# THESIS ON A BRANDED B2B CUSTOMER EXPERIENCE

Course: Masters in Business Administration

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# Abstract

Purpose – The purpose of this research was to create an adapted Brandslation process and Brand Experience Manual for mid-sized B2B companies – with a case study company. This required an understanding of a B2B context on the customer experience and value co-creation. This enables firms to create more competitive service offerings (creating trust in the service experience and customer loyalty). It is necessary as the customer journey becomes complex and it is easy for customers to switch suppliers.

Design/Methodology – This research used a subjectivist approach to investigate the multiple constructed realities of the main key stakeholders. The research strategy framing the research is an action research – to study the research problem and understand the business context. It included 30 interviews with an internal (employees and managers) and external (customers and distributors) perspective. This created a foundation to get a holistic perspective. Afterwards, 6 workshops were conducted with employees.

Findings –The outcomes were: a) a Brand Experience Manual for the case study company 'MoCap' and b) an adapted Brandslation process and a simplified Brand Experience Manual in the context of mid-sized B2B firms. This process can be used and adapted in the future. It is suitable for use by employees and business managers to understand what kind of brand experience to deliver.

Originality/Value – The thesis contributes to research on value co-creation and Service Branding under a Service-Dominant Logic by applying the Brandslation process in a new context (mid-sized B2B firms). Even if B2B companies have multiple products and types of audiences, there is a core brand and a core Brand Experience Proposition (which then needs to be adapted for different touchpoints).

Limitations – Customers were interviewed to understand their perspective – but it was not possible to include them in the workshops due to time constraints. In addition, there were the normal limitations that come along with being a university student. There were time constraints which did not allow me to spend too much time in the implementation phase of the manual, I was an external researcher and had access to resources (both from the company and from my university) as a student.

# Preface

I would like to thank everyone who supported me during my thesis – especially within unusual times like Corona. I would like to thank my parents for their financial and emotional support. I would like to thank my university supervisor, MoCap and my company supervisor for their support and guidance. I would like to thank all the participants in my interviews and workshops – for their time, attention and effort.

I think that this has been the most exciting university project I have been involved in. Due to the extra time I had available, I conducted 30 full interviews, as well as 6 workshops. This was a lot of research but provided very interesting insights, and I had an exciting case study company. Therefore, it helped create (I believe) a better final report. I think that I learned a lot and developed more expertise in marketing, branding and about improving the customer experience during my interviews, workshops, my research and with the guidance from my supervisors.

Finally, I would like to thank the University of Twente. This was the first time I did my studies at a technical university – which was much more reflective and critical about knowledge, involved a lot of practical activities and gave me the freedom to choose (most) of my courses. Therefore, I really enjoyed my learning experience because there was more freedom involved – and I think enjoying your work and freedom are a good combination for unlocking your potential.

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# Chapter 1 Introduction

## Chapter 1.1 Company description

MoCap is a supplier selling 3D motion tracking technology. 'MoCap' is a fake name to anonymize the research. It operates in 3 divisions: the first is full-body motion-capture suits for research, ergonomics and sports. The second is inertial sensor modules mostly in industrial applications. The third is wearable sensors in health and sports which is not a full motion capture suit but uses a few sensors for a more open application and at a cheaper price.

This thesis focuses on the customer experience in mid-sized B2B companies. MoCap sells to B2B clients such as professionals working for companies in gaming, film and animation (such as movie studios and companies making games), sports (such as coaches), developers that want to easily translates 3D motion data, start-ups and educational institutions (such as universities).

MoCap is a market leader (in some of its markets), has operated for more than 20 years and strives for growth. The company has 5 offices – its headquarters and additional offices in Los Angeles, Bangalore, Shanghai and Hong Kong. There are distributors in North America, Europe and Asia.

MoCap products are of high quality, innovative and easy to use. MoCap is focused on capturing, processing and sharing data on body and motion. These can result in complex applications, making it difficult to claim the characteristic 'easy to use' – but MoCap tries to make things as simple as possible.

MoCap prides itself on its innovativeness, so technology and knowledge are of high importance. As stated on their website, it "nurtures a culture of people, pushing boundaries, diversity, impact and fun". Major players in the global 3D motion market include Vicon Motion Systems Ltd (UK), Qualisys AB (Sweden), Xsens (Netherlands), OptiTrack (US) and Motion Analysis Corporation (US) (Marketsandmarkets, 2019).

## Chapter 1.2 Research Problem

Brands can be viewed from the customer's eye as an evolving accumulation of all of a customer's past interactions with a company's products, services and touchpoints. Customer experience is the internal and subjective interpretation of any direct and/or indirect interactions with a company/brand (Meyer & Schwager, 2007). These experiences are not only influenced by the firm selling the good or service but also external parties such as partners and fellow customers (Lemon & Verhoef, 2016; Österle, 2019).

Customer journeys – the interactions with a company prior to, during and after the time of purchase – are becoming more complex due to technology developments and increased competition. These technological advancements also make it easier for clients to switch between competitors. Therefore, there is an increased need for management of the customer journey – to foster long term loyalty (Lemon & Verhoef, 2016; Witell et al., 2019) by creating a stronger connection between the brand and clients.

In that context, understanding how value is co-created (by both parties) is essential to support the development of competitive offerings – and a stronger connection between the brand and clients. Value co-creation can be used by businesses to achieve brand loyalty – by involving everyone's perspective to better integrate their resources towards a common goal (Sebastiani, Corsaro, & Vargo, 2014).

Brands can be used to define the desired experience the organization wants the customer to have. Defining the desired experience would require encoding the brand intentionally into brand-aligned touchpoints and using internal branding (so employees understand how to 'live' the brand in their interactions with customers). This would ensure consistently delivering a meaningful experience (Berry, Mullen, & Carbone, 2006; Brand Strategy Consultants, 2019; Motta-Filho, 2017; Zomerdijk & Voss, 2010).

The alignment between brand proposition and touchpoint experiences is essential to enable the desired experience to emerge, facilitating the development of a consistent brand image and enabling long-term relationships. In that context, the Brandslation framework proposed by Motta-Filho (2017) can support the process of defining the desired experience the organization wants the customer to have (i.e. framing a Brand Experience Proposition) through value co-creation. The outcome of the process is the Brand Experience Manual; a tool for communicating the desired customer experience. This creates trust in the service experience – through consistent service delivery. It has not been adapted to a B2B context.

## Chapter 1.3 MoCap's situation

MoCap began as a technology driven start-up. As a field application engineer (i.e. the person who develops new products) interviewed in my research said, "when I just joined MoCap, our team did not really listen to input from customers. Especially last year we set up a way to document all the requests of customers and now we do listen more to that. We try to focus on what the customer requires." To develop intimacy will take time as there are a large number of customers with different needs.

In November 2017, Banner took over MoCap and a stronger sales mentality was introduced and the hiring of new employees boosted. Since a year ago (as mentioned in the last paragraph's quotation), MoCap started introducing new systems and processes to get feedback from clients – to raise customer satisfaction. MoCap wants to gradually become more customer-centric and develop customer intimacy.

This thesis has been conducted within 24 weeks and aims to explore what the core of the MoCap brand means to the main relevant stakeholders and to understand the MoCap customer experience. This was done to enable alignment and facilitate the emergence of the desired brand experience, by framing a Brand Experience Proposition. Creating a viable Brand Experience Proposition has the potential to improve the customers' experience and thus foster long-term loyalty. The Brandslation framework (Motta-Filho, 2017) was thus adapted to mid-sized B2B companies, enabling the development of a Brand Experience Manual for MoCap. The various relevant stakeholders that participated in the research were employees, managers, clients, distributors and the CEO. The following main research question emerged.

## Chapter 1.4 Central Research Question and sub-questions

Due to the emerging necessity to stand out from competitors and create a stronger connection between brands and clients via the customer experience, the Brandslation process and Brand Experience Manual have been suggested as a potential path to support the development of branded MoCap experiences for customers. However, this framework is not tested in B2B markets. The Main Research Question is:

**"How can the existing Brandslation process and Brand Experience Manual be adapted to support mid-sized B2B companies - such as MoCap - translate their brand into experiences that align the experiences of key stakeholders?"**

The Main Research Question is a very high-level and abstract question. To help break it down at a lower level (make it easier to accomplish) and operationalize it, the following sub-questions were created.

1. How can the existing Brandslation process be adapted for MoCap (and other mid-sized B2B companies) to help the company find their Brand Experience Proposition?
2. What is the best way to define the Brand Experience Proposition of MoCap?
3. What is the best way to support implementation of the Brand Experience Proposition at MoCap?
4. What is the best way to communicate the Brand Experience Proposition to make it more useable for MoCap internal teams and managers (i.e. how should the Brand Experience Manual be adapted in this context)?

# Chapter 2 Research Approach and Methods

## Chapter 2.1 Ontology and epistemology

In terms of ontology and epistemology, a subjectivist and interpretive approach is used in the thesis. A subjectivist view states that "what we take to be social reality is a creation or projection of our consciousness and cognition. What we usually assume to be 'out there' has no real independent status separate from the act of knowing" (McAuley, Johnson, & Duberley, 2014, p. 32). Interpretivism believes in multiple realities, socially constructed by individuals together. The interpretive approach involves doing research on phenomena and motives, meanings and experiences (participants' lived social realities) placed within time and context-bound and has been used to study organizational reality – consensually shared subjective interpretations (Darby, Fugate, & Murray, 2019; Deetz, 1982).

The epistemology also uses some elements of a critical lens - which looks for possibilities for changing the world and transforming existing institutional arrangements, typically through questioning assumptions taken for granted. This approach is used in action research (Crouch & Pearce, 2013).

An interpretivist approach is used in this thesis to seek an empathetic understanding of the reality, experiences and understanding of the company MoCap from a variety of perspectives. This is represented by an internal perspective from managers, employees, and the CEO, as well as an external perspective from clients and distributors. This also involves a study of the way that the perspectives of different stakeholders currently interact with each other. What has been created out of this is the Brand Experience Proposition that can be inserted into touchpoint to facilitate a jointly created experience.

## Chapter 2.2 Methodology and Research Strategy

Design research was used as the methodology. It involves studying people, processes and products to arrive at 'design knowledge,' or studying 'technology artefacts' created by people, which can be used to meet organizational needs, as well as develop relevant theories (Cross, 1999; Purao, Sein, & Rossi, 2005).

Design research usually includes a problem worthy of investigation that requires creative solutions, a mentality of seeking new information, as well as using available information that can assist in solving the problem – with discipline, and rigour and creating technology-based outcomes that need to be evaluated and demonstratable (Cross, 1999; Purao et al., 2005).

This is best done through collaboration with relevant stakeholders with helpful knowledge. It involves theory, practice, reflection and reflexivity. There is a body of knowledge or practices constantly evolving as research results in new ways of thinking. Design researchers use this body of practices and reflect on their place in the research and its purpose to understand the research context (Crouch & Pearce, 2013).

Action research was the chosen research strategy framing the overall research process. Action research can be used for many purposes. The one that was used in this thesis was studying the research problem and context of the business. Sustainable suggestions were given for action to solve the business problem and creation of new knowledge (Darby et al., 2019; Purao et al., 2005; Shani & Coghlan, 2019).

Action research includes involvement (of the researcher) in the research to tell an in-depth narrative of change processes. But, at the same time, it includes a critical and reflective approach with the researcher distancing himself/herself. This is to clearly document reasoning and assist in eliminating possible biases. The existence of both means that the researcher has to immerse themselves in the context to acquire rich data. This is in line with the interpretivist approach acknowledging the researcher and subject interact with each other to co-create meaning. But they do have a separate role from the employees of studying the problem and suggesting solutions (Levin, 2012; McAuley et al., 2014).

