

INNOVATION OF MEANING THROUGH INSTITUTIONAL WORK

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ABSTRACT

Innovating a product or service's meaning implies working on its symbolic and emotional values to provide customers a new "why" for its purchase and use (Verganti, 2009). Product meanings have been associated to tangible attributes that constitute product languages and their signs: color, shape, materials and any other tangible attributes that can communicate meaning (Dell'Era et al., 2008). However, the way a new meaning can be conveyed through services is still unclear. Due to their intangible characteristics, value in a service interaction is thought to emerge during the experience, rather than being communicated by signs (Vargo and Lusch, 2008). In this paper, we aim to understand how companies can convey new meanings through new customer experiences.

The study is based on a paired comparison between two paradigmatic cases: McDonald's and Starbucks, which proposed an innovation of meaning for their retail services based on the same socio-cultural changes. To compare the differences in the translation of the new meaning in practice we analyze the customer perception of meaning through text analysis, specifically topic modelling, running the LDA algorithm on nearly 8,000 customer reviews. Findings show that customers' perception of Starbucks meaning is aligned with the company's intention. On the other hand, McDonald's' attempt to introduce a new meaning has not found confirmation in customer perceptions, who have rather remained attached to the old one.

We read this empirically-observed discrepancy through the lenses of the institutional theory, analyzing the different mix of strategies enacted by the two companies to change their retail services meaning. McDonald's strategy to introduce values related to sustainability and authenticity mainly worked on *breaking* the current meaning to perform an opposite positioning. On the contrary, Starbucks built on their current meaning by *maintaining* some core elements of its offering, as well as *making* new ones. We state that companies might reach a higher alignment between the intended and the perceived meaning by choosing how to leverage institutions to translate a new meaning in a new retail service. By understanding what happens in the context of the service experience, this paper contributes to the innovation management discourse, advancing the innovation of meaning framework and applying an institutional perspective on service innovation.

INTRODUCTION

When Dove introduced their limited collection of body wash bottles shaped with the forms of women's bodies, they were trying to align to the ongoing debate which was revolving around the concept of beauty diversity. Thus, they started conceiving the meaning of providing each woman with a bottle shaped in a unique way, reflecting any possible curve that a real body shows. The campaign has been a sensational fail (Dan, 2017). Customers found themselves forced to choose between their real body shape and the one they would actually prefer. Moreover, they were forced to manifest this choice to the people at the cashiers, potentially feeling judged. The entire campaign has been perceived as a tentative to wash the company image and show some social concern.

When innovating a product or service meaning, companies must pay attention to how to control the meaning they want to propose to the market – the intended meaning (Kazmierczak, 2003), during the translation into new solutions, which ultimately drive the individual perception of meaning by customers. As in the case of Dove, the meaning perceived by might be substantially different from the meaning proposed to the market (McCracken, 1986). In this article we investigate two case studies of service companies that proposed new meanings to the market with very different results in terms of alignment between intended and perceived meaning. The two companies compete in the food retail industry and proposed their new meanings following the same socio-cultural changes which call for a more sustainable and responsible food consumption. To do so, McDonald's and Starbucks operated two different strategic choices on how to design their retail service by working on the institutions which guide the service experience offered (Koskela-Huotari et al., 2016). We analyzed the cases at three levels: the intended meaning, the constructed meaning – how they shaped their retail services - and the perceived meaning (Kazmierczak, 2003). In this way, we are able to link the design choices on how to convey the new meaning to customers with the higher or lower alignment between their perceived and intended meaning. Thus, we aim at answering the following research question:

- How can companies leverage institutions to propose new meanings to customers?

To answer this research question the remainder of the article is structured as follows. First, we provide a review on the literature on innovation of meaning and customer perspective, which we need to be able to analyze our results. Second, we detail our methodology and present the findings in terms of alignment between intended and perceived meaning. Last, we interpret the findings on the light of the institutional theory and we draw our conclusions.

INNOVATION OF MEANING

The innovation of meaning framework has its root in the contamination between innovation management and design studies (Utterback et al., 2006). Meanings are conceived as a driver that companies can leverage to propose new radical innovations to the market (Verganti, 2003). In respect to the classical innovation theories, meanings represent an additional way as compared to technology and market needs (Brem and Voigt, 2009). An important difference innovation based on understanding customer needs is that innovation of meaning it neglects customer involvement in the process (Verganti, 2017). The new meaning is envisioned by looking at socio-cultural evolution rather than involving users. This way, companies can conceive more radical solutions than asking users (Candi et al., 2016). Meanings are related with the symbolic interpretation that customers give to the possession and use of a product or service (Csikszentmihalyi, 1993). The perception of meaning is ultimately guided by the interaction with the artifact, and the dialogue between customers and the product language (Dell'Era et al., 2008). In particular, product language is made by the sum of signs and symbols that are intended deliver a particular message. At the same time, the perception of meaning is also influenced by external forces, such as individual dispositions and moods (McCracken, 1986), and the broader societal context, which imposes boundaries to the individual interpretation (Verganti, 2003; Kurzman, 2008).

