

# Service design to help flagship store experience innovation

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*Innovation experience design for  
Bestore flagship store*

*Student:*

**Wen Luo | 939373**

*Supervisor:*

**Raffaele Boiano**



# Abstract *(English)*

Bestore is currently the largest snack retail brand in China. China's retail environment is facing digital threats, changes in consumer behavior and expectations, and competitor crowding. Bestore will create a brand flagship store as its service innovation strategy.

This study aims to determine how to practice the knowledge of service design to create a better customer experience for brand flagship stores. Specifically, it insight the behavior and expectations of consumers and turns them into a more attractive service experience. In this project, the service experience of the flagship store is defined as customer journeys composed of service elements in different themed areas.

The project is based on the service design approach. In the first stage, the successful brand flagship store case is analyzed, and summarized 6 major themed areas of their innovative service. Ethnographic in-depth research discovered the behaviors and needs of three types of consumers. Through the first round of co-creation workshops, the innovative theme areas of the Bestore flagship store diverged, then narrowed down the design scope to three directions with stakeholders. After this stage, service design methods such as brainstorming and co-design

are used and focus on the three design directions to creative diverge and concepts design. Finally, evaluate the concept with consumers and iterate to final concepts.

The thesis concludes with three concepts corresponding to the three themed areas of the flagship store, so as to meet the needs of the three types of consumers and create novel and entertaining shopping experiences for them, thereby enhancing consumer satisfaction and loyalty to the brand, and to improve the competitiveness of the brand.

**Keywords:**

Brand flagship store, Retail-tainment, Experiential retail, Service design, Co-creation.

# Abstract *(Italian)*

Bestore è attualmente il più grande marchio al dettaglio di snack in Cina. Il settore della vendita al dettaglio in Cina sta affrontando minacce digitali, cambiamenti nel comportamento e nelle aspettative dei consumatori e affollamento di marchi concorrenti. Bestore creerà un flagship store del marchio come strategia di innovazione dei servizi.

Questo studio mira a determinare come mettere in pratica la conoscenza del service design del servizio per migliorare l'esperienza dei clienti che visitano i flagship store del marchio. L'approccio service design sul retail mira ad analizzare il comportamento e le aspettative dei consumatori e per individuare elementi che possano in esperienze memorabili. In questo progetto, l'esperienza di servizio del flagship store è definita come client journeys che attraversano diverse aree tematiche.

Nella prima fase dello studio vengono analizzati dei casi di successo di flagship store mono brand e viene proposto un framework articolato in 6 aree tematiche principali. Le tecniche di ricerca etnografica ci hanno permesso di mappare i comportamenti e le esigenze di tre segmenti di

consumatori. Attraverso il primo ciclo di workshop di co-creazione, le aree tematiche innovative del flagship store Bestore si sono differenziate, per poi restringere l'ambito del design a tre direzioni con le parti interessate. Dopo questa fase, vengono utilizzati metodi di progettazione del servizio come il brainstorming e il co-design e si concentrano sulle tre direzioni di progettazione per divergere creativamente e progettare dei concept. Dopo una discussione iniziale dei concept siamo passati a una validazione più accurata per procedere con tre concept corrispondenti alle tre aree tematiche del flagship store, in modo da soddisfare esigenze specifiche dei tre tipi di consumatori e creare per loro esperienze di acquisto nuove e divertenti, aumentando così la soddisfazione del consumatore e la fedeltà al marchio.

## **Le parole chiave:**

Brand flagship store, Retail-tainment, Retail esperienziale, Service design, Co-creazione.

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The Context

01

## Introduction

Design Approach  
Project Context  
Research Objective

## Design Approach

This paper uses service design methodology as an approach, and combines the process of design thinking. The process is user-centered to solve complex problems. Like many design projects, this project process is not linear, and it involves many iterations from discovery to prototyping.

Before starting, I first learned about the background of the retail industry through literature research. In the discovery stage, I have an in-depth understanding of Bestore's products, services, and retail formats through desktop surveys and first-hand surveys. From ethnographic research, and visualizing data as persona and journey maps, it further helps me understand the background. At this stage, I also analyzed some case studies and organized user workshops for discovering insights.

In the define phase, I with my partners sorted out the information collected in the previous phase, and we had the opportunity to have a conversation with Bestore, which collected some useful feedback. These help us narrow the design direction, and then we will focus on three directions to design concepts.

In the idea stage, we brainstormed under the three design directions to fill in more ideas, and held a user Co-design workshop to diverge more creative ideas. Then, We collected some consumer feedback through questionnaires and interviews, and based on the feedback, we selected the final three concepts for the final round of iteration. In the future, Bestore will use

these concepts to implement the design of their flagship store. The concepts at each stage will be discussed and reflected with stakeholders to achieve a certain degree of verification.

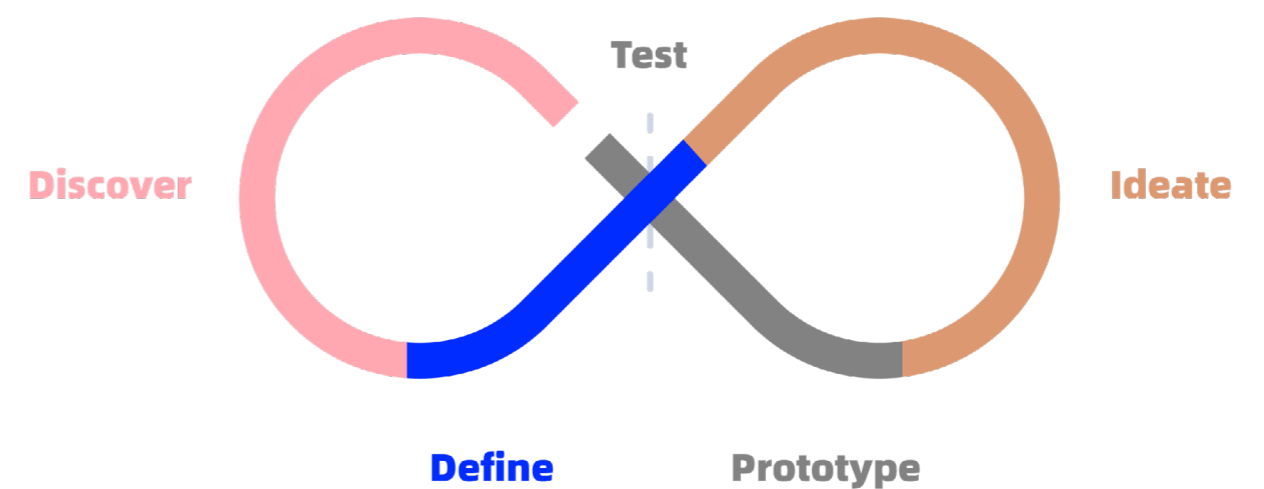


Figure 1: Design approach (Soledad, 2018)

## Project Context

In recent years, the retail industry has faced tremendous changes and challenges. First of all, most basic needs of consumers are met, and the basic services will not be able to obtain consumer satisfaction anymore. In addition, Gen Z will become the new largest generation of consumers, their spending habits are different than any other generation. Retailers are facing the challenge of providing higher-level products and services to meet the higher demands of consumers. Secondly, the number of retailers is becoming more and more crowded. Consumers can purchase goods with the same function through different brands and channels. Retailers are facing fierce competition. Finally, with the rapid development of social technology, new retail is changing the rules of the game in the retail industry, and the brick-and-mortar stores are facing threats from online platforms and digital services.

Bestore is the largest snack brand in China. Some positive responses have already begun to deal with the threats and challenges. As the most critical part of its innovation strategy, they plan to build a flagship store with brand characteristics and innovative services to enhance brand competitiveness and customer loyalty. They identified the flagship store as a **snack and entertainment space**, and hope to build a more interesting and unforgettable shopping atmosphere and experience for consumers. Driven by this goal, my partner Zach and I worked together on this subject.

Driven by this goal, I met Zach, the founder of DOT PLUS design studio. I cooperated with him to practice the service design approach in the experience innovation of the snack flagship store.

## Research Objective

The objective of this research is to use service design methods to help Bestore develop creative services and customer experience for flagship stores. I will Insight the needs of core consumers, as well as the strength and opportunities of the Bestore, then in-depth research on innovative services of the Bestore flagship store. And provide some experience and new ideas for retail service innovation.

# 02

## Literature Review

Retail Background

Retail innovation

Why is it so important right now?

What is Flagship store and How can they change the rules?

The role of service design



## Retail Background

Retail has a very ancient history. The first retailers were mobile hawkers. After centuries of development, modern retailers are centered on consumers and strive to create a more comfortable shopping environment and the ultimate shopping experience. The retail industry has also made great contributions to the convenience of promoting economic growth and increasing employment. The US retail industry has provided jobs for 52 million Americans ("Estimated March imports," 2020). In addition, retail was nearly 6% of US GDP in 2016, and about 4% of EU-28's GDP in 2014 (according to the U.S. Bureau of Economic Analysis and Eurostat, respectively). In 2016, China became the world's largest retail market ("Retail," 2021).

However, the retail industry is also facing a huge impact. Krafft & Mantrala (2010) pointed out that "changing customer needs and increasing interest in the shopping experience as much as products, retailer consolidation, emerging multi-channel retailing strategies, changing nature of competition within and Changes between retailing formats, globalization, and technological breakthroughs" have a huge impact on the retail industry (Krafft & Mantrala, 2006).

### Changes in consumer behavior and expectations

Most basic needs of consumers are being met, so retailers need to fulfil the higher needs of consumers (Lush, Vargo, O'Brien, 2007). Like Krafft & Mantrala(2006) said that "the rise of technologically savvy customers, the spreading fad and fashion-consciousness of retail customers, the growing importance of experiential shopping, and increasing consumer assertiveness" (Krafft & Mantrala, 2006).

E-commerce has made online purchases both convenient and cheap. It has greatly changed the shopping habits of consumers. They no longer need to go to the shopping mall in person and carry heavy goods home, but only need to sit at home and move their fingers. When you place an order on your mobile phone, you can wait for the courier of the shopping platform to deliver the goods to your home, and you can also save a lot of money by using the coupons given by the digital platform.

Nowadays, consumers go to shopping destinations no longer just to buy goods, but to find some interesting places to spend some leisure time with their friends or family members, at the same time, gain

joyful experience. Consumers want the brick-and-mortar store including attractive product/ service of good quality to fulfil their emotional desires, enhance their knowledge, productively engage them (Arthanari & Jambulingam, 2020).

As a new generation of consumers that cannot be ignored in the retail industry, Gen Z is about to become the main force in the consumer market and is expected to reach 2.56 billion by 2020 (Cheung et al, 2018). And they are also the generation that grew up in the digital world. The IBM Institute for Business Value (IBV) surveyed 15,600 Gen Zers, and over 70% of Gen Zers influence household purchasing decisions. As "digital natives", they lack patience and have higher expectations for the brand. "Companies that can't meet Gen Zers' extremely high expectations risk rapidly falling out of favor and leave the way open to competitors", and they are more willing to share reviews of products and restaurants publicly than the previous generation of consumers. Besides, creating an environment where Gen Zers can interact with the brand and shape their own experiences based on their lifestyles and preferred activities is very important (Cheung et al, 2017). Gen Zer has a stronger sense of Individualistic, they like things personalized just for them (Fisher, 2016).

Even "digital natives", but they shop most of the time in a store and have a strong desire for shopping experiences (Cheung et al, 2017).

### Higher competitiveness among retailers

A survey in 2006 found that only 38% of retail stores in India faced light competition (Amin, 2007). Retailers in all countries are feeling huge competitive pressure, especially from domestic players.

"Discerning consumers with heightened expectations and varying tastes" bring retailers continuously to provide higher services and experiences to satisfy them, which promot fierce competition in the retail industry (Fox & Sethuraman, 2010).

The number of retailers is becoming more and more crowded, and the retail format is also increasing. Recently, not only e-commerce began to open offline stores, but traditional retailers are also developing to provide online services. "Nowadays, the number of options consumers buy goods is increasing, and most product categories can now be purchased in several different retail formats, even in different channels" (Fox

& Sethuraman, 2010), causing retail store operations to face various new challenges and complexity.

On the other hand, the continuous advancement of product design has resulted in excessive competition among participants and low profit margins ("Retail," 2021).

### Technological breakthroughs

Social technology is providing consumers with the fastest and most convenient way to obtain information. Consumers no longer rely on sales staff and promotional activities. They can obtain the latest information from authoritative sources by searching Google or Yahoo. Product information and product specifications are at their fingertips (Uncles, 2010). Consumers obtain competitive offers through the Internet, and technology makes it easier for retailers to lose a loyal customer.

Faced with huge changes, how should the retail industry take measures to adapt.

## Retail innovation

Retail innovation is an all-purpose term. Hristov (2015) defines retail innovation as the process by which the organizations and technologies apply new retail elements (including products, varieties, services, retail formats, etc.) together. In the application areas, retail innovation can be divided into Offer/customer-related innovations, Support-related innovation, Organisation-related innovation. Among them, Offer/customer-related innovations are first-line innovations including new product lines, product categories, retail services, store formats or channels to market, this type of innovation is crucial for retailers (Hristov, 2015).

One of the characteristics of retail innovation is to focus on the end consumer, customer-centric and create differentiation. The fundamental purpose is to build competitive advantages and shape the core capabilities of retail enterprises (Hong-xing, 2010).

Pinto et al. (2017) summarized retail service innovation as three streams: technology-driven innovation, market-driven innovation and design-driven innovation (Pinto et al., 2017). Technology Drivers create value about "New functional solutions that satisfy utilitarian needs while enabling

rational problem solving", The Market Drivers adopts the Experience Economy Strategy approach to Create "New forms of interaction performed by the shopper that satisfy hedonic needs". Design driven focus on "Individuals and their symbolic interactionism" to create "New meanings behind store visitation that enable more profound emotional, affective, cognitive forms of engagement" (Pinto et al., 2017).

### Experiential retail

Uncles (2010) mentioned that experimental shopping is becoming a norm, and contemporary retailing has the following characteristics. The first feature is that the boundary between retail and non-retail activities has gradually become blurred. Nowadays, a bookstore is no longer just a place to sell books, it can also be a place to drink coffee, participate in book clubs, or meet writers. In addition, travel and retail experience are intertwined, shopping experience has become a very important part of travel experience. Another feature is retail entertainment. Affluent customers want to have fun from shopping activities, so the shopping atmosphere and experience must meet certain service standards. (Uncles, 2010). Kozinets et al. (2002)

## Why is it so important right now?

noted that retailers have increasingly turned to retail atmospherics to create a more memorable and attractive consumer experience to attract consumers (Kozinets et al., 2002).

As experience retailing emerges, shopping is no longer seen as a pure purchase activity, but related to customers' entertainment. As Pine and Gilmore (1998) said, companies like Nike or Cabella's are offering a relevant experience to customers through fun activities, promotional displays and events (Pine & Gilmore, 1998).

### Retail-tainment

The concept of retail-tainment is to add entertainment and experience to the retail process. During the economic recession, consumers formed new values and consumption habits. They gradually reduced expenditures and reduced their focus on buying things. Retail-tainment, as a new way for retailers to remake themselves to attract the New Consumer (White, 2010).

White (2010) introduced one early example of the Retail-tainment trend, in the superstore of White Flint Mall, people

not only read books and drink coffee but gather for dozens of special events a month. Officially this retail-tainment model turned the dying mall into a success (White, 2010).

The damage caused by the global epidemic to the economy also makes the retail industry need to find new ways to attract consumers to the store again. Arthanari & Jambulingam (2020) noted that compared with the traditional retail entertainment options offered by retailers, customer respondents like modern entertainment services the most (Arthanari & Jambulingam, 2020).

The well-known shopper typologies developed by Sproles and Kendall (1986) summarized three types of consumers: hedonistic consumers regard shopping as a kind of enjoyment. Novelty-conscious consumers seek new products or new experiences for excitement. Consumers who are loyal to the brand follow the regular buying pattern every time they make a purchase. They have a favorite brand or shop and have formed a choice habit (Sproles & Kendall, 1986).

Many organizations have recognized the importance of customer experience to improve customer satisfaction and brand loyalty, and more and more organizations place customer experience at the core of their corporate strategy (Zomerdijk & Voss, 2010).

Dawson identifies "experience innovation" playing a central role in European retailers (Krafft & Mantrala, 2006). Retail services are to support the customer's shopping experience. Research shows that if the brand experience puts consumers in a bad mood, it will be more difficult for the brand to please consumers, so customers will spend a longer time deciding whether to buy branded products, and brands are more likely to be complained by customers, which ultimately leads to unfavorable product evaluations ("Consumer behaviour," 2021). Conversely, when a brand can provide a more cautious design experience, customers can shop with more positive emotions, make decisions faster and are more likely to be pleased, and can also give a more positive evaluation to the brand (Bagozzi et al., 2002). Therefore, a good customer experience allows consumers to make purchase decisions happily and can increase consumer satisfaction with the brand. Curtis (2011) pointed out that there is a strong positive relationship between brand customer satisfaction and consumers' repurchase intentions (Curtis et al., 2011).

More importantly, the cost of acquiring new customers is 5-20 times that of retaining existing customers (Gallo, 2014). A pleasant and relaxing shopping experience can increase the loyalty of existing customers to the brand.

Wu (2016) analysis found that brand entertainment experience and aesthetic appeal have a significant impact on brand image and brand value perceptions (Wu, 2016). Therefore, the design of

## What is a Flagship store and How can they change the rules?

the brand's customer experience and entertainment experience is conducive to the brand stand out from the competition, and the establishment of brand image and customer loyalty is one of the key variables for brand success. "Consumers especially value leisure and recreation, as well as service quality. That is to say, customers not only want store excellence, they also look for moments of fun and entertainment in their shopping experiences. The value of entertainment is a fundamental aspect of customer satisfaction in all stores" (Moliner-Velázquez et al., 2019).

Due to the continuous development of retail service innovation and customer experience, "In most of the urbans, shopping trips constitute the second most frequented trips after the work trips" (Meena et al., 2019). As Thompson and Arsel (2004) have noted that people living in big cities affected by the environment are pleasure seekers. Retail stores in big cities should meet the needs of urban groups and provide a more interesting shopping atmosphere and leisure and entertainment space (Thompson & Arsel, 2004).

On the other hand, since the pandemic began, everyone hoped to return to normal face-to-face interaction. A survey by Forbes shows that nearly 50% of the consumers plan to immediately start shopping in stores as soon as Covid-19 restrictions are lifted (Zenou, 2021). During the pandemic, retail stores still saw considerable foot traffic, three-in-four shoppers traveled to a physical store location. Also PwC's March 2021 Global Consumer Insights Pulse Survey revealed some overall trends "in-store shopping remains consumers' channel of choice for daily or weekly shopping" (PricewaterhouseCoopers, 2021).

