

Patterns for Learning Through Practicing in a Pattern Language for Value-Creation Marketing

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This paper presents patterns for learning through practicing in a Pattern Language for Value-Creation Marketing. This pattern language is a collection of practical knowledge for executing successful business and commerce that offers new value, proposes a deeply wonderful life, and shares excitement and urgency with customers through products and services that are characterized by mutual respect, causing sales to naturally increase as an extension of customers' pleasure. Although this pattern language consists of a total of 40 patterns, this paper covers the patterns for "TAKE THE FIRST STEPS," "KEEP PRACTICING," and "TAKE ACTION BY GRASPING THE ESSENCE" aspects of *LEARNING THROUGH PRACTICING*, encompassing ten patterns of Learning in Practice, *Just Begin*, *Copycat Start*, *Notice Changes*, *Thoughtful Repetition*, *Original Approach*, *Difficulties Before the Leap*, *Find the True Essence*, *Entire Connection*, and *Sensing the System*.

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1. INTRODUCTION

To acquire practical knowledge provided by a pattern language, it is important that readers not only simply learn from its text but also from the individual experience of the patterns by integrating them into personal practice. Figure 1 from our paper [1] illustrates how a pattern can be learned. A pattern language describes how readers can accomplish their objectives, while also encouraging them to act out the patterns themselves. By practicing patterns and gaining experience, readers will learn, and master the intended practical knowledge. Typically, the way of acquiring practical knowledge using a pattern language is explained apart from the pattern language itself; however, in this paper, the way of acquiring practical knowledge using a pattern language is described in pattern form. These patterns are in a part of a Pattern Language for Value-Creation Marketing.

2. A PATTERN LANGUAGE FOR VALUE-CREATION MARKETING

There are two main parts in the Pattern Language for Value-Creation Marketing: *Motivating Customers* [2] and *Building Customer Relationships* [3]. This pattern language is created through mining dialog conducted with members of a community called "Community of Practice on "WAKUWAKU Aesthetics of Business" (Yuji Kosaka, one of the authors of this paper, is its representative). The community was founded in the year 2000 in Japan, and has focused on developing relationships with customers, and studying its theories and verification through practices. About 1,500 retailers and small to medium-sized enterprises across the country learn from one another through repeated practices and shared successes. The pattern language was created by following the standard creation process developed at the Iba Lab at Keio University [4].

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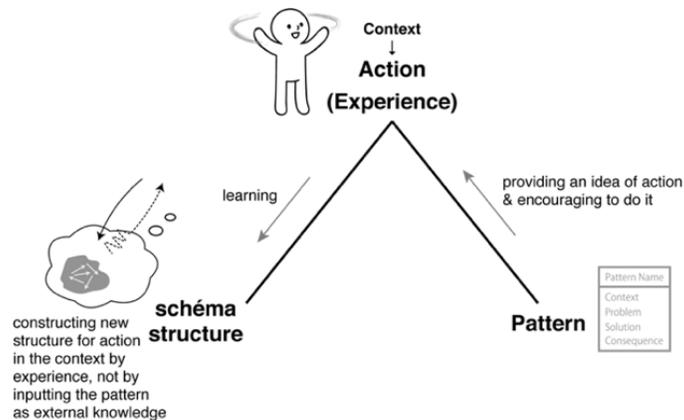


Fig. 1. How pattern languages support the process of learning [1]

2.1 Categories of a Pattern Language for Value-Creation Marketing

The Pattern Language for Value-Creation Marketing consists of a total of 40 patterns. These patterns are divided into four categories according to their contents (Figure 2). Two of them (A and D) are related to “learning,” consisting of patterns describing how to learn practical knowledge, and the other two (B and C) are related to “theory,” consisting of patterns describing what is important in value-creation marketing and how to practice them, which are presented in the Appendix.

- A: LEARNING THROUGH PRACTICING* (Learning Part 1: Hints for Learning)
- B: APPEALING FOR BEING MOVED* (Theories Part 1: Hints for Motivating Customers)
- C: BECOMING SOMEONE SPECIAL* (Theories Part 2: Hints for Building Customer Relationships)
- D: DEEPENING YOUR UNDERSTANDING WITH PEERS* (Learning Part 2: Hints for Continuous Growth)

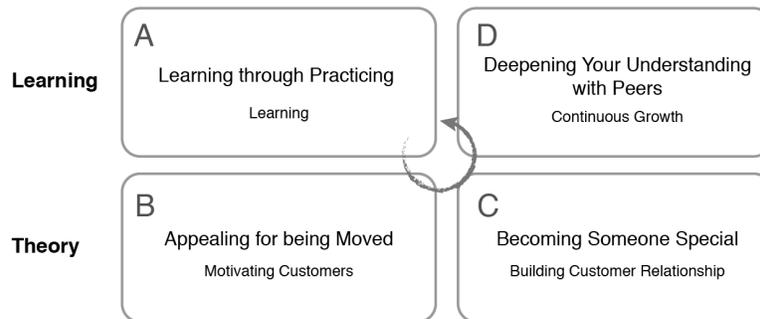


Fig. 2. Overview of the categories in the proposed Pattern Language for Value-Creation Marketing

This paper focuses on 10 patterns, of the 40 patterns, in category *A*, *LEARNING THROUGH PRACTICING* (Learning Part 1: Hints for Learning). Please refer to the Appendix of this paper and also our papers [2-3] to know full set of patterns on the practical knowledge of value-creation marketing.