In the innovation of meaning framework, the novelty of the message and the design language overcome the one of technology or functionality. Companies which apply this process need to acquire knowledge about product languages and understand the inner dynamics of socio-cultural models (Verganti and Öberg, 2013). To help them in this difficult process designers were identified as “broker of knowledge” who guide the

company in the design discourse and enable them to access to discussions that will shape innovative product meanings (Dell’Era et al., 2011).

Companies can pursue innovation of meaning by proposing those to customers in the form of their reconstruction into the product language (Kazmierczak, 2003). Thus, they need understand how to switch from the strategic innovation phase, where meanings are vague and intangible concepts, to the design of real and practical solutions (Artusi and Bellini, 2020). This step of translation is particularly critical and may create misalignment between the meaning proposed and the meaning that customers are able to perceive. According to the studies of Rafaeli and Vilnai-Yavetz (2004) emotion has a cardinal role to understand how artifacts are interpreted. In their researches they identified three dimensions of artifacts namely, instrumentality, aesthetic and symbolism, which can be leveraged to communicate meanings to the user, especially the last one. Moreover, the studies of Eisenman (2013) explained the effects of design, in particular it can be used to excite the users and expand the basic features of the products giving more importance to their symbolic meanings. Given our specific focus on services, in the following chapter we dig deeper in understanding how customers’ perception works in such domain.

CUSTOMER PERCEPTION OF SERVICE EXPERIENCES

The ability of a company to make its customers satisfied constitutes the first step toward a defensible and durable business success. Indeed, extant research states that a satisfied customer will be more willing to remain with the company over time (Zeithaml, et al., 1996), thus fostering the company’s business. Once customers are satisfied, approach behavioural intentions are more likely to arise (et al., 2012), which over time translate into customer loyalty (e.g., Mitchell and Olson, 1981). Hence, it is important for companies to understand how to create customer satisfaction, which is the antecedent for the development of a longer-term relationship between the company and the customer. According to Moliner et al. (2007), customer satisfaction is the customer’s good judgement about pleasure versus displeasure, which means that the customer, during his or her personal experience, interacts with different elements and people within a specific context that have an influence, either positive or negative, on his or her overall service perception. It also has to be said that customer satisfaction is not straightforward to be

created, but it requires different factors to be considered and properly managed by the company. These different factors shaping satisfaction are perceived by the customer during an experience within a service setting and they can relate both to the customer side and the employee side. Specifically, the customer side includes all the factors which are perceived by the customer when getting in touch with a company, namely the customer's perception of service quality and the level of perceived warmth in employee's behaviours, which together contribute to the customer evaluation toward the service provision; the Other Customer Perception (OCP) and the perception of the physical store image, which instead are the main factors contributing to the customer evaluation toward surrounding. Going a bit more into the detail of these factors, Parasuraman et al, (1988) state that "perceived service quality is defined as the degree and direction of discrepancy between consumers' perceptions and expectations" (p. 17), where customers' perceptions are defined as a customer's a posteriori judgments about a service (Parasuraman et al, 1988); while customers' expectations are an amalgamation of a customer's predictions about what is likely to happen during a service transaction as well as the wants and desires of that customer (Malik, 2012), hence they are an equivalent of service perception but before use of service. The level of perceived warmth in employee's behaviours, instead, refers to the customer's perception during a service encounter of the level of warmth within the multiple service employee's behaviours, which is immediately processed into positive or negative customers' emotional responses, then translated into short term perceptions, such as perceived service quality, and over time they are re-elaborated, contributing to shape longer-term perceptions, like trust and loyalty (Lemmink and Jan Mattson, 2002). Finally, also the perceived store image influences customers' purchase behaviours (Porter and Claycomb, 1997).

On the the service employee side is important the employees' customer orientation is the desire of an employee to help the customer in satisfying their needs and meet their expectations, whatever the type is, during the execution of service encounter tasks (Susskind et al., 2003). Concerning employees' behaviours instead, Gronroos (1982) states that in order to improve the perceived functional quality of the service, functional behaviours have to be considered. Functional quality refers to the style of delivery of the technical service, while functional behaviours represent the employees' interactional style during the service encounter and influence the core service delivery contributing to the

perceived functional quality, which in turn influences the customer's perception of the whole service quality. Also communal behaviours, which represent the content of the interaction and are not essential for the core service delivery, play a role in shaping the customer-employee relationship, thus they affect the customer's perception of service quality, satisfaction, behavioural intention and loyalty (Gronroos, 1982). Finally, in order to increase satisfaction, being aware of the existence of discrepancies between managers, front line employees and customers' viewpoints is key for companies' business success.

METHODOLOGY

We conducted our research based on the comparison between two in-depth case studies (Yin, 2013). The cases investigate both the company proposition of a new meaning, and the perception by customers. To do so, we leveraged secondary sources to map and analyze the company perspective and we performed topic modelling (Blei, 2003) on customers reviews to understand customers perception. The choice of the topic modelling is due to the fact that meaning perception is mainly unconscious, which would make its analysis by directly asking to customers very difficult. For both cases, we compared customers' perception of the traditional stores and customers' perceptions of the stores after the innovation has been brought to the market. For simplicity, we will refer to the two stages in McDonald's as "Red McDonald's" vs "Green McDonald's", and "Starbucks vs Starbucks Roastery".

