

Case study analysis

# Virgin Atlantic / Pulse

Design Strategy & Entrepreneurship  
Period 3, 2019

GROUP 1

Daud Imran Bin Shamsul Amri

Xiaomeng Hao

Juuso Koski

Larissa Weiner

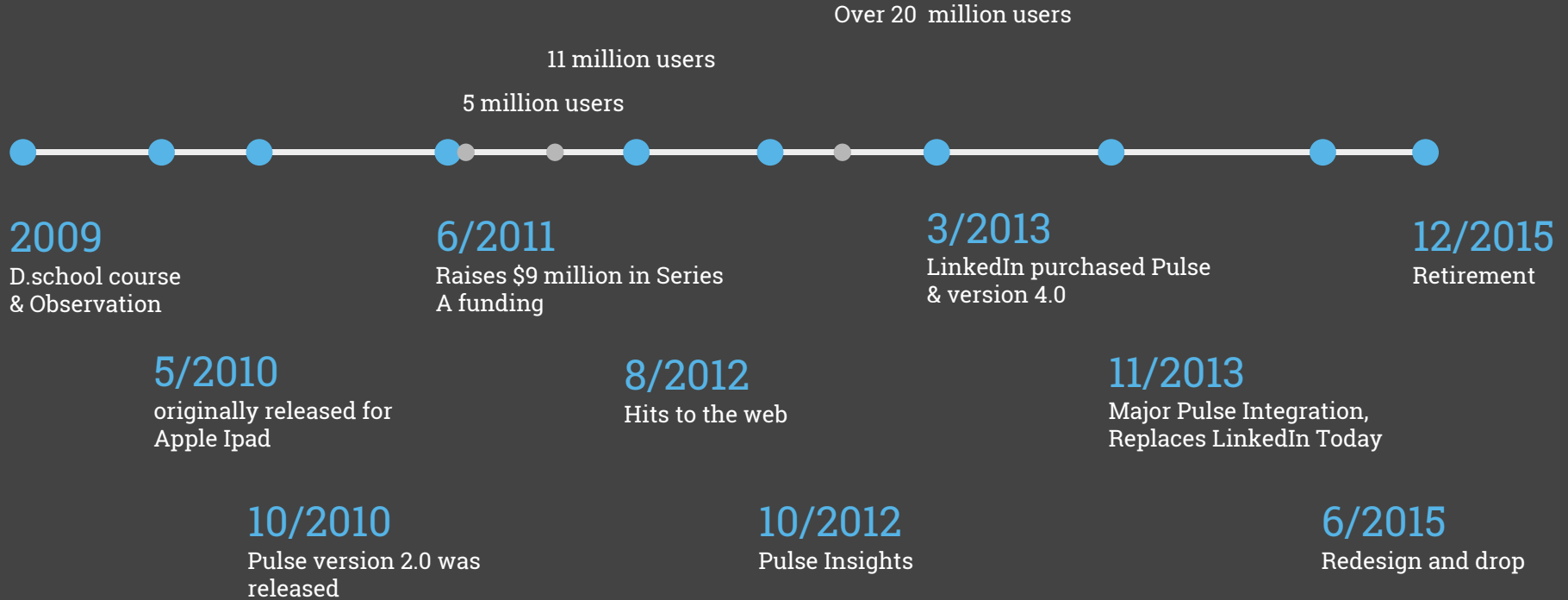
Kexin Yu

# pulse

2010-2015

A news reader app

# Timeline

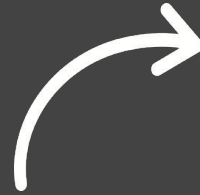




Integrated news  
browsing



Sources  
customization

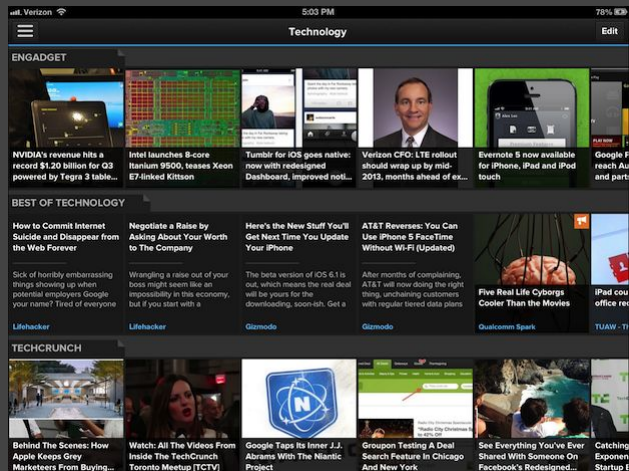


Saving and Sharing  
Content



Offline Use

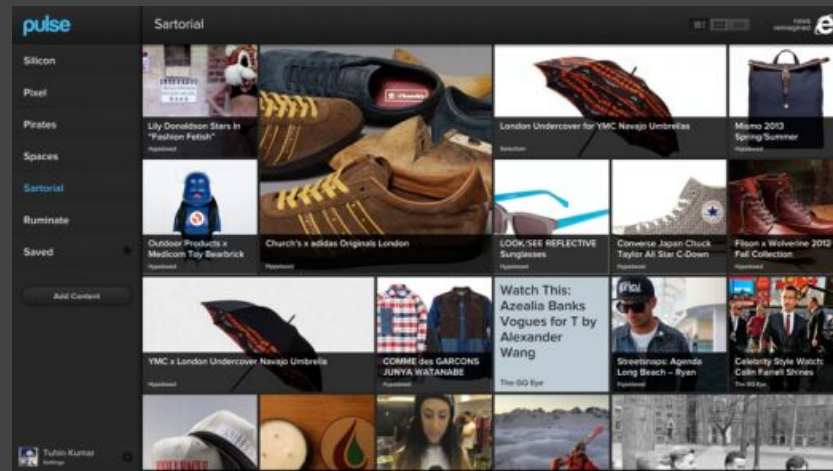
# Touchpoint & Design



Pulse on iPad



Pulse on phone



Pulse.me

# Touchpoint & Design

Revolutionary way  
of browsing news



High quality news  
source



pulse

Personalized search  
and  
subscription, freely  
comment and share



User-friendly GUI:  
usability and simplicity  
(out-of-the-box-experience)



# Strategy



Flatrate



