

Charts and Graphs PDF

★ THE ★  
EXPERIENCE  
ECONOMY

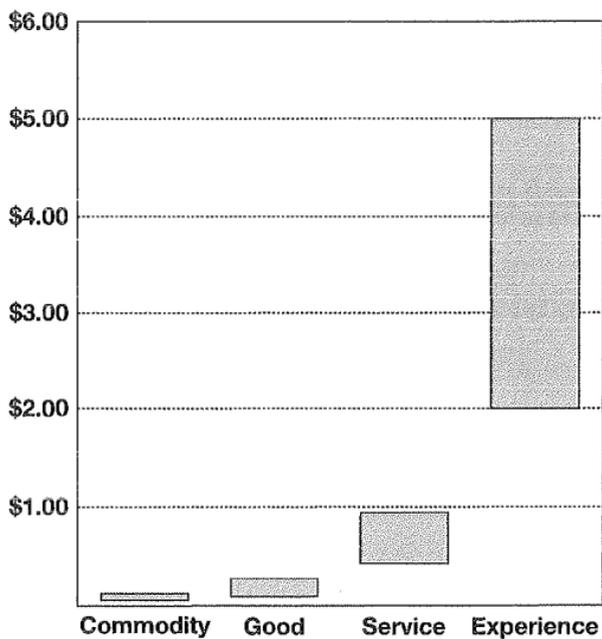
— UPDATED EDITION —

B. JOSEPH PINE II  
JAMES H. GILMORE

## 2 ★ The Experience Economy

FIGURE 1-1

### Price of coffee offerings



**TABLE 1-1**

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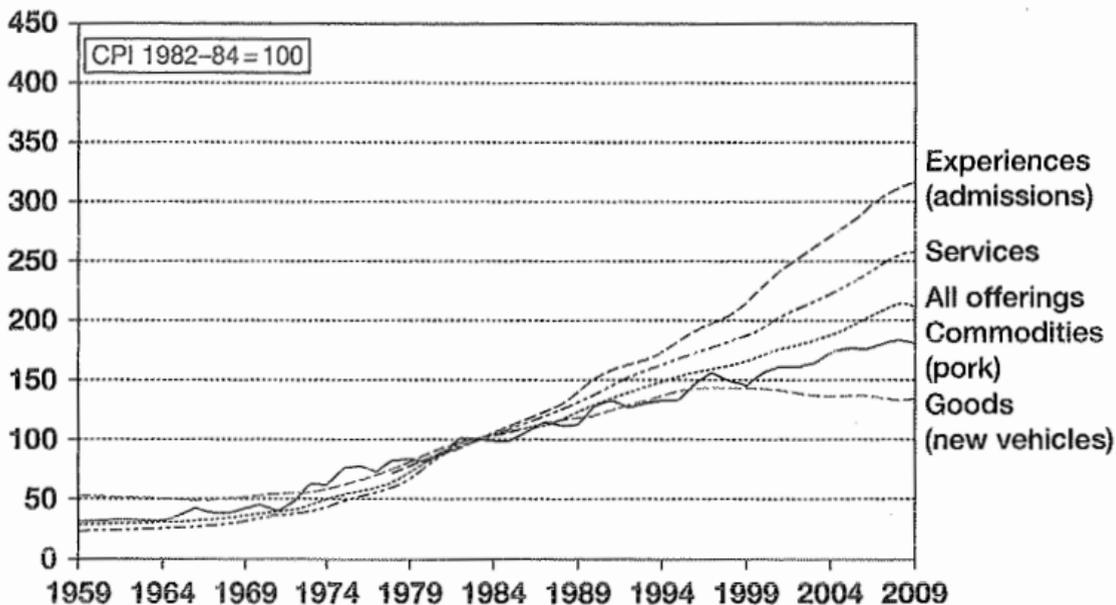
**Economic distinctions**

<b>Economic offering</b>	<b>Commodities</b>	<b>Goods</b>	<b>Services</b>	<b>Experiences</b>
<b>Economy</b>	Agrarian	Industrial	Service	Experience
<b>Economic function</b>	Extract	Make	Deliver	Stage
<b>Nature of offering</b>	Fungible	Tangible	Intangible	Memorable
<b>Key attribute</b>	Natural	Standardized	Customized	Personal
<b>Method of supply</b>	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration
<b>Seller</b>	Trader	Manufacturer	Provider	Stager
<b>Buyer</b>	Market	User	Client	Guest
<b>Factors of demand</b>	Characteristics	Features	Benefits	Sensations

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FIGURE 1-2

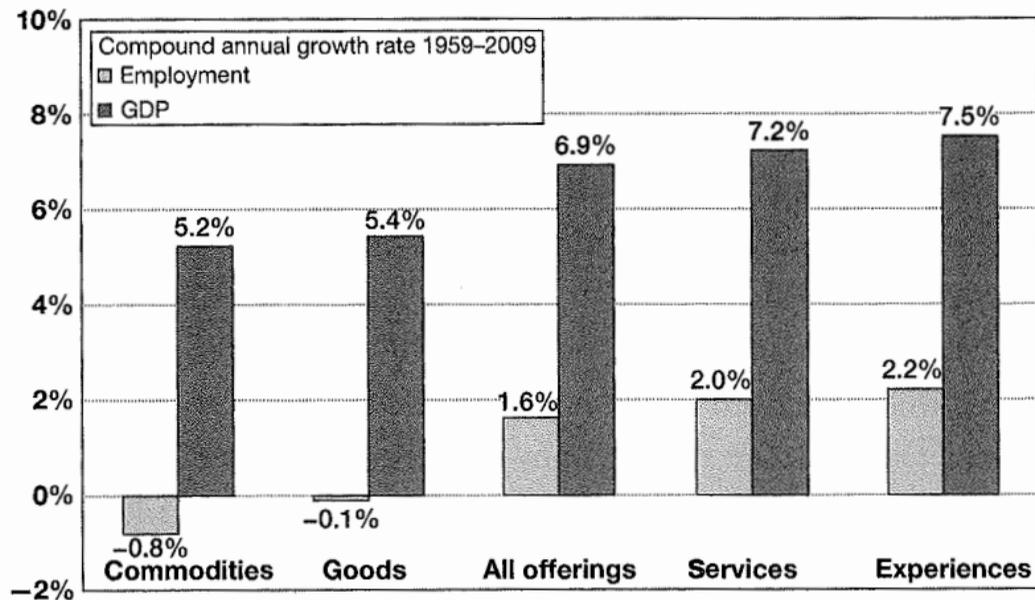
## Consumer Price Index (CPI) by economic offering



Source: U.S. Bureau of Labor Statistics; Lee S. Kaplan, Lee3Consultants.com.