Topic modelling

We used a text mining model called topic modelling which is an unsupervised machine learning technique largely utilized to analyze huge amount of unstructured data in natural language. For this reason, topic modeling algorithms require Natural language processing (NLP) as a fundamental characteristic to extract knowledge from natural language texts. In this context, the issue of dimensionality reduction is crucial, and it has been extensively studied in the database literature as a method for representing the data in compressed format for indexing and retrieval. This method is often used for text data and it is known as Latent Semantic Indexing (LSI). A family of dimension reduction

techniques are probabilistic topic models, such as Probabilistic Latent Semantic Analysis or Probabilistic Latent Semantic Indexing (PLSA – PLSI) and Latent Dirichlet Allocation (LDA), with all their variants. These models are able to perform the dimension reduction in a probabilistic way with potentially more meaningful topic representations based on word distributions. Topic modelling methods have been originated from LSI (Deerwester et al. 1990) which is the base of Probabilistic Latent Semantic Analysis (PLSA) (Hofmann, 2001). Published after PLSA, latent Dirichlet allocation (LDA) proposed by Blei et al. (2003) is an even more complete probabilistic generative model and is the extension of PLSA. In our analysis we decided to rely on LDA because, even if is the simplest algorithm for topic modeling, researches (Blei, 2003) define it a powerful tool for discovering and exploiting the hidden thematic structure in large archives of text. This model was implemented in Python using open source libraries and package of tools such as Gensim and Mallet. Before starting the analysis several steps of data preparation were carried out in order to obtain the best possible result from the analysis. First, data was validated cleaning-up the text and removing the so-called stopwords which are certain parts of English speech, like conjunctions (“for”, “or”) or the word “the” which are meaningless to a topic model, for this reason they need to be removed from the text. Then, the process of data integration and transformation was performed through words tokenization, the creation of bigrams and trigrams, and lemmatization. After these preliminary steps the algorithm was fed with data and several models was obtained with different number of clusters, the models were evaluated and selected according to the measure of coherence score and interpretability. In particular, we can say that the coherence score was used to carry out the heavy work, scan through a large number of topics, and the human judgement was used to select the best model. Then the topics of the selected model were visualized using the tool pyLDAvis which shows for each topic the top thirty most frequent words and their occurrences.

The companies we selected constitute a critical case in that they recently innovated their retail services based on the reaction to the same socio-cultural phenomenon: the switch toward more conscious and responsible consumption in the food retail. Moreover, they are comparable in that they are two well-established and

worldwide companies operating in the food retail industry. The following paragraphs briefly present the cases selected.

McDonald's

The first McDonald store was founded in 1937 by two brothers Maurice and Richard McDonald in San Bernardino, California. The store was a fast-food restaurant which offered convenient and tasty meals, together with a very fast service guaranteed by the efficient back-end operations. The original vision has since been refined and exported in several countries, establishing McDonald's as the reference point for fast food chains. Over years, McDonald's has become famous worldwide for its quick, convenient and tasty meals.

However, in recent times, as the society was transitioning toward a more conscious food consumption – and less prone to eat cheap, tasty and fatty products – McDonald's has not been able to change offering for a long time. In 2003, the Surgeon General of the United States officially declared obesity an epidemic in the country, affirming that the fast-food industry was partially responsible for the rise in obesity (Brannon Tracie et al., 2013) and one year later the documentary “Super-Size Me” was published, further damaging McDonald's reputation. McDonald's started to be seen as a provider of fatty and unhealthy food, and environmentally and socially unsustainable. Hence, in such context McDonald's understood that the only way to survive was to try to reinvent its corporate image. Therefore, it started to introduce gradually some low-calorie food items, and it quickly assessed that focusing on customer experience was key in reversing the company's bad reputation. Therefore, they paid special attention to store designing, changing their traditional and unwelcoming stores into new and more attractive ones. This has been a major shift, since everything in the traditional stores was intended to communicate the quick nature of the experience: strong colors - red and yellow -, plastic chairs, smell... The difference with the new stores, characterized by being brown and green, with comfortable sofas and cozy lights, is evident.

In early 2009 McDonald's made another noticeable change and modified the original red and yellow logo with a green background. By doing so McDonald's attempted to show that their restaurants create a positive impact for communities, wider society and

the whole planet. In 2012, McDonald's complemented this plan by declaring that it would have started posting calorie counts on all its menu. More recently, the company announced its willingness to improve the Happy Meal nutrition criteria by reducing the number of calories to 600 on every market worldwide by 2022.

Starbucks

Starbucks was founded in 1971 by Jerry Baldwin, Zev Siegl, and Gordon Bowker at Seattle's Pike Place Market. The company began as a whole-bean coffee store which sold and distributed packaged, premium, roasted coffee at a wholesale business such as bars and restaurants. In 1983, Howard Schultz - director of retail operations at that time - decided to bring the Italian coffee culture to America and propose the idea to open Italian stylized cafés to Starbucks. The idea was rejected by the board, and he decided to leave Starbucks and pursue his idea by his own. Few years later, in 1987 Schultz acquired Starbucks and focused his strategy of expansion mainly through owned or licensed stores. Over years, Starbucks grew and expanded all over the world, establishing as the most famous coffee brand worldwide. However, due to the rapid growth and the huge expansion, they gradually lost their traditional values as experts of coffee. Instead, they pushed their meaning toward becoming a convenient place where to spend time and socialize wherever in the world.

