



INSIGHT REPORT

# Emotion-Infused Experience Design

**BEST PRACTICES FOR CREATING INTERACTIONS THAT  
DEEPLY ENGAGE CUSTOMERS**

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## EXECUTIVE SUMMARY

Emotions play an essential role in how people make decisions. Consequently, how a customer *feels* about their experience with a company has the most significant impact on their loyalty to that company. And yet despite their importance, both customers and companies agree that organizations do a poor job of engaging customers' emotions. To help companies create a stronger emotional connection with customers, we've developed an approach called *Emotion-Infused Experience Design* (ElxD). To master ElxD, organizations must continuously focus on three questions: "*Who exactly are these people (who happen to be our customers)?*" "*What is our organizational personality?*" and "*How do we want customers to feel?*" This report offers both advice and examples about how to apply these three questions across four facets of emotion: *senses, feelings, social, and values*. And to help infuse these practices across the organization, we have also identified some strategies for how to turn employees into agents of ElxD.

## EMOTION IS A MISSING LINK IN CUSTOMER EXPERIENCE

A customer's experience with a company is comprised of three distinct components: *success, effort, and emotion* (which also form the foundation of the Temkin Experience Ratings) (see Figure 1). Our research shows that companies tend to focus more on the first two and ignore the last one. This is, however, to their detriment as of the three components, *emotion* is:

- **Fundamental to decision-making.** To lighten our cognitive burden, people naturally make most decisions using *intuitive thinking*—which is fast, automatic, and emotional—as opposed to *rational thinking*—which is slow, effortful, and logical.<sup>1</sup> Our reliance on *intuitive thinking* means that we tend to choose options based, not on a thoughtful evaluation of the available choices, but instead on how we *feel* about the options. We instinctively try to make decisions that minimize negative feelings, like guilt, fear, or regret, and maximize positive feelings, like pride, happiness, and love.
- **The strongest driver of loyalty.** We analyzed how each of the three components of customer experience—*success, effort, and emotion*—affects different loyalty factors (see Figure 2).<sup>2</sup> Our analysis shows that compared to *success* and *effort*, an improvement in the *emotion* component produces the largest increase in loyalty for all loyalty behaviors.
- **The lowest scoring component.** The *Temkin Experience Ratings*—an annual benchmark that evaluates the customer experience of hundreds of companies based on a survey of 10,000 US consumers—looks at all three components of an experience

<sup>1</sup> See Temkin Group Insight Report, "A Behavioral Guide to Customer Experience Design," (2015).

<sup>2</sup> See Temkin Group Insight Report, "ROI of Customer Experience, 2015," (2015).

and has found that customers consistently give companies across all industries the lowest scores for *emotion* (see Figure 3).<sup>3</sup>

- **A blind spot for companies.** Businesses also focus on *emotion* less frequently than they do on the other two components. We found that only 26% of large firms consider themselves “good” at measuring their customers’ emotional response to interactions, which is almost half the percentage of those who consider themselves good at measuring the *success* and *effort* components.<sup>4</sup>

### THREE QUESTIONS DRIVE EMOTION-INFUSED EXPERIENCE DESIGN

As the data above indicate, companies need to expand their focus beyond the *success* and *effort* components and put more emphasis on customers’ emotions. While emotions may seem ephemeral and subjective, Temkin Group has developed a concrete methodology companies can use to design for emotion. We call this methodology “*Emotion-Infused Experience Design*” (ElxD), and we define it as:

*An approach for deliberately creating interactions that evoke specific customer emotions.*

To master ElxD, you must ask (and answer) three questions throughout the entire design process:

- **Who exactly are these people (who happen to be our customers)?** You cannot design emotionally engaging experiences without a solid grasp on who your target customers are—what they want, what they need, what makes them tick. While quantitative research may be useful for systematically comparing data, for ElxD, you need a nuanced understanding of customers’ attitudes, behaviors, motives, and beliefs, and such insight can only be gleaned from qualitative research (see Figure 4).
- **What is our *organizational personality*?** Research shows that people relate to companies as if they are fellow human beings rather than inanimate corporate entities. This means that to emotionally engage customers, companies need to intentionally exhibit human-like characteristics. Temkin Group calls this set of characteristics an *organizational personality*, and although the exact makeup will vary from company to company, this personality must be compatible the personality of target customers and be distinctive, authentic, and above all, consistent across the entire company (see Figure 5). As you work to create experiences that engage customers’ emotions, always keep your *organizational personality* at the forefront of your mind as you make design decisions.
- **How do we want our customers to feel?** People are inherently emotional beings, and every interaction they have with you will make them feel a certain way—whether you intend it to or not. To use ElxD effectively, you must identify which emotions customers are *currently* experiencing during interactions and which emotions you *want* them to be experiencing during interactions. Your design efforts should then focus on addressing these gaps.

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<sup>3</sup> See Temkin Group Insight Report, “Temkin Experience Ratings, 2016,” (2016).

<sup>4</sup> See Temkin Group Insight Report, “The State of CX Metrics, 2015,” (2015).

## THE BUILDING BLOCKS OF EIXD: STIMULATION AND IDENTIFICATION

Human emotions are immensely complicated and multi-faceted, and they encompass more than just a person's immediate mental state.<sup>5</sup> Thus, to help companies think about emotions in a useful, actionable way, we divide them into two broad categories: *stimulation* and *identification* (see Figure 6). *Stimulation* refers to how an experience influences a customer's internal state in isolation of anyone else, and it is therefore mostly personal and unaffected by other people. *Identification*, on the other hand, refers to how people orient themselves within and present themselves to their communities, and it is therefore mostly external and image-based.

As you focus on the three questions of ElxD, there are four elements of emotion that you must factor into your design efforts (see Figure 7):

- **Senses (Stimulation).** How an experience looks, sounds, smells, feels, etc.
- **Feelings (Stimulation).** How an experience evokes positive feelings.
- **Social (Identification).** How an experience elicits a sense of community and belonging.
- **Values (Identification).** How an experience creates purpose and meaning.

### Senses (Stimulation): How an Experience Looks, Sounds, Smells, Feels, Etc.

People's senses have a powerful and immediate effect on their emotions because sensory input is linked to the limbic part of the brain—the same area that's responsible for feelings, pleasure, and memories. And while each individual sense is important for eliciting an immediate emotional response in customers, companies can only build a coherent *organizational personality* by developing a consistent sensory identity that's built upon the harmonious interplay between multiple senses (see Figure 8). To make an emotional connection with customers through their senses, companies need to focus on:

- **Aesthetics.** When it comes to emotionally connecting with customers, looks really do matter. First of all, attractiveness builds trust—the foundation of any emotional relationship. Studies show that over 45% of consumers judge the credibility of websites based on site design, and they make these appearance-based judgments within 3.4 seconds.<sup>6</sup> Second of all, attractive things are easier for people to use because our emotional state affects how well we solve problems. Attractive items naturally make us feel happier and more relaxed, which helps us find solutions to issues we encounter. Say, for example, a customer is trying to submit a form online,

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<sup>5</sup> Companies interviewed for this report include Altitude, Bottomline Technologies, Brandtrust, Bupa, Cooper, Doblin, Experience Branding, Frog Design, LPL Financial, Mattersight, OpenTable, Panera Bread, Rogers Communications, and SunPower.

<sup>6</sup> Fogg, B., Soohoo, C., Danielson, D., Marable, L., Standord, J., & Tauber, E. (2003). How do users evaluate the credibility of Web sites?: A study with over 2,500 participants. Proceedings of DUX2003, Designing for User Experiences Conference. San Francisco, California. Retrieved from <http://htlab.psy.unipd.it/uploads/Pdf/lectures/captology/p1-fogg.pdf>; Robins, D. & Holmes, J. (2008). Aesthetics and credibility in website design. Information Processing and Management, 44, p. 386-399. Retrieved from <http://dl.acm.org/citation.cfm?id=1315064>

but it won't go through. If the website is aesthetically unappealing, the customer is likely to feel tense and anxious. She will probably try to perform the same operation—namely pushing the “submit” button—over and over, getting increasingly worked up. Attractive items, on the other hand, lead to relaxed, creative customers who are more effective at finding alternative solutions—like reloading the page or contacting help—and weathering minor difficulties.<sup>7</sup>

- **Lighting.** As vision is the most dominant and seductive of the human senses, and “vision is all about light,” it should come as no surprise that how customers are stimulated by light affects their behavior and emotions.<sup>8</sup> Lighting directs customers’ attention, causes customers to spend more time at certain displays, creates virtual spaces, and highlights products’ qualities. Bright lighting encourages customers to examine and touch products, while lower lighting relieves tension on the eyes. Both Apple and Louis Vuitton excel at using lighting to create an atmosphere that successfully communicates their *organizational personalities*. Apple—whose brand centers on innovation, attractiveness, and state-of-the-art technology—uses large backlit surfaces with cold lights to produce a highly uniform, diffused glow, which creates a modern atmosphere. Louis Vuitton, meanwhile, employs warm-toned lighting overall and then places products in brighter, halo-lit cubbies, which creates a sense of luxury that leaves customers feeling secure and pampered.
- **Colors.** Color is also a powerful tool for evoking certain feelings in customers as different colors elicit different physiological and psychological reactions in people (see Figure 9).<sup>9</sup> Warm colors (red, orange, and yellow) are more energizing, activating physical and emotional responses such as hunger, excitement, optimism, and anger. For example, fast food companies—including McDonalds, Burger King, Wendy’s, In-and-Out Burger, Denny’s, and Hardy’s—tend to choose red and yellow as their brand colors since yellow exudes a sense of friendliness, while red stimulates appetite. Meanwhile, cool colors (blue, green, and purple) are more mentally soothing, eliciting mellow responses such as relaxation, trust, peace, and sadness. Consequently, many social media companies—like Facebook, Twitter, Instagram, Tumblr, Skype, WordPress, Pandora, MySpace, and LinkedIn—use blue as it evokes a sense of calm, encourages communication, and easily fades into the background. Black and white, on the other hand, are less demanding for the brain to process than colors and tend to represent elegance and refinement.
- **Fonts.** Studies show that attractive, easy-to-read typography puts people in a good mood, makes them feel more engaged with the experience, and makes them feel like time moves faster.<sup>10</sup> Typefaces also convey a certain *organizational personality*. For example, customers view companies that use serif fonts—such as Times Roman, Baskerville, and Courier—as formal and traditional, while customers view companies that use sans-serif fonts—such as Arial, Verdana, and Tahoma—as more modern, informal, and playful (see Figure 10). Cadillac, for instance, uses a script font that

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<sup>7</sup> Norman, D. A. (2004). *Emotional design* (pp. 17-20). New York: Basic Books.

<sup>8</sup> Lindstrom, M. (2005). *Brand sense: How to build powerful brands through touch, taste, smell, sight & sound* (pp 19). New York: Free Press.

<sup>9</sup> Gillett, R. (2014, March 31). What your logo’s color says about your company (infographic). Fast Company.

