Understanding the Mobile Experience Economy: A key to richer more effective M-Business Technologies, Models and Strategies

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Abstract

A major challenge for firms these days is how to differentiate themselves in a global market and build competitive advantage. Many firms have been able to move up the value chain from a services base to an experience base as a means to attaining high levels of customer satisfaction and profitability. Consequently a better understanding of the experience economy will assist business managers and designers to develop effective strategies by focusing on the m-business experience and how this experience can build sustainable technology innovation, business models and strategies, and help design products for mobile delivery to meet the market’s needs. In this paper we describe several experience economy models, identify their weaknesses, and introduce a new cognitive based experience model that can be used to develop more effective m-business infrastructure and applications. It offers a new understanding of experiences which emphasizes cognition as a whole which includes background knowledge, desires and intentions, rather than the sensory and perceptual aspects alone which are the focus of most traditional models. As a result the new model offers new predictive and explanatory power in understanding the m-business experience economy.

1. Introduction

The Experience Economy is all about generating and trading/sharing experiences: an economy based on a currency of experience. The more meaningful an experience, the more value it generates. It is a new generation of economic development that builds on previous eras from the agriculture based economy through the industrial revolution to the modern era of mass manufactured goods [8,14]. The experience economy is an important part of the information economy, and vice versa, i.e. they overlap in significant ways.

A major challenge for firms these days is how to differentiate themselves in a global market, and many firms have been able to move from a services base to an experience base [15] as a means to attaining high levels of customer satisfaction and profitability. Since mobile business (m-business) also undergoes intense market competition, the experience economy presents significant potential for firms to reconceptualize their m-business strategies [2]. In other words, management can take significant strategic strides by not only considering different m-business products, services and technologies, but also the m-business experience they help create and propagate.

The major advantage of analyzing m-business opportunities from an experience economy perspective stems from the fact that a better understanding of experiences facilitates the potential for m-business innovation and the development of richer customer relationships. This can lead to heightened customer satisfaction and loyalty which in turn leads to long-term opportunities for sustainable growth and profit.

This paper focuses on how commercially viable experiences can be created and sustained, and analyses the implications for m-business, its technologies and its management. A variety of traditional experience economy models are examined to determine their prima facie relevance to m-business. In addition we present a new cognitive-based model of the experience economy which we apply to m-business. The major advantage of the new model is that it provides a means to measure the quality of the experience via attributes of cognitive processes.

Section 2 explores the potential opportunities represented by the Experience Economy for m-business. Section 3 describes the major approaches and models that have been used to understand the experience economy. Section 4 identifies several relevant models and major weaknesses of existing experience economy models. Section 5 introduces a new experience economy model based on human cognition that addresses the identified weaknesses, and section 6 the concluding discussion.
2. Experience Economy & M-Business

Marketing is a crucial part of the experience economy and m-businesses that wish to reap the potential benefits of the experience economy will need to make particular efforts to identify, target and attract specific customers. The largest potential market will be customers seeking new, different and meaningful experiences, so exploiting the mobile experience economy will require a sound understanding of desirable experiences for each target market.

When it comes to applications there are several broad trends driving the mobile economy which can be categorized [12] into three groups: changing customer priorities, new hardware/device innovation, and new infrastructure innovation. In this paper we look at how these trends may be influenced by the mobile experience economy. A sound m-business vision and model requires a robust understanding of the m-business technological landscape but also a insightful understanding of potential customers and target markets, and a solid grasp of the opportunities and challenges in experience economy [8,14].

In order to deliver an effective mobile solution, m-businesses require access to an underlying technological infrastructure which can be used to develop value-add applications. It is well established that perpetual innovation represents an effective path to sustainability [10,18] and the main thesis of this paper is that firms can not ignore the experience economy in their pursuit of innovation. The experience economy presents the potential for higher returns and sustainable business innovation. For example, mobile portals represent an increasingly popular business strategy with many companies (e.g. NTT DoCoMo, AOL Mobile, Google and Vivendi) moving quickly to secure a place in the market [12]. There are four main types of new portals in the market—wireless operator portals, multi-purpose Web portals, commerce portals, and pure-play portals. Each type possesses unique advantages for gaining primary ownership of the electronic relationship with consumers, and each type has its own strengths and weaknesses in terms of the experience economy and revenue streams.