Freemium



Digitization



Affiliation



Advertising And  
Sponsorship



Hidden  
revenue



Integrator



Orchestrator

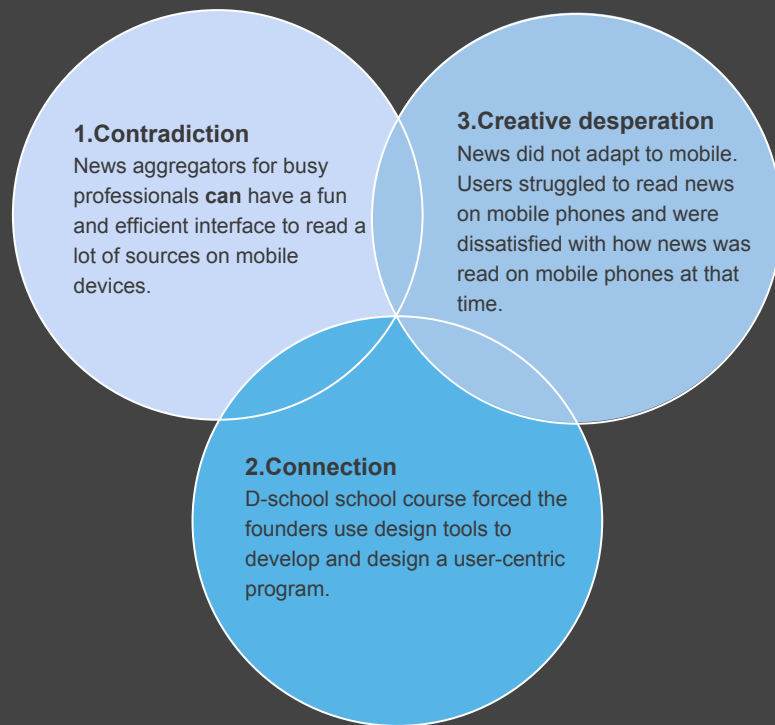
Leverage  
customer data

# Insight

/ Triple Path Model

Trigger	<b>Contradiction:</b> Tech or business professionals did not have an easy way to read multiple news sources on mobile.	<b>Connection:</b> Use empathy, design processes & tools & to develop a great interface	<b>Creative Desperation:</b> News did not adapt to mobile in appealing or easy way.
Activity	<b>Use a weak anchor to rebuild story:</b> Introducing better user experience	<b>Add new anchor:</b> A RSS reader for professionals with great and fun UI	<b>Discard a weak anchor:</b> Tech people are able use difficult programs and don't care as much for visual appeal.
Outcome	Change in how we understand		

