MARKETING
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**Experience Marketing —
research, ideas, opinions (1)**

Experiential marketing — the state
of research in Poland

The importance of customer experience
for service enterprises

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Jacek Kamiński

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Editorial

The topic of this special issue of "Journal of Marketing and Market Studies" is experiential marketing, a concept that has emerged in the marketing science in the late 90-ties. Its main assumption lies in the claim that contemporary customers are bored with traditional marketing tools and techniques and seek memorable experiences that would stimulate them in a sensory way, evoke real emotions, provoke them intellectually and allow to become members of a certain community. The experiential marketing originally focused on 'creative' industries, i.e. entertainment and tourism, but nowadays this concept spreads to more mundane industries, such as retailing and banking. It is believed that memorable customer experiences bond the customer with the brand via increased satisfaction, engagement and loyalty. In turn, companies increase their profitability, market share, as well as brand reputation and recognition. The concept of experiential marketing has been increasingly studied by Polish authors, to whom we dedicate this special issue.

This two-part special issue includes seven papers, among which there is one literature review, two methodological papers devoted to the development and validation of new techniques of measuring customer experiences, three empirical studies and a bibliometric analysis.

The first paper describes the state of research on experiential marketing in Poland (Dziewanowska & Kacprzak). The systematic literature review method was employed to collect relevant empirical studies on the topic and analyze the main research directions. It appears that customer experience is still a novelty in Polish marketing science, with most of the papers in this field being published affter 2016. The majority of articles present case studies focused on the use of experiential marketing in a certain organization or industry. The need for quantitative and qualitative studies, which would not only replicate western concepts but also test new and original ones and develop methods of measuring customer experience, is clearly visible.

The second paper — by A. Dąbrowska & M. Janoś-Kresło — focuses on the importance of the customer experience in service marketing and presents the results of two quantitative studies conducted among two interesting market segments: single individuals and customers aged 60+. The article is also supplemented with a qualitative study — 18 individual interviews with service companies' employees. The Authors point to the disturbingly high number of customers with ambivalent attitude to service providers which contradicts the experiential marketing rule of delivering exceptional and unforgettable experiences.

In the following paper M. Gębarowski presents a bibliometric analysis of the papers on extreme forms of tourism such as war-zone tourism or tombstone tourism, which according to the Author represent new fields of the experience economy. As a result, the Author points to gaps in the existing body of literature that can be filled by future studies in extreme tourism.

M. Spychalska-Wojtkiewicz & M. Tomczyk in their paper merge the design thinking concept with experiential marketing. Design thinking is a new approach to innovation that puts human needs in the center of the innovation process. The results of qualitative studies on an international sample of managers prove that design thinking is a useful method of designing innovative customer experiences.

Next papers of this special issue partially fill the gap mentioned above by providing two new methods of measuring customer experience. The paper by M. Mengoni et al. presents a tool developed to measure customer emotions by analyzing their facial expressions. Prof. Mengoni with her team from EMOJ (a spin-off company of Polytechnic University of Marche, Italy) has developed the tool and tested its possibilities during an opera festival in Macerata. It opens new possibilities to improve the quality of cultural events as the customer emotions can be matched with the exact point in time during the show.

The subsequent paper by M. Ścibor-Rylski and his team from Kantar Polska research agency describes the use of two new tools that measure the customer experience — a qualitative, employing gamification ("Our city" game), and a quantitative one (CX+). The use of a board game developed online allows to reconstruct a customer journey map as well as category entry points and all circumstances that may influence the final customer experience. In turn, the CX+ instrument measures the consistency of a brand promise and delivered customer experience. The paper also provides results of validation studies for both tools.

The last paper — by Z. Spyra — is devoted to the topic of building a brand communication strategy in social media. The proposed model is called SMART and its key elements of communications comprise: synergy, methodicalness, attractiveness of the content, reactivity and transposition. The proposed model was tested in a quantitative study on a sample of 709 young consumers, which allows to rank the elements of the model from most to least important.

We hope you will find these papers interesting and inspiring!

Guest Editors
dr hab. Agnieszka Kacprzak & dr hab. Katarzyna Dziewanowska

Od redakcji

Tematem specjalnego wydania „Marketingu i Rynku", który oddajemy do rąk Czytelników, jest marketing doświadczeń — koncepcja, która pojawiła się w naukach marketingowych pod koniec lat 90. jego główne założenie polega na stwierdzeniu, że współcześni klienci są znudzeni tradycyjnymi narzędziami i technikami marketingowymi i szukają niezapomnianych wrażeń, które pobudzą ich zmysły, wzbudzą prawdziwe emocje, sprowokują intelektualnie i pozwolą poczuć się członkami określonej społeczności. Marketing doświadczeń początkowo koncentrował się na branżach „kreatywnych", tj. rozrywkowych i turystycznych, ale obecnie ta koncepcja rozprzestrzenia się również w bardziej prozaicznych sektorach gospodarki, takich jak handel detaliczny i bankowość. Uważa się, że niezapomniane wrażenia klientów łączą klienta z marką poprzez zwiększoną satysfakcję, zaangażowanie i lojalność. Z kolei firmy zwiększają swoją rentowność, udział w rynku, a także poprawiają reputację i rozpoznawalność marki. Koncepcja marketingu doświadczeń jest coraz częściej badana także przez polskich autorów.

Niniejsze wydanie specjalne na temat marketingu doświadczeń obejmuje siedem artykułów, w tym jeden przegląd literatury, dwa artykuły metodologiczne poświęcone opracowaniu i walidacji nowych technik pomiaru doświadczeń klientów, trzy badania empiryczne i analizę bibliometryczną. Artykuły będą prezentowane w dwóch kolejnych numerach „Marketingu i Rynku" (nr 9 i 10).

Pierwszy artykuł opisuje stan badań nad marketingiem doświadczeń w Polsce (K. Dziewanowska i A. Kacprzak). Zastosowano w nim metodę systematycznego przeglądu literatury, aby zebrać odpowiednie badania empiryczne na ten temat i przeanalizować główne kierunki badań. W wyniku przeprowadzonej analizy można stwierdzić, że koncepcja doświadczenia klienta jest wciąż nowością w polskch badaniach nad marketingiem, a większość artykułów z tej dziedziny została opublikowana po 2016. Duża część z nich zawiera studia przypadków dotyczące wykorzystania marketingu doświadczeń w określonej organizacji lub branży. Widoczna jest potrzeba badań ilościowych i jakościowych, które nie tylko odtwarzałyby zachodnie koncepcje, ale także testowały oryginalne teorie oraz opracowały nowe metody pomiaru doświadczeń klientów.

Drugi tekst — autorstwa A. Dąbrowskiej i M. Janoś-Kresło — koncentruje się na znaczeniu doświadczenia klienta w marketingu usług i przedstawia wyniki badań ilościowych przeprowadzonych wśród dwóch interesujących segmentów rynku: singli i klientów w wieku 60+. Artykuł uzupełniono także badaniem jakościowym — 18 wywiadami indywidualnymi z pracownikami firm usługowych. Autorki wskazują na niepokojąco dużą liczbę klientów o obojętnym stosunku do usługodawców, co jest sprzeczne z podstawowym założeniem marketingu doświadczeń, jakim jest dostarczanie wyjątkowych i niezapomnianych wrażeń.

W kolejnym artykule M. Gębarowski przedstawia analizę bibliometryczną artykułów na temat ekstremalnych form turystyki, takich jak turystyka w strefach wojennych lub turystyka nagrobna, które według autora reprezentują nowe dziedziny ekonomii doświadczeń. W rezultacie autor wskazuje na luki w istniejącej literaturze, które można uzupełnić przyszłymi badaniami w dziedzinie turystyki ekstremalnej.

M. Spychalska-Wojtkiewicz i M. Tomczyk w swoim artykule łączą koncepcję design thinking (myślenia projektowego) z marketingiem doświadczeń. Design thinking to nowe podejście do innowacji, które stawia ludzkie potrzeby w centrum procesu innowacji. Wyniki badań jakościowych na międzynarodowej próbie menedżerów dowodzą, że design thinking jest przydatną metodą projektowania innowacyjnych doświadczeń klientów.

Kolejne artykuły tego specjalnego wydania częściowo wypełniają wspomnianą wyżej lukę metodyczną, zapewniając dwie nowe metody pomiaru doświadczeń klienta. Artykuł M. Mengoni i in. przedstawia narzędzie opracowane do pomiaru emocji klientów poprzez analizę ich wyrazu twarzy. Prof. Mengoni ze swoim zespołem z EMOJ (spółka wydzielona Polytechnic University w Marche, Włochy) opracowała to narzędzie i przetestowała jego możliwości podczas festiwalu operowego w miejscowości Macerata. Narzędzie to umożliwia poprawę jakości wydarzeń kulturalnych, ponieważ pozwala dopasować emocje klientów do konkretnego momentu w czasie pokazu.

W kolejnym artykule M. Ścibor-Rylski i jego zespół z agencji badawczej Kantar Polska opisują wykorzystanie dwóch nowych narzędzi mierzących doświadczenie klienta — jakościowego, wykorzystującego gamifikację (gra „Nasze miasto"), i ilościowego (CX+). Zastosowanie internetowej gry planszowej pozwala zrekonstruować mapę podróży klienta, punkty wejścia do kategorii oraz wszystkie okoliczności, które mogą mieć wpływ na ostateczne doświadczenie klienta. Z kolei CX+ mierzy spójność obietnicy marki i satysfakcji klienta. Artykuł zawiera również wyniki badań walidacyjnych dla obu narzędzi.

Ostatni artykuł numeru specjalnego (Z. Spyra) jest poświęcony budowaniu strategii komunikacji marki w mediach społecznościowych. Proponowany model nosi nazwę SMART, a jego kluczowe elementy komunikacji obejmują: synergię, metodyczność, atrakcyjność treści, reaktywność i transpozycję. Proponowany model został przetestowany w badaniu ilościowym na próbie 709 młodych konsumentów, co pozwoliło uszeregować elementy modelu od najbardziej do najmniej ważnych.

Życzymy ciekawej, inspirującej i miłej lektury!

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Experiential marketing — the state of research in Poland

Marketing doświadczeń — stań badań w Polsce

The aim of the paper is to present the concept of the experience economy and experiential marketing as well as the state of research in the field of experiential marketing in Poland. The concepts of the experience economy and experiential marketing emerged in the Western countries in late 90-ties, while in Poland they started attracting researchers' attention in the last 10 years. Still, the systematic literature review presented in this paper reveals that a number of empirical studies in this field is low and most of the papers present case studies. The directions for future research include measuring customer experience in different contexts with special emphasis on online and mobile customer experiences. The unexplored paths are also connected with co-creation of experiences and understanding and measuring the experience concept and its relation to value for customer.

Keywords
experience economy, experiential marketing, systematic literature review, Poland

Celem artykułu jest przedstawienie koncepcji gospodarki doświadczeń i marketingu doświadczeń oraz stanu badań w dziedzinie marketing doświadczeń w Polsce. Podczas gdy rozważania na temat gospodarki doświadczeń i marketingu doświadczeń w zachodnim piśmiennictwie pojawiły się już pod koniec lat 90., w Polsce zyskały zainteresowanie dopiero w ciągu ostatniej dekady. Przeprowadzony systematyczny przegląd literatury wskazuje na niewielką liczbę badań empirycznych, wśród których dominują studia przypadku. Zidentyfikowano następujące kierunki przyszłych badań: pomiar doświadczeń konsumentów, ze szczególnym naciskiem na środowisko online i mobile, zjawisko współtworzenia doświadczenia oraz pogłębione zrozumienie związku doświadczenia konsumenta i wartości.

Słowa kluczowe
gospodarka doświadczeń, marketing doświadczeń, systematyczny przegląd literatury, Polska

The experience economy and experiential marketing

According to Sundbo and Sorensen (2013), the experience economy is a scientific and managerial concept, which refers to public and private activities leading to satisfying a human need for experiences. This concept goes beyond culture-related and creative industries and encompasses the way in which products and services can deliver experiences. The fathers of the concept, Pine and Gilmore (1999; 2011), originally focused solely on companies for which offering customer experiences was the opportunity to increase sales and profit. Today, however, it is believed that the experience economy can also be successfully applied in other sectors, such as non-governmental and public (Smidt-Jensen et al., 2009). The experience economy may comprise free-of-charge activities and events which stimulate consumer experiences, such

as concerts and sporting events. Also, some of the experiences occur in situations when consumers remain beyond the reach of the commercial, public or even voluntary stimuli, e.g. during a lonely jogging session in a forest or a family picnic in a park (Sundbo & Sorensen, 2013). Experiences occurring in such circumstances can be just as memorable. Importantly, contrary to common belief (especially on consumers' side), these experiences are not detached from the experience economy: there are many companies and organizations that provide consumers with necessary accessories (e.g. running shoes and a picnic basket) and a platform enabling the creation of experiences (e.g. a public park and a designated running trail) (Bryman, 2004).

Research on the experience economy is interdisciplinary as it covers a variety of aspects from many perspectives, economic, managerial, psychological, sociological, and technological among others. Each of these perspectives exists as a separate field, however, in the context of the experience economy they all share a common goal which is the research on the use of experiential stimuli purposefully applied by organizations (public and private) in order to achieve a desired customer's response. Sundbo and Sorensen (2013) postulate that studies on the experience economy should be considered a specialization within social sciences.

Several attempts to determine the sectoral scope of the experience economy have been undertaken in the literature. Sundbo and Barenholdt (2007) introduced a typology of primary and secondary sectors of the experience economy. The primary sector comprises industries, often called creative, whose major purpose is to produce experiences. They include tourism (e.g. hotels and restaurants), entertainment (e.g. amusement parks), art and culture (e.g. music, theatre), and IT industry (e.g. producers of computer games). Here, customer experiences are a goal in themselves. In turn, the secondary sector comprises companies and organizations that have different operational and strategic purposes and experiences are merely an add-on feature to offered products and services. Their objective is to increase the value of the offer in customers' eyes. This approach dominates in marketing research (e.g. Schmitt, 1999; Pullman & Gross, 2004; Verhoef et al., 2009, Brakus et al. 2009). Experiences are treated instrumentally as a means to achieving particular outcomes.

In summary, the experience economy is a separate theoretical and research field, a specialization within social sciences. It focuses on activities (performed by individuals and organizations, paid for and voluntary) that provide people (consumers, citizens, family members) with stimuli evoking memorable experiences, which at the same time become the

purpose of consumption. In turn, experiential marketing is a narrower concept limited to commercial aspects of consumption. Here, experiences become a tool to achieve company's goals such as customer satisfaction and loyalty.