FIGURE 1-3

## Growth in employment and nominal gross domestic product (GDP) by economic offering



Source: U.S. Bureau of Economic Analysis; Strategic Horizons LLP; and Lee S. Kaplan, Lee3Consultants.com analysis.

FIGURE 1-4

## Price of birthday offerings

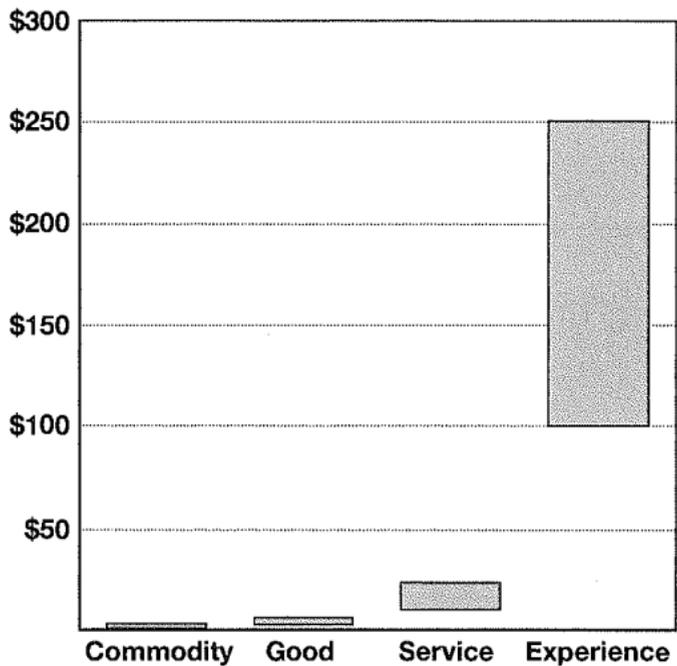


FIGURE 1-5

## Progression of Economic Value

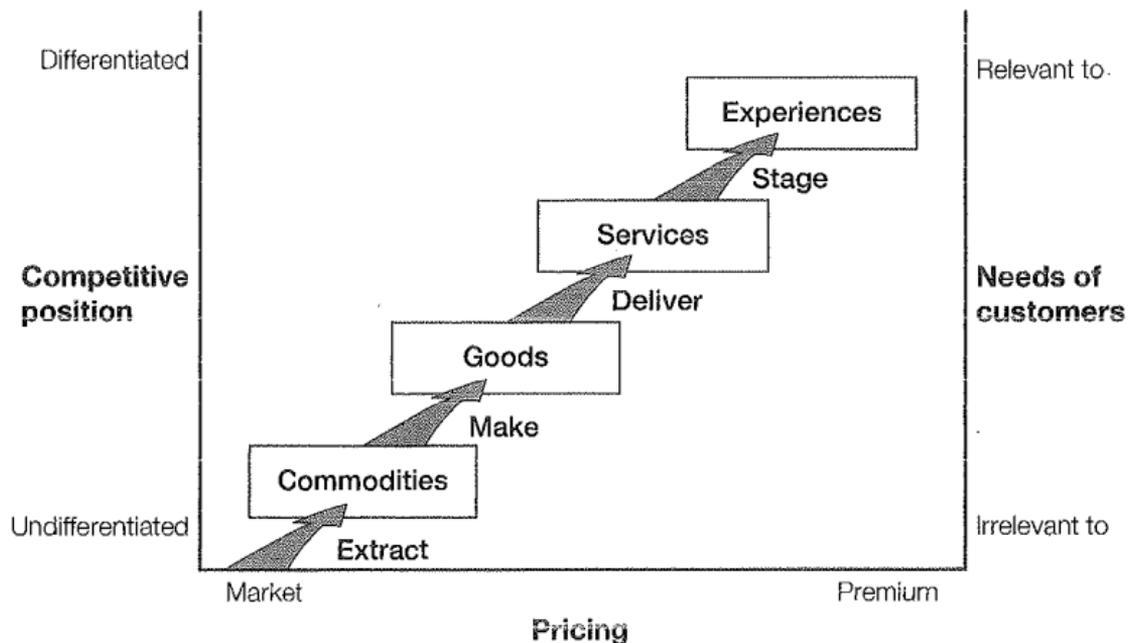


FIGURE 2-1

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## Experience realms

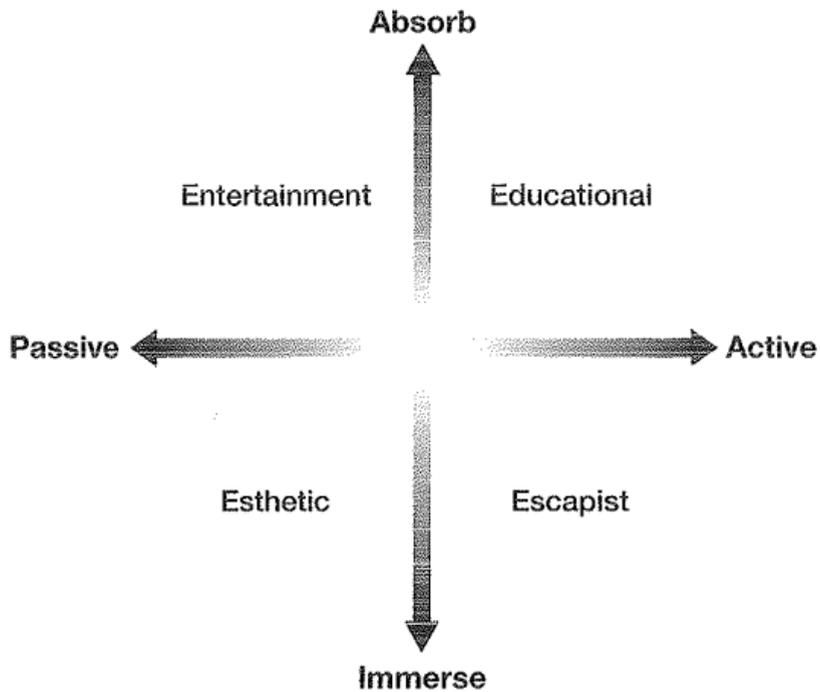


FIGURE 3-1

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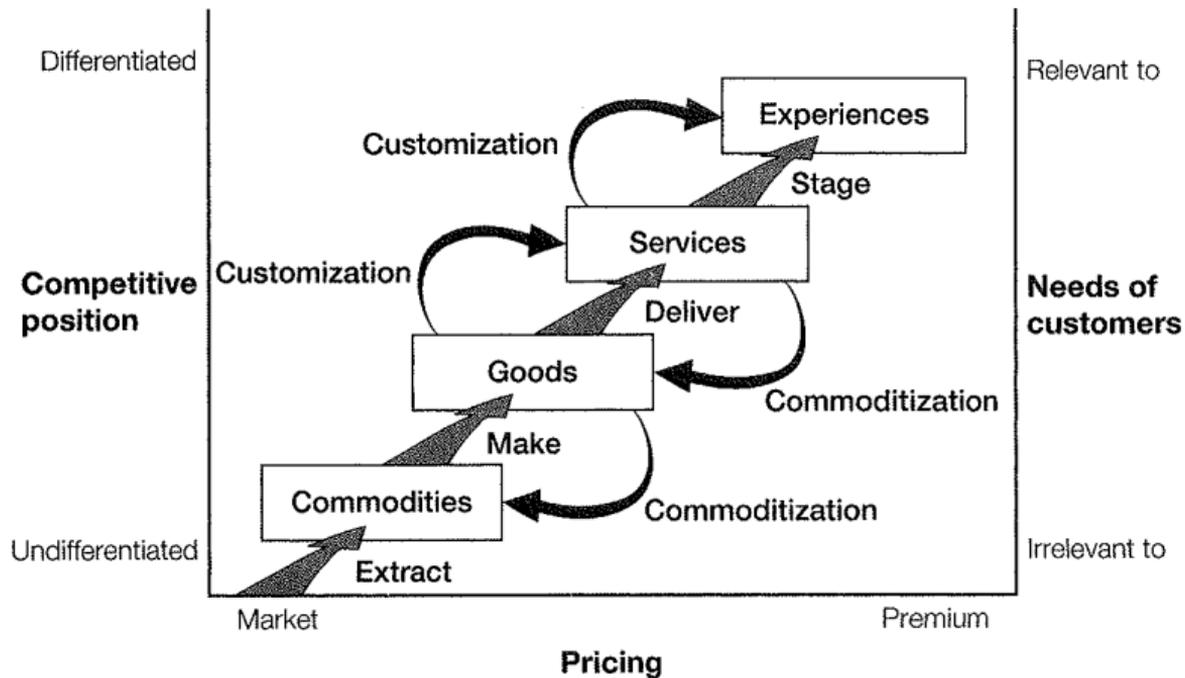
## Forms of admission

<b>Admittance</b>	Specific	Entry fee	Per-event fee	Per-period fee
	Open	Initiation fee	Access fee	Membership fee
		On start	By occurrence	By period
		<b>Measurement</b>		

