignment of these two experience goals were turned into a guideline that Marttaliitto can use in order to create and plan their services from now on with their target customers in the center of the process and therefore ensuring that the experience that they will create for them is actually experienced in the right way by the targeted customers, in this case, expatriates. Basing this guidelines on the user persona and his experience goals ensure that the experience covers the real needs of expatriates whilst basing them on the brand experience goals ensure that the planning and service design covers the brand essence and strategical approach by being loyal to their current strategy. The guidelines were then created to bring the experience approach from an external perspective but also an internal one.

8.2 Building an experience-driven guideline in context

Based on the workshops and the creation of an opportunity scenario derived from the customer journey map and user persona, the creation of an experience-driven guideline was already set in a context. This means that the guideline for Marttaliitto to incorporate experience-driven approaches to the planning and design of their events and services would be essentially related to the context that resulted from the work done until this point but should be easily scalable to any other contexts.

So for this thesis work, the main context to build a guideline upon, was the result of these workshops along with the research and can be explained using the resources created through them. This means that the context contemplates Monem as the role-model of customers and his search for a hobby as the main context where opportunities such as using the existing services and courses offered by Marttaliitto, become a platform for social interaction, but also networking and practicing Finnish are present.

The use of this context would then help the creation of design guidelines for Marttaliitto to base their planning and service creation while keeping the targeted customers’ experience goals along with their own brand goals as the center of the process ensuring that the employment of these will have a strategic value. Thus, creating these guidelines in context is not only a result of the work done up to this point, but a strategic decision with a high impact for Marttaliitto.
8.3 The experience-driven guideline: Designing services for Monem

The creation of an experience-driven guideline for service creation is a direct result of all the effort made in this thesis work. It is intended to be a guide and a point of reference for Marttaliitto when there is the need to plan or create a new course or service but also as a point of comparison against their existing services. These guidelines reflect on Marttaliitto’s need for reaching expatriates as customers. The experience-driven guideline aims then, to guide Marttaliitto towards the creation of services that are perceived, experienced and remembered as ideal for expatriates while maintaining the core essence of Marttaliitto and stays in line with their new strategy. It is also important to mention that, even though the experience-driven guideline’s main purpose is to create services that helps Marttaliitto reach expatriates and satisfy their experience needs, they, by no means, are intended to exclude the existing customers of Marttaliitto’s services. In fact, the produced guidelines were designed to be applied without affecting the quality of the service provided to locals or asylum seekers, for instance, but rather to be perceived differently by the target group.

The experience-driven guidelines, based on the goals alignment and workshops, consists in three main rules:

1. Monem should be considered first when designing a service:
Marttaliitto is already good creating courses and services in a local context, however, if the intention is reaching some kind of minority, such as expatriates, then Monem can be used as a reference to plan the practicalities and the communications of this event. So for instance, if there is a course opening next summer and there is a campaign planning for it, Marttaliitto can reflect on Monem while planning. Will Monem be able to find this information easily? or Will Monem be able to understand this advertisement if it is only text in Finnish? Beginning with Monem’s experience in mind will then ensure that every decision is made with his experience in mind and therefore ensuring that not only the perceived experience follows Marttaliitto standards and brand, but that it is also perceived in the same manner by the expatriate population in Finland. Finally when talking about Monem, the guideline can use the persona profile as a starting point to have a reference. The elements such as the main pain points, expectations and hopes can be used for this purpose.

2. Experience brand goals are in the core of planning:
During the workshops and the research much of the feedback and and work done was focused on finding the consensus between the experience goals of the expatriate population in Helsinki and the brand goals that Marttaliitto is trying to keep and promote in their services. Finally this led to a reduced list of three main goals and additional or complementary goals called the experience-driven brand goals. However these are not only goals to reflect on similarities and differences, but design principles in essence. Design principles that should guide any new service planner towards success and should be aligned with existing ones in order to ensure their reach to expatriates. Therefore the main design principles would be referred as the following:

a) Marttaliitto’s services promote the connection between humans. Marttaliitto’s services are a physical platform of collaboration where participants can meet new people and share activities within a growing and inclusive community.
b) Marttaliitto’s services make everybody feel welcomed. From the very first touch point, services are designed and planned for everybody and reflect the wish of Marttaliitto to invite everybody on board.

c) Marttaliitto’s services integrate and benefit from the diversity of their participants. The services Marttaliitto provides encourage people to be themselves and use that uniqueness. Marttaliitto’s services are a platform to share every customer’s individuality.

