



THE WICK LAB

EXECUTIVE SUMMARY

As event management experience designers, we researched The Wick Lab in Provo, Utah. The Wick Lab is a create your own candle studio where every element is customizable by the customer. We chose to analyze what causes a customer to return for multiple visits vs not return after their first visit.

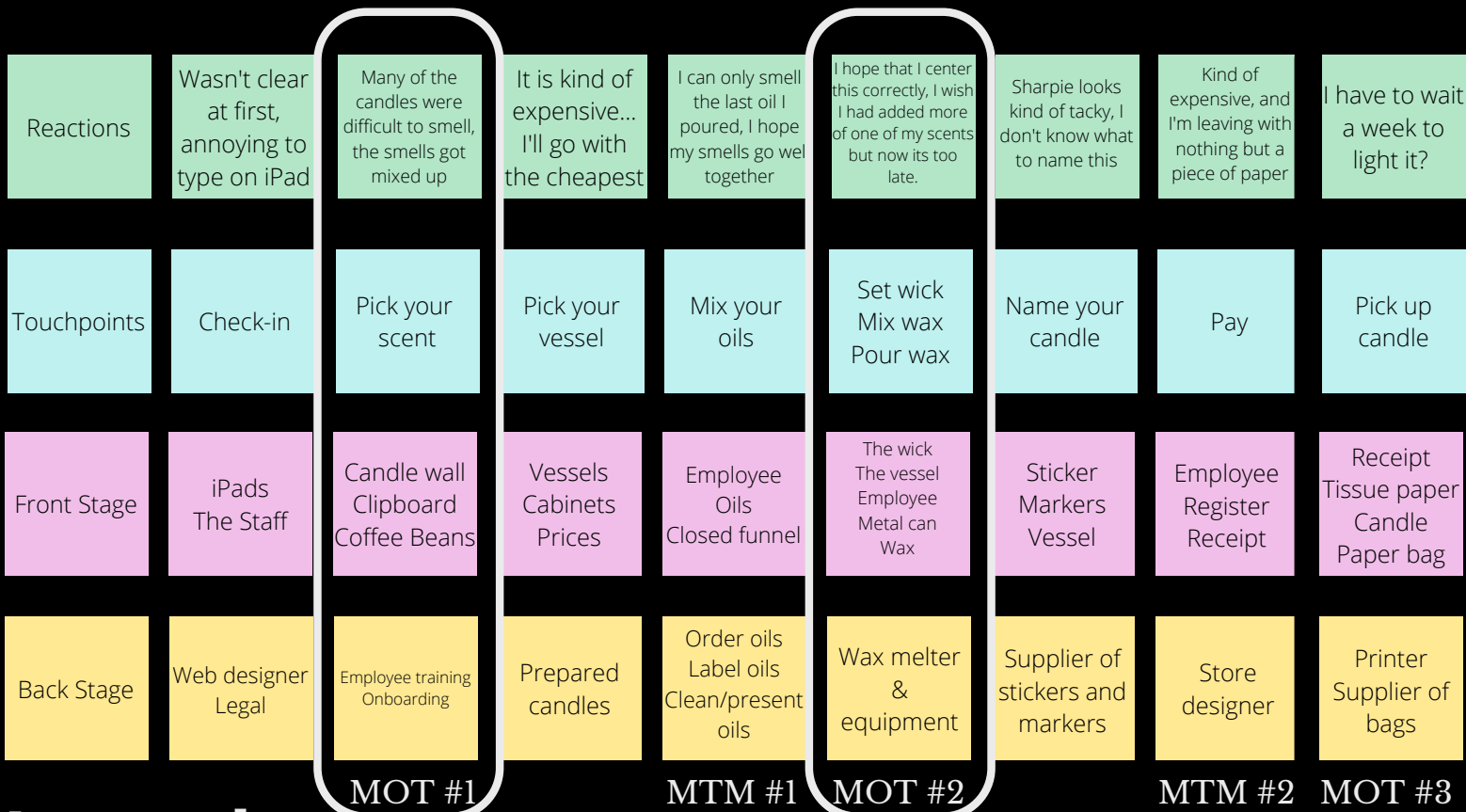
The Wick Lab consumers need a co-creative, structured, and unique experience to have meaningful and uplifting experiences with their friends. The Wick Lab creates a space for their customers to create their own candle through a carefully curated process of selecting scents and vessels, selecting scent combinations and then the actual process of making the candle by mixing the oils and wax yourself.

