THE POWER OF SERVICE DESIGN IN ONLINE COACHING

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BUSINESS COACH

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This thesis investigated the role of service design in establishing a successful online coaching business. The objective was to improve user engagement and satisfaction through service design principles and methodologies. The research consisted of four stages: research, analysis, understanding, and innovation.

In the research stage, the focus was on understanding the significance of a well-defined content strategy in online coaching, including content pillars, strategy understanding, and competitor analysis. The analysis stage examined the onboarding process through customer co-creation sessions and surveys to improve the onboarding experience and meet client expectations.

The understanding stage optimized the customer journey by identifying key touchpoints, utilizing service blueprints and customer journey to increase engagement and satisfaction. Lastly, the innovation stage explored fostering community and collaboration through gamification and design thinking, to improve client engagement.

These stages collectively highlight the importance of service design in online coaching. By implementing service design principles and utilizing relevant methodologies, businesses can create a seamless user experience, leading to improved engagement and overall success. The study provides valuable insights for the field of online coaching and contributes to the growing discipline of service design.

KEYWORDS: Service design, online coaching, content strategy, customer journey, strategy, community, collaboration, design thinking, service design principles, service design tools, gamification

PALVELUMUOTOILUN VOIMA VERKKOVALMENNUKSESSA

Tämä opinnäytetyö tutki palvelumuotoilun roolia menestyvän online-valmennusyrityksen perustamisessa. Tavoitteena oli parantaa käyttäjien osallistumista ja tyytyväisyyttä palvelumuotoilun periaatteiden ja menetelmien avulla. Tutkimus koostui neljästä vaiheesta: tutkimus, analyysi, ymmärtäminen ja innovaatio.

Tutkimusvaiheessa keskityttiin sisältöstrategian merkityksen ymmärtämiseen online-valmennuksessa, mukaan lukien sisällön kartoitus, strategian ymmärtäminen ja kilpailuanalyysi. Analyysivaiheessa tarkasteltiin käyttöönottoprosessia asiakkaan kanssa yhdessä luotujen istuntojen ja kyselyjen avulla parantaaksemme käyttöönoton kokemusta ja täyttääksemme asiakkaan odotukset.

Ymmärtämisen vaiheessa optimoitiin asiakasmatkaa tunnistaen tärkeät kosketuspisteet, käyttäen palvelukarttoja ja asiakasmatkaa sitoutumisen ja tyytyväisyyden lisäämiseksi. Viimeisenä innovaatiovaiheena tutkittiin yhteisön ja yhteistyön edistämistä pelillistämisen ja muotoiluajattelun kautta, parantaen asiakkaiden osallistumista.

Nämä vaiheet korostavat yhdessä palvelumuotoilun tärkeyttä online-valmennuksessa. Palvelumuotoilun periaatteiden toteuttamisella ja asiaankuuluvien menetelmien hyödyntämisellä yritykset voivat luoda saumattoman käyttäjäkokemuksen, mikä johtaa parantuneeseen sitoutumiseen ja kokonaisvaltaiseen menestykseen. Tutkimus tarjoaa arvokkaita oivalluksia online-valmennuksen alalle ja edistää kasvavaa palvelumuotoilun alaa.

ASIASANAT: Palvelumuotoilu, Verkkovalmennus, Sisältöstrategia, Asiakaspolku, Yhteisö, Strategia, Muotoiluajattelu, Palvelumuotoilun periaatteet, Pelillistäminen

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1 Introduction

There has been a significant growth in the online coaching industry, with more people seeking guidance and support in different areas of their lives. According to the ICF Global Coaching Study, not only did the coaching profession continue to expand between 2019 and 2022, even in the midst of the COVID-19 pandemic, but in 2022, the estimated number of coach practitioners exceeded 100,000 for the first time, reaching 109,200, representing a remarkable 54% increase from the 2019 global estimate (ICF, 2023).

According to a report by IBISWorld, the business coaching industry is experiencing significant growth, leading to heightened competition among online coaching businesses. In order to differentiate themselves in this competitive landscape, businesses must develop a clear strategy that sets them apart. Factors that contribute to competition in the industry include the quality of coaching services, the reputation of the business, industry-specific expertise, pricing, flexibility, and effective marketing. Additionally, the report highlights that a majority of clients in this industry hold higher-level positions and typically seek high-quality coaching services that can be completed within a relatively short timeframe (IBISWorld, 2023).

Online coaching service providers must not only deliver valuable content and expertise but also craft exceptional user experiences that foster engagement and satisfaction to succeed in the competitive landscape. The online coaching ecosystem caters to individuals from diverse professional backgrounds, including entrepreneurs, affiliate marketers, content creators, and freelancers. Despite the diversity of their vocations, clients share a common aspiration: the desire for personalized assistance in achieving their unique goals. In this evolving landscape, establishing and sustaining an online coaching business requires the importance of service design.

In 2023 the demand for online coaching services has skyrocketed, offering individuals and businesses the opportunity to provide coaching and mentorship services to a global audience. However, the challenges in this industry are evident. Research reveals the significant growth of the e-learning market, driven by trends in virtual learning, mobile-based learning, and personalized tutoring services (Harilakshmi, 2021). Despite this potential, many online coaching businesses grapple with the challenge of attracting and retaining clients, leading to low satisfaction levels in user engagement. The core of the problem lies in the absence of a well-defined service design approach that caters to the unique needs and expectations of online coaching clients.

According to Forbes contributor Matthew Mottola, the freelance economy has experienced rapid growth in the past three years, driven by trends such as remote work, the great resignation, and companies turning to freelancers to replace laid-off workers and fill contract positions (Mottola, 2023). In this evolving landscape, establishing and sustaining an online coaching business requires the importance of service design. This thesis aims to examine the complex relationship between service design and the online coaching industry. It is crucial to improve user engagement and satisfaction, which play a crucial role in long-term success.

1.1 Background
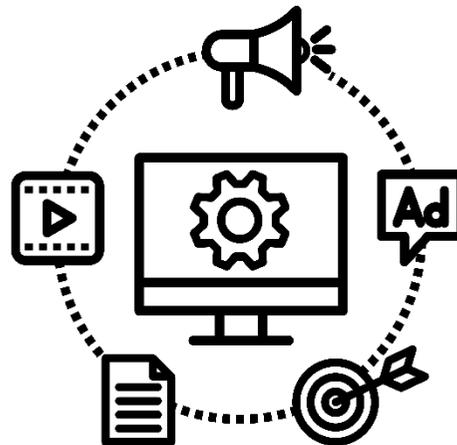
Service design offers a holistic and user-centered approach to the design and delivery of services. It emphasizes the creation of seamless and meaningful user experiences by aligning business goals with user needs (Stickdorn & Schneider, 2011). Service design principles can potentially revolutionize the online coaching landscape, differentiating providers, enhancing client engagement, and fostering long-term success. The spectrum of coaching styles and techniques is vast, ranging from explicit facilitation to open-ended, non-directive approaches (Singh & Mister, 2019, 89). Service design provides the framework to integrate these diverse coaching styles into a coherent and engaging user experience.

The commissioner, an entrepreneur and writer, contributes insights about her own business practices within this comprehensive exploration. In this comprehensive exploration, the research will not only investigate the theories and principles of service design but also delve into practical strategies and methodologies for its implementation in online coaching. The emphasis will be on optimizing critical aspects of the coaching process, such as the onboarding of new clients, the key touchpoints in the customer journey, and the nurturing of client communities. The research aims to provide insights and recommendations that are not only theoretically possible but also practical and actionable.

The aim of this research is to explore the impact of service design on the establishment and success of online coaching businesses, with a specific focus on user engagement and satisfaction. There is a growing demand for online coaching services that presents both opportunities and challenges. While the digital world is convenient and accessible, it also presents the challenge of standing out in a competitive marketplace. In order to achieve success in this competitive environment, online coaching businesses must go beyond offering valuable content and expertise. A holistic experience needs to be created that resonates with their target audience, addresses their needs, and fosters meaningful connections.

1.2 problem definition

In 2023 the online coaching industry has been experiencing rapid growth, giving individuals and businesses a chance to offer coaching and mentorship services to a worldwide audience. The primary problem is the absence of a well-defined service design approach that addresses the unique needs and expectations of online coaching clients. It is important to have a clear content strategy and onboarding process while also having a comprehensive understanding of the customer journey and touchpoints. Creating a seamless and satisfying user experience is a challenge for online coaching businesses.

Diehl (2016, 119) insightfully mentioned that many studies have produced fascinating statistics about audience engagement. It was argued by experts that a substantial 55% of communication was transmitted through body language, while an additional 38% was influenced by the tone of the message conveyed. While the exact accuracy of these figures may have varied. The way people use their bodies has a profound effect on how others perceive their identity and interpret their messages.

> **It's not enough for coaches to simply be good coaches.**
>
> *- (Litvin & Rich, 2013)*

To build a successful online coaching business, the impact of service design on user engagement and satisfaction needs to be examined. This thesis aims to explore the development of efficient service design strategies and methodologies, specifically applying them to content strategy, onboarding processes, and optimizing the customer journey. By addressing these challenges and providing practical insights and recommendations, this research provides understanding in the field of service design and assist online coaching businesses in thriving in an increasingly competitive market.

1.3 Research objectives

The main objectives of this research are to investigate the impact of service design on building a successful online coaching business. By exploring these objectives, this research aims to provide valuable insights and practical recommendations for online coaching businesses looking to improve user engagement and satisfaction through the implementation of service design principles. Specifically, the research seeks to address the following research questions:

1. **How does service design impact the onboarding process for new clients in online coaching businesses?**
2. **What are the key touchpoints in the customer journey of online coaching, and how can service design strategies be implemented to optimize these interactions?**
3. **How can service design foster client community and collaboration in online coaching businesses?**

1.4 Frame of reference

In this project and thesis, the exploration of the role of service design in building a successful online coaching business revolves around three main circles: Research, Analyses, and Innovations. Each of these circles contributes to the overall investigation of the impact of service design principles in the context of online coaching. Within these circles, the following main topics are addressed:
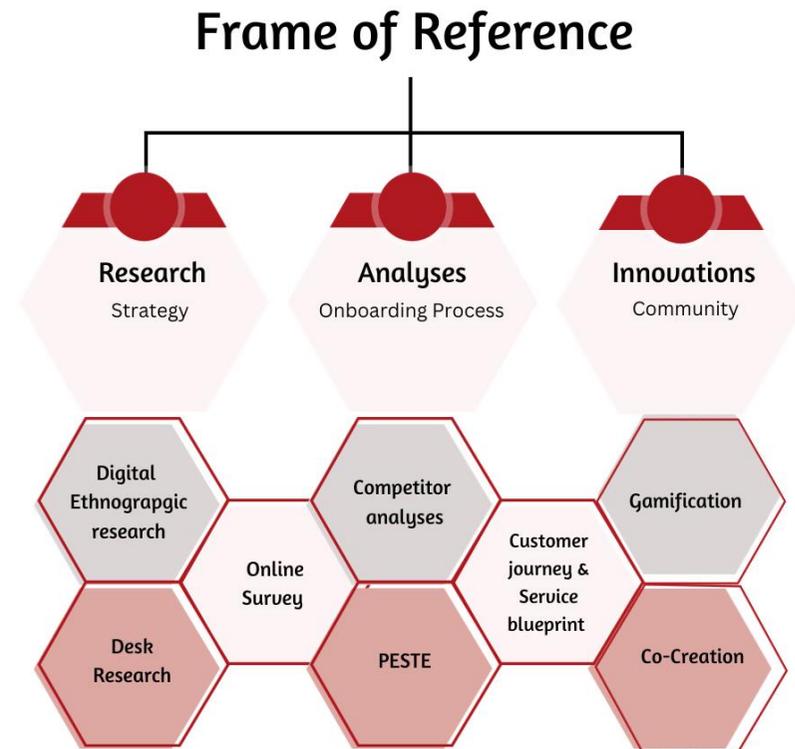
Figure 1. Frame of reference.

1.5 Design process

Online Survey:

The tailored design method for online surveys, as described by Dillman et al. (2014) online survey involves using web-based questionnaires to collect data directly from clients. This method allows to gain insights into clients' onboarding experiences and preferences, informing decision-making and service improvements.

Desk Research:

According to Saunders et al. (2016, 76), desk research is the method of collecting data from pre-existing sources, including books, articles, reports, and websites, to support analysis and decision-making. This method can be utilized to gather valuable insights into competitors in the online coaching industry and identify successful strategies for service design implementation and improvement.

Digital Ethnography:

Digital ethnography, a qualitative research method that examines online communities and digital platforms to understand cultural practices, social interactions, and user behaviors, is explained by Pink et al. (2017, 20). This method can be employed to gain a deeper understanding of customer interactions on social media, identifying key touchpoints and moments of truth within the customer journey to enhance service design.

Service Blueprint and Customer journey:

The customer journey centers on the customer's perspective, while the service blueprint maps out all customer touchpoints and highlights pain points for improvement. (Forbes, 2023). To visualize and optimize the entire customer journey, ensuring a seamless experience and heightened user engagement and analyze the service blueprint in online coaching, pinpointing areas for improvement that will lead to improved user engagement and satisfaction.

Competitor Analysis:

According to Fleisher et al. (2007, 43) competitor analysis is an essential aspect of strategic management, providing insights into understanding the strengths and weaknesses of current and potential competitors. This methodology can be employed to study competitors within the online coaching industry, identify their strategies, and adapt successful approaches to service design for the improvement of your own platform.

PESTE-analysis:

As suggested by Merrill (2023, 22) PESTLE examines the interaction of these changes and where there will be new openings for the innovator. Again, this would help prioritize opportunities. To analyze the broader macro-environmental factors (Political, Economic, Social, Technological and Environmental) that can influence the industry as a whole. It provides a high-level understanding of the industry's external context.

Co-creation:

Involves working together with external experts and stakeholders to collaboratively create new value (Elemental Strategy, 2023). To foster a sense of community and collaboration among online coaching clients, utilizing service design methods and tools to collectively innovate and enhance the service.

Gamification:

Gamification is the integration of game mechanics into non-gaming platforms such as websites, online communities, learning management systems, or corporate intranets. Its purpose is to boost engagement among consumers, employees, and partners by encouraging collaboration, sharing, and interaction" (BI WORLDWIDE, 2023). To introduce game elements, such as points, badges, challenges, and leaderboards, into the online coaching platform to make learning more engaging and motivating for client.

The formulation of this thesis is a methodical and comprehensive undertaking that follows a structured process. This process is designed to ensure a thorough exploration of the dynamic landscape of online coaching strategies. The following stages outline the trajectory through which this research evolves:

TIMELINE

Research & Definitions
Literature review
Objectives &
Research questions
1 — JUNE 2023

JULY 2023 — **2** **Examine**
Literature review
Competitor analysis
Desk research

Identify
First seminar
Workshop
Survey
3 — AUGUST 2023

SEPTEMBER 2023 — **4** **Identify**
2 seminar,
Ethnographic research,
2 workshop

Explore
3. Seminar
Gamification
Customer Journey & Blueprint
5 — OCTOBER 2023

NOVEMBER 2023 — **6** **Finalize**
Final Conclusions
Edit & Finalize

Figure 2. Process chart.

2 DISCOVER STAGE

The literature review section examines the relevant research and scholarly works to provide a comprehensive understanding of the role of service design in building a successful online coaching business. This section is divided into four subtopics: service design principles and concepts, online coaching and its challenges, and the intersection of service design and online coaching and service design principles.

According to Haan and Bienfait (2022, 26) in their article on coaching ethics, it is essential for coaches to address any doubts and tensions that may arise in a coaching relationship. The authors emphasize that a good coach should actively engage with these concerns, approaching both the issues and the individuals involved. By doing so, they aim to clarify misunderstandings, rebuild trust, and foster a deeper understanding between the coach and their client. This process is crucial as it helps establish a helping relationship founded on mutual trust, shared understanding, and common interests. Promptly identifying and exploring any doubts and tensions offers a sense of calmness and containment, which is vital in maintaining a healthy coaching relationship.