A participatory action research is also used, as some sections have a higher degree of stakeholder involvement in the research. This is due to the competencies of the participant and researcher to possess different kinds of knowledge that aided in the research. This facilitated the proposed change initiatives better through active involvement in the research process. This does not mean power was shared fully through all stages, but only where inclusion provided a competitive advantage. Full involvement is not always possible (White, Suchowierska, & Campbell, 2004). This higher degree of stakeholder involvement in the research can be especially found in the workshops, which involved outcomes that were jointly created by all workshop participants.

### Chapter 2.2.1 Quality Criteria

Fallman (2007) suggests that a design research (Research-Oriented design) has artefacts as the main outcome, but a Design-Oriented Research has the development of artefacts as just part of the process. The artefact is a Brand Experience Manual for MoCap and the research output is the adaptation to a B2B context and a simplified structure for the Brand Experience Manual.

To ensure quality criteria, this thesis is done in a methodical, disciplined and well-documented manner (Cross, 2007; Zimmerman, Forlizzi, & Evenson, 2007). The thesis is structured as follows: the research problem, the case company and the Central Research Question is introduced in the Introduction chapter; the current Research Approach and Methods chapter describes the methodology and why it is suitable; the Literature Review creates a foundation using the existing body of theory relevant to the thesis topic; the Findings and Contributions describes the results of the interviews and workshops and how they contributed to translating the brand into experiences aligned with key stakeholders (Central Research Question); the Conclusion summarizes main takeaways.

In addition, the Research process chapter documents the iterative cycles gone through in practical stages of the research (in the interviews and workshops) in a disciplined manner to understand the process. Data saturation (which is another quality criteria) was difficult to achieve due to time constraints present but the thesis tries to achieve as much depth as possible by involving 30 interviews and 7 workshops.

## Chapter 2.3 Methods

The methods used in the thesis were based on a qualitative methodology: interviews, workshops, observation and desk research (Babbie, 2016). Babbie (2006) states that qualitative research allows researchers to go directly to the social phenomenon under study and observe it as completely and fully as possible – for a deeper understanding (while being reflexive). This makes it appropriate to uncover subjective phenomenon that are difficult to measure quantitatively such as the customer experience.

Interviews allowed an in-depth understanding of the customer experience from different perspectives – employees and managers from different departments and clients from different product lines and regions. The workshops used the findings from the interviews as a foundation for group activities and a discussion. Observation and reflection provided additional insights to facilitate the execution of the Brandslation process in this thesis.

I conducted 14 interviews with employees and managers (across departments) and 18 interviews with customers (across product lines and geographic regions). Unfortunately, due to the situation with Covid, I was not able to be physically in the MoCap office for interviews with employees. The online video interviews were mediated by Microsoft Teams. This assisted in understanding the experience and perspectives of relevant stakeholders on the customer experience - asking questions and clarifying any doubts. This increased response quality as the interaction was online but 'face-to-face' via webcam.

Probing questions were asked based on the answers of the respondent, allowing to hear a better 'customer voice.' However, it was important to maintain neutrality such that the interviewer's presence does not affect the respondent's perception of a question nor the answer given (Babbie, 2016). This was to eliminate potential biases of the researcher's presence in any responses. This is also necessary for probing questions – interviewers need answers that are sufficiently informative for analytical purposes, but probes need to be neutral to not influence responses.

Participants were clearly informed before each interview what the research was going to be about and allowed the option to not answer if they did not want and told they were free to leave if they wanted. Ethics was maintained to protect participants and their data even after the interview is over (Babbie, 2016; Crouch & Pearce, 2013). "One of the most difficult skills is to know when to stay silent (to give time for participants to work through their answer) and when to move on (by prompting or asking a different question). A useful rule of thumb is to listen more and talk less" (Crouch & Pearce, 2013, p. 114).

Workshops were used to involve multiple actors in a collaborative co-design setting (the online platform Miro) to understand which brand associations were most important for the customer experience and brand, explore supporting logics and co-create some outcomes (example: a brand persona).

Observation includes empirical observations as well as interpretations of them. This method was used to complement the interviews and workshops. Thinking about what is expected to happen can speed the process up, but should not be allowed to bias actual observations, or prevent exploring any unexpected events. Observation assists in becoming immersed in the research setting to get a better understanding which assists in the research process. It is a reflexive process that enhances the researcher's credibility and helps readers engage and make sense of the final text (Crouch & Pearce, 2013).

Desk research was also conducted in terms of going through company documents, and past qualitative research efforts to understand the customer experience and MoCap associations.

### Chapter 2.3.1 Immersion and reflexivity, triangulation and relevance

An action research involves immersion in the research context to achieve a higher depth of content while being reflexive – enabling a documentation of the data and insights. The interviews were recorded, transcribed, coded deductively and regularly reflected on – to understand how the main findings evolved (to become their final outcome) (Levin, 2012). It is suggested to separate events and meaning and present evidence in a factual and neutral manner to enable a deeper understanding for the reader, while at the same time allowing them to be objective and see the bigger picture without any distortion that would normally come along with the immersion (Coghlan & Shani, 2014; Levin, 2012).

Findings from the practical phase are cross-checked across multiple methods for a more rich and multi-perspective view to have better confidence in the data (Nelson, 2017; Renz, Carrington, & Badger, 2018). These included my main findings from my interviews with all relevant stakeholders, the workshops, company internal documents and my personal reflections.

The research is relevant (to be added to the body of marketing theoretical knowledge) because even though it is done for a single case study company, it can be applicable (and hence generalized) to other mid-sized B2B companies (while being slightly adapted if necessary).

# Chapter 3 Literature Review

## Chapter 3.1 A branded customer experience

Due to increasing competition and technological advances, companies have to find new and innovative ways to provide value to their customers. People purchase offerings to obtain value – defined as the functional and emotional benefits received by the beneficiary, by assigning 'meaning' within a given context (Merz, He, & Vargo, 2009; Sandström, Edvardsson, Kristensson, & Magnusson, 2008).

Meaning is assigned to the value customers receive from the organization and to the context in which it is received. The rest of the sub-chapter explains meaning, the customer experience, how it can be aided by creating a 'Brand Experience Proposition' and how to manage the customer journey. Managing the journey manages the context in which value is delivered to maximize value (Lemon & Verhoef, 2016).

Iglesias & Bonet (2012) suggest that meaning involves projecting properties, values and uses onto the customer experience and onto the brand. The customer experience is viewed as a phenomenological event – the internal and subjective interpretation of any direct and indirect interactions with a company (Meyer & Schwager, 2007). It can be understood by studying the customer journey (in Chapter 3.1.1).

A brand can be used to assist in defining the experience the organization wants the customer to have. This involves encoding intentional meaning or framing a Brand Experience Proposition and inserting it into the customer experience (Motta-Filho, 2017). Iglesias & Bonet (2012) suggest that brands that deliver a superior brand experience proposition across all touchpoints develop an emotional connection with clients. Companies can only design for the desired experience. As it is a subjective phenomenon, experiences emerge at the customers perceptions' level. While an experiential approach to branding is mainly used in the context of extraordinary experiences – such as at Disneyland or Heineken Museum – Motta-Filho (2017) suggests it should also be addressed in quotidian, ordinary interactions and offerings.

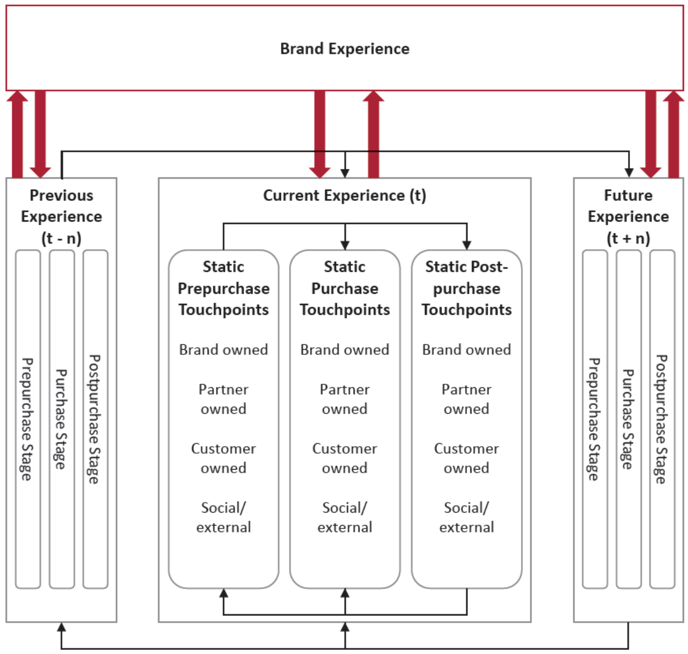
### Chapter 3.1.1 Managing the customer experience in a B2B context

This sub-chapter explains how to understand and manage the customer experience (i.e. to facilitate the desired experience). It explains a single purchase journey, how the brand experience is made up of all past purchase journeys and interactions with the brand and suggests a method to dive deeper to interpret the customer experience – by studying 'service clues.' The next sub-chapter describes what kind of emotional experience B2B customers are looking for. If the Brand Experience Proposition hopes to enable long-term relationships with clients, it must engage and communicate in the right manner.

A single purchase journey involves a pre-purchase stage (customers understanding a problem requiring a purchase, deciding which brand to use, as well as interactions with the brand prior to purchase), a purchase stage (main interactions at the touchpoints during the time of purchase) and post-purchase stage (interactions with a brand after the purchase such as repairs) – as seen in Figure 1 (Österle, 2019).

Multiple purchase journeys (to make multiple purchases) can occur over a customer's lifetime and the total brand experience can be seen as the accumulation of all past purchase journeys. Each individual journey can be influenced not only by the firm but external parties such as partners and fellow customers (Kaartemo, Akaka, & Vargo, 2017; Lemon & Verhoef, 2016; Österle, 2019). Some stages of the customer journey can be skipped, depending on the importance and novelty of the purchase (Hill, 1972).

Figure 1 The Customer Journey and the Brand Experience (Österle, 2019)




Motta-Filho (2017) dives deeper by suggesting that the brand experience is the interpretation of meanings embedded (purposefully or not) into the qualities and characteristics of the offering – resulting from interactions at touch points. Berry et al (2006) suggests three types of clues that can help to understand the interpretation of meaning by customers to evaluate service experiences:

1) Functional clues (basic functional features expected to be present – reveals reliability of the supplier)

2) Mechanic clues (sensory clues affecting the presentation of the touchpoints)

3) Humanic clues (behaviours and appearance of service providers)

Berry et al (2006) go on to say that all three types of clues need to be aligned and if humanic clues – the service provided by employees – meet both the client's routine and unique needs, this can have a strong impact on service satisfaction and loyalty. As humanic clues are so important in the customer experience, internal branding - training employees in desirable behaviours – can help maximize value.

As stated at the beginning of the sub-chapter, the customer journey and the customer experience are becoming more complex. Firms use multiple touchpoints to engage with customers which all need to be managed if they want to deliver a consistent brand proposition. Managing the customer experience requires interdisciplinary teams to understand the holistic experience and all touchpoints. It is hoped that managing the experience will delight customers (maximize value provided), improve customer loyalty (reduce switches to competitors) and raise referrals (Lemon & Verhoef, 2016). Managing the customer experience is done in this thesis by research on how to embed intentional brand meanings (or service clues) into a superior brand experience proposition that is delivered across all touchpoints.

## Chapter 3.1.2 An emotional connection with B2B clients

To use a Brand Experience Proposition to achieve an emotional connection with B2B clients, it is important to understand what kind of emotions B2B clients desire to maximize value. B2B clients are more serious and the focus of a Brand Experience Proposition should be on establishing trust (reducing perceived risk because clients can trust the brand), credibility, authenticity and loyalty (Österle, 2019).

