

THE TOOLBOX - CASE STUDIES

1. Jyske Bank

The consultant might use this case study for:

- Illustrating one aspect of what the experience economy means
- Building the case for engaging with the experience economy
- Showing how traditional businesses are changing their approach to customers

In 2006 Jyske Bank - the third largest bank in Denmark - opened its doors to a totally new and very different bank. The new concept was based on ideas from the experience economy and its objective was to make bank business less serious and pretentious.

This case study describes the four pillars which the bank designed to increase the customer experience. It illustrates these with lively and engaging photographs.

The case study provides a good example of how traditional businesses are recognising the need to change their offer to respond to changing customer needs:

"Jyske bank did not want to compete on low interest rates and charges, and has instead differentiated itself by adding experience to the banking business. As such it has created a unique position as a very different bank by putting customer experience first."

2. Summerbird

The consultant might use this case study for:

- A brief introduction to the power of storytelling as part of the experience economy
- Showing how an owner can use his (her) own story to enhance his (her) product
- Inspiring or interesting the small producer

Summerbird is a small chocolate producing company located in Funen, Denmark. In a few years it has managed to be recognized as one of the best chocolate brands in the world, and it has done so without promotion and sellers. It has focused on creating a special taste experience, based on the finest raw material, and the story that follow these raw materials. Story telling is a major part of the Summerbird universe.

This case study briefly describes why and how storytelling became essential for the Summerbird business: "The stories emphasizes that these are special products, for those who wants to treat themselves to the finer things in life."

3. Nordisk Skoletavle Fabrik

The consultant might use this case study for

- Showing how a traditional manufacturing company re-thought what it could offer and how it used that to increase income
- Inspiring the more traditional company
- Reassuring companies that they don't have to move too far from their core business to add another dimension

When Nordisk Skoletavle fabrik - producer of blackboards for classrooms and conference facilities - had to relocate its headquarters it took the opportunity to transform itself from a traditional manufacturing business to a competitor in the knowledge and experience economy. The company has created a showroom that is not just a passive experience but an entire wing of classroom and conference facilities. NSF Innovation Centre is described as

"... a different place to meet; an inspiration and conference centre for everyone who seeks insight in optimal furnishing of teaching and meeting rooms... we have a lecture room, a creative meeting room, a strategy room, seminar rooms and a flexible class room. Experience how you can create these rooms differently, make them interesting and fit them to specific meeting processes... The Innovation centre functions as a professional meeting and conference centre, where companies can arrange to hold their meetings."

4. VIPP

The consultant might use this case study for:

- Gaining interest and creating a sense of fun
- Inspiring businesses with the possibilities of the unexpected
- Illustrating the power of the story
- Provoking thinking about new partnerships and alliances

The VIPP case study tells the story of a daughter who took over her parents' pedal bin business in 1993 and took less than 15 years to turn it into must-have item rewarding the company with a 163% increase in turnover.

The core product is a waste bin which has attained a unique status through the company's strategic application of storytelling and branding. The strategy has also been to enter into creative alliances with artists, engineers and designers by letting the products be included in unusual contexts as art projects and storytelling. The website starts the story:

"Holger Nielsen makes the leap into business at the age of only 17 and almost by coincidence. It all begins one spring Sunday in May 1931 when he makes his usual visit to the local stadium to support his favorite football team. Fate has it that his ticket is drawn in a raffle, and he wins a car. Holger loves cars, but as he has no driver's license, he decides to sell the car and invest the money in a metal turning lathe..."

5. Krsumølle

The consultant might use this case study for:

- Businesses that have been going for some time who are looking for inspiration
- Businesses that are interested in diversifying, especially by creating partnerships with other small businesses
- Showing how thinking about things from the customer's perspective prompts ideas
- Reassuring businesses with a strong ethos that they don't have to 'sell out'

Krsumølle is a former mill placed in the country side, which offers a wide range of services today. They are known for a great Christmas market, but they also have a large store all year round with lifestyle products,

such as interior design accessories. In addition to the store there are 3 workshops with different arts and crafts, one of them a candle workshop, where you can make your own candles, and a store with food specialities. They also have a cafe, and offers rooms for parties or meetings. They've recently started production of their own spring water. Krusmølle is a single proprietor firm owned by Henrik and Nina Loff, with 3-10 full time employees. They started the company in 1988, and have existed for 22 years, growing ever more successful. Offering experiences has ensured the existence of Krusmølle. They are making between 660.000 - 1.300.000 euro a year today, with a reasonable profit.