According to Kalakota and Robinson [12] m-business will unleash a new breed of responsive companies with a different—and often novel—understanding of what today’s customers want. Fundamental questions in elucidating customer experiences is the relationship between customer experience and perceived value, what kind of experience is the customer looking for in the mobile environment, what activity does the customer need support with, what features is the customer looking for, what is the customer willing to pay for the experience of interacting with the m-business product or service.

In order to develop mobile applications with a strong mass-market and mainstream appeal, managers must narrow their focus and be strategic [9]. For instance, they must identify the target customer segments within the pool of customers facing the application’s market. Once these segments have been identified, a company can better analyze profitability or target application development. By focusing on a specific customer segment in which to introduce their mobile offering, companies minimize the risk of wasting valuable marketing and development resources on customers who are not interested in the product, service, or experience.

A major lesson learned from e-business is that a key ingredient of a business model is that the solutions be aligned with new, existing, and preferred distribution channels. Creating distinctive experiences is not enough; how they’re delivered and are aligned with other business activities is equally important.

In order to be successful m-business managers and business designers must have a complete understanding of the value of mobile business but without an understanding of the m-business experience important aspects of the application may not deliver the intended value or worse the m-business application may not fully exploit its potential & deliver an acceptable ROI.

As noted in [12] the key question now is how to turn the m-business concepts into a reality where managers and designers collaboratively develop an evolving design process that can take them from "legacy" to "e-business" to "m-business" in the most effective way. According to Kalakota and Robinson "how an organization mobilizes itself into constructive action will determine its ultimate success – the journey is fraught with pitfalls and minefields, and without carefully planning and execution, the stakes are high and failure is swift". It is useful to compare and contrast m-business with e-business in terms of its evolution. For example, the lessons learned from e-commerce can assist in laying out the structure of the mobile marketplace and in the design of mobile infrastructure and mobile applications.

3. Relevant Experience Economy Models

A variety of widely accepted models for describing the experience economy can be found in the literature e.g. Pine and Gilmore [8,14]. We describe the current models, highlight their weaknesses, and propose a new experience economy model based on a cognitive framework using a systems and information processing perspective. The potential value and influence on the strategic management of m-business is then explored.

3.1 The Performance Model

The performance model is based on the theatre metaphor and views the experience as a performance.
In order to emphasise the reconceptualisation it refers to actors (normally agents from the business), the guests (the customer or user) and the stage as the setting or scenario.

Pine and Gilmore [8,14] argue that experiences are a distinct offering from services. According to them experiences must provide a memorable offering that will remain with the guest, for a long time, consequently the guest must be drawn into the offering such that they feel a sensation, and therefore the guest must actively participate. This requires highly skilled actors (agents) who can dynamically personalize each event according to the guests needs. In other words, the actors must interact with the guests in a personal and highly customized fashion, e.g., the Rainforest Café www.rainforestcafe.com. This model is more directly related to the customer experience rather than the employee experience, e.g. mobile telephone applications. The employee experience is a key issue in human resource management.

3.2 The Four Realms of an Experience Model

![Figure 1: Four Realms Model [14]](image)

Pine and Gilmore [14] categorised experiences into the following classes: Entertainment, Education, Escapism and Esthetics, with the richest experiences being those offerings that fuse all four realms in effective and meaningful ways. The model is described in terms of, degrees of immersion and participation – see Figure 2.

We now explore each realm individually and then consider their overall combination.

**Entertainment** is passively absorbed through the senses touch, smell, sight, sound and taste. Sensory impact can cause a sense of interest, wonder and excitement. It can arouse awe, astonishment, surprise, admiration; and as a result simulates memory for a lasting effect (e.g., Pirates of the Carribean, http://disneyland.disney.go.com/disneyland/en_US/parks/attractions/detail?name=PiratesOfTheCarribeanAttractionPage). The m-business experience can potentially provide a feast for the all the sensors, and as a result has the potential to engage the guest (customer or user) in an entertaining experience via sensory stimulation.

**Education** is achieved via absorption while actively participating. It involves proactive cognitive engagement by the guest in the interactive experience. The degree of meaningfulness of the experience is typically determined by the quality of guest background knowledge. Some background knowledge is normally essential for a positive experience and the guest’s past experiences contribute to the level of appreciation gained from an m-business encounter. Clearly, one’s personal knowledge will impact the experience. It can hinder and/or enhance the experience by having a positive or negative effect (e.g., full immersion language training http://www.spanish-immersion.org/languages/wallstreet).