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FIGURE 4-1

## Shifting up the Progression of Economic Value



**FIGURE 5-1**

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**New learning curve**

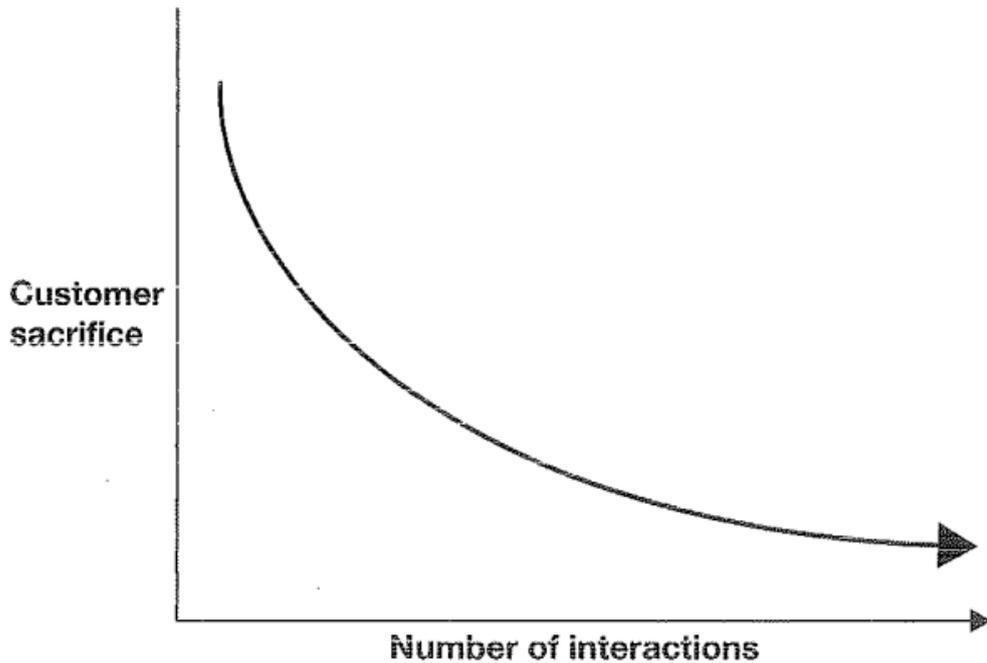


FIGURE 5-2

## Approaches to customization (types of sacrifice)

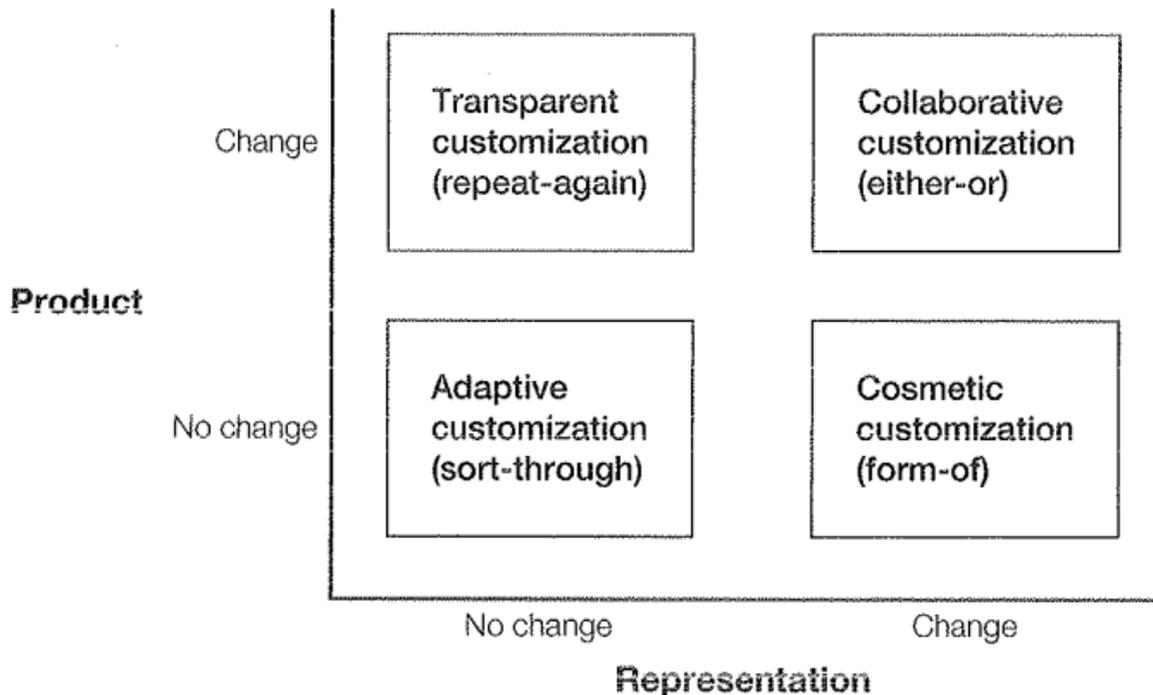


TABLE 5-1

## Customization distinctions

Characteristic	Customization approach			
	Collaborative	Adaptive	Cosmetic	Transparent
<b>Sacrifice addressed</b>	Either-or	Sort-through	Form-of	Repeat-again
<b>Nature of offering</b>	Customized	Customizable	Packaged	Packable
<b>Nature of value</b>	Mutually determined	Independently derived	Visibly demonstrated	Indiscernibly fulfilled