<sup>10</sup> Larson, K., Chaparro, B. S., & Picard, R. W. (2007). Measuring the Aesthetics of Reading. In R. L. Hazlett (Ed.), *People and Computers XX – Engage* (pp. 41-56). London: Springer. doi:10.1007/978-1-84628-664-3\_4

epitomizes their elegant and sophisticated brand personality, whereas Disney uses a bold display font that exudes fun.

- **Scent.** Unlike other senses, when we smell something, it bypasses all conscious thought and goes directly to the part of the brain responsible for controlling emotions and memories. As a result, the scent of a certain product or environment is extremely effective at triggering memories and other information associated with that stimuli, even if it hasn't been smelled for decades. Rolls Royce, for example, uses smell to induce feelings of nostalgia by duplicating the scent of its iconic 1965 Silver Cloud in all of its modern cars. The company conducted an olfactory analysis and discovered over 800 distinct elements in the original scent, including leather, mahogany, and underseal, which enabled a team of scent engineers to successfully recreate the smell. Now, each Rolls Royce comes equipped with a scent diffuser under the car's seats so modern car owners can all experience the same "new car" scent that made Rolls Royce the luxury icon it is today.<sup>11</sup> Samsung, meanwhile, engages customer emotions by diffusing a honeydew melon aroma throughout their stores. And the consumer electronics giant actually varies the intensity of the scent depending on the emotional connection it is trying to make at that point in time.<sup>12</sup>
- **Sounds.** Audio branding uses the company's unique audio logo, functional sounds of products, brand theme, soundscape, and brand voice to represent its identity and values. Intel's five-note bong, Rice Krispie's "Snap, Crackle, Pop," and NBC's three-note chimes are all immediately recognizable signatures of the company and each manages to embody the company's *organizational personality*. When Santander recently launched a new organizational philosophy—"Simple Personal Fair"—it developed a musical strategy to go along with this philosophy and improve its brand recognition. The bank hired a famous composer to create a musical theme based on the three aforementioned qualities, and he wrote the "Santander Way," which uses a seven-note hook that captures the company's personality.<sup>13</sup> Music is also capable of inducing different moods, behaviors, and preferences in customers (see Figure 11). When Citizens Bank redesigned its branches to make them feel more friendly, casual, and approachable, part of its efforts included the development of a six-hour playlist with an upbeat tempo and a mix of instrumental and vocal tunes.<sup>14</sup>
- **Touch.** Studies have found that when a customer touches a product, it not only creates a positive emotional connection, it also produces a feeling of ownership, improves perceptions about the product's quality, and increases the likelihood of purchase. Part of Apple stores' success stems from the way it encourages customers to touch and interact with products, thus engendering an emotional connection to the product prior to purchase. In fact, 85% of customers say they want to touch products before buying them.<sup>15</sup> To create an emotional connection between its customers and its products, WarbyParker.com gives online shoppers the opportunity to touch its eye glasses prior to purchase. It sends customers several pairs of glasses to wear on a trial basis and has also set up showrooms around the country where customers can

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<sup>11</sup> Lindstrom, Brand sense, p. 93-94

<sup>12</sup> Dixon, P. Stone, R. Zednickova, J. (2013) Engaging customers through sensory branding. A Lippencott Commentary.

<sup>13</sup> No author listed (2015). The sound of Santander. Audio Branding Academy. Retrieved from <http://audio-branding-academy.org/aba/congress/audio-branding-awards-2015/case-submissions-2015/santander/>

<sup>14</sup> Dixon et al, Engaging customers through sensory branding

<sup>15</sup> Wallace, S. (2015). The State of Retail 2015. TimeTrade Systems.

physically interact with the products.<sup>16</sup> Warmth can also engage people's emotions. When people touch warm things—like a mug of coffee, a warm handshake, or a blanket—it elicits feelings of safety, trust, and psychological warmth. In one study, participants briefly held either a hot or a cold therapeutic pad, and after holding the hot pad, they invested 43% more money than those holding the cold pad, indicating that holding something warm made them feel more trusting and secure.<sup>17</sup>

## Feelings (Stimulation): How an Experience Evokes Feelings

Thinking of emotions solely in terms of “positive” and “negative” is like selecting a book solely in terms of “hard copy” and “paperback;” it misses the nuances that make experiences pleasurable and memorable. While companies should of course work to maximize positive emotions and minimize negative ones, fixating on eliciting a single positive feeling, like delight, may blind you to the moments when another positive feeling—like confidence, relaxation, or inspiration—would be more appropriate. Here are some strategies for evoking positive feelings (see Figure 12):

- **Calibrate Tone.** As the old saying goes, “It’s not *what* you say that matters; it’s *how* you say it.” Companies can convey the exact same information and, depending on their tone, can elicit vastly different feelings in customers. Tone—which encompasses word choice, word order, rhythm, and pacing—is the expression of a company’s values and character and can therefore be innovative, elegant, energetic, etc. (see Figure 13). Regardless of the exact tone a company strikes, it should always be authentic, consistent, likable, and understated.
- **Anticipate needs.** By anticipating customers’ needs, companies can both preemptively resolve customer concerns, and thus head off negative emotions, and find ways to add “wow” moments to the experience. One way companies can anticipate needs is by using predictive analytics to develop models that predict customers’ preferences, behaviors, and potential issues. Companies can also train employees on how to listen for and anticipate customers’ needs.
- **Positively frame communications.** Companies cannot make every customer happy all the time. Eventually a company will have to deliver unpleasant news and, due to *framing effects*, how exactly it communicates this news will significantly impact the customer’s emotional state.<sup>18</sup> Companies can mitigate customers’ negative feelings and increase satisfaction by carefully framing bad news in a way that minimizes the bad, highlights the good, and emphasizes how to fix the situation.
- **Use microcopy.** Microcopy refers to the small bits of text that give customers instructions during an online experience. Microcopy makes the customer journey smoother by alleviating stress and reassuring customers that they are on the right

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<sup>16</sup> These showrooms have resulted in increased demand, both in the showrooms and online, higher conversion rate from sampling, and a decrease in return rates; Bell, D., Gallino, S., Moreno, A. (2016, May 8). Offline showrooms and customer migration in omni-channel retail. Social Science Research Network Journal. Retrieved from <http://dx.doi.org/10.2139/ssrn.2370535>

<sup>17</sup> Williams, L., Ackerman, J. (2011, December 15). Please touch the merchandise. Harvard Business Review.

<sup>18</sup> Framing effects refers to a cognitive bias whereby people react to news differently depending on whether the positive or negative aspects of it are highlighted.



track. It also gives companies a non-invasive way of conveying character and values (See Figure 14).

- **Tell stories.** Telling and absorbing stories are part of our evolutionary makeup. Stories activate our mirror neurons, which help us remember and relate to the narrative.<sup>19</sup> Because compelling stories resonate so strongly with people, companies should present their brand story in narrative form. This will deepen the bond customers feel for the company and elicit more intense positive emotions.

Here are some examples of how you can apply these six strategies to evoke specific positive feelings (see Figure 15):<sup>20</sup>

- **Relief.** Eliciting positive feelings is not all about adding “wow” moments, companies should also work to relieve customer stress and discomfort. Because negative emotions involve more thinking and more thorough information processing, people tend to remember bad experiences more vividly.<sup>21</sup> A global insurance company relieves customer stress by clearly and consistently communicating with customers while their cars are in the shop for repairs—an especially low point in the journey. The insurer began by exploring how it could most effectively use text and email to keep customers up to date on the progress of their cars’ repairs. Executives rapidly prototyped potential communication methods using 20 open customer cases until, by the end of the pilot, they had found the ideal frequency, timing, and channel for communications. The insurer also established a “personal contact” for each customer, who was responsible for sending updates and acting as point-of-contact. Ultimately, by using proactive communication to ease customer anxiety, the company saw a 15 percentage-point increase in NPS for the customer journey (and, more specifically, a 50 percentage-point increase in NPS for difficult cases) as well as numerous thank-you notes from customers and positive feedback from mechanics and brokers.<sup>22</sup>
- **Amusement.** Smiling releases endorphins (feel-good chemicals) in the brain, and endorphins make us feel happier and less stressed. Companies can therefore elicit positive feelings by exhibiting a sense of humor, especially in surprising places. For example, Moosejaw—a fun-loving, experimental, and adventurous sports and outdoors retailer—skipped the usual legalese-laden language of product guarantees and instead opted for a casual, amusing tone for its guarantee, which it calls a “Living Will” (see Figure 16). So, for instance, after telling customers that sales on load bearing items, gift cards, and food are final, it says, “if you don’t like your climbing stuff just hang it on your wall to impress your friends and if you don’t want your Gift Card, use it as a ruler.” EmailCenterUK also finds an unlikely place to amuse customers—its 404 error page. Normally, such a logistical error would cause distress, but the company uses edgy humor to apologize for the broken website, offering

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<sup>19</sup> Temkin, B. (2009, September 1). The physiological power of storytelling. Customer Experience Matters Blog.

<sup>20</sup> Desmet, P. M. A. (2012). Faces of product pleasure: 25 positive emotions in human-product interactions. *International Journal of Design*, 6(2), 1-29. Retrieved from <http://www.ijdesign.org/ojs/index.php/IJDesign/article/viewFile/1190/466>

<sup>21</sup> Tugend, A. (2012, March 23) Why people remember negative events more than positive ones. *New York Times*.

<sup>22</sup> Maechler, N., Neher, K., Park, R. (2016, March). From touchpoints to journeys: Seeing the world as customers do. McKinsey Quarterly.



customers the choice of which employee to fire as punishment for the mistake (see Figure 17).