These design principles describe the ideal service minimum requirements to keep in mind when planning or designing a service or course. Nevertheless, these stand as statements meant to be fulfilled when looking at the end product, however on a practical level, the guidelines would include the primary and additional X-driven brand goals as the guide towards a strategically sufficient service planning. In other words, these represent the checklist Marttaliitto should have when creating, developing or analysing existing services or courses. The intention here is then, that the primary goals are covered and the additional goals are included as an optional value bringer. This means that, for example, if Marttaliitto would like to create a new course, with aiming to reach and include expatriates, not only should they start with Monem in mind, but also when brainstorming and ideating, they should either start or compare the resulting ideas against this checklist. The rule is then that, in order to have a strategically strong service ideas, whatever the final idea Marttaliitto wants to develop should, at least, cover the primary X-driven brand goals. This will ensure the idea or concept to be developed is sufficient to reach and meet both Marttaliitto’s and the expatriates’ experiential requirements. Hence, Marttaliitto can make these even stronger by adding the additional goals into the equation. Therefore, Marttaliitto could plan a course, for example, and while ideating how it should be taught, put the primary X-driven brand goals as the must haves and then include as many additional goals as possible to ensure that the course will not only satisfy the current customers but will reach and equally satisfy the experiential needs and expectations of potential expatriate customers.

3- Feedback and validation should be included in every service:
While this is not related to the planning, it should be contemplated from the beginning. Before launching a new service or course, specially when these aim to reach expatriates, Marttaliitto should plan also a proper feedback form to ensure the experiential needs were properly covered and give space to learning and future improvement.

While following these guidelines would, in theory, ensure that experience-driven design practices are applied in order to create new services that help Marttaliitto reach a different type of customers, they are not definite and can keep evolving as the service offering and the strategy does through time. It is necessary to understand that even though the guidelines are based on research and a collaborative process, they can be developed further in the future.
8.4 A tool for new service creation

The guidelines constitute a reference for Marttaliitto to follow and consult whenever creating, ideating, planning, developing and evaluating an idea, a concept or an existing service. However, in order for them to be applied in a real-life situation, small toolkit was created for Marttaliitto to use along with the staff and even to collaborate with their existing and potential customers. The tools are meant to be used to facilitate service creation, validate the experience-driven approach of existing services, facilitate the evaluation and feedback gathering of the services by the final customers and be able to easily replicate the research described in this thesis.

The main tool in this toolkit is a canvas that can be filled when ideating or planning new services and evaluating existing ones (Fig 27). The canvas reflects what the guidelines are into a practical activity that reflect on them. Thus, the canvas includes Monem in the center, for which the persona card can be used as reference as a reminder that the planning should begin taking Monem as the start point. The canvas is then divided into two sections. The first one corresponds to the requirements Marttaliitto, and any additional ideator or evaluator, should be aware of in order to ensure that the guidelines are fully covered. This section then, includes the previously mentioned primary goals checklist and two sub/sections for the ideators to use as they need. One space is destined to additional goals and whilst this study contemplates three based on the expatriate interviewees experience goals and the brand experience goals, it leaves space for additional goals to be added in case they are needed. The premise is that as long as the primary goals are kept, the addition of the three suggested additional goals or more will only reinforce the idea, concept or existiing service. Then, the second sub-section corresponds to questions that need to be answered or must be asked depending on the service to be planned or evaluated. In other words, which questions are important to ask ourselves before starting the ideation. These questions can be related to Monem or the goals to be used to ideate. Next, when this section is filled with the necessary elements, the second section is, basically, a free space for ideation. This space can be populated with post-its or be directly written on by the ideators or evaluators of a Marttaliitto service and each idea element added should reflect the first section. Finally, the ideators or evaluators can discuss and refine each section until satisfied and select the more convenient ideas by voting and discussing. This way, the guideline can be applied in a practical and relatively easy way to any project Marttaliitto has and aims to reach expatriates.
Fig. 27 - Service creation template

Considering the upper part, write here all your ideas. Try to explain them a bit or draw for better understanding.