Singh and Mister (2019, 89) present a wide range of coaching styles and techniques, illustrating the diverse spectrum that exists within this field. Coaching approaches vary from explicit facilitation, where alternative ideas are presented, and individuals are prompted to select, explain, and apply their choice in their specific context, to more open-ended and non-directive approaches. These coaching styles provide flexibility and cater to individual preferences and needs.

2.1 ONLINE COACHING CHALLENGES

A report by the World Economic Forum, highlights insights drawn from Baker McKenzie's (2022) North America AI survey. This survey illuminates the prevailing perceptions of business leaders concerning the risks associated with AI within their respective organizations. An astonishing revelation from the survey is that a mere 4% of respondents perceive AI-related risks as "significant". Furthermore, less than half of the respondents claimed to possess AI expertise at the board level. These statistics underscore a troubling reality – many organizations may be ill-prepared to deal with the ethical and operational implications of AI technology.

As highlighted by Prinstein (2017, 78) profiling personal stories offers a simple yet effective way to infuse an emotional element into any unfolding event. When presented with a narrative about climate change's impact on the polar ice caps, many might choose to change the channel. However, if a teaser promises the account of a family desperately striving to survive flooding in their hometown due to global warming, the likelihood of viewers tuning in significantly increases. In the era of constant demand for twenty-four-hour content, the spotlight on "real people" intensified, leading the public to assume roles as characters in the news more frequently than ever before. For a few moments, anyone could find themselves at the center of the media's attention, becoming the most "visible" person of the hour. What was once perceived as a substantial gap between ordinary individuals and those revered as high-status figures suddenly appeared to be much less of an obstacle. According to Walter and Gioglio (2014, 7) companies that move beyond content creation to embrace visual storytelling are emerging as leaders in the field, experiencing higher engagement, referral traffic, and even increased sales.

The PwC Global Workforce Hopes and Fears Survey reveals a notable trend among younger generations, notably Gen Z, in their perception of the future of work. This extensive survey, encompassing 54,000 respondents across 46 countries and territories, emphasizes the optimism of younger generations, particularly concerning their skills and learning opportunities. Gen Z, the age group ranging from 18 to 26 in this survey, exhibits a strong conviction that their employers will actively support their acquisition of critical thinking, collaboration, and analytical skills. The increasing divide between individuals with specialized skills and those without is contributing to the risk of economic inequality. Those who are slow to prioritize and acquire new skills face challenges in adapting to changing job requirements.
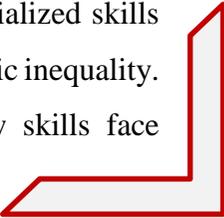
Interestingly, individuals who express intentions of changing jobs within the next 12 months are also less likely to find their work fulfilling or feel comfortable being themselves in the workplace. These factors play a significant role in motivating people to switch companies. Furthermore, a noteworthy proportion of workers (more than one-fifth) report frequently facing unmanageable workloads in the past year. (ficure 3.) Among this group, half attribute their difficulty to a lack of resources. This finding aligns with other research demonstrating the persistence of burnout as a prevalent issue. Additionally, employees without specialized training are more likely to struggle with financial obligations, with 17% reporting difficulties paying their bills compared to 11% of those with specialized skills. (PwC, 2023).

EMPLOYEES SEE MOSTLY POSITIVE IMPACT FROM AI

Question: What impact, if any, do you expect artificial intelligence (AI) to have in your career in the next 5 years?
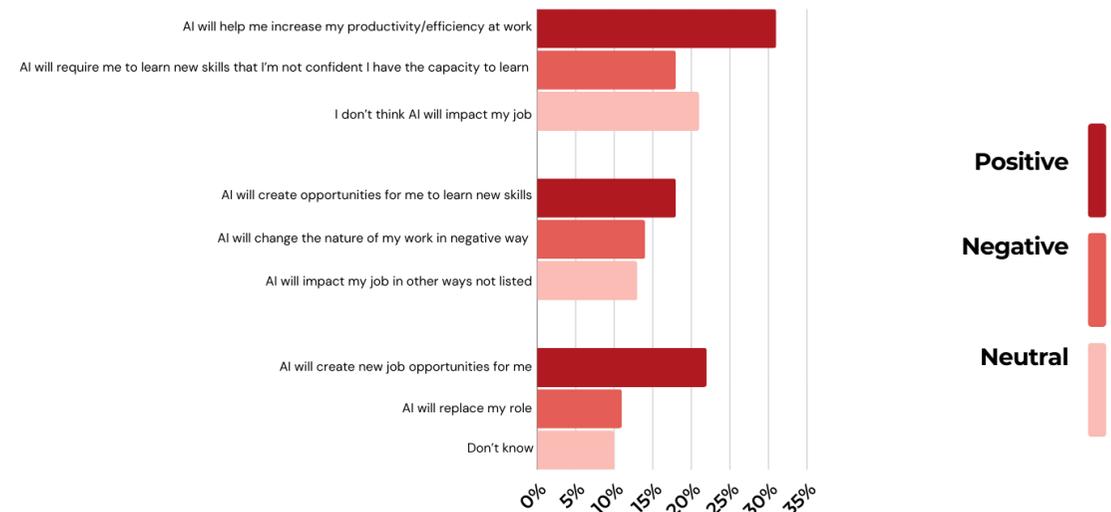
Figure 3. PwC's Survey question.

According to a survey conducted by PwC in (2023) one of the specific questions posed to respondents was about the impact of AI on their careers in the next five years. The survey results revealed a notable disparity between different generations in terms of their concerns about AI potentially replacing their roles. Specifically, 17% of Gen Z workers expressed concerns about AI displacing their jobs, which is significantly higher than the 8% of Baby Boomers who shared the same concern. However, it's important to note that this concern among Gen Z workers is accompanied by a certain level of optimism.

The finding highlights the complex and nuanced perspectives of different generations towards AI (Ficure 3.) While there are concerns about the potential impact of AI on job security, there is also a recognition of the opportunities it presents for acquiring new skills and pursuing different career paths. This indicates a need for businesses and policymakers to consider these generational differences and develop strategies that address both the potential risks and benefits associated with AI adoption in the workforce. By doing so, they can effectively harness the transformative power of AI while minimizing any negative impact on workers' careers.

2.2 SERVICE DESIGN THINKING

When engaging in the design process, it is crucial to remember certain fundamental considerations. It involves switching back and forth between detailed design and holistic design. This means that while focusing on the specifics of a touchpoint, it is essential to keep in mind its position within the overall customer journey. Similarly, when redesigning employee interactions, one must consider the entire organizational structure. Moreover, dealing with dilemmas and paradoxes is inevitable. Due to limited attention and resources, you cannot address every aspect, insight, or perspective. As a result, decisions must be made based on budget constraints, available resources, and client perspectives (Stickdorn & Schneider, 2011, p. 118).

According to Stickdorn and Schneider (2011) the service design process begins by understanding the culture and objectives of the service-providing organization. This initial step involves assessing the organization's readiness for service design thinking and establishing clear parameters for creative autonomy. The process then focuses on identifying a problem from the customer's perspective and articulating it in a customer-centric manner.

In line with Brown (2009, 97) perspective, an organization that embraces the human-centered principles of design thinking is effectively pursuing its own best interests. When it genuinely understands its customers, it becomes better at fulfilling their needs. This understanding serves as a consistent source of long-term profitability and sustainable growth. In the world of business, every idea, regardless of its nobility, must withstand financial scrutiny. However, this shift is not one-sided. Businesses are increasingly adopting a more human-centered approach because people's expectations are changing. Regardless of whether individuals are categorized as customers, clients, patients, or passengers, active participation in the industrial economy is now an expectation rather than a passive role. The result is a substantial transformation in the dynamics between product or service providers and those who consume them.
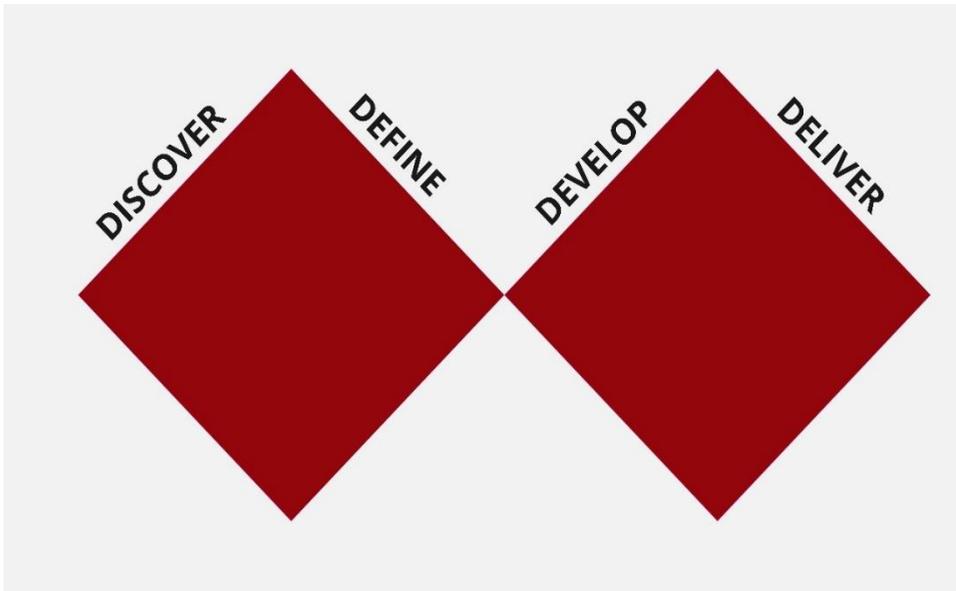
Ficure 4. Double diamond design process from the design council.

In alignment with the generative phases represented by the concept design and creation stages within the double diamond model (Ficure 4.) these stages involve a process of continuous testing and retesting of ideas and concepts. The concept design and creation stages are generative phases that involve continuous testing and retesting of ideas and concepts. Service design thinking encourages exploration of potential errors and

addresses them early in the process, leading to maximum learning before implementation. During the Prototype stage, the ideas and concepts are evaluated, but intangible services pose challenges as they cannot be physically assessed. It becomes crucial to create a vivid mental picture and emotional engagement for customers. Tools such as comics, storyboards, videos, or photo sequences facilitate this interaction. In the implementation stage, effective communication of the service concept is essential, including emotional aspects of the customer experience. Service blueprints help maintain oversight of the enhanced processes and deliverables. Overall, the service design process emphasizes customer-centricity, iterative cycles, and the involvement of employees. It focuses on understanding the organization's culture, creating concepts, testing prototypes, implementing changes, and visualizing the service through tools like service blueprints. (Stickdorn & Schneider, 2011).

Considering the advent of the digital era approximately two decades ago, it's essential to contemplate Csikszentmihalyi's observations (1996, 108) it is striking to note that when people reflect on their most enjoyable activities, whether it's reading, climbing mountains, or playing chess, the prevailing description they choose is "designing or discovering something new." Initially, it may seem peculiar that individuals with such diverse interests— dancers, rock climbers, and composers—all converge in defining their most pleasurable experiences as akin to a journey of discovery. Yet, upon closer consideration, it becomes apparent that for some, the joy of exploration and creation supersedes all other pursuits.

According to Gattiker (2012, 37) design thinking may intersect particularly effectively with the requirements of quality professionals in enhancing service processes, be it for external or internal customers. Genuine quality professionals continuously seek methods to enhance their efficacy, and

PRACTICAL ADVICE

design thinking provides an ideal avenue for achieving this goal. According to Merrill (2023, 25) various interpretations of design thinking often overlook essential aspects of the design process, such as delivery and deployment. They tend to focus solely on the concept of "design." Merrill emphasizes that true innovators must not only conceive ideas but also successfully implement them, as innovation holds no value without effective delivery and implementation.

2.3 SERVICE DESIGN VERSUS ONLINE COACHING

According to Haenlein et al. (2020) reaching a younger customer base with marketing messages can be particularly challenging, especially in the context of Generation Z. This generation exhibits fundamentally different media consumption patterns compared to older generations. Rather than watching traditional television, Generation Z prefers streaming services like Netflix. Instead of tuning in to radio broadcasts, they opt for platforms like Spotify.

Additionally, they rely on platforms such like Reddit in place of traditional magazine readership. These shifting preferences have given rise to two primary marketing channels: outdoor advertising, such as billboards, and mobile advertising, with a specific emphasis on social media platforms like Instagram and TikTok. It is worth noting that on Instagram, over 60% of users in the United States are under the age of 34, and TikTok boasts nearly 40% of users aged between 10 and 19 years.

In accordance with Miettinen and Valtonen (2018, 160) insights, service design is characterized by its expansive and intricate nature. It encompasses various phases of a service experience, each composed of numerous component sequences, interactions, and interfaces, all necessitating design input. Consequently, service design intersects multiple fields and disciplines, including ethnography, social sciences, marketing, business management, as well as interaction, experience, and product design, among others.
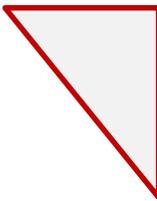
Illeris (2007, 194) points out that certain educational approaches are currently more attractive to women than to men, leading to a dominance of these approaches in some regions. This has resulted in greater challenges for boys and men within the school and education system, while women, in general, are progressing toward higher levels of education. Interestingly, outside of the education system, men continue to maintain their privileged positions in various contexts, particularly in terms of status, pay, and influence. Despite the societal emphasis on the importance of education, gender disparities appear to have a more significant impact than education in various key areas. The overall dynamics of gender and learning reflect a complex interplay of contemporary and historical gender differences in consciousness and behavior. Illeris suggests that addressing these disparities requires comprehensive changes that extend beyond the realm of learning, becoming part of broader developments related to the situation of the sexes in society.

Pink (2006, 70) emphasizes that design is a quintessential holistic skill, blending utility and significance. Design, characterized as utility enriched by significance, has emerged as an indispensable skill for personal satisfaction and professional triumph for several compelling reasons. Firstly, owing to increasing prosperity and advancing technology, good design has become more accessible than ever, enabling a broader audience to engage in its delights and become connoisseurs of what was once specialized expertise. Secondly, in an era of material abundance, design stands as a pivotal asset for most contemporary businesses, serving as both a means of differentiation and a pathway to create novel markets. Thirdly, with a growing number of individuals cultivating a design sensibility, we are progressively better positioned to harness the power of design for its ultimate purpose: effecting transformative change in the world.

Stickdorn and Schneider (2011) explain the multifaceted nature of service design. They acknowledge that service design can be described in several ways, each with its own utility and potential for misunderstanding. The authors caution that no single description can capture the entirety of service design, as it encompasses diverse perspectives and approaches. This chapter sets the stage for a comprehensive exploration of service design principles, tools, and cases throughout the book. Karjaluoto (2014, 9) presents an interesting perspective, contending that design is not merely about creativity but rather about solving problems.
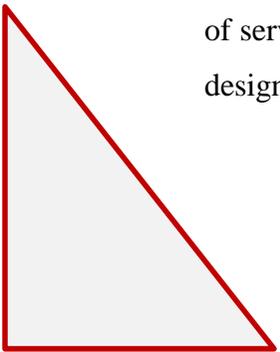
According to Morelli et al. (2021, 12) the various definitions provided here, encompass different interpretations of the term 'service'. They propose an approach to Service Design that consists of three key aspects:

1. Service involves unequal roles between those who serve and those who are served, as in the nurse-patient relationship.
2. Service as an infrastructure that supports specific service activities (e.g., the hospital where interactions occur and its associated organization).
3. Service as a systemic institution (e.g., the institutional system of healthcare laws, the organization of the healthcare system, and the related scientific, technical, and organizational knowledge) that orchestrates activities and processes.

