

## Experiential Marketing Strategy: The Empirical Study of 85° C Bakery Cafe

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### Abstract

With the rising of living standard, coffee industry is getting thriving and the consumptions of coffee, cake, and bakery are also getting more and more popular. Under the increasingly fierce competition of the market today, consumers purchase not only the product itself, but also a satisfactory shopping experience. The company needs to grasp the consumer experiences with the feeling and the emotion by touching consumer's heart to build up the strong relationship with their customers. Schmitt (1999) proposed five different types of experiences including sensory experiences (SENSE), affective experiences (FEEL), creative cognitive experiences (THINK), physical experiences and behaviors and lifestyles (ACT), and social-identity experiences that relating to a reference group or culture (RELATE).

The goal of experiential marketing is to establish the connection in such a way that the consumer responds to a product offering based on both emotional and rational response levels that are consistent with the essentials of coffee, cake, and bakery industry. Based on the theoretical framework of Schmitt (1999)'s research, this study examines the experiential marketing of consumer in terms of sense experience, feeling experience, thinking experience, acting experience, and relating experience in 85° C Bakery Cafe. This study is exploratory and qualitative-oriented and uses the 85° C Bakery Cafe as the research target. A depth interview is used for data collection. A convenience sample is collected, including 50 customers from five different stores in the Northern Taiwan. The results show that the thinking experience and the relating experience are not found among target customers; however, the sense experience, feeling experience, and the acting experience are highly relevant to consumer's perception of 85° C Bakery Cafe. The findings of the study disclose the importance of the experience marketing for business operation. The recommendations of this study can provide suggestions for the relevant operators of the industry in developing marketing strategy.

**Keywords:** experiential marketing, sense experience, feeling experience, thinking experience, acting experience, relating experience

### I. Introduction

As a result of cross-cultural interchange, the influence of Western culture on Taiwanese consumption behavior has increased. In addition, the emergence of affordable coffee has resulted in its growing popularity. To prevail in a fiercely competitive market, coffee chain operators devote a lot of effort to managing brand image and positioning because consumers value the consumption experience as well as product quality. Consumption experience comprises the atmosphere, space, and services that coffee shops provide to their consumers. However, consumption behaviors are highly complex, and a major challenge lies in understanding customers' experiences and sentiments to impress and retain customers. The content and experience of experiential marketing differs among various industries. Most studies examining post-consumption behavior have focused on product and service quality, largely ignoring consumption experience. Several studies related to experiential marketing have adopted quantitative approaches but few have conducted in-depth interviews regarding consumers' experiences regarding the five senses. Therefore, in the study, a literature review and in-depth interview were used to examine a Taiwanese cafe and bakery

chain called “85 °C Bakery Cafe.” 85 °C sells affordable coffee and owns substantial market shares, annually serving 46 million cups of coffee and other beverages and 50 million slices of cake. Its market share is already thirty-three percent, surpassing international brand Starbucks and making it the biggest provider in the Taiwanese beverage and bakery industry. This study is an explorative research, adopting a qualitative approach to collect relevant data on customers’ experiences at 85 °C for the following purposes:

1. Explore customers’ sense experience, feeling experience, thinking experience, acting experience and relating experience when they consume in 85 °C bakery Café.
2. Explore how experiential marketing is applied in 85 °C bakery Café.

## **II. Literature Review**

### **II.1. 85 °C Bakery Café**

85 °C Bakery Café was founded in 2004 by tea shop owner Wu Cheng-Hsueh. The cafe is a high-class specialty store focused on selling coffee as well as cakes and other baked products. The stores are often located on street corners, increasing exposure. The brightly colored storefronts, coupled with a simple brand image and the tastes of the chain’s products, impress customers at the visual, gustatory, and olfactory senses. Customers indulge in delicate and tempting desserts while bathing in a luminous open space. In response to new urban lifestyles, 85 °C began offering fresh coffee and cakes around the clock. The name "85C" refers to Wu's belief that 85 °C (185 °F) is the optimal temperature to serve coffee (J.L. Young, 2010).

