



Nando's

Loyalty Program Redesign

CI7820: Media Specialist Practice

Can emotional design impact customer retention and engagement?

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1. Background

1.1 Personal Connection

I am currently working as a UX Design Intern on the Digital Marketing team at Nando's HQ. Through various projects, I've learned insights on not only the UX Process itself, but also its role on a larger business scale. Whether a customer walks into a Nando's restaurant or takes out their phone to order online, the experience should be the same. In a world where everything is moving digitally, it is our role as designers to preserve and uphold these brand experiences consistently across all touchpoints.

For my Emotional Design project, I chose to dive into a current problem the Nando's business has identified: confusion around the Loyalty Program experience. While an existing brief, the team has not yet started the project allowing me to take complete ownership. An impactful program for both business revenue and customer satisfaction, I felt this topic was perfect to look at through an Emotional Design lens. Can emotional design impact customer retention and engagement? Let's find out...

1.2 Business Impact

According to SecondCRM (2019), it is 25x more expensive to acquire new customers than it is to retain current ones. For this reason, companies have begun to increase initiatives and importance behind their Loyalty Programs. So much in fact, that Loyalty Programs are now seen as one of the most effective business tactics in increasing revenue and customer brand allegiance (Peacock, 2018). A Neilson study reported by Shopify (2018) stated, "As many as 84% of consumers say they're more apt to stick with a brand that offers a loyalty program. And 66% of customers say the ability to earn rewards actually changes their spending behavior."

In addition to costing less to acquire, returning customers are also proven to spend more with a company over time (Reichheld, 2001). In a Bain&Co report on cutting costs, Reichheld (2001) explains that this consumer spending behavior in cohesion with the reduced operational cost required to serve them, makes building loyal relationships with customers one of the largest opportunity areas for companies to keep costs down and profits up.

1.3 Best Practices

From stamp cards to gifts with purchase, Loyalty Programs vary in structure, reward schemes, and physical appearance. Yet while these factors make them feel very different, the majority of programs actually fall into one of four categories: points, tiers, social media, or paid programs (Peacock, 2018). This underlying consistency allows consumers to easily understand and benefit from such programs with minimal learning required.

In a Shopify analysis of *"10 Examples of Innovative Customer Loyalty Programs,"* Peacock (2018) breaks down how retail giants like Starbucks and Sephora have achieved such high levels of success in their respective programs. Across the variety of programs and industries, three common patterns emerge - all in respect to the way they make customers feel:

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1. Ease of use
 2. Customer choice and flexibility in reward redemption
 3. Making the customer feel special through personalisation

A Business Insider interview by Feiereinsen (2019) summarises these patterns as: building an overall emotional connection with consumers. In her interview with the Head of Content Marketing at Thanx, Kim Courvoisier, Kim explained, “Today's most successful customer-loyalty programs are engaging and retaining customers by building an emotional connection to the brand and making participation in the program effortless” (Feiereinsen, 2019).

1.4 Emotional Design

In a world of increasing competition, customer emotions have the most influence over which brands they decide to be loyal to (Burkard, 2019). For this reason, it is important to understand how humans process emotion, what emotions are important in loyalty, and how to successfully express them through design.

Human Processing of Emotions

Norman's Three Levels of Design theory states that humans process emotion through a system of three interconnected levels: Visceral, Behavioural, and Reflective (Komninos, 2020). Each level differs in its impact in design, but works together to form a human's overall perception and emotional experience of the world. In order to create a positive experience for the user, a product must balance successful design across all three of these levels (Komninos, 2020).

The Visceral level is a user's initial, “love-at-first-sight” response (Kohli, 2019). This is often found within the first few minutes of an interaction with the product. Next, is the Behavioral level. This refers to how usable and effective the product is for the intended task of the user. Kohli (2019) explains a well designed product elicits feelings of user empowerment at this level, which eventually leads to patterns of continual use. Lastly, the highest level of emotion, is the Reflective level. As Komninos (2020) states, this level represents a user's conscious emotion and the way they both perceive and make judgements about the product.

By addressing these human cognitive abilities at each level, design can successfully form emotional connections with its user.

Key Emotions in Loyalty

Burkard (2019) explains there are three main emotions customers desire in their long-term relationships with brands: Joy, trust and belonging. Joy is the most addictive of the three, as humans crave the feeling of happiness and will seek opportunity to prolong it. Feelings of joy are often expressed through brand storytelling or positive imagery - seen commonly done by best-in-class example Apple. As one of the pioneers of emotional brand engagement, Steve Jobs had the ability to make consumers visualise how Apple products would make their lives better and more enjoyable.

The second emotion is trust. Trust plays a critical role in the foundation of loyalty and is characterised by consumers feeling companies have their best interest in mind. Through the development of strong brand

personality, trust is often expressed by a company's ability to make themselves feel more human, approachable, and relatable to their consumers.

Lastly is belonging. As social beings, humans crave feelings of inclusion and value. For this reason, companies have large opportunity to create feelings of community amongst their customers. Utilising personalisation and social media, this is often done through social proof and rewarding customers for positive reviews or referrals (Burkard, 2019).

Designing for Emotions

Gamification has become an increasingly popular way to create emotional connection with users and enhance their experience with products. Kärpuk (2017) explains these elements are additionally useful when thinking about a loyalty program, as they can paint an overall story for the user through narration, progress and tasks. Narration of a program opens opportunity for the inclusion of brand characters and visual elements, emerging the user in a world they can connect with. By then viewing their individual data as progress, the user can connect how their actions will advance the narrative. When lastly combining this data with tasks, increasing feelings of motivation and action are added (Kärpuk, 2017).

Visual elements such as color, layout, and micro-interactions also play a large role in triggering emotional responses. In Chapman's "Influence with Design – A Guide to Color and Emotions" she explains that color plays one of the largest roles in emotional perception of design and is often undervalued by UX designers. Through the understanding of color theory and its correct application, there is large opportunity to influence user emotions along with their behaviour.

Simplicity and clarity of content also affects emotion in how useable a design is. Hu (2018) states the more hierarchical and clear the interface, the easier it is for users to find what they need quickly, and in turn have a more enjoyable experience. Through the use of typography, size, and contrast, additional design principles can be applied to help guide the user efficiently.