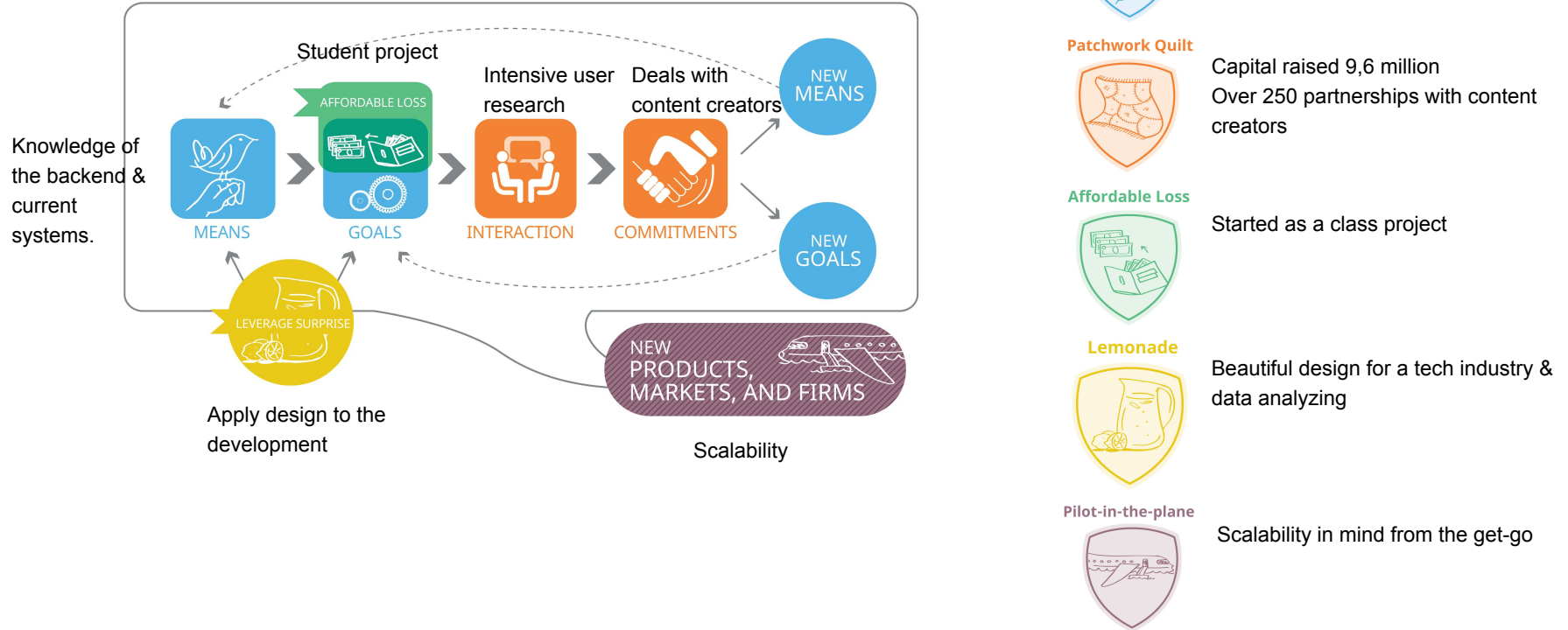
/ Triple Stream Model





# Insight

/ Effectual Action



# Sources

## Pulse

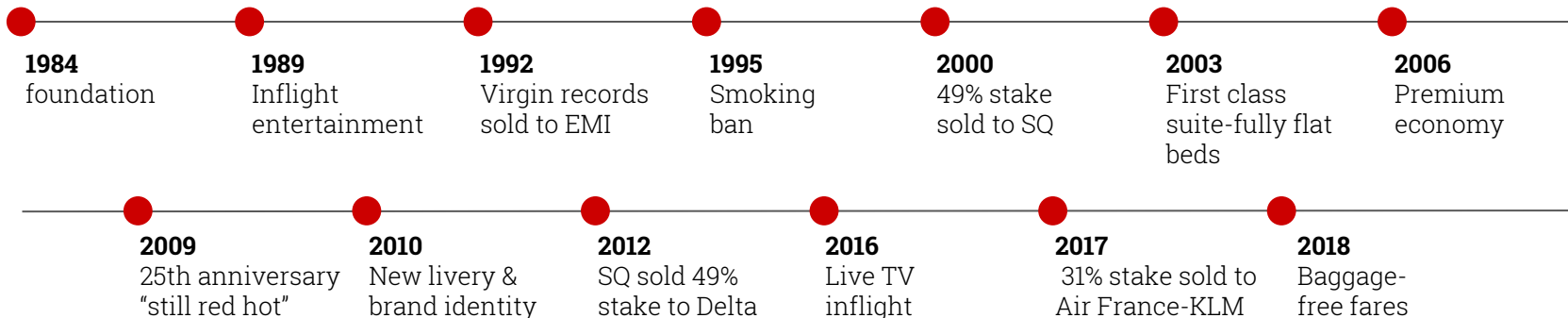
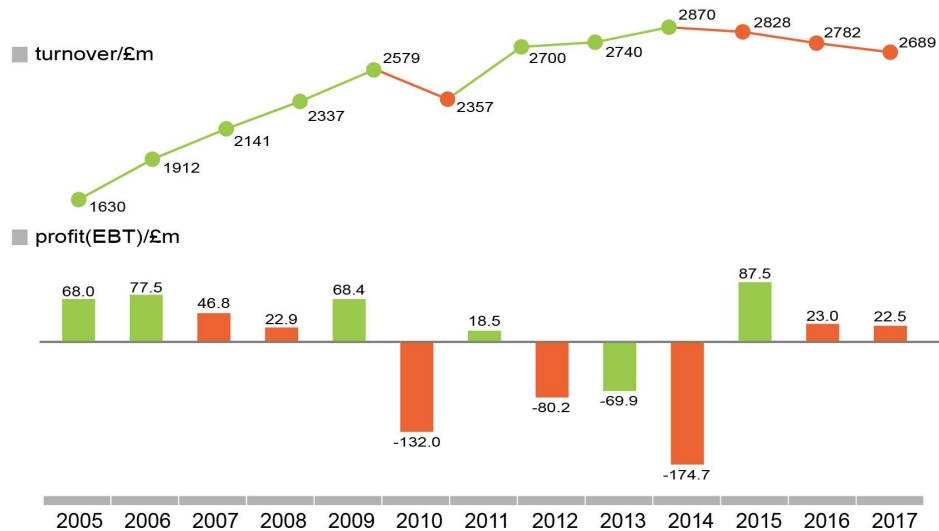
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virgin atlantic

Founded in 1984  
Airline

# Timeline



# Brand & Design

/ Brand Value



“A brand name that is known internationally for **innovation, quality** and **a sense of fun** is what we always aspired to with Virgin.”

by Richard Branson

**Most important value of brand:**

providing the best possible service at the best possible value at all times.  
The airline guarantees the passenger is foremost at all times.

**Brand is a marketing tool** which appeal customers through 4 aspects:  
1/THOUGHT 2/SENSATION 3/FEELING 4/INTUITION

# Brand & Design

/ Company culture

*"I'm often asked what it is that makes Virgin different. The simple answer is – our people. If it weren't for a bunch of well trained, motivated and, above all, happy people doing their bit, we'd have never launched a record label, never mind a fleet of 747s."*