2.2 Groups in the Category of *LEARNING THROUGH PRACTICING*

The ten patterns investigated are composed of one pattern that becomes the core of the category and other patterns that are focused on the means for its practice. The name and illustration of each pattern in this category are presented in Figure 3, which are classified into three groups, according to the level of practice:

- TAKE THE FIRST STEPS - Basic level
- KEEP PRACTICING - Intermediate level
- TAKE ACTION BY GRASPING THE ESSENCE - Advanced level

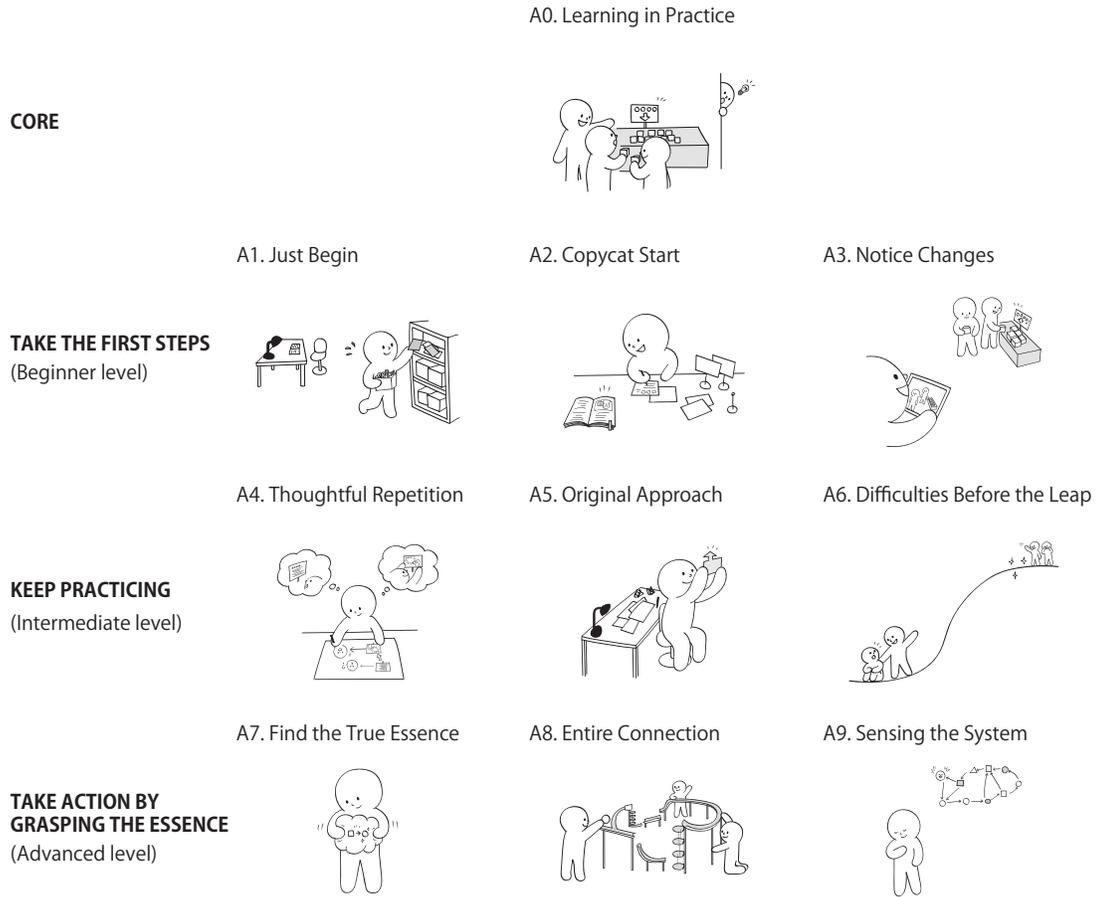


Fig. 3. Overview of patterns in the *LEARNING THROUGH PRACTICING* category

2.3 Categories of a Pattern Language for Value-Creation Marketing

Each pattern is presented in the same format and includes Pattern Number, Category, Pattern Name, Introductory Sentence, Pattern Illustration, Context, Problem, Forces, Solution, Actions, and Consequence, which is then followed by a summary of related action patterns (see Figure 4); a smaller pattern that first appears as underlined words in the action statement of the pattern (except in the core pattern, A0). An action pattern also represents practical knowledge, but is more concrete than a normal pattern. Action patterns are only linked to the parent pattern, which defines the context of the action patterns. They are provided for the purpose of conveying ideas regarding good practices on a comparatively concrete level and can be used as a common language for discussing practical knowledge about actions.