Lastly is the use of micro-interactions. An emerging design trend, micro-interactions are used in applications to delight the user through engaging, exciting, and charming moments (Batchu, 2018). Often seen through illustrations, motion design, or haptics, they are broken down into four parts: triggers, rules, feedback and loops. Through successful design, these small but mighty elements can set a product apart by providing the user with feelings of joy and value.

2. Design Process

2.1 Aims and Objectives

The aim of this project is to create a more enjoyable, trustworthy, and clear UX of the Nando's Loyalty Program by redesigning it's current visual explanation on the mobile app in order to increase customer retention and satisfaction.

This aim will be achieved by completing the following objectives:

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- Conduct user interviews to understand customer feelings and comprehension of the current program and it's description on the app
 - Analyse "best-in-class" competitors and literature to define the most important emotions needed in a successful loyalty program
 - Outline the Loyalty Program customer journey across all different touch points, both online and offline to contextualise pain points
 - Design and test low fidelity designs to evaluate user understanding and comprehension
 - Create Style Guide to document new UI elements and corresponding rules for application
 - Iterate designs to high fidelity to better match user functional and emotional needs
 - Reflect on overall process and evaluate success of project aim

Due to larger business implications of redesigning *how* the Loyalty Program works, the project will focus solely on the design of the experience - not its function.

2.2 Five Stages of Design Thinking

Following the Stanford D.School *5 Stages of Design Thinking* methodology, this project was broken out into five stages: Empathise, Define, Ideate, Prototype, and Test. As seen in Figure 1, this iterative process takes a solution-based approach, constantly reframing the problem in user needs. This user-centered design focus was an important factor for this project specifically, as emotion design is directly tied to the user and their feelings.

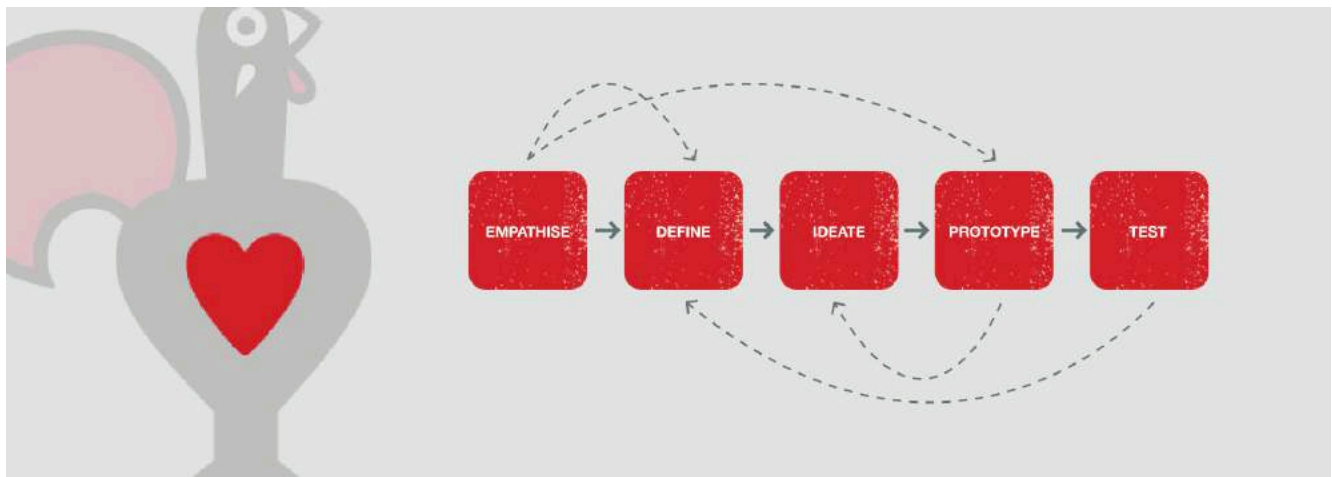


Figure 1: 5 Stages of Design Thinking

2.3 Deliverables

Combining the user research results and the literature review, additional deliverables will be created to support the project aim:

- Empathy Map
- User Journey Map
- Crazy 8's Exercise
- Brainstorm Sketches

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- Lo Fi Wireframes + Prototype
 - Lo Fi User Test and Key Findings
 - Style Guide
 - Hi Fi Wireframes + Prototype

3. Empathise

3.1 Research Plan

The purpose of this user research was to understand customer feelings and comprehension of the loyalty program as it is currently displayed on the app.

Research Questions

- Do customers feel the Nando's digital experiences matches the in-restaurant experience?
- Does the visual display of the loyalty program make sense?
 - Do customers understand how the program works?
 - Do customers know how to navigate to the loyalty page on the app?
 - Do customers understand how many rewards they have?
 - Do customers understand how to earn rewards?
- What emotional responses do customers have to the app? The loyalty page?
- Does the longevity of a customer impact their understanding of the loyalty program?
- What emotions do customers associate with the Nando's brand?
- Does the loyalty program motivate them?
- What emotions do consumers expect from a loyalty program?
- How does the overall experience make them feel?

Methodology

In order to measure participant emotions, a combination of self-reported techniques and the uncovering of implicit emotions was used. In a series of 5 in-person user interviews, participants were asked directly to express their feelings towards the Nando's app and loyalty program experience. In addition, they were given tasks and metaphorical comparisons in order to further infer their emotions through indirect communication (See Appendix A for Interview Script).

Due to their often subjective responses, Reynolds (2017) suggests that self-reported metrics be analysed in conjunction with alternative methods to gather a more efficient understanding of user emotions. For this reason, these interviews were recorded and analysed for additional behavioural signs of emotion such as facial expression and hand gestures.

3.2 User Interviews

Five in-person user interviews were conducted, lasting 5-10 minutes each. During these interviews participants were first asked general questions about their Nando's experience and feelings towards the

brand. They were then given the Nando's app on a mobile phone device, and asked their opinions and emotional response to both the home page and loyalty page. In addition, they were asked to explain how they thought the Loyalty Program worked along with various questions throughout the interaction.

All interviews were recorded via OBS and filmed both the participant's face and their screen behaviour, as seen in Figure 2. This dual-view allowed for a deeper post interview analysis, as it showed what participants were looking at and their corresponding facial expressions and responses. In addition, this allowed for participants to hold the physical phone and interact with the app in a real-world context of use.