IDEATE HERE!

Is there any questions we need to reflect on before ideating?

QUESTIONS TO BE ASKED

What do we want to do?

ADDITIONAL X-GOALS

Is there any additional X-goals we can use? Write them here.

PERSONA'S NAME

MAIN X-GOAL 1

MAIN X-GOAL 2

MAIN X-GOAL 3
8.5 Service creation example

As an example, an example of this canvas was produced (Fig.28). In this example, Marttaliitto could be interested in reaching expatriate students in order to bring their attention towards a cooking course. In this case, Marttaliitto can use the canvas in order to tackle the ideation of a service or solution to this problem from an experience-driven design perspective using Monem and the research around him as a starting point. First, members of the Marttaliitto staff and any other participant of the ideation should start by stating what is the objective behind the ideation whether this is a concrete service idea or an approximate purpose. In this case the purpose is: Reach foreign students for our cooking course. Once this is established, the participants should focus and be aware on Monem as the starting point. For this purpose, they can always refer to the user persona card in order to know the character in depth. Participants can take notes and ask clarifying questions related to Monem at this point. Once it is clear who Monem is, the participants should be made aware of the primary X-driven goals they will need to fulfil in order to proceed. These are present by default above the persona section. The ideators can then proceed to fill in any additional X-driven goals they consider necessary to include in the ideation phase. In this case, a good start is to include only those one provided by research but in a real context, the ideates could include additional ones in this section. Along with these, the ideators could then write questions to be asked. In this example the questions are: How could Monem feel welcomed if the courses are held in Finnish?, How can we (Marttaliitto) tell Monem that coming to our class will be a chance to meet people? And Does Monem know where to find our information easily?. Participants can add as many questions needed here and come back at this section at any moment after the next step. Finally, the participants can move to the next section which is ideation. In this section, the participants can write down as many ideas as they can come up with as long as they are based and reflect what was written on the upper section of the canvas. In this example, ideation resulted in four ideas to be developed further on. Participants can finally discuss and vote for the best idea to be brought forward.

Further actions may be related to defining requirements and practicalities for the selected idea to be feasible or possible. These could include defining entities such as resources or partnerships along with any other necessary action to be undertaken by Marttaliitto in order to continue. However, the service development is a process this thesis will not cover.
Fig. 28 - Example of the service creation template in action.

Consider the upper part, write here all your ideas! Try to explain them a bit or draw for better understanding.

IDEA HERE!

Doe the Finish languages.
and you practice the language.
about the Finish ways of cooking
different dishes while you learn
Cooking in Finish: Come and learn
in Finish.

how to find them in Finish.
where to find ingredients and
week: Good chance to know
From different countries every
Theme class preparing dishes
International cooking day:

Monem
PERSONA’S NAME

Find our into easily?
Does Monem know where?
People?
our class will be a chance to meet
How can we tell Monem that coming to
How could Monem feel welcomed if the courses are
M. A in Collaborative and Industrial Design | Aalto University

REACH FOREIGN STUDENTS FOR OUR COOKING COURSE.

What do we want to do?:

ADDITIONAL X-GOALS

1.
2.
3.
Discovery / Fun
Feeling of purpose
Inclusiveness

Reaching out through others
Connection with others
Feeling welcomed
Embraced (empathy)
MAIN X-GOAL 1
MAIN X-GOAL 2

GUTS

2.
3.
4.
5.

Is there any questions we need to reflect on before ideaing?

QUESTIONS TO BE ASKED
As a designer it is important to note that it is not enough to design tools as a final and definite result since these tools might not be a golden formula that solves every problem. As mentioned before, the research and its methodology contemplated a small sample based on my understanding of the expat population in Helsinki, Finland. The combination of methods proposed an in-depth research that resulted in the final guidelines and templates for service creation and evaluation, however, as time passes by and Marttaliitto adapts to new challenges, it is necessary for them to get used to conducting research and making it part of their brand DNA. The first stage of this research showed that design is not only about producing design but facilitating it as well. This is one of design’s strategic value.