One way has been suggested by Berry et al (2006) to achieve this customer loyalty and overall customer satisfaction. Customers must perceive a high level of employee effort in delivering the service and solving the customer's routine and unique needs. The positive consequences of this can be non-linear (with large multiplier effects). This is possible as long as all the clues (functional, mechanical and humanic clues) are aligned with each other (the Brand Experience Proposition can help structure the design of the service setting) – and matches (and possibly surpasses) customer expectations.

When managing unique needs, small, meaningful and authentic additional steps show employees truly value the customer as a person (Bolton, Gustafsson, McKoll-Kennedy, Sirianni, & Tse, 2014; Varnali, 2019). This leads to higher trust towards the firm and makes the service experience more memorable (Bolton et al., 2014). Internal branding trains employees to meet routine and unique needs – or how to deliver humanistic clues best.

B2B products are usually more technical and complex with a smaller number of clients with large-value monetary transactions. Marketing strategies and communications should be more technical, pedagogical, interactive and personal to share the required information about the company and reduce perceived risk – so that customers feel the brand can be trusted to solve their needs (Österle, 2019).

Some relationships are more transactional with a short-term focus, while others are more relational and long-term (Österle, 2019; Penttinen & Palmer, 2007; Witell et al., 2019). It is important for the supplier to understand the preferences of the B2B client and to what extent there is a relational focus – to create mutually beneficial relationships taking into account the interests of both parties.

This sub-chapter has emphasized why it is important to understand the holistic experience and achieve a strong emotional connection with B2B clients to make the experience more memorable. The customer experience is an internal and subjective interpretation by the customer – that cannot be fully controlled.

Lemon & Verhoef (2016) suggest that customer journey analysis requires customer input to achieve a better understanding of their perspective (and should also facilitate more trust in the brand). Sandström et al (2008) suggest that co-creation of experiences is one way to increase the uniqueness of value for customers. Firms need to find a way to differentiate themselves beyond shallow things that are easily replicable by competitors like price-competition or copying features.

The next sub-chapter explains how value co-creation can be used to engage with customers and help create more compelling service offerings – before going on to explain how this can be done.

## Chapter 3.2 A service dominant logic and value co-creation

The previous section suggested that getting customers input about their past experiences and increasing their involvement in co-creation of future experiences creates more compelling and unique service offerings. This can be achieved using a service-dominant logic approach to marketing (Merz et al., 2009). This approach can be summarized by five axioms as used by Vargo and Lusch (2016, p. 18):

1) Service is the fundamental basis of exchange (a process orientation of value)
2) Value is co-created by multiple actors including the beneficiary (the service ecosystem)
3) The multiple actors create value by integrating resources from a variety of sources
4) Value is uniquely determined by the beneficiary
5) Value co-creation is coordinated through actor-generated institutions and institutional agreements/logics.

The central rule of service-dominant logic – that defines this approach to marketing – is the first axiom. Service rather than goods are treated as the fundamental basis of all exchanges (Merz et al., 2009).

Vargo and Lusch (2011, p.1) state the first axiom "implies that all social and economic actors engaged in exchange (e.g. firms, customers, etc.) are service-providing, value-creating enterprises; thus, in this sense, all exchanges can be considered B2B". Because it is relevant to B2B, a service-dominant logic approach is beginning to be explored in a B2B context (Kohtamäki & Rajala, 2016; Vargo & Lusch, 2011).

A service dominant approach treats value in the customer experience as co-created by multiple actors (including the beneficiary) – and these actors make up a 'service ecosystem (Sebastiani et al., 2014).' Developing strong relationships between all parties via negotiation, dialogue and collaboration can result in a better integration of everyone's resources towards a common goal (Sebastiani et al., 2014). These resources can be obtained from a variety of sources. Ultimately, however, value is subjectively determined by the beneficiary (in line with a phenomenological approach) (Merz et al., 2009).

Structuring interactions between all members of the service ecosystem requires institutional agreements (shared assumptions, values, beliefs and symbols) (Vargo & Lusch, 2016). These agreements unite all members and make value co-creation possible (Vargo & Lusch, 2011). Kohtamäki & Rajala (2016, p.2) suggest in a B2B context that "an actor's subjective experience of value can be considered an outcome of a value co-creation process, in which value propositions act as conveyors of potential value in the exchange processes among the supplier, service provider and customer". However, Kaartemo et al (2017) warns value co-destruction can occur if the right structures are absent.

To summarize, a service-dominant logic perspective treats value as created by multiple actors who actively participate in integrating resources from a variety of sources and work towards a common goal. Value is uniquely determined by the beneficiary and is the outcome of a value co-creation process (which can be aided by a value proposition – or possibly even a Brand Experience Proposition – and other institutional agreements) (Vargo & Lusch, 2016).

The next sub-chapter explains how a firm's strategy can be translated into a value proposition (or a Brand Experience Proposition), which then requires a semantic transformation to encode intentional brand meaning into the daily customer experience. This process can be aided by including customers as well to create service offerings that are more compelling – by including their perspective (co-creation).

## Chapter 3.3 Converting the brand strategy to a brand-aligned customer experience

Berry et al (2006) suggested that customers scrutinise functional, mechanic and humanic clues to make evaluations before and during their interaction with any service offering. The customer experience is the outcome of these interactions and evaluations. It was also suggested a Brand Experience Proposition can help to define intentional meaning and encode it in the customer experience.

This chapter will explain how this is done. It involves bridging the gap between the firm's brand strategy and the delivery of a consistent brand-aligned customer experience. This requires operationalisation to move from something abstract (the brand strategy) to something more tangible (touchpoint design).

When evaluating a service before purchase, successful branding reduces perceived monetary, social and safety risks in the minds of the customer and increases trust (Berry, 2000; Clatworthy, 2012). B2B clients find risk reduction the most important brand function (Österle, 2019).

Successful brands create an identity that customers are happy with – and that aligns with the customer's identity. The rest of this chapter will first describe how to create a unique brand personality (to achieve this identity alignment). Secondly, it describes how to make a co-created Brand Experience Proposition (which emerges from the brand personality) which can be embedded into touchpoints and interactions with customers (and is described in the next sub-chapter 3.3.1 A semantic transformation).

Businesses can make their brand more humanistic by using a unique brand identity – to make the brand seem like an extension of the customer's identity. Ideally, they would share characteristics in common and others the client would like to be associated with (Aaker, 1997). This identity should be based on the brands' unique context (company strategy, internal capabilities and brand associations of stakeholders).

The brand personality must be made tangible through the brand manifestations. The Brand Experience Proposition guides integration of brands into touchpoints and employees' interactions and empathizes with customer needs – making them tangible (Cheinman & Bishop, 2019; Kranzbühler, Kleijnen, Morgan, & Teerling, 2018; Motta-Filho, 2017). This is done through intentional brand meaning encoding.

Tierney, Karpen and Westberg (2016) treat brand meaning co-creation as a process synonymous with value co-creation but negotiated to arrive at brand meaning. Tierney et al (2016, p. 7) state "multiple actors collaboratively co-create brands and their meaning through interaction, dialogue and exchange and integration of resources". Brand meaning can be defined as an idiosyncratic and evolving emotional and cognitive understanding of the brand – as a result of the negotiations described in the last sentence. The Brand Experience Proposition is designed through negotiations and implemented into touchpoints.

From a stakeholder perspective, the outcome of brand meaning co-creation - if done right – is brand legitimacy and an enhanced identity. This is because the outcome is agreed upon by everyone. The brand personality is also congruent with the desired identity of clients. The metrics managers can notice are higher brand awareness, brand loyalty, brand equity and sales (Tierney, Karpen, & Westberg, 2016).

Clatworthy (2012) suggests that design of touchpoints, the organisational culture and staff behaviour play a key role in a service brand's image. Service is staged through the sensory design of 'enablers' – things which can be managed or evaluated. Design of touchpoints can include things such as processes, physical/technical products, technology, infrastructure or attributes/sign/symbols (Zomerdijk & Voss, 2010). Enablers can encode intentional brand meanings into the setting to facilitate the service experience – via what is called a semantic transformation (Motta-Filho, 2017; Sandström et al., 2008).

## Chapter 3.3.1 Semantic transformation

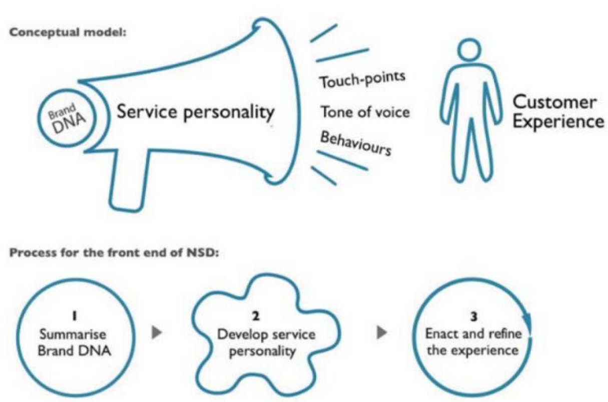
The semantic transformation is a process used to intentionally imbue brand meanings. It was originally developed by Karjalainen (2004) in the context of products and later adapted by Clatworthy (2012) in the context of service experiences. This involves 3 stages (Figure 2) which are outlined and then explained:

1) Developing the brand DNA/essence (figuring the brand out to afterwards encode into the experience)

2) Develop behaviour/visual analogies to facilitate the transformation of the essence into a physical form

3) Developing outcomes of how the brand should be embedded in the service experience

Figure 2 The brand megaphone semantic transformation metaphor (Clatworthy, 2012)



The first stage of developing the brand DNA starts with understanding the brand. Relevant aspects of the focal firm could be brand associations held by relevant stakeholders, the context of clients and their customer experience, and the role of service employees who interact with the clients. This could be in the form of brand associations; touch-point behaviours; organisational culture; and experience heritage. The brand should reflect the desired relationships with all parties in the service ecosystem, as well as the company's heritage and business strategy (Kaartemo et al., 2017; Motta-Filho, 2017).

The second stage uses behavioural or visual analogies – to facilitate the transformation of the brand DNA (desired brand associations) into a service personality. This gives the brand human characteristics and makes something abstract easier to understand, measure and facilitates discussions (Clatworthy, 2012). The final stage is arriving at outcomes of practical steps to embed the brand into the service experience.

Motta-Filho (2016) combined the stages described thus far in the literature review to create a 'triple semantic transformation.' First, the brand strategy has to be translated into a brand personality and Brand Experience Proposition – an abstract concept framing the desired customer experience. Secondly, the Brand Experience Proposition has to be translated into settings that support the service (touchpoint design, culture and staff behaviour). Thirdly, the actual service experience occurs in a customer journey. The Brandslation process is aimed especially at the early stages of the triple semantic transformation to shape the creation of the Brand Experience Proposition and the Brand Experience Manual.

## Chapter 3.4 The Brandslation process

The Brandslation process facilitates the creation of a Brand Experience Proposition (from the brand strategy) and the Brand Experience Manual. It tries to make the process more experiential, make the brand more humanistic (by creating a brand personality for a more emotional connection) and facilitate settings that support the service experience (Motta-Filho, 2017). The process builds on service-dominant logic and value co-creation and actively involves all the main relevant stakeholders to maximize value.

There are two stages, the first of which is called the insight phase. This involves studying the current state of things for all relevant parties in the service ecosystem:

1) The business and its business strategy (both an internal and external perspective). Internally is the company's internal resources and capabilities. Externally is how it uses these to achieve the desired positioning and how the competitive environment influences customers' expectations.
2) The current brand identity, brand image brand and associations - the way relevant stakeholders perceive them and why these can differ (to later facilitate alignment).
3) The context influencing the current customer experience
4) The roles and objectives of the most relevant stakeholders (to later facilitate alignment). These lead to the experience employees and distributors try to deliver

The relevant parties in the service ecosystem can be the CEO, managers, distributors, investors and employees. Interviews are done in the insights phase to get a better understanding of their perspective of the brand, their objectives and how they interact with each other (Motta-Filho, 2017). Involving everyone creates a shared sense of ownership and directs everyone's resources towards a common goal.