To cope with the emergent societal shift which called for more conscious and authentic consumption – and as a counter attach to the raise of high-end artisanal coffee shops – in 2016 Starbucks launch a new brand, Starbucks Reserve™. They decided to open three kind of stores related to the new brand: Starbucks Reserve™ Roastery, Starbucks Reserve™ Bar and Starbucks Reserve™ store. Starbucks Reserve™ bars are regular Starbucks renovated with the star and “R” logo, new design furniture and pour-over brewing equipment. Baristas, instead of the traditional green uniform, wear more casual hats and aprons. Moreover, the store offers premium Reserve coffee beverages in the new skinnier black and clear cups. The larger stores among the new ones are Starbucks Reserve Roasteries which now exist only in six locations around the world. These huge stores embody an immersive, multisensorial coffee experience and are designed as a theme-park to build an experience focused on coffee, from its origin, to the roasting and

brewing process, to the tasting experience. The key characteristic of these stores, which differentiate it from the other ones, is to teach customers more about coffee giving them the possibility to observe the coffee roasting and brewing process. As part of their experience the Roasteries incorporate several areas in the store, along with the coffee bar there are also the Arriviamo™ bar, Princi bakery, the roasting area, a shopping area to merchandise and in some of them a library containing coffee related books. Moreover, in Roasteries are offered private or scheduled tours and experiences, and you can also organize private events in particular spaces of the store.

FINDINGS

We present our findings divided in the two main levels of the analysis. Table 1 and 2 are related to the actions that the companies adopted to innovate based on proposing new institutions.

Strategy	Actions taken
Breaking	<ul style="list-style-type: none"> • Adopting responsible practices as the usage of recycled or recyclable food packaging. • New furniture's color and material to communicate opposite values • New the logo's background color to communicate opposite values • New menu items and food ingredients to increase healthiness. Examples: Using higher quality meat, reducing calories in some meals
Making	/
Maintaining	<ul style="list-style-type: none"> • Affordability • Long store opening hours • Stores are easily reachable • Standardized menu across stores • Convenience • Speediness

Table 1: institutions strategies and actions by McDonald's

Strategy	Actions taken
Breaking	/
Making	<ul style="list-style-type: none"> • Creating theatrical, experiential shrines to coffee passion • Luxury atmosphere • New role of the barista which is now in charge of explaining the different origins, roasting and brewing methods of the coffees to emphasize the coffee artistry • The multi sensorial experience of seeing the coffee process from bean to cup. • The multiple experiences offered in the store through the different areas (Princi Bakery, Arriviamo™ bar, roasters, coffee libraries, lounges, etc.)
Maintaining	<ul style="list-style-type: none"> • A coffee bar where to spend time and socialize • The feeling of being at “home away from home” • Evolution of the tasting experience in a multi sensorial experience

Table 2: institutions strategies and actions by Starbucks

The following paragraphs show the topics emergent for each analysis. Thus, we have two groups of clusters for McDonald’s, one before innovation (Red) and the second after it (Green). Similarly, we have two groups of clusters for Starbucks: before innovation (Starbucks) and after (Starbucks roastery).

Red McDonald’s

The first figure (Figure 1) how the 1792 reviews of the sample can be clustered into 8 clusters and also gives information related to the 30 most used words, independently from the clusters. The eight different topics are a good way to map this dataset, achieving a satisfactory coherence score of 0.39. Table 3 shows the 8 clusters, the most frequent words, their weight, and a short description.