In order to gather this data, we interviewed past customers of The Wick Lab with different experiences and times they had been there. We researched the process of scheduling an appointment on their website, as well as the experience there and what the customer sees when they find The Wick Lab on instagram. As a group we actually went to the Wick Lab to experience it for ourselves. And finally, we used various triangulation techniques to gather data on the experience from customers.

In our experience and from our various data gathering techniques, we found that the moments of truth were picking your scent, setting your wick, mixing your wax, pouring your wax, and picking up your candle. These were the moments that customers would remember and reflect on when thinking about their experience. There were some main pain points that we experienced, and some key pleasure points as well. The scent wall was overstimulating and overwhelming. The sitting at the bar wasn't conducive for interactions with more than two people. The price of the overall experience was too high and keeps people from returning. Getting to design your own candle was such a fun aspect of the experience. Choosing your vessel allows some of your personality to show. The entire experience is a creative environment with boundaries.

The key moments that matter were mixing your oils and paying at the end. We determined that mixing your oils was an essential peak of the overall experience. That part is the most concentrated aspect of co-creation and allows the customer to have a unique and meaningful experience. Paying is the biggest pain point of the experience overall. We realized that the price point is the main reason why people don't return for multiple times.

Customer Journey Map- The Wick Lab



Legend

Reactions	Thoughts and feelings that end-users exhibit throughout the experience
Touchpoints	Interactions that the end-user has with the provider throughout the journey
Front Stage	People, objects, or systems that influence end-users journey directly
Back Stage	People, objects, or systems that influence end-users journey indirectly

MOT

"Moments of Truth"
Touchpoints where customers and providers interact, leaving a lasting impression

MTM

"Moments That Matter"
Critical moments in the end-users journey that incite intense positive or negative emotions and influence a decision

We focused here:

MTM #1: Mixing the oils together is a crucial aspect of creating your candle. You have decided what scent you want, but now are putting them together and deciding how heavily you want each scent to weigh on the overall smell.

MTM #2: Paying and leaving the experience is often when you decide if the whole thing was worth it. Is what you are leaving with worth the price you are paying at the register?

Design Thinking Approach and Recommendations

Moment that Matters: Mixing Oils

Design Thinking: Peaks vs Pits.

Using the Design Thinking Process, we analyzed the moments that mattered by finding that a key moment of your experience at The Wick Lab. Mixing the oils is an element of the experience that really highlights co-creation.

When guests visit The Wick Lab they anticipate that mixing the oils and bringing your creative concoction to life would be a peak moment as taught in Chip Heath's book "Power of Moments." However, in participating in the experience, mixing the oils turned into a pit experience. Whether it was fighting a headache from the various scents, spilling oil all over your station, or being unsure what your candle will smell like in the end, mixing your oils was a pit moment for us as participants at The Wick Lab.



POV:

Wick Lab customers need more staff help, deeper reassurance of end candle result, and more product to use in order to confidently and productively create their scent.

Design Thinking: IDEATE solutions

As a team, the following images show the ideation process focusing on mixing the oils. The ideation was focussed around the pain points and pit experience of mixing the oils.

MIXING OILS

Madelyn Russell

- Can't smell final product when pouring oils
 - Maybe have a little wooden/metal stick to stir when pouring oils to get final scent
- Difficult to know what to do with the smells
 - Maybe more of a scent wall problem, more guidance/suggestions
- Don't want to ask for a million different bottles
- When in a group had to share some of the oils because there weren't enough? Or they just didn't want to give us more than one?
 - More scents, smaller bottles, willing to give multiple scents
- Candles had a really subtle scent so when I got the bottles it felt like different smells
 - ??
- Didn't want to ask for too many scents, so I just went with the first ones I asked for instead of experimenting with multiple types of smells
- Sitting at the bar was hard to talk with the whole group, stretched long.
 - Only having groups of 2-3 sat at the bar, larger groups at tables. More tables?