**Escapism** experiences require active participation in an immersive environment. Escapism involves the diversion of the mind to purely imaginative activity as an escape from reality. The escapism realm is where high levels of immersion give rise to highly memorable experiences where the individual takes part in enhancing their own experience. Clearly each person’s fantasy will be unique to them and as a result the experience is highly customised. All the sensors are involved in and the degree of escapism is determined by the guest’s willingness to be taken on their personal fantasy journey (e.g., Halloween Ghost Train in Vancouver,http://www.city.vancouver.bc.ca/parks/events/ghosttrain/index).

**Esthetic** experiences occur when the individuals become immersed but remain passive. The level of one’s immersion is characterised by demographics such as age, gender, location, perception, background knowledge, interests etc. There is no such thing as an artificial experience as mood, imagination and your perception lead you to having your own unique experience, whether the scenes around you and back drop are fake or an illusion (e.g., The Jorvic Viking Centre in York, UK, http://www.jorvik-viking-centre.co.uk/visit6).

3.3 Customization in the Experience Economy

![Figure 2: Customization Model [14]](image)

M-business can take advantage of collaborative and transparent customization. In terms of collaboration
the actors (e.g., people or software agents) can work with guests to determine their needs and then endeavour to satisfy them.

For example, an actor may determine through a series of dialogs with the guests that they are in a particular state and they are able to design an appropriate experience. Transparency where the actors can provide tailored offerings to guests without them being aware of the customisation, for example, the interface agents can decide on the most appropriate routes (e.g., Personalised day tours of Paris, http://www.parisdujour.com/faqs).

All of the examples of the Experience Economy above rely on multi-sensory stimulation in performance, role-play or immersion experiences. The challenge in a mobile business is in utilizing a mobile device to deliver a multi-sensory experience.

3.4 The Progression of Economic Value Model

Guests respond to the perceived value which may be in terms of them achieving their aspirations, obtaining rich and effective educational experiences, increased world and environmental awareness, or just plain fun. The key point is that guests are willing to pay for the perceived value and benefits and if the business delivers the expected rewards then there will be increase in customer loyalty, which improves the economic value in m-business.

Suspension, surprise, sacrifice, satisfaction (Figure 4 below) plays an important role for guests in the experience economy. M-business can deliver more than guests actually wanted and thus achieve a level of fulfilment beyond their expectations, and as a result they can reach new levels beyond customer satisfaction, namely customer delight. When it comes to mobile solutions guests can be delighted to discover that there hardware, e.g. smart phone, can interact with a customer or businesses network so that they can exchange information or access the internet. Wireless internet access in Starbucks is a good example of enhancing the customers café experience.

One of the challenges of business is to increase customer loyalty. Reconceptualising customer loyalty in terms of customer experience rather than customer satisfaction can bring huge gains to a business. The reasons are twofold, firstly simple customer satisfaction no longer results in loyalty because these days customers expect to be satisfied. Studies in service industries show that although 90% of customers report they are satisfied or very satisfied, as few as 40% repurchase. Secondly satisfaction ratings don't give management the information it needs. Knowing that most guests are satisfied doesn't tell what changes and investments are needed to improve the guest experience and increase perceived value [19].

Figure 3: Progression of Economic Value Mode [14]

Guest experiences can be central to business models which attempt to increase the perceived value of its goods and services in order to improve the guest experience. A significant challenge for some m-businesses is the difficulty of recreating the "wow" factor on repeat visits that helps to re-engage guests after their first visit.

Some strategies that can be used by m-business to create a sustainable and continual appeal are: (i) building lasting and meaningful memories, (ii) offering personalised high quality goods, services and experiences, (iii) customising the experience and insuring that each visit generates a new and exciting experience, (iv) offering a diversity of experience.

As success comes from creating a customer-unique value which is specific to individual customers because it focuses on the characteristics and benefits to the customer that flow from the experience.

The richly meaningful and unique experiences provided by m-business are high on the value chain, and sacrifice decreases as guests passively and actively interact with the stage and actors. This allows m-business to charge premium prices, to offer less discounting, to gain greater revenue per customer, higher number of customers, increased customer retention [8,14].

When experiences are customized and meaningful they can become life-transforming experiences, which Pine and Gilmour [14] argue are the fifth and final economic offering in the Progression of Economic Value: transformations. M-business can offer life-transforming experiences by guiding individual guests to make lasting changes in their lives. Helping guests achieve transform brings lasting value and heightens the experience and hence the level of loyalty from guests, and as a result the economic value to the m-
business. Indeed, as Pine and Gilmour [14] point out there is no more lasting value you can create than to help guests achieve their aspirations. When you customize an experience you change the individual.