These three concepts are integral to the field of service design as they delineate distinct domains in which service designers operate. The development of capabilities for service designers should encompass these three areas. Importantly, they all revolve around the fundamental process of creating value. The first definition focuses on value creation at the interaction level among subjects involved in value creation. The second definition centers on the physical, functional, or organizational infrastructure facilitating these interactions. The third definition zooms out to the institutional level, representing the broader social, technical, and regulatory context for value creation. These levels show diverse contexts for service design, collectively forming an ecosystem related to the production of value (Morelli et al. 2021, 12).

According to Starr (2003) coaching is a collaborative process in which a coach works alongside an individual to provide support in achieving their objectives. This coaching relationship is built on principles of equality and partnership rather than adopting a parental or advisory role. Throughout the coaching process, both parties engage in exploring various situations, identifying potential obstacles, and devising strategies for moving forward. Importantly, the person receiving coaching should consistently experience a sense of support and be encouraged to actively contribute to discussions. This approach to coaching fosters an environment in which the coached individual feels empowered and capable of making requests and participating in the coaching process freely.

2.4 SERCIVE DESIGN PRINCIPLES

Service design principles and concepts form the foundation for creating exceptional service experiences. The literature review explores key service design principles and how they are relevant to the context of online coaching. By examining existing research and scholarly works, this section aims to provide a comprehensive understanding of the principles that guide the design and delivery of services. Additionally, it investigates how these principles can be applied in the online coaching industry to enhance user engagement and satisfaction.

According to Stickdorn (2018) service design principles can be summarized as follows:

1. Human-Centered: The service design process should consider the experiences of all individuals affected by the service.
2. Collaborative: It involves active engagement with stakeholders from diverse backgrounds and functions.
3. Iterative: Service design is characterized by its exploratory, adaptive, and experimental nature, involving continuous iterations toward implementation.
4. Sequential: Refers to the idea that services should be viewed and organized as a series of interconnected actions.
5. Real: Research should be conducted in real-world settings, ideas should be prototyped, and intangible values should be manifested in physical or digital reality.
6. Holistic: Services should be designed in a way that meets the needs of stakeholders in a sustainable manner, encompassing all aspects of the service and organization.

Service design is a practical approach for organizations to create and enhance their offerings. It shares commonalities with other approaches like design thinking, experience design, and user experience design, with its origins in design studios and alignment with service-dominant logic (Stickdorn, 2018, 26).

In alignment with Karjaluoto (2014, 19) perspective, designers serve as facilitators rather than becoming products or brands themselves. They operate behind the scenes, aiming for transparency through their work. Effective design should stand independently without the need for additional explanation or support. While designers can certainly contribute their insights, emphasizing the client's objectives over their own ego is paramount.

In perspective of Golden (2022) insights, the concept of longevity customers is intertwined with broader societal and workforce dynamics. Experts emphasize the importance of fostering interactions between different generations to support the well-being and dignity of older adults. These longevity experts highlight that creating intergenerational connections benefits not only the elderly but also younger generations. Research indicates that intergenerational learning environments have positive impacts on both younger and older individuals' learning experiences and outcomes.

3 RESEARCH STAGE

In previous sections within this thesis, the literature review has focused on service design and design thinking, highlighting the crucial role of customer experiences. However, in this chapter, the research transitions towards the practical phase, aiming to explore the utilization of digital ethnography to uncover concealed interactions within data and gain a deeper understanding of customer engagement with social media. Additionally, the research incorporates a competitor analysis that sheds light on other coaching companies' strategies regarding content pillars in the field. Furthermore, a PESTE analysis is conducted to provide a more specific insight into the industry landscape, examining industry megatrends and identifying weak signals to understand how the industry is evolving.

The cornerstone of a thriving online coaching business lies in the development of a comprehensive strategy. This section delves into the key elements of strategy that are essential for the growth and success of online coaching enterprises. It explores the strategic selection of methods, the importance of effective execution, and the valuable tools available for attaining strategic objectives. As emphasized by Safko (2012) establishing a strategy is crucial when utilizing social media platforms. This strategy should encompass a wide range of objectives, including selling services, educating followers, providing value, fostering personal interactions to build trust, and ensuring strong brand awareness. By incorporating all these aspects and more, coaches can increase their chances of achieving success on the platform.

3.1 DIGITAL ETHNOGRAPHIC RESEARCH

Key metrics

Last 7 days | Last 28 days | **Last 60 days** | Custom ▾

Video views	Profile views	Likes
21.2K	**1.7K**	**1.6K**
↓ 92.5K (81.3%) vs. Jun 9 – Aug 7	↓ 4.8K (73.8%) vs. Jun 9 – Aug 7	↓ 6.2K (79.7%) vs. Jun 9 – Aug 7

Comments	Shares	Unique viewers
486	**32**	**10.4K**
↓ 1.1K (69.7%) vs. Jun 9 – Aug 7	↓ 2.3K (98.6%) vs. Jun 9 – Aug 7	↓ 58.4K (84.9%) vs. Jun 9 – Aug 7

**Figure 5. Key metrics from Tiktok.
Collected from: Tiktok data registration 16.9.2023**

Conducting research within my company over a precise period, from July to September 2023, for 60 days on TikTok has provided valuable insights into user engagement, follower demographics, and content trends. As one of the world's leading social media platforms, TikTok serves as an ideal subject for this comprehensive analysis. The findings demonstrate TikTok's ability to attract a diverse audience, (Ficure 6.) sustain their interest, and encourage active engagement with notable metrics including 21.2k video views, 1.7k profile views, 1.6k likes, 486 comments, 32 shares, and an audience of 10.4k unique viewers.
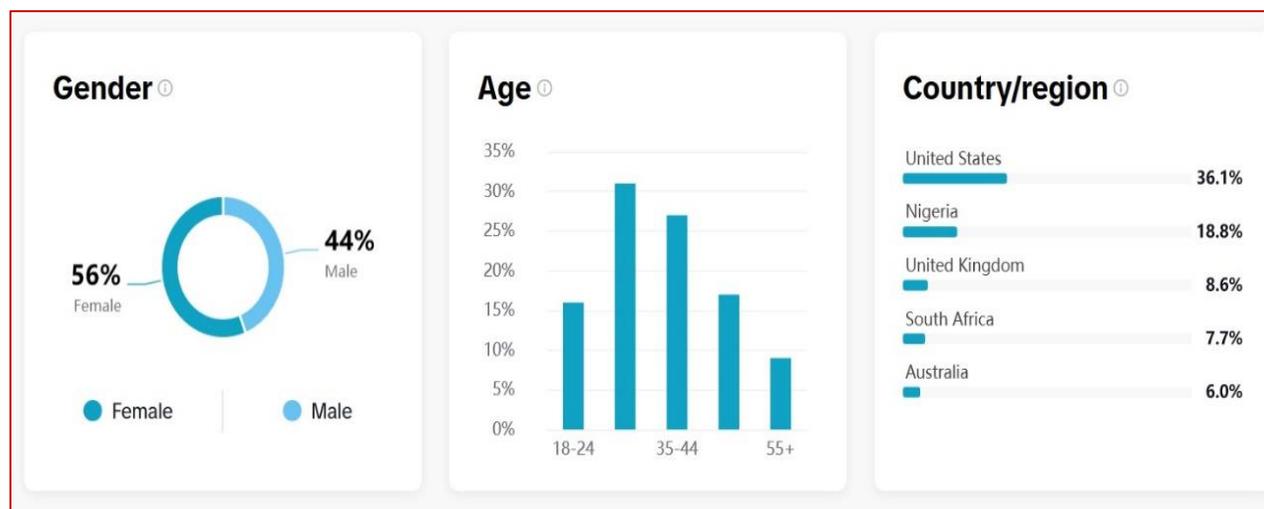
Ficure 6. Tiktok client demographics.
Collected from: Tiktok data registration 16.9.2023

Moreover, incorporating video content is highly effective when it comes to marketing on Facebook. Although other forms of content such as photos and written posts remain relevant, video content has the power to build trust and provide additional value. This applies not only to Facebook but also across various other platforms as well. The use of video in Facebook video ads, landing pages, or thank you pages enables a deeper level of engagement with potential customers (Marshall et al., 2015, 230).

The understanding of TikTok's user demographics holds significant importance in gaining insights into its vibrant community. The data collected reveals a balanced gender distribution, (Ficure 7.) with 56% of users being female and 44% being male, creating an inclusive digital ecosystem. In terms of age, 15% of users fall within the 18-24 age group, 30% within the 25-34 age group, 18% within the 35-44 age group, and the remaining percentage comprising individuals aged fifty-five and above. Geographically, 36.2% of TikTok viewers originate from the United States, aligning seamlessly with the entrepreneur's primary target demographic.

The research not only involves data collection but also active interaction with the TikTok community, which significantly shapes the findings. Clients are invited to provide preferences and ideas for video content through multiple questions. This interaction also extends to responding to questions with video content to foster a sense of community around the content. As suggested by Marshall et al. (2015, 230) conducting captivating split tests reveals that video ads tend to generate significantly higher engagement compared to other ad formats. By projecting an authentic and friendly image, content creators can expect to receive more likes, shares, and positive comments. The importance of being seen and heard is highlighted, as people are less inclined to criticize someone they have watched and feel connected to.

Among the data collected, a notable content trend emerges: the popularity of "roast videos." These videos offer insightful analyses of various profiles, presenting constructive critiques and transformative insights. The interests of "roast videos" captivates the audience's imagination and provides an opportunity to refine content strategies on TikTok. Understanding the inherent appeal of this content format, content creators can develop a strategic approach to capitalize on its resounding success. The success of "roast videos" signifies a strong demand within the TikTok community for informative and value-driven content. Content creators are encouraged to produce content that offers unique perspectives, profound insights, and actionable advice. The diverse audience, spanning different age groups and geographical locations, highlights the broad reach of TikTok.

Entrepreneur's content strategy on TikTok should aims to cater to a global audience while being sensitive to the specific preferences and needs of the United States-based followers. Fostering community engagement and nurturing discussions, as exemplified by the significant comment count on "roast videos," is a central aspect of content strategy. Encouraging audience participation and creating opportunities for meaningful dialogue undoubtedly improve the resonance of content and foster viewer loyalty. As emphasized by Odden (2012, 55) an effective content marketing strategy entails the creation and delivery of meaningful content with specific audiences and objectives in mind. For companies striving to achieve their goals while serving their customers, community, and stakeholders, content serves not just as a key element but as the foundation of success.

3.2 IMPORTANCE OF THE STRATEGY

Yoffie and Cusumano explored the shared approach to strategy and execution of Bill Gates, Andy Grove, and Steve Jobs and identified five rules that are fundamental to their strategic insights in their book "Strategy Rules: Five Timeless Lessons from Bill Gates, Andy Grove, and Steve Jobs" (Yoffie & Cusumano, 2015). These five rules were not adopted all at once or at the same time by the three men, but rather evolved gradually over their careers through abundant trial and error. The five rules form the heart of their book and provide valuable strategic insights:

Look forward, Reason Back: A forward-thinking approach, combined with the ability to reverse-engineer solutions, empowers effective decision-making.

Make big bets, without betting the company: Fearless risk-taking, within sensible boundaries, allows bold moves without risking the entire enterprise.

Build platforms and ecosystems - not just products: The creation of extensive platforms and ecosystems fosters sustainable value, establishing interconnected networks beyond individual products.

Exploit leverage and Power - Play judo and Sumo: Skillful use of leverage, like judo and sumo tactics, enables smart maneuvering in the competitive landscape.

Shape the organization around your personal anchor: Aligning the organization with a strong personal anchor - a guiding vision or philosophy - amplifies collective effort and enhances strategic focus.

In the online coaching context, these principles offer invaluable guidance for navigating the challenges and opportunities of the online coaching landscape while aligning with proven strategies from renowned industry leaders. A well-defined strategy is essential for the success of an online coaching business. A thoughtful and strategic approach to content creation and delivery is vital for engaging and attracting clients. A strategy establishes the brand voice, communicates the value proposition, and builds trust with the target audience. By aligning content with the needs and preferences of clients, online coaching businesses can establish themselves as authorities in their respective niches. The pricing strategy should not be set in isolation but rather be blended with product, promotion, and place to deliver superior customer value. (Jobber, 2010, 422).

This insight holds relevance to the challenges encountered by online coaching businesses, requiring the establishment of trust in virtual relationships, the management of client expectations in a digital environment, and the skilled utilization of technology for coaching purposes. The holistic nature of strategic approaches is underscored, emphasizing the imperative alignment of various elements, including pricing, to provide exceptional value to clients.
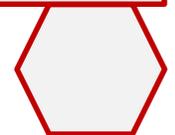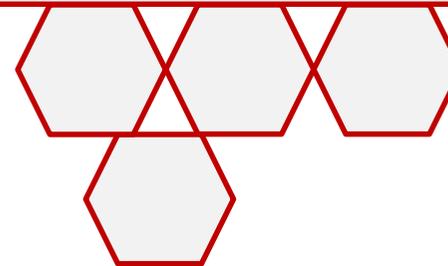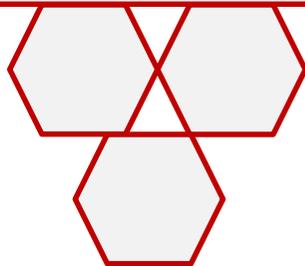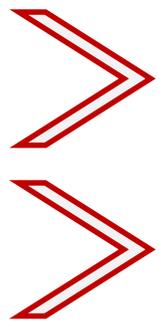
3.3 STRATEGIC COMPETITOR ANALYSIS

As part of the research, a comprehensive competitor analysis was conducted in June 2023 on the social media presence of five prominent competitors in the online coaching industry. The competitors are chosen to showcase both sides: the current state of the coaching field and how they solve problems and develop their businesses around social media. To gain a deeper understanding of broader trends and potential outcomes, Coursera is included as one of the competitors for in-depth research into current trends and the identification of subtle signals of change. This analysis focused on their content, strategy, formats, style, information, and content pillars. By examining their profiles, valuable insights were gained into their strengths, weaknesses, and overall content approach. The analysis helped in identifying successful strategies, content formats, and styles that can inspire our own content strategy moving forward.

The strategic landscape of content creation in online coaching is diverse, with competitors adopting various approaches that contribute different facets to the content creation process. In the realm of social media marketing, there is an ongoing debate about the most effective content types for reaching and engaging with fans. The effectiveness of content types depends on the unique data and insights derived from individual brand efforts. (MacCarthy, 2021).

One competitor stands out with a high-energy content approach that resonates with their audience. (Ficure 8.) and (Appendix 1) Their vibrant personality shines through their content, captivating their followers. They strategically leverage multiple platforms to extend their reach and engagement, using storytelling and transformational videos to highlight their own progress. Video formats are a key component of their content strategy, aligning with their target audience. Additionally, they tailor their content to appeal to high-ticket clients.

On the other hand, another competitor adopts a more focused strategy, concentrating efforts on a single platform. This approach involves providing super-clear services exclusively to high-ticket clients. They utilize a mix of content formats, such as reels, carousels, and regular posts, each catering to distinct marketing niches. Captivating visuals play a pivotal role in reinforcing their messaging and sustaining audience attention. Their content strategy also incorporates strong opinions, positioning them as an authoritative voice within their niche.