85 °C serves 46 million cups of coffee and other beverages and 50 million slices of cake annually; their market share is already thirty-three percent, whereas Starbucks holds at twenty-three percent.(Wendy Lee, 2013).85 °C has over 460 branches of both regular chain and franchise stores. Monthly income at the shops averages between 150 and 700 thousand NT dollars. In January of 2010, 85 °C was named the top coffee chain brand by Management Magazine, surpassing Starbucks 2.5%. In a ranking of the top 1,000 businesses in Taiwan in May 2010, Common Wealth Magazine ranked 85 °C as the top business in the tourism and catering industry and the 11<sup>th</sup> fastest growing business in the service industry (Benjamin Chiang, 2010).

Known as the "Starbucks of Taiwan," in 2008, the company opened its first US location in Irvine, California (Nancy, 2008). In July of 2015, a total of 891 85 °C chain stores have been established around the world, spanning Taiwan (478 stores), China (385), the United States (15), Hong Kong (8), and Australia (5) (Deborah Amos, 2015).The number of 85 °C stores has continued to expand and, in Taiwan, has long surpassed the total number of Starbucks locations. In addition, 85 °C has a takeout rate as high as 90%, whereas Starbucks records a takeout rate of approximately 10% (Chuang, 2012). The chain, which is found in cities as well as suburbs, can be seen as having four main operating characteristics: (a) provide a

luxury with low price (b) provide beverages that satisfy the tastes of the public (c) conform to mainstream management methods (d) adopt unique business models.

## **II.2. Experiential Marketing**

Experiential marketing is a growing trend throughout the world. It is in all sectors of the global economy, from customer products such as Ford Motor (Kerwin, 2004) to financial institutions such as Wells Fargo (FT.com, London, 2006). It has become the foundation of many recent developments in retailing, branding and marketing.

Experiential marketing includes the marketing of a product or service through an experience, so that the consumer becomes emotionally involved with the object of the experience (Mathurs, C.C., 1971). Experiential marketing provides customers tangible, interactive experiences and ample information, leading customers to make a purchase decision. (McNickel, 2004)

Rather than providing the offer in a traditional method, through advertising media, for example, commercial and print, experiential marketing lets customers feel it by being part of it. Experiential marketing is an idea that integrates elements of emotions, logic, and usual thought processes to connect with consumers (Malcolm Tatum, 2009). Attracting different kinds of senses, experiential marketing tries to inspire feeling about comfort and pleasure, as well as inspire the sense of practicality.

Experiential marketing was introduced by Pine and Gilmore (1998) as part of their work on experiential economy. Gilmore and Pine define experiential marketing as memorable events or experiences that engage the customer in a personal way. Thus, companies sell not just products but, more importantly, good memories and experiences. The profit companies obtain is significantly improved in the experiences stage compared with the commodity stage. For instance, one pound of coffee beans is worth only one dollar at a large farm, but a cup of coffee sells for a few dollars at Starbucks (Michelli, 2007). Developing marketing strategies which concentrate on creation of valuable experiences is becoming a key point for companies' success in the experience economy (Pine and Gilmore, 1999).

Successful businesses create loyal consumers by providing memorable experiences (More, 2011). Schmitt (1999) argued that experiences are formed from the interplay among different events and mental conditions. Prahalad and Ramaswamy (2000) further suggested that creating personal experience would be the future competitive advantage for companies.

In contrast with conventional marketing method that concentrates on obtaining consumer satisfaction, experiential marketing creates emotional involvement (McCole, P., 2004).

Zaltman (2003) described that the sensory or emotional elements of the whole experience had greater effect on customer preferences than the features of product or service.