6. STROOM

The consultant might use this case study for:

- Looking at how a business starts with challenging questions to arrive at different ways of doing things
- Understanding the need to know your customers' needs and aspirations
- Exploring differentiation in an over-populated market

The STROOM website opens with "I love this experience" and from the mood music to the bubble quotes the message is simply - this is not an ordinary hotel! The concept was developed by asking over and over again: "How can we create a hotel without being a standard hotel? What do I like when I am in a hotel? What do I hate when I am in a hotel?"

STROOM uses strong and provocative design to appeal to a market that will spend to be different. In 2005 within months of opening the hotel was fully booked, and charging around 180 euros for a room at a time when the average rate in Rotterdam was around 70 euros! In addition, with its bar and restaurant (with open kitchen) STROOM is the place to drink, eat and come together as well as stay.

7. ViaPlaza - Onze TV

The consultant might use this case study:

- In businesses specially interested in mainstream and social media
- To illustrate the aspect of the experience economy which is about consumers designing their own products and services (and content in this example)

Onze TV (Our TV) offers to residents of towns and cities in Belgium an iTV platform enabling them to highlight, share and appreciate activities and events in their own neighbourhoods. Television is a medium that can mobilize people and let them play an active role in their town or city. Onze TV offers the management of towns and cities an innovative TV communication with their people, and addresses issues of the digital divide and social cohesion as the involvement of communities and cities expands. It is currently being piloted in about sixteen Belgian cities, where ViaPlaza has employed freelancers to create awareness and interest and show how the concept works.

8. Pim Pam Party

The consultant might use this case study:

- To look at issues of growing experience-based companies
- To inspire people who have small, domestic ideas which they'd like to grow
- To encourage the individual with a good idea

Pim Pam Party offers a total package for creating a unique birthday experience for children. "A good idea is one thing but sometimes you do not have enough time or energy to prepare everything yourself or you do not have enough stuff for animating many children a few hours. With our suitcases you have everything at hand."

The personal approach of the people behind this idea and the well developed website offer added value and make it a real experience. Parents get tips on how to organize a successful party, they are inspired, experiences are exchanged, and the boxes are customized. At this moment Pim Pam Party is still a very local concept in the province of Antwerp, as the boxes are delivered at home by the people of Pim Pam Party themselves. This has implications for the company's growth as the personal approach - the box delivered by someone who can offer last minute tips and ideas - is central to the company's success.

9. Todi

The consultant might use this case study:

- To inspire companies with big ideas
- To illustrate changing trends in consumer needs and aspirations

Todi is the name of a totally new diving concept. It will be the first real indoor diving and snorkelling centre in Europe. You will be able to dive or snorkel in the optimal and safest conditions in a large aquarium which will have an average temperature of 25°C. You will be surrounded by a unique collection of the world's most beautiful tropical freshwater fish - more than 30 different species in total. Apart from a thousand fish, you will discover many more attractions, such as rock formations, corals, plenty of interesting objects, light tunnels, wrecks and images. The most beautiful tropical freshwater diving places will be brought to your front door.

10. Inspired Film & Video

The consultant might use this case study:

- To illustrate how a company puts an idea into practice, and then develops it into a business (staff numbers, turnover etc all included)
- As an example of developing new products and services based on understanding analysing market need in a highly competitive market
- To reinforce the idea of success being related to customer service and relationship building

Inspired offer a start-to-finish film production service from scripting and planning through to filming, editing, providing voiceovers, graphics and soundtrack, DVD design and duplication. Their films help to promote, train, document and inspire businesses and organisations of all sizes from all sectors across the world. The company is run by five directors and they have been trading since 2006.

The original four directors are all graduates of Staffordshire University who wanted to start up their own film and video business. They were aware that the market was competitive but they felt that their strength lay in their collective experience (much of it gained from working in or working with or talking to large companies) and the fact that they had a unique idea, which they believed would help to set them apart from the rest of the marketplace.

11. Left Foot Company

The consultant might use this case study:

- To illustrate how an existing company re-positions itself in competitive markets
- To show some of the challenges that come with new ideas
- To discuss the importance of profitability in a 'new' idea

Pomarfin Oy (Ltd) is a company based in Finland that manufactures shoes for men, women and children. The company was started in 1960 and it has in the whole consolidated corporation 135 employees. At year 2000 they published a trademark The Left® Foot Company which provides custom footwear for men over the internet. The process begins with a detailed scan of the client's feet. This must take place at a participating dealer, currently available in Europe (Finland and Germany) and Asia (Japan). The feet are scanned with help of scan sock and 3D technology. From the received 3D picture they take 15 different criteria and make more specific analysis. Once the details and measurements of the client's feet are entered into the system, the customer can specify desired shoe design, color, leather type, outsole and lining. The customers "signature", name and customer number, are imprinted into the right shoe. The custom-made shoes are made in Estonia and shipping takes 3-weeks from time of order. Once a person's details are on file, any further orders are made according to their personal measurements on the web page.