Action patterns are presented in a summary, not with the full description of normal patterns to keep this manuscript simple. A previous study [4] attempted to write out a full description of all of the action patterns, but it proved to be too complicated, resulting in a realization that understanding the structures and levels of these patterns is too difficult and the decision to present only a summary of action patterns in this pattern language.

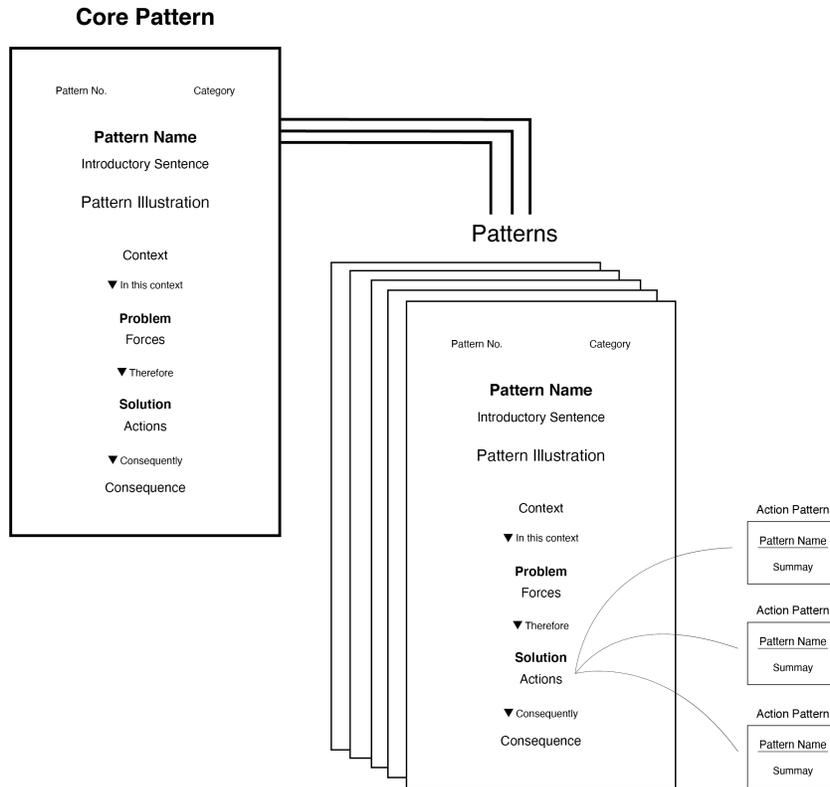


Fig. 3. Format of descriptions of core patterns and action patterns

3. PATTERNS

The next section presents the ten patterns of the *LEARNING THROUGH PRACTICING* category: *Learning in Practice, Just Begin, Copycat Start, Notice Changes, Thoughtful Repetition, Original Approach, Difficulties before the Leap, Find the True Essence, Entire Connection, and Sensing the System.*

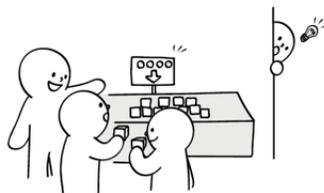
3.1 CORE

3.1.1 *Learning in Practice*

A0.

Learning in Practice

Use trial and error for more in-depth understanding and learning.



You are thinking of practicing Value-Creation Marketing at your store, business, or workplace.

▼In this context

One cannot reach a level of understanding that allows for good practice of Value-Creation Marketing only by reading a book or listening to stories. Practical knowledge can only be gained through individual practice, not just by learning and remembering knowledge that other people have taught. Theories and examples should be regarded as merely support for practicing.

▼Therefore

Practice through trial and error using theories and examples as references to empower yourself to find applicable solutions. To practice Value-Creation Marketing successfully, it is necessary to TAKE THE FIRST STEPS, then make sure to KEEP PRACTICING while learning the theories and examples. Once there are results, begin to look outside of each individual practice to elicit a broader view of the entire system and try to TAKE ACTION BY GRASPING THE ESSENCE. Recognize that personal practices and experiences are the most significant learning materials.

▼Consequently

You will gain what is necessary to practice by yourself and continue producing positive results. If this is successful in motivating customers to be *Moved to Buy* (B0) and becomes a *Special Existence* (C0) to them, both business and life should become even more fulfilling.

Patterns

TAKE THE FIRST STEPS

- A1. *Just Begin*
- A2. *Copycat Start*
- A3. *Notice Changes*

KEEP PRACTICING

- A4. *Thoughtful Repetition*
- A5. *Original Approach*
- A6. *Difficulties before the Leap*

TAKE ACTION BY GRASPING THE ESSENCE

- A7. *Find the True Essence*
- A8. *Entire Connection*
- A9. *Sensing the System*

3.2 TAKE THE FIRST STEPS

3.2.1 *Just Begin*

A1.

Just Begin

Nothing will start if you don't.