The consumer experience

The concept of an experience has been in the center of researchers' and practitioners' interest for a few decades and its popularity has increased since 2000 (Ferreira & Teixeira, 2013; Walter, Edvadsson, & Ostrom, 2010). However, there is still lack of clarity as to the scope and definition of this concept. This results from the fact that research on the experience has been conducted in various fields and thus, it has been variously understood. According to Caru and Cova (2003), researchers on consumer behaviour consider experience as a personal occurrence often accompanied by emotional significance. It is founded on the interaction with stimuli (products and services consumed) (Hirschman & Holbrook, 1982)and may lead to a transformation of the consumer (Arnould & Price, 1993). The experience is a central element of a life of a consumer who is constantly looking for sense. In turn, for marketing and economy (Gupta & Vajic, 2000; J. Pine & Gilmore, 1999; Schmitt, 1999) an experience is a type of offering added to products and services to suit the needs of a postmodern consumer who is not as rational as previously assumed. The consumer no longer is an individual who purchases only from a functional need-use perspective, but they also buy products and services on the basis of the experience of the purchasing process and how a product or service function in practice (Sundbo, 2015). Therefore, good experiences should be memorable (Pine and Gilmore 1999) and even extraordinary (LaSalle & Britton, 2003), produce strong and positive emotions and lead to transformations in individuals' life (Caru & Cova, 2003). This notion is consistent with Pine and Gilmore's (1999, 2011) concept of the experience economy that has been replacing the service economy, which followed agrarian and industrial economies. It is worth noting, that studies on consumer experiences in the context of the experience economy have been predominantly conducted in the USA and Western Europe while Central and Eastern Europe remain a poorly explored field.

The notion of consumer experience has had a significant impact on how companies conceive their offers (Chaney, Lunardo, & Mencarelli, 2018). Particularly influential has been the concept introduced by Pine and Gilmore (1999, 2011), who claimed that after living in an agrarian, industrial

and service economy, consumers now have entered an era of the experience economy. Offering strong and memorable experiences allows companies to differentiate their offer, achieve competitive advantage, customer satisfaction and loyalty, build image and word-of-mouth communication (Arnold, Reynolds, Ponder, & Lueg, 2005; Berry, Carbone, & Haeckel, 2002; Carbone & Haeckel, 1994; Crosby & Johnson, 2007; Gentile, Spiller, & Noci, 2007; Palmer, 2010; B. J. Pine & Gilmore, 1998; J. Pine & Gilmore, 1999; Prahalad & Ramaswamy, 2004a; Rawson, Duncan, & Conor, 2013; Schmitt, 1999; Shaw & Ivens, 2002; Vargo & Lusch, 2004; Verhoef et al., 2009).

Several fields have been subjects to change due to the experience notion (Chaney et al., 2018). Retailing has probably been the most widely examined empirical setting (e.g.(Arnold et al., 2005; Atwal & Williams, 2017; Dolbec & Chebat, 2013; Grewal, Levy, & Kumar, 2009; Puccinelli et al., 2009), along with tourism (e.g.(Otto & Ritchie, 1996; Quadri-Felitti & Fiore, 2012; Tumbat & Belk, 2010; Tung & Ritchie, 2011), cultural field (e.g.(Bourgeon & Filser, 1995; Minkiewicz, Bridson, & Evans, 2016)), luxury goods (e.g.(Atwal & Williams, 2017), public services (Hardyman, Daunt, & Kitchener, 2015) and even industrial marketing (e.g.(Hadjikhani & LaPlaca, 2013). Despite the prevalence of the service context in research on consumer experiences, the experience can be enjoyed by any type of customer offering, including physical products (Sandstrom, Edvardsson, Kristensson, & Magnusson, 2008).

In current literature there are two dominant perspectives on customer experience: 1) experience lived from the customer's point of view; 2) experience staged from the operations point of view (Johnston & Kong, 2011). Both perspectives are shortly presented below.

The customer perspective on experience presents the experience as a personal, unique and subjective occurrence resulting from customers' interpretation of the service process and their interactions and involvement with it and how these things make the customer feel and, in consequence, act (Csikszentmihalyi, 2000; Pullman & Gross, 2004; Shaw & Ivens, 2002). This perspective is represented in the following definitions:

- Customer experience is a subjective state of consciousness with a variety of symbolic meanings, hedonic responses, and esthetic criteria that is infiuenced by environmental inputs, consumer inputs, intervening responses, and output consequences (Holbrook and Hirschman, 1982).
- The take-away impression formed by people's encounters with products, services, and businesses, a perception produced when humans consolidate sensory information (Carbone & Haeckel, 1994).

- Experience happens on specfic incidents of response to some stimulus; such as the marketing efforts on before and after purchasing. Experience contains the whole life quality. It's usually caused by direct observation or participation in the incident, whether it is true, as if a dream or fictitious (Schmitt, 1999).
- The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical, and spiritual) (Gentile et al., 2007).
- Customer experience is the internal and subjective response customers have to any direct or indirect contact with a company. Direct contact generally occurs in the course of purchase, use, and service and Is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representatives of a company's products, service or brands and takes the form of word-of-mouth recommendations or criticisms, advertising, news reports, reviews and so forth (Meyer & Schwager, 2007).
- The customer experience construct is holistic in nature and involves the customer's cognitive, affective, emotional, social and physical responses to the retailer. This experience is created not only by those elements which the retailer can control (e.g., service interface, retail atmosphere, assortment, price), but also by elements that are outside of the retailer's control (e.g., influence of others, purpose of shopping). Additionally, [...] the customer experience encompasses the total experience, including the search, purchase, consumption, and after-sale phases of the experience, and may involve multiple retail channels (Verhoef et al., 2009).
- The customer's cognitive and affective assessment of all direct and indirect encounters with the firm relating to their purchasing behavior (Klaus & Maklan, 2013).

The above definitions indicate that customer experiences are (Jain, Aagja, & Bagdare, 2017):
- phenomenological, process and output-based occurrences;
- responses or perceptions of functional/rational and affective/emotional nature;
- internal, subjective and unique;
- co-created among individuals, communities and companies;
- multidimensional;
- holistically evaluated;
- and related to organizational performance.

The concept of customer experience resonates with Holbrook's (2006) definition of value being "interactive relativistic preference experience" where value creation/experience is seen from the customer's perspective and occurs in an interaction among people or between a customer and an offer. This interaction is relativistic as customer's experienced value depends on the context and situation of consumption, as well as the point of comparison (Walter et al., 2010). Since "value is now centered in the experiences of consumers" (Prahalad & Ramaswamy, 2004b, p. 137) and it results from the total experience of all elements (Gronroos, 2006), companies cannot build competitive advantage solely by providing superior value through core offering, but they must focus on creation of a long-term, emotional bond with customers resulting from the co-creation of memorable experiences involving a constellation of goods and services (Bitner, Ostrom, & Morgan, 2006).

The value co-created in a customer experience is not limited to emotional appeal (Hwang & Seo, 2016). Both experience and value are multidimensional concepts and a significant overlap in typologies presented in the literature can be observed. The following table presents sample classifications of customer experience and value dimensions.

The state of research on customer experience, experience economy and experiential marketing has a long tradition and is rather extensive. Despite

studies are conducted in North America, Australia, West Europe and China, while other regions remain underrepresented. Secondly, qualitative studies comprise the majority of the research and there is need to employ other methods (Ferreira and Teixeira, 2013). Another underexplored area is conceptualization and validation of customer experience and experiential value, as well as management of total customer experience. Finally, there is a gap in terms of customer experience metrics, both for customer responses and company's processes and performance (Jain et al. 2017).

Dissemination of experiential marketing concept in Poland

The concept of the experiential marketing reached Poland in 2006 when papers authored by Boguszewicz-Kreft (2006) and Mazurek-Łopacińska (2006) introduced this concept to the Polish audience. This was closely followed by Kostera's (2008) chapter on management of the experience as a new trend in managerial theories. The interest in the concept gained momentum in 2010. Since that time several authors presented theoretical papers on the experiential marketing and connected it with various key marketing

Table 1. Dimensions of customer experience and value

	Schmitt (1999)	**Gentile et al. (2007)**	**Kacprzak, Dziewanowska & Skorek (2015)**
Customer experience	Sensory Affective Behavioral Intellectual Relational	Sensorial Emotional Cognitive Pragmatic Lifestyle Relational	Sensory Affective Cognitive Utilitarian Symbolic Cost Relational Escapist
	Park, Jaworski, MacInnis (1986)	**Sheth et al. (1991)**	**Smith and Colgate (2007)**
Customer value	Functional Symbolic Experiential	Functional Social Emotional Cognitive Conditional	Functional/instrumental Experiential/hedonic Symbolic/expressive Cost/sacrifice

S o u r c e: author's own elaboration.

this richness of studies and data, there is still need for further research (Ferreira and Teixeira 2013; Jain, Aagja and Bagdare, 2017. Firstly, most of the

phenomena. Customer experience is referred to as a new marketing paradigm (Boguszewicz-Kreft, 2010a; Daszkowska, 2010; Dziewanowska, 2013)

Figure 1. Number of papers on experiential marketing in Poland through years
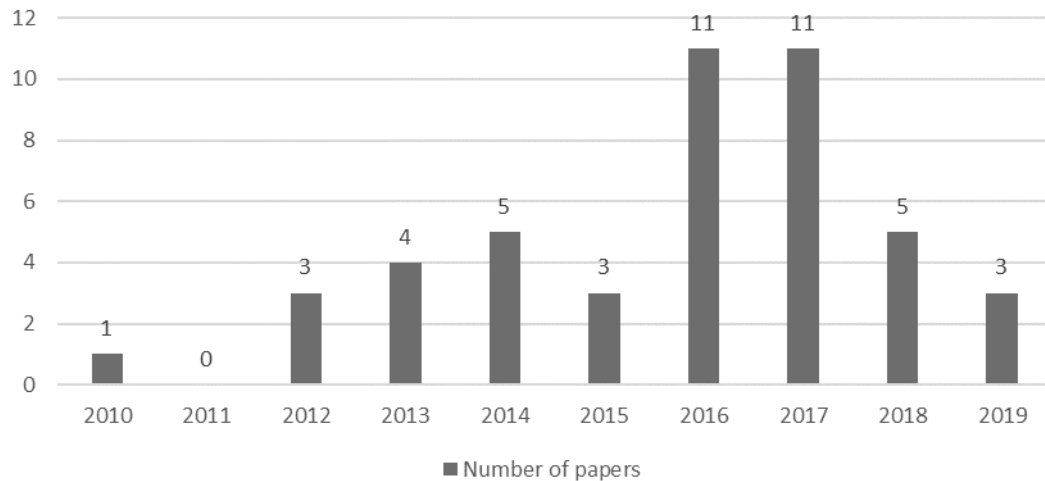
that revolutionizes the way companies operate. Understanding of the multidimensional customer experience allows for its effective management and creation of compelling value proposition (Boguszewicz-Kreft, 2010b; Daszkowska, 2010; Kozielski, 2011). This in turn leads to a number of positive consequences such as customer satisfaction and loyalty (Dziewanowska, 2011), positive brand and company image (Skowronek, 2011) and thus building competitive advantage (Boguszewicz-Kreft, 2010b; Kozielski, 2011). The experiential marketing has also been a subject of several monographies. Skowronek (2012) focuses on company and brand image and emphasizes the role of customer experiences and their consequences in image determination. Dziewanowska and Kacprzak (2013) present both a comprehensive view on the origin of the experience economy that comprises socio-cultural, psychological and market trends, as well as its key theoretical underpinnings. Finally, Boguszewicz-Kreft (2013) applies the concept of the experiential marketing to services and emphasizes the role of emotions in experience management in the service context.

Data and methods

To answer the research questions stated above a systematic literature review was performed (Palmatier, Houston, & Hulland, 2018). To identify scientific articles and books on experience marketing the EBSCO, ProQuest, Google Scholar and Polish National Library bases were searched. The keywords such as: "marketing doświadczeń",

"gospodarka doświadczeń", "experiential marketing", "experience marketing" and "experience economy" were used. In case of foreign databases, the scope of search was limited to Poland. The use of multiple sources allowed to include a large number of relevant studies in this review. After systematic collection of articles, conventional literature review methods were used to refine the search results to empirical studies and exclude purely theoretical papers and books. The final set comprises of 46 papers published in 30 journals and 3 books. Vast majority of analyzed papers was published in Poland — 91%. Figure one shows the structure of papers on experiential marketing in Poland divided into types of study (case study, quantitative research, qualitative research, mixed methods). As can be seen, most of the works took form of a case study describing experiential marketing techniques used in selected organizations and industry branches. It can also be observed that the peak of interest was reached in 2016–2017 with 11 papers published per year (see Figure 1).

Results

The experiential marketing is still an uncharted territory in Polish scientific literature. The number of empirical studies is low. The research field can be divided into three directions: companies' perspective, consumers' perspective and experiential marketing use in certain company/industry (case studies). Table 2 presents these three main fields of research in Poland and lists relevant studies.

Figure 2. Empirical papers on experiential marketing in Poland — type of study
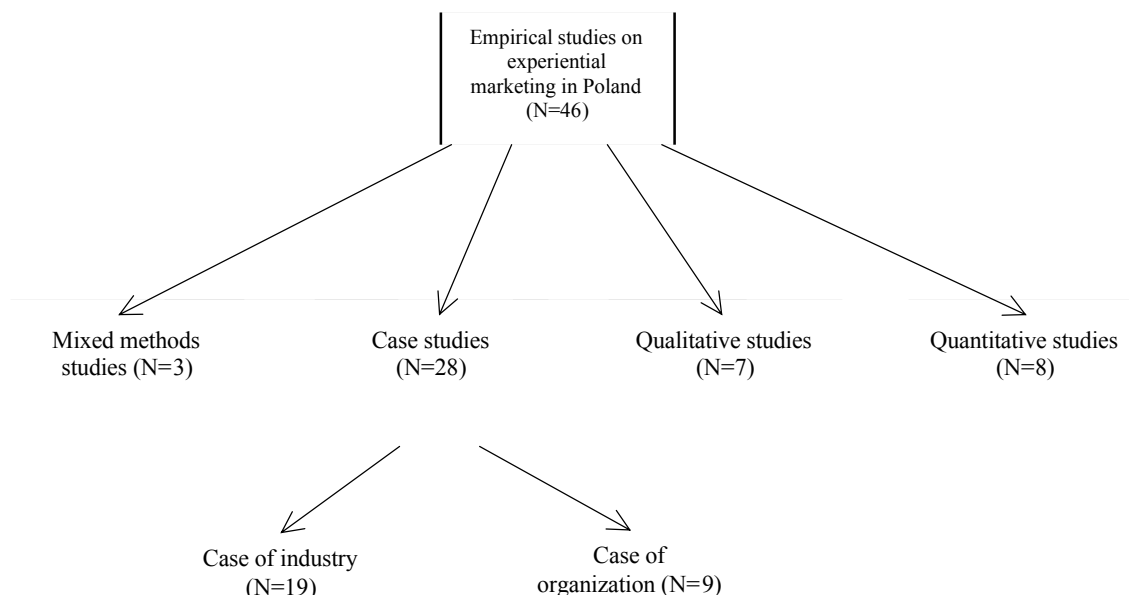
S o u r c e: author's own elaboration.