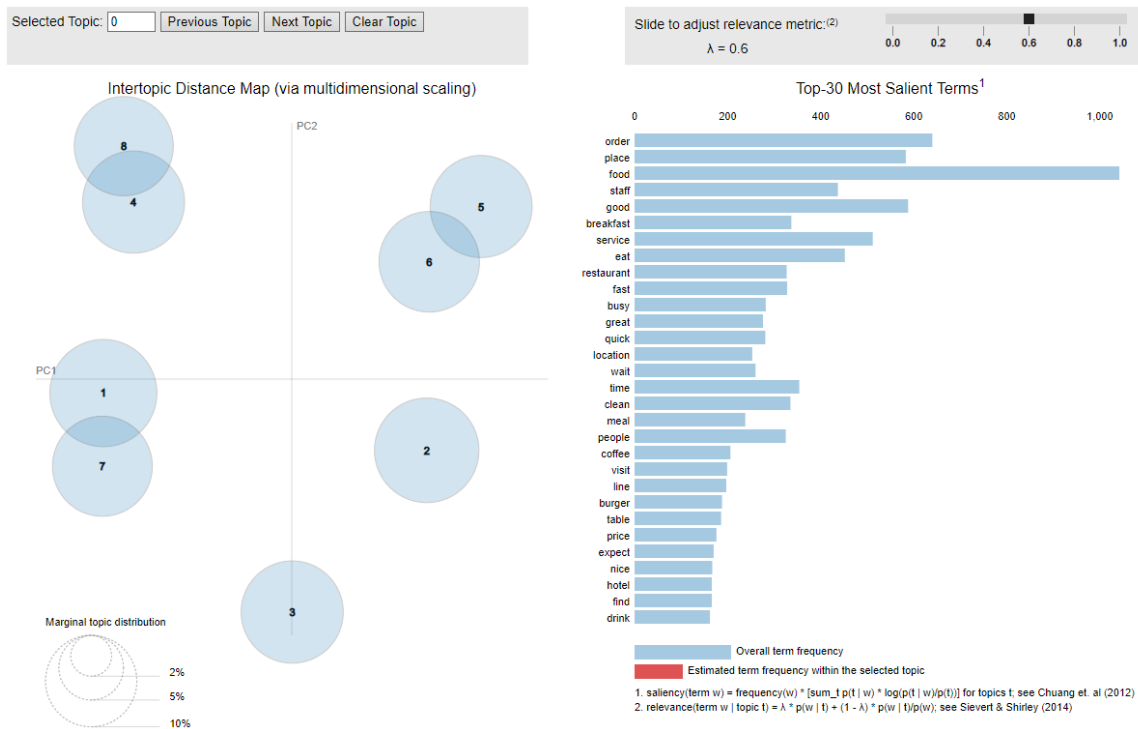


Figure 1: Red McDoonald's topics

Cluster #	Name	Main Words	Cluster share	Description
1	Interaction Mechanization	<i>order, speak, pay, machine, cashier, counter, register, pick, leave, give, put, item, call, number</i>	13.7%	Description of the overall purchasing process of the customer and related actions performed
2	Waiting Time	<i>wait, line, minute, people, long, lot, stand, queue, front, time, min, quickly</i>	13.1%	The service level waiting time
3	Shabbiness	<i>eat, lunch, table, room, area, rest, sit, money, lunch, evening, dining, pm, night, while place, street, people, full, filthy, clean, avoid, homeless, street, people, problem</i>	12.5%	Image of a convenient store in which it is possible to stop for a while and eat at a reasonable price, however, the stores is always crowded and because of that is it difficult to keep it clean
4	Unsatisfactoriness	<i>staff, service, bad, experience, rude, slow, decent, poor, terrible, horrible</i>	12.5%	Customers are not treated politely and thus there is a negative judgement of both staff and service

5	Customary	<i>restaurant, food, menu, usual, offer, product, recommend, worth, cool, chain</i>	12.5%	Description of features usually attached to a normal restaurant, without any fast-food typical connotation
6	Fast Food	<i>good, taste, love, enjoy, fresh, eat, delicious, excellent, burger, food, chicken, sandwich, nugget, salad, coke, sauce, hamburger, quick_bite</i>	12.1%	Clear focus on the food dimension and a positive connotation of such food, moreover, the “fast” dimension of the fast food chain appears clearly
7	Convenience	<i>quick, bite, stop, grab, hit, break, snack</i>	11.9%	convenience in terms of possibility of having a very fast meal and, more in general, an overall fast experience
8	Breakfast Convenience	<i>breakfast, fast, efficient, ready, short, price, dollar, spend, reasonable, inexpensive</i>	11.7%	convenience in particular for the breakfast

Table 3: clusters in Red McDonald's

Green McDonald's

We conducted the same analysis for the Green McDonald's reviews, starting from a sample made of 1370 reviews. In this case, six is the optimal number of topics, achieving the highest coherence score among all the tests performed, which equal to 0.43.

Figure 2 shows the map of clusters and the most frequent words, while Table 4 provides a description of each cluster.