Education plays a strong role in transformational experiences, and m-business can provide a rich and effective educational experience by engaging guests in directed dialog with the actors and by encouraging the guests to be part of the performance.

Guests are buyers of transformation come willingly and communicate to the actors implicitly or explicitly “Change Me” [14].

M-business must understand the phases of guiding transformations and have built in props to assist passage through the phases. Part of the actors role is to diagnose the aspirations of guests, to stage experiences using the four realms identified in addition they monitor and manage a sustained follow through which is assisted by coercing the guests into a state of sustained immersion.

A wide range of m-business has the potential to create unique value and sustainable appeal via by building lasting meaningful memories, highly personalised goods, services and experiences, ensuring that each visit generates a new and exciting experience, and catering for diverse guest needs.

3.5 Four S Model
The 4-S model is based on a hierarchy of guest experiences from satisfaction, through sacrifice, surprise and then suspension. The idea is that business should look to providing guests with more than they expected or wanted because it leads to high levels of fulfillment. By creating a “wow” factor and delighting customers they develop high levels of loyalty.

4. Other Experience Economy Models
There are several other relevant models, for example the Socio Culture Model which attempts to connect with people on different levels of understanding, for instance a different approach is taken for different age groups. Other models include: the Design Contraint Model, the Leisure Paradox Model, and the Service Triangle Model [14].

M-business is typically conceived as a crafted blurring of a virtual and a physical environment that creates an experience by stimulating the senses. Although experiences can be triggered by the senses, they also have important cognitive dimensions as well as perceptual dimensions [6].

A major weakness of all the proposed models is their lack of integration of all cognitive aspects, e.g. sensual, perceptual, conceptual knowledge and understanding. In fact almost all the existing models, with the exception of the four realms of experience model, focus at the shallow sensual and perceptual end of the experience spectrum and bearly have anything to say at the conceptual and knowledge end. The main shortcoming of the four realms model is that in terms of explanation and predictive power it is extremely weak since all it really does is identify a 2D space which can be used to help classify experiences. It does not offer any mechanism or process that could be exploited for business purposes.

Experience can have many meanings to many people. It may be rich, it may be hollow, it may be extreme or it may be mild. It is often the anticipation of “experience” that draws people to a venue/service/business. A major challenge for m-business is to get their customers to keep coming back, this will require innovative ways of continually enriching the original experience. From a business perspective it is more cost effective to bring old customers back than having to find new one’s. This is perhaps less true for the experience economy due the potential of sophisticated marketing strategies such as viral marketing.

5. Our Novel Cognitive Based Model
In this section we propose a new and powerful model for the experience economy which is based on a systems perspective using ideas and frameworks from cognitive science; an emerging area based on a number of more traditional disciplines – biology, psychology, robotics, artificial intelligence, and mathematics. Cognitive science has developed significantly in recent years mainly due to advances in technology, e.g. brain scanning techniques, that has lead to a new understanding of the human brain, concept formation, and communication [6,7].

The field of cognitive science consists of a transdisciplinary study of the structures of the human mind and body. These structures include our sensory/perceptual apparatus, such as vision, audition, olfaction; internal mental processes such as language, thinking, reasoning and problem solving; motor control and the organization of skilled behavior such as speech and musical performance; memory; consciousness; attention; and many other aspects of mind [6].

Cognitive science has much to say about experience because it studies and analyses the physiological and psychological dimensions of experiences. In other words, experiences are cognitive; they flow from cognitive processes they are integrative and involve background knowledge, desires, and intentions.

The main idea of the proposed cognitive-based experience economy model is to consider the experience provided as being composed of mental information processing events which are described in terms of an underlying cognitive infrastructure.

Our new model of guest cognition isolates the guest’s inner world from the outer world. Interaction
takes place via internal and external sensors and action via physical and virtual actuators. This interaction involves the transfer of input (e.g., sensorimotor data) and output (e.g., information or actions). Within the inner world of a guest, information gained via interaction is fused and transformed during the cognitive processes of perception, conception, simulation, planning.