Baron et al. (1991, as cited in Doyle et al., 2008) offer the following definition:" the major shop or outlet in a chain, usually located in capital cities, which is larger than major outlets and carries a wider range of merchandise. It carries the flag for the chain and maybe the trial ground for new ideas. The store is usually furnished to a higher standard than the others and may have its own unique identity in the chain" (Baron et al., 1991, as cited in Doyle et al., 2008).

Kozinets et al (2002) summarized two types of flagship stores. One is the brand flagship store, which has three main characteristics: "First, they carry a single (usually established) brand of product. Second, that brand's manufacturer owns them. Finally, they are operated with the intention of building or reinforcing the image of the brand rather than operating to sell product at a profit" (Kozinets et al, 2002).

The other is themed flagship store, which is a combination of the brand flagship store and themed entertainment brand store. It is dominated by entertainment and generates revenue through sell themed entertainment services. Kozinets et al (2002) studied 4 theme flagship stores, the landscape themes, the marketscape themes, the cyberscape themes, and the mindscape themes. The marketscape theme's flagship store is to balance global and local culture, allow consumers from multiple cultural backgrounds have a common goodwill towards brand identity, and the brand provided constructed store templates and flagship stores can be customised locally (Kozinets et al, 2002).

Due to the development of technology, the gap between online and in-store is gradually narrowing, such as BOPIS (buy-online-pickup-in-store) and contactless technology in the form

of contactless payments, self-checkout (Wilkinson, 2021). Innovative stores after technological upgrades have fully absorbed the advantages of online shopping. If the brick-and-mortar store can meet consumers' expectations for sensory like E-commerce competitors. Like Zenou (2021) said that "the pandemic has only accelerated the process of reinventing the store and adapting to new customer expectations and innovations" (Zenou, 2021).

Somma (2014) pointed out the four functions of flagship stores. He believes that the flagship store is an effective countermeasure for the retail industry to face digital threats, because its uber-cool environment and high-level customer experience provide the consumer a new reason to shop live (Somma, 2014). In particular, consumers generally pay more and more attention to the value of the brand. Flagship store is an effective way to convey brand personality, "the best flagships add a new dimension of physicality to a brand. They define in materials, aesthetics and by location how a brand wants to be seen in the world" (Somma, 2014). Flagship stores can increase consumers' understanding of the brand and increase customer brand loyalty. In addition, the brand has built itself into a lifestyle through the flagship store, people with similar aspirations and viewpoints can congregate in the flagship store. This intersection has a powerful effect on them, and makes this group of people have a deeper impression of the brand. Last, "Flagship stores are an excellent way for a strong brand to take up presence in a new market and to make an immediate statement "(Somma, 2014).

Doyle et al.(2008) summarises functions of the flagship store: the flagship store enhances the company's reputation and establish credibility in consumer. "Linked to this, the flagship store serves as a meeting place for existing and potential business

stakeholders, providing a place in which they can interact and experience the brand at its most elevated and concentrated" (Doyle et al., 2008).

Despite the emphasis by Kozinets et al. (2002), the purpose of flagship stores is to build brand image, not just to create profit (Kozinets et al., 2002). But the financial implications of flagship stores are significant, they rent hundreds of thousands of square feet in high-rent districts. For flagship stores to succeed, experience must meet the sheer volume of visitors and the expectations of consumers today for things new and exciting. What's more, the flagship store need to have clear brand alignment and reinforcement (Somma, 2014).

## The role of service design

Service design can create differentiation. Customer experience is formed when customers interact with different service elements. Service design is good at assembling a set of coherent service elements into a complete journey, thereby promoting a smoother customer experience (Berry et al., 2002). The method of service design can help designers gain insight into consumers' real thoughts and understand consumers' needs in-depth. Thus, we can design more attractive products and services from the perspective of consumers and users, then enhancing consumers' satisfaction with the brand and increasing the competitiveness of the brand.

With the diversification of the retail environment, consumers use multiple channels to shop, which increases the complexity of the service experience (Lee et al., 2019). Service design is the design of complex service relationships, which are connected by a series of touchpoints. In this service relationship, customer experience occurs through multiple channels (Patrício et al., 2018). The experience is formed through these service touchpoints, but the impact at different stages is different (Patrício et al., 2018). One touchpoint may have a greater impact on the overall experience than others. Therefore, service design can design the core touchpoints and relationships from an overall perspective, thus creating a smoother customer experience. Experience is a very important part of a new service. Service design is a holistic approach that coordinates service elements such as people, environment, and touchpoints from a macro perspective (Teixeira et al., 2012) to help consumers create the experience they want in a complex shopping environment.

Before putting service into practice, service innovation needs to be prioritized. Service design combined with design thinking

can turn innovation into reality (Ostrom et al., 2015). Service design plays a key role in service innovation, because it builds innovation on the basis of a deep understanding of users and context, and has a great impact on the future. The solution is conceived, and prototypes are produced for testing at a lower cost (Brown, 2008), which greatly promotes the possibility of innovation. Service design combines experience in multiple professional fields to form a holistic approach (Patrício & Fisk 2013). Organizations rely on service innovation to provide unique experiences to attract customers and shape the market, forming their own competitive advantages accordingly (Bolton et al., 2014).

Trischler et al. (2018) found that service design uses co-creation to allow users to participate and jointly create new service concepts. Compared with user-only or designer-only teams, it can more effectively transform user needs into more innovative design concepts. The focus of service design is to involve customers and stakeholders to create value together. Customers know their background best, and in most cases, they know more about their needs (Patrício et al., 2018). Service design uses co-creation as an approach to innovation, which is conducive to creating greater value in the customer's environment.

# 03

## Discover

Presenting Bestore  
Informal Talk With Stakeholders  
Case Studies Analysis  
Ethnographic Research  
User Insight Workshop

## Presenting Bestore

This stage is to gain insight into the context. First, did further research on the company's ins and outs, as well as the brand's products and services. Majority of information collected mainly through the company's website, e-commerce platform, news platform, and market research reports. Because there is some information that cannot be collected from public media and platforms, we tried to find a way to interview the Bestore employees to understand the company's internal information. After learning about Bestore's core consumer groups, we found and contacted some right users to conduct ethnographic research. At the same time, we also investigated the flagship stores of some famous brands and organized a user workshop, which helped us gain innovative insights.

Bestore was established in China in 2006. It is a professional snack brand integrating leisure food development, processing and packaging, and retail services. On February 24, 2020, Bestore was listed on SSE (the Shanghai Securities Exchange) as a snack food brand. From the perspective of the sales scale of the snack market, Bestore leads the high-end snack market in China. During 2015-2019, Bestore has led the sales of high-end snacks in China for 5 consecutive years. Bestore first started as a brick-and-mortar store, and opened its first store in Wuhan city in August 2006. It has integrated stores, e-commerce, third-party platforms and mobile terminals, and social e-commerce, opening up 37 omni-channels online and offline. Among them, there are more than 2,100 brick-and-mortar stores. The mission of Bestore at the beginning was to concentrate the best delicious snacks in the world to the door of customers.

### Products and Service

Bestore has a quality control laboratory and a R&D (research and development) and Q&C (quality control) team composed of more than 200 people. At present, it has developed 1,500 snacks, which are divided into pastry, puffing food, roasted nuts, dried meat, preserved fruit, candy, jelly, seafood, chocolate and more than ten categories. In early 2019, Bestore began a strategy of differentiated competition. By identifying subdivided groups, in the future, healthy nutrition and functional snacks will be customized for the different needs of pregnant women, children, silver-haired people, fitness people and other subdivided groups.



### Children's Snacks:

Bestore lays out children's snacks as a key market segment, develops the sub-brand "Fairy Yummy", and participated in and drafted China's first Children's Snacks standard, "General Requirements for Children's Snacks" issued by CNFCA (the China Non-staple Food Circulation Association). Currently, Bestore cooperates with international companies such as Nestlé, Mars etc. to conduct in-depth research on the quality standards of children's snack products, and customize different healthy snacks according to the nutritional needs of children of different ages. At present, 86 kinds of children's snacks have been sold, and more interactive elements have been integrated into the "Fairy Yummy" series. Apart from meeting mothers' needs for children's nutrition and health, **the snack packaging can be transformed into an origami toy**, and a lot of parent-child interactive games are also designed on the packaging box. In addition, Bestore has also added a "**children's snack area**" in the physical store, setting the stall to 30 cm height, allowing children to choose products freely.



Figure 2: "Fairy Yummy" products

### ***Fitness snacks:***

Bestore's another sub-brand "Bestgym" focuses on the general fitness population, and professional fitness professionals, to meet the needs of different functions such as weight management, nutritional supplements, cutting sugar, muscle building. It has three series of core products: Light-Calories series, Body-control series, and Body-shape series. The Light-Calories series are mainly aimed at non-fitness people who need weight management. The snack has the function of light carbohydrate, less fat. The Body-control and Body-shape series are more suitable for professional fitness people. The functions of snacks include anti-sugar, fat-blocking, burning calories, balance and weight loss.

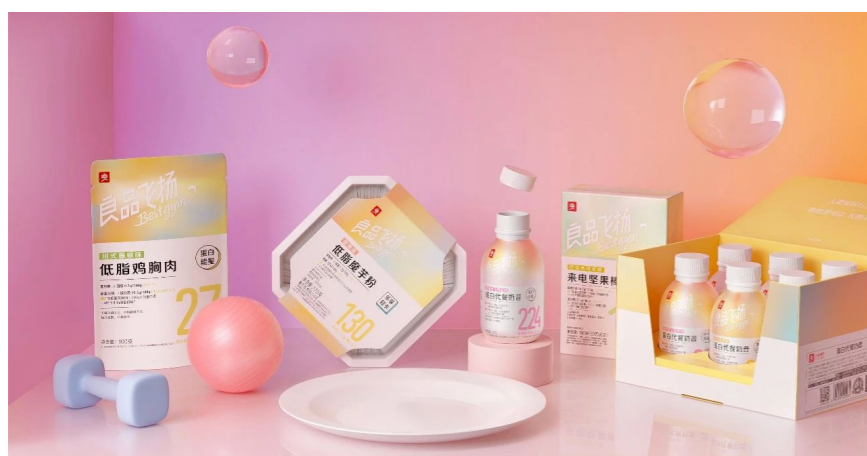


Figure 3: "Bestgym" products

### ***High-end gift box:***

In order to meet the consumption needs of different groups of people, different context, different tastes and even different seasons, Bestore has released New Year gift boxes, Dragon Boat Festival gift boxes, Mid-Autumn Festival gift boxes, etc. These gift boxes cooperate with traditional Chinese culture such as the Forbidden City and Dunhuang Museum to create collaboration gift boxes, using culture to establish a connection between brands and consumers.

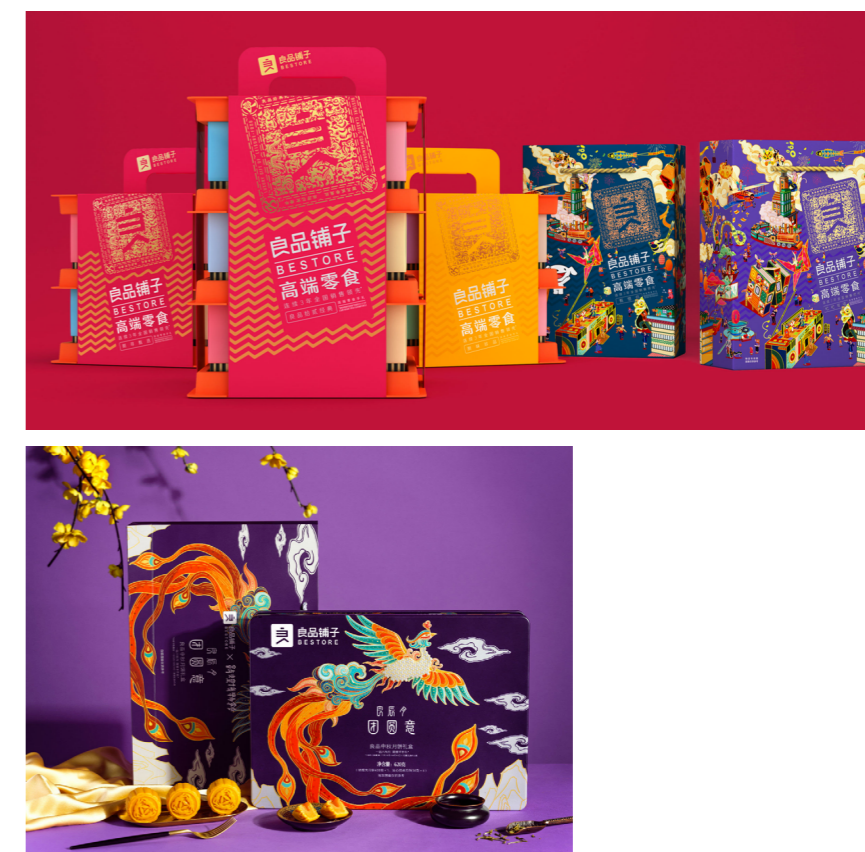


Figure 4: New Year gift boxes and Mid-Autumn Festival gift boxes

### Coffee break:

Bestore's newly sub-brand *Tbreak* promotes tea, pastry, coffee, ice cream and other products, providing urban office workers with nutritious and healthy drinks and convenient refreshment self-service. Tbreak is developing a series of products: *Tcoffee*, *Tcereal*, *Tpastry* and *Ttea*.



Figure 5: Advertisement of "Tbreak"

### Retail format

Bestore's currently has five retail formats. In 2006, the first store opened. In 2009, launched the second iteration store upgrade. In 2011, the third iteration store image upgrades were launched. These upgrades are basically around the basic products, Interior design, brand visual image and other content.



Figure 6: The 2nd iteration store



Figure 7: The 3rd iteration store

In 2015, 500 stores were upgraded in the fourth iteration, and all stores were upgraded to more than 60 square meters, creating an open shopping space that allows customers to find and choose freely, and also adds the personalized leisure space, the drink bar and rest area, which are designed to enhance the overall beauty of the store and the comfort of shopping experience.



Figure 8 &9: The 4th iteration store

In 2017, Bestore's fifth iteration store "Bestlife" opened. It has two floors and covers an area of more than 300 square meters. For the first time, the store has a specialty pastry shop and a leisure drink bar. Moreover, "Bestlife" also has Co-branding with China's influencer "TongDaoDaShu", together with community marketing. In addition, the service has also been improved. The store is fully digitalized. Consumers can order online, pick up offline, and even realize that every product in the store can be read by AR information. In terms of experience, "interaction between consumers and shops" is realized.



Figure 10 &11 &12: The 5th iteration store

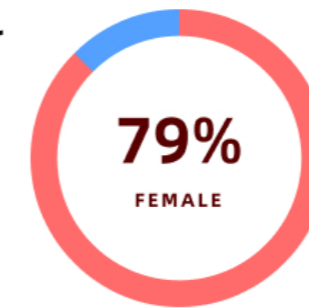
## Informal Talk With Stakeholders

My partner Zach contacted one of Bestore's manager, so we had an opportunity to talk with Bestore staff, and expected to learn some internal information about the company. Since the staff related to the project are not in Shanghai, we engaged in a remote meeting. We prepared some questions in advance, but mainly informal talks, so there was an unstructured interview.

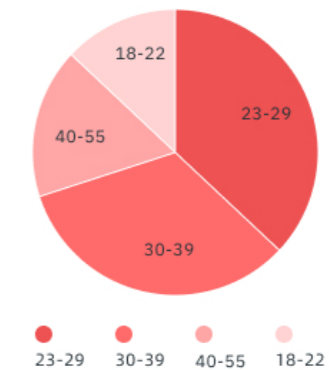
### Target consumer group

From this talk, we learned that Bestore's current main consumer group is female white-collar workers, and most of them are unmarried and married women with children under 18 years of age. Their main age range is between 18 and 55 years old. White-collar workers, partially students, dominate the occupation. 77% of their education background is bachelor degree or above. The average household monthly income is RMB 16,599.77 (equivalent to 2,176.29€), and the average personal monthly income is RMB 8,851.93 (equivalent to 1160.52€). The average personal monthly income of the city is RMB 6,148.08 (equivalent to 806.04€) (National bureau of statistics of China, 2019). And most of them live in first-tier and second-tier cities. After the interview, we further refined and visualized the characteristics of Bestore's target consumer group based on the data. We agree that "Exquisite mothers" is the core consumer group we need to target.