In the second stage, or development phase, the main findings from the insight phase are translated into a Brand Experience Proposition and the contents in a Brand Experience Manual. This is done through co-creation with employees and management. The development phase includes the processes conducted as described below and the Brand Experience Manual is the document containing these final outcomes.

1) The process of creating a brand character – finding the most important characteristics that define the company and making a brand personality out of them

2) The process of creating a customer persona and settling a relationship metaphor – understand the customer the company is serving and create a balanced metaphor of what both parties mean to each other and a brand experience proposition
3) The process of defining the design principles and envisioning a service moments narrative – the relationship metaphor is translated into a set of design principles (actions that must be consistently taken) in a narrative of a 'perfect brand journey'

**Creating a brand character, customer persona and relationship metaphor**

The development phase begins by discussing the main findings from the insight phase and extracting them to use in the development phase. Motta-Filho (2017, p. 143) states that the objective of creating the personas and defining the relationship metaphor is "to create a balanced experience proposition that considers the different perspectives of the main stakeholders; this means that the brand perceptions, service experiences and future expectations should be seen from the angle of the customers, the organization and the employees." It is also grounded in the organization's internal capabilities, the customer's wishes and the brand strategy.

The outcomes of the development phase are expressed as metaphors and narratives (Motta-Filho, 2017). Narratives effectively engage audiences and enable deeper bonds. They appeal not only through rational arguments, but also at the emotional level of feelings and motivations (Iglesias & Bonet, 2012). Personas (for the brand character and customer persona) try to make both companies more humanistic – by using personalities – to portray the outcomes as if they were two people in a relationship.

**Creating a set of Design Principles and envisioning the Service Moments**

The relationship metaphor needs to be translated into a set of Design Principles. The Design Principles are experience enablers – actions that must be done consistently to deliver the Brand Experience Proposition and facilitate the relationship metaphor, supporting the planned for ideal service customer journey. Motta-Filho (2017, p. 158) states that "the objective of this action is not to design the 'perfect brand journey,' but to find the key catalysts for the right experience; by analysing multiple service interactions, it is possible to find the patterns that enable the delivery of the Brand Experience Proposition, translating them into Design Principles".

Finally, 'Service Moments' are envisioned. Service Moments are key individual moments in the customer journey that together make up a narrative of the perfect journey. This conveys the desired experience for archetypal customers by applying the Relationship Metaphor (desired relationship) and Design Principles (consistent actions) to each Service Moment. When the Relationship Metaphor and Design Principles are applied to all Service Moments, this results in the perfect journey. The focus of the Service Moments should be on the overall experience and not on individual touchpoints (Motta-Filho, 2017).

## Chapter 3.5 The Brand Experience Manual

Motta-Filho (2017) says that the Brand Experience Proposition is a consistent and authentic brand promise. Motta-Filho (2017, p. 147) also states that the proposition is the outcome of the Brandslation process, which "is a composite of the customers' aspirations, internal capabilities and corporate strategies that is feasible, desirable and viable". Therefore, it reflects neither solely what the management or the customer wants. This is an outcome of a joint discussion of the main relevant stakeholders through value and brand meaning co-creation that takes into account the resources and capabilities of all parties (Eggert, Ulaga, Frow, & Payne, 2018).

The Brand Experience Manual is a tool used to communicate the Brand Experience Proposition to the (in this thesis) manager of the B2B firm it is being designed for. Designing the brand experience manual is done alongside the prior Brandslation process. Therefore, there is a mutually dependent relationship with both sides being worked on at the same time (Motta-Filho, 2017).

The Brand Experience Manual is built on a phenomenological approach. Experiences are the response of customers to an occurrence. Brands are envisioned as both a meaning proposition and the result of the customer's past experiences (Motta-Filho, 2017). The Brand Experience is the customer's interpretation of the meanings communicated through the branded offerings over multiple interactions (Motta-Filho, 2017). This fits with viewing brands as cocreated (Kaartemo et al., 2017; Lemon & Verhoef, 2016; Österle, 2019).

The company can only mould their relationship with clients in a more desirable direction. This means that the client's perception of the Brand Experience cannot be totally reformulated (removing past interactions) to create something new. It can only be evolved in the desired direction. Managing this transition effectively in coordination with relevant stakeholders can facilitate long-term benefits (Motta-Filho, 2017).

Some example long-term benefits could be feeling a sense of connection to the brand because of joint involvement in the decision-making process, brand loyalty and high satisfaction (Merz et al., 2009). It is important that the Brand Experience Manual is usable and easily understood. Research has suggested that metaphors can facilitate a more universal understanding (Motta-Filho, 2017).

The Brand Experience Manual consists of the relationship metaphor, the brand and customer personas, the design principles and the service moments that were facilitated by the Brandslation process. These are combined in one document to properly convey the Brand Experience Proposition and the three parts are connected and complement each other. The brand and customer personas describe the two most important stakeholders – the brand and the customer. The relationship metaphor explains how the two parties interact and why they need each other. The design principles describe the enablers to facilitate the purposeful design of the setting. The service moments break a perfect customer journey into parts.

The format of the Brand Experience Manual can be fluid to support whatever form best supports the design and communication of the Brand Experience Proposition to relevant parties (Motta-Filho, 2017). In the case of this thesis, the Brand Experience Manual has been designed for managers.

# Chapter 4 Research process

## Chapter 4.1 Research process summary

The research process I used in my thesis is that of an adapted version of the Brandslation process. This can be divided into two phases as suggested in the literature review – the Insights phase (understanding the brand and customer experience) and the Development phase (creating the main outcomes of the Brandslation process). The Brandslation process also facilitated the creation of a Brand Experience Manual alongside it. I first describe the research process on a high level before diving more into a deeper explanation of some areas that need more detail including screenshot images.

## Chapter 4.2 Insights phase

The Insights phase involved understanding the MoCap brand and customer experience. My understanding of the company evolved in stages – I tried to see everyone's perspective in a different context. Instead of remaining on the surface as if some people were 'right' and others 'wrong' about the company, I tried to dig beneath the surface to find out what contexts gave rise to different perspectives – and what story best validates everyone's perspective. It felt like there was a never-ending amount of useful information but my supervisors advised me to narrow it down to the essentials. Stages of the Insights phase were:

1) Looking at company documents – quantitative research about customer satisfaction with their service experience and what customers determine as the main brand associations, documents about the company vision and values.

2) Making two semi-structured interview schedule guides based on the company documents and the Brandslation process used by Motta-Filho (2017) – which are found in Chapter 8 Appendices.

3) Conducting interviews with employees and managers to understand the company, products and customer experience. These were from the following departments: Marketing and Sales, Engineering, Product Management, Tech Support, Customer Service, HR, Business Managers and the CEO.

4) Conducting interviews with customers and distributors across product lines and geographic regions.

I conducted 14 interviews with employees and 18 interviews with customers. These were transcribed daily and coded deductively using predefined codes (on important topics). Examples of codes are the 3 product lines (3DBM, DOT, ISM), customer-centricity, company culture, employee's first impression of the company, the customer journey, functional and emotional associations and what kind of relationship the company had with customers (an external and internal perspective from customers and employees).

## Chapter 4.3 Development phase

Findings from the Insights phase about the brand and customer experience (from the perspective of all key stakeholders) were used as a foundation to understand the current state of things – about current brand perceptions, service experiences and future expectations. This then facilitated discussions in the workshops – on how can MoCap better facilitate a desirable and branded customer experience. The workshops were conducted with MoCap employees as well as two guests from MoCap's marketing agency.

As the workshops in the Development phase progressed, the Brandslation process outcomes evolved. There was a translation from abstract outcomes into practical implementation steps (via a semantic transformation). The Design Principles and Service Moments (or more simply designing a model of a full customer journey to implement the desired experience) are adapted. Instead of full customer journeys, this thesis describes implementation via a few key touchpoints. Stages of the Development phase were:

**1) Two abstract level workshops – one with marketing and one with front-line employees**

The first step was to figure out what kind of brand MoCap wanted to be at an abstract level. At the beginning of both workshops in step 1, I gave a small introduction to my research and presented my findings (from the interviews). The presentation's structure can be found in Chapter 4.5.

The workshop with marketing used the findings from the Insight phase (as a foundation) and created the first iteration of the main outcomes at an abstract level (core brand themes, a brand and customer persona, a story of the relationship between the two) – and the workshop with front-line employees (sales, engineering and customer support) helped to get feedback – to improve the abstract outcomes. The rest of this section will explain the stages gone through to arrive at the abstract outcomes.

In the insight phase, I had found 80 brand associations (words which the key stakeholders associated with the MoCap brand). These were prioritized based on how important they were to the brand – based on current and desired associations (what MoCap wanted to be associated with). These were prioritized and organized into 6 clusters to form 6 core brand themes or categories (described more in chapter 4.5).

As mentioned in the literature review, we really wanted a humanistic relationship and a strong bond between the brand and the customer. Therefore, we created 2 personas for both the brand and customers who were christened Tony and Dave – and a story describing the evolution of their relationship. These 6 brand themes, the 2 personas and this brand story described the desired customer experience at an abstract level. They evolved in a natural form from each other and were connected.

To summarize, the brand associations were clustered into core themes. Based on these 3 brand themes, we thought about what kind of person would MoCap be if he were a human named Tony? We thought about what kind of customer, in general, does business with Tony? We named him Dave. How can a story be created about Tony and Dave and the evolution of their relationship that uses these brand themes? A more detailed description of the abstract outcomes, screenshots of how they looked and how they evolved can be found in Chapter 4.5. This will help make everything clearer.

**2) One group workshop with marketing and three one-on-one workshops (about implementation)**

The brand had to be translated from something abstract into a summary Brand Experience Proposition that could be then grounded into practical guidelines for implementation. The initial plan was to describe the implementation using a full customer journey but – because it was realized this would become too complicated – this was adapted. Implementation was instead described using 5 key touchpoints. For example, how would Tony (MoCap) behave when he was participating in events to promote his business?

The first group workshop focused on 4 touchpoints, while the one-on-one workshops were more specialized and focused on one touchpoint each. In addition, after the first group workshop, I created the Brand Experience Manual and tested its usability in the individual one-on-one workshops.

The first two one-on-one workshops focused on the touchpoints social media and product design. But the last one-on-one workshop was not about a specific touchpoint. It was on how to simplify the manual to its final form and discuss its future after my thesis. The sales employee participating in the final workshop had planned a “360-degree customer view project” about the customer experience across touchpoints as well. He gave me feedback on my manual and could use it to guide his research as well.

## Chapter 4.5 Further reflections on the evolution of the process and the main outcomes

**Regular meetings to discuss my progress and receive feedback**

I had regular meetings with my university supervisor who gave me feedback on my progress throughout the Insights phase and helped me plan for each workshop in the Development phase. I also got feedback from my company supervisor. Both supervisors were present in some of the workshops. An example of feedback: after 2 weeks of interviewing employees, my university supervisor advised me the focus was too much on functional associations. There were not enough emotional associations to add more ‘heart.’