Figure 2: Interview Recording Clip

To make participants feel comfortable about expressing their emotional responses, a warm-up exercise was completed prior to the interview questions. During this exercise, participants were shown 3 playful images (see Appendix B) and asked to explain what emotions came to mind. This warm up also worked to put participants at ease and reduce any nerves they may have from the testing environment.

3.2 Key Findings

Findings are based on a sample of 5 participants:

- All participants lived in the UK
- 4 out of 5 participants were Nando's customers
- None of the participants have the Nando's App
- 2 out of 5 participants are a part of the Nando's Loyalty Program
- Age range was between 21 to 29

Nando's Brand

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- Participants perceive the Nando's brand as lower priced, casual food that lies somewhere in-between fast food and a nice sit down restaurant
 - Many participants used the word "consistent" to describe the brand, and mentioned when they go there they know what to expect
 - Participants do not associate Nando's with a "chain-y" feel, describing the environment as more fun and warm than the sterile environments they associate with other chain restaurants
 - All participants who have been customers for 6+ years mentioned they associate Nando's with when they were younger, during the "Cheeky Nando's" phase
 - Words used to describe feelings toward the brand include: young, casual, fun, consistent, warm, and neighborhood-y

Nando's App Home Page

- Participants felt the homepage did not represent the same feeling as walking into a Nando's restaurant missing aspects of the warmth, brown/wood colors, and fun, upbeat vibe
- All participants associate the font, colors, and iconography with the Nando's brand
- Words used to describe participant initial feelings toward the home page: Confused, overwhelmed, bored

*"I just thought it would be more colorful seeing as Nando's with the whole music when you walk in is kind of like welcome to Peri-Peri vibe."
- Participant 3*

Nando's Loyalty Program Page

- 0/5 participants had a clear understanding of how the program works. Main points of confusion included:
 - Do you start back at zero after redeeming your reward?
 - What is the difference and meaning of green, yellow, and red?
 - The map visual felt overly complicated and added confusion
- Participants mentioned they liked having the experience on an app because they often lose or forget stamp cards
- Words used to describe participant initial feelings toward the loyalty page: Confusing, overwhelming, busy, unnecessarily complicated

*"I don't initially understand if I spend the green reward, I will get that and then I can still carry on and get the orange one after or if I have to save the green rewards to then get the orange."
- Participant 1*

*"The colors don't matter to me. I don't need all these little things (pointing to the map visual). Its too much here."
- Participant 5*

See Appendix C for non-project related additional findings.

4. Define

4.1 Empathy Map

Analysing the user interview data, an empathy map was created to better visualise user goals and pain points. Although users were asked questions regarding various pages of the app, this empathy map focused solely on the Loyalty Page as it best addresses project goals. Key findings for the Home Page results were used as additional information to support brand feelings and context of use.

As shown in Figure 3, the “Feels” section was broken down into 2 categories: Nando’s Brand and Current App Experience. In order to approach this problem through an emotional design lens, it was important to provide extra clarity and understanding around user feelings. By visualising the emotions user’s associate with the Nando’s Brand alongside those experienced using the Loyalty Page, the inconsistency and room for improvement is highlighted.

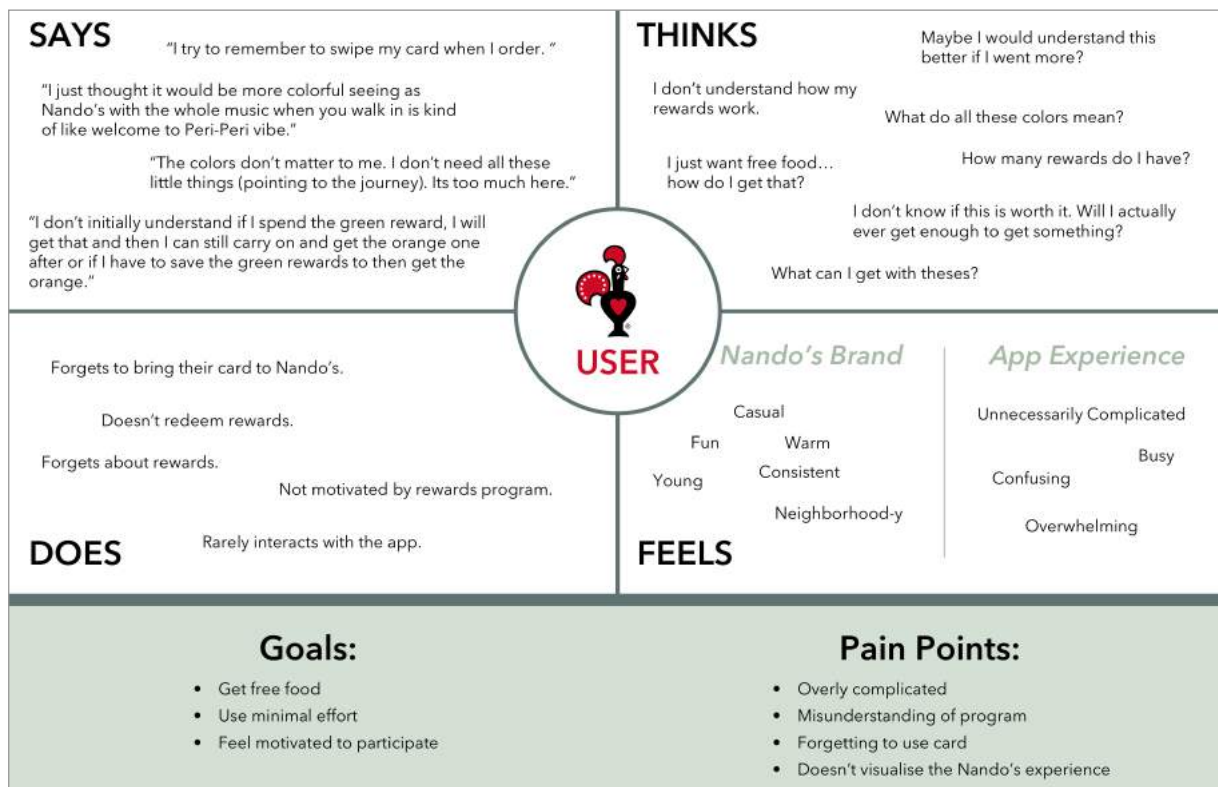


Figure 3: Empathy Map

4.2 Customer Journey Map

In order to understand the holistic customer journey, a personal Nando’s Loyalty Program analysis was completed. Taking notes at each phase, I started at the restaurant and asked for a loyalty card at the till. I

then proceeded to sign up via the app and use my card later to redeem rewards - providing a first hand experience of the process. As shown in Figure 4, the User Journey Map illustrates this entire process calling out sub-tasks and touchpoint at each phase. Touchpoints were specifically important to note as the user is required to interact with 4 different mediums throughout the process: Restaurant, Physical Card, Mobile Device, Desktop Device.