Our cognitive model creates and manages representations that inhabit an agent’s inner world, namely sensations, perceptions, conceptions/knowledge and simulations [7]:

- **Sensations** can be externally-oriented or internally-oriented. Externally-oriented sensations mediate sensory impressions or data from the outside world, whilst internally-oriented sensations are generated internally from within system itself often for regulatory or feedback purposes. For people the externally-oriented sensations are sight, smell, taste, hearing, and touch. Some internally-oriented sensations include the sensory feedback mechanisms for motor control and posture, and the vestibular system which provides feedback mechanisms for balance by detecting gravity.
- **Perceptions** are interpreted/processed sensory impressions.
- **Conceptions** are concise representations of classes of entities and/or individuals which may exist in either the inner or the outer world. Knowledge describes the association among the concepts. For example, a concept might be “color” and knowledge might be “the color of the product is red”.
- **Simulations** are not directly governed by sensory impressions. They can be thought of as perceptions taken from memory or combined from cued and detached perceptions and conceptions.
- **Plans** are recipes for action.

Concepts and knowledge build on and influence perception, simulations and planning. Concepts are crucial for the development of high level cognitive capabilities. Guests classify and categorize information into classes as a way of simplifying and making sense of all the information impinging on their sensors and/or input devices. Concepts can be created by perception and they also form some of the building blocks for the simulations used in planning activities. Categorization involves partitioning objects of interest into concepts which are cognitively useful groups or categories. The categorization mechanisms fill in the sensations provided by the sensors. Once formed concepts can be used to build other representations and be used in cognitive processes, e.g., perceptible concepts like color and shape can simplify visual processing, and more perceptually detached concepts like action or task can enable complex cognitive processes such as planning.

![Figure 4: Cognitive Experience Model](image)

Such concepts can also be converted into symbolic or linguistic entities for the purpose of high level reasoning, problem solving, decision making, planning, and communication.

Concepts help reduce the complexity of the information required to be managed. For example, without concepts guests (and actors for that matter) would not be capable of representing visual information beyond the low sensory level, and as a result would not develop a world model that could support even simple forms of object recognition and reasoning. The ability to form, fuse, combine and manipulate concepts enhances our capacity for problem solving, communication, collaboration etc, as we forage around information rich and dynamic environments while on the move. The ability to categorize new sensorimotor information and to ground it to objects and entities perceived in the outer world allows us to exhibit appropriate behavior in previously unencountered situations.

The process of categorization is complex. It depends on the specific task at hand, the context, as well as the background knowledge and goals of the guest [6]. The conceptual space framework adopts a similarity-based approach to categorization. Historically, there have been two approaches to understanding categorization: the similarity-based methods and the causally-based methods. Similarity-based approaches tend to justify themselves using the idea that objects are categorized according to how similar they are a prototype or (cluster of) exemplar(s).

Conceptual spaces [7] represent information by geometric structures rather than by symbols. Information is represented by points (standing for individuals or objects), and regions (standing for properties and relations) in dimensional spaces. Many semantic structures, for example similarity relations, can be modeled in a natural way by exploiting distances in the space.

A conceptual space consists of a number of quality dimensions. Examples of such dimensions are: color, pitch, temperature, time, weight, size and the three
ordinary spatial dimensions. These examples are closely connected to what is produced by our sensory receptors. However, there are also quality dimensions that are of an abstract non-sensory character. For example Gärdenfors [6] extends the analysis to include functional concepts such as “calendar” and “email”.

According to our cognitive model the inner world is made up of representations: perceptions, conceptions, and simulations, which are the basic building blocks for actions and plans. Problem solving, reasoning, and decision making can be viewed as special types of planning. The guest perceptual system captures information from the sensors and processes it using concepts, knowledge structures augmented with reasoning and planning processes.

When a guest can represent different actions and their consequences in their inner world, i.e. different approaches to reaching a goal, then choice becomes an option. Representations of alternative actions must be detached, and the capacity for a conscious choice therefore presupposes an inner world, i.e. perceptions and simulations.

Planning involves the development of a plan which is a set of actions that needs to be completed (serially and/or in parallel) in order to achieve an objective. Plans can include redundancy and backup actions and action sequences. Guests plan in their inner world by using representations of relevant entities upon which they can simulate pertinent actions and events. Simulations can generate different sequences of action possibilities by executing different choice patterns with or without feedback.

The quality of communication and collaboration in the m-business application will depend on the degree to which the guests involved share the meaning of the underlying entities that are represented. In our model we use conceptual spaces to capture meaning and as a result they play a crucial role in perception, simulation, planning, communication and collaboration.