<b>Process characteristics</b>	Sharable	Adjustable	Postponable	Predictable
<b>Nature of interaction</b>	Direct	Indirect	Overt	Covert
<b>Method of learning</b>	Conversation	Solicitation	Recognition	Observation
<b>Basis of experience</b>	Exploring	Experimenting	Gratifying	Discovering

**FIGURE I-1**

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**3-S Model**

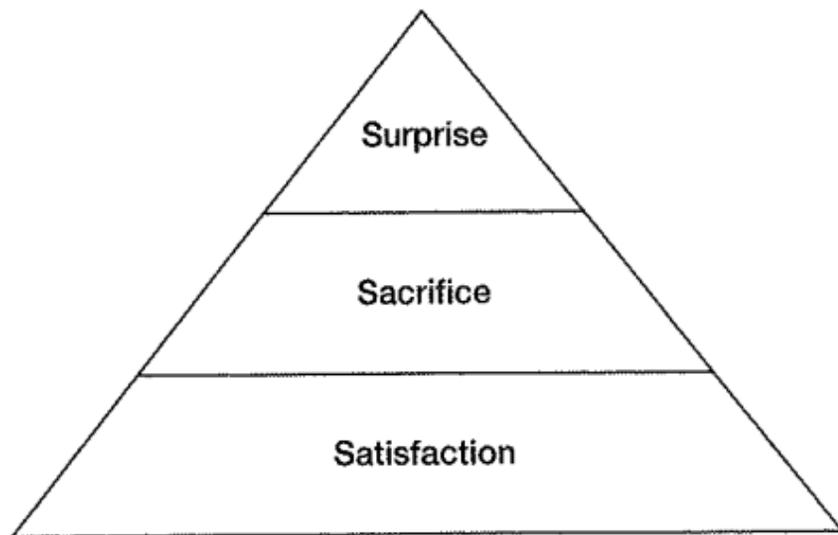
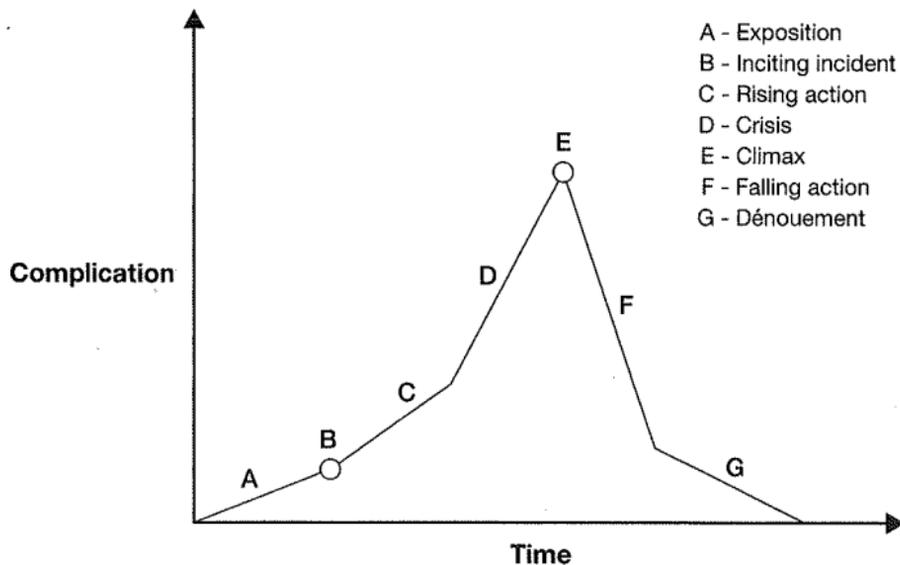


FIGURE 6-1

## Dramatic structure

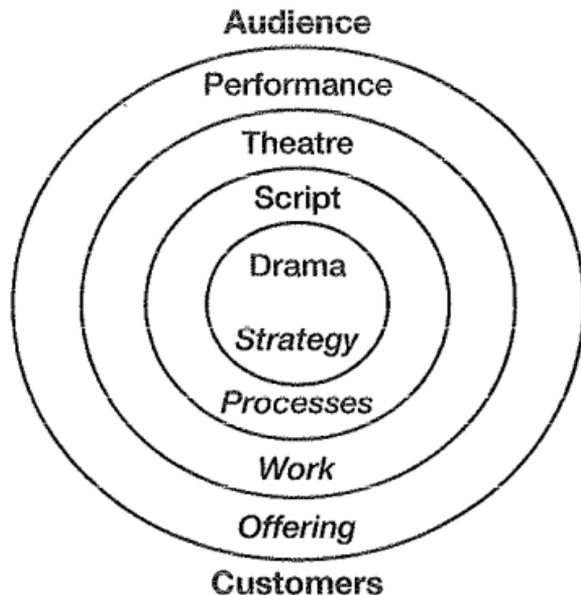


Source: Brenda Laurel, *Computers as Theatre* (Reading, MA: Addison-Wesley Publishing Company, 1993), p. 86; derived from Gustav Freytag, *Technique of the Drama*, 2d ed. (Chicago: Scott, Foresman, 1898).