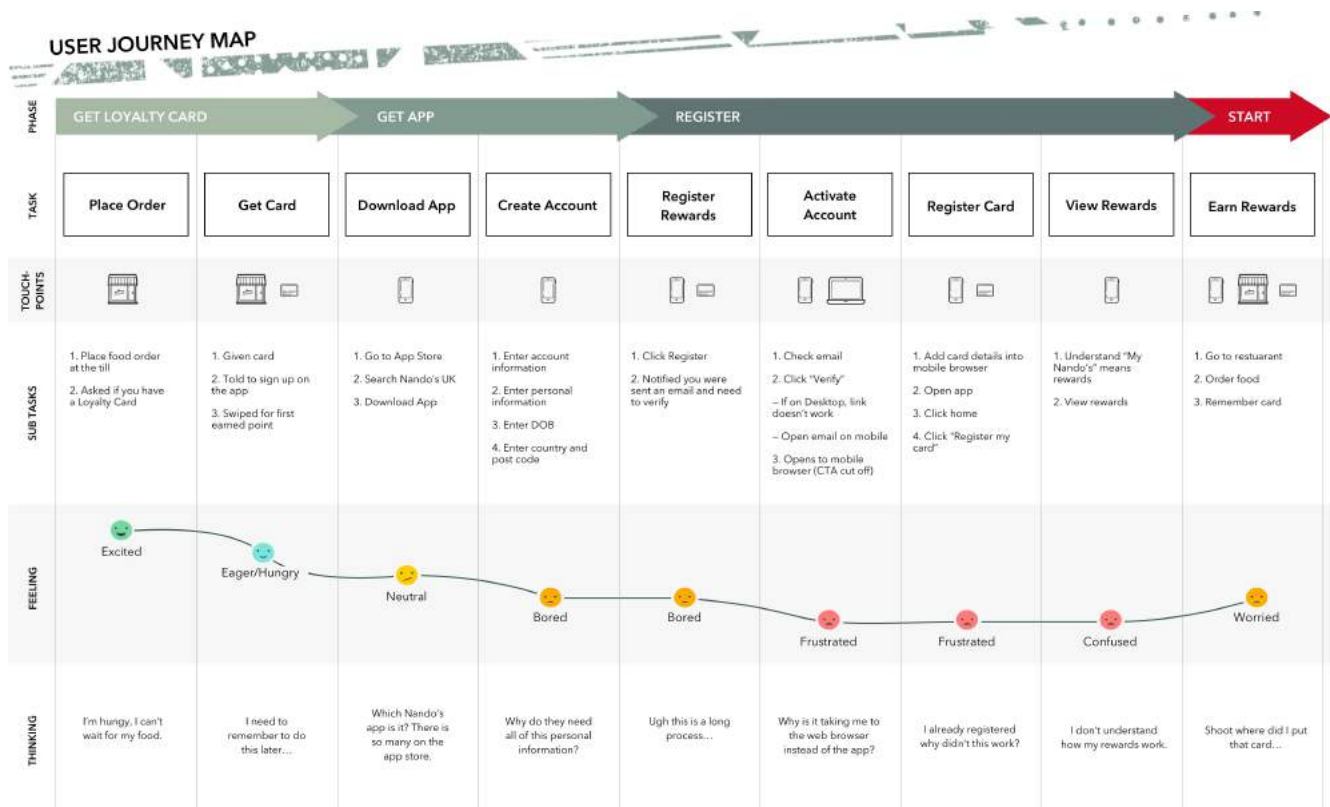


Figure 4: User Journey Map

While this project focuses on only the app portion of this customer journey, it was important to visualise where it fit in on a larger scale. By highlighting each step, it provided context to how much prior knowledge customers have and the effort/pain points they may be experiencing by the time they interact with the app.

5. Ideate

5.1 Crazy 8's Exercise

To kick off the brainstorming process a Crazy 8's exercise was completed. Known as a core design sprint method, Crazy 8's is used by design teams to create a large number of designs in a small amount of time (Stevenson, 2019). I find it personally useful to encourage myself to think beyond any preconceived ideas or solutions I may have thought of during earlier phases of the project. As seen by the results in Figure 5,

common themes emerged from the drawings including: creative visualisation of data, clear progression of tangible tasks, and gamification elements.



Figure 5: Crazy 8's Exercise

5.2 Brainstorming Sketches

Further sketching was then done to flush out top concepts designed during the Crazy 8's exercise. In addition to UI elements (shown on right in Figure 6), a visualisation of the literature review was also sketched (shown left). This literature review sketching helped to link learnings of motivational theories and emotional design techniques uncovered early on, directly with user goals. By mapping their relationships and aggregating key findings all in one place, a strategic application of the literature was able to be applied to the ideation process and drive design decisions.