You want to practice Value-Creation Marketing.

▼In this context

If one starts by trying to understand everything completely, or trying to prepare the perfect system or environment, it will become difficult to actually begin. Practical knowledge cannot be deepened without actually trying to conduct *LEARNING THROUGH PRACTICING*. Because of this, if one attempts to clearly understand everything before starting, they will be unable to deepen their understanding and will end up further away from starting. Trying to prepare a system or environment to practice in often does not go as wished, making you miss the timing to start. Constant planning makes it difficult to move forward.

▼Therefore

Start by finding something attainable, and begin from there. Just Go with Your Gut to identify what to do and start doing it. If there are limitations due to costs or business rules that are prohibitive to action, begin with Something Feasible. If ideas are not forthcoming, Confide in the Experienced to get hints for moving forward.

▼Consequently

Once forward movement has begun, actual changes will be evident and further understanding and inspiration will follow. Even if it does not go well, the experience is a learning opportunity, so there is no reason to hesitate. Once tried, anxiousness will disappear and may induce more motivation to continue. Gaining experience and continuing to practice in this manner creates the conditions for continued learning and growth.

Action Patterns

Go with Your Gut

When the start is considered the most crucial point in practice, it may inhibit that first step and start practicing due to lack of confidence regarding where to start or too much thinking about whether results will follow. In this circumstance, seek out something that is intriguing or interesting and try practicing it without thinking too deeply. If the goal is to produce substantial results from the beginning as quickly as possible, it will most likely diminish the motivation to act. Rather, it is most important to begin with appealing approaches and continues by learning from the results.

Something Feasible

There may be times when it is difficult to begin practicing because of others' inadequate understanding or business limitations. In this circumstance, it is best to search for something that can be started independently without the need for others' understanding or approval.

Confide in the Experienced

When where to start is less clear or not forthcoming, confide in someone who has experience practicing. Share the situation and doubts with them and use their advice as the first hint in deciding how to begin practicing.

3.2.2 Copycat Start

A2.

Copycat Start

Sometimes copying is necessary to understand.



You are trying to start practicing or have just done so.

▼In this context

If everything is thought of by a novice, the chances of generating successful ideas that will lead to results may be low. Trying to think of everything from scratch when just beginning makes it impossible to recognize possible actions in such unfamiliar circumstances. Even with continued practice, it will be very difficult to gain results or understanding from uninformed approaches.

▼Therefore

Choose approaches that are appealing or easy to implement from others' successful examples and begin by mirroring how it was done in the example. Look at successful cases and search for approaches that are easily replicable and personally interesting. Rather than searching only for examples from the same industry, search with a Perspective Beyond Industry. If there is an aspect of an example that does not fit with the product, service, store, or company, copies it with Replacements for the Case. It is also beneficial to Search for Inspiration by looking for people, stores, or companies with evident and successful good practices.

▼Consequently

Even if it is not an original idea, starting with something motivating will facilitate forward motion with new initiatives that suit existing ideals. Copying successful examples will more likely be successful and make it easier to get a sense of which initiatives will lead to success. In contrast, even if the result was not what was expected, a comparison to the original example will make it easier to reflect on and improve practices.

Action Patterns

Perspective beyond Industry

There may not be replicable examples when they are all from stores or industries that differ widely. However, Copycat Start can be enacted from cases in different industries or with different company structures by identifying similar business aspects or elements to replace in the example to make it relatable.

Replacements for the Case

When copying examples from different industries or companies with different structures, do so by replacing aspects of it to fit the business in question and the product or service provided. For example, an online store that is copying from a case of something practiced in a physical store, think about how something from a physical store could be applied when online.

Search for Inspiration

Rather than using only individual cases to initiate Copycat Start, search for an admirable person, store, or company to replicate. Copying their path or the things that they did will make it easier to move closer to business and personal aspirations.

3.2.3 Notice Changes

A3.

Notice Changes

How have your customers changed?



You have tried practicing something.

▼In this context

If only sales or profits are considered when evaluating initiatives, the actual effects cannot be fully grasped. It is natural in business for a certain amount of focus to be placed on profits. However, such initiatives will not always have an immediate effect on sales. If that is the only focus, other changes happening will be missed. As a result, it may be concluded that the initiative is not working and cease practicing, placing barriers on the road to growth.

▼Therefore

Make sure to focus on how the attitudes and actions of customers have changed when determining the effects of the initiatives practiced. Be careful to not miss customers' Changes in Actions and feel the *Changes in Vibe* of the customers and store. These are signs that the changes sought have begun. Once these changes can be noticed, the Changes in Self that came from practicing will also be easily recognized. Certain initiatives and practices will take more time to produce changes, so it is imperative to Understand Time Differences. Some

people may react negatively, but even when there are necessary adjustments or improvements to make, Stay Positive and Keep Going.