FIGURE 6-2

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## Enactment Model



Source: Adapted from Richard Schechner, *Performance Theory* (New York: Routledge, 1988), 72.

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FIGURE 7-1

## Four forms of theatre

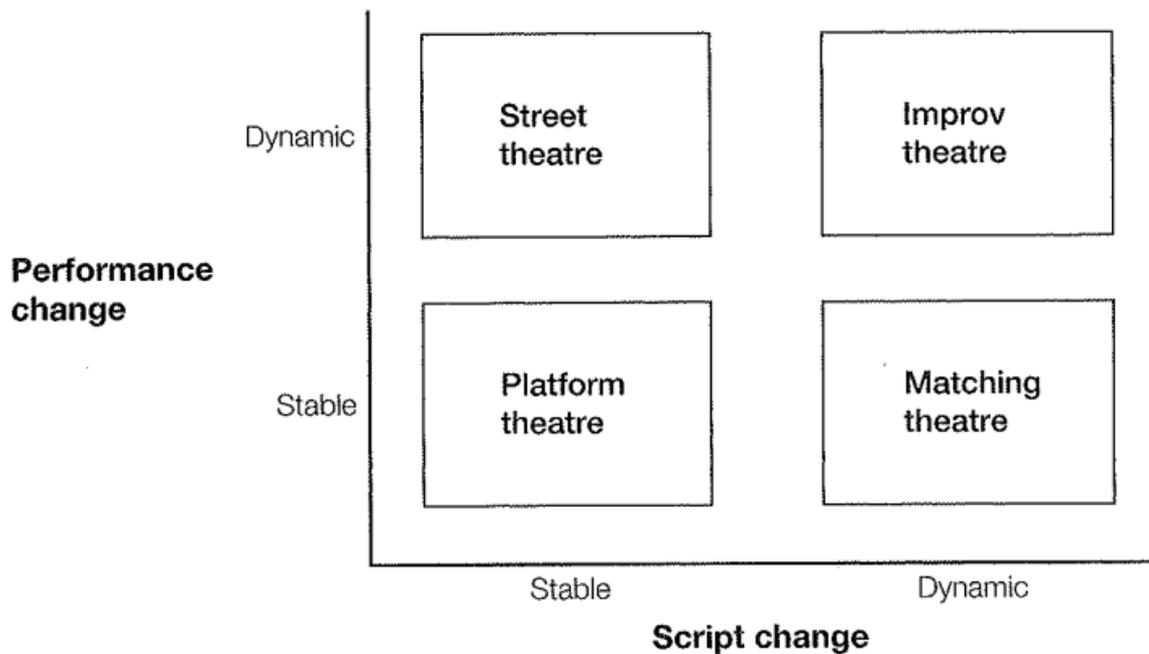
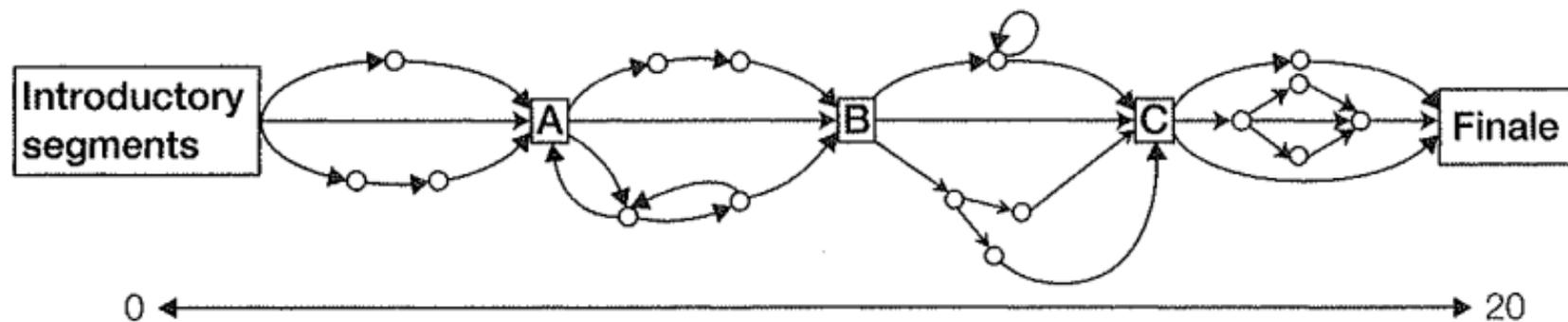


FIGURE 7-2

## Street performance script



Source: Sally Harrison-Pepper, *Drawing a Circle in the Square* (Jackson, Mississippi: University Press of Mississippi, 1990), 117.