In order to reflect the value of design as a facilitator, two additional canvases were added to the toolkit. The User Experience canvas (Fig. 30) and the Brand Experience canvas (Fig. 31). These templates are nothing but a simplified versions of both the user experience research and the brand experience research processes in order to come up with their respective goals. The User Experience canvas aims to map out a user persona in order to find their user experience goals. With it, Marttaliitto can use the feedback survey and their own research methods to fill in each of the fields and generate a new persona like Monem. In the end of the exercise, whoever is filling-in the canvas can define new experience goals from scratch and align them with the brand experience ones. In the hypothetical case that Marttaliitto changes their strategy or refine their brand, the Brand Experience canvas, will make sure the Brand Experience goals are re-defined.
1. How would you describe your experience during this activity with us?

2. Feel free to select as many as apply:

- This was a good chance to connect and meet new people.
- My background contributed to the activity and was appreciated.
- I felt welcomed by the people and the activities.
- I felt included all the time.
- This feedback was a fun experience.
- I felt this was useful for my life in Finland.
- Let's talk! Please leave your contact information and let's have a coffee and talk.

3. Would you come back to another activity?

4. Yes
   No

5. What could we do to improve your experience next time?

6. Would you like to talk about my experience. Reach me here (optional):
At any moment. In essence, this canvas is a simplified version of the brand experience research and reflects on what are customer needs, efforts or actions to fulfil those needs and the key offerings that would resonate with those needs. This last one being the brand experience goals. The main purpose of these tools is for them to be used in case a different customer wants to be reached or in case that the brand experience goals need to change or be refined. The canvases include easy instructions to be filled-in and come up with goals without knowing all the theory described in this thesis work.

Being able to facilitate ways for organisations such as Marttaliitto to implement experience-driven research into their practices is as important as the use of the guidelines and tools themselves. This ensures that the produced guidelines and tools won’t be limited to a group of customers or a moment in time, but will keep evolving and adapting to Marttaliitto’s future needs.

### 8.8 Reflection: Outcomes, opportunities and limitations

Experience-driven design establishes that any design process will start from the experience perspective of the users or customers that the design is made for. However, this is not only a mean to happiness and user satisfaction but a powerful resource to boost strategies such as Marttaliitto’s by engaging new kinds of customers and communicating its brand through the experiences before, during and after a service is “experienced”. In Marttaliitto’s case, the ideal experience of the potential customers and the intended brand experience that the organisation wants to communicate contrast currently with the perceived image of an old, traditional and Finnish-exclusive organisation due to many reasons that range from the lack of knowledge about the potential customers Marttaliitto wants to engage with to the long tradition the brand identifies with but does not resonate with every potential customer. This misperception of Marttaliitto has put them far away from other indirect competitors such as cooking schools or other organisations making it harder for them to get new members even though they don’t have direct competitors but a better offering in terms of context and price. The main problem coming up with a solution for this problem is that the it could be approached either from a user experience perspective or a brand experience one. The problem of not having a proper process to design a solution that covers both is what this thesis aimed to address. Finding a method to design for both user experience and brand experience is where an experience-driven design approach can play a relevant role as a strategy booster and communicating it. The process proposed along this thesis work covered how to design for both and made it tangible through the creation of an experience-driven guideline that helps Marttaliitto reflecting this alignment when ideating new services.

As mentioned before, the scope of the interviews that constituted the basis from which the user persona was created from, was a result of an adaptation of the Interpretative Phenomenological Analysis proposed by Arvola & Linder (2018). Hence, the number of interviewees obeyed the mentioned study. Nevertheless, even though the interviewees were selected in terms of cultural variety, age and gender to bring as much balance and variety to the study, the total number of participants represent a very small percentage of the expatriates in Helsinki and in Finland. Therefore, more research and data collection would bring more accuracy to the user persona and therefore to the guidelines and the tool.