**Presentation (of my findings from the Insights phase) at the beginning of workshop 1 and 2**

At the start of workshops 1 and 2, I had to give a presentation explaining my thesis, my findings from my interviews and what was expected from participants in the workshop. I structured it as follows:

1. **Introduction** to the concept of a Branded MoCap experience, the stages went through in my thesis and a couple of sentences describing the plan for the current and upcoming workshops.
2. **Company background data (existing data)** of the MoCap vision and values
3. **Some brand associations:** two slides of quotes from employees, distributors and clients about MoCap
4. Slide saying a **paradigm shift was occurring** as MoCap becoming more customer-centric
5. A **draft persona I created for an MoCap customer** (not related to a specific product line).
6. **Customer satisfaction with their experience** (on a scale of 1 to 10) separated by product line.
7. **A high-level view of the stages of the customer journey** before zooming in into each stage

I tried to ensure an inclusion of quotations from customers from different product lines when making the brand associations, draft customer persona, describing customer satisfaction and the customer journey. Quotations from customers and employees were both used to come up with all the brand associations.

**Core brand themes, the brand and customer persona and a final Brand Experience Proposition**

In the first workshop in the Development phase, I had created a list of 80 MoCap possible brand associations – out of the interviews. We selected the most important associations and organized these into 6 clusters/themes of associations that were similar to each other (as seen in Figure 3 and Figure 4).

Figure 3 Circular brand association board

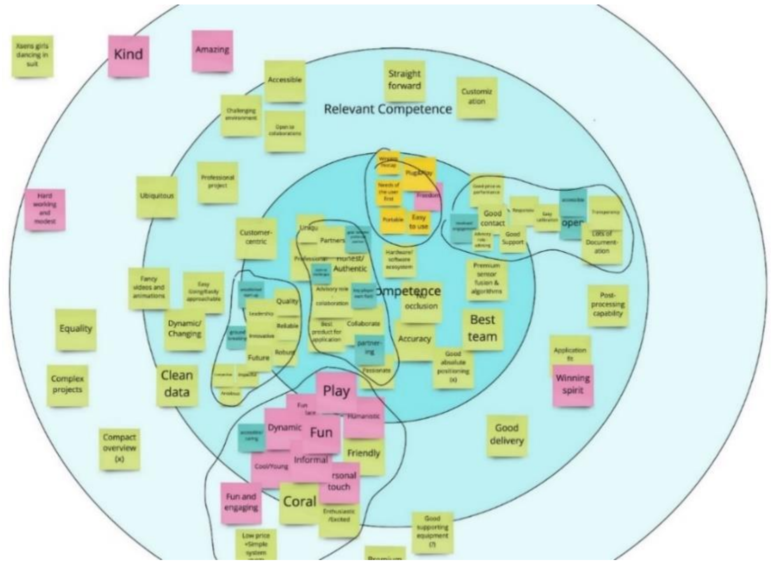
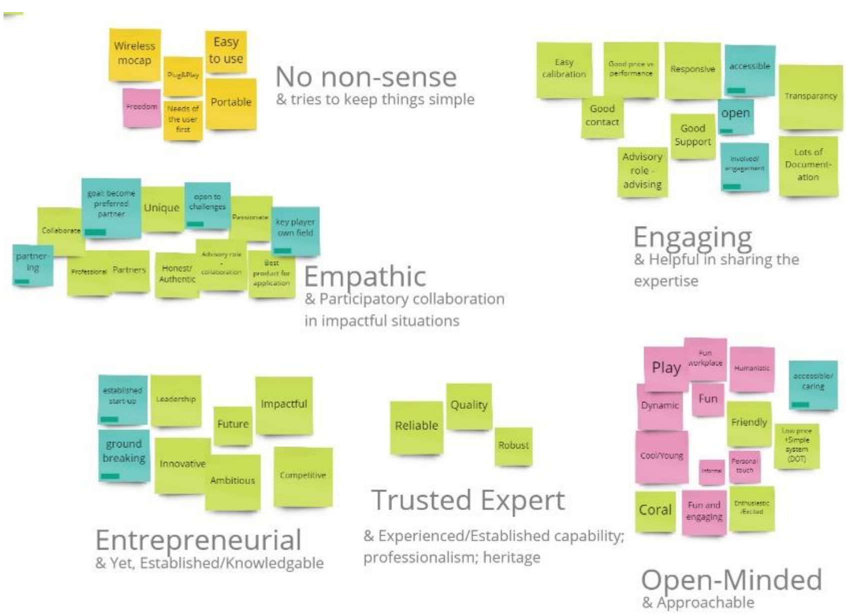



Figure 4 Six MoCap Brand Clusters




We looked at the 6 clusters and thought about what kind of celebrity or movie character could be aligned with them. It was jokingly suggested that the Marvel superhero Tony Stark could be connected to these characteristics but it was later dropped. We realized that we wanted to keep MoCap and the customer as both on the same level and the superhero Stark can at times be too arrogant. Even though Tony was no longer Tony Stark, it was decided that the name Tony would still be kept for MoCap. In the brand persona, it said MoCap wanted to become Tony. Unconsciously and implicitly, MoCap knows it is Tony but this identity hadn't been fully evolved and matured yet – to be structured and integrated consistently into all interactions. Tony now 'grew' and became more responsible (as seen in Figure 5).

We also created a persona named Dave to represent an abstract MoCap customer (Figure 6). Dave was an 'abstract customer' – this meant that he was used as a construct to help facilitate discussions in the workshops about the desired customer experience. Just because Dave was a certain way, did not mean all customers had to be exactly like him – as applications and customer needs could vary a lot.

Figure 5 The Brand Persona

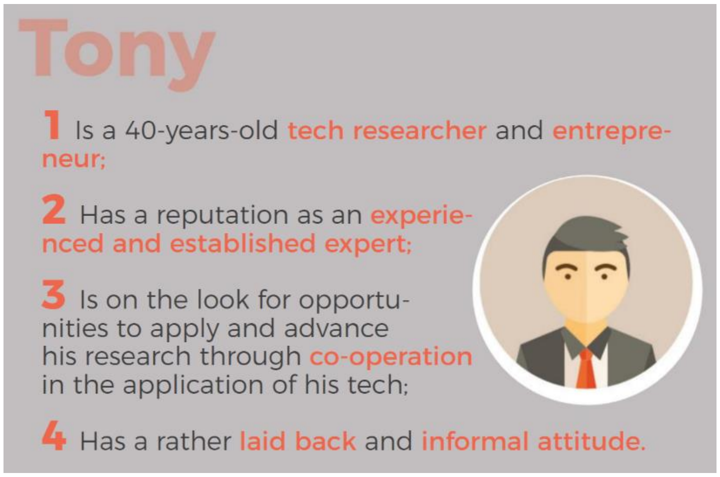
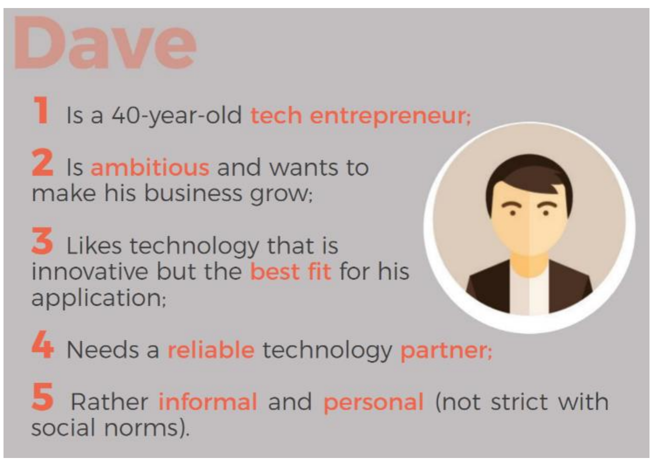



Figure 6 The Customer Persona




The 6 brand themes were later combined to form 3 because they could be simplified. For example, being a trusted expert suggests MoCap is a leader, but being entrepreneurial suggests that the company is still learning, growing and evolving. Next to the clusters was a humanistic description – as if the brand was human and not a company (MoCap) describing the cluster's importance. This is seen in Figures 7 - 9.

Figure 7 Brand Cluster 1 and its description

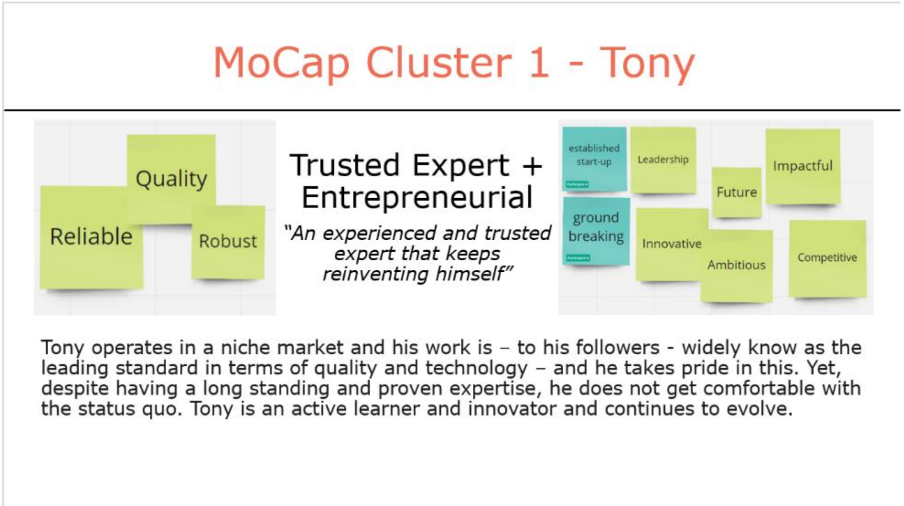



Figure 8 Brand Cluster 2 and its description

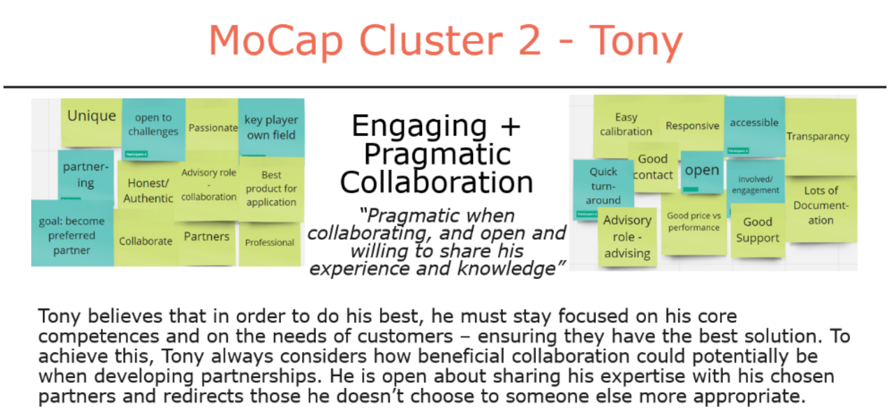
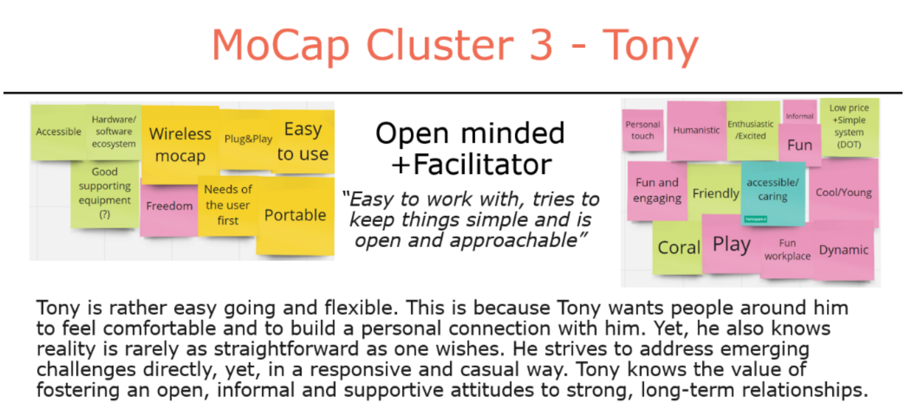



Figure 9 Brand Cluster 3 and its description



The 3 key themes were included in the first iteration of the Brand Experience Manual, but because there was a Brand Experience Proposition (which summarized the themes) it was later removed. The aim of the Brand Experience Proposition was to define the desired experience the organization wants the customer to have. The Brand Experience Proposition which was designed for MoCap can be seen in Figure 10. This was extracted from the brand themes and personas. As it is so integral to the whole Brandslation process, it was defined at the end of the abstract phase (the end of the first implementation workshop).