Schmitt(1999) argued that experiential marketing differed from traditional marketing in the following ways:

(1) Focus on customer experiences

Experiential marketing focuses on customer experiences. Experiences take place as an outcome of encountering, undergoing or living through situations. Experiences also connect the company and the brand to the customer's lifestyle. In sum, experiences provide sensory, emotional, cognitive, behavioral, and relational values that replace functional values.

(2) Examine the consumption situation

The consumer evaluates how the product suits into the holistic consumption situation and the experiences offered by the consumption situation.

(3) Customers are rational and emotional

Conventional marketing views customers as rational decision-makers focusing on the functional features of products. For experiential marketers, consumers are emotional as well as rational. Though consumers often choose rationally, they are also frequently triggered by emotions because consumption experiences are often led toward pursuing pleasure, feelings and fun.

(4) Methods and tools are eclectic

The methods and tools of experiential marketing are multiple and multifaceted. It adopts a more diverse range of methods to attract customers.

Moreover, Schmitt (1999) proposed experiential marketing was to create the sense, feel, think, act or relate experiential modules. Five strategic experiential modules are defined as follows:

(1) Sense experiential module: aimed at individual senses, such as: good-tasting food, excellent game images and delightful game music. The sensory pleasure or stimulation helps the consumer's positive evaluation.

(2) Feel experiential module: stimulate the customers' feeling on a particular brand name or product. The experience provider plans to link closely the experience, products and consumers by various methods, such as : creating a slogan, e.g., Volvo's "For Life".

(3) Think experiential module: intend to activate the innovative thinking of the consumers. So the experience provider must understand what the consumers think and what they are interested in.

(4) Act experiential module: aimed at interacting with the others and physical experience, such as interacting with players in online games.

(5) Relate experiential module: include all the above specified experiences. The

individuals are connected with other individuals and things via personal experience, instead of individual personality.

### **II.3. Experiential Providers**

Experiential providers offer tactical assistance in experiential marketing. When creating senses, feelings, thinking, acting or relating activity programs, experiential providers are tactical executive teams that employ (a) Communication Tools comprise advertisements, company external and internal communication such as magazine-type directories, pamphlets, press releases, and annual reports, and branding-related public relation activities. (b) Corporation Identity Systems consist of product names, trademarks, and marking systems that can create sense, feeling, thinking, acting and related brand experience (c) Product Presence includes product design, packaging, and brand mascots. Appropriate experiential planning for visual and emotional attraction is key to success in a market-oriented environment. (d) Co-Branding comprises event marketing and sponsorship, strategic alliance and cooperation, authorization, and cooperation activity programs. (e) Space Environment consists of building, office, factory, retail, public space and trade-show booths.(f) Internet and Medium include websites, online forums, email, and chat rooms. (g) People such as sales personnel, company representatives, customer service staff, and anyone affiliated with the company or brand. Among the seven methods, people are the most powerful experiential providers.

## **III. Research Methodology**

### **III.1. Case Study**

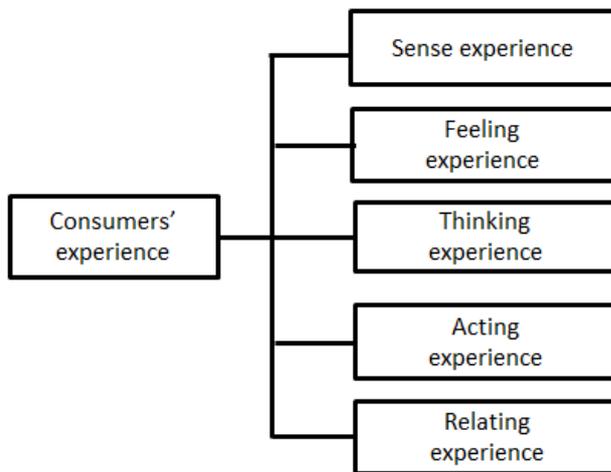
Case study is to practically examine the immediate phenomena observed in real life (Yin, 2003). To explore the factors influencing personal, group, or institutional status, behaviors or relationships, in-depth and rigorous case studies can be conducted on specific targets. Case data must be widely collected to thoroughly understand the case conditions and development processes. Through data analysis, problems can be identified and correct recommendations can be made. Most researchers focus on individual representative groups when analyzing sample data and summarizing the case population. Data sources include documents, file records, interviews, direct observations, participant observations (Yin, 2003).