The use of a guideline along with a tool that reflects every aspect of it represents a prop-
Fig. 30 - User Experience canvas
Fig. 31 - Brand Experience canvas
er way to demonstrate the benefits of using an experience-driven design approach not only as a tool but as a process and an example to keep innovating. However, validating this hypothesis would require it to be widely used and properly validated in a real context and with a sufficient number of customers. Therefore, in order to validate the efficiency and impact of the guidelines and the tool, it should be used during a long time period. As the scope of this work doesn’t include this validation due time constraints, it is advised that, if used, the tool and the guideline are used and refined thoroughly to make it really useful for the purpose they were created.
IX. CONCLUSIONS
9.1 Outcomes of the research

The purpose of this research was to find an experience-driven approach to design for both user experience and brand strategy taking Marttaliitto’s new strategy as a case in the context of designing new services for expatriates as a use case. While user experience and brand experience would be understood in their own terms, the experience-driven approach that this thesis proposes, focuses on understand both entities and work with them separately but in a parallel manner to then synthesise their understanding into concrete goals that can be aligned for further use. This widens potential to make an impact at a brand level, hence, proving not only that designing for both can be achieved through the use of experience goals within an experience-driven approach, but also that designing with experiences is of relevance for brand strategy.

The answer to how can designers use an experience-driven approach to balance user experience goals and brand experience goals for the development of a brand and their related new services lies within understanding how is it to design for both, first separately and then finding the points where both goals can align. Designing for both the user experience and the brand experience requires a deep understanding and work on both elements separately and this thesis work reflects on this. Whilst the end result is a series of tools and a guideline that correctly reflects an experience-driven approach and the “design for both” approach, coming to it required deep and hard work on both entities separately and this is a point of reference for any designer that aims to do it. In such case, the use of experience goals as a mean to bring the balance and alignment between the user experiences and the brand experiences is key. Experience goals served then not only as guides but as points in common between such big and complex entities such as Brand and User Experience and without them, finding alignment opportunities would have been much more difficult. Finally, visualising the stages of the process and the different outcomes was essential for the success of this research. Through the process, the visualisation of such complex processes such as the IPA analysis and the insights gotten from it based on the proposed Positive Experience Framework through the User Persona and Journey templates was not only convenient but facilitated successful collaboration with Marttaliitto’s staff and made the brand track of this process possible. Therefore, designers not only benefit from knowing the process of designing for both user experience and brand experience, but also from visualising it and the findings in order to facilitate a better communication that enables collaboration along the process.

This thesis work focused mostly on finding how to bring balance and points of alignment within both user experience and brand experience through the definition of experience goals and the concretisation of a proper experience-driven approach to apply on the creation of new services. Whilst the work done and the results described answer to that question, the practical and contextual side of this thesis work mentioned in the beginning of this thesis contained some questions of its own which were relevant and were described as:

How can the definition of experience goals (X-Goals), through the alignment of brand experience offering and user experience needs, contribute to improve Marttaliitto’s brand image while supporting their customer reaching goal?

How can Marttaliitto implement the experience-driven design approach during the early stages of new service creation?
How can designers, facilitate the use of experience-driven design as an approach and scale it through tools and guidelines?

The creation of an experience-driven guideline along with tools that make it easier for any person to understand and use aimed to bring this research into a practical dimension and it answer this questions. Marttaliitto as a brand has defined itself based on their values and experience, however in a context where they, as a brand, are interested in attracting new customers such as expatriates, a deep understanding of them needs to be in place and the alignment with their own experience offering. This with two main purposes, firstly to understand what is the perceived experience they are offering and how much it resonates or contrasts with the target customers but also to reflect on the points of connection and contrast and make strategical alignments and changes if needed. The definition of experience goals from both, the potential customers and Marttaliitto as a brand makes it easier to find those points and, subsequently, converge in an experience-driven approach that allows them to create services that resonate with the target customers and, therefore, improves the perception of the brand and successfully help them achieve their goal of reaching them. Understanding experience-driven design as an approach might be complicated for non-designers. In this regard, the collaboration with Marttaliitto helped as they were involved from the early stages of the research and the creation of the end result, however, it is precisely the creation of tools and guidelines which will allow Marttaliitto to successfully implement the experience-driven approach that resulted from this research. Thus, the purpose of these tools is that people that might not have any academic or professional background in design or experience approaches, can understand the relevant parts and put them to practice.