Figure 10 Brand Experience Proposition


**The Brand and Customer Story**

In the first abstract workshop in the Development phase, using the core brand themes and the brand and customer persona, the participants started to discuss how they thought that Tony (MoCap) and Dave (the abstract customer) could have met. Using their discussion as a foundation, I created the first draft of a story of the evolution of the relationship between the two.

I got feedback from MoCap employees in the following two workshops (from front line employees and then again from marketing). I used their feedback to make the final version of the MoCap story. The first draft I made treated Tony as someone who graduated a few years before Dave and as a mentor – but it was later decided to make them on a more equal footing. A marketing manager said that the story "multiple times says mentor, teacher, professor, student. It should be on the same level somehow. We value our customers as equal … (We are not a superhero above the rest of the world like Tony Stark). We are developing. We are learning. And our customers are developing and learning along with us. That's what I'm missing. This collaboration. Someone with who you collaborate on the same level." This can be seen in Figure 11 – what Tony and Dave mean to each other.

Figure 11 What Tony and Dave mean to each other

but they both see great potential for collaboration. They share an interest in the same field, yet, they pursue it from different angles. Tony focuses on the development of the technology itself, while Dave is advancing new applications for it. They are excited about collaboration possibilities.

They also feel a strong personal connection - they are both renowned professionals in their in-dustries. However, they are rather in-formal and try to make collaboration as easy and straightforward as possible.

**Implementation at touchpoints**

The implementation slides of the Brand Experience Manual described what a Tony meant for the touchpoint. This was both at a general level (meso) and examples of actual practical actions that were taken at the practical level (micro) – to implement the meso level guidelines. Meso involved judging if MoCap was Tony, what would Tony's main goal and priorities be at the touchpoint. If there are several stages gone through at the touchpoint, this can also be included (Figure 12 and 13 below).

The implementation guidelines were based on the abstract brand themes. This means that even though the details – the content of what is being done – varies across touchpoints, the general abstract brand stays the same. For example, one of the brand themes is that Tony is engaging. This can be seen in the following two quotations across two touchpoints.

One marketing manager said, "what you're saying is using social media less as a bulletin/announcement board. And more like actually having a normal conversation… Social media is about conversations. Engaging informally to people and less about announcements." This was for social media.

Another participant said, "maybe in some presentations (events), we can include not only a Q&A at the very end – but in presentations make it more interactive. People like Tony and Dave – when they have some conversations, they have some interrupted breaks… You can keep your attention for like 20 minutes." This was for the touchpoint events MoCap holds/attends.

Figure 12 Product design Meso and micro level

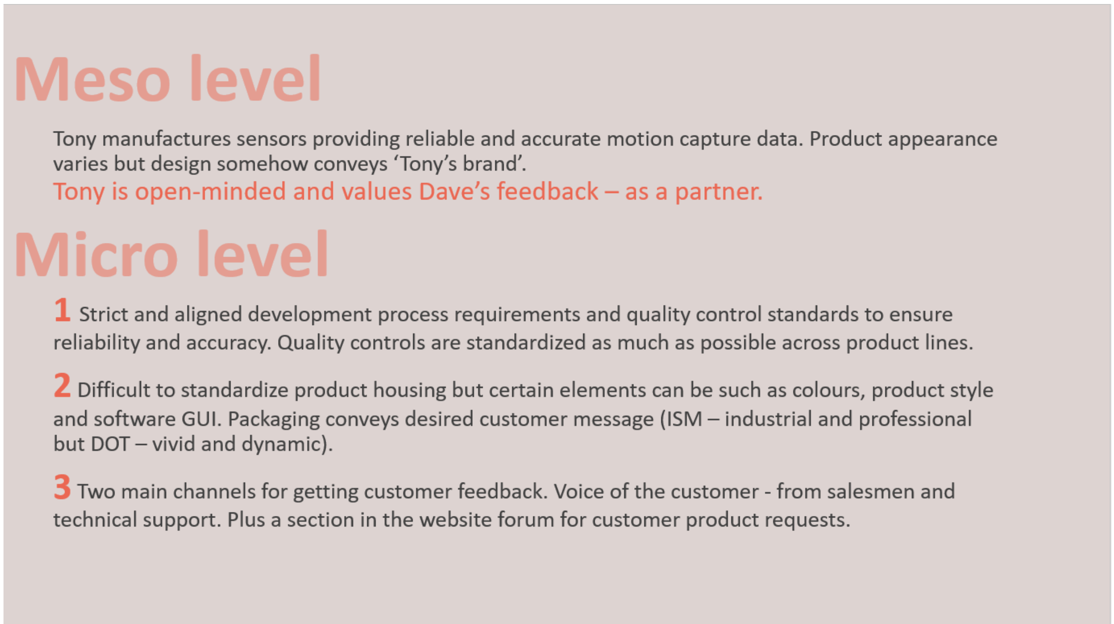
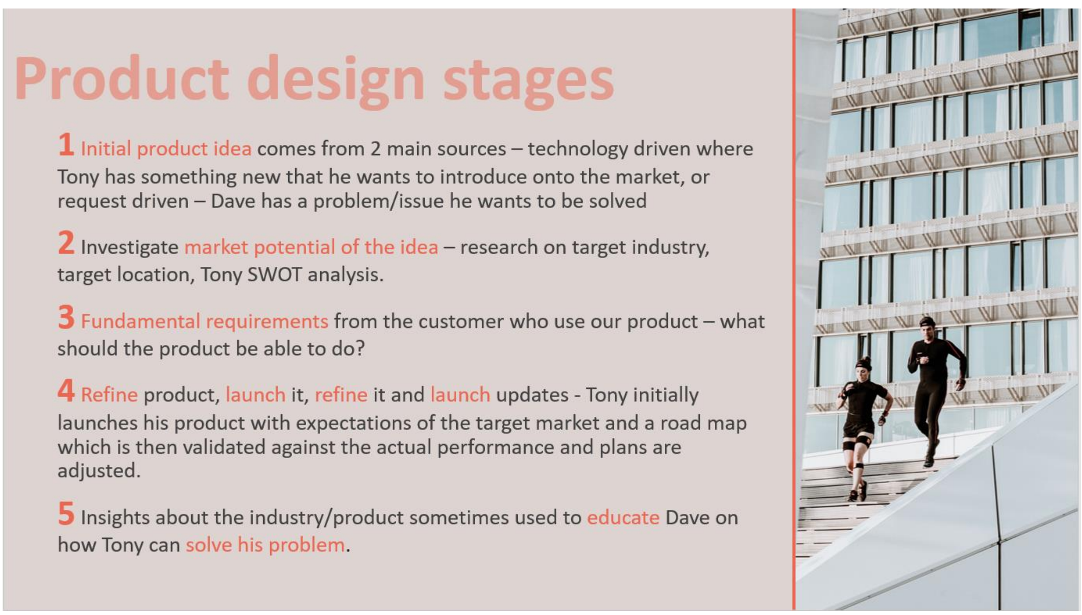



Figure 13 Stages gone through in implementation at the touchpoint




## Chapter 4.4 The evolution of the Brand Experience Manual

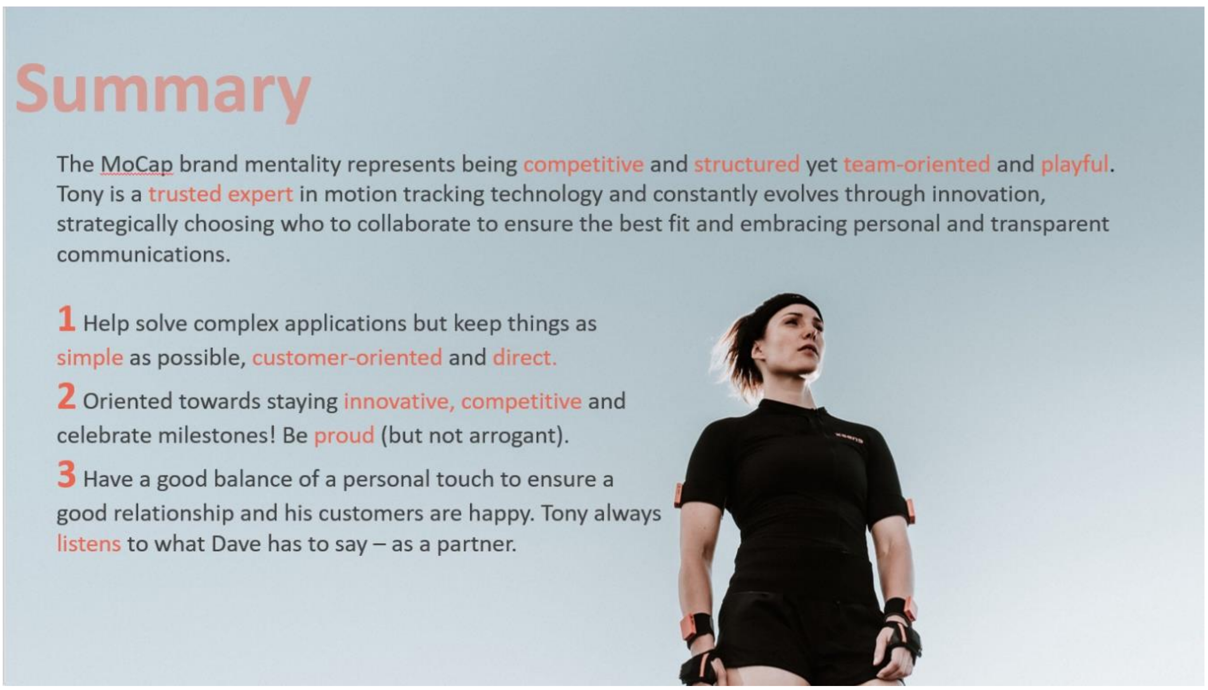
The first iteration of the Brand Experience Manual developed after the first group implementation level workshop. It had a longer introduction than the final version of the manual (introducing why a branded experience was necessary but also why stories are useful and a slide briefly explaining the Brandslation process). Then it described the internal vision and values and described the personas for MoCap (Tony) and a MoCap customer (Dave) – the two main characters of the manual.

It explained the core 3 brand themes – and how these impacted Tony and Dave and affected their behaviour. Ex: "Tony is a respected and well-established name in his niche market but doesn't get comfortable with the status quo. He is actively learning and evolving." "This meant that Dave can trust Tony's competence – because Tony would stay a leading expert in his industry."

Next was the story of Tony and Dave (using the core 3 brand themes as part of the story of their relationship). Ex: "Dave is excited about the possibilities to use Tony's (new) technology and Tony is also excited about how Dave could apply his technology in new fields." Next, there was the Brand Experience Proposition and finally guidelines for its implementation at key touchpoints.

As the one-on-one workshops progressed, I added the new implementation slides created in the workshops. By the time my last workshop arrived, I realized the Manual was too large (34 slides). Therefore, the focus of the last workshop was about improving its usability, as well as discussing its future after my thesis is over. We reduced it to 10 mandatory slides to read (the implementation slides after these 10 were more optional because participants could select whatever touchpoint was important for them – a social media marketeer looks at how to implement social media) and added a summary slide at the end – which summarized the whole manual (a quick refresher). This summary slide can be seen in Figure 14. The final format of the manual can be found in Chapter 5.2 in the Findings chapter.