▼Consequently

Changes in customers' actions and attitudes that normally would have been overlooked will be easily noticed. People who are particularly focused on sales will be able to consider things from a completely unique perspective, making their perception broader and their way of thinking more flexible. The ability to properly understand the results of initiatives will help to accurately determine how it went and the next steps. This approach will open the path to further practice improvement.

Action Patterns

Changes in Actions

When determining the results of initiatives, observe how customers' actions have changed due to the initiative by comparing their previous actions. For example, pay attention to whether the number and content of inquiries has changed, or in the case of a physical store, consider changes, such as the number of visitors or number of customers picking up and looking at products has increased.

Changes in Vibe

Consider not only Changes in Actions, but changes in employees' or customers' facial expressions and attitudes as well as changes in the overall vibe of the store or business in reaction to initiatives. For example, recognize changes in the tone of what customers or employees say or a customer comment that the store seems more friendly than usual as a result of the new practice.

Changes in Self

It is natural for one's own perspective or way of thinking to begin changing once they are able to recognize Changes in Actions or Changes in Vibe. Pay attention to these types of personal changes to actively recognize learning progress through practice.

Understand Time Differences

Depending on what is being practiced, some approaches take time to produce results, so when taking in such initiatives, also practice patience when seeking to identify results. Doing so will cultivate the ability to properly evaluate results, avoid unrealistic expectations of immediate results, and prevent limiting initiatives to do a lack of a long-term perspective.

Stay Positive and Keep Going

There may be times when a few negative responses to initiatives arise, such as a lack of interest or annoyance. In such circumstances, recognize that just a few people out of the whole feel this way and it does not mean that most people feel the same. Rather than becoming pessimistic, continue to look forward and keep practicing.

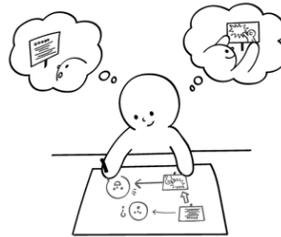
3.3 KEEP PRACTICING

3.3.1 Thoughtful Repetition

A4.

Thoughtful Repetition

Continue asking why to grasp what is vital.



You have practiced various initiatives.

▼In this context

If only practicing without considering the effects, even when such effects are realized, it will be impossible to understand what exactly caused them, diminishing the ability to grasp the vital points of practicing. When practicing an initiative, its effects can be felt and responses to it can be heard; however, with a lack of understanding regarding why the results occurred, knowledge of the practice cannot deepen resulting in the inability to grasp the vital points of the practice or to expand from it.

▼Therefore

Continuously hone and refine the sense of cause and effect when practicing an initiative by reflecting on why it is being practiced, and when causes and effects are recognized, consider why the results occurred as they did. Rather than just blindly practicing, properly consider the reason, asking Why Practice It? When reflecting on practice results consider why those results occurred and ask Why It Happened. There is a limit to how much the thoughts in one's head can be deepened, so when practicing an initiative that must be repeated or practiced over time, Write Out Your Thoughts. When no changes can be identified, despite having practiced an initiative, recognize that No Response is a Response and use this for future practices by reflecting on why there was no response.

▼Consequently

Successful practice experiences that lead to superior results will raise confidence in the contributions of practicing, and one's ability to actually produce good results. Cultivating the ability to anticipate the results of certain practices will result in increased accuracy when examining and deciding on potential practices, leading to faster growth. The ability to continuously reflect on the reasons, approaches or results is a necessary foundation for GRASPING ESSENCE and makes it easier to effectively *LEARN THROUGH PRACTICE.*

Action Patterns

Why Practice It

Once you have been practiced to an adequate degree and have become normalized, begin to think deeply, and reflect on the practice that was initiated as it continues.

Why It Happened

After practicing an initiative, make sure to Notice Changes and thoroughly think about why those results occurred.

Write Out Your Thoughts

Actively make opportunities to convey the aspects of practices and reflect on initiatives as a whole by taking the time to put the practice into words and write it out. Simply expressing the practice in words helps to organize one's ideas, opening the way to discover or realize something new.

No Response is a Response

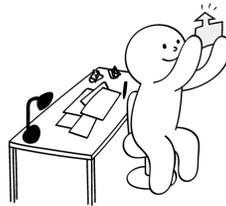
There may be times when initiatives elicit no identifiable changes. In this circumstance, rather than thinking that there was no meaning to the initiative, recognize that a lack of response is a response and reflect on why nothing changed.

3.3.2 Original Approach

A5.

Original Approach

Integrate your own unique style when you start to see positive changes.



You have practiced various initiatives and feel more confident in your work.

▼In this context

Positive outcomes will result from Copycat Start, but if this continues to be the approach for every situation, opportunities to integrate any originality in initiatives will be lost. Copying others' successful examples is effective for gaining the experience of success and more confidence in applying it; however, if such copying continues, there will be no chance to develop unique initiatives that reflect a business's style and values.