Table 2. The list of empirical studies on experiential marketing in Poland

Field of research		N	Studies
Company's perspective		2	Gebębarowski & Siemieniako (2014), Krawiec & Szymańska (2018)
Consumers' perspective	Real	5	Dziewanowska & Kacprzak (2016), Dziewanowska, Kacprzak & Skorek (2015), Kacprzak & Dziewanowska (2019), Kacprzak, Dziewanowska & Skorek (2015), Skorek, Kacprzak & Dziewanowska (2014)
	Virtual	2	Dziewanowska & Kacprzak-Choińska (2012), Kacprzak (2017)
Use of experiential marketing techniques in certain industry/ organization	Tourism	13	Bosiacki & Hołderna-Mielcarek (2017a, 2017b), Grobelna & Marciszewska (2013), Niedzielska (2017), Niezgoda (2013a, 2013b), Płaskonka-Pruszak (2017), Sieczko (2018), Stasiak (2016a, 2016b, 2019), Żemła (2014, 2017)
	Virtual	5	Delińska (2017), Kacprzak (2017), Krawiec (2016), Stangierska & Górska-Warsewicz (2016), Świerczyńska-Kaczor (2010)
	Sport	3	Berbeka (2018), Malchrowicz-Mośko & Chlebosz (2019), Waśkowski (2017)
	Culture	3	Kolny (2017), Krawiec & Szymańska (2016a, 2016b)
	Products	3	Dziewanowska & Kacprzak (2016), Kacprzak, Dziewanowska & Skorek (2015), Rodzeń, Stoma & Dudziak (2017)
	Education	2	Dziewanowska (2014, 2016)
	Libraries	2	Wójcik (2016, 2018)
	Restaurants	2	Dziewanowska & Kacprzak (2014), Gajewska & Szewczyk (2012)
	Events	2	Proszowska (2015), Waśkowski (2016)
	Banking	1	Boguszewicz-Kreft & Jaworski (2013)
	Airlines	1	Gębarowski (2018)
	Medical services	1	Skowronek (2012)

S o u r c e: author's own elaboration.

Companies' perspective

The first field of research refers to attitudes and opinions towards the experience economy concept and experiential marketing tools among Polish enterprises. As can be seen in Table 2, this direction of studies calls for further investigations as only two studies cover this topic. The first study investigating the companies' perspective was authored by Gębarowski and Siemieniako (2014) who run a survey among 34 exhibitors during real estate fairs in Cannes combined with mystery visitor technique to investigate experiential marketing tools used. In the second study, Krawiec and Szymańska (2018) present results of a survey among 30 managers of Polish theaters and philharmonics. Their results indicate discrepancies between the intentions and preferences of the surveyed managers regarding the implementation of experience marketing modules and the expectations of audience and people responsible for the overall strategy of the analyzed organizations.

Consumers' perspective

Research aims in this field of studies comprise general questions, such as what is the level of readiness of Polish consumers to participate in the experience economy (Kacprzak, Dziewanowska & Skorek, 2015), as well as more detailed ones referring to attitudes of Polish consumers towards certain experiential modules (Kacprzak, Dziewanowska,& Skorek 2015; Kacprzak, 2017), types of experiences (Kacprzak & Dziewanowska 2019; Skorek, Kacprzak, & Dziewanowska 2014) or experiential marketing tools (Dziewanowska & Kacprzak-Choińska, 2012; Dziewanowska & Kacprzak, 2016). These studies can be further divided into those focusing on the customer experience in brick-and-mortar stores and virtual stores.

Results of the survey conducted on the representative sample of 1045 Polish consumers show that only 37% of them are interested in participation in the experience economy (Kacprzak, Dziewanowska, & Skorek 2015). These findings were later confirmed and explained by qualitative studies in form of individual and group interviews. The participants of these studies often mentioned shops with the lowest prices as their favourite (e.g. discount stores), and subsequently assessed their shopping experience rather negatively (Dziewanowska & Kacprzak, 2016). The type of a favourite experience is related to socio-demographic characteristics of consumers i.e. women, older consumers and those with lower income levels are more likely to prefer passive experiences than men, younger consumers and wealthier ones (Kacprzak, Dziewanowska, & Skorek 2015; Kacprzak & Dziewanowska 2019).

Virtual context of the customer experience was covered by Dziewanowska and Kacprzak-Choińska (2012) in a study of consumers attitudes toward advergames. In an experimental design consumers were asked to play two chosen advergames and the results show that a well-designed game can be an effective promotion tool which influences the brand image, purchase intention, loyalty and recommendations through positive customer experience. Customers' attitudes towards different experiential modules of virtual shops were studied by Kacprzak (2017) in a survey on representative sample of 1003 Polish Internet users. The most valued modules of experiences in e-shops appeared to be the utilitarian ones, such as utility, money-saving and relations with personnel. Among the hedonic modules of experiences, sensory ones seemed to be the most important.

Use of experiential marketing techniques in certain industry/organization

The third stream of research in experiential marketing in Poland comprises case studies of chosen organizations and industries. The aim of most of these cases is to show examples and possibilities of using experiential marketing tools in practice.

The industry that was studied most often as a field of study was tourism, which is in line with the wider, international tendency (Ferreira & Teixeira, 2013). Tourism is considered the primary sector of the experience economy (Sundbo & Sorensen, 2013) as positive memories and exceptional experiences have always been a core of leisure industries. Polish studies focus on preferences of customers towards certain types of tourism experience (Bosiacki & Hołderna-Mielcarek, 2017a), different types of "experiencescapes" in tourism (Stasiak, 2019), authenticity of tourism experiences (Żemła, 2014), as well as particular tourist attractions such as Living Museum of Gingerbread (Sieczko, 2018), the Golub Castle (Płaskonka-Pruszak, 2017), Porta Posnania ICHOT (Bosiacki & Hołderna-Mielcarek, 2017b) and city of Częstochowa (Niedzielska, 2017). In turn, Niezgoda (2013b) describes types of tourists in the experience economy, while Grobelna and Marciszewska (2013) focus on the role of Spa & Wellness services for creation of positive consumer experiences in hotels.

Sport, culture, restaurants and events were among other leisure industries studied by Polish researchers to demonstrate the possibilities of using the experiential marketing concept. The research into

sport emphasizes the importance of the experience in participants' motivation during events such as marathons (Berbeka, 2018; Malchrowicz-Mośko & Chlebosz, 2019) and equestrian competitions (Malchrowicz-Mośko & Chlebosz, 2019). Subsequently, Waśkowski (2017) emphasizes the role of spectators in co-creation of experiences during sport events. Two quantitative studies into expectations of consumers regarding cultural services such as theaters (Krawiec & Szymańska, 2016b) and leisure-related services (Kolny, 2017) were conducted, showing that exceptional experiences and emotions are valued by customers in this industry. Attitudes of young consumers towards the experiential marketing in restaurants were studied by Dziewanowska and Kacprzak (2014) in a quantitative survey, which showed that little attention is paid to the experiential aspects of the gastronomic offer, except of the restaurant atmospherics.

A smaller number of studies in Poland have been dedicated to the secondary sector of experience economy, which comprises companies that use experiences as an addition to their basic products and services, such as manufacturing, service, retail, and public sector companies. Here, cases of education, libraries, banking, airlines and medical services are featured. Qualitative and quantitative studies (Dziewanowska, 2014; Dziewanowska, 2016) into educational services reveal that intellectual and emotional modules of the experience correlate strongest with students' loyalty and university image. Consecutively, research in libraries sector was focused on how to create a library user experience (Wójcik, 2016, 2018). Boguszewicz-Kreft and Jaworski (2013) analyzed the use of experience marketing in banking sector, while Gębarowski (2018) focused on airline services and performed similar analysis for Singapore and Emirates airlines. In turn, Skowronek (2012) showed the use of experiential marketing techniques in medical services and its influence on service provider image.

Only three studies referred to shopping for products. A quantitative study on a sample of 150 consumers showed what dimensions of the sensory experience are important for consumers of grocery stores (Rodzeń et al., 2017). A qualitative study (interviews with 30 consumers), showed that the utilitarian experience in grocery shopping is seen as more important than hedonic one (Dziewanowska & Kacprzak, 2016). The last study was conducted in a shoe store and revealed that relation with staff followed by utilitarian experience module are most important for customers of this store (Kacprzak, Dziewanowska, & Skorek 2015).

There are only a few studies into online customer experiences in Poland. Świerczyńska-Kaczor (2010) showed how experience marketing is used in Facebook and Second Life. In similar vein Delińska

(2017) pointed to possibilities of employing experiential marketing techniques in social media. Stangierska and Górska-Warsewicz (2016) analyzed the case of two brands: KFC and McDonalds and their use of experiential marketing techniques on Facebook. Winiary and Nivea brands were used as examples of employing experiential marketing techniques into a design of official websites (Krawiec, 2016). The last paper by Dziewanowska and Kacprzak-Choińska (2012) presented examples of advergames that can be classified as online experiential marketing tools.

Directions for future research

The above literature review points to the need of further research on experiential marketing in Poland. It is clear that companies' perspective is highly underrepresented, as only 2 studies have been published so far. As for the consumer's perspective, the studies of consumers readiness to participate in the experience economy should be repeated as the social and economic situation in Poland has changed in the last couple of years. Research on the preferences of consumers towards different types of experiences in different economy sectors are also highly needed. Especially in the secondary sector of the experience economy in which the concept of experiential marketing is not so easy to employ. It is also evident that Polish researchers focus more on empirical verification and application of the experiential marketing, rather than purely theoretical considerations aimed at further development of underpinning theories.

New research opportunities lie also in moving customer experience from brick-and-mortar stores into virtual ones. This type of customer experiences presents new challenges as for example the sensory or relational aspects of experiences are very limited. There are only a few studies of e-commerce sector in terms of experiential marketing in Poland which shows a vast research gap. It is also worth noting that research into the use of the experience concept in m-commerce in non-existent, despite the fact that an increasing number of consumers practice consumption via mobile devices.

Finally, an unexplored path leads towards an investigation and understanding of customer participation in experiences designed by companies. There are no studies researching co-creation mechanisms, determinants and consequences of active customer participation in experiences and emerging value. Also, a wider perspective on experience and value co-creation calls for studies on the mutual influence of various groups of participants in such experiences, e.g. other customers, personnel and intermediaries.

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The importance of customer experience for service enterprises

Znaczenie doświadczeń klientów dla przedsiębiorstw usługowych

The growing significance of services in the economy and household consumption (consumers), as well as increased competition in this market should draw attention of service enterprises in order to build positive customer experience. The experience gained by the client after contacting a service company affects the decision-making process as well as the decisions themselves. It also shapes the opinions of consumers concerning a company, its offer and employees at various levels of hierarchy. Also, more and more frequently we may observe that experience is becoming a new paradigm in services. In this article, the authors pose a question whether the ideas of experience marketing can be applied in market activity of service enterprises. In order to address the query, the researchers referred to the findings of empirical studies carried out in 2017 and 2019, which concerned the perception of services provided to two groups of respondents: singles aged 60+. In their considerations, the authors also analysed the results of surveys conducted in 2011 examining the opinions of the employees of service companies concerning their clients.

Keywords
customer experience, service enterprises, decision-making process

Wzrost znaczenia usług w życiu gospodarczym i w konsumpcji gospodarstw domowych (konsumentów), a także wzrost konkurencji na tym rynku powinny zwracać uwagę przedsiębiorstw usługowych na budowanie pozytywnych doświadczeń klientów. Doświadczenia wyniesione przez klienta z kontaktu z przedsiębiorstwem usługowym skutkują przebiegiem procesu decyzyjnego, późniejszymi decyzjami, a także kształtowaniem opinii o przedsiębiorstwie, jego ofercie i pracownikach różnych szczebli. Coraz częściej wskazuje się, że doświadczenie staje się nowym paradygmatem w usługach. W artykule postanowiono pytanie, czy idee marketingu doświadczeń znajdują zastosowanie w rynkowej działalności przedsiębiorstw usługowych. Odpowiedzi poszukiwano w wynikach badań empirycznych zrealizowanych w latach 2017 i 2019, poprzez pytania dotyczące postrzegania świadczeń usługowych przez respondentów będących singlami w wieku 60+, oraz w roku 2011, kiedy zapytano pracowników przedsiębiorstw usługowych o klientów.

Słowa kluczowe
doświadczenie klienta, przedsiębiorstwa usługowe, proces decyzyjny

Introduction

The growing importance of services in the economy and household consumption (consumers), as well as increased competition in the market should draw the attention of service companies to build positive customer experience. Service innovation must be conducted and value propositions must be evaluated from the perspective of the customers' value creation, the service that the customer experiences. Successful service innovation is not only contingent on having the right resources, established methods and practices for integrating these resources into attractive value propositions are also needed. The experience gained by clients as a result of contacting a service enterprise, their satisfaction with the process of providing services and fulfilling service-related needs (service provision) influence

the decision-making process, subsequent decisions as well as shaping positive or negative opinions concerning an enterprise, its offer and employees at different levels of hierarchy.

More and more frequently we are able to observe that experience is becoming a new paradigm in services, together with the paradigm "look through the customer's eyes, listen to what the customer is saying to you". It can be stated that the two paradigms are correlated and mutually conditioned. They are connected with the customer-orientation, which, considering the characteristics of services, should be applied in this case.

B.J. Pine II and J.H. Gilmore, the authors of the concept of the experience economy, state that "An experience is not an amorphous construct; it is as real an offering as any service, good, or commodity. In today's service economy, many companies simply wrap experiences around their traditional offerings to sell them better. To realize the full benefit of staging experiences, however, businesses must deliberately design engaging experiences that command a fee". (Pine, Gilmore, 1998). Experiences have emerged as the next step in what we call the progression of economic value (Figure 1). One way to think about experiences is across two dimensions. The first corresponds to customer participation. At one end of the spectrum lies passive participation, in which customers don't affect the performance at all. At the other end of the spectrum lies active participation, in which customers play key roles in creating the performance or event that yields the experience.