	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5
Profile	Multi 6-figures at 22	8K+ course students, 10M+ in profit for clients, CEO x 2.	2.5M+ in student wins.	No specific details	$1 Million Cash < 2 Yrs
Performance	Followers: 31.3K. Total posts:183	Followers: 66.6K. Total posts: 689.	Followers: 1/7K. Total posts: 801.	Followers: 85.1K. Total posts: 863	Followers: 14.7K. Total posts: 1256
Vision	Helping coaches to make sales, explode on socials and build cult-like following.	Helping entrepreneurs simplify, sophisticate & supercharge their growth rate.	Learn to build, market & sell high-ticket coaching without funnels, multiple offers, or ads.	Help creators and brands to grow on IG. Attract your ideal followers. Gain maximum brand exposure.	Building Iconic Movements | Sell Your Services - Make Money Moves
Service	Coaching 2x accounts everyone	Coaching businesses	Coaching coaches	Coaching content creators	Coaching coaches, businesses etc.
Pricing	Multiple offers	High ticket coaching	High ticket coaching	monetization specialist	Multiple offers
Post frequency	2 times a week	Post frequency: 2 times a week.	Every day	6 times a week	3 times a week
Engagement metrics	Average likes per post: 2114 Average comments per post: 2170	Average likes per post: 633. Average comments per post: 91.	Average likes per post: 510. Average comments per post: 47.	Average likes per post: 575 Average comments per post: 102	Average likes per post: 326 Average comments per post: 36
Top performing posts	• All are videos • Mindset • Journey content • Storytelling • Entrepreneur advices	• Relatable carousel content for business owners. • Tips and reminders about entrepreneurship. • Emphasizes passive income and business growth secrets.	• Tips about marketing/selling. • Tips and hacks about high-ticket clients. • Content for business owners.	• Tips about marketing, selling, and branding. • content creator storytelling	• Mindset, Movements, Strategies, Sales. • How to build business
Best times for posts:	11 am for optimal posting and 5 pm user interaction.	3 am for normal posting and user interaction.	12 pm for optimal posting and 1 pm for user interaction.	11 am for optimal posting and 11 am for user interaction.	3 am for optimal posting and 3 pm for user interaction.
Top caption words	• You're gonna be • You're ment to be • I am going to teach you • I grow multi 6 figure business • I can't believe	• How I gained [X] amount of followers. • How to stay consistent. • Want passive income. • Top 5 secrets. • How much. • Grow on. • What to post. • Are you.	• Stop selling your service. • How I went from. • Own story. • Content tips. • How to post on instagram without failing. • Never ask this question. • This is how many. • The truth about. • How much. • Grow on. • What to post. • Are you.	Here are 5 types of... Increase reels views. How I create. 5 Reel Hooks to start. Steal my strategy. Consistency.	• If you took • The basics how to • Transformation stories • If you are making x amount • I sold out my
Distribution Channels	Tiktok, instagram, Threads, Pinterest, etc.	Instagram, webpage, and blog. Previously tried YouTube, TikTok, Facebook, and Pinterest.	Instagram, Linkedin, webpage, and YouTube. Previously tried TikTok and Facebook.	Instagram	Instagram, Tiktok, Webpage
Hashtags	Not using any hashtags!	#howtogrowon nstagram, #instagrambusiness, #businessmindset, #instagrammarketing, #digitalbusinessowners, #businessinstagramtips.	#entrepreneurship #businessmentor #businessstrategy #instagramforbusinesstips #socialmediamarketing #contentmarketing #intagramforbusiness #marketingconsultant #onlinebusiness	#socialmarketingtips #instagrammarketing #instagramtips #instagramforbusiness #instagramgrowth #socialmediagrowth #socialmediamarketing101 #socialmediaexpert #socialmediastrategies	Not using any hashtags!
Strengths	• Mindset content • Talks alot of "YOU" selling • Using ONLY video content • Z generation • use lots of trends	• Quality content with actionable, valuable, and informative insights. • High-ticket offerings with a focus on answering SEO questions. • Relatable and entertaining content that resonates with the audience.	• Journey content with valuable and informative insights. • Tips, creative content, and customer wins showcased. • High ticket offerings.	• Utilizes hooks • SEO • marketing tips • sharing the journey • educational content.	• Journey content • Tips how to sell more • Motivational • Educational content
Weaknesses	• Not using any reels • Super niched down • not focused in instagram	• Unclear brand identity, content lacks visual coherence as a gallery. • Inconsistent content mixing on platforms may impact brand perception.	• Unclear brand identity, content lacks visual coherence as a gallery. • Not strong in other platforms.	• Super niched down with no strong offers. • Posting in a similar way from the beginning to start.	• Posting in a similar way from the beginning to start.
How we win	• Diversify your content strategy to include educational content that resonates with your target audience. • Collaborate with influencers or industry leaders to enhance your brand's credibility and reach. • Offer free webinars or workshops to attract potential clients and demonstrate your expertise. • Implement referral programs to incentivize satisfied clients to refer others to your coaching services.	• Establish a strong and cohesive brand identity. • Emphasise content strategy with high-quality visuals. • Specialize in high-ticket coaching for offering service to everyone. • Provide unique, actionable insights to your audience.	• Establish a clear and consistent brand identity. • Focus on building a strong presence on multiple platforms. • Leverage journey content and showcase valuable insights and customer wins. • Emphasize high-ticket offerings to attract clients seeking specialized coaching.	• Provide valuable tips, methods, and insights with a focus on own story and strong branding. • Utilize hooks, SEO, and marketing tips for enhanced online visibility. • Create engaging and educational content to build a loyal following.	• Movement that is different • Content that is matched with brand • Educational and journey content. • Offering free LIVES
How we lose	High-ticket clients	• Limiting presence to instagram only • Not focusing only high-ticket.	High-ticket clients	• Super niched down with no strong offers. • Posting in a similar way from the beginning to start.	• Time that she build her business

Table 7. Competitor analysis.

In addition to the competitors mentioned earlier, there is another coach who takes a different approach. This competitor is highly focused on other coaches and is building a movement within their services. They specifically target women and their messaging clearly resonates with them. By empowering women and fostering a strong community, they also appeal to shy and fearful women who are seeking a more supportive and nurturing environment to showcase their strengths.

This coach places a strong emphasis on providing direct steps and openly shares their own journey towards becoming their powerful higher self. They believe that the only limitations are doubts and limited mindsets. In their content strategy, they use strong hooks to capture attention and do not rely on using hashtags. Through engaging free live sessions, they clearly convey the essence of their community and showcase their strong branding.

By mapping out content types, formats, and distribution channels, online coaching businesses can create a harmonized and coherent content experience for their clients. This strategic approach allows for content personalization for specific client segments, optimizing engagement levels, and providing invaluable insights and guidance. It is important for online coaching businesses to conduct robust competitor analysis, as neglecting this aspect can lead to blind spots and missed opportunities, as emphasized by Fleisher et al. (2007). Ghoshal and Westney (1993) also highlight the significance of competitor analysis in understanding the external environment and industry dynamics comprehensively.

In branding, emphasized by Signorelli (2012) authenticity should be a cornerstone of brand strategy, going beyond functional attributes and encompassing a deep understanding of the brand's identity. Marketers are encouraged to candidly address both the brand's strengths and weaknesses, leveraging strengths while adapting, as necessary.

Overall, a strategic approach to content creation in online coaching involves careful consideration of content types, formats, distribution channels, competitor analysis, storytelling, and authenticity to provide value to clients and optimize engagement. Each competitor's unique approach offers insights and inspiration to help businesses tailor their own strategies for success.

3.4 CONTENT STRATEGY AND CONTENT PILLARS

According to Haenlein et al. (2020) the promotion of content on TikTok is dependent on the platform's artificial intelligence algorithm, which lacks transparency. This can make it difficult for content creators to predict their videos' success, given the mysterious criteria used by the algorithm.

Content pillars serve as the foundational elements that underpin an online coaching business's content strategy. They include a range of strategic themes aimed at engaging and connecting with the target audience, establishing a unique brand identity. These pillars provide a framework for content creation, ensuring alignment with overall business objectives and the specific needs of the clients. Thematic content, audience-centric material tailored to the preferences and requirements of the target demographic, solution-based content offering practical insights, educational content imparting valuable knowledge, trend-based content staying up-to-date, storytelling content fostering deeper connections, product-focused content highlighting unique offerings, and inspirational content uplifting and motivating clients—all these pillars work together to position online coaching businesses as reliable sources of valuable information, nurturing enduring client relationships and strengthening their industry presence.

PRACTICAL ADVICE

As highlighted by Haenlein et al. (2020) the presence of unique user cultures on Instagram and TikTok has significant implications for businesses seeking to engage with these platforms. Choosing the right social media platforms requires careful consideration, as content translation across platforms often demands distinct skills and resources.

In the dynamic realm of modern digital engagement, while strategy holds primary importance, a deeper understanding of personal energy and available resources proves even more pivotal. Prioritizing a focused approach on a single platform not only allows for consistent engagement but also facilitates a profound understanding of its audience dynamics, scalability, and content consumption patterns. Before venturing into the allure of multiple platforms, it's imperative to comprehend what content resonates with customers on each platform individually. (Ficure 9.) This tailored understanding provides businesses with the insights necessary to craft impactful content strategies, ensuring meaningful connections and sustainable growth within each platform's unique ecosystem.

Trend-Related Content Pillars:
These pillars revolve around current trends, news, or topics of interest within your industry. Staying up-to-date and creating content related to the latest trends can help you attract a wider audience. For instance, if you're in the technology sector, your pillars could be "AI Innovations," "Cybersecurity Trends," and "Smart Home Tech."

Storytelling Content Pillars:
Storytelling pillars focus on sharing stories and experiences that resonate with your audience. These could be personal anecdotes, customer success stories, or behind-the-scenes glimpses of your business. Your pillars might include "Customer Testimonials," "Founder's Journey," and "Business Milestones."

Product/Service Showcasing Pillars:
If you have specific products or services, you can create content pillars to showcase their features, benefits, and use cases. For example, if you're a skincare brand, your pillars could be "Product Reviews," "Skincare Routine Tips," and "Ingredient Spotlight."

Inspirational/Motivational Pillars:
These pillars focus on inspiring and motivating your audience. They can include quotes, success stories, and content that uplifts your audience's spirits. For instance, if you're a life coach, your pillars might be "Motivation Mondays," "Success Stories," and "Mindset Shifts."

Figure 8. Content pillars for strategy

In alignment with consumer expectations, contemporary marketing strategies have shifted away from interruption-based approaches. Whether in the B2B or B2C domains, consumers now prioritize education and entertainment when engaging with brands. Moreover, consumers increasingly expect value from brands even before considering a purchase. Nowadays, modern customers not only rely on search engines to find products and services but also expect relevant content provided by brands. Additionally, consumers seek convenience in accessing and interacting with content, as well as the ability to share it with their social circles. These expectations have now become the new norm. (Odden 2012, 53). Content strategy plays a pivotal role in ensuring consistency and relevance in online coaching. Understanding the importance of content strategy and mapping out content types, formats, and distribution channels empower online coaching businesses to effectively engage their target audience and deliver valuable content that aligns with their needs and preferences. (Ficure 10.)

Thematic Content Pillars:
Thematic content pillars are based on overarching themes or topics that are relevant to your industry or niche. These pillars represent the core subject areas that your content will revolve around. For example, if you're in the fitness industry, your thematic content pillars might include "Nutrition," "Workout Routines," and "Wellness Tips."

Audience-Centric Content Pillars:
These pillars focus on specific aspects of your target audience's needs and interests. They address their pain points, challenges, and aspirations. For instance, if your audience consists of busy working professionals, your content pillars might be "Time Management Strategies," "Healthy Office Snacks," and "Work-Life Balance."

Solution-Based Content Pillars:
These pillars are centered around the solutions your products or services offer. Each pillar highlights how your offerings can address different problems or fulfill specific needs. If you're offering marketing services, your pillars could be "SEO Optimization," "Social Media Marketing," and "Content Creation."

Educational Content Pillars
Educational pillars focus on providing valuable knowledge and insights to your audience. These could be "How-to" guides, tutorials, and informative content that helps your audience learn something new. An example might be "Beginner's Guide to Email Marketing."

Figure 9. Content pillars.

3.5 ANALYZING COURSERA – A PESTE PERSPECTIVE

COURSERA IS AN ONLINE PLATFORM THAT OFFERS A WIDE RANGE OF COURSES, INCLUDING MANY RELATED TO COACHING AND PERSONAL DEVELOPMENT.

PESTE

P
- Adapting to different regulations on online education.
- Navigating international policies and cross-border restrictions.
- Collaborating with governments to promote accessible education.

Politics

E
- Adjusting pricing strategies based on economic conditions in various markets.
- Monitoring currency fluctuations and adapting pricing for global affordability.
- Analyzing the impact of economic downturns on course enrollment.

Economy

S
- Growing demand for online education/remote learning.
- Adapting to cultural differences and preferences in learning styles.
- Responding to changing attitudes toward digital education and self-improvement.

Society

T
- Integrating AI and machine learning for personalized learning experiences.
- Adapting to technological advancements in e-learning platforms.
- Ensuring mobile compatibility for learning on various devices.

Technology

E
- Considering the environmental impact of data centers and online infrastructure.
- Adding sustainability practices into online course content.
- Addressing concerns about e-waste and energy consumption associated with online learning.

Environment

Figure 10. PESTE - Analysis of Coursera.

When exploring the dynamics of global teaching platforms, a comprehensive understanding of the broader operational context becomes imperative. Coursera, presence in the online learning and coaching industry, underwent an exhaustive PESTE analysis. This analysis, coupled with the identification of weak signals and recognition of prevailing mega trends, facilitated a holistic perspective of the continually evolving operational landscape. The research aimed to provide foundational insights for informed decision-making and to align services with the fluid industry dynamics. (Ficure 11.)

3.6 WEAK SIGNALS: THE FUTURE OF ONLINE COACHING

Coursera faces the complex challenge of adapting to diverse regulations governing online education across the globe. Following to global rules and regulations across different countries requires careful attention and teamwork with governments to ensure legitimacy and successful operations. Balancing affordability and quality is crucial to Coursera's success as learners seek to upskill in a changing job market. Additionally, Coursera embraces societal shifts towards lifelong learning by adapting to cultural preferences, remaining at the forefront of online education. Technological innovation, such as the integration of AI, enhances personalized coaching and course recommendations, providing a strategic advantage for Coursera.

In today's fast-paced world, where time is valuable and information is easily accessible, learners are looking for bite-sized, targeted lessons that allow them to acquire skills quickly. These learners pay close attention to emerging trends that can reshape the online coaching industry. Platforms like Coursera, driven to remain in the forefront of this dynamic industry, consider these signals as important signs of what learners are seeking.