- **Anticipation.** Imagining future events elicits more intense emotions than dwelling on past events because people innately expect future experiences to make them feel more emotional than past experiences actually did. To increase the intensity of customers' positive emotions, companies should therefore find ways to heighten their anticipation. The California state lottery recognized that although no one truly expects to win, the feelings of anticipation, optimism, and adrenaline are essential to the lotto experience and, consequently, deliberately redesigned its website to evoke these feelings in visitors (see Figure 18). It intensifies their anticipation by revealing winning numbers slowly and dynamically, mimicking the TV experience, and it increases visitors' optimism about winning by showing them where they can find "lucky retailers" and featuring stories about local winners. The site redesign not only increased visitors' anticipation, it also nearly doubled the task completion rates, up from 47% to 93%.<sup>23</sup>
- **Surprise.** Good surprises activate the pleasure centers of the brain and release a shot of dopamine (a feel-good chemical), making an experience more enjoyable and memorable. Surprise also significantly intensifies other feelings, like delight, love, or amusement, and thus has the capacity to transform customer contentment into customer joy. Zappos pleasantly surprises customers by automatically upgrading their first time purchases to next-day, priority delivery—regardless of which shipping option they chose—without mentioning it to the customer. Google, meanwhile, surprises customers by incorporating Easter Eggs into its site, delighting customers who type "askew" into its search bar by tilting the entire page sideways, for instance. Typing in "do a barrel roll" sends the page around in a circle, while entering "zerg rush" causes zeros to start descending from the top of the page to destroy the search results. Visitors can even earn points for clicking on the zeros, turning the Easter egg into an interactive game (see Figure 19).
- **Pride.** Self-esteem is a key component to happiness, and thus companies who can boost people's sense of self-worth will more effectively engage their emotions. For example, Dove Soap's "Campaign for Real Beauty" works to make women feel confident, powerful, and beautiful by promoting the notion that beauty comes in all shapes and sizes and isn't just about how you look; it's about how you feel. Unlike most beauty companies, Dove doesn't promise customers that its products will make them beautiful, it tells them that they are already beautiful, a message it reinforces by using "real women with real beauty" as models and putting out viral ad campaigns, like "Dove Real Beauty Sketches." Dove also created an "Ad Makeover Campaign" that allowed Facebook-users to replace digital ads for weight loss products and cosmetic surgery with new, positive advertisements assuring women that the flaws they obsess over are often unnoticed by others.
- **Enchantment.** Companies can engage and maintain customer interest by captivating them through delightful and extraordinary experiences. One way to do this is to design products with human-like characteristics. Because people have evolved the tendency to attribute human emotions, beliefs, and motivations to non-human things, such as pets, machines, cars, toys, etc.—a tendency known as "anthropomorphism"—

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<sup>23</sup> Schaffer, E. (2009, January 26). Beyond usability: Designing web sites for persuasion, emotion, and trust. UXmatters.

products with anthropomorphic characteristics are more likely to enchant and win the affection of customers. For example, when Apple computers go to “sleep,” the small LED light on the machine’s body glows brighter and dimmer, mimicking the breathing rhythm of a person who’s asleep (about 12 cycles per minute), which makes the computer seem more human and fuels customers’ affection for it. People also commonly anthropomorphize their cars. Research shows that people are more charmed by cars with certain “expressions.”<sup>24</sup> For instance, cars with big “eyes” (headlights) and upturned “mouths” (the grille) are perceived as friendlier.

- **Love.** Bupa—a healthcare provider—embarked on a mission to earn the love of both customers and employees and thus began focusing on “love” as its core emotion. To help it achieve this goal, Bupa has found it helpful to define love as “loyalty beyond reason.” Before designing anything, Bupa first researched what attributes other brands that customers love have and then set about trying to integrate some of those into its own customer experience. Bupa measures and tracks its journey towards evoking love in customers by asking them to, “Imagine that an organization is like a person, some people like you, some people love you, and some people actively dislike you. Please drag and drop these companies into the following boxes.” Customers then drag and drop Bupa—along with other healthcare firms—into one of four boxes: Love, Friend, Acquaintance, or Dislike.”

### **Social (Identification): How an Experience Elicits a Sense of Community and Belonging**

Brands play an enormous role in the formation of people’s social identity—both who they are as individuals and how others perceive them. Customers are therefore more emotionally attached to the brands that are able to broadcast and reinforce their identity to their communities and connect them with other like-minded individuals. To engage customers’ emotions, companies must consider these social needs:

- **Self-image.** Customers prefer to interact with companies whose *organizational personality* is congruent with their own and whose products allow them to advertise who they are as individuals to the wider world. So, for instance, a teenage boy may symbolize he’s cool by wearing Abercrombie and Fitch, while a new mother may symbolize she’s a good parent by buying organic produce at Whole Foods. As people often use brands as an embodiment of their self-image, companies should deliberately cultivate and reinforce a particular customer identity. For example, Harley Davidson’s customers identify as counter-culture rebels who relish the freedom that riding a motorcycle brings, and the company helps its customers reinforce this self-image by designing rugged products, like motorbikes with an imposing physical design, engines that let out throaty growls, and clothing made of leather. Companies can also help customers express their identity by allowing them to personalize their experience. Converse, for example, allows customers to customize every single aspect of their most popular shoe, the Chuck Taylor.
- **Connection.** People relate to companies as if they are fellow human beings, not corporate entities, which means they want to connect and engage with businesses in

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<sup>24</sup> Aggarwal, P., McGill, A. L. (2007, December). Is that car smiling at me? Schema congruity as a basis for evaluating anthropomorphizes products. *Journal of Consumer Research*, 34(4): 468-479. Retrieved from <http://www.jstor.org/stable/10.1086/518544>

the same way they do with other people. As no one is ever going to feel emotionally attached to a cold, impersonal company that always treats them like a stranger, companies should humanize themselves by doing things like personalizing communications, celebrating shared interests, and using a mascot (see Figure 20). For example, MailChimp uses a cartoon mascot—Freddie Von Chimpenheimer—on its website to build rapport with customers by making them feel like they are forming a personal relationship with the company itself. MailChimp's *organizational personality* is fun, lively, and young, and Freddie embodies these traits by being witty without being childish, hip without being alienating, easy without being simplistic, trustworthy without being stodgy, and informal without being sloppy (see Figure 21).<sup>25</sup>

- **Acceptance.** Humans inherently need to feel like an accepted member of a group—like they are part of something greater than themselves. Companies can fulfill this need by making customers feel like welcomed and valued members of their brands' social group. There are a number of strategies a company can employ to make customers feel like part of its community, such as making an enemy, encouraging customers to publicly share their experiences, and co-creating with them (see Figure 22). For example, Oracle uses *Customer Advisory Panels* to get quick customer feedback from targeted customers within relevant customer segments. Panel members—who are recruited from channels like independent user groups, oracle.com, surveys, and customer events—opt-in and are given surveys to match their demographics, engagement levels, and preferred topics, such as product and services or relationship and business practices. Panelists can also connect with each other and access an online library of panel results. By placing customers on these panels and then soliciting and acting on their input, Oracle makes customers feel like valued members of its social group.<sup>26</sup>
- **Community.** Companies should not only focus on bringing customers closer to their brand, they should also bring customers closer to each other. Given how central social groups are to people's identity, companies that can create and actively manage a brand-centric community that facilitates relationships between users with similar interests and experiences will enjoy deeper emotional ties with customers. Nike does this particularly well through its Nike+ online community, a membership site that provides members with numerous apps and resources to get them to commit to a healthy and fit lifestyle. This community not only connects like-minded customers, it creates an atmosphere of healthy competition—which most athletes thrive on—where members can track their progress and motivate each other.
- **Reputation.** People naturally feel emotional about how they are perceived within their communities. Consequently, companies should help customers build their social capital by providing them with opportunities to showcase their skills or influence. For example, Amazon not only enables customers to post reviews of products they've purchased on the site, it actually helps the most active users build their reputation and expand their sphere of influence by designating them as "Top Reviewers." It then inducts the most popular ones into a reviewer Hall of Fame, which is partly based on their ratings from other users. Companies can also help customers build their reputation by using gamification, which not only allows them to showcase their skills,

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<sup>25</sup> Walter, A. (2011, October 18). Personality in Design. A List Apart.

<sup>26</sup> See Temkin Group Insight Report, "Raising Customer-Centricity Across the B2B Enterprise," (2014).

but it also connects them to like-minded peers. Autodesk, for example, emotionally engaged prospective customers by developing an online game called “Undiscovered Territory” to ease their learning curve with new software. This game didn’t just educate prospective customers about the software, it helped them build social capital by having them compete in a global race and on various missions (see Figure 23).<sup>27</sup>

### Values (Identification): How an Experience Creates Purpose and Meaning

Due to the *self-congruity effect*, people tend to stay away from organizations whose policies and practices clash with their personal values and instead actively seek out companies whose principles, ideals, and attitudes align with their own.<sup>28</sup> People also want to interact with companies who make them feel like they are contributing, albeit sometimes indirectly, to a worthy cause. To help customers derive this sense of purpose and meaning from their experiences with your company, you should:

- **Articulate a purpose.** Mission, vision, purpose, and value statements should encompass more than just assurances about the quality and price of products and services. Instead, companies should use these statements as an opportunity to ground their organizational identity in emotional values that both resonate with target customers and distinguish them from competitors (see Figure 24). In fact, studies show that when a company actively supports social or environmental issues, 93% of customers have a more positive image of that company and 88% will be more loyal.<sup>29</sup> TOMS Shoes’ mission statement is, “For every pair you purchase, TOMS will give a pair to a child in need. One for One.” This purpose emotionally resonates with customers as now they aren’t just purchasing a pair of shoes—they are participating in a movement that reflects their personal values.<sup>30</sup> In addition to resonating with target customers, the emotional values you articulate should also identify the unique ways you contribute to society, and these unique contributions should also be reflected in your outreach efforts. For instance, financial firms could help non-profits do their taxes, while a restaurant could cater a local school board meeting (see Figure 25).
- **Be authentic.** People are extremely adept at spotting insincerity, so if the values you champion are not actually infused throughout your organization, customers will uncover the inconsistencies and feel manipulated and resentful. Companies must live out the values they espouse. For example, Southwest’s *raison d’être* is the democratization of air travel, and its stated purpose is, “To connect people to what’s important in their lives through friendly, reliable, and low-cost air travel.” So when consultants pointed out that Southwest could make a fast profit by charging for bags (as all other airlines do), the airline instantly refused as such a fee would violate its core value of making flying accessible to everyone. Customers rewarded Southwest for staying true its brand values—which it touted in a “Bags fly free” campaign—with

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<sup>27</sup> Chou, Y. (2013). Autodesk: What makes a successful or failed gamification campaign? Yukaichou.com

<sup>28</sup> The self-congruity effect refers to the phenomenon where customers prefer companies whose brand image is consistent with their own self-image. High self-congruity leads to more positive attitudes.

<sup>29</sup> Clark, J. (2015, June 1). 2015 Cone Communications/Ebiquity Global CSR Study. Opinion.

<sup>30</sup> TOMS : One for One. Retrieved from <http://www.toms.com/improving-lives>

a \$1 billion in new revenue in the following nine months.<sup>31</sup> Meanwhile, to support its “Healthymagination” program, which aspires to improve global health, GE created an outreach program aimed at supporting people who exhibit healthy behaviors. The company monitored and contributed to social media conversations in which people discussed being healthy. Instead of selling itself, GE wrote messages of encouragement and appreciation for people trying to lead healthy lives, even going as far as to send personalized gifts—such as yoga mats, basketballs, and water bottles—to those who truly embody the values that the Healthymagination program stands for.<sup>32</sup>

- **Involve employees.** A company’s values form the core of its culture. These values not only define what the business stands for, they guide all the decisions employees make. Consequently, companies need to first hire people who embody their core values and then coach them on how these core values translate into behaviors. And once a company has hired and trained employees to internalize its values, it should help them live out those values outside of the office. For instance, SunPower—whose values revolve around renewable energy and appreciation for the environment—has created all-volunteer Green Teams who champion initiatives to make SunPower a more environmentally and socially responsible workplace. Initiatives include developing green-purchasing lists for events, creating protocols for low- and zero-waste events, and driving recycling and composting programs.<sup>33</sup>
- **Invite customers to participate.** Behaving altruistically—by donating to charity, lending a helping hand, volunteering, etc.—activates the reward centers of the brain, making people feel good. As people find helping others inherently rewarding, companies should involve customers as much as possible in their efforts to live out their values. For example, Warby Parker involves customers in its corporate social responsibility efforts through its “Buy a Pair, Give a Pair” program. For every pair of glasses a customer purchases, Warby Parker makes a donation to various eye-wear non-profits, which enables those organizations to give away a pair of glasses to someone in need. Patagonia’s mission statement is to, “Build the best product, cause no unnecessary harm, and use business to inspire and implement solutions to the environmental crisis.” It helps customers participate in this movement through its Worn Wear Program. This program helps customers keep their Patagonia gear in working condition for life—which cuts back on unnecessary waste and stops additional environment destruction—by teaching them how to repair it themselves. Patagonia customers can also participate in Patagonia’s mission by taking its Common Threads Pledge to Reduce, Reuse, Repair, Recycle, and Reimagine “a world where we take only what the planet can replace.”<sup>34</sup>

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<sup>31</sup> McLeod, L. E. (2012, November 29). How P&G, Southwest, and Google learned to sell with noble purpose. Fast Company.