Figure 14 Summary Slide




I worked in coordination with another intern on making the visual design and formatting to make the final Brand Experience Manual – to make its visual appearance look even better. In addition to the Brand Experience Manual, I created a set of Brand Experience Manual guidelines to help explain the manual to new employees. New employees will either use the manual in their daily interactions with customers or be engaged with a discussion on how to refine the implementation of Tony at a specific touchpoint.

**Brand Experience Manual guidelines to explain the manual to new employees**

1) Give the manual to an employee and provide a brief introduction. The manual is about humanizing the MoCap brand as a human (Tony) and creating a consistent experience across touchpoints. Customers have an idea of what MoCap is like based on their experience at any touchpoint and MoCap want to intentionally design the brand into touchpoints.

2) Explain what are the expectations from him/her. This will be either **using the manual or helping to refine the manual**.

3) If the employee is going to **use the manual** in interactions with customers, briefly explain who Tony is at an abstract level and how the manual provides guidelines and examples for implementation. The beginning of the manual must be fully read, but in the implementation section of the manual (slide 11 onwards), it is primarily important for the employee to read about the touchpoint relevant to him/her. Let him/her finish reading the manual and ask if he/she has any questions. Maybe ask some follow-up questions to make sure they understand how to 'become' Tony – describe some situations and ask what they would do.

4) If the employee is being used to **refine the manual**, the process takes a bit longer. First, ask the employee to read about Tony, Dave and the story of how they met.

5) MoCap wants to translate this into practical guidelines that can be applied (but adapted) for the touchpoints and context. Ask the employee to read the rest of the implementation slides and think about at a meso (general) level what a Tony means for the touchpoint. If MoCap was Tony, what are Tony's main goal and priorities at the touchpoint? This is more like general processes and behaviours. Example: For events, Tony strategically chooses events to make an impact but constantly shares his expertise. He is proud to be a thought leader and is easily approachable.

6) Ask the employee to think at the micro level if they have some more specific guidelines of practical actions that could be consistently taken – to implement the meso level guidelines. For example: For events, Tony strategically chooses events by selecting 3 events per year where he can really make an impact, he could show he is proud to be a thought leader by not undervaluing himself – talking about being a leader in the industry (but not being too arrogant) and he could be easily approachable by being easy-going, interactive and engaging.

7) Ask employees if there are several stages they consistently go through such as mentioned at the end of product design.

8) The manual was designed between June 2020 and September 2020. Therefore, it will be relevant initially but maybe follow-up interviews could be done periodically through quantitative and qualitative research (periodically can be decided upon by MoCap to find out if the manual is still relevant). Over a long period of time (such as 5 to 10 years), Tony may also start to evolve.

# Chapter 5 Findings

This thesis adapted the Brandslation process which was developed by Motta-Filho (2017) to be used by designers. In this thesis, it is **adapted for managers and employees** – to **clearly communicate what kind of brand experience to deliver**. The manual should be both informative and concise – containing all necessary information but at the same time not overwhelming the reader. This is especially difficult for companies with complex products, applications or diverse audiences and product lines – figuring out what characteristics are consistent across all customer experiences – and that make up the core brand.

This chapter describes what I learned from conducting my thesis (from my research process) on how the Brandslation process can be executed and how the Brand Experience Manual could be structured.

## Chapter 5.1 Adapted Brandslation process for B2B firms

**Insights Phase**

As the Insights phase progresses periodically evaluate your findings about the brand, product lines and perceptions of the customer experience – what insights consistently come up and are most important to discuss in the workshops in the Development phase. Achieving this requires regularly transcribing your interviews, reflections and trying to find a story that balances all perspectives. I made the interviews semi-structured. I planned the questions I would – but tried to keep the communications more 'natural.'

Evaluate if a branded customer experience (to foster long-term relationships) is appropriate for the firm – if all parties are interested in value co-creation. As mentioned in the literature review, forced co-creation results in value co-destruction. For example, one sub-segment from my research was engineers who wanted to get to the point and didn't like fancy animations and personal relationships. If the target audience was only these engineers, a branded experience would not have been possible.

Don't be afraid to adapt the Brandslation process and Brand Experience Manual – but have clear justifications for its necessity – and why it will improve the final customer experience. For example, in the Brand Experience Manual, I removed the brand themes because they were repeated in the Brand Experience Proposition and the brand story – and the manual was deemed too long by participants.

1. **Prepare for conducting interviews (research on the Brandslation process and the focal company)**
   Read documents about prior relevant research. Suggestions could be related to the customer experience, brand associations, company values and culture.
2. **Conduct interviews with employees and managers (get an internal perspective)**
   Questions asked in the interview will be to understand the company, the culture and what it is like to work there and the employees' perception of the customer experience and the company's brand.
3. **Conduct interviews with customers across product lines and regions (get an external perspective)**
   Questions asked in the interview will be to understand the customer's perception of their experience (what made them first become a customer of the company, what was their first impression, what do they perceive as the biggest benefits of buying from you and what do they think of the brand etc.)

**Development Phase**

4. **Conduct workshops to create the abstract outcomes of the Brandslation process with marketing and get feedback from other departments**

First present findings from the Insights phase in a short presentation. Create a list of all possible brand associations before the workshop and use these during the workshop – let workshop participants figure out which associations are most important. Organize the most important associations into clusters based on something they have in common – use these to extract brand themes. Make the themes humanistic – as if they were about a person instead of a company.

Make a brand and customer persona and a story of how the two parties met. Incorporate the brand themes into the brand story and think about how the relationship between the two personas would evolve. Each of the abstract outcomes should also evolve naturally from each other in a smooth flow. The second workshop is to get feedback and suggestions from departments who interact more directly with customers – and might have a different perspective on the created abstract outcomes.

Finally, at the end of the abstract phase (or a little bit into the implementation phase already), create a Brand Experience Proposition summarizing the desired experience (incorporate the brand themes).

5. **Decide how best to implement the Brandslation process – such as through a customer journey (as used by Motta-Filho (2017)) or connected to touchpoints (as used in this thesis) or another form**
   This will be dependent on what method you think is best for implementing it – and on the availability of resources and capabilities of the researcher and workshop participants.
6. **Conduct group and/or one-on-one workshops discussing what the personas and Brand Experience Proposition mean for the customer journey/touchpoints/other form**
   Group workshops can facilitate group discussions and involve multiple people with different areas of expertise. One-on-one workshops allow a more specialized focus specifically on one touchpoint. A group workshop could be a nice way to start the implementation phase.
   Discuss what the persona means for the touchpoint at a meso and micro level. Meso involves the main goals and priorities of the touchpoint while the micro level is about practical actions. If there are a number of stages gone through at the touchpoint, this can also be included.
7. **Make a final evaluation of the overall Brandslation process and if participants in the final stages were happy with the final form of the Brand Experience Manual as well**
   The manual should be informative but also concise to not overwhelm readers. This is especially important when participants are not used to the concept of a branded customer experience and everything is new to them. This thesis created a shortened form of the Brand Experience manual which can be found in the next section.

## Chapter 5.2 Adapted Brand Experience Manual for B2B firms

This is the format for the Brand Experience Manual I think best (based on my literature review, guidance from my supervisors and my experience conducting the Brandslation process at the focal company). Therefore, it is the findings of my research but, as Motta-Filho (2017) suggested, a Brand Experience Manual should be fluid to suit whatever form best supports the design and communication of the Brand Experience Proposition to relevant parties.

1. Introduce the readers to the concept of a branded experience and why it is necessary
2. The Brand Experience Proposition (summary of the main brand themes)
3. Brand and customer personas (describe the 2 main characters in the story)
4. The brand story (how the brand and customer met and how their relationship evolved)
5. Implementation guidelines connected to the most important touchpoints
6. Summary slide of key take-aways from the manual for employees to quickly grasp the essentials

## Chapter 5.3 Main Research Question and sub-questions

The Main Research Question of this thesis was: "how can the existing Brandslation process and Brand Experience Manual be adapted to support mid-sized B2B companies – such as MoCap – translate their brand into experiences that align with the expectations of key stakeholders?"

This was broken down into four sub-questions which are presented in the table below (Table 1). Questions 1 and 4 relate to **how the Brandslation process and Brand Experience Manual can be structured** in general – so have been answered in Chapter 5.1. Engaging in a dialogue with clients to co-create value – and the idea of a branded customer experience is something still innovative in B2B markets. Therefore, it took some time for MoCap employees and managers to get used to – especially those not from marketing – and they needed to be guided through the concept to get them onboard and understand its value. As time goes by, it could become more common in the B2B world.

Question 2 is about how best to **define the Brand Experience Proposition of MoCap** which is answered in Chapter 4.4 as applicable to MoCap. In general, the Brand Experience Proposition should be a summary of the desired experience – so shouldn't be too long and clearly articulate what the focal firm (in this case MoCap) has to offer to clients. Question 3 is about what is the **best way to support the implementation of the Brand Experience Proposition at MoCap**. As stated in Chapter 4.4, this depends on the researcher's preference and resources and capabilities of the business. If there is information readily available (such as which touchpoints generate the most leads – and separated by product line if there are multiple product lines) and sufficient time, then a full customer journey might be more preferable. Otherwise a more simpler form such as connecting implementation to key touch points is possible.

Table 1 Main Research Question and sub-questions

| Section | Research Question |
|---|---|
| *"How can the existing Brandslation process and Brand Experience Manual be adapted to support mid-sized B2B companies – such as MoCap – translate their brand into experiences that align with the expectations of key stakeholders?"* | |
| 5.1 Adapted Brandslation process for B2B firms | Q1 How can the existing Brandslation process be adapted for MoCap (and other mid-sized B2B companies) to help the company find their Brand Experience Proposition? |
| 4.4 Further reflections on the adapted Brandslation process and its outcomes | Q2 What is the best way to define the Brand Experience Proposition of MoCap? |
| 5.1 Adapted Brandslation process for B2B firms | Q3 What is the best way to support the implementation of the Brand Experience Proposition at MoCap? |
| 5.2 Adapted Brand Experience Manual for B2B firms | Q4 What is the best way to communicate the Brand Experience Proposition to make it more usable for MoCap (and other mid-sized B2B companies) internal teams and managers? |

# Chapter 6 Conclusion

## Chapter 6.1 Thesis context

This thesis has been about how to adapt the Brandslation process and the Brand Experience Manual of Motta-Filho (2017) for mid-sized B2B companies. It was conducted at MoCap.

The Brandslation process is a process that facilitates the creation of a Brand Experience Proposition (from the brand strategy) and a Brand Experience Manual. The Brand Experience Manual is a tool used to communicate the Brand Experience Proposition (Clatworthy, 2012; Motta-Filho, 2017). The Brandslation process tries to make the customer journey more experiential and facilitate settings that support the service experience (Motta-Filho, 2017). The process uses a service-dominant logic and value co-creation – actively involving all the main relevant stakeholders to maximize value (for all parties).

Value co-creation has been suggested as a way to differentiate brands by engaging in a dialogue with customers. Codesign ensures brand meaning alignment and that the Brand Experience Proposition is aligned with the identity of both the company and the client. There is also a higher brand legitimacy. Brands that consistently deliver a superior experience across all touchpoints develop an emotional connection with the client. The main outcomes could be higher brand awareness, brand loyalty, brand equity, sales and referrals (Tierney et al., 2016).

The most important brand function for B2B clients is risk reduction - reassuring clients they made the right decision. Marketing strategies and communications need to be technical, pedagogical, interactive and personal to share the required information and reduce perceived risk – the brand can be trusted.