As the online coaching landscape evolves, the micro-learning surge reflects the necessity for personalized, efficient, and adaptive coaching experiences. Coursera's ability to adapt its offerings in response to this signal can prove instrumental in retaining and engaging learners. Drawing from Golden (2022) insights, the conventional notion of learning, which typically encompasses about twenty-five front-loaded years, is becoming outdated. Learning now extends over forty years or more, distributed across multiple stages of life. This shift necessitates increased opportunities for experimental learning and upskilling, which can serve as valuable investments and business strategies.
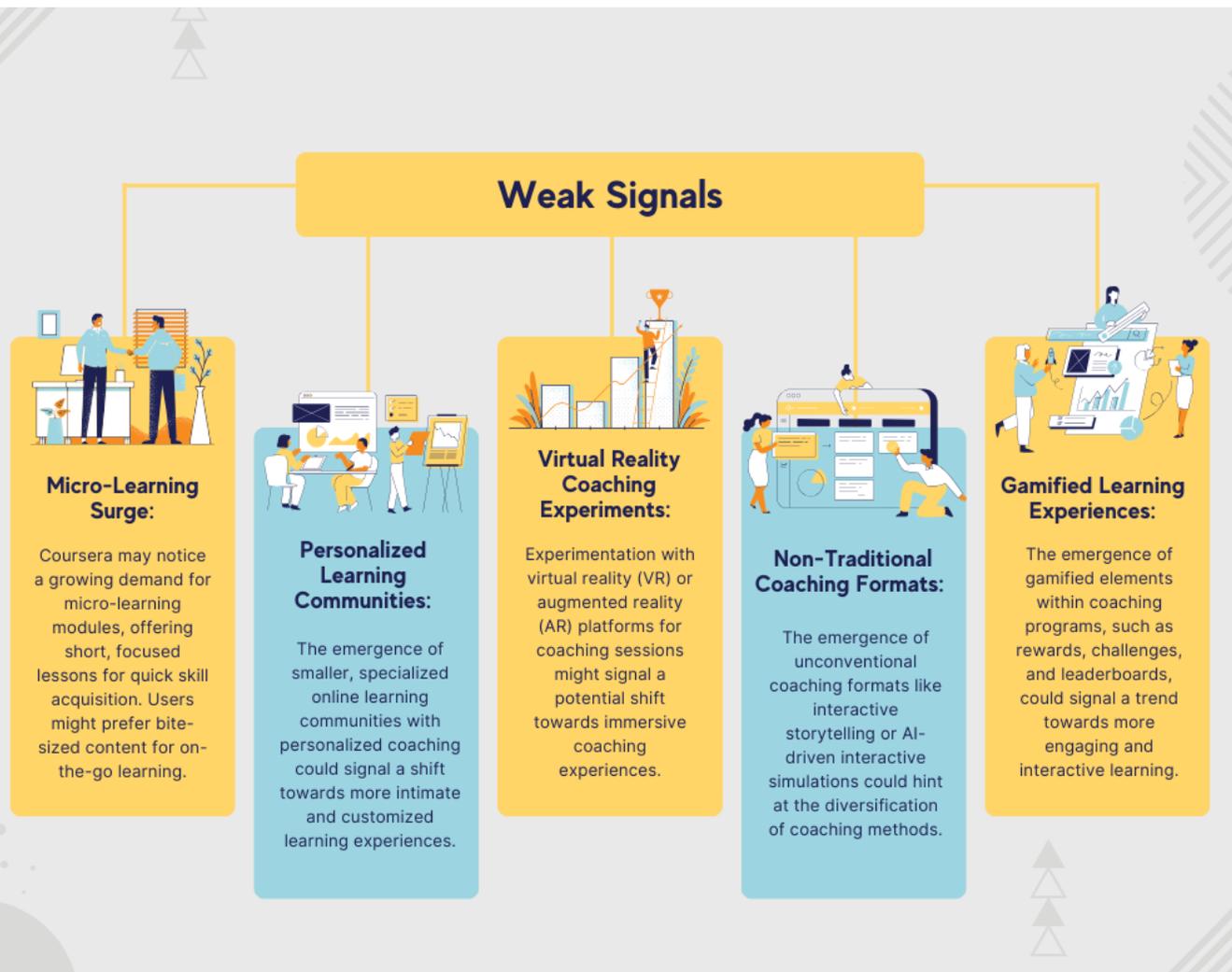
Figure 11. Weak signals of Coursera.

Another notable trend in the online coaching industry is the emergence of smaller, specialized learning communities that prioritize personalized coaching. This shift reflects the growing importance of creating personalized learning environments that cater to individual needs. As mentioned earlier, Mottola emphasizes the rapid growth of the freelance economy in recent years, driven by trends like remote work and the great resignation (Mottola, 2023).

Additionally, the exploration of immersive coaching experiences, such as virtual or augmented reality platforms, is a visionary signal that hints at innovative and engaging coaching methods. By embracing these changes, the online coaching industry is moving beyond traditional formats and expanding its reach to a wider audience with varying learning preferences. (Ficure 12.)

Finally, the increasing presence of gamification in coaching programs, which includes features like rewards, challenges, and leaderboards, indicates a growing trend towards interactive and engaging learning experiences. Gamification leverages our natural preference for competition, achievement, and advancement, making coaching not only educational but also enjoyable. In response to this trend, Coursera could consider incorporating gamified elements into its coaching offerings. This integration would enhance user engagement and motivation, creating a more dynamic and interactive coaching environment for learners.

3.6 MEGA TRENDS: SHAPING THE ONLINE COACHING

The ongoing shift towards lifelong learning as a societal norm stands out as a megatrend of exceptional importance. Continuous upskilling and reskilling have become essential imperatives across all age groups and career stages. Individuals now recognize that learning does not cease with formal education; instead, it is a lifelong journey. As previously mentioned, a World Economic Forum report underscores the findings of Baker McKenzie's (2022) North America AI survey. The report highlights that a mere 4% of executive's view AI-related risks as significant, indicating a lack of awareness and concern within organizations. Furthermore, less than half of the respondents claim to possess adequate AI expertise at the board level, suggesting a potential gap in preparedness to address the ethical and operational challenges associated with AI.

This transformative shift will continue to fuel the demand for online coaching, underpinning Coursera's mission to empower learners at every connection of their careers and personal development. Beyond the immediate PESTE factors, several mega trends are emerged to reshape the landscape of online coaching, exerting profound and lasting influences. These overarching trends serve as guiding lights, illuminating the path forward for platforms like Coursera in an ever-evolving online coaching industry.

Figure 12. Mega trends of online coaching.

Lifelong Learning Revolution: The shift towards lifelong learning as a societal norm is a major trend. Continuous upskilling and reskilling are now essential for people of all ages and career stages. Learning is no longer limited to formal education, but a lifelong journey. This trend fuels the demand for online coaching, aligning with Coursera's mission to empower learners throughout their careers and personal development.

Digital Transformation of Education: The digital transformation of education, accelerated by the pandemic, is a lasting trend. Online coaching platforms like Coursera play a central role in this transformation. Coursera provides diverse educational experiences that align with this trend, shaping the future of online learning and coaching.

Data-Driven Personalization: The trend of data-driven personalization continues to evolve with AI and machine learning. Coursera leads this trend by leveraging these technologies to tailor coaching content to individual learners' needs and learning patterns. This commitment positions Coursera as a pioneer in delivering personalized online coaching experiences.

Remote Work and Skill Demand: The trend of data-driven personalization continues to evolve with AI and machine learning. Coursera leads this trend by leveraging these technologies to tailor coaching content to individual learners' needs and learning patterns. This commitment positions Coursera as a pioneer in delivering personalized online coaching experiences.

Global Access and Inclusivity: The trend of global access to education persists, with Coursera playing a crucial role in democratizing learning. Coursera provides accessible and affordable coaching to individuals worldwide, regardless of their location or economic background. This commitment promotes inclusivity and fosters a more interconnected world through education.

Coursera recognizes, adapts to, and champions the mega trends of lifelong learning, digital transformation of education, data-driven personalization, remote work and skill demand, and global access and inclusivity, placing itself as a visionary leader in the dynamic online coaching industry. Coursera operates within a multifaceted environment influenced by several factors, and its ability to navigate challenges through adaptability, compliance, accessibility, and innovation positions it as a formidable competitor in the online coaching sector and contributes to the broader discussion of online learning.

4 ANALYZING STAGE

The preceding chapter unveils how strategies evolve in response to a range of factors and how the PESTE analysis framework offers a structured understanding of specific growth opportunities within the field. In this section, the focus shifts to the analysis of customer behaviors and their use of online coaching services. Hosted workshops facilitate the collection of comprehensive data, providing deeper insights into customers' experiences with coaching services.

In two extensive workshops hosted by the entrepreneur, the research examines how Miro functions as an interactive platform, exploring the several ways in which gamification elements can be effectively integrated to enhance user engagement and interaction. These workshops serve as an opportunity to study the functionalities of Miro and experiment with integrating gamification elements to create an engaging user experience.

During the Analyzing Stage, a thorough examination of the onboarding process is conducted, driven by two key methodologies: co-creation workshops and surveys. Workshops and surveys were hosted in August 2023 and September 2023. In these workshops, 25 participants from diverse backgrounds, including those new to the coaching journey and social media platforms, actively share their experiences, preferences, and insights, aligning with principles of participatory design and user-centered methodologies.

Simultaneously, surveys collect a broad range of data. They not only gather demographic information but also capture clients' understanding of community, strategies they employ in social media, and their thoughts on implementing gamification elements. This holistic approach provides valuable insights into clients' perceptions and allows for a comprehensive understanding of their needs and preferences.
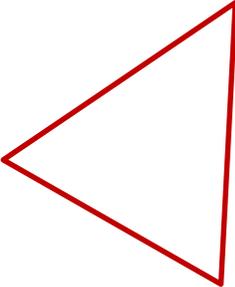
4.1 CO-CREATION

One of the key principles employed in the onboarding process was co-creation, harnessing the collective creativity and perspectives of participants. The incorporation of personas and empathy mapping allowed participants to actively contribute their insights, creating a shared understanding of the target audience's needs and motivations. By inviting participants to collaboratively shape these tools, the workshop embraced a user-centered approach, laying a solid foundation for the subsequent content strategy mapping stages. According to Bouquet et al. (2021) the integration of human and digital capabilities has the potential to foster innovative thinking, transcending traditional boundaries between various sectors and organizations. The authors highlight the role of underutilized data from consumers and citizens in driving breakthrough solutions across seemingly unrelated domains.

As previously discussed, the service design process, with a strong emphasis on customer-centricity and iterative cycles, encourages continuous testing and retesting of ideas and concepts (Stickdorn & Schneider, 2011). The utilization of co-creation techniques served as a fundamental aspect of the onboarding process, fostering a sense of ownership and investment among participants. By collectively crafting personas and empathy maps, participants engaged in an immersive experience that not only enhanced their understanding of the target audience but also created a sense of community within the workshop. This collaborative attitude laid the groundwork for the following steps of the content strategy mapping, where participants were well-prepared to align their content creation efforts with the identified audience characteristics and preferences.
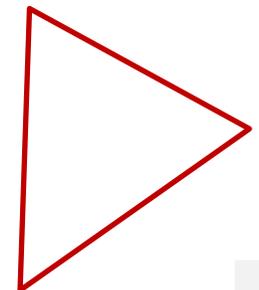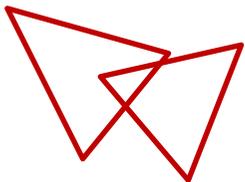
Stickdorn and Schneider (2011) delve into the co-creative nature of service design. They emphasize the collaborative aspect, where practitioners excel at bridging the gaps between various silos and stakeholders. The authors introduce the concept of "boundary objects," which are the tools and visualizations used in service design. These objects serve as common ground, allowing specialists from diverse backgrounds to work together effectively without requiring an in-depth understanding of each other's domains. These tools are intentionally simple yet robust, fostering empathetic understanding and providing a solid foundation for cooperation. Service design, in this perspective, becomes a shared language, often described as "the glue between all disciplines." It offers a universally accessible and neutral framework of terms and activities that facilitate cross-disciplinary collaboration.

The intersection of service design and online coaching presents an opportunity to elevate the quality of coaching experiences in the digital realm. The literature reveals that service design methodologies and tools can be effectively applied to optimize the customer journey, enhance user engagement, and foster meaningful client-coach interactions in online coaching. Techniques such as customer journey, ethnographic research, and service blueprint enable a deep understanding of user needs and pain points. Collaboration techniques, including customer co-creation sessions and design thinking, facilitate active involvement of clients in the design process, ensuring that coaching services align with their expectations and preferences.

4.2 SURVEYS

In order to gain comprehensive insights, a survey collected from August and September 2023, drew responses from 44 clients, from 16 countries, and it focuses the challenges what people are facing in social media with content creation, community and strategy. This data was gathered to prioritize to understand better the clients, what they want and what is stopping them to grow. (Appendix 3.)

The PWc Global workforce and hopes and fears survey's findings hold crucial implications for the field of online coaching, which seeks to facilitate skill development and career progression. The generation's enthusiasm for learning aligns with the ethos of online coaching, making it imperative for coaching services to cater to a demographic eager for continuous skill enhancement. (PwC, 2023).

Regarding content creation, participants' methods were explored in the survey. Strategies varied, including structured calendars and spontaneous creativity, reflecting the dynamic nature of the field. Challenges in generating content ideas were illuminated by participants' responses. From expressing thoughts coherently in videos to addressing a competitive landscape, their struggles were diverse.

Understanding content alignment with the audience, responses showcased diverse methods. Some participants found alignment uncertain, while others empathized with their audience. Analytics, research tools, engagement, and personal stories played roles in ensuring resonance. Confidence in content's visual appeal and quality was distributed relatively evenly. Some found it easy (33.3%), neither easy nor difficult (44.4%), and others found it difficult (22.2%), offering insights into varying perceptions of crafting quality content. Participants' desired learnings from the workshop encompassed content monetization, resonating with the audience, refining creation processes, and adopting strategic approaches.

Interactivity and hands-on exercises during the workshop had strong interest, with the majority rating themselves as "interested" or "extremely interested." This enthusiastic response indicates engaging activities and enjoyable collaboration among participants. Another significant finding from the survey is the importance of personalization in the client journey. Clients value personalized experiences that cater to their unique needs and preferences. By tailoring coaching services and content to individual clients, coaches can create a more meaningful and impactful experience. This personalization can be achieved through various means, such as customized coaching plans, individualized feedback, and personalized recommendations.

Additionally, the survey revealed the significance of ongoing support and communication throughout the client journey. Clients appreciate consistent communication and timely support from their coaches. Regular check-ins, progress updates, and prompt responses to inquiries are instrumental in fostering a sense of trust and reliability. Coaches should strive to establish clear channels of communication and provide accessible support resources to ensure that clients feel supported and guided throughout their coaching journey.

Furthermore, the survey highlighted the importance of providing valuable and relevant content to clients. Clients seek informative and insightful materials that contribute to their personal growth and development. Coaches can create and curate high-quality content such as articles, videos, podcasts, and worksheets that address clients' specific concerns and interests. By delivering valuable content consistently, coaches can demonstrate their expertise, establish credibility, and keep clients engaged and motivated in their coaching journey.

Lastly, the survey emphasized the role of feedback in shaping and refining the coaching experience. Clients value the opportunity to voice their opinions and provide feedback on their coaching experiences. Coaches should actively seek feedback from clients and use it to improve their services. By incorporating client feedback into their practice, coaches can continuously enhance their offerings, address any concerns or areas for improvement, and demonstrate their commitment to delivering a client-focused coaching experience.

5 UNDERSTANDING STAGE

The co-creation workshops provided a unique opportunity to involve stakeholders in the design process, allowing them to contribute ideas and feedback that shaped the project's outcome. This approach helped to ensure that the design solutions were closely aligned with the needs of the end-users, and that the resulting product or service was both useful and usable.

The workshops were designed to cultivate an open and collaborative environment, with facilitators guiding participants through a systematic approach to ideation and problem-solving. This approach allowed participants to build upon each other's ideas, leading to a more comprehensive understanding of the customer journey and the needs of online coaching service users.

By engaging a diverse range of participants with different backgrounds and experiences, the co-creation workshops helped to uncover insights and perspectives that may have been overlooked by a more traditional design process. This inclusive approach was critical to ensuring that the design solutions were tailored to the specific requirements of the target audience.

Building the customer journey through co-creation workshops played an integral role in the design process, ensuring that the resulting product or service addressed the needs of users in the context of online coaching services. The workshops were a vital tool in fostering collaboration between stakeholders, guiding ideation and problem-solving, and ultimately helping to shape the blueprint for the project's success.

5.1 OVERVIEW OF CUSTOMER JOURNEY

The incorporation of insights gained from co-creation workshops and client surveys is crucial in the process of optimization. By involving a diverse range of participants, including both newcomers and experienced clients, valuable feedback is obtained. This feedback guides the optimization efforts, ensuring that the client journey is tailored to meet the unique needs and experiences of a diverse client base. (Appendix 2.)