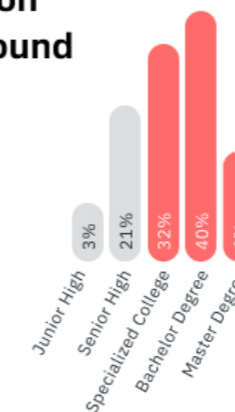
Gender



Age



Education Background



Occupation

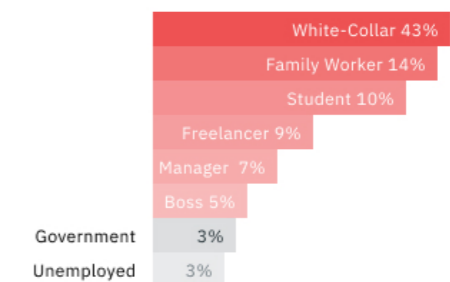
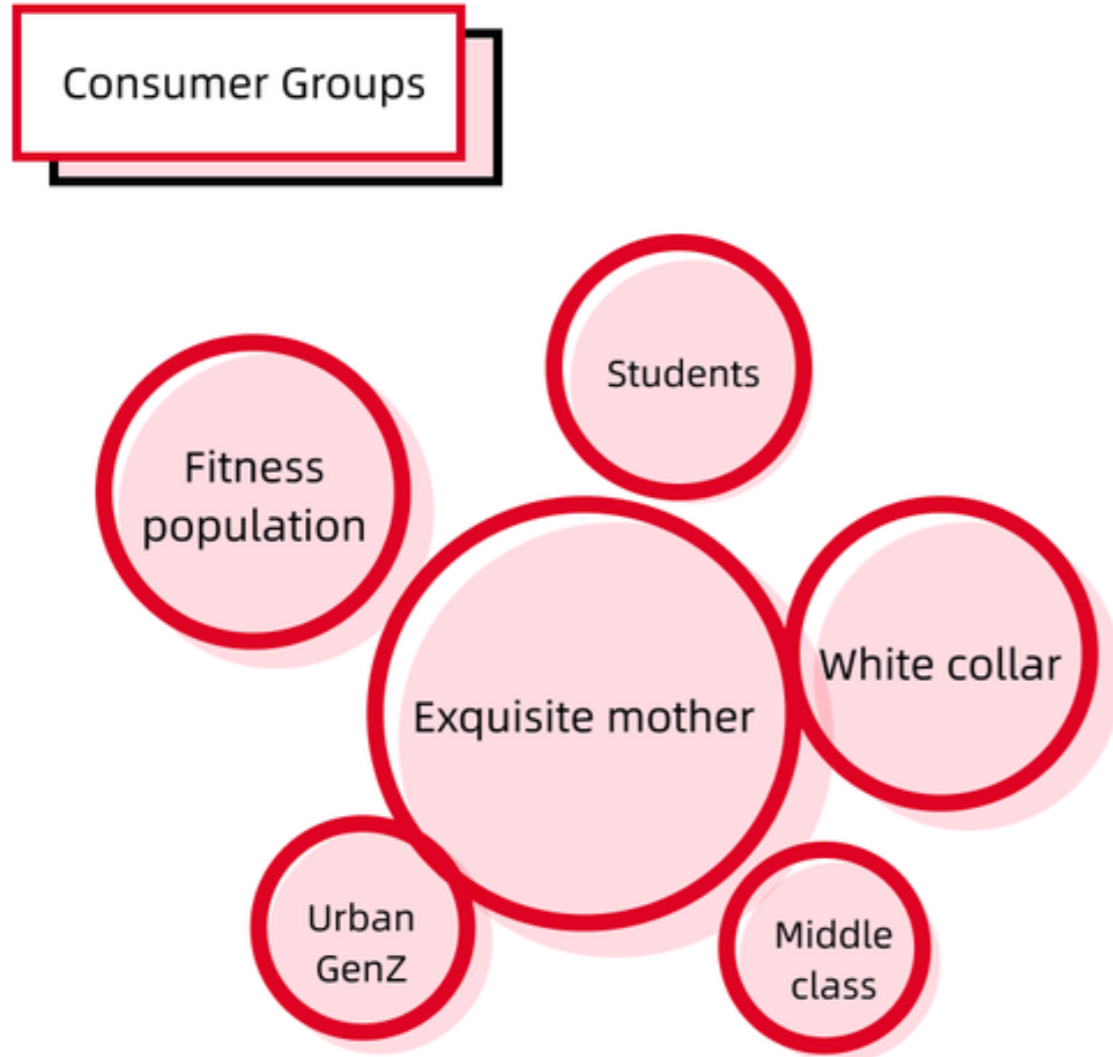



Figure 13: Bestore consumer data


## Bestore Target consumer group




## Description of exquisite mother

- 


Group Basic attributes

Mothers from pregnancy to 12 years old  
Live in Tier-1, Tier-2, Tier-3 city
- 


Values

Healthy/family/honest/beautiful/balanced
- 

Lifestyle

Love children: pay attention to the health and safety of children's products, and love themselves: their own health and beauty are also important. They are the health guardian of the whole family.
- 

Demands

Home Cleansing merchandise/Personal Care/Maternal and infant products/Skin Care Products/Household appliances
- 

Touchpoints

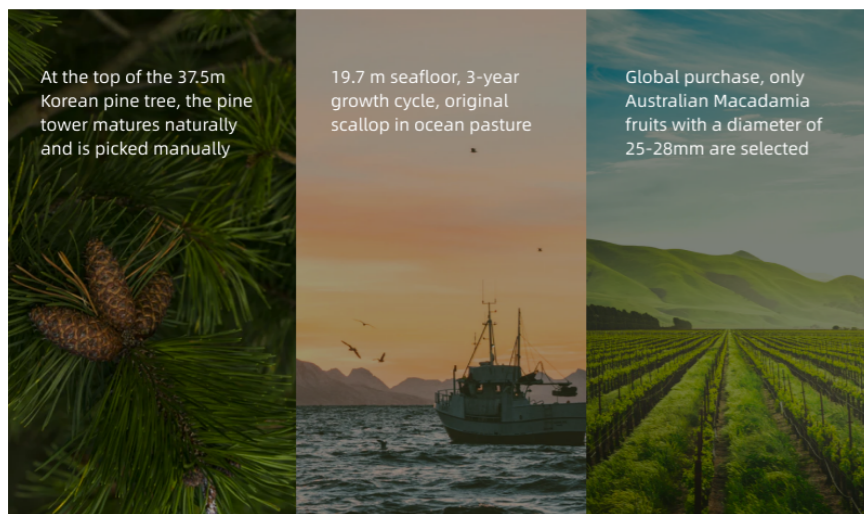
Shopping review sites/e-commerce advertisements/search engines/communities (e.g. Wechat group for novice mothers)

Figure 14: Bestore Target consumer group visualization

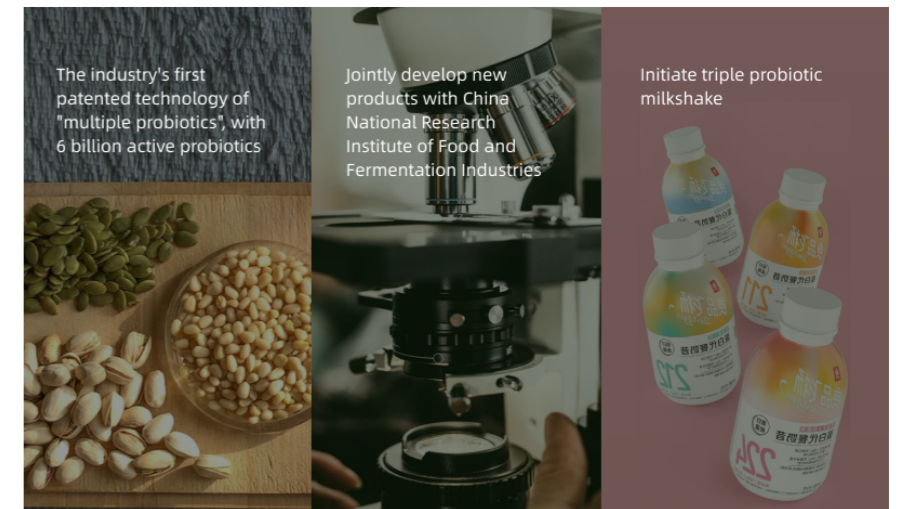
## Brand strategy

Bestore's annual brand strategy is to make "high-end snacks" and launchd from three dimensions: "Pick good food, develop good food, and use good food". "Pick good food" is to use higher standards to select ingredients with better origin and better quality. "Develop good food" is to use better research and development technology to develop more nutritious, healthy and innovative snacks. "Use good food" is to use the best processing technology to retain and stimulate the excellent taste of food. Bestore hopes to convey the brand impression of "high-end snacks" to consumers through its flagship store, and defines the function of the future flagship store as a "snacks & entertainment space".

### Pick good food



### Develop good food



### Use good food

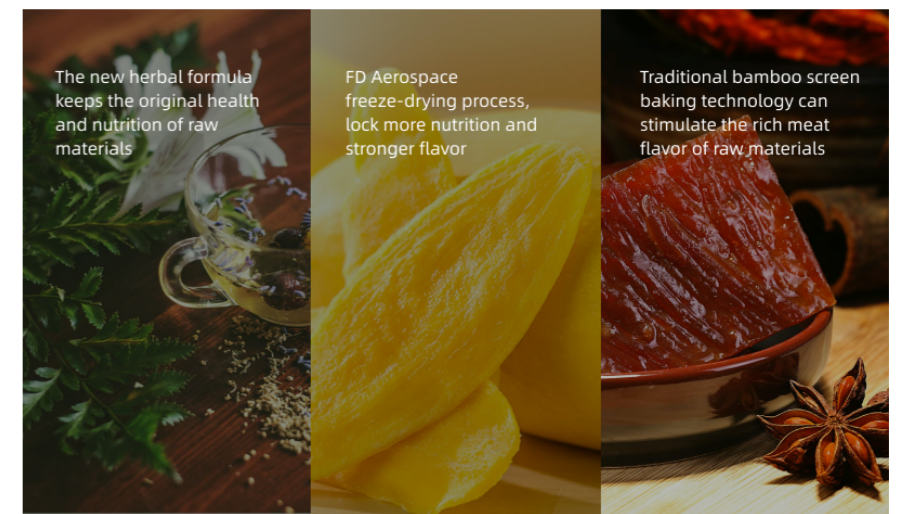


Figure 15 &16 &17: Bestore's Introduction of high-end snacks



## Case Studies Analysis

Before selecting the cases for analysis, we evaluated the criteria for case selection:

- The brand's largest store in the country.
- This store can provide the value that customers want to visit
- This store have an innovative experiences

The currently selected cases are Nike “House of Innovation 000”, M&M’S World , and Starbucks Reserve Roastery.

### “House of Innovation 000”, Nike NYC

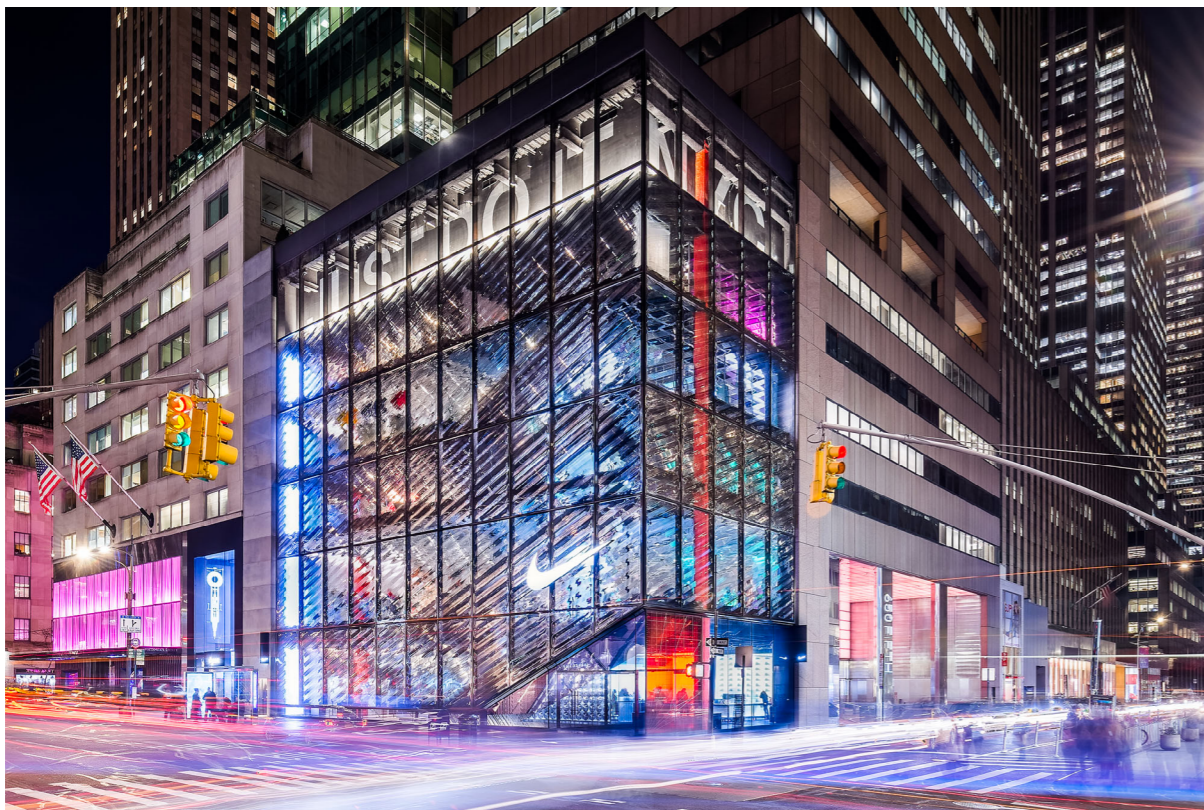


Figure 18: “House of Innovation 000”

### Description

The first Nike Flagship store ,“House of Innovation 001” ,opened in Shanghai in September 2018, followed promptly by the New York flagship 000, and with a third on its way in Paris.

“House of Innovation 000” has six stories (including a below-street-level floor) cover more than 68,000 square feet on the corner of Fifth Avenue and 52nd Street.

This store bring consumers behind the scenes of Nike to understand the innovation behind Nike products.

### Interesting innovations:



Figure 19: Speed Shop

### Speed Shop

It’s a data driven space where you can find New Yorkers’ favorite items based on data. And customers can reserve whichever shoes you want to try online, and then when you arrive at the store you can head straight to a set of lockers. One of them will have your name on it, and you can unlock it using your phone. The shoes you want to try will be inside. After you’ve decided which pair is right, you can use your phone to check out without ever having to stand in a line.



Figure 20:  
Personalized  
dressing rooms

### Personalized dressing rooms

Each room has three light settings that you can adjust to see how your outfit will look at your candlelit yoga class, at the gym, or in natural light. Consumers scan the doors for their name, and once they're in, their shopping list will be ready for them to try on.

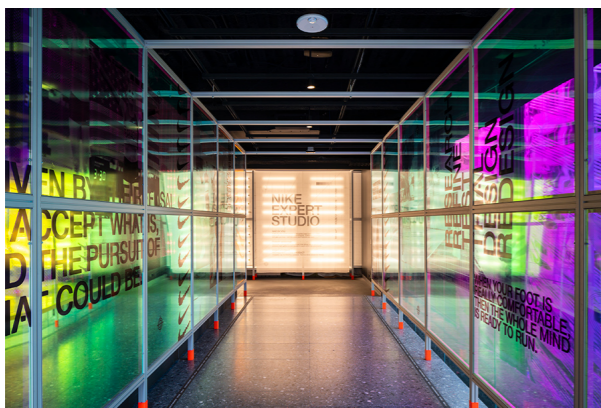


Figure 21: The  
Expert Studio

### The Expert Studio

Here offer 1:1 sessions to help choose gear that meets individual needs or customize premium Nike apparel. Customers being able to see tailors in action in a modern atelier.



Figure 22: Sneaker  
Lab

### Sneaker Lab

Here display the largest concentration of Nike footwear anywhere in the world.



Figure 23: Sports  
Beacon

### Sports Beacon

It is a physical landscape representing the visual and characteristics of New York City.

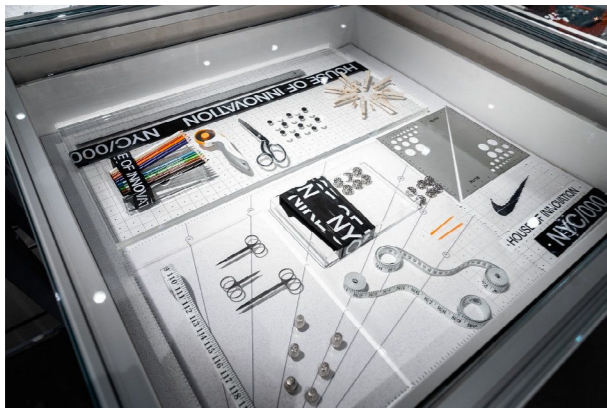


Figure 24: Storytelling installations

### Storytelling installations

There are scattered installations throughout the store to showcase the creativity and process behind the products. For example, in the picture, a series of glass cabinets tell the story behind the creation of Nike shoes.

### M&M'S World



Figure 25: M&M'S World London

### Description

M&M'S World is the flagship store of M&M's chocolate. The first store opened on Las Vegas Boulevard in 1997. There are currently 6 branches worldwide, with others in Orlando, Florida, New York City, Henderson, Nevada, London and Shanghai. The flagship store in London is the world's largest candy store.

Each store will celebrate the culture and spirit of the local community both in design and merchandise, but there will always be room for classics such as the iconic "Wall of Chocolate," or larger than life characters walking around. Customers can personalize their own M&M'S candies to take back with them.

### Interesting innovations:



Figure 26: Colour mood analyser

### Colour mood analyser

The machine will use facial recognition technology to read out shoppers mood today, complete with bar code scanner and playful computerized voice, scans shoppers and tells them what color M&M's fits their mood at that moment



Figure 27: M&M's Wall

### M&M's Wall

It consists of 72 vertical tubes holding 21 rainbow colors of M&M's in various flavors and mixes. (Shoppers can also create their own mixes.)



Figure 28: Photo Booth

### Photo Booth

Here you can take a photo or two to document your visit to the M&M'S World.

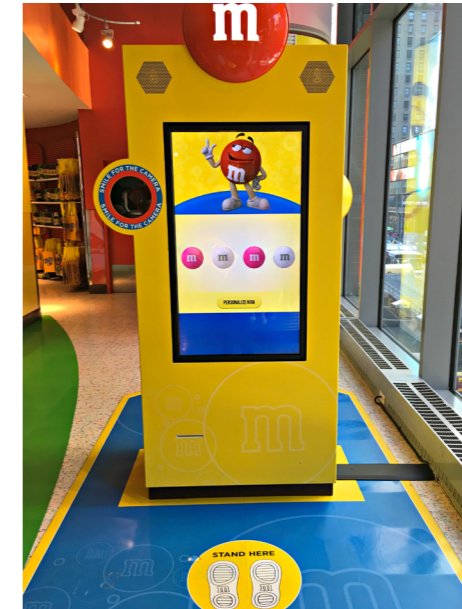


Figure 29: Personalized gifts

### Personalized gifts

You can create customized M&M'S or even print a picture of your own face on an M&M! The process takes only a few minutes.



Figure 30: City culture

### City culture

Each city's flagship store has sculptures representing the city's culture. The parody of the Beatles album Abbey Road in the London store.

## Starbucks Reserve Roastery



Figure 31: Starbucks Reserve Roastery, Milan

### Description

Starbucks currently has Roastery in Seattle (2014), Shanghai (2017), Milan (2018), New York (2018), Tokyo (2019) and Chicago (2019). Starbucks Reserve Roastery is deemed by Howard as "a working laboratory for breakthrough innovation" in coffee, which evolved the coffeehouse experience to something surprising and multi-sensory. It's Starbucks' new generation coffee innovation that creates for customers the most immersive, sensory demonstration of how Starbucks source, roast and craft the finest coffee from around the world. In the store customers are able to sample rare Starbucks Reserve™ coffees roasted on-

site and chat with some of the world's foremost roasting and brewing experts. Even has a Library featuring 200+ titles about coffee.

### Interesting innovations:



Figure 32: Handpicked at the Roastery

### Handpicked at the Roastery

Here customers can select and purchase beautiful peripheral products of Starbucks, such as handpicked cups, more variety selections than Starbucks Reserve stores.



Figure 33: Solari Board

### Solari Board

The elements in the store are integrated into the local culture. A Solari Board which was originally invented by Italy was designed in the Scooping bar of the Milan store.



Figure 34: Augmented reality app

### Augmented reality app

Through the augmented reality (AR) App watch the chronicle wall, consumers can more intuitively feel the history of Starbucks. At the same time, through AR app "scanning" around the store can also watch the whole process of Starbucks coffee roasting, production and brewing.



Figure 35: Roasting Theater

### Roasting Theater

The coffee processing journey was shown to customers on-site. The raw coffee beans from the major origins around the world are poured into the entrance. The pipe convoy system on the ceiling will send the beans into six huge storage tanks to store, ready to enter the roasting process at any time. After that, the stored beans are sent to the roasting machine for roasting. The roasted coffee beans need to be left in the "Cask" for about 7 days to reach their peak flavor. The last, a part of the peak flavor beans will fall into the main bar through the pipe upon the head.