<sup>32</sup> Bonchek, M. (2015, October 19). Why Customer Gratitude Trumps Loyalty. Harvard Business Review.

<sup>33</sup> SunPower. (2013). Powering a brighter tomorrow: Sustainability report 2011-2013. Retrieved from <http://us.sunpower.com/sites/sunpower/files/media-library/reports/rp-sunpower-sustainability-report.pdf>

<sup>34</sup> Vogl, E. (2015, May 21). What Patagonia learned on its Worn Wear mobile repair tour. brandchannel.

## TURNING EMPLOYEES INTO AGENTS OF EIXD

While implementing any one of the previous suggestions will help you emotionally connect with customers in specific instances, for ElxD to fully succeed, employees must be attuned to customer emotions. More often than not, employees are the face of the company during customer interactions. This means that if your employees don't emotionally connect with a customer, that customer will not emotionally connect with your company. Therefore, to create a strong organizational foundation for your emotion efforts, you should train employees to:

- **Be empathetic.** Companies looking to elicit positive customer emotions should teach employees to perceive how customers feel, reflect on how their actions affect those feelings, and then adjust their actions accordingly. Even those employees who rarely, if ever, interact with customers. NetSpend—a prepaid debit card provider—instilled a sense of empathy in each of its employees by having them all spend a day living the life of a typical customer. The company divided everyone, from the CEO to the Customer Service Agents, into cross-functional teams of ten and gave each team a \$400 check, a bus pass, and a list of challenges that its customers usually face. The teams had to cash in the check and buy a NetSpend card, which they then used to purchase groceries, pay bills, and fill up with gas, ending the day with a more complete understanding of what life is like for their customers.<sup>35</sup>
- **Recognize personalities.** Companies can mitigate negative emotions and increase positive ones by training call center agents to recognize different customer personality types and then coaching them on how best to respond to each one. For example, one telecommunications provider is working on breaking customers up into several personality types based on behavioral certain character traits—such as someone who wants their hand held through the entire process versus someone who is constantly in a rush. The company is then training its contact center agents to recognize clues that indicate which personality category a called falls into. It is then coaching them on how to respond to each personality in a way that elicits the most positive emotions. So, for instance, if a customer asks a lot of questions, he might be feeling anxious and the agent should therefore concentrate on being reassuring, whereas if a customer wants to finish up quickly, he probably wants the agent to use succinct language and get right to the point.
- **Personally connect.** Companies should actively foster and reinforce employees' empathy by encouraging them to share personal exchanges and genuinely listen to customer concerns. Trader Joe's aspires to create an environment where customers feel welcomed by employees who truly want to have a personal relationship with them. Thus, the supermarket makes a concerted effort to ensure that technology doesn't get in the way of these human-to-human connections. For example, it delayed installing scanners at checkout for years over concerns that the "pinging" noises would interrupt the flow of conversation between customer and cashier (only finally installing them when it was absolutely sure they would not) and skipped installing a

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<sup>35</sup> See Temkin Group eBook, "25 Tips to Amplify Empathy," (2014).

PA system and microphones in favor of a less intrusive bell system that uses a Morse Code-like method of communicating.<sup>36</sup>

- **Smile.** Emotions are contagious. When we see another person smile, it activates mirror neurons in our brain, making us feel like we are actually the ones who are smiling. And, strangely enough, when you mimic being happy by smiling, it tricks your brain into actually *feeling* happy. Therefore, one way to make customers feel happier is by surrounding them with employees who are smiling. So, for instance, Disney instructs employees to “always make eye contact and smile” when they meet a customer, and Walmart’s Sam Walton insists on the “Walton Ten-Foot Rule,” meaning that when associates come within ten feet of customers, they must give them a smile and warm greeting. However, a word of warning—people are well-attuned to micro-expressions and can usually tell the difference between a true smile and a forced smile. That’s why Virgin America hires people who are positive, friendly, and “see life as glass half-full” and then keeps them happy by providing a fun work environment, flexible work policies, and rewards for delivering great customer service.<sup>37</sup>
- **Follow tone of voice guidelines.** To ensure that the entire organization communicates in the same tone, companies should explicitly coach employees on how their brand influences their communication style. Moz, an online marketer, includes tone of voice guidelines in its core values guide, specifically explaining how employees should embody each of its brand values—transparent, authentic, generous, fun, empathetic, and exceptional (TAGFEE)—in writing. For instance, this guide, known as the TAGFEE code, explains that employees can embody transparency and authenticity in writing by, “(being) ourselves, even if that means being occasionally silly, a little less than perfect, and sometimes more than a little dorky” (see Figure 26).
- **Look for unexpressed needs.** Employees are in the best position to delight and surprise customers, but in order to do so effectively, they must first learn what specifically to be on the lookout for and must then be empowered to act upon their observations. The Ritz-Carlton, for instance, has embedded surprising guests into its culture. The hotel empowers employees to create unique, memorable, and personal experiences for guests by encouraging them to meet guests’ “unexpressed needs” and allowing them to spend up to \$2,000 to do so. Employees go about their work in a constantly attentive state—summed up in the hotel’s phrase “Radar is on and Antenna is up”—and everyone, from the front-desk clerk to the bellhops to the bartenders, carry a notepad in which they record guests’ needs, which helps them brainstorm ways to surprise and delight them.

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<sup>36</sup> Bliss, J. (2012, May 24). Trader Joe’s customer experience obsession. 1to1 Media.

<sup>37</sup> Branson, R. (2014, April 10). Why making employees happy pays off. Premiere Speakers Bureau.