The authors emphasise that the foundation of the service-based economy is experience, seen as a new source of customer value, which is becoming the main reason for consumers' satisfaction. Experiences, emotions, impressions, ambience and mood are becoming the real product. (Pine & Gilmore, 1999).

The product does not only meet the needs of those for whom it was developed, but it should create a particular atmosphere associated with it. B. Joseph Pine II and James H. Gilmore described this phenomenon using the example of a birthday cake which a mother wants to give to a child for his/her birthday. The authors argue that any good which is produced can be combined with an unforgettable experience (Pine & Gilmore, 2011, pp. 32–33).

As B. Schmitt observes: "The term 'experience' is used in many different ways. These various definitions may be placed into two categories: some of them refer to the past (referring to knowledge and accumulated experiences over time) and others refer to ongoing perceptions and feelings and direct observation" (Schmitt, 2010, pp. 55–112).

In turn, Verhoef et al. (2009, p. 32) emphasise that the total customer experience covers the entire process of making purchasing decisions, and thus it refers to the multi-stage decision-making process: starting with the search for information, through decision-making, the purchase itself and consumption to post-purchase behaviour, including collecting impressions resulting from the purchase.

Figure 1. The progression of economic value
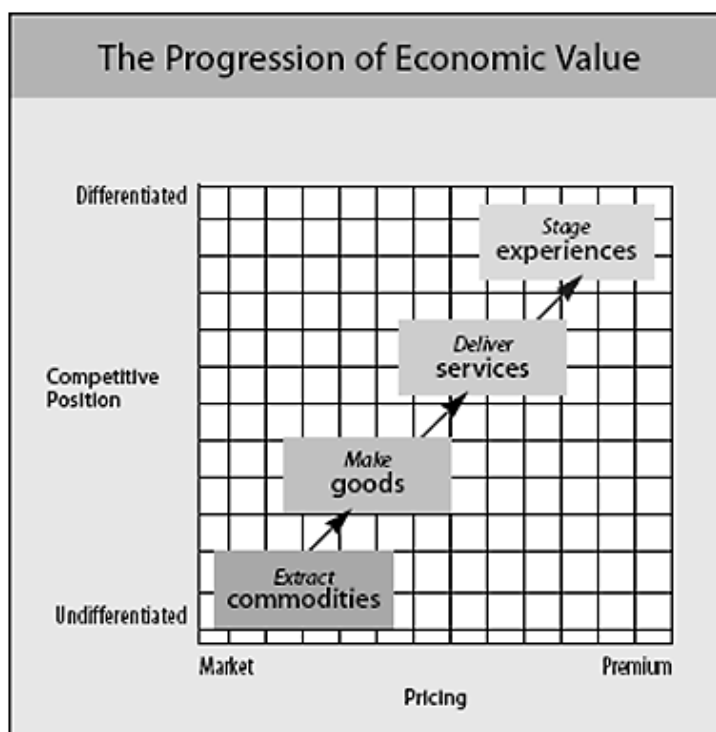
S o u r c e: (Pine & Gilmore, 1998).

B.H. Schmitt presents a concept of strategic experience modules, which is frequently cited in the literature on the subject (Schmitt, 1999, pp. 63–69; Dziewanowska & Kacprzak, 2013, pp. 103). In his concept, the author identified five experience modules that can be used by consumers.

- Sensory module (*sense*) — experiencing through senses that can trigger and stimulate emotions and bring back memories;
- Emotional module (*feel*) — relating to the feelings and emotions of clients in order to create affective experience;
- Creative cognitive module (*think*) — referring to the intellect to create cognitive experiences. The consumer not only uses the knowledge and information about a given product or service but also draws on his or her own experience;
- Physical/behavioural module (*act*) — physical experiences of consumers which can become part of their lifestyle;
- Relational/Social module (*relate*) — sensations which go beyond personal experiences, as a result of which consumers are becoming part of a particular group or community.

The client's impressions, which contribute to creating his experience, should be at the heart of the activity of service companies, the behaviour of their employees', who engage in interactions with clients (interactive marketing) and among themselves (internal marketing), as well as the value which is delivered to clients. As H. Manning and K. Bodine claim, customer experience is simply a way in which clients perceive each interaction with the company. It appears to be one of the key business driving forces. The authors also emphasise that the roots of problems associated with customer experience are related not only to contacts with employees responsible for customer service, but also to other non-frontline employees involved in the process (Manning & Bodine, 2012).

Thus, a question arises whether the above marketing ideas are applied in market activity of service enterprises?

Service as a subject of consumer decision

A service is usually defined as an activity rendered by the service provider to the service purchaser in order to satisfy the needs indicated by the client.

There are many different definitions of services in the subject literature. J. Quinn, T. Doodey and P. Paquete describe services as "an economic activity that does not consist in the production of physical goods or construction, which is usually consumed at the same time as it is produced and delivers additional values (such as e.g. amenity, pleasure, comfort, health) in the forms which are essentially immaterial and concern their direct purchaser" (Quinn, Doodey & Paquete, 1990, p. 58). T.P. Hill provides a slightly different definition of a service. According to the researcher, it is "a change in the conditions of functioning of a person or property owned by a specific economic entity that occurs as a result of an action of another entity, conditioned by the receiver's consent in the form of an appropriate agreement between that person or the other entity" (Hill, 1997, pp. 315–318). According to Ph. Kotler "a service is any kind of activity displayed and carried out by one entity to the benefit of another entity, which is non-material in its nature and does not result in the transfer of ownership of the good" (Kotler, 2012, p. 382). The American Management Association defines services as follows: a service is "an activity, benefits or satisfaction which is offered on sale or delivered in connection with the goods sold (e.g. entertainment services, hotel accommodation, electricity, transport or repair services, hairdressing and cosmetic services...)" (Cook, Goh, & Chana, 1999, pp. 318–338). When defining the term "service", C. Lovelock presents two approaches. In the case of an economic approach, a service is perceived as "an economic activity which creates a value and delivers benefits to consumers at a given time and place as a result of a desirable change rendered in the name of a service user". According to a behavioural definition, "a service is an activity offered by one party to another. Although the process may be associated with a physical product, this activity is in fact immaterial and as a result does not offer ownership of the production factors" (Lovelock, 2016).

K. Rogoziński points out that a service becomes a market product when it creates a possibility of choosing such a combination of elements making up this product that one specific set of benefits for the recipient may arise (Rogoziński, 1998, p. 53). This means that service enterprises should recognise consumers' needs so that their offer would trigger the interest of a potential buyer, i.e. it would fulfill consumers' expectations with regard to quality, facilities, innovativeness, place of supply (traditional services or e-services) and it would distinguish itself from among competitive offers of other service providers.

The services are characterised by specific features, which are of considerable significance for service enterprises and consumers in their decision-making process, namely (Dąbrowska, 2013, pp.12–13):

- Immateriality — services cannot be embraced by the senses, which means that it is difficult to assess them before they are provided; thus, it

appears that we basically purchase promises. Lack of physical nature creates specific marketing implications for service providers and their behaviour. The service company, trying to persuade the customer to buy a service product, should provide him or her with evidence of materiality in such a way that in the mind of a consumer there emerges an image of a service product and the benefits which it would bring. The immaterial nature of services is the reason why a consumer usually looks for more (both formal and informal) information and he or she uses the experience already obtained as a result of purchasing the goods. The consequence of the non--material character of a service in the case of lack of satisfaction with the service provision is the inability to return the service (although the consumer is still entitled to make a formal complaint).

- Impermanence — due to the non-material nature of services, they cannot be stored. It is a considerable challenge for the service providers, who need to find the balance between the demand and supply, in connection with their human resources policy. If the demand for the service provided by a given service enterprise exceeds its supply, we may record a loss of income as well as the costs related to lost opportunities. In the case of the supply exceeding the demand, we may deal with unused potential or company losses. Considering the above, it is therefore necessary to develop relevant marketing strategies in the area of 5Ps (product, price, place, promotion and people),
- Heterogeneity — a service is a single-time activity which is carried out by a person with more and more technical support. This means that it is difficult to find services which would be provided in the exact same way. They may be differentiated by the time when it was rendered, the skills, qualifications and predispositions of the service provider, his or her personality traits as well as other factors, such as their well-being, job satisfaction, etc. Therefore, the standardisation of the service provision and customer care is increasing in importance. A relevant example is a dynamically developing franchise system (Pokorska, 2006, p. 55),
- Inseparability of the service with the contractor — which means the inevitable simultaneity of the production and consumption of services. In the case of material goods, the commodity is first produced, then stored, sold and afterwards consumed. Employees, the most valuable company asset that is difficult to replicate, play an important role in the process. Their qualifications, engagement and empathy influence the quality of the service. Moreover, its assessment is only possible during consumption. The quality of the provided service determines

repeat business, i.e. the consumer's willingness to use the company services again,
- Convergence of the place and time of providing services with the time and place of their consumption — the service does not exist outside the process of service provision. Some services (health, education or care services) are consumed immediately, other may be rendered at a specific time, but the consumption is deferred in time or it may not be consumed at all (e.g. in the case of insurance services — we cover the costs of the readiness to provide the service during the period when the insurance policy is valid, but we do not have to make use of the insurance policy),
- No patentability — consumers may only access a particular service activity or related facilities. The consumer may benefit from the service for a shorter or longer period of time, but the service as an activity is completed. The consumer, however, retains the possibility of re-using the service (e.g. repair, medical or cosmetic services).

Experience as a new paradigm of service marketing

The success of a service enterprise is determined by the buyers, including consumers. Making purchasing decisions, consumers express their acceptance for the company's offer — when companies fully and accurately meet clients' needs and expectations or disapproval — when they are looking for alternative, competitive offers. In recent decades, the services market in Poland has undergone a specific transformation and has become more saturated and competitive. This means that enterprises must fight for their positions, appreciate the client, deliver expected values and benefits and treat him as a partner. This is especially important in the era of computerisation and fast information flow when different forms of distribution of services in the network economy, i.e. multi-channel, are gaining in importance (Lipowski, 2016).

Customer experience is defined as every contact and each interaction that the client has with the brand, the product, including the service, which are accompanied by specific emotions (Boguszewicz-Kreft, 2009, p. 42). Customer experience is the total experience accumulated by the client via all possible communication channels and contacts with the brand or the company while the services are being provided (Waśkowski, 2017, pp. 1–14).

Customer experience management involves building relations between an enterprise and their

clients, based mainly on the emotions evoked by the experiences which are important to them, and which are acquired in the process of co-creation and consumption (Palmer, 2010, p. 196–208).

As Z. Waśkiewicz observes, the economy based on experience, as a new market trend, is a result of changes taking place in it, in particular:

1. Excessive consumerism and ostentatious consumption, the tendencies that pertain to services as well (Dąbrowska & Janoś-Kresło, 2009, pp. 47–65), which lead to increasing buyers' expectations as to the form of purchased products (goods and services), the place of offering them (offline and online), purchasing and consumption.

2. The growing phenomenon of commoditisation, which refers to an increasingly higher, but simultaneously comparable level of the quality of provided goods and services. Consumers have a more and more pertinent problem with regard to noticing differences between products (Dąbrowska, Bylok, Kiełczewski, Janoś-Kresło, & Ozimek, 2015, p. 102–114).

3. Increasing expectations of purchasers looking for new values in the spiritual or emotional sphere, so far not explored or sufficiently penetrated by enterprises, are the consequences of commoditisation.

4. An increasing customisation, i.e. personalisation of products (goods and services), the so-called tailoring, is a specific response to the lack of possibility to compete effectively with regard to technology, price and availability of products. It is one of ten consumer trends indicated in 2018 by Euromonitor International (Top 10, 2018). As the authors of the book "Marketing 4.0" believe, in the technically advanced world we lack the human element and individualised approach (Kotler, Kartajaya, & Setiawan, 2017, p. 14).

5. Marginalisation of one-way mass communication of enterprises in favour of the development of two-directional marketing communication allows the purchasers to directly express their expectations and desires, and enable entrepreneurs to personalise their messages.

6. Growing exponentially, an increasing number of easily accessible information (sometimes causing information noise), progressive need of quick communication, expressing opinions and views especially though social media (their popularity invariably increases, also in higher age groups), sharing information, in extreme cases taking a form of consumer exhibitionism.

Creating a satisfactory experience with a consumer is one of the main assumptions of a good service delivery process.

Taking into consideration the specific nature of services and the process of rendering services,

building positive experiences by service enterprises is especially important. Thus, the process needs to consider measurable (material) and non-measurable (emotional) elements in the three phases: before providing services, during and after service rendition.

Therefore, it can be stated that the creation of the experience in the case of services occurs in the place of interaction between the service provider and the customer.

In their book "Consumer Psychology", the authors D. Maison and K. Stasiak pay attention to the change in consumer perception — from a rational consumer towards a consumer buying with emotions (Maison & Stasiak, 2014). It is important to note that the consideration of the trend is important to service enterprises to help them build relations with clients.

In the literature on the subject one may encounter a term "experience maps". It is a relatively new concept illustrating the impressions of users (for example, service users) in a specific field (Kalbach, 2017, p. 6). The experience map presents particular stages of the realisation of a service with the consideration of three phases of service provision. The experiences in the case of services are closely associated with empathy, that is the ability to empathise with and understand the position of another person. J. Kalbach tries to define the impressions in an axiomatic way, listing certain qualities which these experiences should possess. The impressions are holistic, namely, they include actions, thoughts, feelings experienced at a given time. The impressions are personal; thus, the experience is not a feature proper to a specific service, it is a result of a subjective perception of the reality by the client. The impressions are contextual, i.e. related to a particular current situation and circumstances. The impressions should be subject to analysis and evaluation of service enterprises. A complete description of the impression requires considering mutual relations between the service provider and the service user as well as identifying the contact points, which most frequently are:

● television, press, internet advertising, brochures, folders, etc.,
● marketing e-mails, newsletters;
● websites, mobile applications, software;
● telephone calls, helplines, online chats;
● customer service, cash desk, information desk;
● physical objects, buildings, roads;
● packaging, forwarding;
● bills, invoices, payment systems (Kalbach, 2017, p. 27).

In view of the above, a legitimate question arises, what is the level of knowledge of service enterprises on the actual impressions of consumers who use their services?