Ashley Odom:

- Having to bug the chandler to get all the oils
 - Have a way to get the oils yourself
- Oils versus candle scent wall. I feel like the candles and oils highlighted different scents in the wall
 - ????
- Only one of each scent
 - Make note of which scents are most popular and make multiple containers of those scents
- Couldn't mix the smells until at the table
 - Have examples of mixed candles on wall so you can see what it would be like

Sierra Bottita:

- Headache sniffing the oils
 - Coffee beans at the bar so you can clear your flavors
- Ratios of oils are hard to see
 - Figure out how to add certain drop amounts? Could we use pipettes or could the bottles be easier to get drops out one at a time?
- Don't know how it will smell at the end
 - The drop ratio could help you better determine how it will smell
- Its not seamless having to ask to smell certain things and figuring out the combinations
 - Have easier access to the oils? Smaller bottles?
- The spray sniff thing is weird and kinda awkward
- Why are we using a jigger... that's for alcohol
 - Use something else

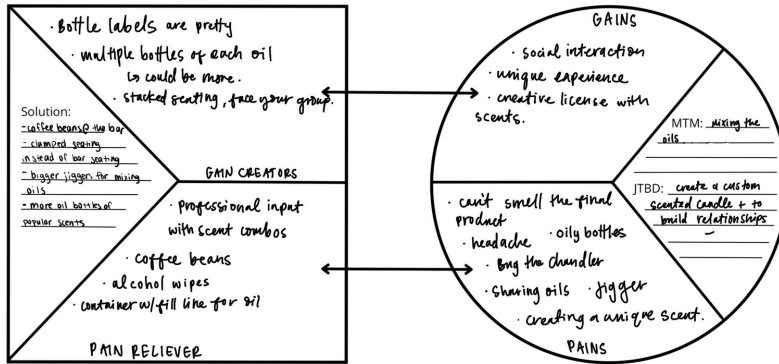
Claire Modersitzki:

- It takes the chandler a long time to locate the oils on the wall
 - Label the shelves so the chandler can easily find the oil
 - Label the bottles with numbers of where they go on the shelves instead of alphabetical (more risk for human error)
- The bottles are oily
 - An oil rag for the chandler to have at all times to wipe off the bottles.
- Some of the oils are too full and if you squeeze them too hard they spill
 - Idk?
- Putting the oils in the jigger causes stress among the participants because they don't know how much they can put in.
 - New container with a fill line
- You cannot smell what it's going to smell like
 - idk?
- Gives you a headache
 - Coffee beans at the bar
 - Have water for the participants to be at the bar
- Can't share oils because there are only 2 bottles available... if your group of 6 all want vanilla it's hard to know where it is among the group.

Value Proposition Canvas

Moment that Matters: Mixing Oils

Solution: coffee beans, seating, jigger, Scent bottles MTM: Mixing the oils
 Journey Theme: I am anxious + excited for how this will smell



Following the ideation session, and after discussing the overarching themes experienced while mixing oils at The Wick Lab. The team concluded a list of a couple solutions following filling out the Value Proposition Canvas.

The pain point of mixing the oils and making combinations of scents to fully customize the candle and the candle experience could be solved by a couple of solutions:

- Coffee beans at the bar
- Clumped seating
- Bigger container for measuring the oils
- More bottles of popular oils (White Birch, Ocean Breeze, Vanilla)

ROI Justification

We chose to analyze the Net Promoter Score (NPS) for this specific MTM. In this case, we asked the question: "Based on your experience of mixing oils at The Wick Lab, how likely are you to recommend this to a friend on a scale of 1 to 10?"

From our data and asking individuals who have recently attended The Wick Lab, we found that the average NPS lies in the "detractor" range of 5.77. The detractor range begins with any number lower than seven, which shows how much room for improvement that The Wick Lab has, specifically in regards to the moment of mixing the oils. This proves just how important it is for The Wick Lab leadership to focus on this moment.