In this regards, making the tools simple and visual was key for this purpose. Designers need the correct processes and knowledge to bring approaches like this to life but facilitating it requires collaboration with the involved parties and to bring the key and applicable elements to a tangible and simple to understand form. In this case the result of the research was an alignment between user experience and brand experience through experience goals and to position this finding in the context of new service creation, these findings were condensed into tools and an experience-driven guideline that Marttaliitto can use. The scope of this thesis was related to expatriates and new service, however these tools and guidelines can be scaled up and adapted to different contexts and, if understood correctly, that scaling-up might require designers only as facilitators but could also be done independently. Then, whether the tools and guidelines scale up or adapt to new contexts, the experience-driven approach remains and becomes a part of the brand strategy.

During the research phase, and as part of the challenge of designing for both user and brand experience, this thesis found relevant importance in building a deep understanding of both. Thus, the use of correct tools to help the research process were a fundamental part of this work, specially on the user’s side where the subject of research was something of such complexity as “living as a foreigner” focusing on what a positive experience is as frame. In this regards, the use of both, Desmet & Pohlmeier’s Positive Design Framework (2013) and Arvola & Linder’s Interpretative Phenomenological Analysis (2018), played a significant role in this process by bringing focus and shaping its process successfully. In the context of user experience or service design, the study of how a user experiences a product or service results a natural and relatively simple step with wide known and processes such as usability tests, user personas, journey map-
ping, focus groups, etc. however in the con-
text of experience-driven design, experienc-
es need to be understood from a wider angle
than interaction with products and services.
Additionally, focusing on the experience
as a first step means looking at much more
complex experiences related to phenomena
like in this case immigration was. Therefore
the use of commonly used processes are not
enough to correctly understand them or get
enough relevant qualitative data and this
is the reason why Arvola & Linder’s IPA
(2018) was a valuable contribution to this
work. The method itself derives from psy-
chology as explained by the authors (2018)
and therefore its focus on understanding re-
results valuable for the future experience-driv-
en designers. However it is the fact that it
takes on complex entities or phenomena and
breaks it into digestible pieces that can be
used by the researcher or designer to under-
stand different aspects of it. The bottoms-up/
top-bottom approach makes it easier to first
build a comprehensive understanding of
an experienced phenomena and then dives
into it to find patterns and key information
that help the design process and without
that kind of analysis, the research results
wouldn’t be as rich and detailed. Additionally,
the adapted version of IPA proposed by
Arvola and Linder (2018) is relatively simple
enough to be planned and focuses the stron-
gest efforts into the analysis itself which
makes it easy to use by any designer. Addition-
ally, IPA prioritises quality over quantity
for what recruiting participants is not a big
challenge. Finally, a positive aspect of Arvo-
la & Linder’s version of IPA is the direct ap-
lication to known design tools such as User
Persona and Journey Maps which makes
the method’s purpose easy to understand by
designers who would be willing to use it.

On the other hand, Desmet & Pohlmeyer’s
Positive Design Framework (2013) was a
perfect complement to the method described
above. The context in which this thesis is set
described the need for Marttaliitto to attract
customers and faces both the challenge of
being perceived as a very closed organisa-
tion and the unknown perspective of what
experiences are positive in the eyes of expa-
triates in Finland. Thus, the IPA alone would
have not suffice without a framework that fo-
cuses on positive experiences. The authors
propose a framework in which designers can
base their work on in order to create a posi-
tive experience that enhances and supports
human flourishing through three dimen-
sions of “positivity”. Whilst this is relevant
for designers in the phase of design, this
thesis work used the method also a support
during the research phase. Being able to
frame experiences correctly was a key step
during the research process and the Posi-
tive Design Framework was suitable for this
purpose. This thesis proposes a modified
version of the original Framework proposed
by Desmet & Pohlmeyer to fit the research
purpose and focusing not only on what
positive design would constitute but rather,
what positive experiences would. Therefore
the modifications refer to what a positive
experience can be divided into and the cor-
rect understanding of these dimensions was
of significant relevance when planning the
IPA method. The Positive Design Frame-
work proposed by Desmet & Pohlmeyer is
a suitable aid for all designers who want to
focus on positive design, however it can also
be a guide towards understanding positivity
in a wider context like experiences and if so,
could be a relevant tool for experience-driv-
en designers interested in working for posi-
tive ones.
The use of an experience-driven design approach to contribute to enabling Marttaliitto’s new strategy through an X-driven brand guideline is a direct result of some of the core design activities such as user research and insight analysis in a context of experiences. However, whether the guidelines and the support tool are understood and easy to apply, it is relevant to mention that validating their efficiency in a business context requires time in order to get an objective verdict and to iterate. Additionally, measuring the success of the result of this research in terms of, for instance, amount of new members, percentage of expatriates attracted and joining Marttaliitto or any other metrics Marttaliitto would decide to use to assess it in comparison with previous methods or years, then the results of this research along with the proposed tool should be in use at least during a year in order to have a good reference of comparison and also to discuss improvements on it.