▼Therefore

Gradually integrate individual and unique style and originality into initiatives and continue to evolve the business approach. To be more creative with ideas, seek inspiration from daily interests or desirable practices to try out, and Include Your Favorites. Rather than jumping right in, Start Small and Watch, by assessing outcomes prior to going further. Conversely, even if an idea seems too unusual or unconventional for an industry, a Surprising Evolution that customers may love could be realized.

▼Consequently

When initiatives seem personally special and unique, more ideas will follow, as well as motivation to work on them. Furthermore, reflecting on, developing, and taking personally motivated actions will cultivate the ability to examine other examples more critically and meaningfully. When considering others' practical examples, the

important essence and reason hidden in each example, as well as useful links and similarities between them, may be recognized more easily.

Action Patterns

Include Your Favorites

When integrating personal style and originality into initiatives, seek ideas from existing passions, interests, or favorites; however, be sure to also attend to the things that customers like.

Start Small and Watch

If an initiative is something novel, it may be difficult to know whether customers will like it at first. Start small in the beginning, and gradually enlarge or strengthen the initiative while closely continuously assessing and reflecting on customers' reactions.

Surprising Evolution

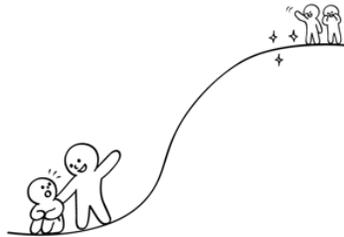
Sometimes, an idea may be abandoned when it is unusual or seems too unconventional for an industry; however, there is always a possibility that customers will love it. Try out the idea to see how it turns out.

3.3.3 Difficulties before the Leap

A6.

Difficulties before the Leap

It is necessary to have the power to jump,
if you want to jump higher.



You have produced some results in your initiatives.

▼In this context

Lack of perceived progress can be discouraging and cause doubt in the effectiveness of chosen approaches when efforts do not seem to be successful. Challenges may seem tough and harsh when facing uncertainty regarding how initiatives will turn out. Reasons to give up may arise when approaches do not seem to suit an industry or personal sentiments and values. Pressure to do better may arise when others are seen as more successful. However, this may result in a negative spiral, increasing anxiety and the desire to give up.

▼Therefore

Imagine being in the position just before the rise in an S-curve for developing skills and knowledge, and keep moving forward with current practices. Dissatisfaction with the work may be the result of reaching a

Higher Level of Problems. In this circumstance, do not force something new or more difficult, but rather Keep on Doing the Same. Conversely, if constantly moving forward has created a sense of burnout, be reminded that Taking a Break is Okay, and let go of the work for a reasonable amount of time. Also, listen to the stories and experiences of people who have gone through similar hardships to get a glance of What Comes After the curve.

▼Consequently

By accepting the situation and continuing strides forward, one day, a sudden breakthrough that opens a new perspective will occur, causing an evolution in approaches and results. Getting over the hardships will develop confidence in acquiring the right skills and knowledge, which will encourage the development of capabilities to navigate any upcoming difficulties in the future. Doing this will lead to the enormous success expected from such novel approaches.

Action Patterns

Higher Level of Problems

Hardships arise when the basic steps have been cleared. Be encouraged by understanding that such difficulties are a sign of the next level of development.

Keep on Doing the Same

When progress is not as successful as expected, it can result in more pressure to achieve something quickly that is new or high in level. However, this is a time for patience and confidence to continue the work as usual.

Taking a Break is Okay

Sometimes, it is better to take some time off from practices. Take some small “break time” when feeling worn out.

What Comes After

Not recognizing enough progress could be tough and discouraging to continue a practice. Ask other successful individuals about their experiences and imagine the new possibilities that could arise following this time of “Difficulties Before the Leap.”

3.4 TAKE ACTION BY GRASPING THE ESSENCE

3.4.1 *Find the True Essence*

A7.

Find the True Essence

Progress will continue
if you learn to intentionally plan and achieve your results.



You are succeeding more often in each of your initiatives.

▼In this context

Even when experiencing successful results, further achievement, or similar results in different situations will be unobtainable with a lack of understanding. Simply practicing initiatives is not enough to understand the full mechanisms of successful approaches or use that knowledge in future initiatives. This also results in an inability to explain the work to others.

▼Therefore

Assess, reflect on, and recognize the reasons behind successful outcomes and consider how it happened based on existing logics and theories. Moving Back and Forth from Theory to Practice is necessary for gaining a deeper understanding. Doing this will help identify the true essence of the situation that occurred in practice and apply it to different situations. Others' experiences can also be educational for identifying the Essence in Examples. When independently able to gain more achievements, one can consider the Same Theory Multiple Times to gain an even deeper understanding.

▼Consequently

Results will be achieved based on intentions, and similar approaches will be applied to different situations aiming for bigger development. When achieved, examples of good cases to learn from will be easily recognized and used to develop more successful ideas. This will result in continued progress and increased confidence in the future ahead.

Action Patterns

Back and Forth from Theory to Practice

Continue initiatives by moving back and forth from Theory to Practice. First, evaluate how each practice is already related to some theories. Alternatively, theories can also be used as references for planning practices.