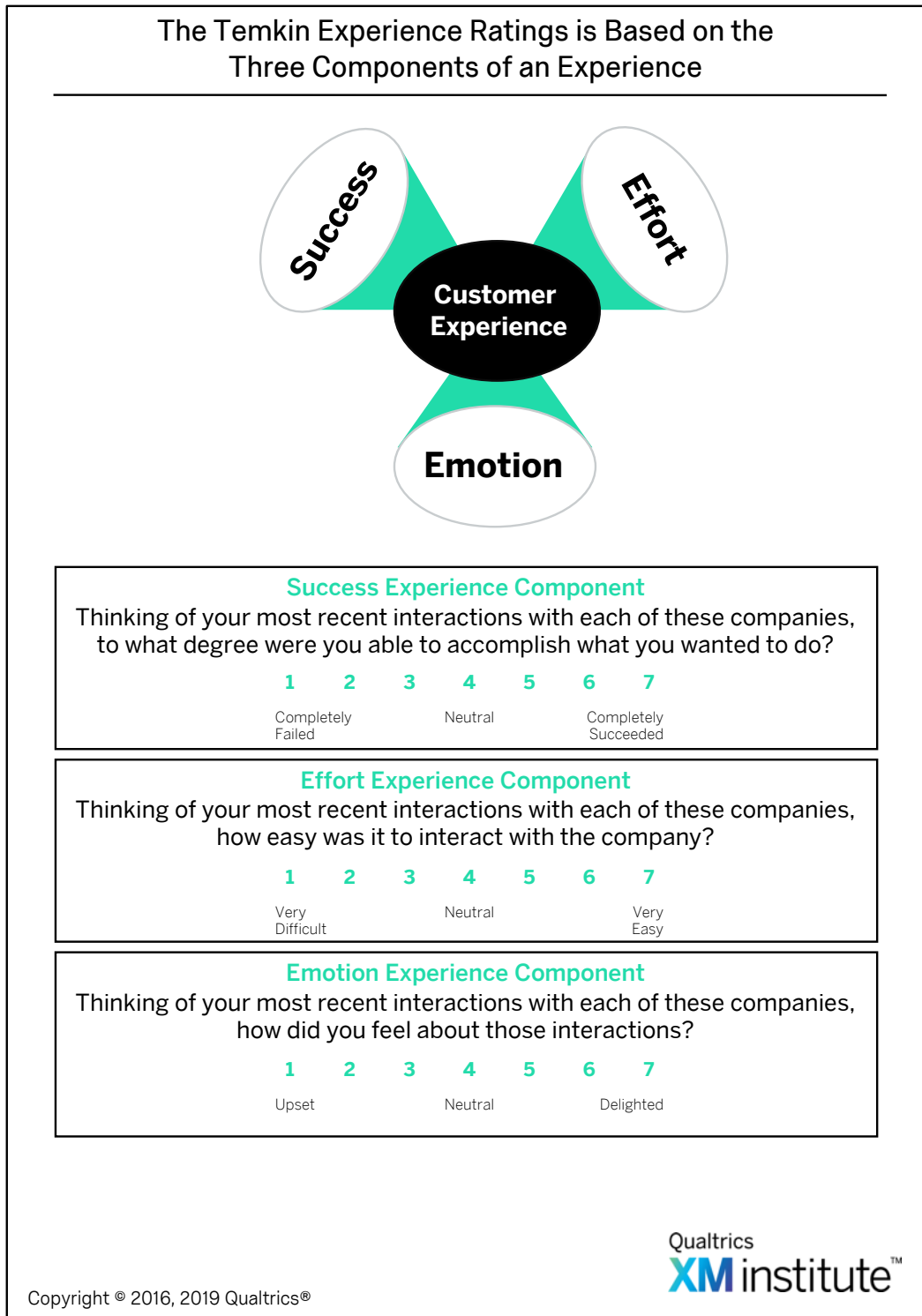


Figure 1

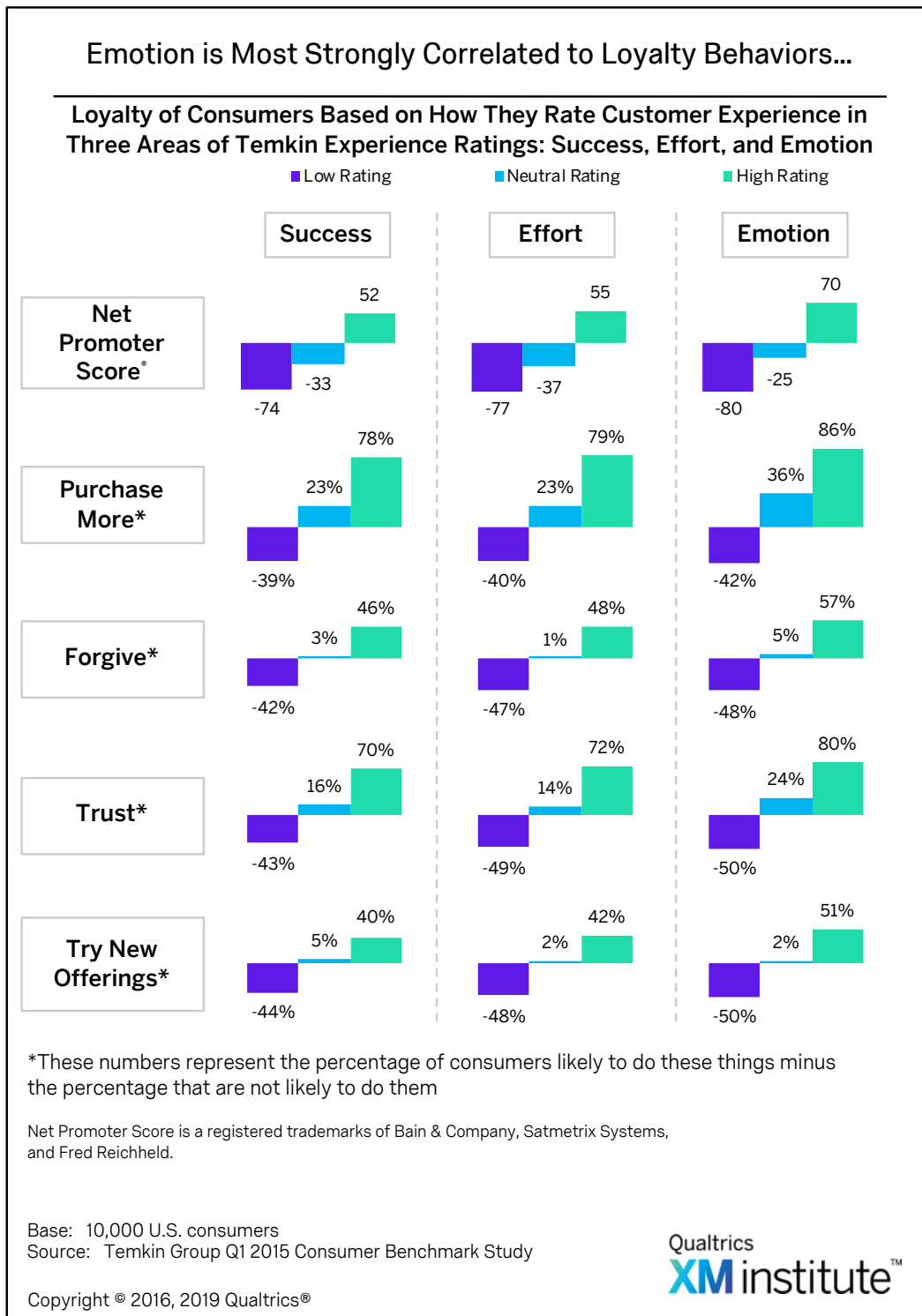


Figure 2

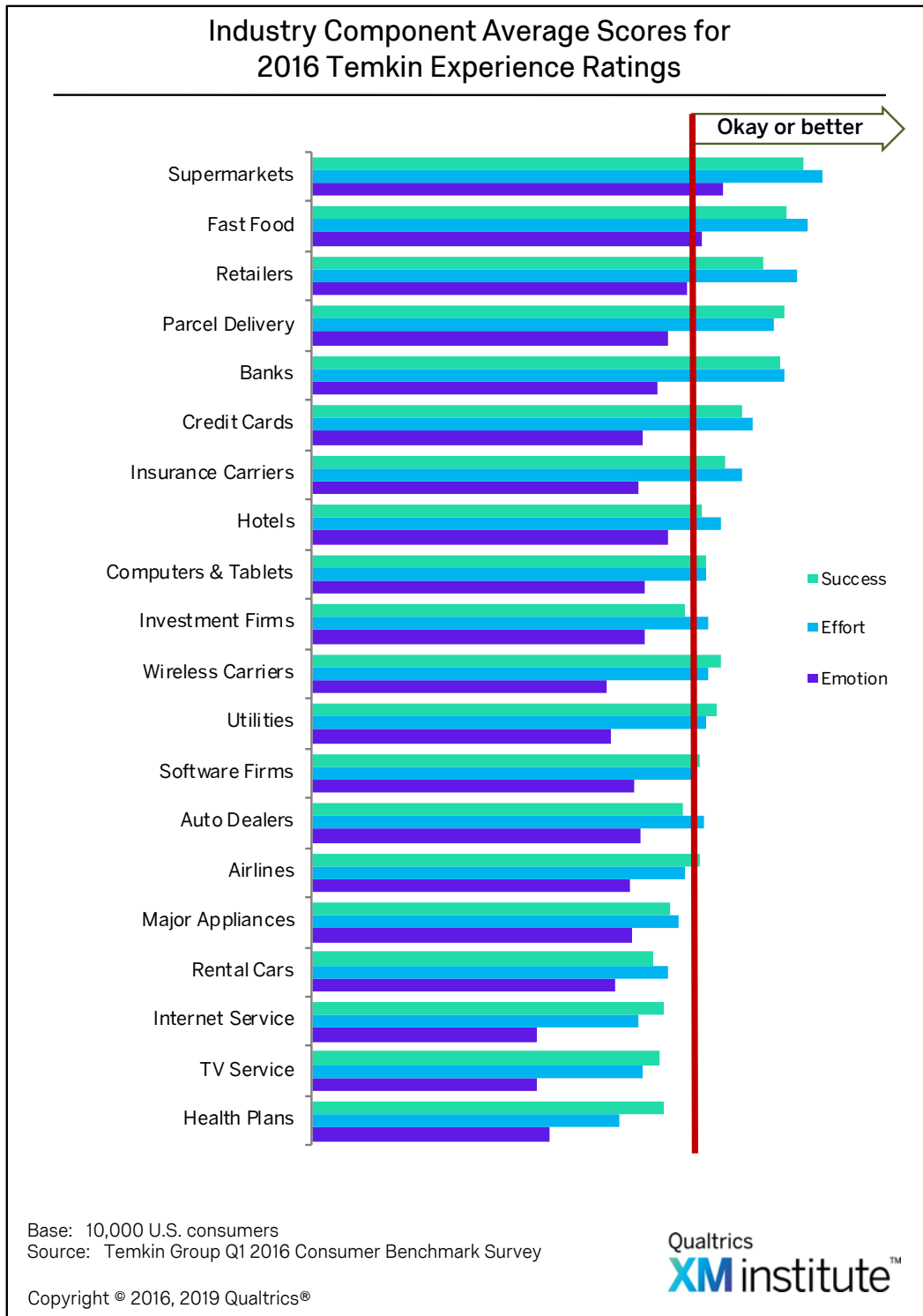


Figure 3

Types of Relevant Qualitative Research		
Method	Description	Some Uses
<b>Ethnographic Research</b>	Ethnographers observe, interview, and videotape people in their everyday lives and during interactions with companies.	<ul style="list-style-type: none"> <li>Understand the underlying attitudes, beliefs, and cultural influences that motivate consumer choice.</li> <li>Reveal how customers actually use and think about the products.</li> </ul>
<b>Contextual Inquiry</b>	Researchers learn about the context in which customers use products by first asking them a set of standard questions and then observing them while they work in own environment	<ul style="list-style-type: none"> <li>Define requirements</li> <li>Find out what is important to customers</li> <li>Improving processes</li> </ul>
<b>Focus Groups</b>	In an interactive group setting, moderators ask people about their opinions, attitudes, and perceptions towards a product, service, advertisement, or concept.	<ul style="list-style-type: none"> <li>Receive feedback on new products, services, etc.</li> <li>Get direction for new marketing initiatives</li> <li>Test products before rolling them out to public at large</li> </ul>
<b>In-Depth Interviews</b>	Semi-structured one-on-one interview with an expert or customer to understand his opinions, attitudes, and perceptions on professional and/or personal topics	<ul style="list-style-type: none"> <li>In B2B settings to learn about industry-specific characteristics and practices</li> <li>Probe and obtain in-depth responses</li> </ul>
<b>Customer Verbatims</b>	Unfiltered customer comments that give feedback about their experience with and perceptions of a company.	<ul style="list-style-type: none"> <li>Share internally to drive organizational empathy and make the case for change</li> <li>Add into CJMs to bring customer experience to life</li> </ul>

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Figure 4

Organizational Personality		
Attribute	Description	Examples
Appearance	How company's products, environments, advertisements, website, etc. look.	<ul style="list-style-type: none"> <li>Colors</li> <li>Logos</li> <li>Fonts</li> <li>Shape of products</li> <li>Brand characters/mascots</li> </ul>
Behavior	How a company behaves towards customers.	<ul style="list-style-type: none"> <li>Response time</li> <li>Ease of communicating with company</li> <li>Living up to promises</li> </ul>
Tone	The tone of voice in which a company communicates with customers	<ul style="list-style-type: none"> <li>Attitudes</li> <li>Writing style</li> <li>Taglines</li> <li>Call center agent scripts (or lack thereof)</li> <li>Greetings (both in person and digital)</li> </ul>
Beliefs	A company's guiding philosophy and principles that inform its decisions	<ul style="list-style-type: none"> <li>Brand values</li> <li>Mission statement</li> <li>Corporate social responsibility</li> </ul>
<p>To be successful, an <i>organizational personality</i> must be:</p> <ul style="list-style-type: none"> <li>✓ <b>Compatible</b> (<i>congruent with target customer's personality</i>)</li> <li>✓ <b>Distinctive</b> (<i>easily recognizable and distinguishable from competitors</i>)</li> <li>✓ <b>Authentic</b> (<i>used to inform all company decisions and responses</i>)</li> <li>✓ <b>Consistent</b> (<i>infused throughout the entire organization</i>)</li> </ul>		
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Figure 5