On the research itself, the use of Arvola & Linde’s Interpretative Phenomenological Analysis is based on research analysis at a deep level considering a top-bottom and bottom’s up approach, however it also relies most of the effort in this particular activities for what the amount of interviewees can be interpreted as small considering the number of expatriates in Helsinki and in Finland. Hence, a future opportunity for research can explore using the same approach on a bigger sample or use a different method and compare it with the one used in this thesis. The scope of the interviews also considered participants based on a wide criteria, however, expatriates in Helsinki proved to have an equal wide variety of contexts, life situations and cultural approaches to the way they experienced life in Finland. A future research could focus the research on a narrower sample, for instance, expatriates who are single moms. Also the framework used for the interviews conducted for this research, Positive Design, led this research to focus on the positive experiences of the participants. Whilst this effort was intentional as the idea was to guide Marttaliitto in the direction of a guideline towards creating positive experiences that expatriates can identify themselves with and lead them into reaching for Marttaliitto’s services, a future approach could be explored by focusing the investigation on what creates a negative experience and prove experience-driven design as a mean to bring strategic value to organisations and brands by creating a guideline to avoid them.

Finally, the tool created as a result of this research along with the material such as user persona, X-goals or X-driven service ideation canvas can be used for a future research and explore how efficient they could be in other contexts and perhaps exploring how to improve them by design.
9.3 Final reflection

Designing for experiences is commonly understood in the context of how a person interacts with a product or service and the experiences derived from that interaction, however when the experiences are tied to much more complex phenomena such as immigration or life, designers need to have suitable methods to phase such complex entities. Additionally, when the challenge lies not only in the correct understanding and interpretation of these phenomena, but also in focusing the design work to serve both users or customers and businesses or organisations like Marttaliitto, the challenge is even bigger and so is the need for a comprehensive methodology for that purpose.

This thesis portrays the complexity of designing for both user and brand experience but explored the use of relatively new approaches such as Arvola & Linder’s IPA and Desmet & Pohlmeyer’s Positive Design Framework and reflected on the experience working with them. Designing with an experience-driven approach is still evolving and it is important that the exploration of different methods and tools, so as the definition of methodologies related to it, are encouraged within the design community. Experiences are not only rendered to interaction with products and services, but constitute, in their entirety, a much more complex group of entities that designers need to understand in full and also in detail in order to define better experience-driven approaches.

When this study started, the question was whether it was possible to design for both, however, the development proves that it is not only possible but necessary to find ways to do so in order to bring real value to both brands and users. Designing for both is commonly approached separately and aligned in their own terms which can be rather a complicated process. This thesis proposes the relevance of designing for both in parallel to come to a more significant alignment. In other words, through the 2-track process followed by this thesis, it was easier to find individual goals that can be successfully aligned before even producing any work, resulting in a holistic service-creation process that keeps the best interests of both users and brand from the beginning and, intrinsically, a better experience-driven approach. This thesis encourages designers to continue exploring ways to create more holistic and collaborative experience-driven approaches and methodologies so as exploring tools to help such purpose.
X.
REFERENCES
PUBLICATIONS


INTERVIEWS

Interview with Beth Burka. Conducted in Helsinki on April 4th, 2019.