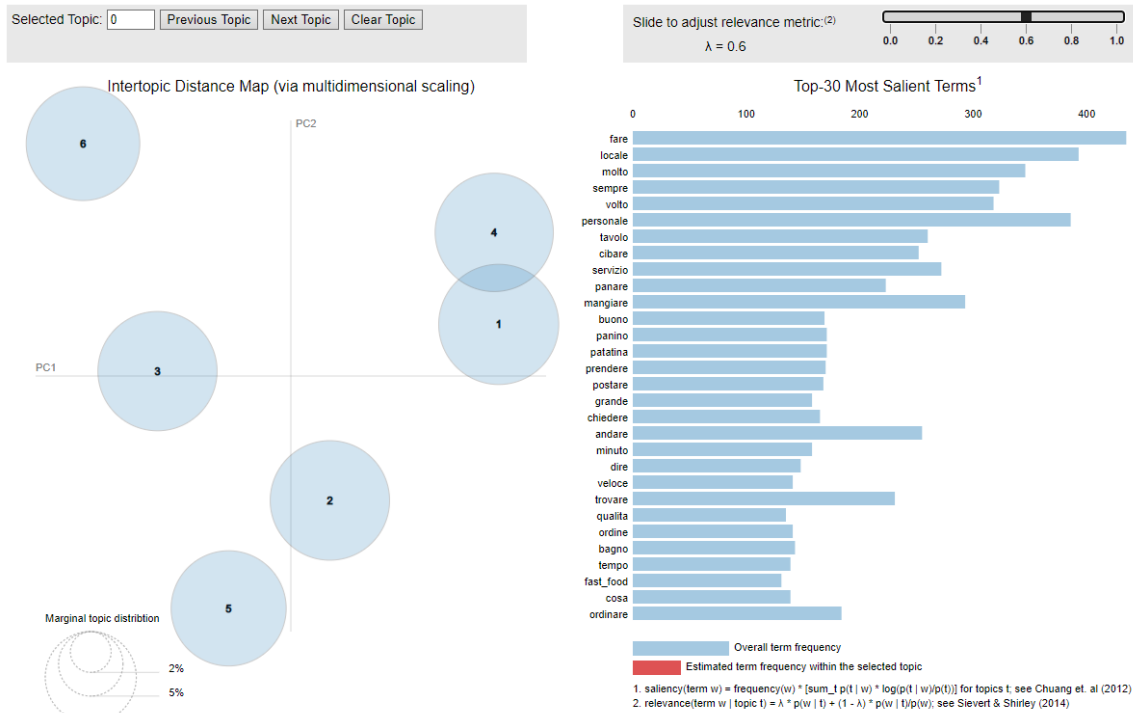


Figure 2: Green McDonald's topics

Cluster #	Name	Main Words	Cluster share	Description
1	Interaction Mechanization	<i>fare</i> (do), <i>prendere</i> (take), <i>chiedere</i> (ask), <i>dire</i> (tell), <i>aspettare</i> (wait), <i>lavorare</i> (working), <i>andare</i> (go), <i>rispondere</i> (answer), <i>cassiere</i> (cashier), <i>mettere</i> (put), <i>avere</i> (have), <i>minuto</i> (minute)	17.4%	Description of the overall purchasing process of the customer and related actions performed
2	Cleansing	<i>sporcare</i> (dirty), <i>sporco</i> (filthy), <i>veramente</i> (really) <i>schifo</i> (disgusting), <i>pulizia</i> (cleanliness), <i>lasciare</i> (let/leave)	17.4%	The service level cleaning, stores are dirty
3	EOTF	<i>ordine</i> (order), <i>tempo</i> (time), <i>ristorare</i> (restaurant), <i>servire</i> (serve), <i>cliente</i> (customer), <i>numero</i> (number), <i>chiamare</i> (call)	17.1%	Negative perception of the self-service kiosks service
4	Carelessness	<i>mancare</i> (miss), <i>capitare</i> (happen), <i>sbagliare</i> (make mistakes), <i>problema</i> (problem), <i>cambiare</i> (change), <i>sempre</i> (always)	16.4%	Highlights of the lack of attention paid by employees in preparing customers' orders
5	Convenience	<i>piazza</i> (square), <i>zona</i> (zone), <i>solito</i> (usual), <i>stesso</i> (same), <i>frequentare</i> (attend), <i>turista</i> (tourist), <i>mangiare</i> (eat), <i>piacere</i> (delicious), <i>sicuramente</i> (for sure)	16%	Two dimensions of convenience: easiness of access and simple menù

6	Agreeableness	<i>personale</i> (personnel), <i>servizio</i> (service), <i>buono</i> (good), <i>veloce</i> (fast), <i>gentile</i> (gentle), <i>consigliare</i> (recommend), <i>qualità</i> (quality) <i>ottimare</i> , <i>ottimo</i> (excellent), <i>cortese</i> (polite), <i>disponibile</i> (helpful), <i>prezzo</i> (price), <i>pulire</i> (clean), <i>pulizia</i> (cleanliness)	15.6%	Description of the enjoyable and friendly atmosphere present in the stores, not only in terms of the physical surrounding, certainly clean, but also considering the good staff and the valuable service
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Table 4: clusters in Green McDonald's

Starbucks

As regards Starbucks, we identified six as the optimal number of topics achieving the highest coherence score in the analysis with a value of 0.44. In this case, we started from a sample of 2564 reviews.

Figure 3 shows the map of clusters and the most frequent words, while Table 5 provides a description of each cluster.