FIGURE 8-1

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## Performance Model

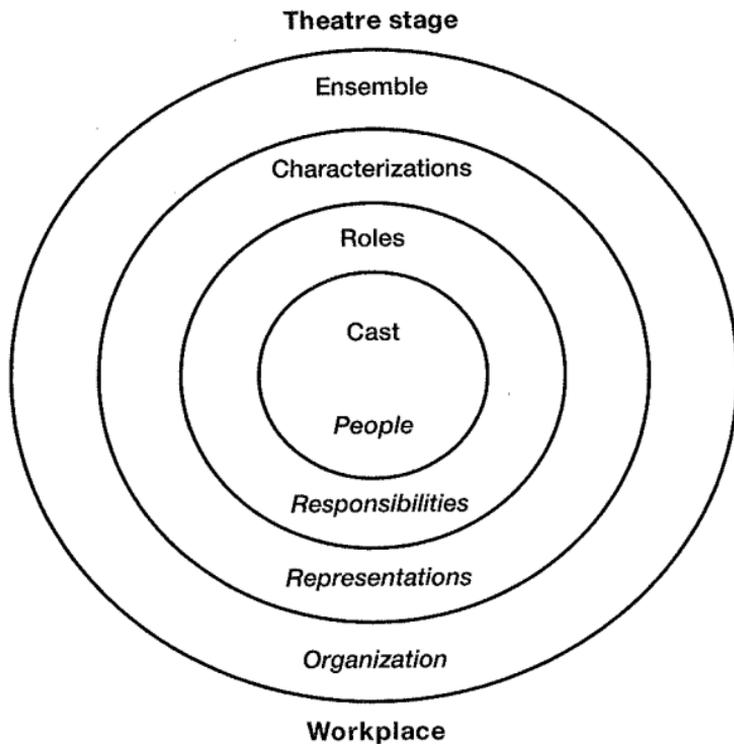


FIGURE 9-1

## Completing the Progression of Economic Value

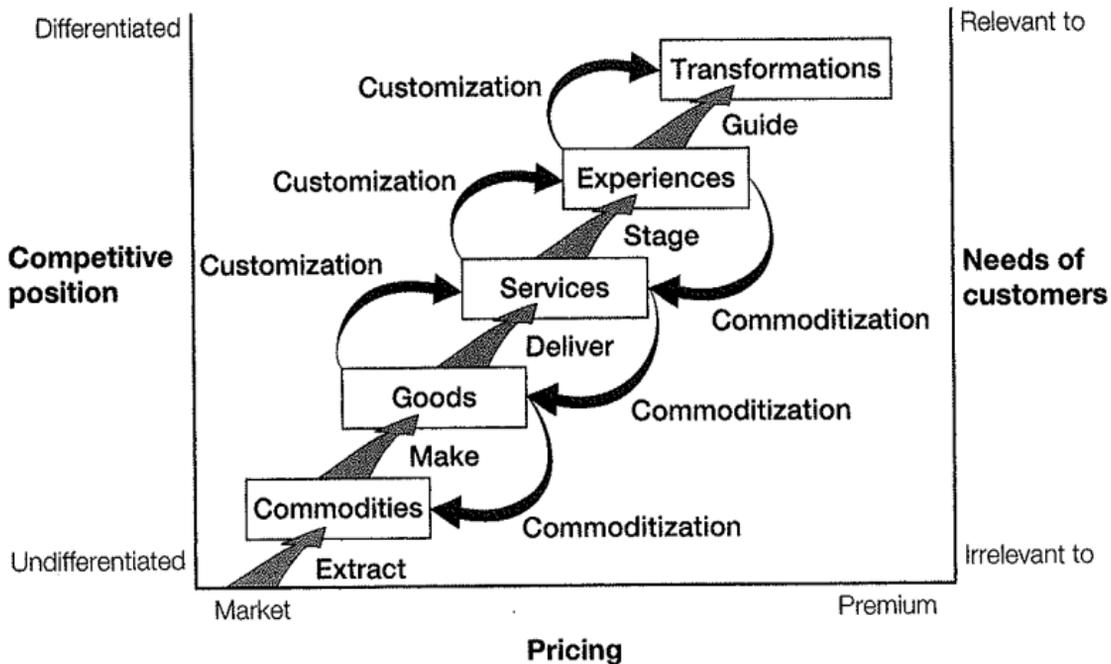


TABLE 9-1

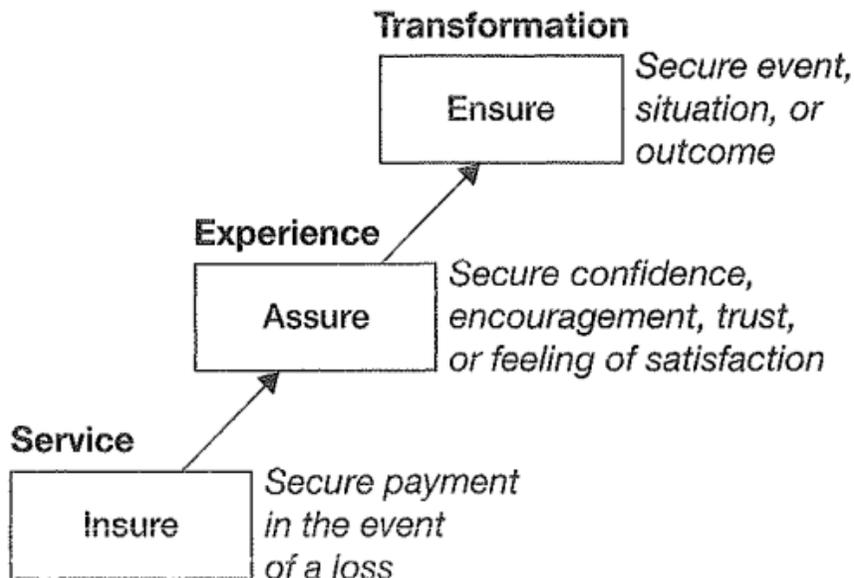
## Economic Distinctions

<b>Economic offering</b>	<b>Commodities</b>	<b>Goods</b>	<b>Services</b>	<b>Experiences</b>	<b>Transformations</b>
Economy	Agrarian	Industrial	Service	Experience	Transformation
Economic function	Extract	Make	Deliver	Stage	Guide
Nature of offering	Fungible	Tangible	Intangible	Memorable	Effectual
Key attribute	Natural	Standardized	Customized	Personal	Individual
Method of supply	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration	Sustained through time
Seller	Trader	Manufacturer	Provider	Stager	Elicitor
Buyer	Market	Customer	Client	Guest	Aspirant
Factors of demand	Characteristics	Features	Benefits	Sensations	Traits