Richard Branson himself is the biggest advertisement for Virgin

**passionate** **fantastic service**

**feeling of family** **a lot of fun**



**dreamer**



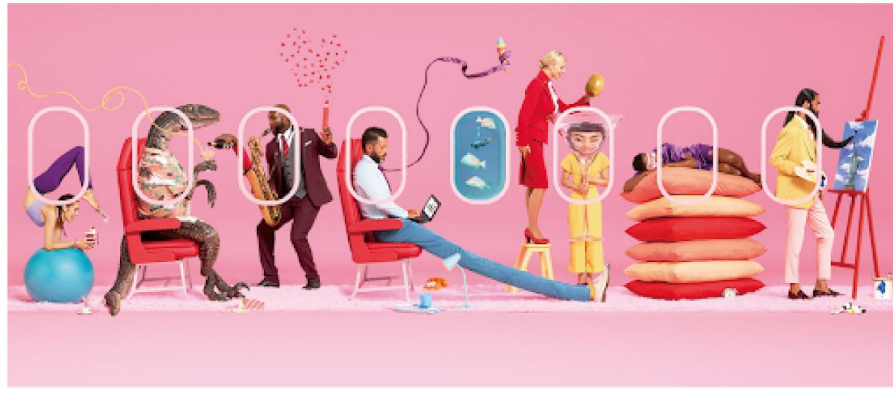
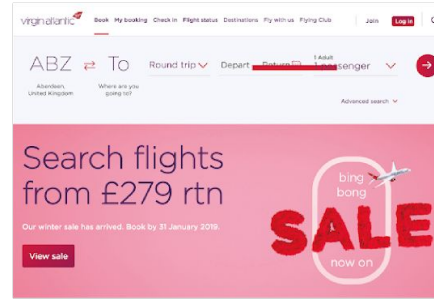
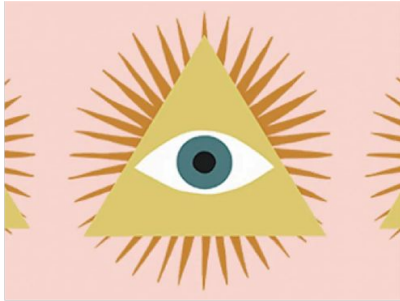
**Challenger**



**hippie**

# Brand & Design

/ Touchpoint





# Brand & Design

- In-house design team located in the UK.
- Design is used as a key competitive differentiator.
- The senior management of VA is 'design literate' and innovation driven.
- "Strong connection between design and engineering... is one of VA strengths".





# Brand & Design

- Service design team works with the company's crew management, human resources department and with its training arm, to ensure that new offerings are accepted, integrated and delivered successfully.
- Low staff turnover within its design department
- VA believes brand should not be separated from product, and as a result the design team works closely with the company's brand design team.

# Brand & Design

/ Design Process

**R&D**

**In cooperation with engineers and business unit:**

1. Asses budget, risks and timelines.
2. Present and request for funds approval from Product and Service senior directors group
3. Scoping

**Design Development**

**Check if project is in line with KPI and design specifications:**

1. Initial Technical Coordination Meeting
2. Preliminary Design Review
3. Critical Design Review
4. First Article Inspection