Interview with Cliff Kim. Conducted in Helsinki on April 2nd, 2019.

Interview with Hafiz Hassan. Conducted in Helsinki on April 3rd, 2019.

Interview with Jiyoung Son. Conducted in Helsinki on April 19th, 2019.

Interview with Johann Leithon. Conducted in Helsinki on April 12th, 2019.

Interview with Kate Glushkova. Conducted in Helsinki on April 5th, 2019.

WORKSHOPS

Workshops facilitated in Marttaliitto’s office in Helsinki on May 6th and June 14th 2019 with the participation of Terhi Lindqvist (Marttaliitto’s Development Manager), Olga Aula (Household expert) and other Marttaliitto staff.
XI.
APPENDIXES
Monem is dedicated and excited about exploring Finland and becoming part of it. He is constantly trying to understand his new environment and ways to do things. Monem is active and even though he has a life and routines, he is looking forward getting involved in other activities, find hobbies and constantly explore new things. He is having a bit of a trouble to find his way through the language and feels frustrated by being limited by it but he is optimistic about learning it and relieved by the fact English is spoken as well. He is also looking for new ways to get in contact with people and extend his network but finds particularly hard to connect with locals. He is looking forward calling Finland his home.
The right experience makes the difference.

When I first started, I was overwhelmed and lost. It was hard to find my place, and I felt like I was just going through the motions. But slowly, things started to click.

I think I will feel more when I know I am actually making progress.

Here are some of the things that helped:

- Feeling more connected and engaged in the learning process.
- Setting realistic and achievable goals.
- Feeling more comfortable with the material.
- Cultivating a growth mindset.
- Being part of a supportive community.
- Accessing good education and resources.
- Moving forward, coming to terms with reality.

To this day, I am grateful for the experience I had.

The M.A in Collaborative and Industrial Design at Aalto University was a turning point for me. It taught me the importance of persistence and resilience, and it gave me the tools I needed to succeed in my field.

In the end, I learned that success is not just about the end result, but about the journey along the way.

My advice to others:

- Don't be afraid to ask for help.
- Stay focused on your goals.
- Remember to take breaks and recharge.
- Celebrate your achievements.
- Keep learning and growing.

And most importantly, have fun!
X-GOALS

- Connection with others
- Inclusiveness
- Feeling of purpose
- Feeling welcomed
- Feeling of discovery
- Empowered identity
- Safety
- Feeling of control
<table>
<thead>
<tr>
<th>WHAT ARE MARTTALITTO'S KEY OFFERINGS?</th>
</tr>
</thead>
<tbody>
<tr>
<td>WHAT DOES PEOPLE NEED FROM MARTTALITTO?</td>
</tr>
<tr>
<td>WHAT SHOULD WE DO ENDURE OR CHANGE TO REACH THEM?</td>
</tr>
</tbody>
</table>
What do we want to do?: ________________________________

ADDITIONAL X-GOALS
Is there any additional X-goals we can use? Write them here!

QUESTIONS TO BE ASKED
Is there any questions we need to reflect on before ideating?

IDEATE HERE!
Considering the upper part, write here all your ideas! Try to explain them a bit or draw for better understanding.
Yes, I'd like to talk about my experience. Please leave your contact information and let's have a coffee and talk.

Would you like to help us improve the experience of our service? If you do,

What could we do to improve your experience next time?

Would you come back to another activity?

3. Participating was a fun experience.
   - [ ] I felt this was useful for my life in Finland.
   - [ ] My background contributed to the activity and was appreciated.
   - [ ] I felt welcomed by the people and the activities.
   - [ ] This was a good chance to connect and meet new people.

4. Feel free to select as many as apply:

Which of these sentences about your experience would you say are true?

5. How would you describe your experience during this activity with us?

As part of our new strategy, we want to bring better experiences to

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GOALS & DRIVERS
What motivates/inspires/drives this persona?

PERSONA’S NAME

NEEDS
What need does this persona have?

OBSTACLES & STOPPERS
What stops this persona from achieving goals or fulfilling needs?

UX-GOALS
What does this user want to experience? List them here.