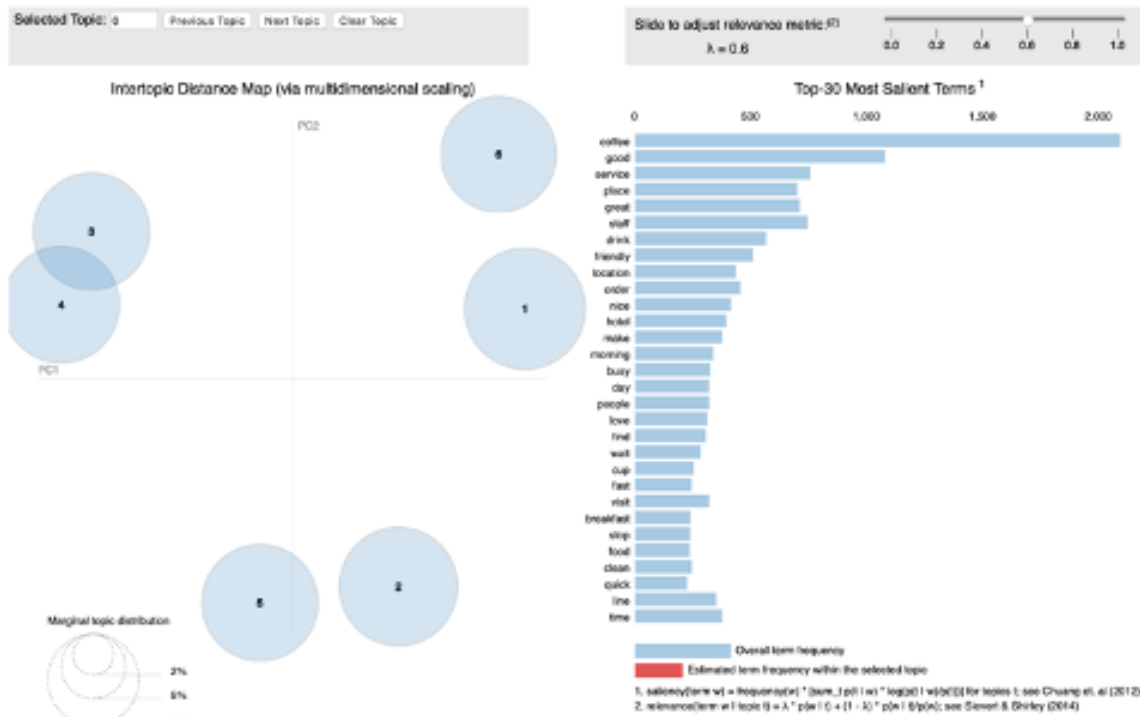


Figure 3: Starbucks topics

Cluster #	Name	Main Words	Cluster Share	Description
1	Waiting Time	<i>wait, line, time, minute, stand, long, queue, slow</i>	17.7%	The service level waiting time
2	Tasting Experience	<i>experience, taste, barista, latte, hot, cold, smile, warm, beverage, top, chocolate</i>	16.9%	Description of the tasting experience in Starbucks
3	Bar Essentiality	<i>coffee, morning, start, day, breakfast, sandwich, cake, eat, fresh, muffin, find, close, hotel, early, open, convenient, helpful, locate</i>	16.5%	The role of local coffee houses which are used by people to have breakfast near where they live, work or spend the night
4	Home Away From Home	<i>good, coffee, love, cup, tea, high, quality, offer, milk, selection, option, expensive, cappuccino, city, price, corner, free wifi, world, chain, travel, relax, tourist, wifi</i>	16.4%	The image of Starbucks as a familiar place which offers good coffee and can be found almost everywhere
5	Charming	<i>nice, stop, sit, enjoy, shop, seating, pastry, easy, favorite, delicious, amazing, atmosphere, rest, break, friends, good, comfortable</i>	16.4%	The atmosphere created in the store
6	Trustworthiness	<i>great, service, friendly, staff, location, busy, fast, visit, quick, rush,</i>	16.1%	The service level expected by customers from the company

efficient, store, excellent, quickly, pleasant, recommend, happy, polite, expect, usual, typical, standard, consistent

Table 5: clusters in Starbucks

Starbucks roastery

Starting from 2170 reviews, Figure 4 shows the clusters and Table 6 describes each cluster more in details. In this case, the optimal number of topics was identified in six cluster, achieving a satisfactory coherence score of 0.39.

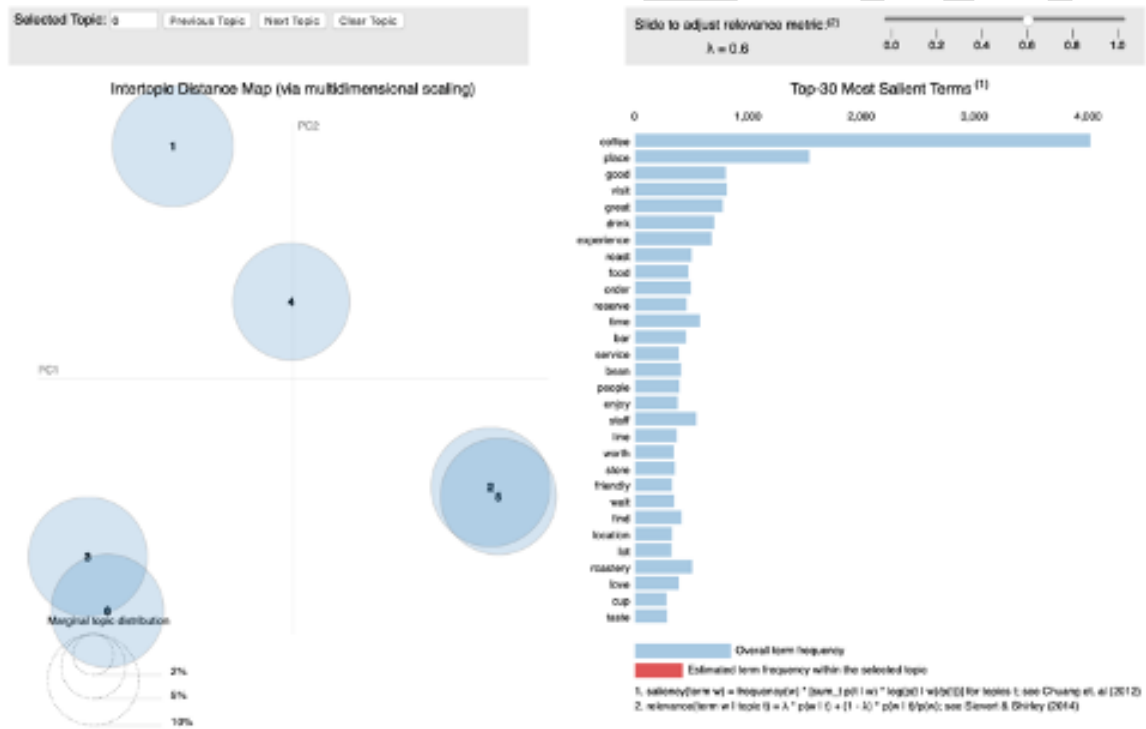


Figure 4: Starbucks roastery topics

Cluster #	Name	Main Words	Cluster share	Description
1	Immersivity	<i>store, area, large, floor, world,</i>	17.6%	The multifunctionality of the