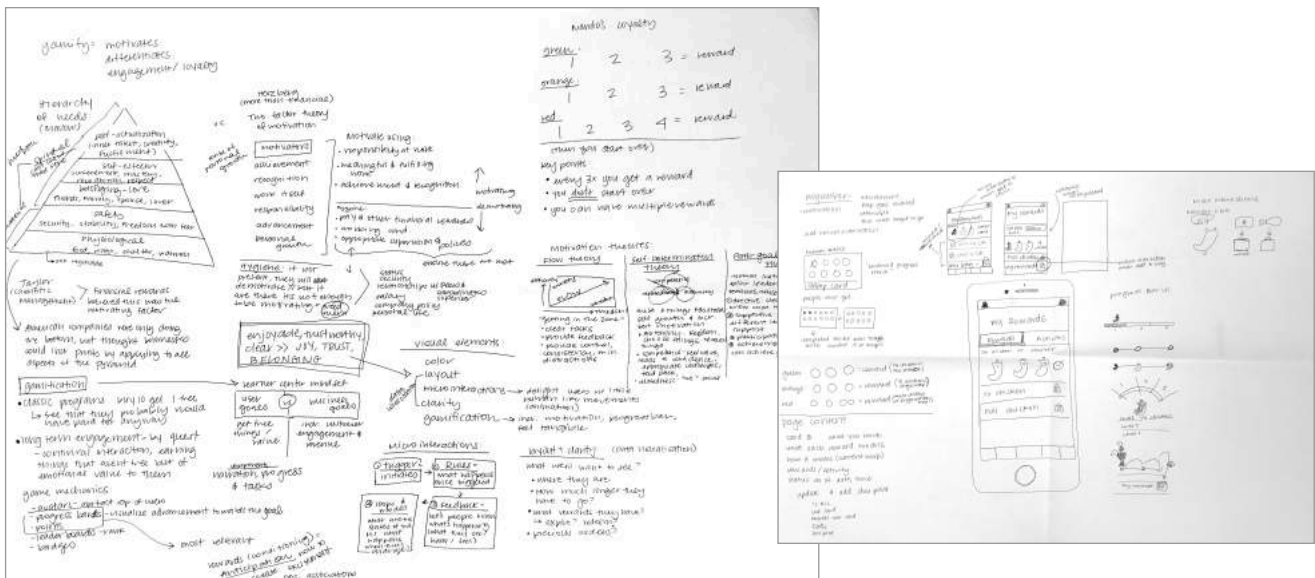


Figure 6: Brainstorming Sketches

6. Prototype

6.1 Low Fidelity Wireframes and Prototype

Paper-pen sketches were then transferred digitally and built out further using Sketch. The goal of these lo-fi designs was to flush out the new concept and evaluate user understanding. During initial user interviews of the current experience, it was clear users do not understand how the system works. Therefore before adding in distracting visual elements, the objective of this prototype was to reduce feelings of confusion and provide a clearer understanding of the program logistics (see design decisions in Figure 7).

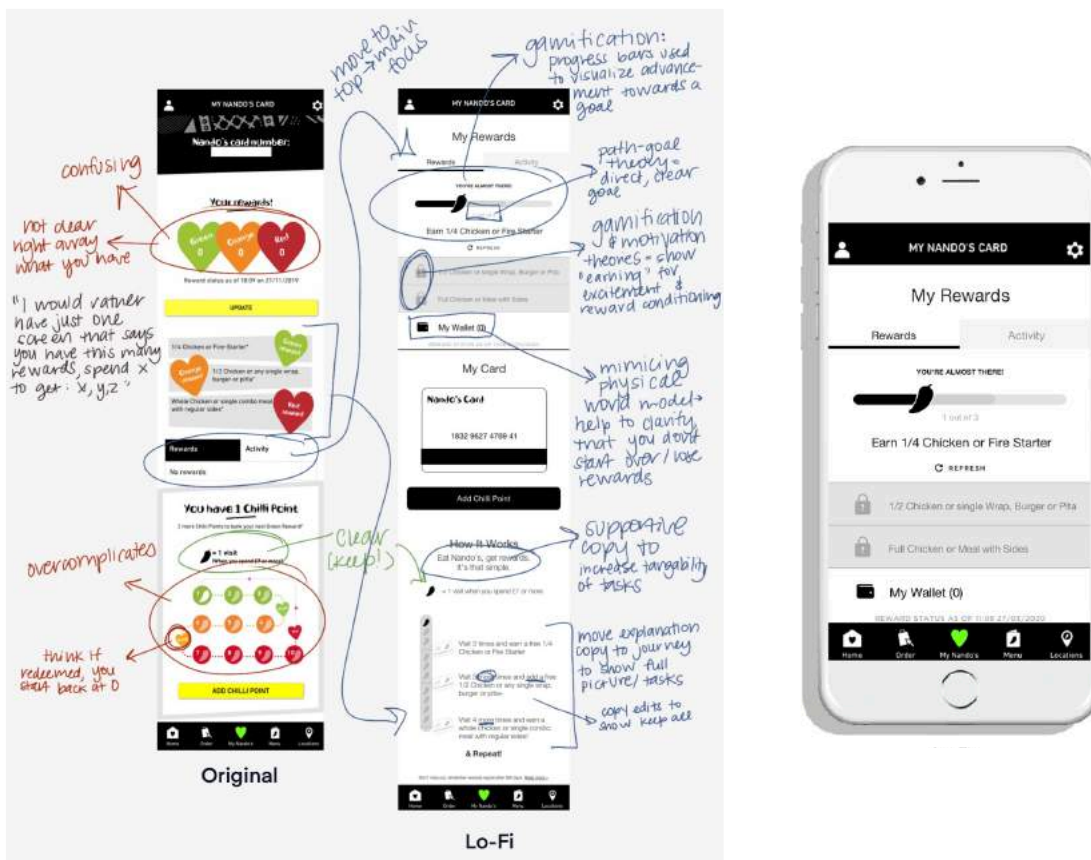


Figure 7: Lo-Fi Design Decisions

Design decisions:

- Remove top “heart graphic” as users find this unclear of explaining what chilli points they have
- Move “Rewards” tab to the top in order to reframe the most important components (see user quote in sketch)

- Keep “Chilli = 1 visit when you spend 7 or more” - Users found this clear and helpful
- Re-think map visual to better express user’s loyalty project journey/ reduce confusion that you start back at 0 if you redeem a reward
- Apply path-goal theory to clearly direct user of how much further they have and to gain what
- Apply physical world model of wallet to decrease confusion that rewards will be taken away from users
- Apply gamification elements to increase motivational feelings and tangibility of tasks
- Use clear, concise copy for straightforward explanation/ increase trust

The lo-fi designs were then prototyped in Invision and tested to gain insights for iteration (see test section under 7.1).

6.2 High Fidelity Prototype

After analysing the lo-fi test results, high fidelity designs were created to accomplish a new set of goals:

1. Solve for remaining confusion around whether or not you start back at 0 after you redeem a reward
2. Add color/brand elements to increase feelings of joy and excitement

Style Guide

In order to keep designs consistent and documented, a Style Guide was created for all new UI elements used - portion shown in Figure 8 (see full Style Guide in Appendix D). Utilising Sketch’s Reusable Symbols and Text Style features, these elements were easily repeated without compromising consistency. Due to the nature of the design and need for various screen states, this functionality was very helpful.