The co-creation workshops serve as an inclusive and dynamic platform for participants to share their experiences, preferences, and perspectives. The atmosphere is intentionally cultivated to foster open dialogue, collaborative problem-solving, and the exchange of innovative ideas. This approach aligns with the principles of participatory design and user-centered methodologies, ensuring that the optimization efforts are firmly grounded in the customer's viewpoint.

By actively involving participants who represent a broad spectrum of backgrounds and experiences, the co-creation workshops provide a comprehensive understanding of the specific context of online coaching services. This understanding enables the optimization efforts to address key pain points and enhance the overall experience for clients.

The incorporation of insights gained from co-creation workshops and client surveys plays a pivotal role in the optimization process. It ensures that the customer journey is aligned with the unique needs of a diverse client base and that the optimization efforts are rooted in the customer's perspective within the context of online coaching services. (Appendix 2.)

The customer journey in online coaching starts with the Consideration phase, which is like the beginning of an exciting adventure. In this phase, potential clients learn about different coaching services and decide if they are a good fit. They take their time to think about what they want and explore their options. They read reviews and compare different services to find the best one for them. It's a time of discovery, where they carefully consider which coaching service aligns with their goals and needs.

Next is the Decision Stage, where clients make their choice and embark on their coaching journey. They sign up and complete the necessary steps to get started. This includes gathering important resources and information to ensure they have what they need. They explore the different services offered and read materials to learn more about how coaching can help them. The Decision Stage ends with a smooth and easy checkout process, giving clients access to the services they have chosen.

Once clients have chosen a coaching service, they enter the Engagement phase. This is when they actively use the services and find ways to enhance their coaching journey. They engage with the content provided by the coaching service, such as articles and videos, to deepen their understanding. They seek support from coaches and other clients to get the most out of their experience. They also consider upgrading their coaching journey to access additional resources that align with their goals. As they progress, clients reflect on their journey and make adjustments to achieve even better results.

As the journey continues, clients enter the Loyalty phase. This is a time of mutual exchange between clients and the coaching service. Clients share feedback to help improve the service and offer advice based on their own experiences. They renew their commitment to their coaching journey and enjoy ongoing interactions that strengthen their relationship with the coaching service. It's a time of trust, growth, and recurrent connection.

Exploring the customer journey in online coaching has provided valuable insights into the preferences and challenges clients face. By understanding each stage of the journey, coaching services can provide a more personalized and fulfilling experience. This helps clients achieve their goals and thrive in their personal and professional lives.

Co-creation has emerged as a powerful tool in online coaching, involving participants in shaping personas and empathy maps. This collaborative approach helps build a deeper understanding of the target audience by actively involving them in the coaching process. Participants' contributions foster a sense of shared ownership and investment in their coaching journey. This collaborative ethos carries over into content strategy mapping, ensuring alignment with audience preferences.

Survey findings reveal a diverse range of content creation strategies employed by online coaching clients. These strategies include structured content calendars and spontaneous creativity, reflecting the dynamic nature of the field. Participants face challenges in generating content ideas, emphasizing the need for tailored support in this aspect. Aligning content with the target audience is crucial, and participants demonstrated varying approaches. While some expressed uncertainty, others actively empathized with their audience's needs. Utilizing tools such as analytics, research, engagement metrics, and personal narratives played a crucial role in ensuring content resonance.

Participants' confidence levels in content visual appeal and quality varied. While some found it easy to create compelling content, others perceived it as challenging. This divergence in perception underscores the importance of offering resources and guidance to enhance content creation skills among online coaching clients. Survey participants expressed strong enthusiasm for interactive workshops, desiring engaging activities and collaborative experiences. This highlights the interest in hands-on exercises that promote interactivity and knowledge sharing.

Overall, these customer journey findings provide valuable insights for shaping online coaching services. Embracing co-creation, service design principles, and tailored content support can enhance client engagement and satisfaction, ultimately fostering meaningful and effective coaching experiences that meet the evolving needs and expectations of clients.

5.2 OPTIMIZING WITH SERVICE BLUEPRINT

In the relentless quest to provide top-notch online coaching services, the significance of optimizing the customer journey becomes apparent. This mission aims to ensure that clients receive the utmost value and experience an enriching and trouble-free coaching journey.

In the ever-changing digital landscape and shifting user expectations, the need for continuous assessment and refinement of services becomes crucial. Optimization is the key to meeting the evolving demands of clients, maintaining a competitive edge, and delivering a user-centric coaching experience.

Service blueprinting stands as a robust tool to aid in dissecting the customer journey, revealing both visible and invisible touchpoints. This visualization offers profound insights into client interactions with services, allowing a comprehensive understanding of their experiences. The blueprint facilitates the categorization of interactions into two primary dimensions: the frontstage and the backstage. Frontstage interactions are directly experienced by the client and include client-coach interactions, content consumption, and user interface navigation. In contrast, backstage interactions remain hidden, encompassing the systems, processes, and technologies supporting the frontstage interactions.

In the pursuit of optimization, competitor analysis and research are also embraced. This involves a comprehensive review of seven different courses offered by competitors in the online coaching sphere. The objective is to understand their processes, methodologies, and the intricacies of their customer journeys. Conducting this analysis results in a holistic view of the industry, enabling us to benchmark our services and continuously refine the client journey.
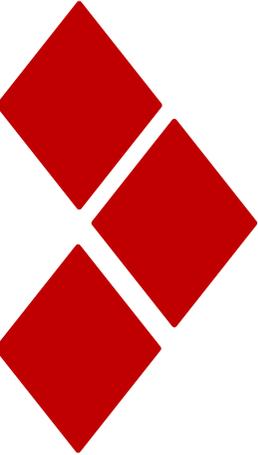
5.3 IMPROVING WITH SERVICE BLUEPRINT

Service blueprinting highlights the frontstage interactions, pinpointing areas for enhancement. The client journey through the Consideration, Decision, Engagement, and Loyalty phases is thoroughly examined to identify touchpoints requiring improvement.

For instance, the consideration phase analysis focuses on how clients discover services, engage with content, and make their choice. This examination aims to optimize the content strategy, ensuring it aligns with client needs and preferences, thus making the initial interaction with services more meaningful and captivating.

The decision stage assessment delves into the onboarding process, client selections, and the checkout experience. The goal is to streamline this phase to make it as user-friendly as possible, ensuring clients feel confident and informed when making their selections and proceeding to checkout.

The engagement phase is centered on active service utilization and client support. It involves a deep understanding of how clients use services, explore opportunities for upgrades, and engage with support mechanisms. Blueprinting helps refine the user interface and the overall user experience, ensuring clients have a trouble-free and value-driven journey.

Transitioning to the loyalty phase, feedback collection, advice dissemination, renewals, and recurrent interactions come under scrutiny. This stage is pivotal for nurturing long-term client relationships and encouraging continued engagement. Blueprinting uncovers areas for improvement, facilitating the refinement of feedback collection mechanisms, the delivery of more tailored advice, and the seamless handling of renewals, thereby fostering client loyalty and recurrent interactions.

While frontstage interactions are critical, the backstage processes play an equally significant role in delivering a seamless client experience. Service blueprinting aids in understanding these hidden processes, offering insights into the systems, technologies, and strategies that support services.

For instance, the operation of smart contracts, customer relationship management (CRM), business intelligence (BI) platforms, and the chosen e-learning platform, Kajabi, come under scrutiny. Understanding these backstage processes is essential to ensure they align with the client journey and facilitate the desired frontstage interactions.

The integration of marketing systems, including ConvertKit, Notion, and Metricool, forms a vital part of the backstage operations. Blueprinting helps evaluate the effectiveness of these systems in delivering content, scheduling, tracking metrics, and conducting email marketing campaigns. By optimizing these systems, the overall client experience is enhanced, delivering the right content at the right time and providing clients with valuable insights and support.

6 INNOVATION STAGE

As explained by Lerner (2022, 121), it's important to recognize different thinking styles such as verbal, spatial, and object thinking. Understanding these diverse approaches gives us a clearer understanding of how they can work together, leading to successful collaboration. To foster fruitful collaboration among diverse thinkers, the first step is acknowledging the existence of different thinking styles. It's common for people to assume that everyone sees the world the same way, but that is not the case.

The innovation stage is a crucial phase where we shift from understanding and improving the customer journey to developing innovative strategies that shape the future of online coaching. This stage consists of three key components: Building Client Community, Fostering Design Thinking, and Implementing Gamification Strategies. In summary, by recognizing diverse thinking styles and implementing innovative strategies, we can enhance online coaching services and provide exceptional experiences for our clients

6.1 BUILDING CLIENT COMMUNITY

The innovation stage of coaching focuses on creating a thriving and interconnected client community that plays a central role in the coaching journey. Building such a community involves a comprehensive approach that draws insights from multiple fields of research and expertise. In this expanded discussion, we will explore the factors that influence community building and dive deeper into the interconnectedness of language, emotions, perceptions, and human connections.

Christiansen and Chater (2022, 137) offer a thought-provoking perspective on the evolution of language and its connection to the human brain. Traditionally, language acquisition was believed to follow a fixed developmental path, with a clear transition point known as the linguistic Rubicon. However, the authors challenge this notion, proposing that language and the human brain have coevolved through a more intricate process. They argue that language is not a static system but rather an adaptive construction that is closely intertwined with our cognitive and neural processes. This fresh perspective paves the way for a deeper exploration of the relationship between language, cognition, and overall human development.

In a similar vein, Gregory (2015, 244) delves into the intricate relationship between emotions and perception. His research indicates that emotions play a fundamental role in shaping our perceptions and understanding of the world around us. Emotions color our experiences, influencing how we interpret events and stimuli. This raises intriguing questions about how emotional responses, such as fear, joy, or surprise, may have influenced the development of language. It suggests that our communicative abilities are deeply entwined with our emotional experiences, adding another layer of complexity to the understanding of language and its role in human connections.

Moreover, Bradford and Robin (2021, 8) highlight the importance of interpersonal skills in fostering successful professional relationships. Effective interpersonal abilities, such as active listening, empathy, and effective communication, are crucial for building connections and establishing rapport. These skills are particularly relevant in the context of coaching, where the coach-client relationship is central to the client's growth and development. By incorporating these interpersonal skills into the community-building process, coaches can create a supportive and collaborative environment where clients can feel seen, heard, and understood.

When considering the insights from Christiansen and Chater (2022), Gregory (2015), and Bradford and Robin (2021), it becomes clear that language, emotions, perceptions, and interpersonal dynamics are intricately connected. Our linguistic abilities are deeply embedded in our cognitive processes, affected by our emotional states, and crucial for establishing meaningful connections with others. Understanding this complex interplay is vital for fostering a thriving client community.

To build a vibrant and interconnected client community, it is essential to leverage digital platforms as virtual meeting grounds. These platforms provide a space for clients to connect, share experiences, and seek advice. They offer avenues for group discussions, collaborative projects, and challenges that foster a sense of belonging and shared goals among the participants. By utilizing these digital platforms, coaches can create a space where clients can actively engage with one another, learn from different perspectives, and find support along their coaching journey.

However, the availability of digital platforms alone does not guarantee the success of community building efforts. Expert moderation is crucial in shaping the direction of the community and ensuring a positive and constructive environment. Qualified coaches and moderators play a pivotal role in facilitating discussions, providing guidance, and maintaining a sense of psychological safety within the community. They actively encourage participation, manage conflicts, and ensure that the community aligns with the overarching coaching objectives. Their expertise helps create an atmosphere where clients feel comfortable expressing their thoughts, sharing their challenges, and seeking support from peers.

Measuring the effectiveness of community building requires a multi-faceted approach. While quantitative metrics such as discussion frequency, active users, and client satisfaction surveys offer valuable insights, they may not capture the full impact of community participation. Qualitative analysis is equally important, as it provides a deeper understanding of the clients' experiences, the relationships formed within the community, and the transformative effects of shared learning and support. In-depth case studies, testimonials, and client feedback can shed light on the community's influence on individual clients' growth and development.

Fostering a thriving and interconnected client community is a critical component of the innovation stage in coaching. By drawing insights from language and cognitive studies, emotion and perception research, and interpersonal dynamics, coaches can create a comprehensive understanding of how language, emotions, perceptions, and human connections intertwine. Leveraging digital platforms and employing expert moderation can facilitate meaningful and dynamic interactions among clients, driving the development of a vibrant and supportive community. Comprehensive evaluation methods, including both quantitative and qualitative approaches, allow coaches to assess the effectiveness and impact of the community-building efforts, guiding further enhancements and improvements to drive client success.

6.2 FOSTERING DESIGN THINKING

Design thinking is a central component of our innovation stage, representing a mindset and methodology that encourages creative problem-solving and innovation. This approach places the client at the center of the design process, ensuring that their needs, desires, and preferences drive innovation. Design thinking is to be seen as a human-centered approach to problem-solving. It encourages empathy, enabling a deep understanding of client experiences and pain points. This perspective is instrumental in identifying opportunities for improvement and innovation.

As mentioned by Gattiker (2012, 37) design thinking aligns effectively with the needs of quality professionals, both for external and internal service processes. Quality professionals are always looking to improve their effectiveness, and design thinking offers an ideal approach to achieve this objective. By incorporating design thinking into quality processes, professionals can better understand the needs of their customers and develop innovative solutions that address those needs. This can lead to improved customer satisfaction, increased efficiency, and ultimately, business success.

Building upon the importance of maintaining a healthy coaching relationship, integrating service design principles in the realm of online coaching can lead to enhanced user experiences, increased client engagement, and ultimately, business success. Service design principles focus on creating user-centered experiences that consider the entire service journey and identify opportunities for improvement. By adopting a service design perspective, online coaching businesses can differentiate themselves in a competitive market, establish stronger connections with clients, and foster loyalty and trust. By understanding the unique needs and preferences of their clients, coaches can tailor their services to provide a personalized and valuable experience. This can result in higher client satisfaction, increased engagement, and ultimately, a positive impact on the bottom line.

As previously mentioned Brown (2009, 97) embracing human-centered design benefits organizations by improving customer understanding and long-term profitability. This shift in business practices is driven by changing consumer expectations, leading to a significant transformation in how companies interact with their customers. By placing the customer at the center of their design processes, organizations can gain a deeper understanding of their customers' needs and preferences. This can lead to the development of products and services that better meet those needs, ultimately driving customer satisfaction and loyalty. In the long run, this customer-centric approach can result in increased profitability and sustained business growth.

To foster design thinking, a culture of innovation is cultivated within the coaching community. Clients are encouraged to think creatively, identify pain points, and actively participate in the solution development process. By creating a collaborative and inclusive environment, coaches can tap into the diverse perspectives and ideas of their clients, leading to the creation of more effective coaching services. This not only benefits the clients by providing them with tailored and impactful coaching experiences, but it also empowers them to take an active role in their coaching journey. By actively engaging in the problem-solving process, clients can gain a sense of ownership and a greater understanding of their own challenges, leading to deeper insights and sustainable growth.

Overall, design thinking offers a powerful framework for driving innovation and delivering exceptional customer experiences. By emphasizing empathy, collaboration, and creativity, organizations and coaches can uncover new opportunities, meet the evolving needs of their clients, and remain competitive in today's dynamic business landscape.

6.3 GAMIFICATION STRATEGIES

In the field of online coaching, incorporating gamification strategies can play a crucial role in the innovative phase. Gamification involves strategically using game-like elements in non-game contexts to boost engagement, motivation, and the overall coaching experience.