Figure 6

Examples of the Four Elements of Emotion: Starbucks and Coca-Cola		
	Starbucks	Coca-Cola
<b>Some Brand Values</b>	<i>"Creating a culture of warmth and belonging, where everyone is welcome."</i>	<i>"To refresh the world... To inspire moments of optimism and happiness...To create value and make a difference."</i>
<b>Senses</b>	<ul style="list-style-type: none"> <li>▪ <b>Sight:</b> Green and brown colors to represent nature and warmth, low lighting, handwritten menu</li> <li>▪ <b>Sound:</b> Relaxing background music</li> <li>▪ <b>Scent/Taste:</b> Freshly roasted coffee</li> <li>▪ <b>Touch:</b> Mostly wood and leather reminiscent of coffee and nature</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Sight:</b> Red stimulates appetite, curvy typography that is friendly and creative</li> <li>▪ <b>Sound:</b> Distinctive hiss when bottle or can opened, signature five-note brand melody, partnered with famous musicians to develop music for "Taste the Feeling" campaign</li> <li>▪ <b>Taste:</b> Perfect amount of carbonation, refreshing and crisp</li> <li>▪ <b>Touch:</b> Shape of coke bottle is iconic</li> </ul>
<b>Feelings</b>	<ul style="list-style-type: none"> <li>▪ Employees trained on how to be helpful and welcoming to customers</li> <li>▪ Surprises customers with free samples of coffee and pastries</li> <li>▪ Designed as a place to relax and relieve thirst and hunger</li> </ul>	<ul style="list-style-type: none"> <li>▪ Taglines- "Taste the Feeling" &amp; "Open Happiness"</li> <li>▪ Tracks "brand love" as major metric</li> <li>▪ Ads aimed at eliciting happiness, surprise, and amusement, like "Happiness Truck" ad or "Choose to smile"</li> <li>▪ Introduced 41 new emoticons in Vietnam to help customers express emotions</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>▪ MyStarbucksIdeas.com encourages customers to leave thoughts and opinions on their experience, which others can rate; Most active 25,000 participants on the site had ideas implemented</li> <li>▪ Employees ask for customer's name to write on cup</li> </ul>	<ul style="list-style-type: none"> <li>▪ "Share a Coke" is one of the most successful campaigns ever; made bottles with people's names and endearments on them &amp; encouraged people to post pictures and stories of them sharing the cokes on social media</li> <li>▪ Cultivated an enemy in Pepsi</li> </ul>
<b>Values</b>	<ul style="list-style-type: none"> <li>▪ CSR is built on three pillars—community, ethical sourcing, and environment</li> <li>▪ Refers to employees as "partners" and offers competitive compensations and a College Achievement Plan</li> <li>▪ CEO Howard Shultz, "Customers must recognize that you stand for something."</li> </ul>	<ul style="list-style-type: none"> <li>▪ Part of Coca-cola's vision is to "be a responsible citizen that makes a difference by helping build and support sustainable communities."</li> <li>▪ #MakeltHappy Campaign encouraged people to fight back against cyber bullying and negativity; 5by20 empowers women entrepreneurs</li> <li>▪ "Hilltop" advertisement: Advertisement calling for world peace during 1971 is the most iconic commercial of all time</li> </ul>

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Figure 7



### Example of a Company Engaging the Senses (Westin)

To engage guests on an emotional level, **Westin Hotels** developed a “Sensory Welcome Program,” which uses the senses to make guests feel *relaxed* and *uplifted* during their stay.

Sense	Description
Sight	<ul style="list-style-type: none"> <li>▪ <u>Lighting</u>: Lots of natural light</li> <li>▪ <u>Layout</u>: Indigenous plants and functional zoning to help guests decompress after their long journey</li> <li>▪ <u>Colors</u>: Natural colors</li> </ul>
Scent	<ul style="list-style-type: none"> <li>▪ <u>Signature White Tea fragrance</u>: permeates the lobby, the rooms, and the towels and linens; was deliberately created to convey sense of relaxation and serenity</li> </ul>
Sound	<ul style="list-style-type: none"> <li>▪ <u>Music</u>: developed signature musical programming with ambient, melodic, rhythmic, and energizing feel; was specifically designed to be compatible with White Tea fragrance to make guests feel renewed, relaxed, and welcomed; played in public spaces</li> </ul>
Touch	<ul style="list-style-type: none"> <li>▪ <u>Tactile Branding</u>: supplies customers with special Heavenly Bed and Heavenly bath products to help them relax; so popular customers can buy products for themselves.</li> <li>▪ <u>Materials</u>: Materials in lobby and rooms are textured interpretations of natural imagery; Heavenly Spa uses natural materials to help customers relax</li> </ul>

Source:  
[http://development.starwoodhotels.com/writable/resources/wst\\_reg\\_brochure\\_013012\\_online\\_singlepages.pdf](http://development.starwoodhotels.com/writable/resources/wst_reg_brochure_013012_online_singlepages.pdf)

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Figure 8

Emotional Impact of Color				
Color	Attributes	Physiological Response	Uses in Marketing	Brands that use color
RED	PHYSICAL, Courage, strength, warmth, energy, excitement, defiance, aggression, strain	Longest wavelength, so red objects appear closer and therefore grab our attention first.	<ul style="list-style-type: none"> <li>Increases heart rate</li> <li>Stimulates appetite</li> <li>Creates urgency</li> <li>Encourages impulsive behavior</li> </ul>	McDonalds, Coca-Cola, Red Robin, Virgin, Target, Lays, Kellogg's, Kmart, Netflix
ORANGE	Warmth, fun, passion, excitement, frustration, immaturity	Combination of red and yellow, so it stimulates both a physical and emotional response	<ul style="list-style-type: none"> <li>Creates a call to action (buy, sell, subscribe, etc.)</li> <li>Represents friendly, cheerful, confident brand</li> </ul>	Amazon, Hooters, Nickelodeon, Firefox, Discover, Harley-Davidson, Payless, HubSpot
YELLOW	EMOTIONAL, optimistic, confident, self-esteem, friendly, creative, irrational, anxiety, fear	Wavelength is long and emotionally stimulating, so it raises our spirits and esteem, but too much of it can cause fear and anxiety.	<ul style="list-style-type: none"> <li>Grabs attention</li> <li>Stimulates thinking</li> <li>Represents optimism and youth</li> </ul>	Sprint, Best Buy, Shell, IKEA, DHL, CAT
GREEN	Balance, harmony, rest, environment, peace, health, boredom, stagnation, blandness	Wavelength hits the eye in a way that requires no adjustment, so it is extremely restful.	<ul style="list-style-type: none"> <li>Helps customers relax</li> <li>Sends signals of health</li> <li>Indicates environmental awareness</li> </ul>	Whole Foods, Starbucks, John Deere, BP, Spotify, Android, Tropicana, Holiday Inn, Land Rover
BLUE	MENTAL: intelligence, communication, trust, efficiency, serenity, logic, coldness, aloofness, unfriendliness	Shorter wavelength soothes and affects us mentally, so strong blues stimulate clear thought and soft blues help calm the mind.	<ul style="list-style-type: none"> <li>Curbs appetite</li> <li>Improves productivity without being invasive</li> <li>Creates a sense of security and trust</li> </ul>	Facebook, Twitter, Skype, LinkedIn, Lowe's, Walmart, Ford, GE, Dell, JPMorgan
PURPLE	Spirituality, luxury, authenticity, truth, quality, decadence, inferiority	Shortest wavelength, so encourages deep contemplation and meditation	<ul style="list-style-type: none"> <li>Represents a creative, imaginative, wise brand</li> <li>Denotes luxury</li> <li>Indicates high quality</li> </ul>	Yahoo!, Taco Bell, Crown Royale, Craigslist, Hallmark

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Figure 9

Emotional Impact of Fonts			
Font	Personality	When to use	Companies
<b>Serif</b> Times New Roman, Bodini, Georgia, Garamond, Baskerville	Authority, Tradition, Respect, Grandeur	When you want to be professional and trustworthy, i.e. research paper	Time Magazine, Gap, Yale, The New York Times
<b>Sans Serif</b> Helvetica, Verdana, Arial, Century Gothic, Calibri	Clean, Modern, Objective, Stable, Universal	When you want to be easily legible, i.e. body of text on website	Microsoft, Evian, Chanel, Nike
<b>Slab Serif</b> Rockwell, Courier, Museo, Clarendon, Bevan	Bold, Strong, Modern, Solid, Funky	When you want to attract attention, i.e. Billboard Ad	Volvo, Honda, Sony
<b>Script</b> <i>Lobster, Zapfino,            Pacifico, Lucinda,            Brush Script</i>	<i>Feminine,            elegant,            friendly,            intriguing,            creative</i>	<i>When you want to            be fancy and            artful, i.e. creative            company's logo</i>	<i>Cadillac,            Coca-Cola,            Cadbury,            Instagram</i>
<b>Modern</b> Infinity, Eurostyle, Majoram, Matchbook, Politica	Exclusivity, fashionable, stylish, sharp, intelligent	When you want to attract the attention of Millennials, i.e. Blog Header	HULU, Shutterfly, Facebook, NARS

Source: [www.contentgroup.com.au/psychology-typography/](http://www.contentgroup.com.au/psychology-typography/)

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Figure 10

Using Music to Elicit Emotion					
Feature	Happiness	Sadness	Peace	Anger	Excitement
<b>TEMPO</b>					
<i>Speed of the music</i>	Fast tempo	Slow tempo	Slow tempo	Fast tempo	Fast tempo
<b>MODE</b>					
<i>Type of scale</i>	Major tonality	Minor tonality	Major tonality	Minor tonality	Major tonality
<b>VOLUME</b>					
<i>Loudness of sound</i>	Higher volume	Lower volume	Lower volume	Higher volume	Higher volume
<b>MELODY</b>					
<i>Linear succession of musical notes</i>	Comple- menting harmonies	Complex and dissonant harmonies	Comple- menting harmonies	Complex and dissonant harmonies	Complex and dissonant harmonies
<b>RHYTHM</b>					
<i>Regularly recurring beat</i>	Smooth, consistent rhythm	Firm rhythm	Smooth, consistent rhythm	Irregular, rough rhythm	Rough and irregular rhythm
Source: Juslin, P.N. & Sloboda, J. (2011). Handbook of Music and Emotion: Theory, Research, Applications. Oxford: Oxford University Press					
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Figure 11

Strategies to Elicit Positive Feelings		
Strategy	Description	Example
<b>Calibrate Tone</b>	Use a tone that effectively embodies your company's values and character.	A company that describes itself as "cheeky and fun" should use a casual, slightly irreverent tone that makes customers feel like they are communicating with a friend.
<b>Anticipate Needs</b>	Predict customer needs so you can prevent negative experiences and add "wow" moments.	Use a predictive analytics model to identify which customers are likely dissatisfied with a product or service and then proactively reach out to them to resolve the issue.
<b>Positively Frame Communications</b>	Frame bad news in a way that minimizes the bad, highlights the good, and emphasizes solutions.	If a customer requests an out-of-stock item, instead of saying, "We don't have that item in stock," phrase it as, "We will have that item back in stock on Tuesday."
<b>Use Microcopy</b>	Insert microcopy to non-invasively offer helpful advice and inject personality into digital interactions.	When a customer is signing up for a service, use microcopy to ease them along, i.e. let them know how many characters a password should be, how to choose a username, and what you will use their email address for.
<b>Tell Stories</b>	Present your brand story as a narrative to evoke a stronger emotional response in customers.	Instead of highlighting product features, create advertisements that tell a story about how your product or service made a specific customer feel.