## Comprehension of the analysis

After completing a detailed analysis of all cases, a comprehensive result was established on this basis. We summarize the layout of the flagship store into 6 Themed areas:

- Personalized customization area
- City culture area
- Product Showcase
- Interactive space
- Situational experience area
- Merchandising area

**Personalized customization area** provides services for customized products. For example, customers can print their own face on an M&M. **City culture area** is generally at the entrance. The brand associates the store elements with the culture of the city where the flagship store is located to attract customers, such as a giant Shanghai Oriental Pearl TV Tower built with Lego blocks in front of the Shanghai Lego flagship store. **Product Showcase** is the largest concentration of brand's products, such as "Sneaker Lab" of Nike. **Interactive space** that allows customers to interact with the brand, and create entertainment experiences for consumers, such as "Colour mood analyser" of M&M. **Situational experience area** is in order to plan organic photo opportunities for customers, which is a very cost-effective way of marketing to and engaging with customers. **Merchandising area** is a place for consumers to buy souvenirs to remember unforgettable experiences, such as the various cups of Starbucks.

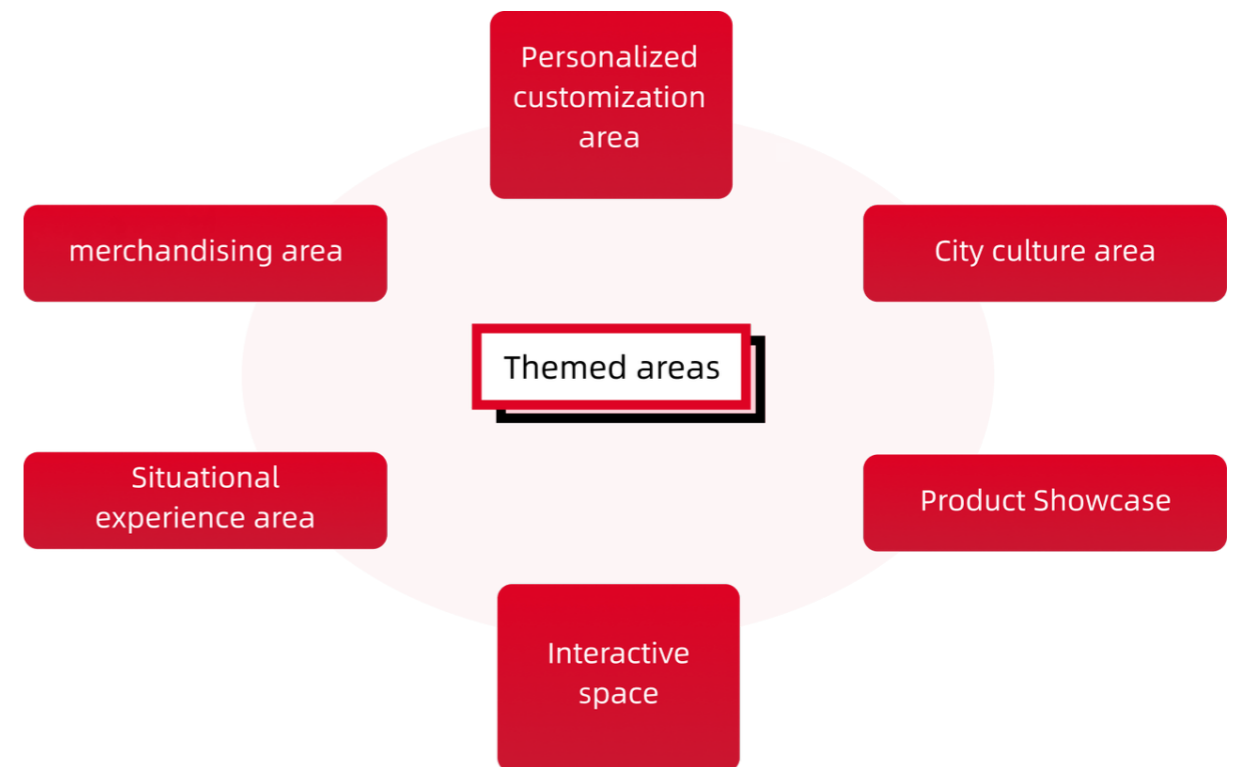


Figure 36: 6 Themed areas


## Ethnographic Research

Before starting to ideate the concept design of the flagship store, we hope to in-depth understand the background information of the core consumer groups and their expectations on the flagship snack store, the important to learn from their shopping experience.

### Users interview

We drew up a shortlist from the users who meet the characteristics of the core consumer groups, and contacted 7 consumers to join the user interviews, including 2 "exquisite mothers", 2 "white-collar workers" and 3 "students". We divide the interview questions into 3 parts. The first part is to ask the interviewees' basic information about gender, age, and their preference for snacks. The second part is to ask the interviewees about their shopping experience in Bestore, their impressions of the brand and their views on "high-end snacks". The third part is to ask participants about their experience and expectations of the brand flagship store, such as knowing what they "like and often visit the brand flagship store? What are the most impressive flagship store services and interactions?"

After the interviews, we analyzed and visualized the collected data, and summarized three personas representing three types of users.



**Lily**  
26 years old  
White-collar workers

Fitness stay a slender figure


Share Personalise

**"Except for the quality of the snacks, the beautiful packaging is also one of my selection standards for snacks"**

**Scenario**  
Lily is an accountant who loves food. She often shares snacks with colleagues during work breaks in the afternoon. If she does not eat snacks in the afternoon, she feels that her work is not motivated. She often reads food bloggers recommending the best snacks from various places on social media such as Weibo. And she often buy good quality snacks with positive feedback online. Brands are also very important. Some well-known big brands will be selected. After get off work on Friday, she will go to the Bestore downstairs of the company to buy some favorite snacks and go home. On weekends, she likes to watch movies while eating snacks. She would buy some very exquisite gift boxes for her friends whenever on festival days or besties' birthdays.

**Expectation**  
Because she has high requirements for the taste and quality of snacks, she also hopes to know the origin and quality of the ingredients when buying snacks. She hopes that the packaging of snacks is beautiful and cute, can reflect her consumer taste, and is suitable for sharing in the office. Sometimes she feels stressful from work, and hope that the process of shopping in the store can make herself a little more relaxed and happy.

**Pain points**  
She feels that Bestore's snacks are expensive, and she is willing to spend money on good quality snacks, but she doesn't know if Bestore's prices represent quality.



**Susan**  
35 years old  
Exquisite mother

Buy for the family Pursuit for quality


Stock up regularly Take care of children

**"The quality of food is a rigid requirement of my purchase"**

**Scenario**  
Susan is a freelance and housewife mother. She goes to Bestore once every 1-2 months to stock up on snacks for her family. Sometimes also buy at discounts and promotions online. She pays more attention to the clean and good service and purchasing experience of offline stores. Because most of the snacks are purchased for children, she will take the children to buy together. When choosing products, apart from satisfying the children's taste, she also cares about the quality, hygiene and processing methods of the snacks.

**Expectation**  
She expects snacks have great brand, packaging, taste, quality and reasonable price. She is more inclined to brands with a wide variety of snacks. Don't have fried unhealthy foods in children snacks.

**Pain points**  
The kid will affect shopping, and sometimes the children will run around, so she need to take care of kid and doesn't have much time to pay attention to the products. She is afraid that the child will be lost, so I dare not spend too much time shopping and choosing. However, there are few explanations about the products in offline stores, and I don't know which products are suitable for buying.



**Jessica**  
20 years old  
College Students

Photograph Post photos on ins

curiosity Like interesting and new things

**"The happiest thing on the weekend is to go to an adventurous and fun store with classmates to take photos and post on ins."**

**Scenario**  
Jessica is a college student studying in Shanghai. She thinks Shanghai is a very interesting city because there are often exhibitions and adventurous activities. She often goes to exhibitions and markets with her classmates on weekends, because she likes to experience things different from campus life. Recently, she likes to buy blind boxes from the Pop Market, and feels that the moment of opening the blind boxes is very exciting and adventurous. Every time she sees something novel, she will record it with the camera, and she will share these interesting photos on social media.

**Expectation**  
She hopes that every time eats snacks can have a different taste experience. She hopes to experience some adventurous and interesting activities when visiting the store, and she also hopes to take more beautiful and novel photos to share on social media.

**Pain points**  
Every time she visits Bestore, the waiter will always follow the customer to provide timely service, but she doesn't like being followed, she prefers to be free to explore and experience.

Figure 37: 3 personas



## Users observation

In order to learn more about the service journey and feelings of consumers when experiencing the flagship store, we recruited some consumers to observe their behavior in flagship stores, and interviewed their feelings and thoughts at the end of observation. West Nanjing Road in Shanghai is a street with flagship stores of various brands, so we visited and planned a route one day in advance to facilitate the arrangement of user observation the next day.

## Preparation

In the preparation, we discussed and worked out the user observation process together. First, we designed a poster for recruiting users and shared it on the social platform. The QR code for registration is printed on the poster. Those who want to participate can fill in the questionnaire through the QR code and enter their name. Then, we contacted 4 candidates who are shortlisted for observation. Before start, we went to visit the stores, choose sites and planned a route for observation. At the same time, I also wrote an outline for the final interview. Finally, we carry out the user observation as planned.

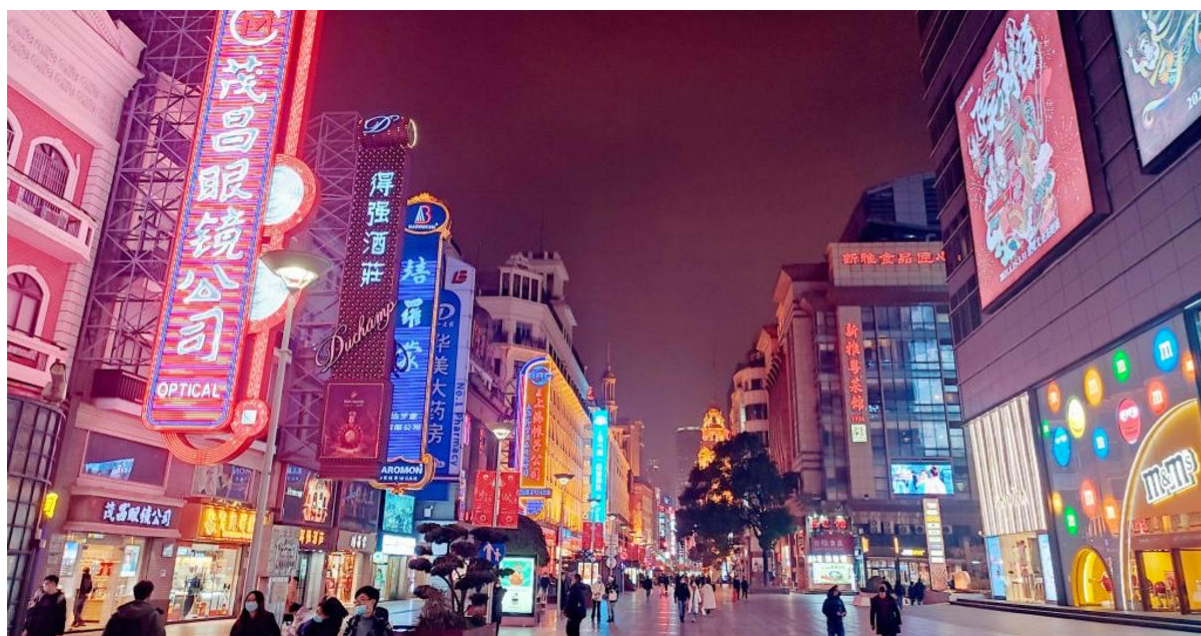


Figure 38: West Nanjing Road in Shanghai

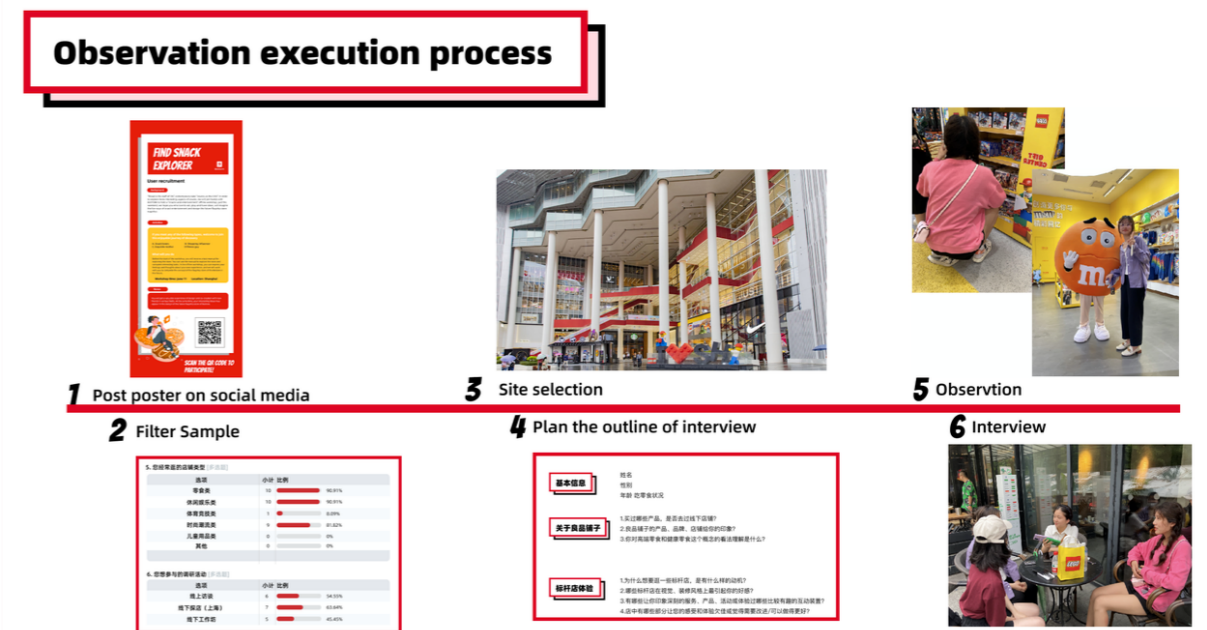


Figure 39: Observation Process

## key learnings

We analyzed and visualized the data collected before, and produced a user journey map of the current brand flagship store. Customer journey mapping gives us a lens in which to see the world from the eyes of our audience. Like Rishi(2021) said that there's no better way to grow your brand than stepping in their shoes. From Customer journey mapping, we have learned the happiest touchpoints that consumers visit in flagship stores, and discovered pain points that we hadn't thought of before. Help us be more empathetic in the further design and provide consumers with a more enjoyable experience.

Summary the observation of the 4 participants, we found that they visit the flagship store through this process: after entering the flagship store, they **look for interesting interactive devices** and play, then **take pictures** and group photos in beautiful scenes. Then look for the visual guide system to find the next area that you want to visit. Later they **look for a rest area** with tables and chairs to rest for a while, and finally before leaving the shop, they would like to **go to the brand's Peripheral Products area to buy some favorite souvenirs** to take away. Therefore, we have found some opportunities for flagship store design:

1. The elements of the store entrance can be integrated into the city's culture to innovate, bring good impressions to customers and at the same time attract more consumers to visit the store.
2. The peak experience is an entertainment device that can interact with customers.
3. Before leaving the store, customers hope to buy their favorite souvenirs in the peripheral product area. The peripheral products are also the touch points of unforgettable memories that the brand leaves for customers.



Figure 40 &41 &42 &43 &44:  
User Observations' photos

When the user observation was over, we had a simple interview with the participants and asked about their views on the Bestore brand and expectations for the future flagship store of Bestore. We sorted out some interesting insights:

#### **Views on the Bestore brand**

Bestore's positioning is "high-end snacks", but they think there is no obvious perception in products and shopping services.

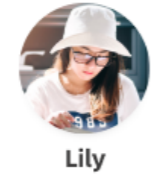
#### **Expectations for Bestore flagship store**

- Expect to feel the production process of the product in the flagship store
- Try the latest products
- Expect to have an innovative and different activity experience, which is worth sharing on social media.

#### **Reflection**

Although exquisite mothers are the core group that we want to know more about, due to time and conditions, we have no mothers applied to our activity. However, because we visited the flagship store before the event and planned a visiting sequence and path, the user observation process went smoothly, finally gained some insights. The key knowledge learned from these observations later on proved to be very useful to base decisions on and the next steps.

## Customer journey map



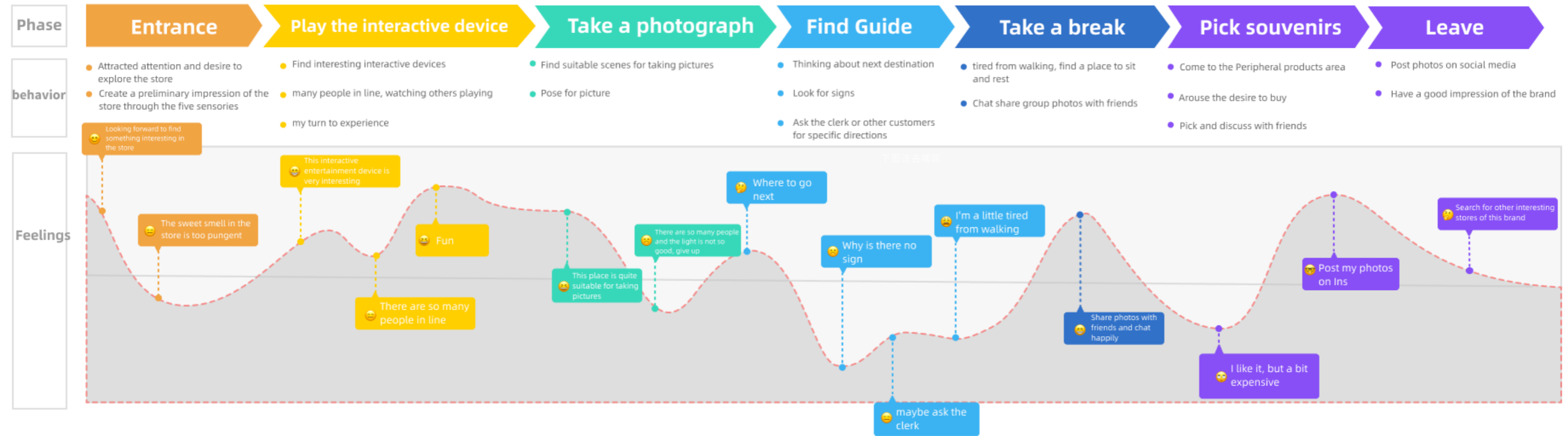
Lily

### Scenario

Lily is a young white-collar worker. She saw a very interesting flagship store on West Nanjing Road on Facebook. Today she invited a friend to this commercial area to hang out. She wanted to experience and take photos, and see if there is anything worth buying.

### Goals and Expectations

User expectations: go shopping and chat with friends, kill time, and get some interesting experiences  
 Our goal: We want to discover some pain points of some flagship stores's experience. We will pay attention to user behaviors, emotional ups and downs, and feelings.