**Implementation**

# Strategy

/ SWOT



# Strategy

/ Business Model



Experience  
Selling



Customer  
Loyalty



Leverage  
Customer Data



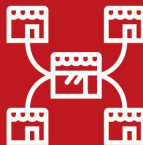
Add-on



Direct Selling



Affiliation



Franchise



Aikido



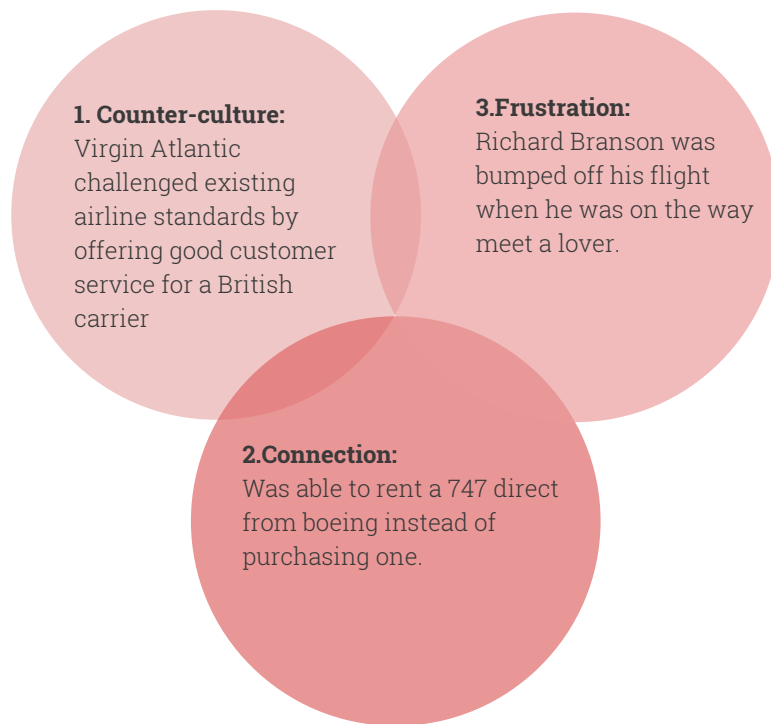
Robin Hood

# Insight

## / Triple Path Model

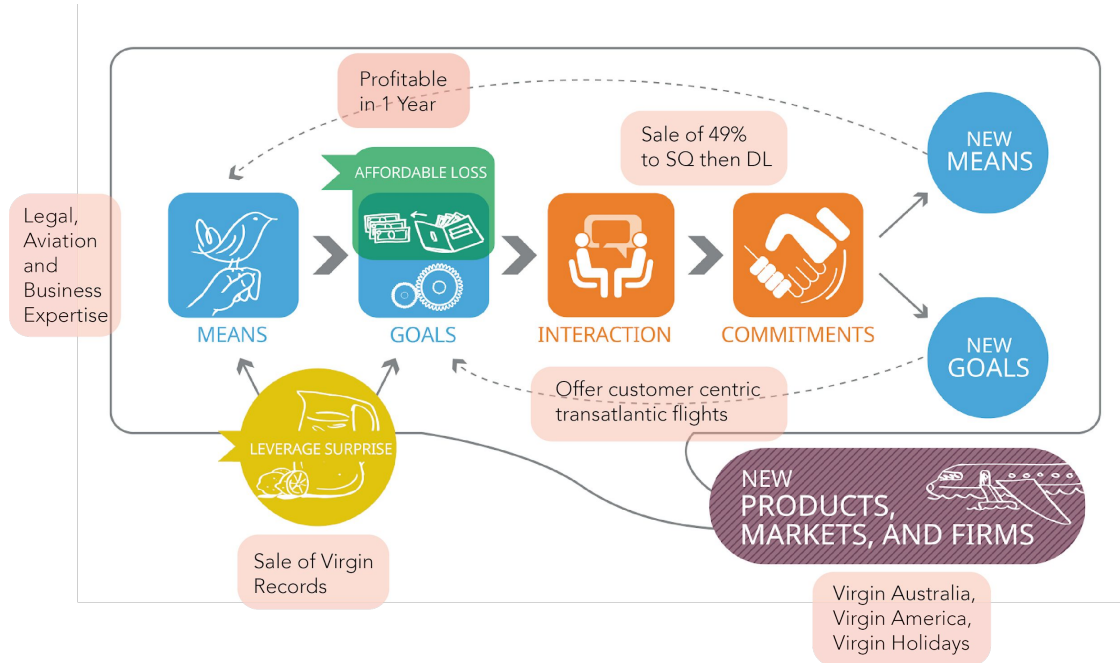
<b>Trigger</b>	<b>Contradiction:</b> Expensive ticket = bad service & experience	<b>Connection:</b> Renting an aircraft over buying one	<b>Creative Desperation:</b> Kicked off a flight when he was on the way to meet a lover
<b>Activity</b>	<b>Use a weak anchor to rebuild story:</b> Introducing better customer service & experience	<b>Add new anchor:</b> Airlines can offer a good experience	<b>Discard a weak anchor:</b> You cannot change airline industry (in the 80s)
<b>Outcome</b>	Change in how we understand		

## / Triple Stream Model



# Insight

/ Effectual Action



Bird-in-hand



Legal, Aviation, and Business Expertise

Patchwork Quilt



Virgin Records, British Atlantic Airways, Singapore Airlines, Delta Air Lines

Affordable Loss



Profitable in 1 Year

Lemonade



The Sale of Virgin Records

Pilot-in-the-plane



Franchising of the Virgin Brand - Virgin Blue into Virgin Australia, Virgin America

# Sources

## Virgin Atlantic

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Thank you !