12. Magic Number Three

The consultant might use this case study:

- To stimulate discussion on values-based businesses
- To illustrate how a businesses needs to keep pace with its customers' changing needs
- As an example in the small scale, sole entrepreneur retail genre

Magic Number Three (MN3) is a shop with a difference. It was started in 2006 by Georgia Mack predominantly as a delicatessen selling good coffee, organic food and fair Trade produce, as well as arts and crafts from local makers. MN3 is in the heart of Saltaire Village World heritage Site just outside Bradford in Yorkshire. Georgia's business is informed and inspired by her own strong values: a commitment to fair trade and ethical practices; a belief in supporting local producers and makers; a focus on all things ecologically sound and environmentally friendly.

13. Maria Lau

The consultant might use this case study:

- As an example of what the term 'experience economy' encompasses
- To illustrate the potential power of 'telling a story'
- To consider the challenges for a sole trader (designer maker) in differentiating themselves in a saturated market

Maria Lau is a jewellery designer. She creates fashion jewellery using techniques more usually found in the craft world. Knowing nothing of the 'experience economy' Maria did know that stories capture attention. But because she couldn't be face to face with her target market she had to find a way of making the stories work through her website. She started to work with a team of creatives - photographers, models, make-up artists. She would tell them a little of the story and together they would develop and enhance it and capture its essence in the startling and dramatic images that appeared on the site.

14. Toms Shoes

The consultant might use this case study:

- As an example of a social enterprise relating to the experience economy
- To illustrate how the selling of a product is only a small part of the experience

TOMS Shoes was set up by an American traveler, Blake Mycoskie after he met children in Argentina and discovered they had nothing to wear on their feet. The simple principal behind TOMS is One for One - for every pair of shoes bought by a TOMS customer, a pair is given to a child in need in some of the poorest countries in the world. TOMS Shoes was set up by an American traveler, Blake Mycoskie after he met children in Argentina and discovered they had nothing to wear on their feet. The simple principal behind TOMS is One for One - for every pair of shoes bought by a TOMS customer, a pair is given to a child in need in some of the poorest countries in the world.

15. Tuoni Studiot

The consultant might use this case study:

- As an example of 'experience economy' relating to giving people experiences
- As an example of translating an idea from one culture to another
- To illustrate the importance of developing partnerships

Tuoni Studiot Oy (Ltd) has been established since 2008 and at the moment company has six employees. The company was built around the "Murder Mystery" dinner plan but they have also expanded their business into graphic design, photography, digital image processing and tattooing. The owners of Tuoni Studiot Oy Mliika Saari and Teemu Reini have been examining experience economy for several years and made that as a foundation for their company. They have aspired to develop the company's experiential product know-how, customer orientation, branding and marketing that looks their own.

16. MCC Group

The consultant might use this case study:

- To illustrate how a major company develops and delivers customer service
- As an example of focusing on the customer experience to increase market share (includes statistics and figures)
- To inspire companies to think big

MCC Group are one of the UK's leading Apple dealerships and have gained the Apple Premium Reseller status by delivering on the promise of the Apple brand. With their customer-friendly retail and online stores they provide an exceptional buying experience by delivering the latest Apple technology for educational, business, creative and leisure purposes. Today's customers need - and want - more than a traditional retail experience. They want knowledgeable people who can demonstrate and help them make the right choices to best fit in with their requirements. MCC Group offer a pre- and after-sales service, installation advice, training, and specialist software expertise to give customers confidence in their purchases.

17. Plinkfizz – Emma Bridgewater

The consultant might use this case study:

- As an example of working with an advertising company to increase opportunities for customer experience
- To inspire and uplift (it's a success story!)
- To show how an established company needs to keep thinking about how to compete

Plinkfizz was challenged to increase visitor numbers and retail turnover for Emma Bridgewater - the international tableware brand with a multi-million pound turnover and hundreds of thousands of avid fans of the brand. Their strategy was to extend dwell-time at the company's site; develop discreet market sectors; and raise profile. In twelve months they had quadrupled visitor numbers to the factory site and retail outlets and turnover had increased by 30%.



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