### Insights & Opportunity

- Store entrances need to have elements that can attract users' attention
- Use multi-sensory design to enhance users' first impression of the store
- The design of interactive entertainment devices needs to consider the amount of customers, use ability, and operability
- The design of the scene needs to consider the light, the number of guests and the brand culture
- The navigation system has a large impact on the customer experience
- Store staffs direct contact with users, the service ability of staffs is very important
- Design a leisure area for users to sit and rest, kill time, and extend their time in the store
- The merchandise in the flagship store should be unique, and elements such as co-branding may be considered
- The merchandise, elements, and shopping bags in the flagship store are the touchpoints able to strengthen the brand impression
- Combine online and offline, set up channels that facilitate access to brand detail informations, and use convenient and comprehensive online information to maintain users' goodwill towards the brand

Figure 45: Customer journey map

## User Insight Workshop

So far, we discussed the insights obtained in the previous, and synthesized the design direction of the future Bestore flagship store into 8 themed areas, which are the "High-end snacks" area, the "Nutrition and health" area, and the "Peripheral products" area. "Parent-child paradise" area, "Do It Yourself" area, "Tea break" area, "Interactive entertainment" area, "New products" area. In order to diverge more ideas about the touchpoints of the flagship store, we organized the first user workshop using the method of service design.



Figure 46: Workshop recruitment Poster

### Workshop preparation

In the preparation stage of the workshop, we created a poster for recruiting users one week in advance, and shared it on social media. Then began the design of the workshop process. After discussion and iteration twice, we finally determined the workshop process into 4 sessions.

#### Session 1: Ice-breaking

##### Aim:

Let the participants in the workshop know each other quickly and create a more relaxed atmosphere for communication

##### Process:

- (1) Participants choose a Bestore gift at the sign-in place.
- (2) Each participant has a [Portrait Card] on the table. Participants draw a portrait of their new friend sitting on the left and fill his name and occupation.
- (3) Group with every 6 participants, and use the [Portrait Card] to introduce their new friends in the group.



Figure 47: Portrait Card

### Session 2: Brand introduction and thinking divergence

#### Aim:

According to our existing 8 keywords of the theme areas, diverge thinking and get more creative ideas and inspirations.

#### Process:

- (1) Briefly introduce Bestore's brand strategy and 8 theme areas to participants.
- (2) Each group has a [thinking divergence board], and each participant can associate and diverge words and ideas related to the 8 keywords as much as possible within 20 minutes, and write their ideas on [post-its A] and stick on the board.

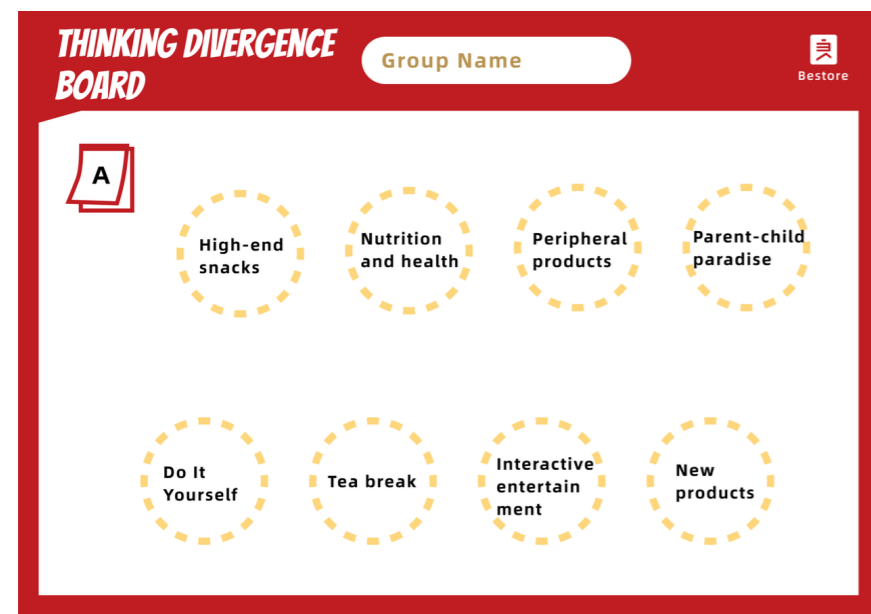


Figure 48: thinking divergence board

### Session 3: Insight mining

#### Aim:

To dig out more needs and insights to help creative divergence in the next step

#### Process:

- (1) Each group has a [question card]. Every group select a host to hold the Focus group, and the moderator interviews group members base on the card.
- (2) Group discuss and sort out the pain points, needs and other information, then write on the [post-its B] and stick on the [Insight Board].

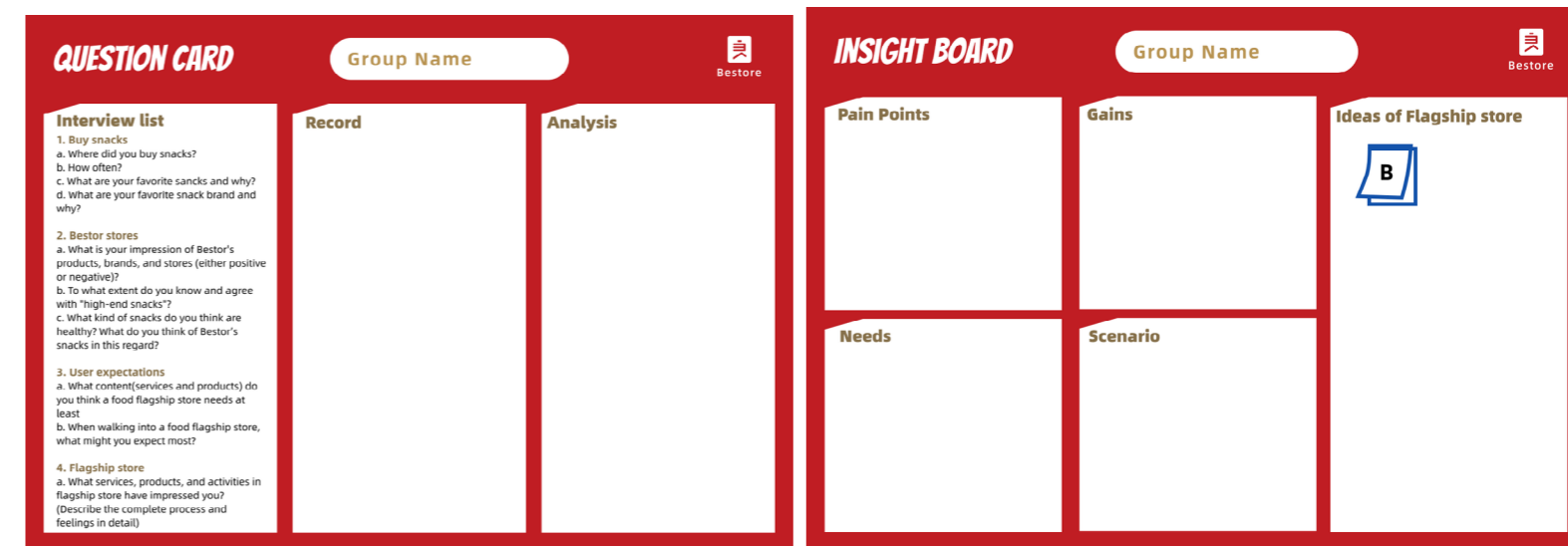


Figure 49 &50: question Board and Insight Board

**Session 4: Develop concept**

**Aim:**

Transform the insights and ideas from previous two sessions into concepts and improve.

**Process:**

- (1) Group members combine the [post-its A] in the second session with the [post-its B] in the third session to develop as many concepts as possible about the flagship store service.
- (2) Finally, share the concepts and discuss.

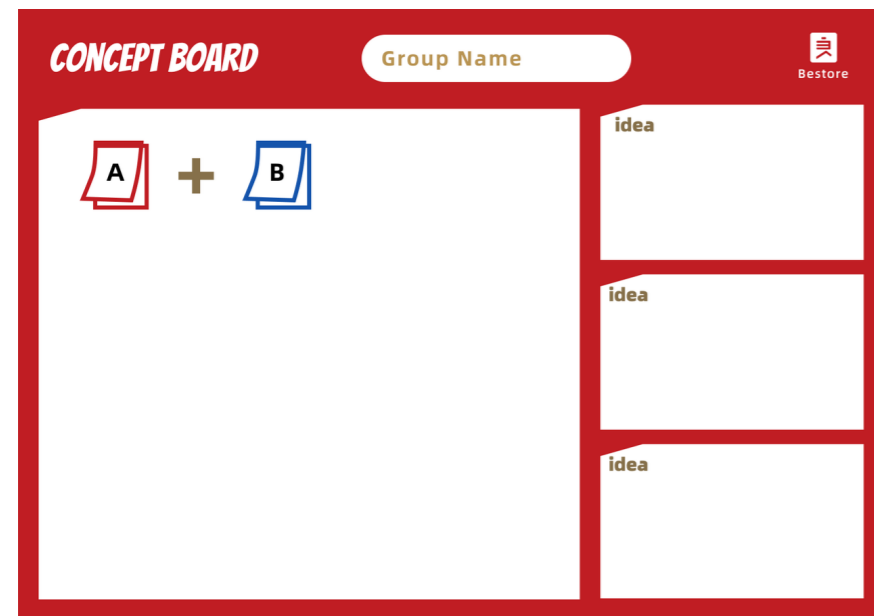


Figure 51: Concept Board



Figure 52 &53 &54 &55 &56: workshop photos

## Key Insights

In the "high-end snack" theme area, the participants put forward some interesting ideas:

- Show the origin of the snack's ingredients on the snack packaging bag to reflect the quality of the food. In addition, designing a game, "snack journey", allows consumers to collect the city badge of the place where the snack is made. Therefore, consumers can feel the high-end quality of snacks in the game of food traceability.
- Allow consumers to customize their own snack gift boxes.

In the "Nutrition and Health" area:

- Combine with iwatch's health data to provide personalized nutritional snack packages.
- Display the production process of snacks in the flagship store, allowing consumers to truly perceive the safety and health of the ingredients and processing technology.
- Create a natural situation in the store to let consumers feel that Bestore's ingredients come from nature.

In the "Peripheral products" area:

- Hold recycling activities of snack packages, use recycled packages to make Bestore peripheral products, and enhance the brand's social responsibility and influence.

In the "New products" area:

- Hold free eating activities.
- Hold New product tastings, allowing consumers to sample and vote on new snacks.

In the "Parent-child paradise" area:

- Open a parent-child kitchen in the flagship store to allow consumers to learn about children's nutrition.
- Sale nostalgic snacks to bring back the memory of childhood.

In the "Do It Yourself" area:

- Let consumers freely choose snacks, and use snacks to make their own afternoon tea and desserts.
- Invite Bestore fans and food influencers to hold a sharing session to share the unique experience of buying snacks.

In the "Interactive entertainment" area:

- Young white-collar workers are under great pressure in life and work, and eating snacks can make them happier. Develop stress-relieving snack packs, so that consumers can get satisfaction and psychological comfort after stressful work.
- VR game of snack adventure.



Finally, we sorted out and analyzed the collected ideas, then synthesized 5 design directions: "High-end snack" area, "Nutrition and health" area, "Peripheral products" area, "Do It Yourself" area, and "Interactive entertainment" area.

#### ***"High-end snack" area***

This area is based on the nutritional needs of different groups of people, it provides personalized customization services, which can communicate with professional nutritionists, or connect to their health data in their smartphone to recommend nutritional snack packages.

#### ***"Nutrition and health" area***

Move the "forest" into the flagship store, arrange the forest situation in the store, and incorporate multi-sensory design (such as the sound of birds, the fragrance of plants, the morning sunshine, soft grass, etc.), to create customers' experience like real indoor nature. Customers can take photos in the "forest", also the food origin traceable in the "forest", so that customers can perceive the safety of the food. So as to create a brand impression of "healthy and ecological" snacks.

#### ***"Peripheral products" area***

"Recycle packages become art works", designers use recycled snack packages to make brand peripheral products for exhibition and sale. On the other hand, through environmental-friendly activities to highlight Bestore's social responsibility and influence.

#### ***"Do It Yourself" area***

Move Bestore's "kitchen" to the flagship store, let customers understand the production process of the product in the on-site kitchen, provide customers opportunities to experience in some open sessions, so that consumers can truly perceive high-end quality and processing technology. Personal experience allows them to leave unforgettable memories.

#### ***"Interactive entertainment" area***

"Snacks blind box" allows customers to experience blind eating, that is, all the snacks in the area have the same look package, but each bag has a random taste. The snacks bought by the customer may be chocolate, or bread, only at the moment of eating can you know the result. Blind boxes give a sense of adventurous excitement.

# 04

## Define

Get Feedback From Stakeholders  
Narrow Down The Design Direction

## Get Feedback From Stakeholders

After the research in the discovery stage, we have gained a lot of insights and analyzed the layout of the flagship store. From the current point of view, we have many directions that can be designed, and each theme is a holistic service system that can be innovated. Taking into account the time and human resources conditions, we decided to focus on one direction and output one holistic service journey in a themed area. Therefore, at this stage, we need to reduce the scope of our design. We chose to talk with stakeholders to help us determine several design directions that can be continued.

We contacted Bestore staff and talked to them well. In the process, we introduced our insights and the five synthesized design directions to stakeholders: "High-end snack" area, "Nutrition and health" area, "Peripheral products" area, "Do It Yourself" area, and "Interactive entertainment" area. And got some helpful feedback:

- Combining "high-end" with food quality and the origin of ingredients is Bestore's brand strategy. "Nutrition and health" is one aspect of the concept of "high-end snacks". These two directions can be combined.
- "Peripheral products" can be a touchpoint in the service journey, and the design direction can be expanded to create opportunities to let users generate in-store content and share.
- Due to the requirements of the Chinese "Foodstuff Safety Law", the snacks made by consumers cannot be purchased or traded in flagship stores, so the "Do It Yourself" area needs to take obstacles into account.
- "Exquisite mothers" are the core consumer groups that need to be focused in the future. Bestore's vision is that parents and children can have fun together in the store and create the best family shopping experience.

## Narrow Down The Design Direction

According to the feedback, after analysis and discussion, we narrowed the scope of the next design to three design directions: "high-end snack" area, "Parent-child paradise" and "Internet-famous site".

### **"high-end snack" area**

Reason for selection:

1. It echoes Bestore's "high-end snacks" brand strategy.
2. Based on the needs of "female white-collar workers" in persona.

Design objective:

Allow customers feel the high-quality of Bestore's snacks and buy the healthy snacks they need. At the same time, enjoy the high-end personalized experience that is not available in ordinary stores.

HMW:

How might we provide a service to satisfy white-collar workers' pursuit of health and high-quality snacks?

### **"Parent-child paradise"**

Reason for selection:

Based on the pain points of the target consumer group "Exquisite mother" during shopping.

Design objective:

Create a happy parent-child shopping experience, allowing mothers and children to enjoy shopping with each other.

HMW:

How might we provide a service that allows parents to enjoy shopping with their children?

### **"internet-famous site"**

Reason for selection:

1. Based on Bestore's expectation to create a "snacks and entertainment space".
2. Based on the needs of the "student" persona.

Design objective:

Create interesting and adventurous experiences for customers, stimulate consumers' desire to take pictures and share with innovative service and interactive entertainment, and create word-of-mouth marketing.

HMW:

How might we create a fun and relaxing shopping experience for young people?

# Ideate

Conceptualization  
Co-creation workshop

# 05

## Conceptualization

After narrowing down and determining the design directions, next we went from the chosen focus area to generating ideas to come up with early concepts. It includes the service design methods used for idea generation in converging and diverging iterations.



### Brainstorming

In this stage, we used brainstorming to get over the threshold of coming up with the first ideas and start thinking creatively. We diverge as many ideas as possible for possible solutions to choose between in the concept development. Due to limited conditions, we chose to use Figma for remote brainstorming activities.

First, we write the ideas on the yellow post-its, using a unified format: "title + description + reference picture". Add as many ideas as possible. Then stick the post-its on a designed floor plan. Finally, we take turns sharing and clustering similar ideas, giving every cluster a title, which was written on the green post-its. By the end of the meeting, we had created Twenty-eight ideas total.

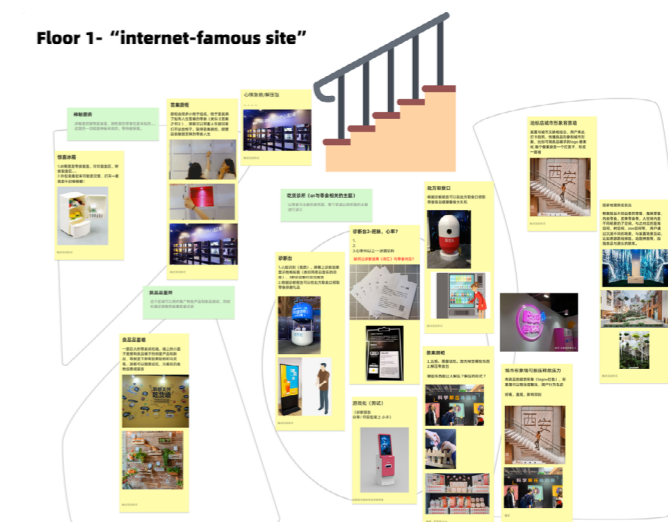


Figure 57: brainstorms on Figma

## Bundling Ideas

Bundling ideas means to select and merge the best parts and get rid of the bad parts of simple ideas in order to build more thoroughly developed concepts (IDEO. org, 2015).

We have a lot of ideas from brainstorming, and many of the ideas share some form of similarity. Therefore we have combined them by keeping the best parts and getting rid of the aspects that were not working to narrow down the amount to focus on.

We select some good elements from each group, and mark some ideas that are not good enough but can be improved, and cluster all the good elements on a blank A4 paper to use as a basis for new ideas. Finally, we developed a concept in every design direction.

### **Concept 1: "Snack Decompression Lab"**

"Snack Decompression Lab" is a concept outcome from the design direction of "internet-famous site". "Snack Decompression Lab" is a snack entertainment space with the theme of emotional healing. In order to help young white-collar workers relieve the pressure of life and work, use snacks and entertainment to forget their troubles. Customers can test their emotions here, release stress and gain happiness through different sensory experiences such as hearing, touch, smell, sight, and taste. "Snack Decompression Lab" consists of 5 touchpoints in total:

1. Mood analysis AI robot: Customers can interact with the robot to measure their recent emotions.

2. Print report: Customers enter their name and then automatically print their own emotional diagnosis report. If they are excited and nervous, can go to the decompression room. If they are down and frustrated, the customer can go to the Healing Room.

3. Decompression room: There are two games of touch and hearing. Customers can reach into different "blind snack boxes" and decompress by crumbing snacks with different touches. Customers can also wear headphones to listen to the sounds of chewing different snacks and relax.