Rules for application were also added to the Style Guide in order to ensure they were used correctly. In a real-world context, this would be very important to provide cross-functional understanding across all teams. Additional notes would be added to a Zeplin file during asset hand off in order to highlight functionality to the development team.

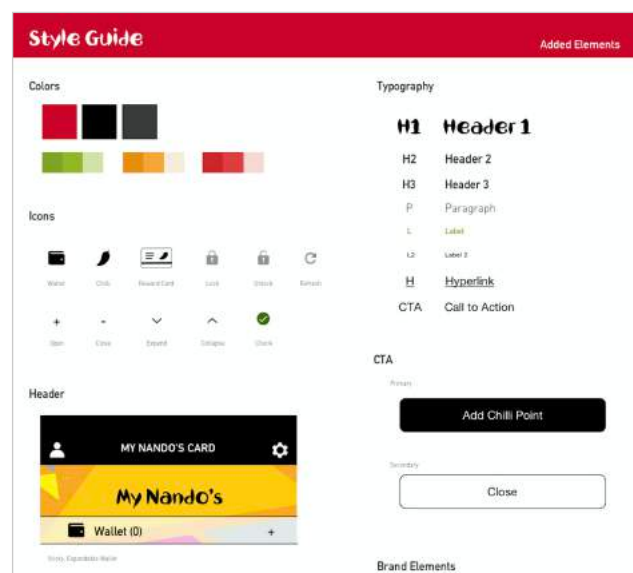


Figure 8: Portion of Style Guide

Iterations

This round of design iterations put extra emphasis on achieving the desired emotional responses of joy, trust, and belonging: identified during the lit review as most important for creating long-term customer loyalty. Design decisions included adding warm and fun elements of the Nando's brand to better match user expectations identified in initial user interviews. In addition, applying color theory and playful copy to provide further clarity and on-brand voice (see design decisions in Figure 9).

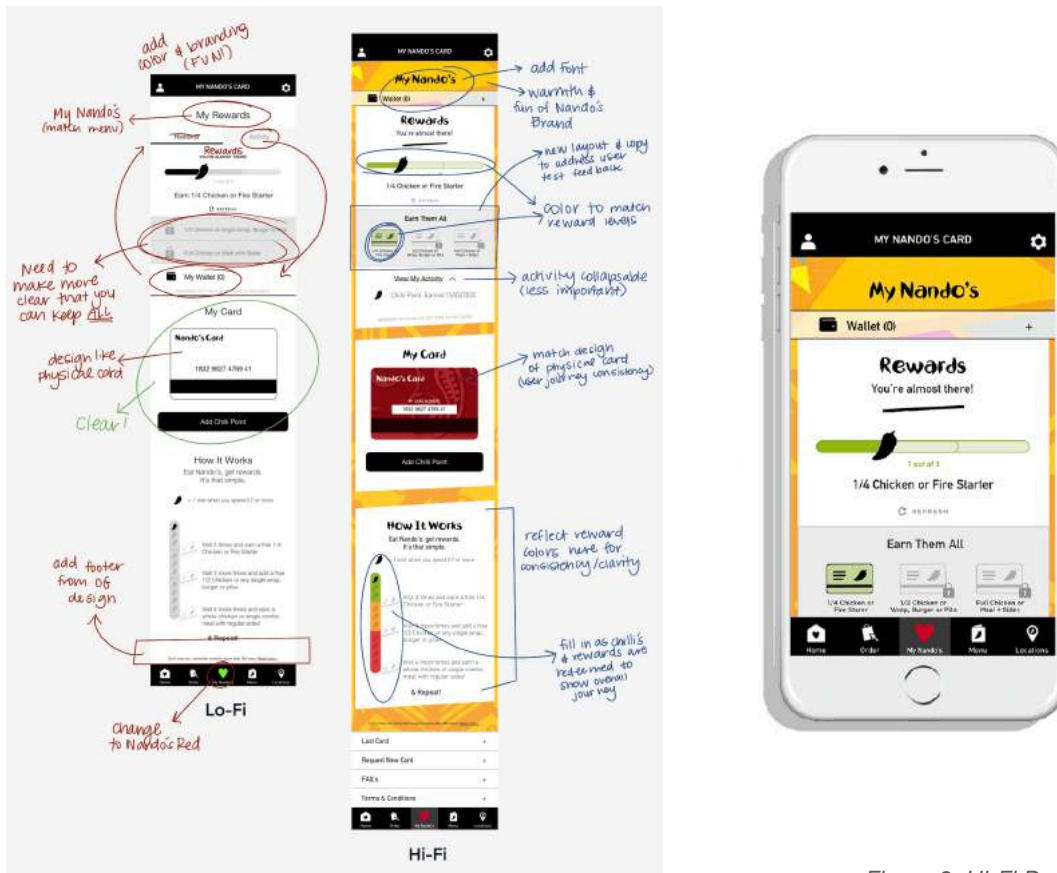


Figure 9: Hi-Fi Design Decisions

Design decisions:

- Rename page to “My Nando’s” to remain consistent with bottom menu title
- Push “Wallet” to the top to increase findability of rewards
- Add color to remain consistent with original concept (business goal: reduce confusion for current Loyalty Program members)
- Add Nando’s warm colors/patterns to address user feedback of not matching the in-restaurant experience
- Add “Earn them all” copy to address lo-fi user feedback of not knowing if you can redeem your reward and keep going
- Move “Activity” to below reward content to prioritise user goals

- Design locked/unlocked rewards UI as cards to mimic real world “wallet” model
- Include all rewards upfront to increase brand transparency and trust (Key emotions in loyalty - section 1.4)
- Change selected state of bottom menu to red to better match user brand expectations
- Include encouraging copy and rename items with “my” to increase feelings of personalisation (Best practices section 1.3)
- Add further instruction when expanding “Wallet” to guide user on actions needed to achieve goal (Designing for emotions - section 1.4)
- Add color to bottom map visual to match rewards in top section to increase consistency and show relationship

As shown by the design progression in Figure 10, the hi-fi design also reframes the page to focus on the main user goal: get free food. By adding gamification and UI elements to show progression and achievability, the user sees an end result and is encouraged to keep going. In addition, by reducing the visual to show only the “green” reward first, collapsing the other rewards below, users are able to focus on the task at hand. Explained by Munot (2017), providing a one-step-at-a-time task process increases the probability that users will complete a task by removing distraction and minimising room for error.