FIGURE 9-2

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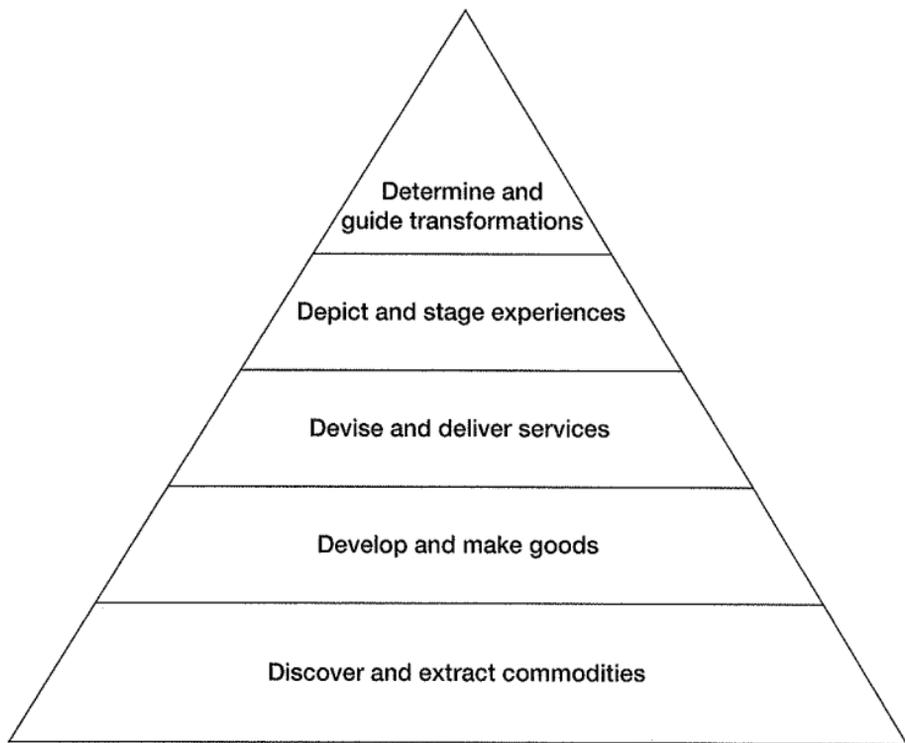
## The "insurance" industry through successive economic offerings



**FIGURE 9-3**

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## **The Economic Pyramid**



**FIGURE 9-4**

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## **Phases of guiding transformations**

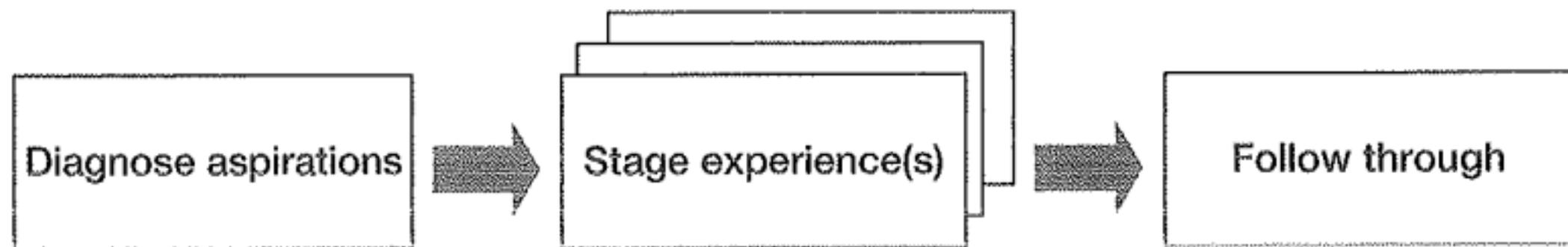
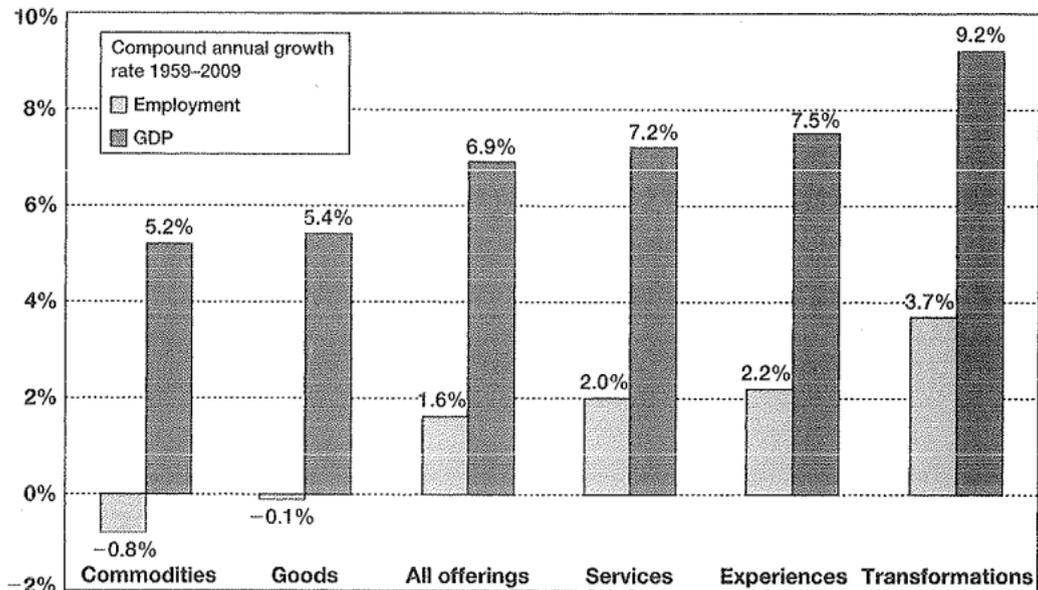


FIGURE 10-1

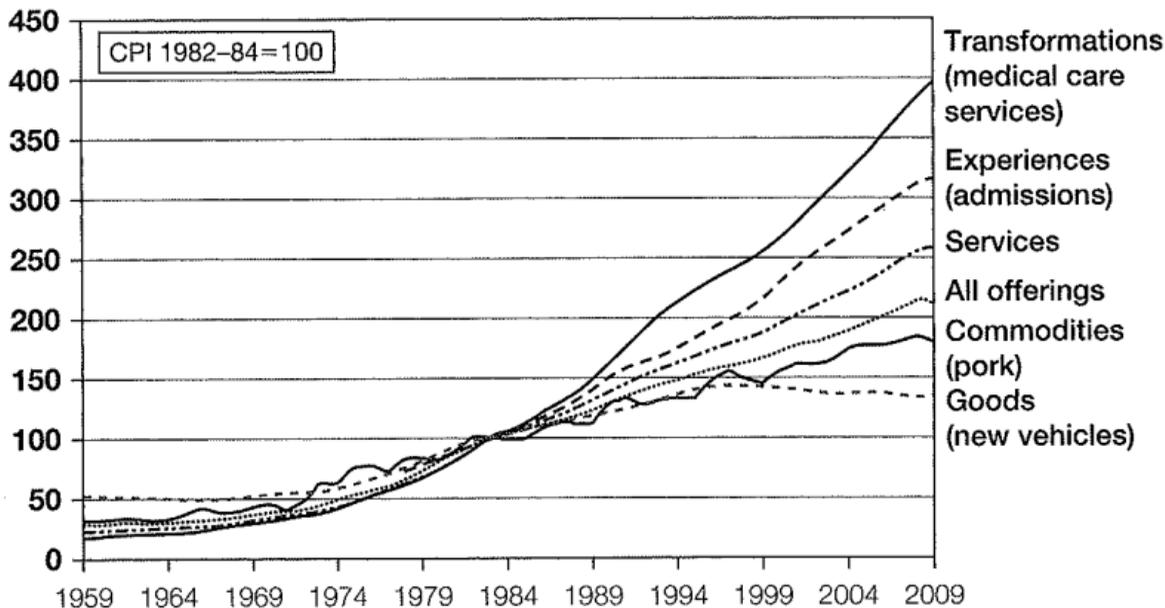
## Growth in employment and nominal gross domestic product (GDP) by economic offering



Source: U.S. Bureau of Economic Analysis; Strategic Horizons LLP; and Lee S. Kaplan, Lee3Consultants.com analysis.