4. Healing House: There are two games of smell and sight. Different scented glass jars are hung on the wall of the room, filled with the smell of different snacks, and customers can smell different scents to have a good mood. Customers can also watch Bestore's food story movies in the small cinema to get happiness.

5. Local cultural wall: At the entrance of the flagship store, there is a Bestore wall with local characteristics, which is composed of many transparent cabinets. Each cabinet contains a kind of snack. Customers can select their favorite snacks from the previous experience. Remember the snack number to get the snack gift on the snack wall, the snacks corresponding to the number on the wall will fall through the transparent pipe to the receive port, and the customer can take their exclusive "Emotion saving snack gift" from the receive port on the local culture wall.



## Snack Decompression Lab

It is a snack entertainment space with the theme of emotional healing. In order to help young white-collar workers relieve the pressure of life and work, use snacks and entertainment to forget their troubles. Customers can release stress and gain happiness through different sensory experiences such as hearing, touch, smell, sight, and taste.



Figure 58: Concept of "Snack Decompression Lab"



### **Concept 2: Personalized snack gifts**

"Personalized snack gifts" is a concept produced in the design direction of "High-end snack". Customers can customize personalized snack gift boxes for relatives and friends here. There are 5 steps in total (see figure 59):

1. Choose topic: Customers can choose different gift box topics, such as festivals, nutritional needs, etc.
2. Choose the taste and quantity: Customers can customize the taste of the gift box snacks, such as sweet, spicy. They can also choose the size of the gift box.
3. Customized package image: Customers can design a picture of the packaging box, using their own photos or the icons and illustrations provided by Bestore.
4. Order: An order will be generated after the customer completes the customization process.
5. Receive: After settling, Bestore clerks will pack the gift box according to the order and deliver it to the customer.

### **Concept 3: Family park**

"Family park" is a concept produced in the design direction of "Parent-child paradise". Here is a snack entertainment space for the family. Children and their parents play cooperative games together, kids can experience their parents' childhood, and families can enjoy the works of art in the Bestore gallery. "Family park" consists of 5 touch points in total (see figure 60):

1. Entrance: There are posters introducing entertainment activities at the entrance of the park.
2. "overordered" parent-child game: a game where parents and children run a shop together, parent-child cooperation in the game, competition between families.
3. Snacks Adventure: It is a true men Claw Claw Machine. Children can grab as many snacks as possible in the room full of snacks. The snacks that are caught by kids in the specified time will be rewarded to the children.
4. Time travellers: Parents can have a nostalgic situational experience. The Life scene decades ago built here, parents can share their childhood snack stories with their children, and parents can also play their childhood games with their children, such as hopscotch.
5. Best Art Gallery: Parents and children can watch the artistic creations made from bestore's snack recycling packaging, and they can also purchase handpicked peripheral products designed by Bestore designers.



## Personalized snack gifts

Customers can customize personalized snack gift boxes for relatives and friends here.

1

### Choose topic

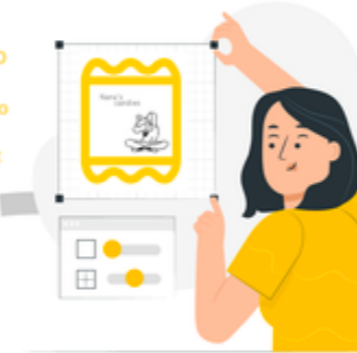
Customers can choose different gift box topics, such as festivals, nutritional needs, etc.



LOGO

Photo

Text



3

### Customized package image

Customers can design a picture of the packaging box, using their own photos or the icons and illustrations provided by Bestore.

Taste

Spicy

Sweet

number

1

2

size

big

medium

2

### Choose the taste and quantity

Customers can customize the taste of the gift box snacks, such as sweet, spicy. They can also choose the size of the gift box.

4

### Order

An order will be generated after the customer completes the customization process.



### Packaging

Bestore clerks will pack the gift box according to the order

5

### Receive

After settling, Bestore clerks will pack the gift box according to the order and deliver it to the customer.

Figure 59: Concept of "Personalized snack gifts"



## Family park

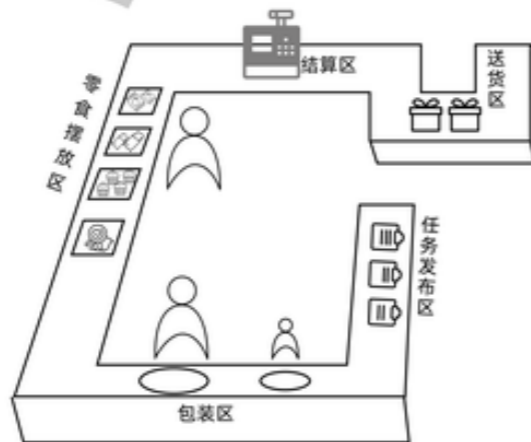
is a snack entertainment space for the family. Children and their parents play cooperative games together, kids can experience their parents' childhood, and families can enjoy the works of art in the Bestore gallery.



### Entrance

There are posters introducing entertainment activities at the entrance of the park.

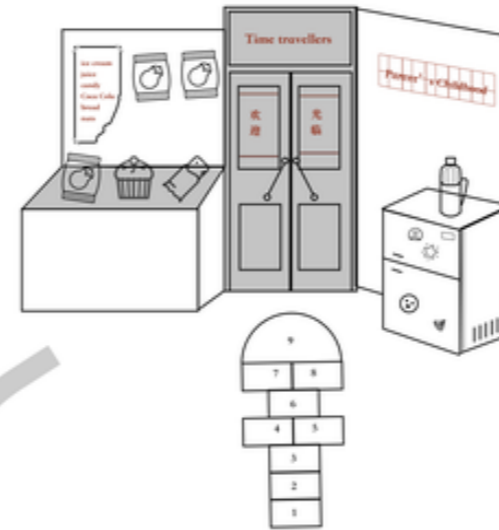
1



2

### "overordered" parent-child game

A game where parents and children run a shop together, parent-child cooperation in the game, competition between families.



4

### Time travellers

Parents can have a nostalgic situational experience. The life scene decades ago built here, parents can share their childhood snack stories with their children, and parents can also play their childhood games with their children, such as hopscotch.

### Snacks Adventure

It is a true men Claw Claw Machine. Children can grab as many snacks as possible in the room full of snacks. The snacks that are caught by kids in the specified time will be rewarded to the children.

3



5

### Best Art Gallery

Parents and children can watch the artistic creations made from bestore's snack recycling packaging, and they can also purchase handpicked peripheral products designed by Bestore designers.

Exit

Figure 60: Concept of "Family park"

## Co-creation workshop

We hope to collect user feedback on the three prototypes and design a service that is more in line with consumers' expectations. So we organized a large-scale workshop to test the existing prototypes and co-design with users. A week in advance, we announced the user recruitment poster on social media.

### Workshop preparation

We arranged the workshop as a whole day activity, co-design in the morning and user testing in the afternoon. There are 6 sessions in total. The first part is icebreaking and project background introduction.

#### Session 2: Brainstorms

##### Aim:

Stimulate the thinking of participants and diverge more ideas.

##### process:

(1) Participants in each group have three [Insight Cards] and one [Brand Card]. The content on the cards are some keywords for reference. Participants can choose keywords on different cards to combine and distribute different ideas. Then stick on the [Diverging board].

(2) Every group votes to select an idea that they want to continue and develop in the next session.

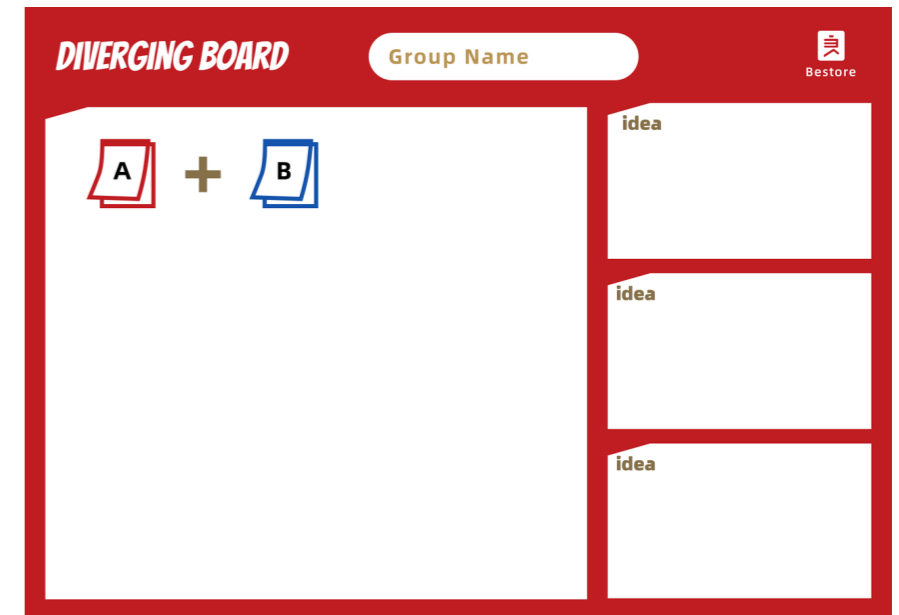


Figure 61: Diverging board

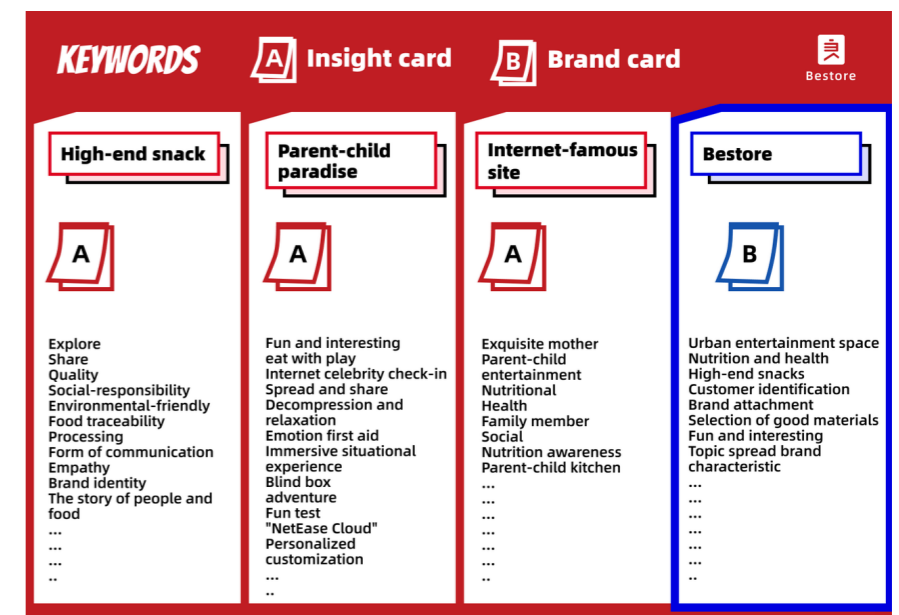


Figure 62: Insight Card and Brand Card

### Session 3 & 4: Concept Visualization

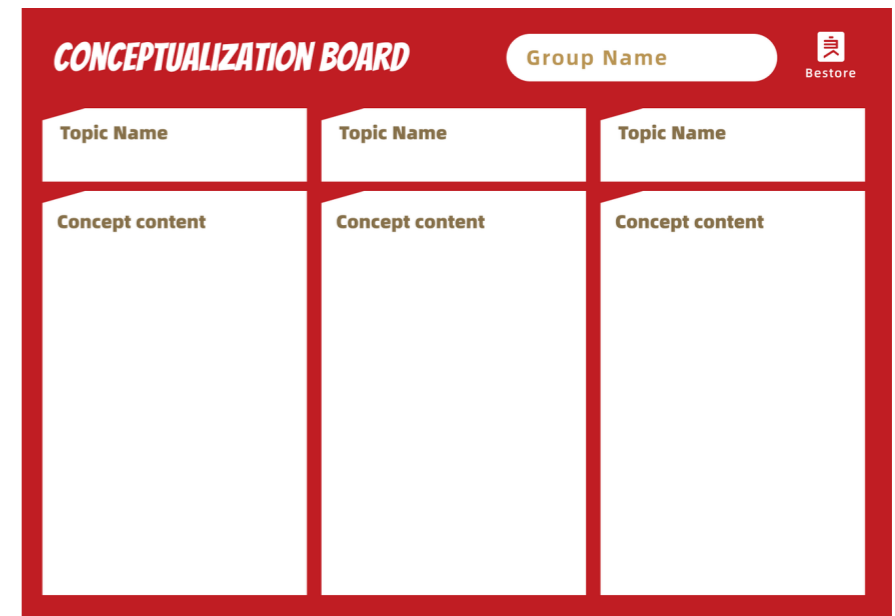
#### Aim:

Develop ideas into concepts, visualize the concepts, and make them into testable prototypes.

#### process:

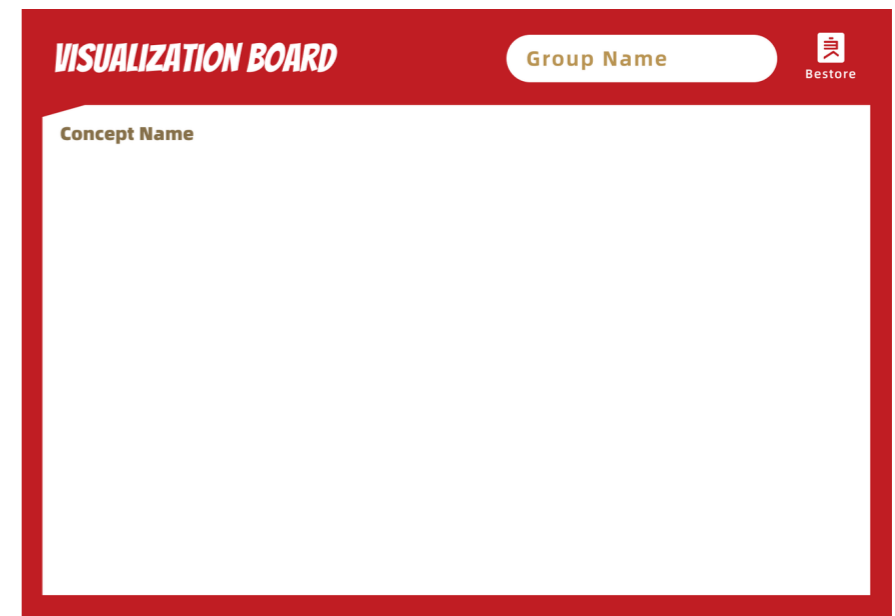
(1) Provide a [conceptualization Board] and [Visualization Board] for each group, and participants will sketch their final concept on the board.

(2) After finishing the sketch, the participants use collage and glue to make a rough prototype.



The Conceptualization Board is a red-bordered template with a header bar. The header bar contains the title "CONCEPTUALIZATION BOARD" on the left, a rounded input field for "Group Name" in the center, and a "Bestore" logo on the right. Below the header, the board is divided into a 2x3 grid. The top row consists of three white boxes, each labeled "Topic Name". The bottom row consists of three larger white boxes, each labeled "Concept content".

Figure 63: conceptualization Board



The Visualization Board is a red-bordered template with a header bar. The header bar contains the title "VISUALIZATION BOARD" on the left, a rounded input field for "Group Name" in the center, and a "Bestore" logo on the right. Below the header, the board is a single large white box labeled "Concept Name".

Figure 64: Visualization Board

The arrangement of the afternoon workshop is to conduct two rounds of tests on our 3 concepts and the 3 prototypes created by the participants, a total of 6 concepts.

### Session 5: Internal testing

#### Aim:

Collect feedback on all concepts.

#### Process:

- (1) The host introduces our 3 concepts to the participants, and the 3 groups introduce the prototypes made in the morning.
- (2) All participants vote for their favorite design element and touchpoints, each with 3 votes.
- (3) Participants freely communicate and discuss in the room, participants can write new ideas or suggestions on post-its, and stick them on the prototypes corresponding.

### Session 6: External testing

#### Aim:

Expand the scope of testee and collect more feedback from passersby.

#### Process:

- (1) Each group takes the co-designed prototype to the central business district to find passersby for user tests and interviews. We provide participants with 3 to 5 test interview questions for reference.
- (2) Participants record the interview results and return to the workshop to share the test results with everyone.



## Concepts from the Co-design workshop

In this workshop, all participants were divided into 3 groups, and each group choose a theme area for co-design, and finally delivered 3 interesting concepts. After the workshop, we unified the visual styles in Figma.

### Co-design concept 1: "Best school"

"Best school" is a concept produced in the design direction of an "internet-famous site". It is a campus-themed area. Create a "School" that everyone dreamed of when they were young: "class" is a Talk show about snack jokes, and everyone can eat snacks freely in "class". "Best school" consists of 7 touchpoints in total:

1. Campus entrance: Customers can receive a "student card" at the entrance.
2. Photo zone: Customers can have amazing situational experience here. Some campus scenes decorated with Bestore elements are for tourists to take photos together.
3. Talk show classroom: talk show performances on the theme of snacks will be held here, and customers can watch through the "student card".
4. "The escape classroom": an immersive "true men escape room" adventure game, where customers find snacks to get clues to escape.
5. Snack Lab: It provides customers with ingredients and

cooking teaching services, and customers can experience making snacks by themselves. Then, they can exchange snacks made by themselves with friends.