Essence in Examples

When learning from others' experiences, do not just look at the surface, but seek to understand how it works by explaining it as a theory. Doing this will develop thinking from both abstract and concrete perspectives and the ability to extract essence in daily practice.

Same Theory Multiple Times

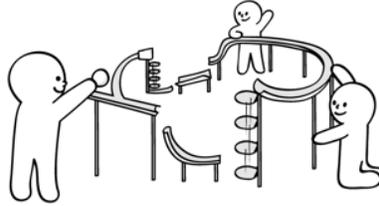
When learning theories from books and seminars, it may seem like one already knows how to use it, but in most cases, one may not understand it enough to actually integrate it into practice. Because of this, it is important to learn and re-learn it over and over. In the process of gaining experience in practice, each experience can lead to new discoveries and to a deeper understanding of each theory.

3.4.2 Entire Connection

A8.

Entire Connection

Which part of the whole is not flowing smoothly?



You have begun to understand the basic logic to do well in your initiative.

▼In this context

Individual initiatives have produced results, but the sense of moving the whole business cannot be grasped. For instance, even if some products or services are sold that are traceable to the new initiative, the entire business will not run well if customers are lost before becoming loyal fans or there may be holdups in the next process. This circumstance results in a lack of confidence in being influential across the business.

▼Therefore

Inspect the overall structure of the business to identify what can be done to move customers' hearts and keep the flow of the business moving. Putting Practices in Various Situations and checking the links between them is a start on grasping the whole flow of the business. Think about what can be done by asking: how to make the customers *Moved to Buy* (B0), and how to become a *Special Existence* (C0) for them. When what may be lacking is identified, think of a plan to Fill in the Missing Parts.

▼Consequently

What is needed to maintain a smooth flow of customers' actions and relationships will be identified. Once the idea of the flow is determined, future initiatives can be readily planned, while understanding their position in the whole flow, helping to increase the quality of practice. This way, the feeling of getting hold of the business can be realized.

Action Patterns

Practices in Various Situations

When relations of each practice are difficult to identify, start by trying out practices in various situations. Doing this will reveal how each practice is connected and indicate how practices work together in an entire movement.

Fill in the Missing Parts

Grasping the Entire Connection will cultivate a meta perspective regarding the business. This way, the parts that have not yet been addressed, or aspects that may need to be more fully articulated for

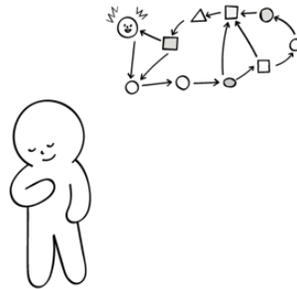
smoother movement will be more easily recognizable. It may also identify what needs to be done to make bigger movement with an initiative.

3.4.3 Sensing the System

A9.

Sensing the System

Grasp the world as a system.



Your profits have increased and you feel confident of your initiatives.

▼In this context

The inability to recognize the links of actions beyond current perspectives will result in the inability to realize the true meaning of accomplishments. Every existence and happening is connected and interactions comprise the world in which we live. No matter how well things are turning out, if this idea is unrecognized, the future of the business may hold disappointing and unwanted twists.

▼Therefore

Recognize that the world of business is a large, interdependent system in which everything is connected via various links and circuits. Sense the connections and movements that are beyond the immediate surroundings and visualize the Invisible Network. Bringing this system into focus will cultivate the ability to notice more than the individual relation of cause and effect but also the transactions and dynamic relations of each cause. Doing so will bring Unexpected Influential Factors within the system into awareness, along with understanding what is needed to generate effective links and circuits for a business.

▼Consequently

The correlation of everything to one another will be readily apparent, which will cause an overall shift in worldview. When the system is recognizable it will also cultivate the ability to work on it and to generate links and circuits independently. It will then become easier to make big decisions and achieve stable marketing approaches, resulting in growth, stronger connections to others, and increased delight with the work.

Action Patterns

Invisible Network

Because systems are not visible, they can only be grasped through imagination. One pictures the network by visualizing how each part is related. For example, even if living organisms, such as plants and animals, exist visually, the entire ecosystem, such as food chain or interdependent relationships, is invisible and

only exists because it is “there.” Thus, to grasp the invisible network, it is essential to “feel” it through one’s imagination.

Unexpected Influential Factors

Realize that in the invisible network, factors might be influencing one another in unusual ways. This will cultivate the ability to notice unexpected factors and meaningfully address them.

4. CONCLUSION

This paper presented patterns in the *LEARNING THROUGH PRACTICING* category in a Pattern Language for Value-Creation Marketing. These patterns have been successfully practiced in many shops and companies for nearly 20 years. This pattern language makes it easy to think about and talk about practice and can be used as a common language in individual organizations and practice communities. Such use has already begun in Japan, and the effects and developments of this practice will be introduced in future research.