(1) Content analysis method: Specifically designed questionnaire was used to conduct in-depth interviews with 85 °C customers. The interviews lasted approximately 30 minutes and were audio-recorded. Content analysis method was adopted for converting qualitative material into quantified data. Furthermore, the documents were objectively and systematically studied and analyzed for highlighting or comparing the document characteristics (Manning & Cullum-Swan, 1994), thereby inferring how experiential marketing influenced the consumers. Study-relevant adjectives, ideas, and events were used

as the units of analysis. The data collected were converted to text and classified through content analysis, the process of which comprised (a) formulating questions and hypotheses, (b) defining the study population, (c) establishing categories, (d) defining units of analysis, (e) developing a quantitative system, (f) encoding the content according to the definitions, (g) analyzing the data, and (h) summarizing the explanations (Sayre, 1992).

(2) Descriptive statistics: Descriptive statistics were used to express demographic data in frequency distributions and percentages.

**III.2. Research Framework (Table 1)**



**III.3. Research Design**

- (1) Participants: Customers at 85 °C locations in New Taipei City’s Linkou, Shulin, and Taishan Districts were interviewed.
- (2) Location: Questionnaires and interviews were used to conduct convenience sampling at five 85 °C stores; 50 customers provided valid responses. The interviews were conducted at lunchtime and in the evening on weekdays and weekends (see Table 2).

Table 2. 85 °C interview locations, dates, and time

Retail chain	Date	Time	People
Linkou-Zhulin	2014/07/23	Noon	10
Shulin-Zhonghua	2014/07/23	Evening	10
Shulin Station	2014/07/24	Noon	10
Bao’an-Shulin	2014/07/24	Evening	10
New Taipei-Taishan	2014/07/25	Noon	10

**III.4. Classified Framework**

The study divides the interview content into seven categories: demographic data, visiting reason, sense experience, feeling experience, thinking experience, acting experience, and relating experience. Visiting reason comprised novelty, products, services, brand, environmental quality, style, atmosphere, and hardware equipment and functions. Visual, auditory, tactile, gustatory, olfactory, and stylistic senses constituted the sense experience.

Visual experience included responses from buildings, products, corporate identity systems, published products, all colors used by 85 °C, and visual symbols such as trademark designs. Feelings experience also consisted of six items: consumption situation, retail space, product, staff, brand, and company. Thinking experience was made up of three items: creating surprises, incentives, and stimulations. Acting experience contained five items: physical experience, lifestyle, interpersonal interactions, environments, and service staff. Relating experience comprised eight items: group belonging, cultural values, social identity, social role, social classification, relatives, brand community, and social influence.

### **III.5. Questionnaire Design**

The questionnaire items used in this study were derived from the five major experiential modules in Schmitt's (1999) theory of experiential marketing. The questions focused on investigating the relevant consumer experiences stimulated by 85 °C as an experiential provider, thereby understanding the experiential marketing content and methods applied in 85 °C. The questionnaire is detailed as follows:

- Q1: Is this your first time to 85 °C for coffee? Why?
- Q2: What are the characteristics of 85 °C that attract you to come here?
- Q3: Do you think 85 °C provides consistent service among its locations?
- Q4: Have you paid attention to 85 °C's in-store decorations? If so, how do you feel about these features?
- Q5: Have you noticed the 85 °C logo? If so, how do you feel about the logo?
- Q6: Have you noticed any fragrance when you enter 85 °C? If so, how do you feel about these scents?
- Q7: What are your feelings toward the service staff at 85 °C?
- Q8: How does the coffee at 85 °C taste? What do you think about the coffee?
- Q9: When purchasing at 85 °C, do you normally have your coffee in the cafe or order takeout? Why?
- Q10: What do you normally do when drinking coffee at 85 °C?
- Q11: Where were you accustomed to drinking coffee before coming to 85 °C?
- Q12: When do you most feel like getting coffee from 85 °C?
- Q13: Do you normally visit 85 °C alone or with friends? Why?
- Q14: Why do you choose 85 °C?
- Q15: What are your inner feelings and emotions when having coffee or dessert at 85 °C?
- Q16: What does 85 °C change about your consumption behavior?