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Figure 12

Strategies For Using Tone		
Tone	Who	How
<b>Innovative</b>	<ul style="list-style-type: none"> <li>Software companies</li> <li>App firms</li> <li>Agencies</li> </ul>	<ul style="list-style-type: none"> <li>Be brief and succinct</li> <li>Use conversational language (without swearing or colloquialisms)</li> <li>Let customers speak for you through testimonials (instead of marketing messages)</li> </ul>
<b>Elegant</b>	<ul style="list-style-type: none"> <li>Spas and salons</li> <li>Boutiques</li> <li>High-end, luxury items</li> </ul>	<ul style="list-style-type: none"> <li>Use lengthier, flowing sentences</li> <li>Use lots of adjectives</li> <li>Don't use action-oriented adverbs (give the sense of being rushed)</li> <li>Offer minimal details on the functionality</li> <li>Tell stories</li> </ul>
<b>Energetic</b>	<ul style="list-style-type: none"> <li>Gyms</li> <li>Brands for young women</li> <li>Fun-focused social networks</li> </ul>	<ul style="list-style-type: none"> <li>Use fragmented sentences</li> <li>Use action-oriented bullets</li> <li>Use short, horizontal lines that don't run the length of the page</li> <li>Use short, power-packed words instead of overused, bland words</li> </ul>
<b>Irreverent</b>	<ul style="list-style-type: none"> <li>Apps and games</li> <li>Brands for young men</li> </ul>	<ul style="list-style-type: none"> <li>Use quirky, unexpected language</li> <li>Challenge the status quo</li> <li>Use unexpected examples</li> <li>Take a contrarian viewpoint</li> <li>Be playful</li> <li>Use colorful illustrations</li> </ul>
<b>Dependable</b>	<ul style="list-style-type: none"> <li>Insurance providers</li> <li>Hosting companies</li> <li>Merchant service providers</li> </ul>	<ul style="list-style-type: none"> <li>Use words that feel warm, comfortable, and wholesome</li> <li>Avoid colloquialisms, curse-words, exclamation points, or other high-emotion devices</li> <li>Rely heavily on traditional rhetorical devices, like parallel statement</li> </ul>

Source: [copyhackers.com/2013/01/copywriting-tone-how-to/](http://copyhackers.com/2013/01/copywriting-tone-how-to/)

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Figure 13



Figure 14



Desmet's Typology of 25 Positive Emotions	
Category	Specific Feeling and Definition
Empathy	<b>Sympathy:</b> An urge to identify with someone's feelings of misfortune or distress
	<b>Kindness:</b> A tendency to protect or contribute to the well-being of someone
	<b>Respect:</b> A tendency to regard someone as worthy, good, or valuable
	<b>Love:</b> An urge to be affectionate and care for someone
Affection	<b>Admiration:</b> An urge to prize and estimate someone for their worth or achievement
	<b>Dreaminess:</b> To enjoy a calm state of introspection and thoughtfulness
Aspiration	<b>Lust:</b> A sexual appeal or appetite
	<b>Desire:</b> A strong attraction to enjoy or own something
	<b>Worship:</b> An urge to idolize, honor, and be devoted to someone
Enjoyment	<b>Euphoria:</b> Carried away by an overwhelming experience of intense joy
	<b>Joy:</b> To be pleased about (or taking pleasure in) something or some desirable event
	<b>Amusement:</b> To enjoy a playful state of humor or entertainment
Optimism	<b>Hope:</b> The belief that something good or wished for can possibly happen
	<b>Anticipation:</b> To eagerly await an anticipated desirable event that is expected to happen
Animation	<b>Surprise:</b> To be pleased by something that happened suddenly and was unexpected or unusual
	<b>Energized:</b> To enjoy a high-spirited state of being energized or vitalized
Assurance	<b>Courage:</b> Mental or moral strength to persevere and withstand danger or difficulties
	<b>Pride:</b> An enjoyable sense of self-worth or achievement
	<b>Confidence:</b> Faith in oneself of one's abilities to achieve or to act right
Interest	<b>Inspiration:</b> A sudden and overwhelming feeling of creative impulse
	<b>Enchantment:</b> To be captivated by something that is experienced as delightful or extraordinary
	<b>Fascination:</b> An urge to explore, investigate, or understand something
Gratification	<b>Relief:</b> To enjoy the recent removal of stress or discomfort
	<b>Relaxation:</b> To enjoy a calm state of being free from mental or physical tension or concern
	<b>Satisfaction:</b> To enjoy the recent fulfillment of a need or desire
Source: Desmet, P. M. A. (2012). Faces of product pleasure: 25 positive emotions in human-product interactions. International Journal of Design, 6(2), 1-29.	
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Figure 15

### Example of Amusement: MooseJaw

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Purposefully mocks the legalese of other product guarantees

#### MOOSEJAW GUARANTEE - A LIVING WILL

**The Moosejaw Living Will is our Product Guarantee. It means if you aren't thrilled with your purchase, return it AT ANY TIME as long as IT'S IN SELLABLE CONDITION and as long as you aren't dead..thus the Living Will.**

If you are dead, your heirs can still return the goods but they should probably keep them in your honor. If you received the product(s) as a gift, we'll provide you with a Gift Card that you can use online or at any Moosejaw shop. Oh yeah, proof of purchase required for all returns. IF YOU RETURN THE PRODUCT(S) IN UNSELLABLE CONDITION we will ship the product back to you and will NOT PROVIDE YOU WITH A REFUND. Sorry for being so mean about it. We encourage you to walk on your carpet in your boots before taking them on the trail, try on your pack with weight before you head to the mountains, and so on. We are fully available to answer all your questions and advise you. **Load bearing climbing equipment like a harness or carabiner, all Gift Cards, and food items are final sale and cannot be returned.** So, if you don't like your climbing stuff just hang it on your wall to impress your friends and if you don't want your Gift Card, use it as a ruler.

**We price match. That's right. If you find the same exact item you purchased on sale within 14 days of your original purchase, we will credit you for the difference. Either hop on chat or give us a call at MOOSEJAW (877-666-7352) with your order number and the URL to the exact same item (same size, same color, same season) and we'll credit you the difference.**

Moosejaw cannot price match on Gift Cards.

If you have any questions or want to tell us about your favorite board game give us a call at 877-MOOSEJAW (877-666-7352) or hop on our **Live Chat**.

Love the madness,  
Moosejaw

Throughout the entire guarantee, MooseJaw uses a casual, funny tone that one would employ when communicating with friends.

Source: [http://www.moosejaw.com/moosejaw/shop/content\\_promise\\_](http://www.moosejaw.com/moosejaw/shop/content_promise_)

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Figure 16

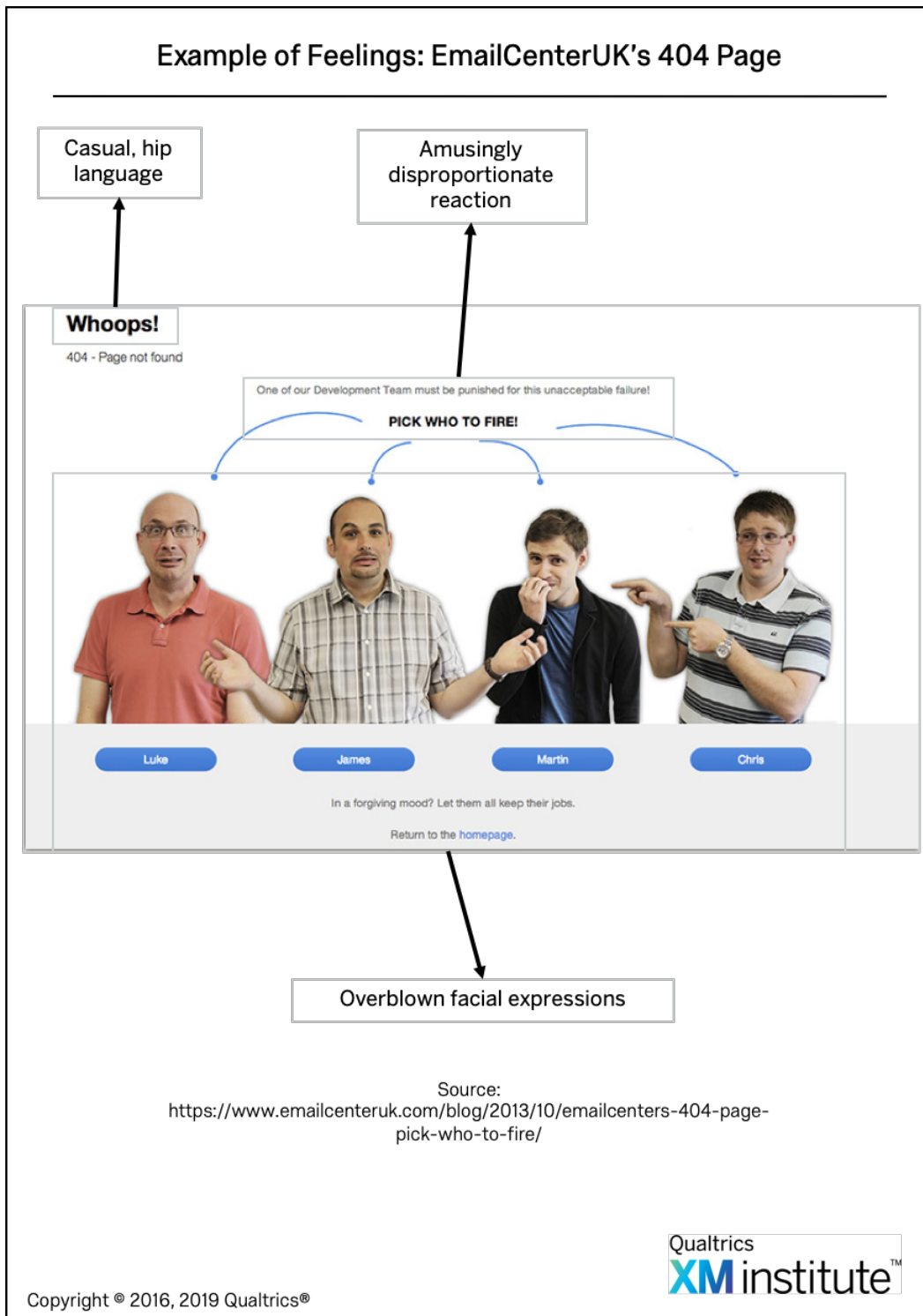
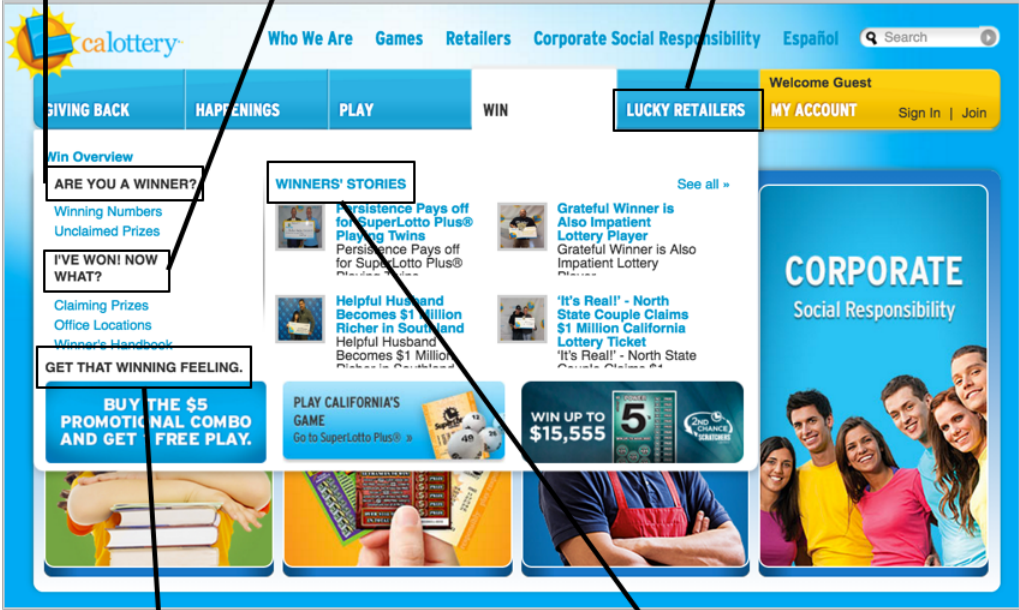


Figure 17

### Example of Anticipation: California State Lottery

Direct question and first-person answer makes people feel like it could be them.