Consumer's decision-making process and customer experience

As mentioned above, the experiences/impressions that the consumer has are related to the decision-making process where various types of contacts between the service providers and service users occur.

The decision-making process commences with a stage during which we deal with the emergence of the lack of something, the existence of a need, triggered by, among others, promotional activities of service enterprises, such as advertising (Figure 2). Promotional activities should trigger the need found at a certain level of Maslow's pyramid. The creators of advertisements use emotions (since positive and negative emotions govern the majority of human behaviours and preferences), and in this way they can skilfully evoke positive feelings in the recipients of marketing communications and, as a result, create a conviction that they are interested

Figure 2. Decision-making process in services and building customer experience
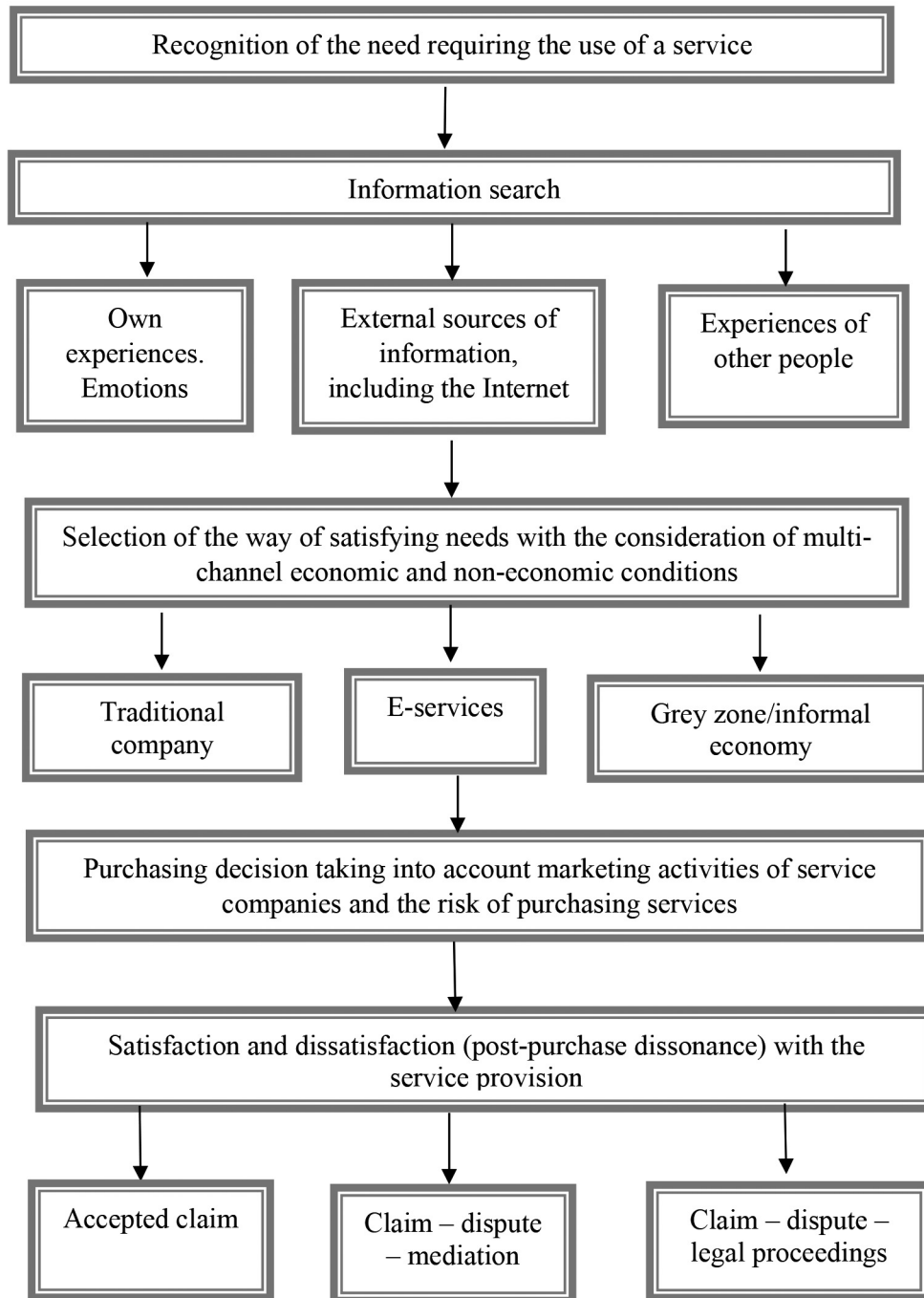
Source: author's own work with the application of EBK model (Engel, Kollat, & Blackwell, 1968).

in the service, whose quality is pointed out in advertising (Ohme, 2015, pp. 12–17). Satisfying the need which requires the use of a service is often in line with a slogan "you are worth it/you deserve it". At this point we should consider consumer competence understood as *theoretical knowledge and practical skill distinguishing a particular person with the ease of efficient and effective realisation of lower- and higher-level needs, corresponding to the expectations of quality, with maintaining the responsibility for the choices and decisions being made* (Dąbrowska, Bylok, Janoś- -Kresło, Kiełczewski, & Ozimek, 2015, p. 54), allowing to answer the question whether this need has to be satisfied. This means that in this case we need to possess the so-called know-how knowledge — the ability to define and fulfill one's own needs. The positive response to this query leads the consumer to the second stage of the process where he or she is looking for relevant, service-related information. As part of his competences, the customer should have the know-what knowledge, i.e. have the information which can be the basis for making a choice/ a purchase decision. The required knowledge in this situation might be related to their own experiences based on specific emotions and impressions or the experiences of other consumers expressed, among others, in social media, also associated with emotions. The clients might also be referring to other sources of external information.

Services are a specific area since a consumer can satisfy a need using the services provided by enterprises or carrying out a given activity as part of self-service (e.g. cleaning, house maintenance, hairdressing, cosmetic, laundry services, etc.). Competences at this stage provide the know-why knowledge — which are associated with conscious decision-making.

The next stage of the decision-making process is the selection of the way of satisfying needs with the consideration of multiple channels. Consumers may satisfy their needs using traditional services provided by service enterprises, using e-services, including cross-border services, and the services rendered in the grey zone. The accumulated experience, perceived risks which accompany decisions (Maciejewski, 2010) as well as the three types of knowledge: the *know-who*, the *know-when* and the *know-where* knowledge play a very important role in making decisions. The *know-who* knowledge is associated with the selection of the company whose services we want to purchase (recommendations, prosumers, internet forums), the *know-when* knowledge is related to the ability to manage the household budget and plan purchases, and the *know-where* knowledge is linked to the ability to select an appropriate place of supply of services. This stage of decision-making

processes is of particular importance from the point of view of service consumption. Therefore, service companies should collect information on the consumers' impressions which lead to selecting a particular service product.

The last stage of the process concerns the evaluation of the decision that was taken: consumers' satisfaction with the service provision or their dissatisfaction (the so-called *post-purchase dissonance*). This means that the consumers may have a positive experience, which would probably lead to the next decision to purchase the service and loyalty towards the service, brand, company or they may experience the above-mentioned post-purchase discomfort, resulting in a negative impression. The consumers' further behaviour and actions towards the company (pursuing consumer rights, sharing unfavourable opinion about the company, the services offered by them, their customer service) will depend on the effectiveness with which the business entities are able to reduce or eliminate customers' dissatisfaction with the provided service. The activities are important from the point of view of service enterprises and the process of mapping experiences.

Data and methods

In this article, the authors analyse the findings of the research which were carried out as part of three projects of the authors. In the case of two projects studies were carried out among consumers, in the third project the research was conducted with the participation of service providers:

- "Consumer behaviour of single people in Poland" ("Zachowania konsumpcyjne singli w Polsce") — a quantitative study carried out between July and August 2017 involving a sample of 501 respondents. The research tool was a survey questionnaire, The research was carried out by a research company with the application of a CAWI (Computer-Assisted Web Interview) method using ePanel.pl platform. The sample involved singles aged 25–35, living in five major cities in Poland: Warsaw, Wrocław, Cracow, Poznań and Gdańsk/Tri-City.
- "Service needs of the elderly in the conditions of demographic changes in Poland" ("Potrzeby usługowe osób starszych w warunkach zmian demograficznych w Polsce") — a study carried out on 6–11.02.2019 involving a sample of 508 respondents with the application of a survey questionnaire, conducted by a CAWI (Computer- -Assisted Web Interview) method. The selection of the sample was random and involved a panel of Internet users. The group of respondents was

diversified with regard to age, i.e. individuals aged 60–64 constituted 48% of the sample, people aged 65–69 — 32%, and those aged 70+ — 20%. Male respondents (55%) slightly dominated the group; women amounted to 45% of the sample. The study involved inhabitants of all provinces. 21% of the respondents lived in rural areas or towns of up to 10,000 residents, 30% in towns from 10,001 to 100,000 inhabitants, 26% in cities with 100,001 — 500,000 residents and 23% resided in cities with more than 500,001 people. In the studies the respondents were asked whether they are satisfied with the services provided to them, in other words, their customer experiences.

- "Protection and education of consumers in selected service markets" ("Ochrona i edukacja konsumentów na wybranych rynkach usług"), a qualitative study conducted in November and December 2011 with the application of an individual in-depth interview (IDI) method. The study included interviews with the employees of 18 service companies. The interviews were conducted with the representatives of six industries: banking, catering, postal, telecommunications, tourism and insurance services (three interviews were held in each case).

Perception of services by two groups of respondents: single individuals and people aged 60+ (research findings)

At the outset, it is worth quoting the findings of the research into the evaluation of the quality of customer service in 2017. Based on the study results, it may be concluded that 77.9% of Poles were satisfied with the quality of services provided to them. Consumers were most appreciative of the appearance/design of the service area (80.7% of responses), and in subsequent positions: the knowledge and competence of personnel (79.2%), the behaviour of personnel (78.6%), organisation and service time (76.8%) as well as the offer, price and product range (76,8%) (https://www.jakoscobslugi.pl/artykul/raport-jakosc-obslugi-w-polsce).

As indicated above, Customer Experience is the experience accumulated by the client throughout the entire course of the provision of services. These experiences determine the assessment of the clients' satisfaction with the services.

The authors have analysed the findings concerning the degree of satisfaction with particular services examined in two research studies: "The behaviour of single people in the goods and services market/Consumption behaviour of single people in Poland" and "Service needs of the elderly". The two segments examined as part of the research are dynamically gaining in importance and these are the customers who, due to different reasons, are and will be more and more frequent clients of service enterprises. Naturally, the presented findings do not allow to evaluate particular stages of the process of rendering services or the employees at particular levels of hierarchy. However, based on the study results, it is possible to indicate whether positive or negative experiences prevail in the case of services purchased by these two population groups.

Between 1980 and 2015 the number of single-person households in the world increased more than twofold, from approximately 118 million to 300 million, which amounts to around 15% of all households. In the period of 2016–2030, it is forecasted that the growth in the number of single-person homes will be quicker than any other type of household. It is estimated that the increase will amount to approximately 120 million of households (blog.euromonitor.com/2017/03/households-2030-singletons.html; Chamie, 2017). Single-person households are also the most common type of arrangements in Europe — in 2017 their share in the entire population was at the level of 33.6%. In 2007–2017, this group of entities experienced a record increase of 3.7 percentage point (https://ec.europa.eu/eurostat/statistics.../Household_composition_statistics). Considering the consumerist nature of the society, we may venture to formulate a thesis that people living alone in Poland constitute a heterogenic segment of purchases, which in terms of individual and socio-environmental factors, implements its own, frequently individualised (sophisticated) consumerism process (Lubowiecki-Vikuk, 2012, p. 79).

In the context of the above, it is worth looking at the evaluations of services used by single people (Table 1).

The highest ratings (very satisfied) were assigned to cultural services (23% of responses). Every seventh examined single person pointed to catering and recreational or sports services. More than 10% of indications were given to hotel and tourism services. It can be argued that in these cases customer experience was definitely positive, so the service companies met their needs at least at the level which was expected. Moreover, it may be assumed that the emotions which accompanied this process would encourage the service users to re-purchase the services. However, taking into account the remaining evaluations, it is difficult to assume that general customer experiences were positive. This is especially the case in the situations when the scores assigned in the study were ranging from "neither satisfied nor dissatisfied" to "very dissatisfied". This means that enterprises that wish

Table 1. The evaluation of the satisfaction with selected services by the surveyed single respondents (indications)

Services	Assessment of satisfaction with services				
	Very dissatisfied	Rather dissatisfied	Neither satisfied nor dissatisfied	Rather satisfied	Very satisfied
Tourism	2%	5%	38%	44%	11%
Hotels	1%	6%	27%	54%	12%
Recreation and sports	1%	6%	28%	50%	15%
Catering	1%	4%	26%	53%	15%
Culture	2%	3%	22%	50%	23%
Education	3%	7%	37%	44%	9%
House maintenance	2%	6%	50%	33%	9%
Private health care	4%	10%	32%	45%	8%
Insurance	1%	6%	45%	40%	7%

S o u r c e: author's own work.

to retain customers should map their experiences and define the weak points of their activities in order to eliminate them.

The second study concerned service needs of the elderly (60+) in the light of demographic changes. In the last decades in Poland we may observe the phenomenon of population aging. It is important to note that this trend is not specific to Poland, but it has a global dimension. It is estimated that in 2030 this social group would reach approximately 25% of the total population of Poland, and in 2050 it will constitute 1/3 of the entire society (GUS, Prognoza, 2014). The segment of elderly people in Poland is systematically increasing, which means that it is becoming a more and more important part of consumer market. Therefore, it is crucial to consider the findings regarding the evaluation of services used by the elderly. In the expressed ratings, the survey participants comment on their experiences (aggregate experiences), occurring as a result of interactions between service enterprises and consumers (Table 2).