#### **IV. Data Analysis and Results**

##### **IV.1. Content Analysis Method**

Content analysis method was used in this study to interpret the questionnaire and interview responses. After the content was organized, all recorded data were separately entered and assessed by the marketing research team. As part of content analysis, a classified scheme was employed to categorize units that were used to analyze each question item. When research schemes correspond with those from the literature, existing classified schemes can be appropriately adopted. Therefore, the classified scheme used by Chen (2002) was adopted to divide the content into seven categories: demographic data, visiting reason (factors attracting customers to 85 °C), sense experience, feeling experience, thinking experience, acting experience, and relating experience.

##### **IV.2. Demographic Profile of respondents**

This study sampled 50 respondents, of whom 25 were female and 25 were male; 6% were aged younger than 20 years, 84% were aged 20–29 years, 4% were aged 30–39 years, and 6% were aged 40–49 years. Regarding education, 68% of the participants were attending or had graduated from technical college, 14% were studying for or had obtained an undergraduate degree, and 4% were in or had completed graduate school. In terms of occupation, 66% of the participants were students, 20% were business individuals, and 14% had other professions. These customer demographics showed that most of the participants were aged 20–29 years, a young consumer group. Additionally, most of the participants were from technical colleges, followed by university students. Besides, most of the participants were students, followed by business individuals. All of the participants were regular visitors to 85 °C, and none of them were first-time visitors.

##### **IV.3. Analysis of Consumer Experience**

###### **IV.3.1. Visiting Perception** (see Table 3)

Table 3. Visiting Perception

Strategic Experiential Modules	Valid Numbers	Percentage
Sense Experience Module	22	27%
Feeling Experience Module	25	30%
Thinking Experience Module	5	6%
Acting Experience Module	30	37%
Relating Experience Module	0	0%
Total	82	100%

According to the analysis results, among the strategic experiential modules, acting experience module was the most common (37%), followed by feeling experience (30%), sense experience (27%), and thinking experience (6%). None of the participants selected relating experience module when reflecting on their visiting perception. These results demonstrate

that, as expected, the participants valued the store consumption experience in addition to products.

#### **IV.4. Five major experiences of the strategic experiential module**

Schmitt (1999) indicated that in the five major experiences of the strategic experiential module, corporate experiential demands rarely show a single experiential module. To increase experiential demands, most corporations adopt a mixture of two or more experiential modules. The 85 °C case study revealed that consumers gained at least one experience, but that acting experience module was primary, accounting for 37% of all experiential modules. Therefore, it is inferred that 85 °C's experiential marketing strategy emphasized acting experience.

##### **IV.4.1. Sense Experience Module**

Sense experience refers to visual, stylistic, gustatory, auditory, tactile, and olfactory experiences. Among the strategic experiential module, sense experience was noted in 27% of the participants' reflections on their 85 °C experiences (ranking third place behind acting and feeling experience). Through the corporate identity system and products, 85 °C provided customers with a varied visual experience that comprised a major part of consumers' sense experience. Therefore, it is concluded that a richer visual experience means a more fruitful sense experience.