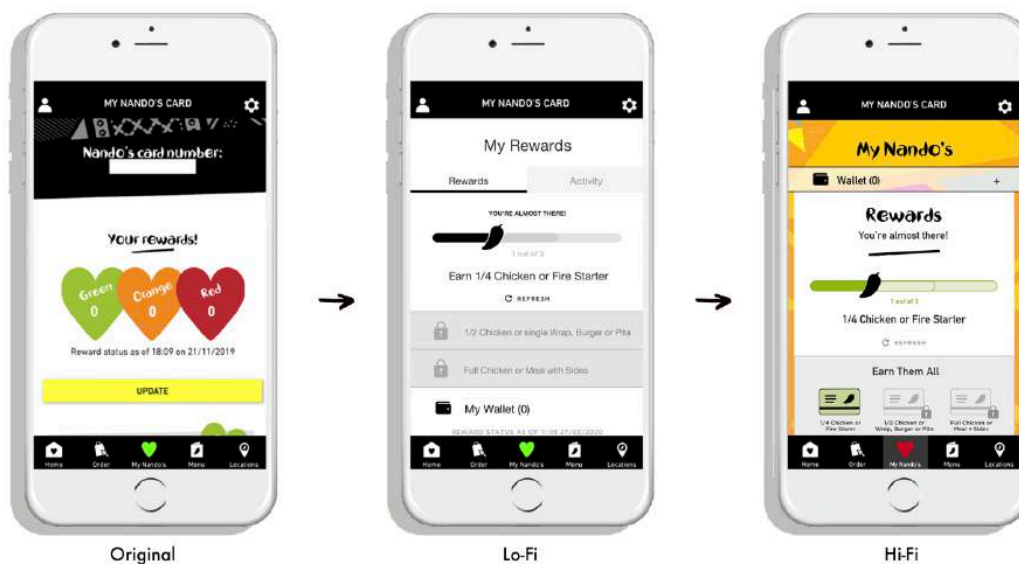


Figure 10: Design Progression

Micro-Interactions

Identified by Batchu (2018), micro-interactions also play a large role in eliciting user feelings of joy. In order to further explore this idea, additional hi-fi animations were created in Adobe After Effects (see Appendix E). This short recording would be shown to users during hi-fi testing to gauge emotional response and insight. Due to the intricacy of micro-interactions for development, first creating a sample in AE is a low risk way to assess if the design is worth the team resources.

7. Test

7.1 Low Fidelity User Testing

In order to evaluate user understanding of the lo-fi designs, 2 user tests were completed. Results were based on one participant who *had* seen the previous Nando's experience, and one who had not. This decision was made in order to gain insight on potential bias and ensure returning customers were not put off by the unfamiliar experience.

User tests were administered using the Invision clickable prototype, and applied a casual, talk-aloud approach. Participants were first briefed about the context of use, explaining that this is a loyalty program page of the Nando's app and they would have previously signed up to become a member. They were then walked through various screens and asked questions to gain insight on their understanding and answer the below research questions:

- Is it clear how many chilli's they have?
- Do they know how many more they need to get a reward?
- Do they understand what reward they are working towards?
- What is their understanding of the locked items?
- Once a chilli point is added, is the progression clear?
- Once they redeem the first reward, do they think they start back to zero? Or continue on?

Key Findings:

- Both participants had clear understanding of their current rewards status and what they had to achieve in order to gain a reward
- Both participants were able to successfully add a Chilli Point to their account
- Both participants were familiar with the unlock concept and understood how they would function
- The participant without previous knowledge of the program assumed that rewards would be kept without starting over but was not 100% clear.

"I would assume you keep going, but I can definitely see how that would provide confusion."

- Participant 2

7.2 High Fidelity Testing and Next Steps

The hi-fi designs were then transferred from Sketch to Invision to create a clickable prototype. In a real-world context, a second round of user testing would be completed during this phase to evaluate the success of the hi-fi designs vs. the original experience. Using a comparative test method, participants would be shown both experiences and asked to complete a series of tasks. They would then be shown the sample micro-interaction animation to gain opinions and insight. In addition, a post-test questionnaire would be administered to gather self-reported metrics on emotional response and feelings towards the experience. Participants would include both current Nando's Loyalty Program Members and non-

members to gather a fair evaluation. Lastly, order in which participants saw each version would be randomised to remove any potential bias.

Testing at this level would be imperative in order to insure a smooth transition upon launch of the new design. If test results supported the hypothesis that the new design provided users with a better experience, additional resources would be provided upon roll out. Supporting assets such as marketing emails, in store collateral and on-app tool tips would be suggested to provide a holistic experience for users. By acknowledging the new launch, customers would feel an increased level of brand transparency and trust.

8. Discussion

Overall, I felt the outcome of this project successfully achieved the aim. Approaching the problem with an emotional design lens provided an insightful process and was very relevant to the topic. Because loyalty is an emotional-driven response, it was exciting to approach solutions with this specialty in mind.

In reflection, isolation measures due to Covid-19 provided the largest obstacles for this project. Aside from no in-person user testing, additional resources were limited due to an inability to go into the Nando's office. Upon project ideation, I assumed stakeholder feedback and guidance would be a large learning opportunity and space to utilise my current Internship. However, once work from home was instated, these conversations were more difficult to facilitate.

In conclusion, I really enjoyed this module. The challenge of selecting a specialty uncovered a new fascination with emotional design, and introduced design principles I will continue to apply throughout my career. The structure of the course also lended itself well to highlighting the importance of articulating design decisions - another valuable skill I will continue to use in the future.

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Appendix

Appendix A: User Interview Script

Nando's Emotional Design - Interview Script

Introduction

Hi! Thank you so much for agreeing to chat with me about your experience with Nando's. The topic I am trying to learn more about is your thoughts on the overall Nando's brand, a couple of the various touch points, and your emotional response to these things.

First we will chat a bit about your relationship with Nando's, how often you go there, etc, so I can learn a little bit more about you. Then we will go over a couple digital screens to understand your interpretation and emotions towards them. It is important that you talk out loud as you interact with these screens so that I can understand what you are thinking and feeling. I know expressing emotions in this way might be a little awkward so we will start out with a fun easy exercise to practice.

As a reminder, there are no right or wrong answers, I am just trying to gather an understanding of your thoughts and feelings to design a product that can better suit your needs.