In the case of elderly people, the evaluations of their satisfaction with particular services are much more advantageous for service enterprises. More than half of the respondents are very satisfied with the culture-related services (53%) and carers or accompanying persons (52%). A slightly smaller

Table 2. Assessment of satisfaction with selected services (indications)

Services	Assessment of satisfaction				
	Very dissatisfied	Rather dissatisfied	Neither satisfied nor dissatisfied	Rather satisfied	Very satisfied
Carers, accompanying persons	4%	0%	9%	35%	52%
Cleaning	3%	1%	10%	63%	23%
Catering	1%	3%	20%	67%	8%
Healthcare (paid)	0%	6%	20%	59%	14%
Hairdressing	3%	2%	6%	55%	34%
Cosmetic	1%	2%	48%	42%	8%
Tourism	2%	1%	14%	60%	23%
Health tourism	2%	7%	10%	56%	25%
Recreation	2%	3%	19%	52%	24%
Senior Clubs	3%	5%	27%	43%	23%
Education	1%	0%	9%	45%	46%
Culture	1%	3%	25%	18%	53%
Banking	4%	7%	18%	59%	13%
Insurance	1%	7%	32%	54%	5%

S o u r c e: author's own work, February 2019.

share of respondents (46%) are satisfied with education services. Every third respondent is very satisfied with hairdressing services, every fourth with cleaning, tourism, health tourism, recreation and Senior Club services. In the case of remaining services, the degree of lack of full satisfaction is diversified. The smallest number of "very satisfied" ratings were obtained by the enterprises providing insurance, cosmetic and catering services. Also, in the case of the experiences indicated by elderly people we may claim that the companies which would like to retain clients in this segment need to have ambassadors, map their experiences. In addition, they should establish and define their weak points in order to eliminate them.

In view of the above research results, it is worth quoting the findings of a qualitative study reflecting the approach of employees of service enterprises from the banking, insurance, catering, postal, telecommunications and tourism sectors towards their clients.

The research results have indicated that, according to respondents, the increase in the competitiveness forces the service providers to raise the level of competence of their workers and introduce the continuous learning schemes in order to increase the level and the quality of the provided services. We may assume that the aforementioned quality is reflected in the assessment of the degree of customers' satisfaction with the services:

"The greater competition, the better effect it has on consumers. Clients are more informed and more aware, they have higher expectations in relation to us as service providers, and they expect higher and higher standards. This means we should improve the level of services, not only maintain the standard the clients are used to."

Unfortunately, the study indicated that as far as the attitude towards learning the terms and conditions of service provision agreements is concerned, the clients usually do not familiarise themselves with the specific contents of the contracts they sign. The employees of service companies are convinced that the clients would sign absolutely every document which will be submitted to them without being aware of the consequences of their actions:

"They do not read them at all. I can give them anything, and wherever I mark there they will sign."

"For as long as I work no client has ever asked me about the regulations of rendering services. There are also those who will not notice a spelling mistake in their name."

"He just sees the check indicating where to sign the document, signs it there and does not pay attention to anything. So, he might just as well sign the pact for selling his house to me."

The same situation may happen in the case of very important contracts, involving large amounts of money, imposing financial obligations for the clients which would be binding for many years to come:

"There are also clients who only ask me to point the place where they are supposed to sign such a credit facility agreement."

It appears that careful reading of the terms of the contract before signing the agreement is a considerably less frequent attitude adopted by clients. Such situations usually concern long-term contracts that involve finances, e.g. credit facility or insurance documents. There are also those customers who read the contracts from cover to cover. They not only analyse the content of the agreement at home but also frequently contact representatives of companies to clarify any doubts. Even though this group of consumers is gradually increasing, still, in the opinion of service providers, they constitute a minority:

"Some clients read contracts carefully, and they generally surprise me, they ask about exemption clauses, specific terms. I really like such clients, and I always try — perhaps this stems from the nature of my work — to make the client aware of some key principles."

The provisions related to the amount of money which is due as well as the duration of the imposed obligation or the terms of resigning from the contract are the conditions which clients pay particular attention to.

According to the respondents, the information or customer knowledge tend to be insufficient to protect them from the feeling of disappointment or being taken advantage of in the situation when the service does not meet their expectations. The service providers are convinced that many of the claims and reservations indicated post factum could be avoided if clients paid more attention to the detailed information contained in the documents they are signing (content of the contracts), that is, the conditions of the service provision they decide to purchase.

Summary

In the modern, highly competitive and saturated market, consumer can choose from a wide range of products and services. However, for a contemporary consumer, the product or service itself is not enough. Emotions and impressions which are associated with it are also important. This tendency has led to an increased interest in customer experience as a way of creating a unique value. More and more frequently the companies, also service enterprises, apply strategies related to using emotions in building relations with clients. This

kind of customer experience — both positive or negative — will translate into the clients' willingness to use the services offered by a given brand once again. The expression of positive experience might be, among others, the evaluation of the degree of satisfaction with the services. The presented research findings show, admittedly, the advantage of the "rather satisfied" and "very satisfied" ratings over "very dissatisfied" and "rather dissatisfied". However, we should also pay attention to the relatively high (especially among the single people taking part in the study) share of "neither satisfied nor dissatisfied" ratings. In the context of the statements expressed by the participants of the qualitative study concerning the increasing expectations using the services, it suggests that such a score might be perceived as a challenge for service providers. Also, placing greater emphasis on the need to educate all consumers is an important factor in shaping positive customer experience for individuals using services. As the research indicates, this may lead to greater satisfaction of consumers with the services they purchase. To sum up the presented considerations, we might quote a comment expressed by A. Wódkowski, an expert in the field of supporting customer relations management, which is relevant in the context of customer retention: "In the era of digitalisation, automation and e-everything, we often forget that the strength of customer relations frequently determines business continuity" (Wódkowski, 2018, p. 11).

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Identification of forms of tourism that create extraordinary customer experiences and recognition of these forms in scientific literature

Identyfikacja form turystyki wywołujących niezwykłe doświadczenia klientów i rozpoznanie tych form w literaturze naukowej

This paper creates a link between experience marketing and a contemporary trend in tourism towards seeking new forms of activity that offer tourists unforgettable experiences. The author's intention was to identify such forms of tourism and determine the number of references to chosen forms in scientific literature in the context of experience marketing. Eleven thematic areas of travel agency customers' interest were proposed, with each of them containing more than fifty forms of tourism. The examination of bibliographical entries aimed at exploring different forms of leisure activities - with attention being focused on both the very phenomena and tourists' experiences - was carried out with respect to one selected thematic area. Focus was given to the area of 'history' and the following forms classified under it: archaeological tourism, nostalgia tourism, tombstone tourism, war-zone tourism, dark tourism, gulag tourism, communist tourism, battlefield tourism, militarism heritage tourism, atomic tourism. The examination carried out led to two fundamental conclusions. First and foremost, those forms of tourism which until very recently have not been known or have been considered niche are becoming more and more popular now. The number of such activities being currently offered by travel agencies is on the rise, which is a response to contemporary tourists' pursuit of unique experiences. Second, the analysis of resources available on top scientific publication databases demonstrated that the level of recognition of respective forms of tourism in literature is diversified - with some attracting considerable interest, and others receiving only scant attention. In several cases, research gaps were identified, relating to topics which have not been covered by any article or have been referred to only in a few scientific papers that present the results of theoretical discussions and empirical research showing close relationships between experience marketing and chosen forms of tourism.

Artykuł łączy marketing doświadczeń ze współczesnym trendem w turystyce, którym jest poszukiwanie przez turystów nowych form aktywności dostarczających im silnych przeżyć. Zamierzeniem autora było zidentyfikowanie tych form turystyki oraz określenie liczby odniesień do nich w literaturze naukowej w kontekście marketingu doświadczeń. Wyodrębniono jedenaście tematycznych obszarów zainteresowań klientów biur podróży, a w nich ponad pięćdziesiąt form uprawiania turystyki. Rozpoznania pozycji bibliograficznych pod kątem eksplorowania poszczególnych sposobów spędzania wolnego czasu — zarówno w wymiarze samych zjawisk, jak i z uwzględnieniem doświadczeń turystów — dokonano dla jednego, wybranego obszaru tematycznego. Skoncentrowano się na obszarze „historia" i przypisanych do niego następujących formach: turystyka archeologiczna, turystyka nostalgiczna, turystyka nagrobna, turystka stref wojennych, ciemna turystyka, turystyka łagrowa, turystka śladami komunizmu, turystyka pól bitewnych, turystyka dziedzictwa militarnego, turystyka atomowa. Przeprowadzone rozpoznanie pozwoliło sformułować dwa zasadnicze wnioski. Po pierwsze coraz większą popularność zyskują formy turystyki, które jeszcze do niedawna nie istniały lub były bardzo niszowe. Są one coraz częściej zamieszczane w ofertach biur podróży, co jest odpowiedzią na poszukiwanie przez współczesnych turystów wyjątkowych doświadczeń. Po drugie analiza zasobów wiodących baz publikacji naukowych wskazała, że rozpoznanie w literaturze poszczególnych form turystyki jest na zróżnicowanym poziomie — od szerszego zainteresowania po nikłe opisanie zjawisk. W kilku przypadkach zidentyfikowano luki badawcze — przy tematach, w których nie ma żadnych artykułów lub istnieją tylko pojedyncze prace naukowe prezentujące efekty rozważań teoretycznych oraz prac empirycznych łączących marketing doświadczeń ze wskazanymi formami turystyki.

Introduction[1]

At the end of the 20th century, Pine and Gilmore (1998) announced the emergence of experience economy, that is to say, a stage of market development in which customers' experiences become the main value-creating element. In an experience economy, experiences — events that engage people in inherently personal ways — are becoming the predominant economic offering (Pine, 2009). Goods and services have become only a background of or a medium for what actually matters to consumers — experiences (Dziewanowska & Kacprzak, 2013). The demand for experiences is increasing and consumers are willing to pay a high price for experiences. Therefore experience production becomes very profitable (Darmer & Sundbo, 2008).

Nowadays, in times of fierce market competition, experiences offered to customers should distinguish a brand, be full of emotions and remembered for long — that is to say, in simple terms, "unique". It is maintained that "ecstatic obsession" has become an immanent feature of the contemporary society. An imperative for being happy, feeling constant euphoria is becoming more and more common (Kacprzak, Dziewanowska & Skorek, 2015). People already live in a culture where "an adrenalin surge" is continuously sought in numerous ways and a fear of mundane existence is nothing unusual. Consequently, the lives of many people become the endless pursuit of extreme experiences (Melosik, 2012). Today's customers want to dive into the experience, considering offers available on the market specifically from that perspective. This observation refers particularly to tourists who, compared with customers of other business sectors, focus more explicitly on the experiential nature of purchased services (Choe, Lee, & Kim, 2014).

Plenty of opportunities for unique experiences that enrich people's lives are manifested in a variety of ways through niche tourism. For many people, mass tourism is no longer considered to be capable of offering remarkable experiences, therefore new, sometimes sublime leisure activities (e.g. disaster tourism, poverty tourism, war-zone tourism) are gaining in popularity. The phenomenon of seeking unique experiences in the tourist industry is described in this paper. It aims to identify the forms of tourism which evolve, while offering to tourists extraordinary experiences, and to determine the number of references in literature, linking these forms to experience marketing. In pursuit of this goal, publications indexed in top bibliography databases were reviewed. Conclusions presented herein not only imply that there are research gaps, but they also prove that they may be of practical use in setting the directions of further study by researchers engaged in the exploration of experience marketing in the context of tourism services.

Extraordinary customer experiences — difficulty of providing exact definition

Giving a clear definition of extraordinary customer experience is problematic, as literature on marketing does not define any explicit criteria that could be adopted in order to perceive a given experience as unique. Nevertheless, it was noticed that, contrary to ordinary experiences, extraordinary experiences include such which are referred to in literature on the subject as meaningful (Riivits-Arkonsuo & Leppiman, 2014) or memorable (Kotler, 2003). Furthermore, in the context of extraordinary experiences, terms such as 'peak' and 'flow' are often used (Privette, 1983; Csikszentmihalyi, 1990; Walls et al., 2011). An ordinary experience corresponds to everyday life, routine, the past, and the passive acceptance of events (Caru & Cova, 2003). On the other hand, meaningful and memorable experiences form a firmer basis. They result from infrequent and uncommon events (Bhattacharjee & Mogilner, 2014). Extraordinary experiences are triggered by unusual events and are characterized by high levels of emotional intensity (Arnould & Price, 1993). Such experiences evoke positive feelings and emotions and make the consumer want to repeat them (Gołąb-Andrzejak & Gębarowski, 2018).

In the experience economy, changing values from older to younger generations mean that consumers are seeking new meaning and self-actualisation in their tourism consumption patterns as they move beyond material possessions and services to experiences. Contemporary tourism products are increasingly being formulated to serve this demand by engineering experiences to match the expectations of the market place (Cooper & Hall, 2008). Tourism industry has always been selling emotions, dreams and memories involving travel. In recent years, however, it has become much more important to provide professionally (consciously and purposefully) prepared tourism products, strongly marked with emotion. More and more tour operators undertake continuous efforts to multiply and intensify tourism experience (Stasiak, 2013).

An attempt to provide a definition of 'extraordinary experience' may be made, however, this requires a synthesis of views presented in literature on the subject in relation to the tourist industry. As a matter of fact, extraordinary experiences include those which tourists have while

visiting new places — however, compared to 'ordinary' tourist experiences — in a context which is very specific and rare (e.g. extremely hard physical effort, natural disasters, wildlife, etc.). Consequently, tourists get extremely involved (while often going into a state of immersion) and they feel intense emotions that are remembered for a very long time.

Contemporary forms of tourism that provide tourists with extraordinary experiences

Literature on the subject divides the tourist market into many different forms (Cooper & Hall, 2008; Hudson, 2008; Triarchi & Karamanis, 2017; Jakubowska, 2018 and others). The review of those publications indicates contemporary forms which, according to the author, afford considerable opportunities for offering unique experiences to tourists. In the context of forms singled out, databases containing scientific publications were explored, while specifying the extent to which a given form of tourism has attracted researchers' interest — both in general terms and in relation to experience marketing.

The types of tourism that were singled out and are currently evolving as a result of contemporary tourists' quest for unique experiences can be categorised under the following main areas: physical activity, history, culture, nature, politics, local society, food, religion, entertainment, universe and love. The respective areas include the following forms:

- physical activity: adventure tourism, active sport tourism;
- history: archaeological tourism (archaeotourism), nostalgia tourism (diaspora tourism), tombstone tourism, war-zone tourism (war tourism), dark tourism (black tourism, grief tourism, atrocity tourism, thanatourism), gulag tourism, communist tourism (red tourism), battlefield tourism, militarism heritage tourism, atomic tourism (nuclear tourism);
- culture: bookstore tourism, literary tourism, film tourism (set-jetting, film-induced tourism), Tolkien tourism, pop-culture tourism, music tourism, festival tourism;
- nature: disaster tourism, garden tourism, speleological tourism, geotourism, volcano tourism, wildlife tourism, jungle tourism, shark tourism, nautical tourism;
- politics: political tourism, jihadi tourism, libel tourism;
- local society: ethnic tourism, township tourism

(poverty tourism, slum tourism, ghetto tourism), village tourism, industrial tourism, creative tourism, voluntourism (volunteer tourism);
- food: culinary tourism, enotourism (wine tourism);
- religion: Christian tourism, halal tourism, kosher tourism, religious and spiritual tourism;
- entertainment: amusement park tourism, theme park tourism, fashion tourism, shopping tourism, event sport tourism, stag party tourism, casino tourism;
- universe: space tourism;
- love: romance tourism, LGBT tourism.