The main idea of the proposed model is to consider experience as composed of information processing events which are described in terms of an underlying cognitive architecture and model. A key feature of the model, and major advance over previous models, is that it can be used to measure the quality of the experience; in particular the quality of the experience will be proportional to the degree that cognitive representations are “meaningful”. Such models have been used to understand and explain human and higher animal behaviour, for example, Gärdenfors [7] uses cognitive models to explain the evolution of human thought and human abilities in planning and language. One of the relevant features of Gärdenfors’ framework is that it supports perceptually detached representations which are needed for virtual experiences.

Our cognitive model can be used to enrich other experience economy models. For example it can be used to explain the four experience realms model in the following fashion.

**Entertainment:** is passively absorbed through the senses. The cognitive model can represent sensory information and explain its effect.

**Education:** is achieved via absorption while actively participating through learning. The cognitive model can represent the acquisition of information and explain its learning effects in terms of its basic infrastructure and processes, i.e. concepts, simulations, problem solving, reasoning, planning, communication and collaboration.

**Esthetic:** experiences occur when the individuals become immersed but remain passive. The cognitive model can represent perceptually detached representations for the imagination to manipulate in a kind of mental simulation.

**Escapism:** experiences require active participation and interaction in an immersive environment. The cognitive model can represent active engagement and interaction with the environment. Escapism relies heavily on concept driven perception, and technology can assist a guest to suspend disbelief and also help the guest develop the necessary concepts.

6. Discussion

The experience economy’s currency is experience, so experiences create value in an experience economy. In terms of value chain the experience is the next level after service. In our cognitive model that can be used to understand the human experience economy and to develop sustainable technologies, business models and blue ocean strategies [2].

Despite the rich and meaningful experiences that m-business could potentially, a major challenge is to make novel and fresh experiences available that will maintain acceptable levels of customer retention through sustained and repeated customer delight.

In response to this need we reviewed the key experience economy models that have important relevance in enhancing m-business. They included the performance model, the experience realms, the progression of economic value, and collaborative and transparent approaches to mass customisation.

Unfortunately, these models have several weaknesses. First they are not based on an integrated cognitive model and as a result they do not lead to the development of comprehensive strategies, and second they so not describe the actual mental processes or mechanisms that underlie the models and therefore they are of limited value in the design of effective m-business technologies, models and strategies.

In response to this need we introduced a new cognitive based experience economy model that provides a new conceptualisation of the experience.
economy which delivers new integrated ways of analysing and designing experiences.

The new model describes an architecture and processes that show how sensual, perceptual, and conceptual knowledge provide the basic infrastructure for experiences. The model can be used to enrich existing models such as the Four Realm Model, since it provides a description of the underlying cognitive processes and mechanisms for education, entertainment, ethics, escapism. In addition it offers a powerful explanation of why integrating the realms is desirable. In particular, it provides evidence that more meaningful experiences are attained when more complexity is involved provided it does not push the guest from a state of surprise and delight into a state of cognitive dissonance [20]. In other words, it provides an explanation of the relationship complexity and meaningfulness of experience, which can in turn be used to explain the various levels of immersion and engagement.

There is a strong and dynamic relationship between the Experience Economy and the Information Economy. Although they are distinct, they overlap interesting ways. There are some features of the experience economy, e.g. emotions and feelings that do not feature in the information economy, e.g. computer-to-computer communication.

Experiences are the currency in the experience economy, whilst in the information economy, information is the currency. Sometimes experiences can be represented and described as information exchanges, e.g. visual experience that is related to your background knowledge. However, some experiences do not naturally translate into information value, such as a feeling of happiness. Although, one could argue that some feelings have an information based counterpart. For example, surprise can be experienced as a feeling but feeling surprised can mean that you received some information that you were not expecting [20].

As seen in sections 3.3 and 5 above, the twin challenges for m-business are in utilizing a mobile device to deliver a multi-sensory experience and an integrated cognitive experience. Application of the cognitive model as proposed provides the linkage between the current multi-stimulatory and cognitive experiences with the potential m-business application. Based on the cognitive model, a profile could be established for each customer and held on the mobile device to orchestrate an integrated customer specific experience each time they entered the facility seeking an entertainment, educational, escapist or esthetic experience. The profile could support customization by age, gender, health, interests or thrill /risk appetite. The model could also be applied in a broader context, e.g., provision of customised health care services based on current personal health condition, rather than a general patient profile.

Future work will focus on the relationship between the mobile experience economy and the information economy as a means to refine the model for empirical study, and how the proposed new cognitive model can enrich existing experience economy models when applied to the m-business opportunities.

7. References