6. Peripheral products area: Here customers can buy handpicked merchandise, such as Bestore handbags, Bestore cups.

7. Graduation Ceremony: When leaving, customers can receive "graduation certificates" and snacks as gifts.

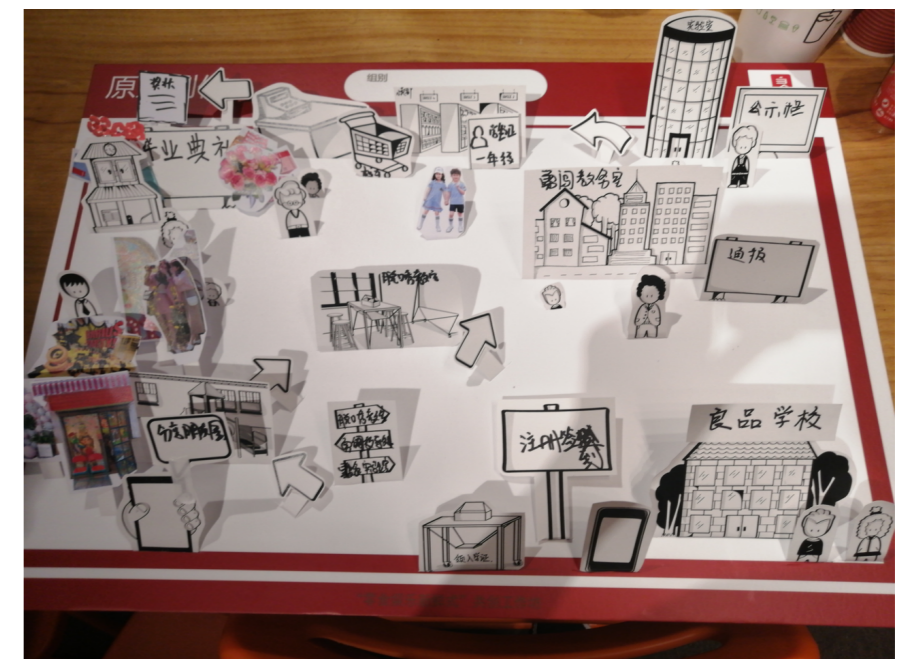


Figure 70: Concept of "Best school" in workshop



## Best school

Create a school that everyone dreamed of : listen to teachers telling jokes in class, and can eat snacks freely in class

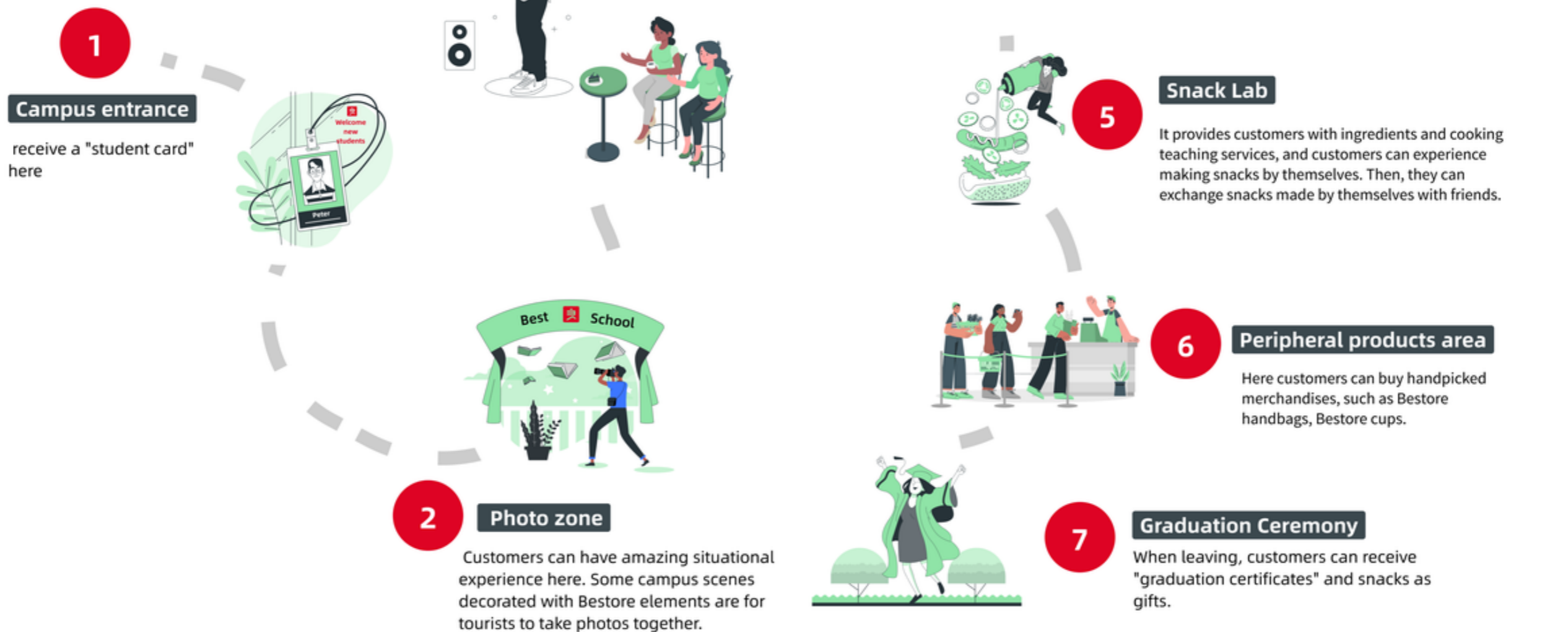


Figure 71: Concept of "Best school" on Figma



### Co-design concept 2: "Parent-child kitchen"

"Parent-child kitchen" is a concept produced in the design direction of "High-end snack". It is a place where parents and children can learn and make snacks together in games and enjoy the warm parent-child time. "Parent-child kitchen" consists of 6 touchpoints in total:

1. Online appointment: Customers can learn about the detailed information through the official website of Bestore's flagship store, and make an appointment.
2. Cooking class: here professional chefs or nutritionists hold teaching activities on different topics, and parents and children learn together and make snacks.
3. Work processing: After the class finished, customers can ask a professional snack assistant to process and improve their work.
4. Parent-child games: While waiting for processing, there are some small games about snack nutrition knowledge. Parents and children will associate the nutritional elements with Bestore's snack cards, so that the children can learn more about nutrition knowledge.
5. Group photos for memory: Families can exchange snacks as gifts, and take photos together for memory.
6. Leaving: Customers can get a Parent-child gift from Bestore when activity ends.

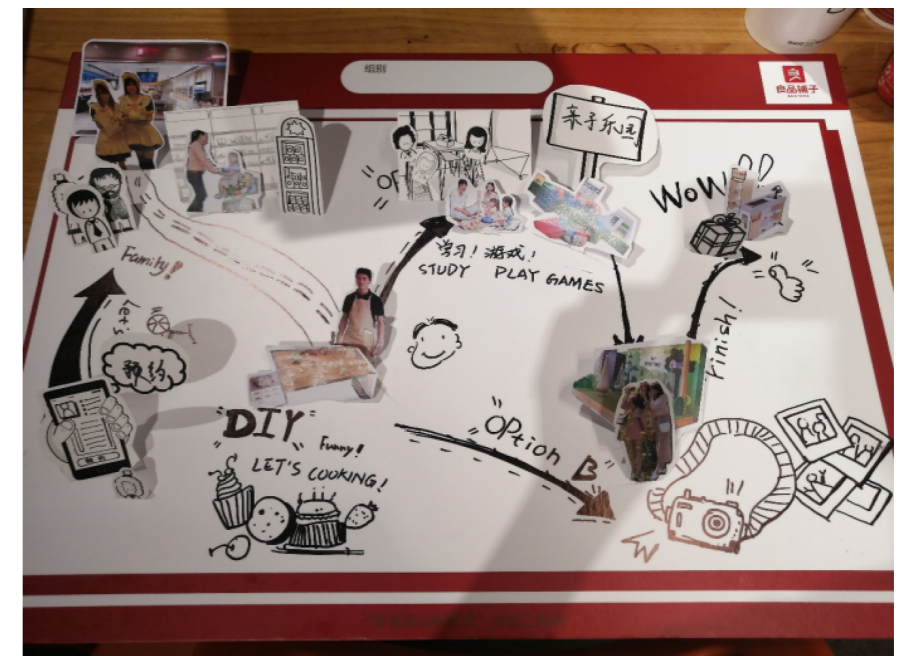


Figure 72: Concept of "Parent-child kitchen" in workshop



## Parent-child kitchen

It is a place where parents and children can learn and make snacks together in games and enjoy the warm parent-child time.

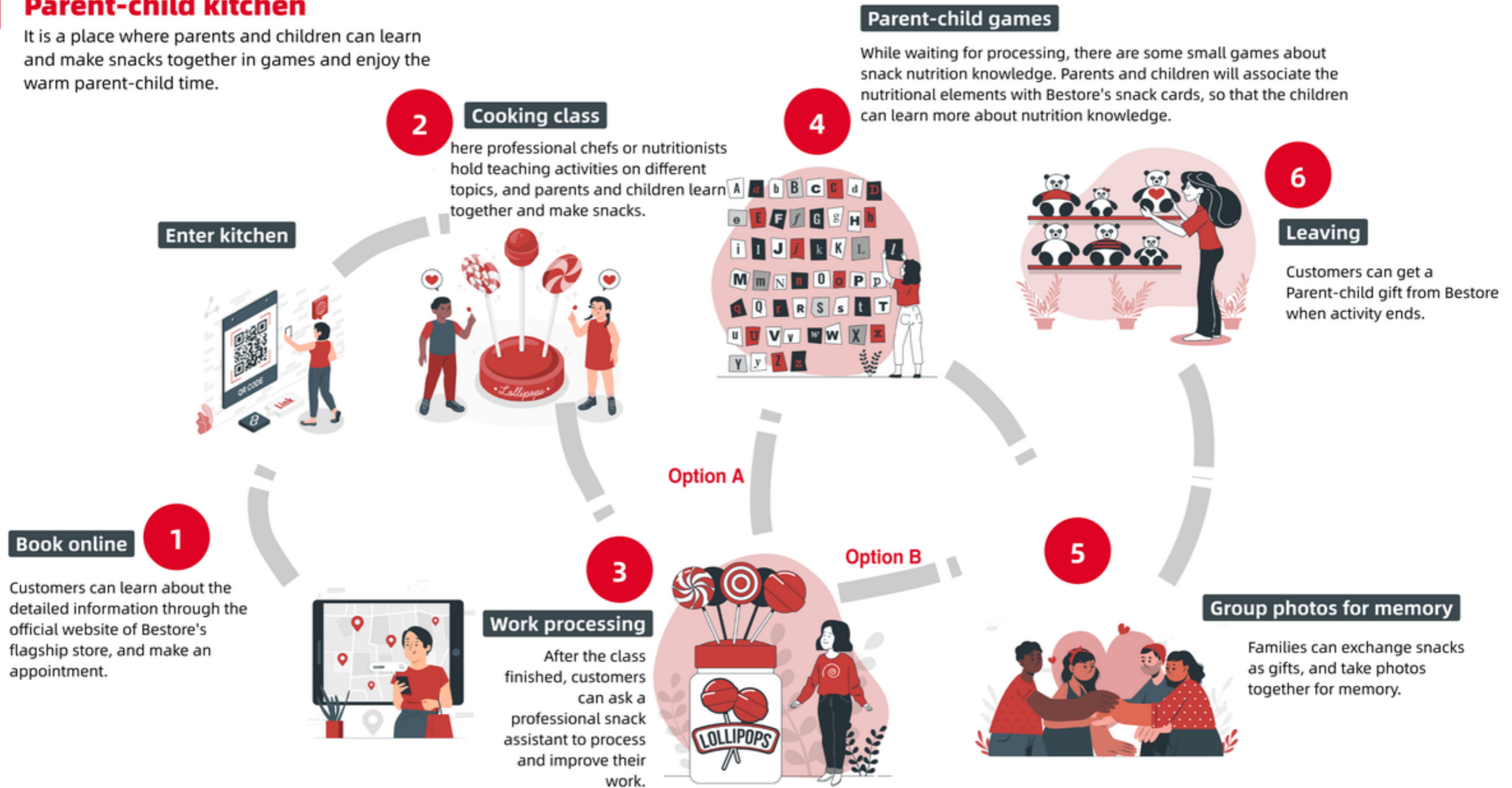


Figure 73: Concept of "Parent-child kitchen" on Figma

### Co-design concept 3: "Best health"

"Best health" is a concept produced in the design direction of "internet-famous site". It customizes the service experience of personalized snacks gifts based on the user's body data. "Best health" consists of 5 touchpoints in total:

1. Physical examination: At the entrance, smart AI will perform simple physical tests on customers. Customers will receive different colored bracelets based on their test results.
2. Snacks customize area: There are snack vending machines of different colors, and the snacks on the shelves have nutrition instructions. Customers can choose snacks according to their bracelet's color.
3. Fun gym: customers can use different smart sports equipment to exercise, the bracelet will calculate the calorie value of the owner's exercise, after the end of the exercise, the customer can get a snack of equal calories. This type of entertainment allows customers to experience Bestore's high-tech and low-calorie snacks.
4. Snack restaurant: customers can have a rest and eat healthy snacks cooked by Bestore chefs in the restaurant.
5. Checkout area: After the customer checks out, the waiter will pack the goods for the customer with a packaging that represents the color of the customer.

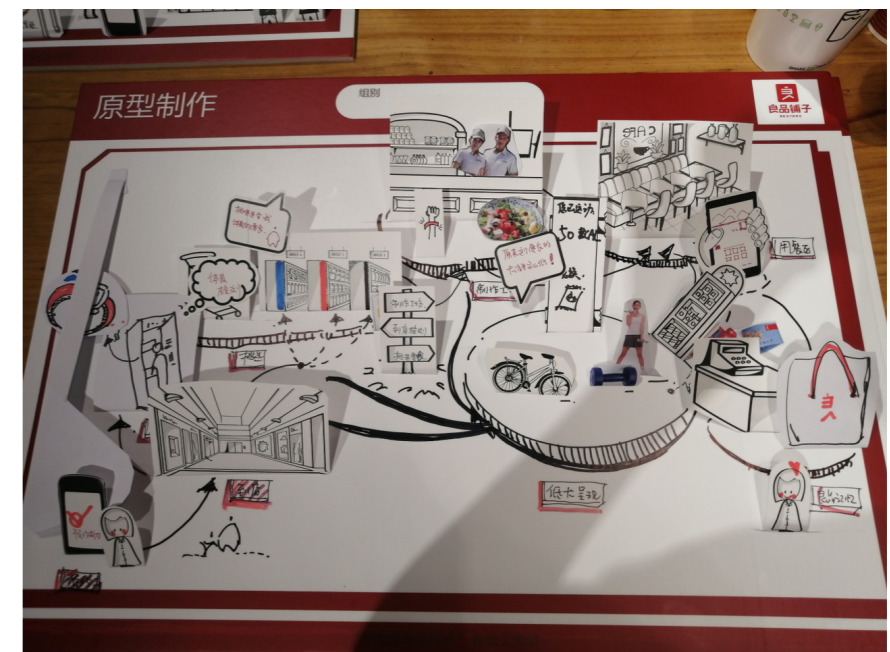


Figure 74: Concept of "Best health" in workshop



## Best health

It customizes the service experience of personalized snacks gifts based on the user's physical data.

### Entrance



1

#### Physical examination

smart AI will perform simple physical tests on customers. Customers will receive different colored bracelets based on their test results.



4

#### Snack restaurant

customers can have a rest and eat healthy snacks cooked by Bestore chefs in the restaurant.



2

#### Snacks customize area

There are snack vending machines of different colors, and the snacks on the shelves have nutrition instructions. Customers can choose snacks according to their bracelet's color



3

#### Fun gym

customers can use different smart sports equipment to exercise, the bracelet will calculate the calorie value of the owner's exercise, after the end of the exercise, the customer can get a snack of equal calories. This type of entertainment allows customers to experience Bestore's high-tech and low-calorie snacks.

#### Checkout area

5

After the customer checks out, the waiter will pack the goods for the customer with a packaging that represents the color of the customer.



Figure 75: Concept of "Best health" on Figma

## Reflection

Facts proved that the effect of co-design is excellent. High-quality ideas and concepts were produced in a short period of time. Participants also enjoyed the process very much. However, we had a big problem in time control, so that we did not have enough time for user testing. The workshop ended later than the scheduled time, so we have to cancel the user testing. After discussion and reflection, we agreed that before the start of the workshop we can choose a leader in each group to control the time for every session , and it would be better to use a timer in the workshop.

# 06

## Refine

Feedback from Bestore  
Feedback from potential users  
Finalizing

## Feedback from Bestore

So far, we have a total of 6 good concepts. So we needed some way to distil. We wanted to involve Bestore in the decision.

We created a meeting document with Bestore. In the document, we classified and introduced 6 concepts based on 3 design directions, and included an interview question to help Bestore staff to give more comprehensive feedback on the 6 concepts. The stakeholders expressed their interest in the "Snack Decompression Lab" and "Best health" concepts. Then, they analyzed from the perspective of feasibility and executable, and agree with the "Personalized snack gifts" concept.

## Feedback from potential users

After getting feedback from stakeholders, we hope to go over consumers' ideas to help us upgrade the store experience. We prepare to discuss with real consumers in the Bestore's store to find some potential changes or improvements needed at the concepts. But due to the second wave of quarantine policy, the store we contacted informed us that they are implementing contactless services, so we had no chance to interview in the store. We have to arrange a new plan. Finally, we chose to use online questionnaires, online interviews and online focus groups to collect consumer feedback.

### Online questionnaire

Quantitative research helps us to collect consumer preferences on 6 concepts. The questionnaire contains questions to understand the basic information of the respondents, as well as descriptions of 6 concepts. Respondents can choose their favorite concepts in the questionnaire. Then, we released the survey in consumers' chat group of Bestore. A week later, we collected 42 responses. Among them, the most popular concept of the "Internet-famous site" area is "Snack Decompression Lab", which is highly consistent with the views of Bestore staff and ourselves. In the "high-end snack" area, half of the respondents like "Best health" and half prefer the "Personalized snack gifts". Which to our unexpected in the "Parent-child paradise" area is that participants show the most interest in the "Parent-child kitchen". We were surprised.

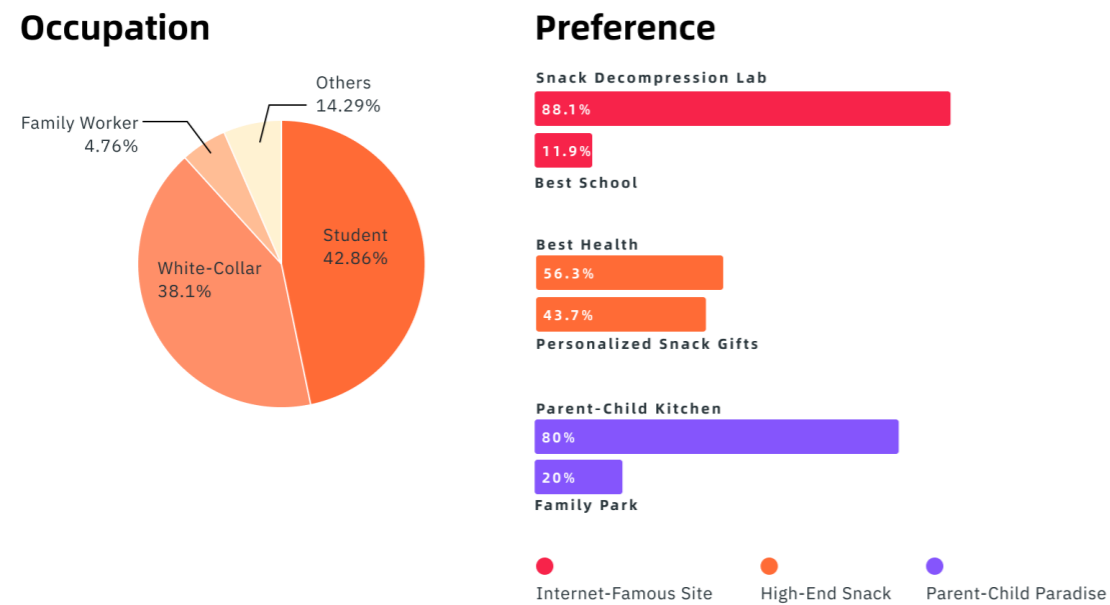


Figure 76: questionnaire responses

## Interview

The first user feedback was collected offline, with my neighbour. She is a teacher with a 10-year-old daughter. I played the role of a shop assistant and described the details of 6 concepts to them in turn. They looked at the service map and thought. I encourage them to speak out their thoughts and ask about their favorite concepts and why. At the same time, I recorded their interesting views and enlightening suggestions in a notebook for later summary and analysis.