In certain cases the unequivocal assignment of tourism forms to the aforesaid areas was arbitrary. For instance, war-zone tourism was classified as 'history'. Nevertheless, this form of travelling may equally be connected with somebody's interest in politics. Similarly, it was decided that 'pop-culture tourism' or 'festival tourism' falls into the category of 'culture', however, this could fit well with the area of 'entertainment'. Furthermore, due to word limit requirements applicable to this article, more detailed classifications were not proposed, although it was possible. For example, as regards film tourism, it was decided not to split it further into the subcategory of biography tourism (covering visits at museums devoted to the biographies of films stars, their birthplaces or lives, meetings with idols, etc.) and fiction film tourism (journeys orientated towards visiting film and studio sets — not always real, participation in film workshops, etc.) (Tucki, 2016). It must be emphasised that the classification presented above does not include such forms of tourism which are too general categories to be considered in the discussion contained herein (e.g. agri-tourism, responsible tourism, cultural tourism, extreme tourism) or have nothing in common with experiences in the context of marketing (e.g. accessible tourism, benefit tourism, medical tourism). Also, forms which are illegal (drug tourism, suicide tourism, sex tourism) were not covered.

Selected forms of tourism in scientific literature — identification of research gaps

This article refers only to the forms assigned to one area of tourists' interests, that is to say — 'history'. The area chosen was considered to be the exemplification of the identification of research gaps.

For each form of tourism taken into consideration, top two abstract and citation databases were explored (Scopus, Web o Science).

The exploration was carried out both with regard to the total number of scientific publications and in respect of works referring to tourists' experiences. Apart from results from those databases, also additional publications displayed by web search engines were used. This made it possible to specify interest in publications for each of tourism forms chosen, designated as: lack, low, average and high (table 1).

regions where large-scale migration occurred, e.g. Central Europe and Israel. Whereas most tourists become attached to a destination after repeat visits, the tourist-destination relation in nostalgia tourism is unique because tourists with immigrant origins often feel connected to the people, culture, and heritage of the destination before actually visiting the place (Huang, Haller and Ramshaw, 2013). This seems to be of paramount importance from the

Table 1. Interest in selected forms of tourism in scientific literature

Area of tourists' interests	Forms of tourism	Number of publications				Interest in publications	
		Scientific publications in total		Publications related to tourists' experiences		Scientific publications in total	Publications related to tourists' experiences
		Scopus	WoS	Scopus	WoS		
History	archaeological tourism	14	1	2	0	**	*
	nostalgia tourism	50	31	2	3	**	*
	tombstone tourism	0	0	0	0	*	—
	war-zone tourism	1	1	0	0	*	—
	dark tourism	357	194	112	66	***	**
	gulag tourism	1	1	0	0	*	—
	communist tourism	34	35	2	2	**	*
	battlefield tourism	58	48	5	2	***	*
	militarism heritage tourism	0	0	0	0	—	—
	atomic tourism	3	0	5	0	*	—

Designation: — lack, * — low, ** — average, *** — high.

S o u r c e: author's own elaboration.

The 'history' area encompasses ten forms of tourism, the first of which is **archaeological tourism** (archaeotourism). This way of travelling is orientated, first and foremost, towards the visiting of sites of historic and prehistoric significance (e.g. pyramids in Egypt). It is an attractive proposal for people who express interest in historical heritage, which they can discover in various forms tailored to individual tourists' needs (Kaczmarek, 2010). Archaeological tourism has not only received very little researchers' attention (Pacifico & Vogel, 2012; Jusoh et al., 2017; Ortea, 2017, and others), but has been also very rarely linked to experiences (Ross et al., 2017; Blasco López et al., 2019).

What is a driving factor behind **nostalgia tourism** (diaspora tourism) is a tourists' desire to see places (villages, districts, cities, regions, countries) where their ancestors were born and lived or which tourists themselves used to live in (travelling associated with the tourists' tracing of ancestral lineages is in a broader context referred to as genealogy tourism/root tourism). This phenomenon concerns particularly citizens of those

perspective of emotions experienced by tourists. Literature on the subject offers very few publications analysing nostalgia tourism in respect of this aspect (Yan & Santos, 2010; Etemaddar, Duncan, & Tucker, 2016; Christou, 2018; Géraud, 2018).

Tombstone tourism is a small niche in the tourist market, which is created by people interested in visiting famous cemeteries (e.g. Pere Lachaise Cemetery in Paris or Green-Wood Cemetery in New York) and graves of well-known people (e.g. Elvis Presley in Memphis, Tennessee). Contemporary tourists often reach sites connected with death, and they are guided by many different motives, usually educational, patriotic, cognitive, genealogical or religious. However, in the 20th c. another motive appeared, strictly connected with the need for entertainment through an experience of fear, dread and a fictional contact with death (Tanaś, 2006). Literature provides very few works devoted to tourists visiting deathspace (Stanton, 2003; Privitera, 2016; Tomašević, 2018), and there are no scientific works that would contain any references to tourists' experiences.

Another form is **war-zone tourism** (war tourism), which entails travelling to places ravaged by armed conflicts — areas where it is dangerous to stay because of military operations that have not been stopped yet or have already ceased. This phenomenon relates to travelling with an intent to do sightseeing rather than provide humanitarian aid or report on war as part of media coverage[2]. Due to considerable risk of death or injury, war-zone tourism represents a niche activity. However, there are small travel agencies which for years have been arranging trips to places in which armed combat takes place. Their offers include journeys, *inter alia, to*: Afghanistan, Iraq, Syria, Somalia, Democratic Republic of Congo, Eastern Ukraine. War-zone tourism has been given only limited coverage in scientific literature (Adams, 2001; Stephens, 2007; Mahrouse, 2016; Dilek, 2018), and existing publications do not mention anything about tourists' experiences.

The area of tourism expounded above is closely correlated with **dark tourism** (black tourism, grief tourism, atrocity tourism, thanatourism). However, it is a safer and more common form of travelling than war-zone tourism, as excursions are made in peaceful times. This phenomenon includes visits to: death sites and disaster scenes; sites of mass or individual death; sites of incarceration; representations or simulations associated with death; and re-enactments and human interpretation of death (Lennon & Powell, 2018). Dark tourism involves mainly visiting real places of mass torture and execution, as well as museums, theme parks, memorials. Examples include The Tuol Sleng Genocide Museum (Phnom Penh, Cambodia) and The Kigali Genocide Memorial (Kigali, Rwanda). There is a comprehensive set of publications dedicated to dark tourism (Bowman & Pezzullo, 2009; Sharpley & Stone, 2009; Hartmann, 2014; Hooper & Lennon, 2017). Deliberations of many authors were set in the context of tourists' experiences (e.g. Robb, 2009; Chang, 2014; Binik, 2016, Yan et al., 2016; Boateng, Okoe, & Hinson, 2018; Sharma & Nayak, 2019).

It must be highlighted that dark tourism is a broad term and covers also certain niche areas of tourism which have been given focus, however, only in few scientific works. Such subcategories include **gulag tourism and communist tourism** (red tourism). After collapse of the Soviet Union a new type of tourism has emerged — gulag tourism. It involves visiting the places where, from the 1920s to the mid 1950s — the Soviets maintained their labour camps. These correctional labour camps were established by the communist government as prison facilities, where prisoners were forced to undertake heavy physical labour. In later years, they were transformed into labour colonies; however, in many cases, they continued to fulfil

their original purpose (Wites, 2008). There is a group of people whose main motivation behind setting out on a journey is taking a visit to gulags, nevertheless this phenomenon has drawn only little interest in literature on the subject (one may refer to barely few publications: Wites, 2008; Hardy, 2012; Wilson et al., 2018; Tiberghien, 2018), specifically from the perspective of the experiences of those who are engaged in this form of tourism. The examples of destinations visited as part of gulag tourism include labour camps in Magadan and in its vicinity (Russia) and Karlag (Karaganda Corrective Labour Camp, Kazakhstan). A similar form is communist tourism, which entails visiting countries which used to be governed by a Communist regime (or where the regime still exists, e.g. North Korea). In some countries (e.g. in Bulgaria and China), tourists can buy dedicated package tours which include trips to places of key significance to the former state system. Databases contain very few publications describing a phenomenon of red tourism (Light, 2000; Yiping & Hu, 2008; Lin, 2015 and others).

In the context of a historical aspect, another two related forms can be distinguished on the tourist market — **battlefield tourism** and **militarism heritage tourism**. The first type of tourism incorporates battlefields, including also museums dedicated thereto and all the remains of battles (e.g. fortifications, bunkers, vintage war planes, battleships, prison camps). The examples of such places to which trips are organised for people who are keen on battlefields are Pearl Harbour and the Normandy beaches. Battlefield tourism has received widespread recognition in literature on the subject. And despite the fact that this issue has been given considerable attention in comprehensive publications (Lloyd, 1998; Ryan, 2007; Eade & Katić, 2013, and others), there are merely few which describe battlefield tourism in the light of experiences (Cheal & Griffin, 2013; Miles, 2014; Lee, 2016, Chen & Tsai, 2019). Militarism heritage tourism, on the other hand, involves going to places of former military sites, which are now out of service. Examples include Korean Demilitarised Zone (Panmunjom — a village located at the border between North Korea and South Korea) and Borne Sulinowo (a former military base of the Red Army in Poland). Militarism heritage tourism has been described in scientific literature, however, only to a lesser extent (Olszewski & Wendt, 2012).

Major travel destinations which certain tourists desire to reach are cities on which nuclear bombs were dropped (Hiroshima and Nagasaki, Japan), sites of nuclear testing (e.g. Semipalatinsk, Kazakhstan) or nuclear disasters (Chernobyl, Ukraine; Fukushima, Japan). This form of tourism, which is referred to as **atomic tourism** (nuclear tourism), so far has received scant mention in

literature (Freeman, 2014; Carvalho & Carvalho, 2017; Karpiuk & Popławski, 2017, and others), nevertheless, there are no publications presenting the results of research concerning directly tourists' experiences.

Conclusions

Pursuit of extraordinary experiences is seen in many industries; however, it is tourism that takes the lead, as many niche forms of travelling have emerged there. Over time, classic tourism has been replaced with its diversified forms — with some being very peculiar. For example, there are certain people for whom suffering holds strong attraction. Consequently, products sold to such customers by travel agencies, instead of sunny locations situated by the sea, offer excursions to former concentration camps or other places that evoke a feeling of immense pain and dread (Costa & Korstanje, 2016).

Current scholarly output relating to extraordinary, extreme tourists' experiences is quite large (*inter alia*, Morgan, Elbe, & de Esteban Curiel, 2009; Agapito, Mendes & Valle, 2013; Lin & Zi-Lin Kuo, 2016; Rivera et al., 2019). However, those publications refer to the tourist sector in general terms. Far fewer scientific publications are devoted to the area of niche tourism, with some of them — as evidenced by the examination conducted — either failing to mention it at all or raising the matter in question, however, only to a lesser extent. Research gaps can be thus spotted, which researchers engaged in the exploration of extraordinary experiences can attempt to address. The identification of those gaps may offer an introduction to more in-depth bibliometric analyses and future research. Although this article is confined only to several forms of niche tourism

(referred to under the 'history' area), it might be assumed that in the other areas indicated herein there are also matters relating to tourists' experiences, which have not been recognised sufficiently enough.

Research into the experiences of people enjoying various forms of tourism requires an interdisciplinary approach — as regards the scope and subject-matter of exploration. In addition to the understanding of the essence of experience economy and the intricacy of customers' experiences, it is also requisite to have knowledge of the individual areas of tourists' interest: history, politics, religion, nature, etc. This poses one of the greatest challenges for researchers, who — preferably while collaborating in interdisciplinary teams — should combine current scientific achievements of experience marketing with knowledge of various forms of tourism.

It is noteworthy that the exploration of niche segments of the tourist market in the context of experiences is both of scientific and practical significance. The recognition of tourists' needs in that respect, as well as of emotions and the dimensions of experiences bears considerable relevance to travel agencies which can use this knowledge for the preparation of their offers. Even today, we can find small tour operators specialising in offering extreme experiences (e.g. war-zone tourism), which allowed them to become successful on the market.

Many contemporary customers perceive their lives as a specific 'market of experiences' which is formed by proposals of various market entities. Also tourists from this 'market' strive to choose such offers which will create exhilarating, unique and unforgettable experiences. Therefore, the combination of niche forms of tourism and experience marketing requires thorough scientific explorations which will fill research gaps that have not been closed yet.

Endnotes

[2] Although the expression 'war tourism' is also used in relation to war correspondents (O'Rourke, 1988).

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Design thinking in customer experience management

Design thinking w zarządzaniu doświadczeniami klienta

Both design thinking and customer experience a few years ago did not exist in the theory of literature or the awareness of entrepreneurs. Both of these trends were born out of the need for practical focus on the recipients and their needs. However, the authors have hypothesized that the concept of design thinking is not always applied in the entities in which the customer experience is implemented. The same research goal became to determine whether these methods exist in entities combining their properties, while for its implementation a qualitative study (individual in-depth interviews) was conducted with managers in entities from the SME sector. As a result of the study, it can be concluded that combining both methods is not popular and managers do not think of them as methods that are complementary.

Keywords
design thinking, customer experience, management, innovation

Zarówno design thinking (myślenie projektowe), jak i customer experience jeszcze kilka lat temu nie istniały w teorii literatury czy też świadomości przedsiębiorców. Oba te nurty zrodziły się z potrzeby praktycznego skupienia na odbiorcy i jego potrzebach. Autorki postawiły jednak hipotezę, że nie zawsze w podmiotach, w których customer experience jest wdrażany, stosuje się koncepcję design thinking. Tym samym, celem badawczym stało się określenie, czy metody te występują w podmiotach, łącząc swoje właściwości, natomiast do realizacji celu badania wybrano badanie jakościowe (indywidualne wywiady pogłębione) przeprowadzone z menedżerami w podmiotach z sektora MSP. W wyniku przeprowadzonego badania można stwierdzić, że łączenie obu metod nie jest popularne i nie myśli się o nich jako o metodach, które są komplementarne.