Sailer and Homner conducted a research titled "The Gamification of Learning: a Meta-analysis" in (2019) which extensively explored the multifaceted impact of gamification on cognitive, motivational, and behavioral learning outcomes. Through a precise analysis of literature from various disciplines, they discovered valuable insights into how gamification, the integration of game elements into non-gaming contexts, can potentially revolutionize education. Their findings indicated that gamification has a positive influence on both cognitive and motivational aspects of learning. Specifically, gamification was found to enhance knowledge acquisition and retention, improve problem-solving skills, and promote higher-order thinking. In terms of motivation, gamification was found to increase student engagement, participation, and persistence, resulting in a more enjoyable and rewarding learning experience. These findings hold significant implications for educators, suggesting that gamification can be an effective tool for improving learning outcomes and student engagement.

The study examined the landscape of online coaching and highlighted the increasing importance of visual communication in this field. The rapid adoption of AI was found to offer advantages but also introduced significant risks. It was reported in the World Economic Forum in 2023 that many organizations were ill-prepared to address these potential risks, as shown by Baker McKenzie's 2022 North America AI survey. This emphasized the need for proper governance and oversight (Baker McKenzie, 2022; World Economic Forum, 2023).
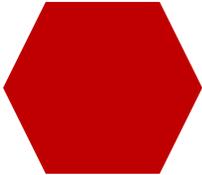
To begin incorporating gamification, it is crucial to have a comprehensive understanding of the needs and preferences of clients. This can be achieved through surveys that provide valuable insights into client expectations and desires. Based on the survey data, gamified components can be developed. These components are refined through client testing on interactive platforms, thus enabling direct client engagement and invaluable feedback. This feedback allows for fine-tuning and customization of gamification elements to better align with client preferences.

To improve client engagement and interaction, gamification elements are integrated into coaching emails. Feedback loops and interactive quizzes strategically embed within the email content. Feedback loops prompt clients to provide thoughts, reflections, or responses on coaching topics, encouraging continuous engagement. Interactive quizzes offer an engaging platform for clients to test understanding or self-assess progress. These elements aim to create dynamic, interactive learning experiences, enhancing client participation and knowledge retention.

Additionally, within the coaching community, gamified competitions promote camaraderie and motivation among clients. Structured around coaching milestones or challenges, these competitions encourage active participation and healthy competition. Clients earn points, badges, or rewards based on participation, contributions, or achievements, fostering an interactive environment and incentivizing engagement within the community.

To measure the impact of these gamification elements, a range of engagement metrics across various platforms are utilized. Metrics include likes, comments, shares, new followers, and new subscribers, providing quantitative indicators of client engagement. Qualitative measures encompass the depth of comments or feedback, quiz responses, and overall community sentiment, offering insights into interaction levels and knowledge absorption. These metrics allow continual assessment and refinement of gamification strategies implemented.
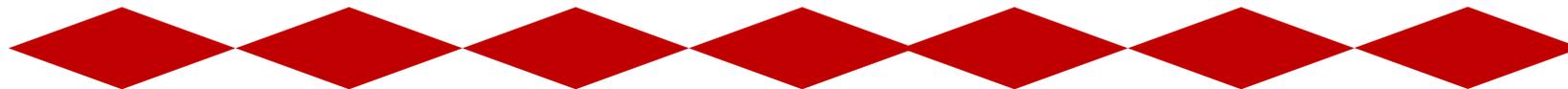
Additionally, Sailer and Homner's research (2019) identified several factors that can impact the effectiveness of gamification. These factors include the relevance of game mechanics to the learning objectives, the type of feedback provided, and the degree of social interaction and collaboration. Educators and curriculum developers can leverage these insights to design gamified learning experiences that cater specifically to the needs of their learners.

The process goes beyond the initial client testing phase and involves integrating gamification elements into the broader coaching experience. This integration ensures that these elements harmonize with the overall coaching program, thus enhancing the coaching journey as a whole. Gamification strategies encompass various components such as points and rewards, badges and achievements, progress tracking, competition, and narrative elements. These elements are carefully designed to amplify client engagement and motivation. By consistently rewarding, recognizing, and challenging clients throughout their coaching journey, gamification strategies can enrich their overall experience.
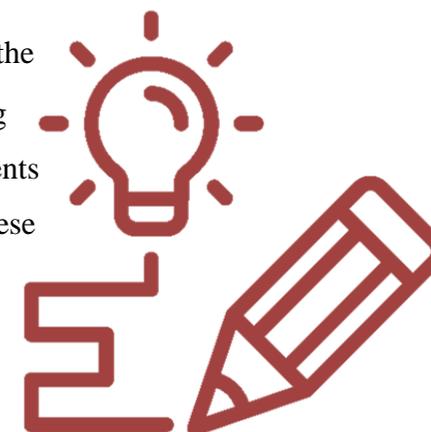
Overall, Sailer and Homner's research (2019) provides educators, researchers, and policymakers with a strong foundation to comprehend the implications of gamification in education. By highlighting the potential benefits of gamification and identifying key contributing factors to its effectiveness, this research offers valuable guidance for incorporating gamification into educational practices. It serves as an important resource and reference point for those interested in exploring the intersection of gamification and education.

Furthermore, gamification allows for the collection and analysis of client interaction data, providing continuous insights into client behaviors, preferences, and levels of engagement. This data enables real-time adjustments and refinements to the coaching journey, ensuring a personalized and effective experience. By combining gamification strategies with the principles of design thinking, the coaching experience can be elevated significantly. Applying design thinking principles to the development of gamified components ensures a seamless alignment with client preferences and needs. This synergy results in the creation of gamification strategies that are inherently client-centric, enhancing the efficacy and enjoyment of the coaching journey. Incorporating gamification strategies in online coaching can enhance client engagement, motivation, and overall coaching experience. By understanding client needs, gathering feedback, integrating gamification elements, and leveraging design thinking principles, coaches can create personalized and effective coaching journeys that support client growth and success.

Governance and oversight structures were required to address these challenges, involving all relevant stakeholders. It was imperative to develop comprehensive frameworks that accounted for enterprise risks across various use cases. Organizations relying solely on third-party tools or lacking an AI governance structure could unknowingly expose themselves to legal liabilities. Collaboration among well-informed stakeholders from the legal, regulatory, and private sectors was necessary to manage AI-related risks in the long term. This collaboration could lead to the development of legislation, codes of practice, or guidance frameworks that recognized both the opportunities and risks presented by AI technology. With a secure framework in place, organizations could confidently deploy AI technology and leverage its benefits while minimizing risks (World Economic Forum, 2023)

7 CONCLUSION

This thesis examined the commissioner's online business and how service design contributes to enhancing services in online coaching. The study scrutinized the essential elements forming the core of an online coaching business's content strategy, termed as 'content pillars.' These pillars were identified as thematic content aligned with audience preferences, solution-based content offering practical insights, educational content imparting knowledge, trend-based content staying current, storytelling content nurturing connections, product-focused content showcasing unique offerings, and inspirational content motivating clients. These content pillars were fundamental in establishing unique brand identities, engaging target audiences, and fostering enduring client relationships.

Moreover, within the landscape of modern digital engagement, the significance of strategy, personal energy, and available resources was highlighted. Emphasizing a focused approach on a single platform was stressed for consistent engagement and profound audience understanding before expanding to multiple platforms. Understanding platform-specific content resonation equipped businesses with essential insights to craft impactful content strategies tailored to diverse platform ecosystems. Content strategy was emphasized for consistency and relevance in online coaching. Recognizing the importance of content strategy, including content types, formats, and distribution channels, empowered businesses to engage effectively with their audience while addressing their preferences and needs.

The thesis delved into the dynamics of global teaching platforms like Coursera through a comprehensive PESTE analysis, identifying weak signals and mega trends. Coursera grapples with challenges in adapting to diverse global regulations governing online education, requiring meticulous compliance efforts and collaboration with governments for legitimacy. Additionally, the platform navigates the balance between affordability and quality, leveraging technological innovations like AI for personalized coaching and course recommendations to remain competitive.

The study highlighted the growing use of gamification in coaching, incorporating rewards, challenges, and leaderboards for interactive learning. This trend aimed to boost user engagement and foster dynamic learning environments. It concluded with extensive workshops exploring how Miro, an interactive platform, could integrate gamification for user engagement. Through co-creation workshops and diverse participant surveys, the study sought insights into client preferences and needs. The intersection service design and online coaching was pivotal, optimizing the customer journey and enhancing engagement. Techniques like customer journey mapping and design thinking ensured client involvement and a deeper understanding of user needs.

Additionally, a survey conducted in 2023 encompassed responses from 44 clients across 16 countries, highlighting content alignment, interactivity preferences, and desired learnings from workshops. The survey emphasized the significance of personalization, ongoing support, valuable content delivery, and feedback incorporation in shaping and refining the coaching experience for clients.

One phase focused on co-creation workshops, providing an inclusive platform for stakeholders to contribute and shape project outcomes. These workshops fostered collaboration, aligning design solutions with end-users' needs to create practical products or services. Utilizing co-creation workshops to build the customer journey was vital, ensuring that resulting products or services met user needs within online coaching services. These workshops guided problem-solving and shaped the project's success blueprint.

Incorporating insights from these workshops and client surveys is crucial for optimization. Engaging diverse participants and gathering feedback guides efforts to meet the diverse needs of clients. Aligned with participatory design principles, these workshops ground optimization efforts in the customer's viewpoint within online coaching services. The workshops were effective, involving stakeholders in crafting personas and empathy maps. This collaborative approach deepened audience understanding and encouraged shared ownership in the coaching journey, influencing content strategy mapping to align with audience preferences.

Survey findings showcased diverse content creation strategies in online coaching. Participants highlighted challenges in generating content ideas, emphasizing the need for tailored support. Aligning content with the audience emerged as a key focus, with varying participant approaches. Participants demonstrated differing confidence levels in content creation, indicating the importance of resources and guidance. Strong enthusiasm was expressed for interactive workshops, indicating interest in activities promoting interactivity and knowledge sharing. These findings provide valuable insights, advocating for co-creation, service design principles, and tailored content support to enhance client engagement and satisfaction in online coaching experiences.

Another phase explored fostering a thriving online coaching community and emphasized diverse measurement methods for community building's effectiveness. Quantitative metrics like discussion frequency paired with qualitative analyses provided insights into shared learning's transformative effects. The study emphasized design thinking's pivotal role in coaching innovation. Placing the client at the core drives improvement, innovation, and enhances user experiences. Integrating service design principles strengthens connections and loyalty in a competitive market. The proposal suggested integrating gamification elements into coaching frameworks for heightened engagement. Surveys were advocated for understanding preferences, refining gamified components, aiming to increase motivation and knowledge retention among clients. Continuous measurement and analysis of engagement metrics are vital for refining gamification strategies. Aligning gamification with design thinking creates client-centric approaches, enhancing the coaching journey's efficacy and enjoyment. Integrating gamification in online coaching offers substantial potential to elevate client engagement, motivation, and overall coaching experiences. Understanding client needs and aligning gamification with design thinking enable personalized coaching journeys supporting client growth and success.

7.1 RECOMMENDATIONS AND FUTURE STUDIES

The result was a transformative journey that empowered clients to not only achieve their goals but also fostered long-term engagement and satisfaction. In the context of online coaching, the process of enhancing user experiences and optimizing the coaching journey emerged as a pivotal endeavor. This journey comprised two significant stages: understanding and innovation. The understanding stage initiated the process, delving deep into the client journey, assimilating insights through co-creation workshops, and employing rigorous research methodologies, laying the foundation for subsequent innovations. The innovation stage envisioned the future of online coaching, fostering a dynamic and interactive client community, creating a space where clients connected, collaborated, and drew support from each other, transforming the coaching journey into a shared experience.

Here, design thinking emerged as the second pillar—a human-centered approach to creative problem-solving. The iterative phases of empathy, definition, ideation, prototyping, testing, and implementation were pivotal in shaping client-centric solutions, empowering clients to actively engage in their coaching journey.

The comprehensive exploration of the coaching journey, marked by its transformative nature and the two pivotal stages of understanding and innovation, underscores the need for continual evolution in online coaching methodologies. As the coaching landscape continues to evolve, incorporating emerging technologies such as augmented reality (AR) and virtual reality (VR) could offer immersive and impactful coaching experiences. Future studies could delve deeper into the integration of AR/VR technologies within coaching frameworks. These immersive technologies have the potential to create simulated environments for skill development, enabling coaches to provide realistic scenarios for clients to navigate and learn from. Exploring the effectiveness of AR/VR in offering interactive coaching sessions and enhancing client engagement would further enrich the coaching experience.

In the realm of community building within online coaching, future research might focus on leveraging social networks and community platforms for fostering meaningful interactions and knowledge sharing among clients. Understanding the dynamics of these platforms, identifying influential factors that drive engagement, and harnessing the power of online communities can amplify the supportive nature of coaching networks. Moreover, an area worthy of exploration lies in the realm of AI-driven personalization. Understanding the potential for AI algorithms to analyze client data, preferences, and learning patterns could revolutionize the tailoring of coaching programs. By creating highly personalized and adaptive coaching experiences, AI-driven systems could significantly enhance client outcomes and satisfaction. As the coaching landscape continues to evolve, integrating ethical considerations and data privacy safeguards remains critical. Online coaching presents opportunities for further improving and innovation. Embracing emerging technologies, nurturing online communities, harnessing AI for personalization, and upholding ethical standards will be crucial in shaping the future landscape of online coaching experiences.