FIGURE 10-2

## Consumer Price Index (CPI) by economic offering



Source: U.S. Bureau of Labor Statistics; Lee S. Kaplan, Lee3Consultants.com.

**FIGURE 10-3**

**The Progressions of Economic Value and valuable intelligence**

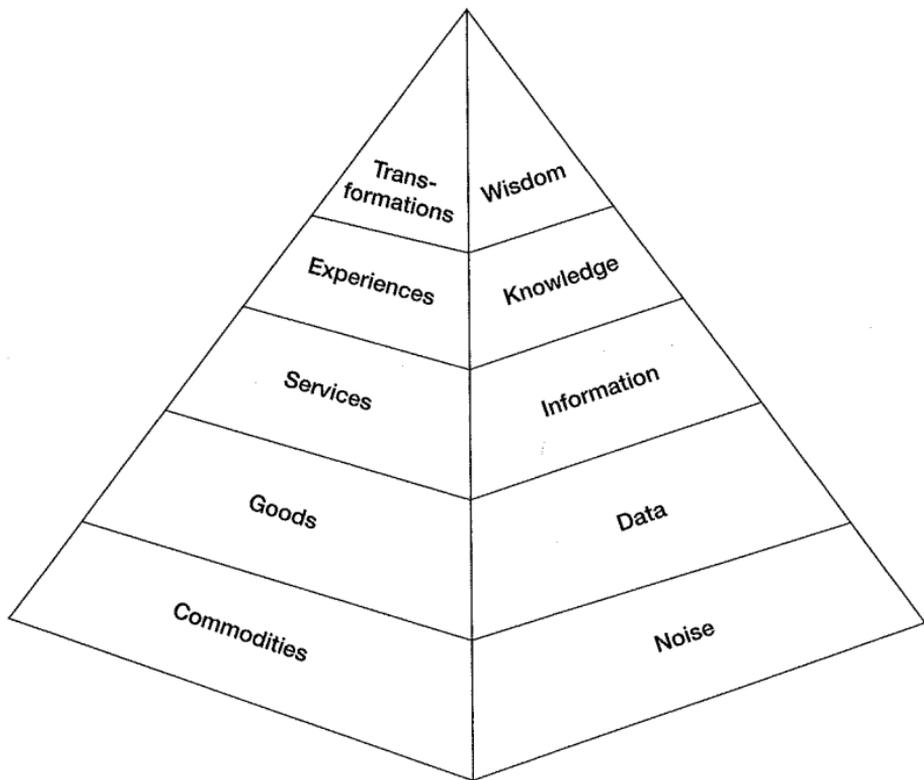


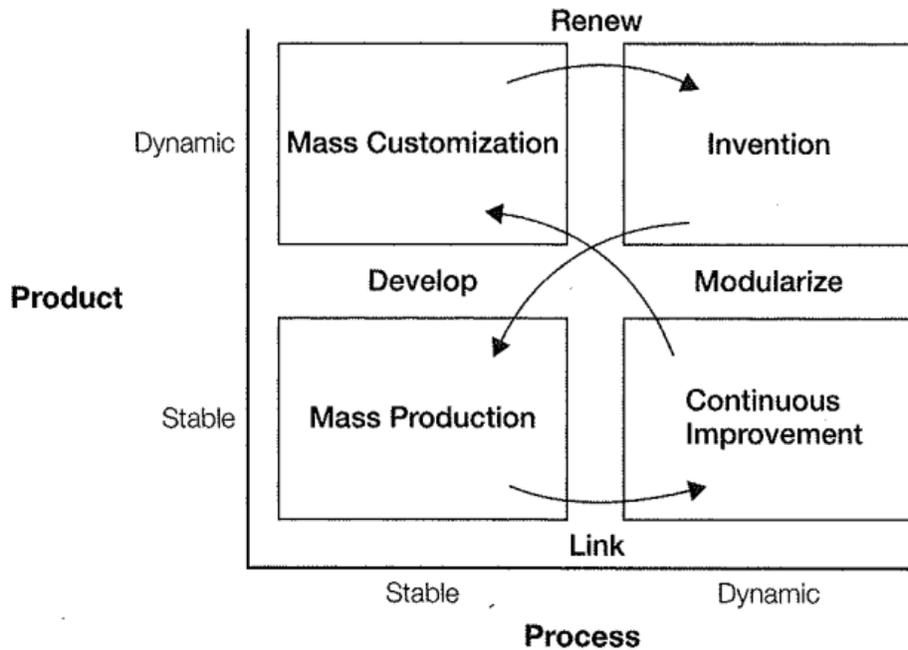
FIGURE 10-4

## The new competitive landscape

	Commodities The material is the offering	Goods The product is the offering	Services The operation is the offering	Experiences The event is the offering	Transformations The individual is the offering
Origination	New substances are discovered	New inventions are developed	New procedures are devised	New scripts are depicted	New aims are determined
Execution	Extracting is the core activity of the trader	Making is the core activity of the manufacturer	Delivering is the core activity of the provider	Staging is the core activity of the stager	Guiding is the core activity of the elicitor
Correction	A poor site triggers further exploration	A problem triggers fixing of a mistake	A reaction triggers a response	Forgetting triggers preservation of memory	A relapse triggers stronger resolve
Application	A trade connects in markets	A transaction connects with users	An interaction connects with clients	An encounter connects with guests	Persevering connects with aspirants

FIGURE N-1

## The Product-Process Matrix



Source: Bart Victor, Andrew C. Boynton, and B. Joseph Pine II.