Trusted to Deliver Excellence –
Trust Design in All Touchpoints

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ABSTRACT

Designing for trust in interactive systems is difficult. It is even more difficult to take care of consistent trust design in all touchpoints between a company and its customers. Yet, delivering trust experience in advertisements, product brochures, web site, face-to-face meetings with customers, product packages and maintenance services is important to strengthen the trusted brand image. In this paper, we describe two examples of designing trust in touchpoints. Our case company, Rolls-Royce Marine, works in business-to-business industry where keeping promises is of ultimate importance for their customer companies. This is why their brand promise is 'Trusted to deliver excellence'. Two student teams used experience design approach to improve trust experience of a product brochure and the cover of an expensive product. We will analyse both the old and the new designs and discuss the importance of trust design also for objects and services around the actual product.

1. INTRODUCTION

Thinking about the user interfaces communicating trust, we often focus on the product design and the company's web site. A lot of the research on interaction design for trust is about web sites indeed. In business-to-business (B2B) industry, the customer relationships are long and the number of customers is lower than in business-to-consumers (B2C) industry. The end users are often far from the ones making the deals, and the types of stakeholders around the delivered products are very different than in B2C business. In this context, we need to think about differently about the user interfaces communicating trust to the customer.

Touchpoints are interfaces between the company and its customer. Typical touchpoints in B2B industry include advertisements, product brochures, company's web site, face-to-face meetings and personal communication with customers, products, product packages and maintenance/repair services. The importance of communicating trust in these touchpoints is high in B2B industry.

In this paper, we discuss trust design in two touchpoints: product brochure and product package. Although neither of them was originally very interactive, designing the look and feel with trust as the main experience goal resulted to interactive and trusted designs.

2. TRUST BUSTERS

Rolls-Royce Marine is one of the leading companies in the marine industry. Their products are in service with 70 of the world's navies and over 30,000 commercial vessels. The thruster is one of their main products manufactured in Finland. Thruster customers are other companies, mainly shipyards, who order the thruster even years before its assembly in a ship. It is very important that the customers can trust Rolls-Royce Marine to deliver what was promised, so trust is the key part of the brand slogan 'Trusted to deliver excellence'.

The thrusters are one of the most expensive parts for a ship (100k€-2M€). It can be said that the thrusters are the heart of the ship as they provide the thrust to move and steer the ship. Without thrusters a ship cannot move at all. The thruster sales negotiations include various stakeholders and may take several years. In the negotiations, Rolls-Royce handed the product information on paper for the client. The available sales material are various brochures about Rolls-Royce Marine's product groups, and for specific products there are fact sheets (Figure 1).

**Figure 1. The original thruster sales materials:
a cataloque and a fact sheet**

Rolls-Royce was not happy with the sales material, as the original fact sheets were hard to update and hard to adapt to different markets. While the factual numbers may evoke trust with specialized engineers, they may also be hard to interpret. The technical details did not help the customers to make decisions. Especially the fact sheets were not in line with the brand image and the wow-factor was missing. A simple A4 was not

communicating the value of a million-euro product. The company saw it a good opportunity to utilize experience-driven design for renewing the sales materials and to increase trustworthiness of them.

The other touchpoint that may be considered as a trustbuster was the tarpaulin that covers the thruster during transportation and while waiting for assembly. The covered thruster may reside outside on the shipyard for years, where various marine industry people may walk by it. At worst, the tarpaulin was looking like the one in Figure 2. In some cases, after some time the fastening of the tarpaulin got loose and dangling so that it did not fully cover the thruster anymore.

This kind of a cover was clearly in conflict with the brand promise of Rolls-Royce. The two plastic covers in Figure 2 well fulfilled the utilitarian need to protect the product against rust, but they still ruined the trust in excellence. The tarpaulin did not provide feeling of trust and the label on it was painted quickly by hand with too wet paint that made the label look unfinished. The tarpaulin looked hastily done, so people easily thought the product inside was of the same quality. When the big day came and the thruster was uncovered for assembly, it was hard to get the tarpaulin off as the fastening was done in a complicated way with many ropes. The removal of the tarpaulin required also a crane to access all the ropes.