Słowa kluczowe
design thinking, myślenie projektowe, doświadczenia klienta, zarządzanie, innowacje

Design in companies

Design is not only a plan or drawing produced to show the look and function or workings of a building, garment, or other object before it is made (https://www.lexico.com/en/definition/design). In companies management design is more then a mockup is a way of thinking and orientation towards effective planning. Implementation of design as an element of the functioning of enterprises affects their business model and the way they function. The role of design is emphasized as a powerful source of innovation, which effectively differentiates the activities of companies and builds a lasting competitive advantage (Lawson, 2001). Today's customers have unlimited access to knowledge and possibility to make the right choices in the market also want to constantly improve the quality of their lives and expect more than a traditional company could provide them (Dziadkiewicz & Maśloch, 2013).

Launching a new product on the market is a time-consuming and can be also costly and highly risky task. Therefore, according to the project management methodology, it should be divided into

stages and analysed in detail on each of them. The main steps in the implementation of a new product (both material and non-material) are (Cooper & Kleinschmidt, 1986):

- initial screening — generating new ideas,
- selecting the best ideas for products,
- conceptual research,
- marketing research,
- business and financial analyses,
- development of a new product,
- commercialization — market launch.

The method of generating and verifying new products and services is the method of design thinking. It is an interdisciplinary approach combining various techniques and tools (also visual), which focuses on creating well-thought-out solutions by means of experiences using a combination of intangible and material resources (Dam & Siang, 2019).

Design thinking purposes

Design thinking is a „human-centered approach to innovation that puts the observation and discovery of often highly nuanced, even tacit, human needs right at the forefront of the innovation process" (Gruber, De Leon, George & Thompson, 2015). The method is understood in various ways by practitioners. The variety of possible use of design thinking is presented in table 1.

Design thinking goal is to consciously design services and products that incorporate new business models, are tailored to the needs of users and contribute to the creation of new socio-economic value, ease of use, satisfaction, loyalty and efficiency in areas such as environmental protection, communication and products — not forgetting the people who provide the services (Bhamraa, Hernandez, Rapitsenyane, & Triminghama, 2018). In design thinking designer methods should integrate people's needs, technological capabilities and conditions necessary for business success. An approach to creative problem-solving that is widely recognized as a valuable direction for human-oriented product and service innovation. It is called methodology, culture and philosophy. According to the logic of design, design thinking assumes that the result of the process should bring intended business goals, not only aesthetic ones.

The methodology was formed by the lack of ability of large corporations to be creative and create new products and services that serve unmet customer needs. What is more, companies very often can not capture the context of customer experience which is specific interaction between an organization and a customer over the duration of their relationship. Its essence is the use of techniques that revolve around the customer and thus an innovative approach to meeting their needs and answering the question why customer uses specific solution (Gammeri & Bresch, 2017). The process takes into accounts the origin of customers and users, their behaviour and thinking, motivations, habits and needs. Unlike many methods design thinking focuses on the needs and experiences of users. Thus they should naturally relate to customer experience management. The method looks at a given phenomenon from the user's point of view and designs a product or service in such a way that it fully satisfies the user's needs. In practice, however, it is not easy and obvious.

Table 1. Variety of design thinking purposes

Product Design		Brand Design		General problem solving		Service Design
		Software architecture		Customer experience		Regional Development
Game Design	Experience Design		Company culture		Business Design	
Supply Chain Management		Process Design	Project Management		Food Design	Sustainability

S o u r c e: author's own compilation based on literature overview.

Research methodology for design thinking in customer experience management study

The specifics of design thinking and customer experience are complex, thus authors decided to use a qualitative survey in order to deepen the phenomena accompanying these issues in enterprises. Individual in-depth interviews have been chosen as the technique

given the specifics of the respondents, who were experts coordinating design thinking processes in enterprises. Experts came from various European countries. Information about experts is presented in the table below.

a summary of the main conclusions. The main part was divided into three areas:

- the first concerned the methods of implementing design thinking in entities,
- the second focused on customer experience, while
- the third covered issues supporting and hindering the implementation of both methods in organizations.

The interviews were aimed at verifying the hypothesis that the design thinking concept is not always used in entities where customer experience is implemented. The qualitative study allowed to verify this hypothesis positively and indicate that combining both methods is not popular and is not thought of as complementary methods as well as indicate the reasons for this situation.

Table 2. Information about research sample — IDI experts, N=8

	Germany N=2		Denmark N=2		Poland N=2		Netherlands N=2	
Country (number of experts)	1	1	1	1	1	1	1	1
Professional experience in years	6	9	6	9	5	6	6	12
Female/Male	F	M	M	F	F	F	F	F
Sector in which expert works	SME	SME	SME	SME	SME	SME	SME	SME

S o u r c e: author's own compilation.

Interviews were moderated by the authors of the article. They lasted about 40 minutes and were recorded in accordance with the principles of anonymity of the interviewees. Transcriptions were made from interviews.

The research problem presented to the experts was:

- the lack of information whether design thinking and customer experience are methods occur in entities combining their characteristics,
- the lack of information whether in companies employees are able to combine these methods and
- the lack of information what supports and what makes it difficult to implement both methods in organizations.

These problems determined the design of the interview scenario and research questions. The interview began with an introduction to the general assumptions of the conversation and ended with

How to design customer experience

Designing customer experience is a growing trend and it is changing basic business practices as well as changing the way the project and product team thinks. Companies have started to take into account indicators such as the value of user experience, and thus invest in their improvement. This is quite surprising because only ten years ago, most companies didn't even know what a user experience means, let alone how to use it.

According to an expert describing the essence of design thinking in entities:

„Today, design thinking trend determines the competitive advantage, winning and maintaining customer loyalty. Design thinking requires continuous feedback between the solution developer and the target group. The project group

asks questions to the end users, carefully watches their behaviour. Solutions and ideas are visible and transferable very quickly in the form of prototypes, so that potential users can test them and provide feedback long before they are produced and marketed. ' In this way, design thinking brings practical results for company which manager can use. But also those results can be really challenging for company. That is way according to experts, they are very often not use in practice.

From design thinking process designers can use in-depth information about stakeholders' experiences, which they should translate into a designed product, service or process and answer questions:

- what is it? — and develop insightful criteria for hypotheses,
- what if? — which can then be tested to see what happens when alternatives are used,
- what do you like? — in terms of organizational constraints and introduce as co-created prototypes to learn,
- what works? — that is, what can a company actually launch on the market because it has the technological, legal and financial conditions to do so.

Researched expert from Germany pointed a report carried out by a research team on the implementation of design thinking methodology in enterprises, where respondents mentioned the following applications of the methodology and its benefits (Liedtka, King & Bendy, 2013):

- development/improvement of new products and services — most respondents considered the main domain of design concepts to be finding and responding to unmet customer needs, improving and creating new products as well as developing new functions and services;
- better knowledge matching, collaboration and transfer — introducing new processes that strengthen links with other departments and allow for better alignment with other teams. Design thinking has been defined as a way of using people with different experiences and, at the same time, perceiving them as team members rather than company resources;
- improvement of internal situation in the company through better cooperation with the environment — co-creation, workshops for customers, cooperation and co-creation as well as stakeholder management are used to create new solutions and ideas;
- empathy for the customer — another objective of design thinking is to address the need for a better 'understanding of the target customers' or 'users'. This means relying more on customer knowledge than on any other set indicative framework, such as business

objectives or competitors' actions. The role of 'discovering the user as a starting point for innovative work' is emphasized, using 'empathy rather than business goals' or 'looping in what customers experience with us'. In particular, R & D respondents highlighted the role of design thinking as a way to conduct stakeholder-based R & D. In this way, it ensures 'less personal satisfaction and a more user-oriented approach', which will inevitably lead to 'innovative, human-oriented solutions'. Statements such as these show that radical user orientation is a desirable direction;

- improvement of our own internal business processes and organizational structures that are not closely related to innovative market offers, but rather improve the processes of cooperation between the company and the customer;
- innovations and valuable solutions to problems combine three fundamental elements: technological feasibility, economic viability and human attractiveness.

Despite the awareness of the benefits, experts indicate that in practice, companies often talk about design thinking because it is fashionable but in the long term it often turns out to be difficult to use because it is also a very demanding method. Demanding not only for managers but also for production process.

Design thinking in process

Design thinking is a methodology based on an iterative work process in which designers act intuitively (Liedtka, 2018). Schon emphasized the critical role of reflection in action, describing design as a reflective 'shaping process' in which the situation 'talk back' (Schon, 1982). He described each iteration as 'a local experiment that contributes to the global experiment of problem refragmentation'. As he claimed, design was successful in a complex and uncertain environment, creating virtual worlds that acted as learning laboratories: 'Virtual worlds are contexts for experiment within which practitioners can suspend or control some of the everyday impediments to rigorous reflection-in-action. They are representative worlds of practice in the double sense of 'practice'. And practice in the construction, maintenance, and use of virtual worlds develops the ability to reflect in action, which we call artistry'. According to experts: 'design thinking process is something that will help some companies to implement this methodology and to others it will not be signpost but impediment'.

The teams in the work loops go through six different phases, as shown in the table below. In the first phase, understanding — empathy, the team finds a field of action. In the second phase, the participants define the problem and the needs of the users. In the search phase, the team first develops a number of possible solutions and then focuses on the best ones (Brown, 2013). The next phase is the creation of prototypes for the development of concrete solutions, which can be tested on the appropriate target groups. The best solution is implemented on the market.

In the third stage, the team focuses on developing as many possible solutions to the problem as possible. According to experts: 'This requires not only a strong substantive background, but above all the courage to create new, unconventional solutions and to stop assessing and criticizing the ideas of other team members. This stage should end with evaluation and democratic selection of the best idea on which the prototype will be based'. Brainstorming was named as an essential tool here. 'Brainstorming is not an end in itself, but only a starting point for further action' expert said.

Table 3. Interactive work process of design thinking

Observation	Definition of needs	Generating ideas	Prototyping	Test	Implementation

S o u r c e: (Brown, 2013).

Experts emphasized that: 'Innovation starts with observation and empathy'. Managers need to understand the needs and problems of the user in depth. It is important to recognise hidden and intuitive motivations that influence human choices and behaviour (Liedtka, 2018).

To this purpose, tools such as empathy maps, ethnographic interviews, observations of users, exploratory surveys with a thorough analysis of the environment (hit the streets) and surveys exploring functional needs are used. According to experts: 'Traditional focus groups do not work well in implementing design thinking because during official meetings, people tend to rationalize their statements and avoid critical comments'. Instead, discreet observation of behaviour can show how users really use products and provide knowledge about some of their own amateur improvements that can inspire new products (Gasparini, 2015).

The second step is to synthesize the collected information in order to define the correct problem. As experts said: 'this stage requires breaking down the mental conditions and habits that limit the field of view. Is the customer interested in a new lamp or the light in the room?' Defining a problem will have a dramatic impact on the direction of the solutions sought. This stage is a huge challenge, because most people prefer to work on a specific solution right away rather than moving in the uncertainty of many possible directions. The definition of a problem narrows the picture too quickly. It may turn out that the money, time and energy invested do not solve the right problem, which may result in a failure.

At the prototype stage, a physical artefact, a simplified model with characteristics similar to those of the final product, is created. The most important thing is to be able to visually present the idea to the users and quickly gather their opinions about the solution. It's better to quickly find out that the idea deviates from the real needs of customers and get back to the beginning, than to invest in a costly design for something that doesn't work. 'You can never be sure that the end product will be a success, but often building improved prototypes, putting them in the hands of users and listening to what they have to say reduces the risk of ultimate failure' — experts said.

To build fast prototypes experts recommend: 'you can use cardboard, wood, foamed polystyrene, plasticine, lego blocks — practically everything'. A prototype does not always have to be an object — you can use a storyboard form or for user path drawing services. It is important to go one step further than verbal description, which can be interpreted by users in a subjective way and visualize our idea in any way they want.

The prototype is tested in the user environment. First of all, it is important to define the parameters necessary to meet the test, so that the test result is clearly defined. This stage requires the involvement of many parties and technical, formal, administrative and legal support. It is important that the testing process takes place in a realistic environment in which the product will be used. Only after successful testing is it possible to conclude that the product, the service, is ready for final implementation. According to experts: 'Unfortunately, the testing stage is often omitted

during the implementation of many projects, which means that good ideas and solutions are implemented directly into everyday use, and only then it turns out that they do not meet the required assumptions and expectations of customers'.

Position of customer experience

The methodology emphasizes that when developing a new service or product managers should look at it through the eyes of the customer and then design it so that it is valuable for the customer in time (Interaction Design Foundation, 2018).

Both design thinking and customer experience are young theories but they are very often implemented by enterprises considering their effectiveness. Invited for the qualitative study managers tried to assessed whether in practice they combine methods of design thinking and user experience. It turns out that this is not so obvious as the following quotes describe:

- 'we use the most often used design thinking tools at workshops to facilitate group work';
- 'design thinking is used alone as a tool for generating ideas for products';
- 'customer experience is tested in our company based on the so-called checklist';
- 'customer experience is based on the standards and procedures set by the mother company. '

Experts also said some statements about combining techniques, such as:

- 'we design a customer journey according to design thinking in order to get to know the path of customer progress and build the right impression in the right places',
- 'we are trying to look by customer experience designing on so-called touchpoints between the company and the client'.

Thus, it is worth noting that design thinking does not always go hand in hand with customer experience. The experts said they do not always have time for this kind of approach to customer experience, especially since they have their own procedures and standards set in the company. So it is worth going beyond the scheme to include design thinking techniques to refresh the approach to the client.

The issues supporting combining both methods according to experts are strong focus on the clients' needs, use of market research and organization structure prepared to manage customer relationships. According to the respondents, aspects that impede are internal procedures of the entities, as well as the organizational structure itself.

Therefore, in order to manage effectively it is not enough to include recipients and collect data, a comprehensive orientation of the entity is necessary.

Summary

Combining the methods of design thinking and customer experience seems obvious because design thinking is aimed at practical formulation of a product or service in order to meet the needs of customers and even tailored products to their needs. Thanks to this, customers will not have to even think about whether they need a given solution. A good product will be something without which the recipients will not want to get around.

The customer experience is noteworthy on many levels both in real-life contact with the seller and in virtual conditions. In societies saturated with consumption, ownership itself is no longer a major issue. It is the experience resulting from the search, communing with the product and the process of its acquisition that is of value.

Creating customer experience is not a simple task. Especially in the era of having an individual approach to the recipient. Thus, the methods that are part of design thinking can help in creating it. Satisfaction resulting from combining these two approaches could be both for the customer and companies.

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