Once again, I admit the importance of user tests, they found a lot of things I haven't thought about. Before the survey, I was very confident about the concept of "Family park" and thought it was full of fun and appeal. However, in the questionnaire survey, the votes of "Family park" were less than "Parent-child kitchen". Unexpectedly, my neighbour also prefers the "Parent-child kitchen" much. She told me that this kind of parent-child activity is a kind of relaxation for her. However, games in the "Family park" would appeal to kids but not her. What she likes more in the "Parent-child kitchen" concept is that she can be aware of the health during the cooking process, because she can control the ingredients in the snack. This kind of snack for children to eat makes her assured. Therefore, I realized that when I was designing the "Family park" concept, I only considered it from the perspective of children's experience, and lacked to meet the needs of parents.

Besides, there are some helpful suggestions that we haven't noticed before.

- The food made during the event needs to be convenient to store, such as biscuits. So she can share the product of her labor when meeting her friends.
- Would be best to make the most popular snack of Bestore, many parents will be very interested.
- Snacks should have unique and beautiful shapes, so they can be given to friends as gifts.
- In the course, families can learn to make two kinds of snacks, one is for children to eat while cooking and fresh. One is easy to store and beautiful, as a gift.



- In class, the teacher can emphasize the quality of the ingredients, making families realize that the ingredients are very healthy, and children can eat them safely.
- After the cooking, they can provide many packaging with more colors and patterns to choose from. Doesn't want everyone to use the same packaging.
- Except for making snacks, kids can also learn other interesting processes, such as how the snack is sealed, and what is the gas inside....., some simple knowledge, children will also be very curious.

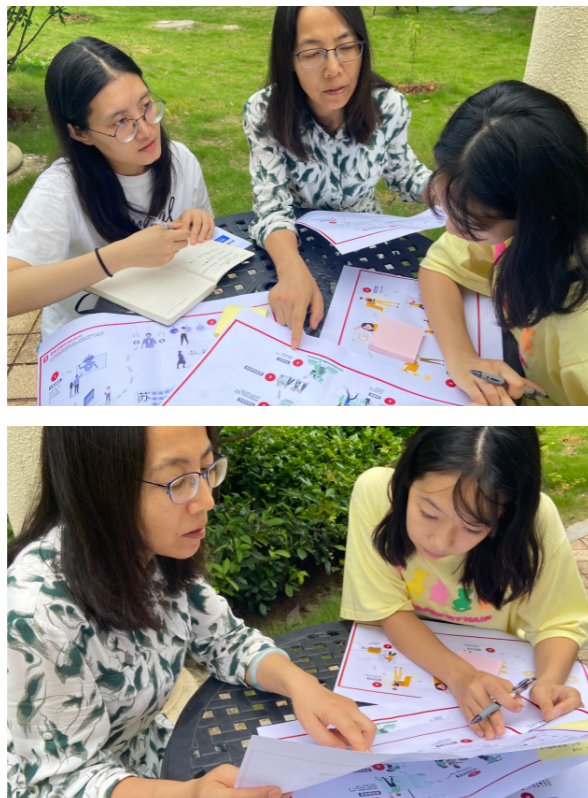


Figure 77: Interview with mom users

### Online focus group

Following, we had an online focus group. Six consumers are willing to participate, half are students and half are white-collar workers. During the conversation, I as the host introduced each concept to the participants and listened to everyone's thoughts on each touchpoint and service. Participants' preferences for concepts are unexpectedly consistent with the results of the questionnaire. So I asked as much as possible the reasons for their preference, and guided everyone to discuss freely and give more suggestions. Participants output some helpful feedback during the free discussion.

#### *For Snack Decompression Lab*

- Expect to get some snacks can bring good luck to her, because she believe in the snack superstition.
- Want to receive some philosophical words on the snack packaging to give them a sense of exclusiveness.
- Sensory experience can be more interactive, such as hearing, people can sit down and record the sound of their own biting, or made as music as a gift to them, so that they will have a sense of harvest after the experience.
- After the exam, they like to watch talk shows and eat snacks, which makes them feel very relaxed.
- They don't like play games with strangers because feel embarrassing to interact with people they don't know.

## Finalizing

- They like to experience the five sense experience alone which is more at ease.
- They like decorations in store with visual impact, such as giant artworks made totaly of snacks, so have the desire to take photos and share.

### **For Best health**

- "High-end quality" reminds them of the word "health". The high-end snacks they need are low-calorie and low-sugar snacks.
- After analyzing the body data, they expect to get a personalized nutrition guide, such as telling them how much sugar and protein should take in this week. So they can choose their weekly snacks based on this guide. When they eat snacks, they feel healthy and no longer has burden of being fat.
- As a girl, one participant hope that there are equipment for non-strength exercise in the sports area. She can experience it instead of sweating.
- It can be light exercise equipment made of snacks, such as dumbbell-shaped drinks. They can also use it to exercise after buying it home.
- The snack shelf should also clearly indicate the calories or nutritional information of the food, so that people can pick up their favorite taste snacks and nutritional snacks according to the nutrition guidelines.

The revision of the concepts based on the feedback from users. The feedback is crucial for the development, which comes from users' voices and ensures new iterations are more in line with their needs.

### **Refined concept 1: Best health**

#### **Themed area:**

"High-end snack" area

#### **Target consumer group:**

White-collar workers

#### **Persona's Scenario:**

White-collar Lily pays attention to keeping healthy and maintaining a good figure. She goes to the gym with her colleagues after work. After the workout she feels hungry. She likes to eat snacks but worries about calories. Next month is her colleague's birthday, and she wants to buy her a gift that can be unique.

#### **Storyboard & blueprint:**

(See Figure 78)



### White collar Lily

Lily is an accountant. She often store some favorite snacks in the office. She eats snacks and exchange experience with colleagues in fitness during break to relieve work pressure and relax. They will give each other gifts on holidays or colleagues' birthdays.

**Scenario:** White-collar Lily pays attention on keeping healthy and good figure. She goes to the gym with her colleagues after work. After the workout she feels hungry. She like eat snacks but worry about the Calorie. Next month is her colleague's birthday, and she want to buy her a gift that can be unique.

### Expectation:

- She hope to eat more healthy snacks without gaining weight
- Replenish some energy after fitness
- Want more variety and higher quality snack options when shopping
- Hope to customize snack gift boxes for friends on festival

phase	Before shopping			During shopping					After shopping	
	Body measurement		Best Restaurant-Fitness Meal			Personal gift box				
Storyboard										
Action	Plan to try the fitness meal in Bestore through the recommendation of the gym coach	At the entrance, measured her body data with a machine. After test, she got a body report and a green bracelet, green is her exclusive body color.	The report has a monthly nutrition suggestion customized for Lily, and also remind her snacks should be low-sugar, and low-sugar snacks be placed in the green shelf, which correspondent her bracelet color.	Lily felt very hungry, so she went to the restaurant for dinner.	She scanned her report on the ordering machine, and the machine customised some fitness meal for her which met her nutritional needs (low-fat and low-sugar dishes).	After the meal, Lily planned to buy some snacks, and she saw shelves with different colors. So according to her bracelet color, she went to the green shelf area to choose her favorite snacks.	Before leave, Lily saw a machine for gift boxes and recalled that her colleague's a birthday is next week. So she go to customize a gift box for her colleague.	Lily interacted 3 steps on the machine: 1. Choose the theme (birthday theme). 2. Choose the taste preference (spicy) and size (medium)	3. designed the gift box packaging, Lily choose a favorite photo printed on the gift box, and wrote birthday wishes. Finally submit the order.	After the self-checkout, Lily got her exclusive green packaging, packed up her snacks and left.
Touchpoints	gym coach	Body analysis machine, body report, exclusive bracelet	body report	Best health restaurant	Ordering machine, bracelet, menu	snack shelves with different color , body report	Personalized gift box customization area	Custom gift box machine	Custom gift box machine	Self-checkout counter, exclusive bag
Line of visibility	-----									
Back stage actions	Promote in the gym	Staff manage and maintain the equipments. Provide services to customers' consulting.	x	The chef develops different fitness meals.	Staff manage and maintain the ordering machine. Provide services to customers' consulting.	Staff manage shelves and replenish merchandise in time.	x	Staff maintain machines. Provide services to customers' consulting.	According to the order, the employees retrieve the gift boxes from the warehouse.	The staff maintains the checkout machine and replenishes the bags in time.
Support	x	Optical scanning system, body composition and obesity analysis system	Nutrition Knowledge Database	x	Ordering system	Snack inventory database, Replenishment System	x	Personalized customization system	Order system, printing system, inventory database	payment system

Figure 78: Refined concept 'Best Health'

## Refined concept 2: Parent-child kitchen

**Themed area:**

"Parent-child paradise"

**Target consumer group:**

Exquisite mothers

**Persona's Scenario:**

Exquisite mother Susan feels a little tired from taking care of her children and doing housework at home. She hopes to go shopping to relax, but worried that her children will not be taken care of.

**Storyboard & blueprint:**

(See Figure 79)

## Refined concept 3: Snack Decompression Lab

**Themed area:**

"Internet-famous site"

**Target consumer group:**

Students

**Persona's Scenario:**

Student Jessica finished her final exam, and wants to go shopping with friends to relax. She hasn't updated her Instagram for a long time because of preparing for the exam. She hopes to take some interesting and beautiful photos to post on her social media.

**Storyboard & blueprint:**

(See Figure 80)



### Mom Susan

Susan is a stay-at-home mom with a 5-year-old daughter. She buys some snacks for her children and family every week. The nutrition and quality of the snacks are the basis for her choice.

**Scenario:** Susan feels a little tired from taking care of her children and doing housework at home. She hopes to go shopping to relax, but worried that her children will not be taken care of.

**Expectation:**

- Don't need to worry about kids' safety when shopping
- The nutrition and quality of snacks can meet her requirements
- Hope to relax after family work

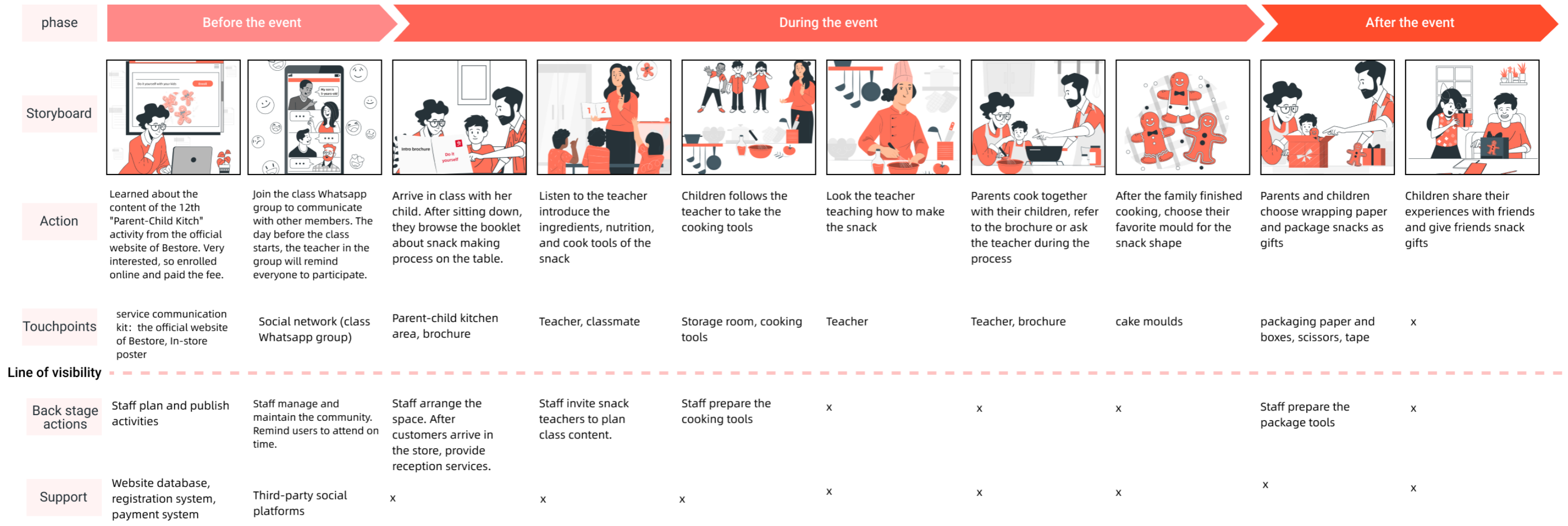


Figure 79: Refined concept 'Parent-child kitchen'



### Student Jessica

Jessica is a university student studying in Shanghai. She has a strong curiosity and likes to try new things. On weekends, she often goes to Internet-famous site with her school friends and experience novel things. She also likes to take some beautiful photos and post them on social platforms.

**Scenario:** Jessica finished her final exam, and wants to go shopping with friend to relax. She hasn't updated her Instagram for a long time because of preparing the exam. She hopes take some interesting and beautiful photos to post on her social medias.

**Expectation:**

- She expect to experience some fresh and interesting shops in space time
- She want to take some good-looking photos and post them on Instagram
- She hope to forgot exhaustion of exam and relax

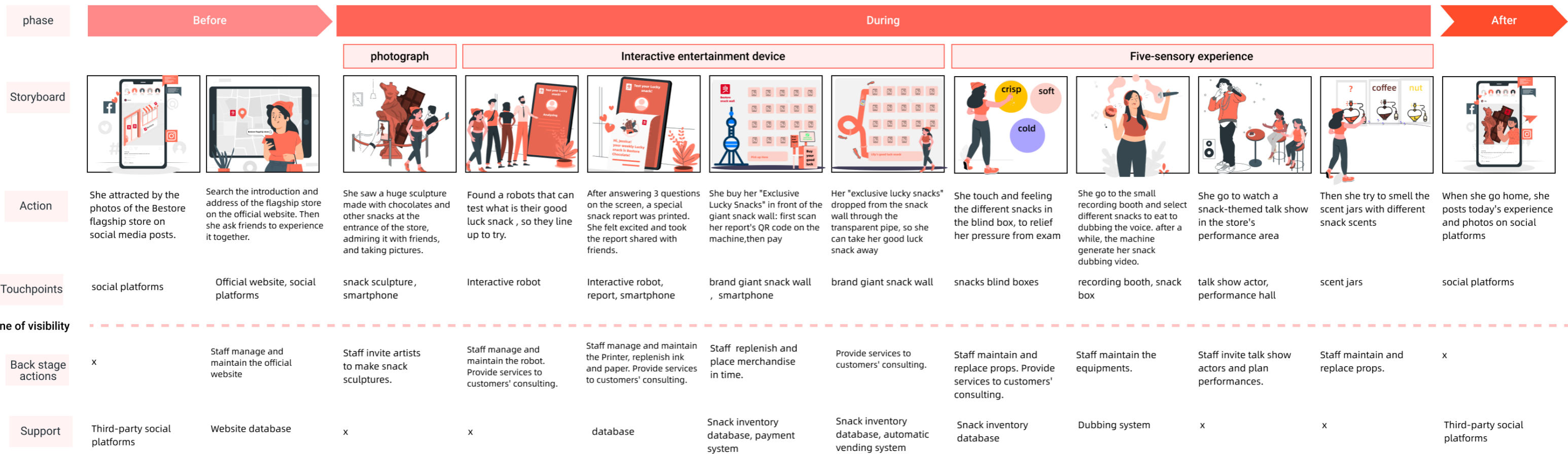


Figure 80: Refined concept 'Snack Decompression Lab'

07

**Conclusion**

The study explored the service design of snack flagship stores. The retail industry is faced with increased competition, changes in consumer behavior and expectations, and digital threat. Brands need to take action to survive in the market. Literature studies have shown that brand flagship stores or theme flagship stores are conducive to conveying brand culture and personality to consumers, improving consumer satisfaction with the brand through experience and entertainment, thereby enhancing consumer loyalty and enhancing brand competitiveness.

Throughout the process, we summarized six themed areas of the brand flagship store and the services provided. Therefore, some helpful experience and knowledge were obtained. Based on this knowledge, an opportunity workshop was used to diverge the possible design directions of Bestore flagship store, which are "High-end snack" area, "Nutrition and health" area, "Peripheral products" area, "Do It Yourself" area, and "Interactive entertainment" area. Using the three persona summarized by ethnographic research, we were able to narrow and develop the design into three directions: "High-end snack" area, "Parent-child paradise" and "internet-famous site". After defining the design directions, using service design methods such as brainstorm and co-design, six innovative concepts were developed. Finally, user feedback was collected through questionnaires, interviews, and online focus groups to help iteration to three final solutions.

The service design plays an important role in the project, and its typical multidisciplinary approach is conducive to exploring users, stakeholders, and their interactions with the system from a holistic perspective. Service design provides also some tools to visualize research results and complex solutions. The co-design workshop is more helpful for us to listen to the expectations of

the audiences, so that people of different backgrounds can share their experience, then to design the best solutions.

### Limitations of Practice

Due to the recurrence of the epidemic, we had to suddenly switch to remote work. In the original plan, we could go to the store to interview consumers in a real environment and collect their feedback on the concept after the co-design workshop. But due to the new quarantine policy, the store we contacted informed us that they are implementing a contactless service, so we did not have the opportunity to test it in the store. I collected some feedback from users online, but the best way to test these concepts would be in the real store.

Secondly, we want to investigate the data of every type of persona as much as possible. However, as students, our available resources are limited. Besides, young mothers who need to take care of their children, have very busy housework. It is difficult for us to recruit such users to participate in our research and workshop activities.

The flagship store experience innovation is a big subject. With limited time and energy, my ability is to create a preliminary interesting experience for the core consumer groups. This subject is still open research and needs further exploration.



## Reflection

When looking for graduation projects, I was interested in service design and retail design. Through the introduction of my classmates, I got to know Zach and had the opportunity to meet Bestore. Zach is a freelance designer, he is looking for service designers to design the innovative experience of the flagship store for Bestore. This is a happy coincidence for me, because I had the opportunity to focus my graduation on the things I really love. Beyond that, I have a lot of affection for Bestore. It was born in my hometown and is also my favorite snack brand. In addition, I have a keen interest in the experience design of the flagship store. Starting from 2017, when I was experiencing the Starbucks Reserve Roastery in Shanghai and was surprised by the impressive experience. This time I was very excited to have the opportunity to try the service innovation of the flagship store.

Throughout the process, the difficulty at first was that I faced such a big subject for the flagship store, and also my first try in this field, I would be a little overwhelmed. But because it is the field I am interested in, and based on the deep knowledge about service design during Polimi curricula, it helped me find the design directions that I was able to develop.

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