Figure 2. A tarpaulin covering a million-euro thruster (worst case)

3. EXPERIENCE DESIGN FOR TRUST

Experience design is an approach where the designers define a user experience (UX) target even before knowing what kind of product to design [1,2]. We practiced this approach on a course in Aalto University, School of Arts, Design and Architecture, Department of Design. Pairs of master's level students of design got assignments from companies and produced design concepts or prototypes that addressed one or more target user experiences. The design phases included background study (e.g. the brand image of the company, basic information of the design domain, existing user research reports), setting the UX target based on the gathered background information, concept creation, UX evaluation, and final improvements of the concept. The main author of this paper was the teacher on the course, and one pair of students worked in one case. Iiro Lindborg was the company contact.

In the cases of Rolls-Royce Marine, it was clear that *trust* was an important UX goal to design for. Both teams also defined additional experience targets: Kajsa and Hanna saw *engagement* and *excitement* of customers as important goals for the sales materials, while Carolina and Tae Yong saw the opportunities for *influence* and *stimulation* in the case of the thruster cover. *Influence* aimed at utilizing the visibility of the cover for a long time for maritime professionals on the yard. *Stimulation* addressed innovativeness in the different phases of the cover lifecycle.

The student team did two different proposals for the sales material, one on paper (Figure 3) and one on iPad (Figure 4). To improve trust, the students took an interesting approach to increase confidence of the client rather than providing them specialist information. They wanted that the clients feel cared for and the material helps them to make the decision. They also utilized product photos that highlight the finished design details of the thruster, and photos with humans to show both the scale of the thruster and the care of people.

Figure 3. A new design for the product fact sheet on paper

Figure 4. A new interactive design for the sales materials

The other team generated several designs for a new thruster cover, and had several ideas for improving trust in the different phases of the cover lifecycle. During the period of storing the thruster at client's yard, the high quality of the cover and and reliable fastening of it are likely to communicate trust. The design in Figure 5 was inspired by a diamond, which is a symbol for luxury and reliability. The lines in the cover could become lighter as time passes, or the Rolls-Royce logo could be made with luminous paint that would glow in the dark.

Figure 5. One of the new designs for the thruster cover

The assembly of a thruster to the ship is an important milestone in shipbuilding. The students designed special features to the cover for this special moment, for example congratulation messages in different languages. After unwrapping the cover, it was designed to be reused e.g. as a shelter on refugee camps. These thoughtful features are likely to improve trust in Rolls-Royce Marine delivering excellence in each touchpoint.

4. CONCLUSIONS

In this paper, we reported two case studies where we used experience design for increasing trust, engagement, and excitement in the context of metal and engineering industry. Our partner in these cases was Rolls-Royce Marine, whose brand promise is strongly related to trust: 'Trusted to deliver excellence'. Their customers are other companies for whom it is crucial to deliver what was promised, and trust is an essential aspect of the long-term customer relationship in this business. The products are ship thrusters that cost a million euros, and the thrusters themselves are very reliable and impressive. However, the objects used in the other touchpoints between Rolls-Royce Marine and their customers have been examples of trustbusters. The brochure given for the customer in sales negotiations was a simple A4 listing the technical details of the product (Figure 1). Also the cover of the shiny product was a quite ordinary tarpaulin, primarily designed for utility, i.e., protection of the thruster against rust (Figure 2). The user interfaces in these touchpoints did not increase customers' trust in high quality and excellence. Two pairs of design students used experience design approach [1,2] to redesign the brochure and the tarpaulin. We analysed both the old and the new designs and want to highlight the importance of trust design also for objects around the actual product.

5. ACKNOWLEDGMENTS

6. REFERENCES

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