Design Thinking Approach and Recommendations

Moment that Matters: Paying

Design Thinking: Customer Value Equation

Using the Design Thinking Process, we analyzed the moments that mattered by finding that a key moment of the experience at The Wick Lab. Paying is an element of the experience that can easily become a huge sacrifice without much benefit, which can heavily color the perception of the experience.

The value equation is the perceived benefits - the perceived sacrifice. In the moment of paying, there is a lot of sacrifice on the end of the customer, with the only benefit in return being a receipt. In this situation, the sacrifice outweighs any benefits, which creates a moment of low value. This moment being the end of the in-store experience creates a low ending point (which can heavily affect the experience, according to the peak-end theory)



POV:

Wick Lab customers need a more structured payment option and accompanying memorabilia in order to outweigh the benefit the customer receives with the sacrifices they are making

Design Thinking: IDEATE Solutions



It is no secret that your experience at The Wick Lab is both unique and expensive. With a base price of \$19+ dollars, containers, wood wicks, glitter, and other add ons start to add up for your ~ \$24 8 oz candle.

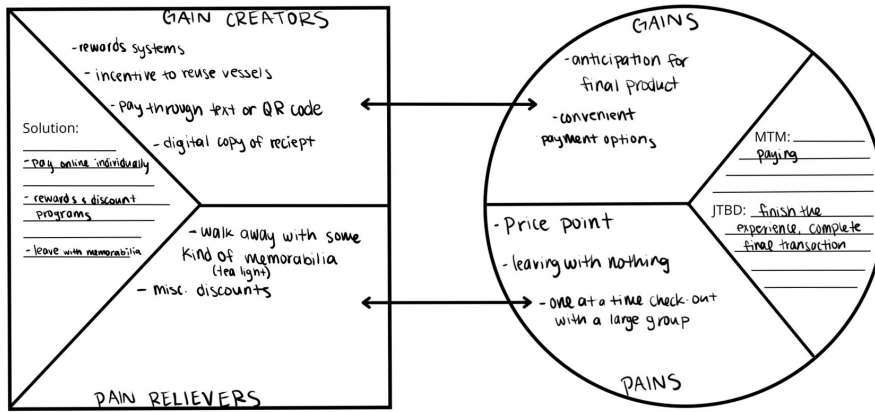
The process of paying at The Wick Lab is both tedious and slow. With only one register at the front customers are asked to wait while their significant total is calculated.

Whether you are a first time visitor to The Wick Lab or have been 5+ times, the price never seems to be less shocking. The following sticky notes show a glimpse in ideation.

Value Proposition Canvas

Moment that Matters: Paying

Solution: Online payment, rewards/discounts, memorabilia MTM: paying
 Journey Theme: This is expensive, I'm sad to leave without my candle & excited to pick it up later



Following the ideation session, and after discussing the overarching themes experienced while paying at The Wick Lab. The team concluded a list of a couple solutions following filling out the Value Proposition Canvas.

The pain points of the payment process, the price paid, and leaving the store with nothing in hand other than a receipt could be solved by a couple of solutions:

- Online payment (through QR code or text)
- Rewards or discount programs to alleviate the high price point
- Leaving with some type of memorabilia alongside the receipt (ie, sticker, tea light candle, etc)



ROI Justification

For this MTM, we chose to use the Customer Life Time Value (CLTV) formula to demonstrate the importance of the paying experience. These are the values that we used for The Wick Lab's annual report:

- \$100,000 Revenue
- 4,000 Candles Sold
- 3,000 People Purchased
- 2,000 Customers Lost

By using the CLTV formula, we found the value to be \$50.66. Our goal with The Wick Lab is to decrease the number of customers lost. When that value gets decreased from 2,000 to 1,000, the CLTV increases significantly and doubles to \$100.

Because of this analysis, we found that the paying MTM has a direct influence on the CLTV, therefore creating a need to hone in on the paying touchpoint and make it as meaningful and painless as possible.