MoCap began as a technology-driven start-up. Since a couple of years ago – after a takeover by Banner – the company is adopting more of a sales mentality, and started introducing new systems and processes to get feedback from clients (to help increase customer satisfaction). MoCap wants to gradually become more customer-centric and develop customer intimacy. This research is about figuring out what the core MoCap brand is and aligning the customer experience across touchpoints.

The Main Research Question was: "how can the existing Brandslation process and Brand Experience Manual be adapted to support mid-sized B2B companies – such as MoCap – translate their brand into experiences that align with the expectations of key stakeholders?" This was done by applying the Brandslation process at MoCap and creating a Brand Experience Manual through a series of interviews (with employees, managers, clients and distributors) and workshops (with employees and managers) to ensure brand meaning alignment.

## Chapter 6.2 Research findings

The two main findings from the Brandslation process were an adapted Brandslation process and a simplified Brand Experience Manual – with the target audience of managers and employees in mid-sized B2B organizations. As the initial stages of the research progress, it is important to evaluate if a branded customer experience (to foster strong and long-term relationships) is appropriate – if all parties are interested in value co-creation.

The Brandslation process can be divided into two stages – an Insights phase and a Development phase. The Insights phase is focused on understanding the brand and the customer experience – doing research of company documents, preparing for interviews and then conducting them. Interviews are first done internally with the various departments (and each product line if there are multiple) and then with customers (across all geographic regions and product lines). Afterwards, the Development phase is conducted to create the abstract outcomes of the Brandslation process (the main brand themes, brand and customer personas and a story of how the two met and a summary Brand Experience Proposition). The Development phase also uses the main findings from the Insight phase as a foundation. These are translated via a semantic transformation into guidelines on how to be implemented in the customer experience – via touchpoints, customer journeys or whatever method best suits the company.

The Brand Experience Manual, as stated before, is designed for managers and employees in mid-sized B2B organizations. The manual has to be informative but also concise to not overwhelm the readers. A suggestion for how it could be structured is as follows:

1) Introduce the readers to the concept of a branded experience and why it is necessary
2) The Brand Experience Proposition (summary of the main brand themes)
3) Brand and customer personas (describe the 2 main characters in the story)
4) The brand story (how the brand and customer met and how their relationship evolved)
5) Implementation guidelines connected to the most important touchpoints
6) Summary slide of key take-aways from the manual for employees to quickly grasp the essentials

## Chapter 6.3 Contributions and limitations

This research contributes to research on value co-creation and Service Branding under a Service-Dominant Logic. Engaging in a dialogue with customers and finding ways to be unique and stand out from competitors will become more and more relevant to ensure brand loyalty. It also shows that, even if companies have multiple product lines and types of audiences, there is a core (consistent) brand.

It applies and adapts the Brandslation process and the Brand Experience Manual – tools created by Motta-Filho (2017) in a new context (that of mid-sized B2B companies). This can guide future adaptations of the Brandslation process and Brand Experience Manual in B2B or in more contexts.

Limitations could be that this research is conducted by a university student so there are the normal limitations that come along – that of time (practical activities at the company itself were only conducted within 14 weeks), and access to a limited amount of resources (what was provided by the university and the company and having a student status) and limited experience (as a researcher). These meant that my research was a success but I couldn't fully explore its implementation in more detail.

Being an employee but at the same time being an external researcher, I had a more detached and fresh perspective of the company. Being detached allows me to be more 'objective' compared to normal employees, but at the same time, I do not have the full knowledge that long-term employees have.

Due to coordination difficulties and time limitations, it was not possible to organize a workshop in the 4$^{th}$ phase involving customers – to get their opinion on the brand clusters which were created. Time will be needed to see if they accept the Brand Experience Proposition and if employees successfully understand (and implement) the desired customer experience (outside of the workshops). MoCap has an HR intern who is going to do research on internal branding and how to make employees feel more connected to the company culture – and will use the results of my research. The sales employee will also do the 360-degree customer experience across all touchpoints project I mentioned previously. My research also uses one case study company in one industry – it may have to be further tested with other industries.

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# Chapter 8 Appendices

**Chapter 8.1 Interview schedule employees**

Welcome participant to the interview. Explain about my research and ethical matters. Ask permission to record the interview. Explain they are free to let me know if they do not know the answer to any question. They are free to not answer any question they do not want to. They are free to leave the study.

**Duration** How long ago did you first become a MoCap ____(customer, employee)?

**1st impression** First impression of MoCap just after becoming an employee?

What is internal company culture like? Are you happy with it? Has it evolved/Is stable?

Emphasis at MoCap on high quality and innovative technology or on end user as well?

**Customer Journey(**How does decision making at time of purchases go when choosing a supplier) What criteria are most important to clients when choosing a supplier?

Does MoCap perform well enough on these criteria to become a market leader? Why?

Do you think prices of MoCap products are appropriate for the value provided? Why?

(Sales) Could you walk me through the client's purchase journey? How the client first deals with realizing they have a problem, and contacting MoCap. (Main touch point routes)

(Sales) Good relationship with distributors with good communication and feedback?

**Usage** What do you think are the main benefits MoCap provides clients in usage? Why? (Explain earlier question was on selection criteria but this is benefits of usage)

Top customer concerns before purchase and during usage? Addressed by MoCap support?

**(Additional criteria)**

Any problems with reliability or sensors giving problems during operations? Why?

Are MoCap products easy to understand and use? Why? Enough documentation? Why?

Do you think MoCap products are innovative to meet and anticipate client needs? Why?

(Marketing and customer support) In general, how do relationships between Mocap and clients evolve over the years? Do clients feel they can trust MoCap to understand their needs and obtain their trust? Do they keep MoCap as long-term suppliers and if not, what are the main obstacles?

**Brand** Do you have an idea in your mind of what the brand MoCap is about?

**(**If yes) What do you think is the brand MoCap has created?

If you had to summarize the brand in a few words, how would you do it and why them?

(For everyone but ask customer support both on their perspective and that of customers) Are you happy with the brand or do you have any problems with it? (Explore problems to see what they are and why to see if need to restructure MoCap core values)

'Like B2C clients, B2B clients also value emotions. But of a different nature – more serious and focusing on establishing trust, credibility, authenticity, loyalty, but also a limited amount of edutainment.' What do you think about this?

How do you support the MoCap brand through your role in the company?

**Experience** Clients satisfaction with the overall experience of purchasing and usage? Rate on a 0-10 scale and ask why. (Distributors main positive negative mentioned by customers)

Main expectations of MoCap as an employee? Why?

MoCap would like to be about fun, freedom and empowerment. One of the coolest moments biggest wow factor watching clients use MoCap products? What made it cool?

Is there anything you would like to see improved about the overall MoCap experience?

**Wrap up** What do you think is the best part of working at MoCap?

**(Employees)** Do you feel proud to work at MoCap? Have you always felt this way?

**Chapter 8.2 Interview schedule clients/distributors**

Welcome participant to the interview. Explain about my research and ethical matters. Ask permission to record the interview. Explain they are free to let me know if they do not know the answer to any question. They are free to not answer any question they do not want to. They are free to leave the study.

**Duration** How long ago did you become a customer/distributor of MoCap?

**1st impression** (customer) What made you first decide to purchase from MoCap? Why does your company need motion sensors?

Your role in the company you work for? Are you an end-user or from purchasing department?

Which MoCap product exactly did you purchase in ___ product line?

First impression of MoCap when you first found it/were contacted by MoCap?

**Customer Journey** What criteria are most important to you when choosing a supplier to purchase motion sensors?

(3DBM+ISM) Does MoCap perform well enough on these criteria to become a market leader?

Could you walk me through your customer journey? (Explain what a customer journey is. Initially realizing you have a problem, contacting MoCap, the stages you see yourself go through doing business with each other. If a long term client – the evolving relationship)

Do you think that prices of MoCap products are appropriate for the value provided (Why?)

**Usage** What do you think are the main benefits you receive through business with MoCap?(Why?)

Earlier, asked main criteria involved in evaluating and choosing a supplier. But are there additional concerns you may still be worried about, even though you choose a supplier – are you still worried about anything and do you think MoCap supports you through this?

**(Additional criteria)**

Any problems with reliability or sensors giving problems during operations? (Why?)

Are MoCap products easy to understand and use? (Why?) Enough documentation?(Why?)

Do you think MoCap products are innovative to meet and anticipate your needs? (Why?)

**(Distributors)** After sensors are purchased, how much of an after sales service involved?

**Brand** Do you have an idea in your mind of what the MoCap brand is about?

**(**If yes) What do you think is the brand MoCap has created? (See how they respond and probe about functional and emotional associations. Functional are more to do with product features and characteristics and emotions are about feelings when they think of MoCap as a company.)

Do you want a strictly professional relationship with MoCap or do you like a bit of a personal touch as well – the European culture of being helpful and friendly?

Are you happy with the brand or do you have any problems with it? (Explore problems if any to understand them and if a need to restructure MoCap core values)

**Experience** Clients' satisfaction with the overall MoCap experience – your lifetime customer journey involving all your usage of sensors, interactions with employees, maybe using the website? Rate on a 0-10 scale and ask why. (Ask distributors main positive negative things mentioned by customers)

Main expectations of MoCap as a customer/distributor of MoCap for the future?

One of the coolest moments using MoCap products? (Probe what made it cool?)

Are you happy with the MoCap website on a scale of 0-10. (Why?)

Is there anything you would like to see improved about the overall MoCap experience?

**Wrap up (Long term happy customer)** If you could turn around and talk to your old self and your company just before they first started purchasing from MoCap. Or to other potential customers. What would you tell them about why you chose to stay with MoCap?

**Chapter 8.3 Information brochure given to participants**

**Enschede, date 11/05/2020**

## Information brochure about interview on the MoCap experience

*Dear participant,*
*In this letter, I would like to inform you about my research. My research will be conducted in June and July 2020 onlines. In the proposed research, entitled 'Understanding the MoCap core brand meaning for further implementation of the brand into the MoCap experience', I will use face-to-face interviews and an additional workshop. Some participants may only participate in the interview or only in the workshop or both. The aim of the research is to find more information about the perspectives of the most relevant stakeholders to arrive at what the brand represents to them or the 'brand meaning.' This will help align everyone's needs and meet them, especially those of the clients, while matching MoCap's internal capabilities and goals with additional support from stakeholders such as distributors. In this research, there are some important aspects you should be aware of.*

*Since the research involves finding out what stakeholders really think, this is sensitive personal data which will be handled with care. Participants will not be penalized if they are unhappy with their MoCap experience, as this is a learning experience that MoCap wants to grow through by solving problems instead of being afraid to speak up about them. Participants will not be traceable by mentioning their names in the final report, and anything sensitive they reveal such as which would could affect their job position will not be traceable by even mentioning their department.*

*As mentioned before, MoCap cares about what stakeholders really think so honesty, more elaboration and authenticity is appreciated as this will give a more accurate picture of what is really going on and what is the best way to make everyone happy – instead of just repeating what participants think the company wants to hear. However, even though honesty and authenticity are desired, the well-being of participants is most important to meet ethical requirements so participants are not obligated to answer any questions if they do not desire to do so. They are also free to withdraw from the study at any moment and withdraw the data they have already provided.*

*The questions will be to learn about the company MoCap, what all relevant stakeholders think of the MoCap brand, learn more about the context of clients purchasing sensors from MoCap and about the role of employees in their direct interactions with clients. Therefore, the questions will be strictly those that provide information helpful in improving the MoCap experience. It is hoped participants would be motivated to participate as everyone would benefit from the end result. The interviews will last about 30-40 minutes. I would like to thank everyone for whatever effort you'll choose to make in helping me with my research. Do not hesitate to contact my email address at the bottom of this page if you have any further questions.*

*Yours sincerely,*

*Haris Wahid, Masters student at the University of Twente doing graduation thesis at MoCap.*
*Email: h.a.wahid@student.utwente.nl*