##### **IV.4.2. Feeling Experience Module**

Feeling experience accounts for 30% in the strategic experiential module (only second to acting experience with 37%). 85 °C provided customers with positive experiences in consumption situation and products (24% each). When ordering at 85 °C, road noise is rarely a problem and service staff are courteous, efficient, and confirm orders. Most service staff smiled politely during the study; however, some participants reported receiving unfriendly service, which hurt their impressions of the cafe. Regarding the product and brand categories, most customers were particularly fond of the 85 °C bakery offerings (cake and bread products). Participants said that, when in the mood for a dessert, they often thought of the cakes at 85 °C, and would imagine themselves purchasing and eating their favorite cake in the cafe.

Furthermore, the 85 °C locations also provide attractive breakfast options to complements their beverages. Several participants were particularly fond of the chain's coffee, some saying that they regularly purchased a morning coffee from 85°C. The item "retail space" accounted for 20% of the participants' experience responses. Besides, 85°C gives customers the feelings of peacefulness, a positive atmosphere, joy, happiness, warmth, coziness, and comfort. In the participants' opinion, 85 °C provides a personal space for work, reflection, coffee and cake,

allowing them to distance themselves away from troubles and worries. Therefore, it is deduced that consumers' consumption situation and product experience are critical to producing feeling experience.

#### **IV.4.3 Thinking Experience Module**

Thinking experience was perceived by only 6% of the participants in the strategic experiential module. Regarding incentives, participants mentioned that 85 °C introduced several seasonal beverages and cake varieties, and advertising these through poster advertisements. However, some customers said that they would like 85 °C to provide complement platforms (i.e., self-service cream and sugar, similar to that provided by Starbucks) for convenient access. Therefore, 85 °C must stimulate customers' senses and satisfy their needs in order to successfully provide thinking experience.

#### **IV.4.4 Acting Experience Module**

Acting experience topped the overall experience in the strategic experiential module. Questionnaire analysis revealed that among the participants' acting experiences, physical experience was the largest type of customer experience (33%), followed by lifestyle (30%) and interpersonal interactions (20%). Regarding physical experience in 85 °C consumption, the participants noted timely service and immediate self-correction, responding promptly and courteously to requests. In the lifestyle and interpersonal interaction items, the consumers indicated that they normally socialize at 85 °C stores because of their convenient locations, reasonable prices, and comfortable space.

In addition, 85 °C stores are easily identifiable. The participants expressed particular fondness of the personal touch provided by the service staff, such as remembering individual customers' preferences. Such behavior has enabled 85 °C to embed itself into the lives of its customers. Therefore, it is concluded that rich physical experiences increase acting experience.

Relating experience comprises group belonging, social identity, cultural values, social influence, social role, brand community, social classification, and relative relationships. Schmitt (1999) thought that specific group sentiments can greatly facilitate the forming of relating experience. For example, Harley-Davidson motorcycle enthusiasts organize weekend gatherings, and Starbucks customers consider the cafe chain a location for the middle and upper class; such feelings, which create a sense of belonging and increase self-worth, reduce the distance between brands and customers. However, the participants in the current study did not express such feelings regarding 85 °C. Therefore, we can deduce that the 85 °C customer experience does not give a sense of belonging or increased self-worth.

## **V. Conclusion and Suggestion**

### **V.1. Conclusion**

Experiential marketing is significant for businesses, especially in the hospitality industry. Williams (2006) argued that products of this industry are always experiential. When customers eat in a restaurant, they want experience that they have never had. Through meaningful and relevant experiences, experiential marketing connects consumers with the brand. It creates feelings and emotions. People purchase because they like to feel the experience of tasting the product. People like to buy cakes and coffee at 85 ° C rather than just getting them from the convenience store 7-11. Because 85 ° C has promoted cakes and coffee consumption to a memorable experience 85 ° C tries to offer the consumers quality desserts and coffee. By enriching people's lives, 85 ° C reveals a message: the feeling of an experience is very powerful.