Before we start, I just want to double check that you are okay with me filming this session today. This will be used for personal use only, and is just to ensure I do not miss any of your valuable feedback. This session should last only about 5-10 minutes and feel free to add in any opinions or thoughts you can think of along the way! Any questions before we get started?

Warm Up

As I mentioned, we are first going to do a little fun exercise to get you used to talking out loud about your feelings. I'm going to show you some photos and I would like you to say the feelings and emotions that first come to mind.

- Puppy photo [here](#)
- Stressful Desktop [here](#)
- Funny [here](#)

See that wasn't that hard! Okay we are now going to get started.

Intro (Ethnographic Information and Nando's Experience)

- First let me have you introduce yourself. Can you please tell me your age, gender, city you live in, and who you live with?
- How often would you say you eat at Nando's? And is that online or in restaurant?
- Do you remember your first Nando's experience? How long have you been a Nando's customer?
- Do you have the Nando's app? What do you think of it?
- What do you think of Nando's as a brand? How would you describe it?
- Are there any feelings you specifically associate with the Nando's brand?
- Are you a part of the loyalty program? If no, did you know they have one?

Brand Loyalty (Motivations and Behaviors)

The next thing we are going to do is actually look at that loyalty program So here is the current Home Page of the app.

- What are your initial thoughts?
- Is there anything that you like/dislike about it?
- What are some emotions you get from this design?
 - What about this part (loyalty graphic) specifically?
- Does it feel like Nando's to you?
- How would you compare it to walking into the Nando's restaurant or going on the website?

I'm now going to have you click through to your rewards.

- What are your initial thoughts?
- Can you look through and tell me how you think this works? Is this clear to you?
- How does this experience make you feel?
- How do you feel a typical loyalty program should make you feel?
- Is there anything that you like/dislike about it?

Wrap Up

- Is there anything else you would like to add to what we talked about?
- Are there any loyalty programs that you are a part of that you feel do a really great job? Or really bad job? How do they make you feel?

Thanks so much for your help!

Appendix B: Warm Up Images



Image 1

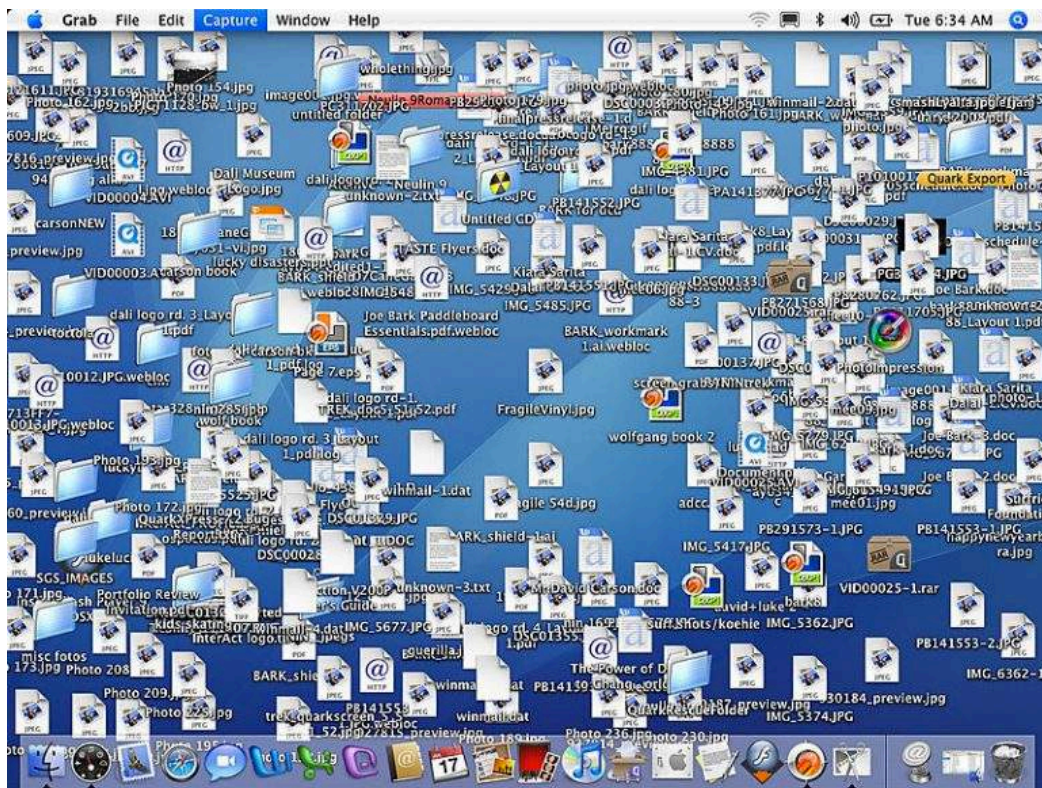


Image 2



Image 3

Appendix C: Additional Findings

Nando's App Home Page

- 2 participants mentioned they did not like that the top CTA takes you to a web browser outside of the app
- 3 participants mentioned they do not feel the content on the homepage is relevant to them at that time

Nando's Loyalty Program Page

- Vegan participant mentioned the rewards are not relevant to them as they are not vegan-inclusive

Appendix D: Style Guide

Style Guide
Added Elements

Colors

Icons

Header

Footer

Unlock Section

Loyalty Graphic

Typography

H1 Header 1

H2 Header 2

H3 Header 3

P Paragraph

L Label

L2 Label 2

H Hyperlink

CTA Call to Action

CTA

Primary

Secondary

Brand Elements

Nando's Card

Header - Pattern

Background - Pattern

Chilli Point Timeline

Rules

- When Chilli Point is applied:
 - Slide "Chilli Point Timeline" to next section and fill in color
 - Change counter " # out of # " to reflect change
 - Change subheader copy
 - Fill in opacity in "Loyalty Graphic"
 - Change "Loyalty Graphic" text to reflect accurate Chilli number needed to gain next reward.
- When Chilli Point = Reward Gained
 - Apply all Chilli Point changes in section 1
 - Launch confetti animation
 - Launch card to wallet animation
 - Add "#" to wallet in header
 - Fill in card in "Loyalty Graphic"
 - Change "Loyalty Graphic" text to past tense to reflect redeem earned



Appendix E: Micro-Interactions Animation

Clip Link [here](#)