		<i>beautiful, level, bar, roaster, cocktail, pizza, bakery, blend, roastery, souvenir, area, restaurant, pack purchase</i>		store and its different areas make the customer dive into multiple experiences
2	Coffee Artistry	<i>Coffee, roast, bean, process, prepare, brew, make, machine, thing, watch, explain, smell, pike, sample, flight</i>	17.1%	The multi sensorial experience related to coffee, from the bean to the cup
3	Waiting Time	<i>time, line, wait, long, queue, stand, spend, hour, minute</i>	17.1%	The service level waiting time
4	Theatricality	<i>visit, experience, enjoy, love, amazing, cool, fun, interesting, super, unique</i>	16.5%	The atmosphere inside the store which remind a formal and luxury environment
5	Exclusivity	<i>Coffee, price, pretty, high, pay, expensive, worth, pricey, place, big, seat, shop, nice, table, space, building, home, Italian, clean</i>	16.2%	Exclusivity of the shop and its products which are expensive but worth the high price
6	Trustworthiness	<i>good, great, friendly, huge, excellent, stay, quick, fast, excellent, great, good, huge, selection, quality, choice, variety, hot, cold, type, expect</i>	16.4%	The service level expected by customers from the company

Table 6: clusters in Starbucks roastery

DISCUSSION

Both Starbucks and McDonald's innovated their retail stores to communicate a new meaning to customers. In line with the existing literature, they did it by embedding signs into the customer experience (Pinto et al., 2017). However, customer perception is completely different, as our data show that the new meaning proposed by Starbucks is generally understood by customers, while the same is not true for McDonald's.

Taking an institutional perspective on the innovation proposed (Koskela-Huotari et al., 2016), observe that both the companies proposed a new meaning following the same change in the market institutions where they operate: a shift to a more conscious and responsible consumption of food. Both McDonald's and Starbucks were able to correctly interpret the evolutionary trend of market institutions and to understand that an innovation was necessary in order to keep the alignment with the current new market trend and related requirements. However, how they did it is substantially different. McDonald's

undertaken an innovation of meaning strategy the *breaking* and *maintaining* logics, while Starbucks decided to follow a combination of the *maintaining* and *making* logics to pursue the same objective (Koskela-Huotari, 2016).

Koskela-Huotari et al.'s study (2016) suggests to combine the three institutional works, as said before, and in particular to pay attention in maintaining a sufficient amount of existing the existing meaning. This is said to provide a sense of familiarity, security and trust to customers even in an evolutionary context. With our study we found there is an opposite risk: keeping too much of the existing meaning while trying to stretch it to the opposite by breaking institutions. Within the possible mixes of the three logics, it appears as mixing breaking and maintaining doesn't work. This appears to be related to the construction of a solution that presents ambivalent signs, making the meaning unclear to customers (Atkin, 2010). On the contrary, maintaining some core elements while adding new institutions seems to be a way not to disorient customers during the change, and to effectively convey new meaning. Thus, the work on the institutions is configured as the middle layer that goes from an intended meaning into its reconstruction at the solution level, facilitating meaning perception by customers (Kazmierczak, 2003). Managing the mix of institutional logics enacted allows companies to enable a dialogue with customers that leads to the perception of meaning. In our cases, Starbucks has guided customers in discovering the new meaning easily and quickly by ensuring consistency with their core values. On the other hand, McDonald's has tried to completely redesign their stores, causing the transition toward a new meaning to be too sharp and in contrast with the traditional perception of its core values.

CONCLUSION

Our article contributes to the innovation of meaning framework by understanding the role of institutional strategies as levers to maneuver to manage the translation of the new meaning into practical manifestations. In this way, it aims at providing a first step to solve the implementation gap for the innovation of meaning (Eling and Herstatt, 2017).

This study also contributes to the institutional theory literature by investigating the use of different institutional mix in different context of service innovation. Thus, it

provides further knowledge on how institutions might be coordinated realize service innovation

From a practitioners' point of view, the study provides guidelines on how to balance the different institutional strategies to convey new meanings to customers. In particular, managers should pay attention in creating the right mix of actions: maintaining practices can be a good way not to disorient customers but it cannot be solely associated with breaking practices.

We would suggest to build on our study by considering additional case studies and different mixes of institutional strategies enacted by the companies. Moreover, how to enact the different strategies in time, which levers to actionate at first or later might also contribute to expand the knowledge related to this topic, crucial to realize an innovation of meaning.

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