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	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5
Profile	Multi 6-figures at 22	8K+ course students, 10M+ in profit for clients; CEO x 2.	2.5M+ in student wins.	No spesific details	$1 Million Cash < 2 Yrs
Performance	Followers: 31,3K. Total posts: 183	Followers: 66,6K. Total posts: 689.	Followers: 147K. Total posts: 801.	Followers: 85,1K. Total posts: 863	Followers: 14,7K. Total posts: 1,236
Vision	Helping coaches to make sales, explode on socials and build cult-like following	Helping entrepreneurs simplify, sophisticate & supercharge their growth rate.	Learn to build, market & sell high-ticket coaching without funnels, multiple offers, or ads.	Help creators and brands to grow on IG. Attract your ideal followers. Gain maximum brand exposure.	Building Iconic Movements | Sell Your Services | Make Money Moves
Service	Coaching 2x accounts everyone	Coaching businesses	Coaching coaches	Coaching content creators	Coaching coaches, businesses etc
Pricing	Multiple offers	High ticket coaching	High ticket coaching	monetization specialist	Multiple offers
Post frequency	2 times a week	Post frequency: 2 times a week.	Every day	6 times a week	3 times a week
Engagement metrics	Average likes per post: 2114 Average comments per post: 2170	Average likes per post: 633. Average comments per post: 91.	Average likes per post: 510. Average comments per post: 47.	Average likes per post: 575 Average comments per post: 102	Average likes per post: 326 Average comments per post: 36
Top performing posts	· All are videos · Mindset · Journey content · Storytelling · Entrepreneur advices	· Relatable carousel content for business owners. · Tips and reminders about entrepreneurship. · Emphasizes passive income and business growth secrets.	· Tips about marketing/selling. · Tips and hacks about high-ticket clients. · Content for business owners.	· Tips about marketing, selling, and branding. · content creator storytelling	· Mindset, Movements, Strategies, Sales, · How to build business
Best times for posts:	11 am for optimal posting and 5 pm user interaction.	3 am for optimal posting and user interaction.	12 pm for optimal posting and 1 pm for user interaction.	11 am for optimal posting and 11 am for user interaction.	3 pm for optimal posting and 3 pm for user interaction.
Top caption words	· You're gonna be · You're ment to be · I am going to teach you · I grow multi 6 ficure business · I can't believe	· How I gained [X] amount of followers. · How to stay consistent. · Want passive income. · Top 5 secrets. · How much. · Grow on. · What to post. · Are you.	· Stop selling your service. · How I went from. · Own story. · Content tips. · How to post on Instagram without failing. · Never ask this question. · This is how many. · The truth about. · How much. · Grow on. · What to post. · Are you.	Here are 5 types of... Increase reels views. How I create. 5 Reel Hooks to start. Steal my strategy. Consistency.	· If you took · The basics how to · Tranformation stories · If you are making x amount · I sold out my
Distribution Channels	Tiktok, instagram, Threads, Pinterest, etc.	Instagram, webpage, and blog. Previously tried YouTube, TikTok, Facebook, and Pinterest.	Instagram, LinkedIn, webpage, and YouTube. Previously tried TikTok and Facebook.	Instagram	Instagram, Tiktok, Webpage
Hashtags	Not using any hashtags!	#howtogrowoninstagram, #instagrambusiness, #businessmindset, #instagrammarketing, #digitalbusinessowners, #businessinstagramtips.	#entrepreneurship #businessmentor #businessstrategy #instagramforbusinesstips #socialmediamarketing #inagramforbusiness #marketingconsultant #onlinebusinesses	#socialmarketingtips #instagrammarketing #instagramtips #instagramforbusiness #socialmediagrowth #socialmediamarketing101 #socialmediaexpert #socialmediastrategies	Not using any hashtags!
Strengths		· Quality content with actionable, valuable, and informative insights. · High-ticket offerings with a focus on answering SEO questions. · Relatable and entertaining content that resonates with the audience.	· Journey content with valuable and informative insights. · Tips, creative content, and customer wins showcased. · High-ticket offerings.	· Utilizes hooks · SEO · marketing tips · sharing the journey · educational content.	· Journey content · Tips how to sell more · Motivational · Educational content
Weaknesses	· Not using any reels · Super niched down · not focused in instagram	· Unclear brand identity, content lacks visual coherence as a gallery. · Inconsistent content mixing on platforms may impact brand perception.	· Unclear brand identity, content lacks visual coherence as a gallery. · Not strong in other platforms.	· Super niched down with no strong offers. · Posting in a similar way from the beginning to start.	· Posting in a similar way from the beginning to start.
How we win	· Diversify your content strategy to include educational content that resonates with your target audience. · Collaborate with influencers or industry leaders to enhance your brand's credibility and reach. · Offer free webinars or workshops to attract potential clients and demonstrate your expertise. · Implement referral programs to incentivize satisfied clients to refer others to your coaching services.	· Establish a strong and cohesive brand identity. · Emphasize content strategy with high-quality visuals. · Specialize in high-ticket coaching for offering service to everyone. · Provide unique, actionable insights to your audience.	· Establish a clear and consistent brand identity. · Focus on building a strong presence on multiple platforms. · Leverage journey content and showcase valuable insights and customer wins. · Emphasize high-ticket offerings to attract clients seeking specialized coaching.	· Provide valuable tips, methods, and insights with a focus on own story and strong branding. · Utilize hooks, SEO, and marketing tips for enhanced online visibility. · Create engaging and educational content to build a loyal following.	· Movement that is different · Content that is matched with brand · Educational and journey content · Offering free LIVES
How we lose	High ticket clients	· Limiting presence to Instagram only · Not focusing only high ticket	High ticket clients	· Super niched down with no strong offers. · Posting in a similar way from the beginning to start.	· Time that she build her business

Consideration

Customer Journey

Discover	Wish	Weigh	Consider	Search	Evaluate	Choose

Customer Actions

Personas:
Innovators | Early Adopters
Pragmatics | Conservatives*

* Using smartphone

| Customers become aware of the coaching services. | Express interest in your offerings. | It weighs usefulness and necessity based on previous experiences. | Considers the need to purchase the product. | Search and refine information and compares data. | Access social networks and user-generated content: reviews, comments, product recommendations. | Decides to purchase the product, confirming action |

Interaction Line
Device: Smart Glass

Frontstage Actions

Interactions Included:
Entrepreneur | Virtual Assistant
Artificial Intelligence | Social Media Tools

Initial Customer Touchpoints	Expressing Interest	Assessing Credibility	Active Consideration	In-Depth Exploration	Analyzing Relevance	Decision-Making
Customers first encounter your coaching content through various channels (e.g., website, social media).	Customers show interest by signing up for newsletters, following your social media accounts, or joining your community.	Customers rely on online reviews, testimonials, or social proof to evaluate the credibility of your coaching services.	Customers actively engage with your coaching content, such as attending webinars, participating in discussions, or exploring sample resources.	Customers navigate your website, conduct keyword searches, or use filters to explore coaching programs and resources in more detail.	Customers assess how coaching materials align with their specific needs, possibly through personalized recommendations or consultations.	Customers make a decision to enroll in a coaching program or service, taking steps like signing up or making a purchase.

Visibility Line

Backstage Actions

Processes Included:
Kajabi | Smart Contracts
Marketing systems | DXP, CRM & BI Platforms

| Implement smart contracts for customer engagement tracking during the Discover phase. These contracts can record customer interactions and preferences, helping tailor future content recommendations. | Use CRM systems to capture and analyze customer wishes and interests. Store customer preferences and engagement data to customize content suggestions. | Leverage BI platforms to assess customer sentiment and feedback during the Weight phase. Analyze data to identify trends and areas where services can be improved. | Implement DXP solutions to automate personalized content recommendations and offers during the Consider phase. Use customer data to trigger relevant content delivery. | Utilize Kajabi for content organization and categorization to facilitate customer searches. Ensure content metadata is optimized for search functionality. | CRM systems help track customer evaluations and feedback. Collect and analyze customer assessments to refine services and content. | Utilize marketing systems to provide targeted content and incentives to customers making choices during the Choose phase. Implement email campaigns or notifications to facilitate the decision-making process. |

Support Processes

Systems Included:
AI / Machine Learning | Community management
SEO / Analytics | Logistics & Financial systems

| Based on data obtained by the Analytics platform and supported by AI, the DXP automates the understanding of user consumption patterns, enabling the micro-segmentation of marketing actions. | Artificial intelligence obtains interaction data with media content in real time and updates information to offer new personalized offers to the customer. | Artificial intelligence pulls search data from personal purchase history in real time and updates information to trigger purchase. | Artificial intelligence obtains interaction data with media content in real time and updates information to offer new personalized offers to the customer. | SEO optimizes results. | Artificial intelligence obtains interaction data with social media content in real time to feed BI platform. | Artificial intelligence analyzes the input via voice command and converts it to real-time information and data to feed back the BI platform. |

Decision									
Sign up	Sign up	Onboarding	View	Select	Try	Decide	Checkout	Track	Get

Agrees with the terms of the contract, create an account or sign up for the services	Log in and access to their accounts	Interacts with a virtual assistant that presents the platform's environment and basic commands.	View and obtain on-screen information about services	Select services that arouse more interest.	Try the services as sneak peak to choose best services or package	makes the purchase decision for one or more products.	Make the payment by accessing stripe connected to financial institutions or decentralized gateways.	Receive messages about payment status and access details	The Customer receives the actual service.

Customers register for your coaching services, providing their information to create an account.	Go through an onboarding process that familiarizes them with services + receive welcome messages or tutorials.	browse and view available coaching resources, courses, or modules. They explore the content catalog and access what interests them.	select specific coaching programs, courses, or resources they want to engage with.	Customers select specific coaching programs, courses, or resources they want to engage with.	Customers select specific coaching programs, courses, or resources they want to engage with	Customers actively read and engage with coaching content, such as articles, guides, or materials.	Customers make a final decision to proceed with their selected coaching programs or resources.	Customers complete the payment process to enroll in paid coaching programs or make purchases..	Customers gain access to and utilize the coaching resources they've chosen, such as downloadable materials, videos, or live sessions.

Use CRM systems to manage customer sign-up data. Create and maintain customer profiles and user accounts.	Ensure the platform is well-maintained and accessible during the Checkin phase. Address any technical issues promptly to provide a smooth check-in experience.	Administer onboarding materials through Kajabi or a similar platform. Ensure new users have access to necessary introductory content and resources.	Maintain content libraries to ensure users can easily view and access coaching resources during the View phase. Update content catalogs as needed.	Use CRM data to track user selections and preferences during the Select phase. This data can inform content recommendations.	Ensure that coaching materials are readily available for users to read during the Read phase. Maintain content accessibility and updates.	Implement smart contracts to record user decisions and facilitate secure transactions during the Decide phase. Ensure contract automation for a seamless experience.	Handle payment transactions securely during the Checkout phase. Verify and process payments for users accessing paid coaching services.	Utilize BI platforms to track user progress and engagement during the Track phase. Analyze data to improve coaching materials and experien	Provide technical support during the Get phase to assist users in accessing coaching resources. Address user inquiries or issues promptly to ensure a positive experience.

Implement logistics and financial systems to streamline the sign-up and registration process, ensuring a smooth and secure experience for users.	Utilize AI to enhance the Checkin phase by providing personalized recommendations or content suggestions based on user preferences and past interactions.	Promote community engagement during the onboarding process by encouraging new users to join discussions, ask questions, and interact with other participants.	Artificial intelligence obtains and process interaction data with products to feed back BI platform, offering products with similar characteristics in real time.	Foster a community atmosphere where users can share their selections, seek advice, and engage with peers during the Select phase.	Utilize AI to recommend relevant reading materials or content based on users' previous selections and reading habits.	Ensure efficient and secure payment processing during the Decide phase to facilitate user decisions. Automate payment confirmations and access to content.	Monitor user interactions and behavior during the Checkout phase using analytics tools to identify any potential bottlenecks or issues in the payment process.	Implement AI-driven progress tracking and recommendations to enhance the user experience during the Track phase, providing personalized insights and content suggestions.	Ensure timely and accurate content delivery during the Get phase, using logistics and financial systems to automate access to coaching resources.

Engagement

Use	Contestation	Support	Upgrade

Feedback	Advice	Renewal	Recurrence

LOYALTY

Physical use + learning and engage with community	actively participate in discussions, depates, Q&A etc.	reach out to your support team or resources to seek help, guidance, or clarification regarding of the coaching services.	investigate and explore advanced or premium coaching packages and services to potentially enhance their coaching experience.

share feedback and suggestions to help improve your coaching services further.	who have built loyalty may offer advice and insights to fellow participants or newcomers in your coaching community.	Loyal customers renew their subscriptions or extend their coaching engagement.	Loyal customers continue to engage with and benefit from your coaching services over time

Customers actively engage with and utilize your coaching services. They apply the knowledge and skills they've gained from your coaching.	Customers actively participate in discussions, debates, or content-related activities within your coaching community or platform. They comment, share their insights, or contribute to discussions.	Customers seek assistance or support when they encounter challenges or have questions related to coaching materials. They may use live chat, email, or community forums to request help.	Customers explore advanced or premium coaching packages and services to enhance their coaching experience further. They may review the benefits and features of advanced options and consider upgrading.

They may offer insights on content, delivery, or overall experience.	They contribute to discussions and offer guidance.	They may sign up for additional courses or programs.	They regularly participate in discussions, access updated content, and maintain their active involvement.

Ensure that coaching materials are readily available for users to actively engage with during the Use phase. Maintain content accessibility and updates for users.	Manage and moderate your coaching community or forum during the Contestation phase. Ensure a positive and engaging environment for participants.	Provide technical and customer support during the Support phase. Address user inquiries or issues promptly to maintain a high level of customer satisfaction.	Ensure that the platform is capable of supporting advanced or premium coaching packages during the Upgrade phase. Implement necessary features or permissions for upgraded users.

Use CRM systems to collect and organize customer feedback during the Feedback phase. Record and categorize feedback for analysis.	Data is obtained from decentralized bases, generated from interaction and processed in BI tools, combining information that allows customizing content and customer usage preferences.	Ensure that the platform supports subscription renewals and extensions during the Renewal phase. Automate renewal processes as necessary.	Continue to provide access to and update coaching content for recurring users during the Recurrence phase. Ensure content quality and relevance for loyal customers.

Implement AI-driven recommendations to enhance the Use phase, offering personalized content suggestions and resources to users actively engaging with coaching services.	Manage and moderate community discussions and interactions during the Contestation phase, ensuring a positive and productive environment for participants.	Provide efficient and reliable customer support during the Support phase. Implement systems for handling support inquiries, tracking issues, and resolving them promptly.	Utilize AI to identify and recommend suitable upgrades or premium options during the Upgrade phase, tailoring offers based on user engagement and preferences.

Use CRM systems to collect and organize customer feedback during the Feedback phase. Record and categorize feedback for analysis.	Leverage AI to provide personalized advice and recommendations to loyal customers during the Advice phase, tailoring guidance based on individual progress and goals.	Streamline the renewal process through logistics and finance systems, automating subscription renewals and making it easy for loyal customers to continue their engagement.	Utilize SEO and analytics to track and monitor recurring customer engagement during the Recurrence phase, identifying trends and optimizing content delivery for loyal users.

SURVEY

INSTRUCTIONS:

Welcome to the Content Creation Workshop Survey! We greatly value your feedback and insights to improve our workshop content and services. By participating in this survey, you'll be helping us tailor future workshops to better meet your needs and expectations.

This short survey covers various aspects of content creation, workshop experiences, and your opinions on related topics. Your responses are confidential and will only be used for research and development purposes. The survey will take approximately [estimated time] to complete.

Thank you for taking the time to share your thoughts with us. Let's get started!

RATING SCALE:

QUESTIONS:	Never	Rarely	Sometimes	Often	Always
Please provide us with some background information, including your age, country, field of work or interest, and gender.	○	○	○	○	○
How did you plan your content creation process? (e.g., content calendars, spontaneous ideas)	○	○	○	○	○
What were the main challenges you faced when coming up with content ideas?	○	○	○	○	○
On a scale of 1 to 5, how confident do you feel about your content's visual appeal and quality?	○	○	○	○	○
What specific topics or skills were you hoping to learn during the workshop? What motivated you to join this workshop on content creation and strategy?	○	○	○	○	○
How would you rate the interactivity and hands-on exercises during the workshop? (e.g., scale of 1 to 5)	○	○	○	○	○
What additional topics or services would you have been interested in exploring in the future?	○	○	○	○	○
How comfortable were you with collaborating and sharing ideas with other workshop participants?	○	○	○	○	○
Based on your experience with the workshop content and delivery, would you have considered purchasing this kind of workshop service? If so, what price range would you have been willing to pay for it?	○	○	○	○	○

SURVEY

INSTRUCTIONS:

Welcome to the Content Creation Workshop Survey! We greatly value your feedback and insights to improve our workshop content and services. By participating in this survey, you'll be helping us tailor future workshops to better meet your needs and expectations.

This short survey covers various aspects of content creation, workshop experiences, and your opinions on related topics. Your responses are confidential and will only be used for research and development purposes. The survey will take approximately [estimated time] to complete.

Thank you for taking the time to share your thoughts with us. Let's get started!

RATING SCALE:

	Never	Rarely	Sometimes	Often	Always

QUESTIONS:

Questions	Never	Rarely	Sometimes	Often	Always
Please provide us with some background information, including your age, country, field of work or interest, and gender.	○	○	○	○	○
What challenges have you encountered in content creation, and how have you tried to address them?	○	○	○	○	○
How have you adapted your content creation to meet the changing needs and expectations of your target audience?	○	○	○	○	○
How do you envision interactive workshops and games or tools helping you address content production challenges or generate new ideas?	○	○	○	○	○
How important do you consider community building in content production? What kind of community would you like to be a part of?	○	○	○	○	○
What areas do you wish to receive the most assistance and support in? (Branding, content production, courses, service development, marketing, optimization, data analysis, or something else?)	○	○	○	○	○
How do you feel about the idea of learning and participating through an interactive game that serves as a comprehensive course?	○	○	○	○	○
What kind of content and skills would you like to learn from this type of training?	○	○	○	○	○
If you had the opportunity to compete with other content producers for the chance to earn various tools and resources that would aid you in content production, would you be interested in participating in such a competition?	○	○	○	○	○