The 85 ° C experience is different from others in the following aspects. 85 ° C lures five-star hotel chefs with a high salary and a system of profit sharing and stock ownership. 85 ° C also runs a marketing strategy combining high quality and low price. Desserts and their prices are displayed clearly in shop windows, creating a customer-friendly environment. Besides, all 85 ° C products are made in a central kitchen and distributed to each store to ensure constant quality. A cup of aromatic coffee that is superb but inexpensive, and a fine piece of cake that is worth more than its price. These are the attractions that 85 ° C holds for its customers. 85 ° C stresses to deliver positive and enjoyable experience to its consumers. This message is further conveyed by employees. Quite a few customers go to 85 ° C to enjoy the welcoming atmosphere, smell, good desserts and coffee, and sense of community.

In today's highly competitive and ever-changing world, companies need to take innovative experience design to present their brand to the customers. 85 ° C has invested much effort to create an excellent environment for experiential marketing strategy.

### **V.2 Suggestions**

(1) Increase customer segments: This study found that, because of 85 ° C's focus on affordability, most of its customers were students and young adults. However, coffee and bakery markets are approaching saturation in Taiwan, prompting increasingly fierce price competition. Consequently, the existing strategy of increasing turnover through affordability is losing effectiveness. Therefore, 85 ° C should increase its retail space by adding more in-store seating, and enhance its interior design quality to attract new customer segments. Furthermore, managers can integrate coffee and bakery products with community features. Despite being a nationwide chain, 85 ° C stores can establish close bonds with community residents. For example, retail chains in Yingge, a town noted for its large number of ceramics studios, can display locally crafted artworks.

(2) Enhance customer perception and strengthen brand image: Managers can provide in-house staff training and update software and hardware to improve service quality and enhance brand image through public welfare related marketing (such as sponsoring scholarships for disadvantaged youth).

(3) Implement social marketing management concepts: While satisfying consumer demands and acquiring profitability, corporations must also protect the social environment. Stores are recommended to adopt qualified hygiene and reusable tableware such as ceramics and glass. In addition, consumers' thinking experience can also be improved.

(4) Reinforce customers' thinking experience: Managers can stimulate consumer thinking by using the typical tools of experiential providers, such as communication, visual and verbal identification, product presentation, joint brands, spatial environments, and electronic media, to strengthen customer relations and increase association with the corporate brand. Schmitt (1999) indicated that thinking experience emphasized stimulating customers' creative thoughts for a company and brand. Therefore, successful thoughts marketing refer to coffee shop chains surprising and intriguing customers use the way to generate conversation and stimulate opinions. For example, 85 °C can display coffee beans from various countries, introduce relevant information and spark customers' curiosity. Furthermore, coupons for regular customers, point collection rewards, and brand cooperation (printing logos of joint brands on the tableware) can be implemented to enhance customers' thinking experience of 85 °C.

(5) Increase customers' relating experience: Affordable coffee can also come with a quality experience. 85 °C may enhance its marketing and the quality of its hardware and store interior, creating a tasteful purchasing experience that is spread through positive word of mouth. In addition, 85 °C's fan bases and communities can be established online to strengthen customers' sense of belonging and generate positive interactions, thereby increasing consumers' relating experience and enhancing customer loyalty. In summary, coffee chains are encountering a growing number of challenges as competition in the market increases. Experiential marketing facilitates managers gaining insight into consumers' thoughts and feelings, which can be used to guide the establishment of customers' product dependence, thereby increasing customer loyalty. Therefore, managers must leverage experiential marketing, focusing on customer experience and emphasizing the overall consumption situation, which includes thinking, acting, sense, feeling, and relating experiences.

### **V.3 Research Limitations**

Because of time and budget constraints, random sampling was adopted in this study;

therefore, several areas of improvement exist. Although the questionnaire items were designed specifically for each experiential module, incomplete responses or data overlap rendered data interpretation and classification difficult. Because all 50 participants were regular 85 °C customers, the results cannot be directly generalized to first-time consumers. Therefore, broader sampling groups are recommended for follow-up studies. Besides, in the global competition world, further studies should choose subjects from different countries to explore whether difference exists between customers from different nations. Therefore, the customized marketing strategies are taken to acquire their respective success.

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