CA Lottery makes people feel more optimistic about their chances of winning by telling them where previous winners bought their tickets.



The screenshot shows the California State Lottery website. Annotations include:

- An arrow pointing to the 'GIVING BACK' tab with the text: "Direct question and first-person answer makes people feel like it could be them." This points to the 'ARE YOU A WINNER?' section which includes links for 'Winning Numbers', 'Unclaimed Prizes', 'I'VE WON! NOW WHAT?', 'Claiming Prizes', 'Office Locations', and 'Winner's Handbook'.
- An arrow pointing to the 'LUCKY RETAILERS' tab with the text: "CA Lottery makes people feel more optimistic about their chances of winning by telling them where previous winners bought their tickets." This points to the 'WINNERS' STORIES' section which features stories like 'Persistence Pays off for SuperLotto Plus® Playing Twins', 'Grateful Winner is Also Impatient Lottery Player', 'Helpful Husband Becomes \$1 Million Richer in Southland', and 'It's Real! - North State Couple Claims \$1 Million California Lottery Ticket'.
- An arrow pointing to the 'BUY THE \$5 PROMOTIONAL COMBO AND GET FREE PLAY.' button with the text: "Encourages customers to think about what it would feel like to win."
- An arrow pointing to the 'WINNERS' STORIES' section with the text: "When visitors read about people similar to them winning the lottery, it makes them feel like they too could be winners."

Source: <http://www.calottery.com/>



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Figure 18



Figure 19

Strategies for Making a Connection		
How	Why	Examples
<b>Personalize Communications</b>	To evoke feelings of camaraderie, companies should speak and write to customers as they would greet a friend, tailoring the message to their individual wants and needs.	Spotify for instance uses data on customer's listening history to send them emails with relevant, valuable content that often come—not from the company—but from the customer's most-listened-to artists. The emails also use language like "top listener" and "be the first to get access" to make customers feel like members of an exclusive community
<b>Celebrate Shared Interests</b>	Because people naturally bond with others who share their passions and pursuits, companies can emotionally connect to customers by demonstrating enthusiasm for their interests.	Hagerty—an insurance provider for collector cars and boats—was started by a family who genuinely loved classic vehicles, and Hagerty keeps this legacy alive by sending "new baby" cards to congratulate policyholders on the addition of a new vehicle and "get better soon" cards addressed to vehicles that have been in an accident.
<b>Use a Mascot</b>	An endearing mascot that personifies an organizational personality can humanize the company and give customers a distinct character with whom they can form a social bond.	Flo from Progressive is the most popular mascot on Facebook, with 4 million fans and an impressive average of 2,655 likes per post. She embodies Progressive's organizational personality by exuding perkiness and friendliness, making insurance more fun.

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Figure 20

### Example of Making a Connection: MailChimp



Source: <http://freddiesjokes.com/>

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Figure 21



Strategies to Evoke Acceptance		
How	Why	Examples
<b>Make an Enemy</b>	Groups form more quickly and enjoy stronger bonds when they have identified a common adversary, so companies looking to tap into customers' tribal instincts and emotionally engage them should unite the group against a common enemy.	Apple has cultivated a decades-long rivalry between Mac users and PC users that portray MacBooks users as casual, cool, creative, and competent and PC users as mindless automatons or genial schmucks.
<b>Encourage Customers to Share Their Stories</b>	To help customers feel like they are part of group, while simultaneously standing out from the crowd, encourage customers to share pictures and stories of their interactions with you.	Ritz-Carlton asks customers to tag it in photos of their favorite Ritz-Carlton memories on Instagram and then features the top pictures on the homepage of its website, making customers feel both special and embedded within the Ritz-Carlton family.
<b>Co-Create with Customers</b>	Companies make customers feel like valued members of their communities by involving them in the design, marketing, and testing of products.	CSC—a creator of financial services software—uses for-customer communities to gather their input on new releases. Customers can subscribe to RSS feeds that keep them up-to-date on the progress of new updates and product releases. The communities also allow them to submit their own opinions, which CSC seriously takes under advisement.

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Figure 22

## Example of Building Reputation: Autodesk's Gamification



Makes learning a new software significantly easier and more exciting

Leaderboard highlights winners

Source:  
<https://www.socialmediaexplorer.com/social-media-measurement/autodesk-scores-a-home-run-with-gamification/>

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Figure 23

Examples of Articulating a Higher Purpose		
Company	Statement	Efforts
<b>Pedigree Dog Food</b>	"We're for dogs"	<ul style="list-style-type: none"> <li>The Pedigree Foundation: Helps dogs find loving homes, provides grants to dog shelters and breed rescue organizations, helps dog lovers adopt, volunteer, and donate. Has raised more than \$4 million so far</li> </ul>
<b>Patagonia</b>	"Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis."	<ul style="list-style-type: none"> <li>Worn Wear Program: Helps environment sustainability by repairing old Patagonia gear for free, by helping customers recycle clothing, and by holding DIY workshops on mending gear. Main message, "If it's broke, fix it"</li> </ul>
<b>Warby Parker</b>	"Warby Parker was founded with a rebellious spirit and a lofty objective: to offer designer eyewear at a revolutionary price, while leading the way for socially conscious businesses."	<ul style="list-style-type: none"> <li>Buy a Pair, Give a Pair: For every pair of glasses purchases, Warby Parker makes a donation to various eye-wear non-profits, enabling those organizations to give away a pair of glasses to someone in need.</li> </ul>
<b>JetBlue</b>	"We're always up for good"	<ul style="list-style-type: none"> <li>JetBlue Foundation: Encourages STEM education to sustain future of aviation</li> <li>Soar with Reading Program: inspire and encourage kids' imaginations to "take flight" through reading</li> <li>One Thing That's Green Campaign: helps customers and crewmembers reduce carbon footprint by donating to carbon reduction projects.</li> </ul>
<b>Whole Foods</b>	"Whole Foods, Whole People. Whole Planet."	<ul style="list-style-type: none"> <li>Whole Planet Foundation: Alleviating poverty worldwide through microcredit in communities around the world that supply Whole Foods Market stores products</li> </ul>

Source: Companies' websites

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Figure 24

Relevant Charitable Efforts		
Company	Cause	Charitable Efforts
Panera Bread	Fight Hunger	<ul style="list-style-type: none"> <li>▪ <u>Panera Cares</u>: Community Cafes that operate on pay-what-you-can model to help fight hunger</li> <li>▪ <u>"Live consciously. Eat deliciously."</u> Campaign to raise awareness about hunger</li> <li>▪ <u>"Day-end Dough-Nation"</u> Panera donates all unsold bread and baked goods to local hunger shelters at the end of every day</li> </ul>
LPL Financial	Economic Empowerment	<ul style="list-style-type: none"> <li>▪ <u>Financial Literacy</u>: helps at-risk individuals become economically empowered to achieve aspirations by providing philanthropic and volunteer support in education, career skills, and financial literacy.</li> </ul>
Bupa	Raise awareness and funds for disease research/ Environment	<ul style="list-style-type: none"> <li>▪ <u>Health</u>: works with Fight Alzheimer's   Save Australia, Cancer Council, Heart Foundation, Australian Red Cross</li> <li>▪ <u>Sustainability</u>: To improve health long term, has invested more than \$17M in renewable energy; ABA100 winner in 2015 for Sustainability</li> </ul>
SunPower	Solar energy and sustainable future	<ul style="list-style-type: none"> <li>▪ <u>We share solar</u>: educates youths in STEM and provides light to people in need</li> <li>▪ <u>SunPower Solar Academy</u>: teaches STEM curriculum to students through a week-long, intensive, work-based program</li> </ul>
Source: Companies' websites		
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Figure 25

## Moz's Tone Guide

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*our*

# TAGFEE

**code**

reflects the core values of MOZ

Transparent & Authentic

Generous

Fun

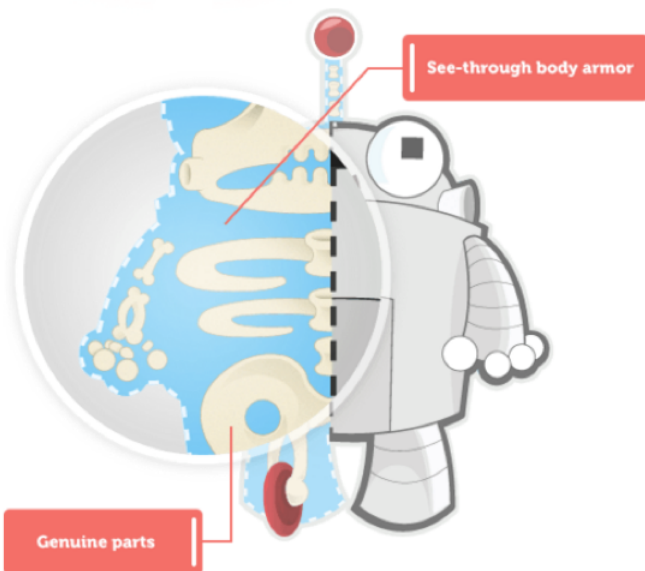
Empathetic

Exceptional

### Transparent & Authentic

We will share the inner workings of our company—both the good and the bad—openly. We will take responsibility for our mistakes and will do what we can to rectify them. We will represent ourselves and our intentions honestly to our coworkers and to our customers.

Our goal is to be as open and honest as possible, without causing any harm. We will be ourselves, even if that means being occasionally silly, a little less than perfect, and sometimes more than a little dorky.



The illustration shows a grey robot with a transparent body. Inside, various organs are visible, including a heart, lungs, and intestines. A red callout box labeled 'See-through body armor' points to the robot's chest. Another red callout box labeled 'Genuine parts' points to a red heart-like shape inside the robot's body.

Source: <https://moz.com/about/tagfee#transparent-authentic>

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Figure 26