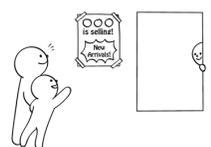
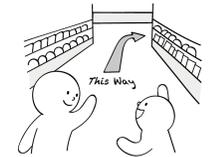
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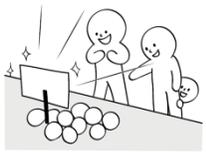
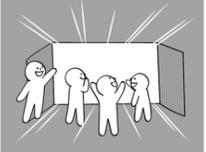
We would like to thank all interviewees for creating this pattern language. We also sincerely thank Aimi Burgoyne and Hinako Ando for supporting writing this paper in English. We would like to thank our shepherd, Mary Lynn Manns, for her comments and suggestions for improvement, and Writers’ Workshop members, Richard Gabriel, Mary Lynn Manns, Valentino Vranić, Patrik Honisek, Hinako Ando, Yuya Oka, Erika Inoue, Mitsuki Saito. This research was conducted under the support of the fund by the Ministry of Economy, Trade, and Industry.

APPENDIX

Category B: APPEALING FOR BEING MOVED [Hints for Motivating Customers] [2] (Table 1).

Table 1 APPEALING FOR BEING MOVED [Hints for Motivating Customers]

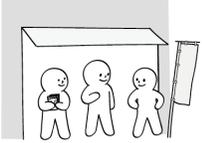
No.	Pattern Name	Pattern Illustration	Summary
B0	Moved to Buy		Sales do not seem to be going well or improving. In this context, you may believe that the problem is related to the product or service that you are selling or its price. Therefore, understand that business is about moving your customers and making them want to buy by sharing the value of your product or service, rather than simply selling.
B1	Obviously There		You are offering a service or product. In this context, the existence of your store or company and the types of products and services you are offering is often not as well-known as you assume. Therefore, start by offering a clear sign that your store, company, product or service is there to ensure that customers know of its existence and what it is offering.
B2	Interesting Invitation		You want to tell customers about your product or service. In this context, even if you are spreading information about your product or service, it is often not noticed by potential customers. Therefore, design the information you are sharing and the way you that you share it in an eye-catching way so that the moment potential customers see it, they become interested to know more.
B3	Action Guide		Customers have noticed your product or service and have become interested because you have shown them that it is Obviously There (B1) and provided an Interesting Invitation (B2). In this context, even if they are interested, customers often do not take the next step and their interest fades. Therefore, think of the action that you want potential customers to take to accomplish what you want and clearly and specifically communicate that action.

B4	Discover Value		You are introducing your product or service. In this context, no matter how much you explain just the product's name, specs or price, the customer will not be moved. Therefore, think of and share with the customer the good that would come out of having this product or service.
B5	Enticingly Convey		You want to share the value of your product or service with customers. In this context, often times the value of your product or service does not properly reach the customer because important aspects of its value are not properly conveyed, or the word choice used to express it is too common or not sufficiently expressive. Therefore, design the way you express your information while considering what you want to express, the order in which to do so, what you will use to express it and how much you should express to make customers intuitively want to know more about or buy your product.
B6	Bridge to Buying		A customer wants to buy a certain product or service. In this context, in many cases, if a customer has even a small point about which they are uncertain or worried, they begin to hesitate and debate about buying a product. Therefore, search in advance for information that may be lacking or points customers about which customers may worry when considering whether to buy your product or service and provide information that solves these problems.
B7	All-Inclusive Value		A customer is about to buy the product or service you are providing. In this context, if you recognize only your product or service as the value you can provide to customers, you will begin to focus too much on this and neglect to consider their whole buying experience. Therefore, design the entire customer experience, from choosing your store or company and learning about your product or service to reviewing it, buying it and receiving it.
B8	Master's Recommendation		You are offering a product or service to a customer who wants it. In this context, if you focus too much on simply answering what your customer is asking, you will be unable to offer any additional value. Therefore, use your expertise to offer what you believe would be the best fit for the customer, rather than simply offering them what they are asking for.
B9	Deeply Wonderful World		Your customer is happy with the product or service that you provided. In this context, Even if you are able to offer the product or service that the customer believes is necessary, it is challenging to expand past that point. Therefore, realize that the most valuable thing you can offer your customers is to share the greatness of the world that you see and invite them to enjoy it with you.

Category C: BECOMING SOMEONE SPECIAL [Hints for Building Customer Relationship] [3] (Table 2).

Table 2 BECOMING SOMEONE SPECIAL [Hints for Building Customer Relationship]

No.	Pattern Name	Pattern Illustration	Summary
C0	Special Existence		You are offering your products or services to customers. In this context, if your relationships with customers end with each transaction, there is no way to tell if they will come again. Therefore, strive to maintain an existence that your customers consider necessary by forging a connection and building a good relationship with them.

C1	Connect at First Meeting		A customer who will buy your product or service exists. In this context, if you lump all customers together as just “the Customers,” you will not be able to recognize or contact them individually. Therefore, obtain your customer’s name and contact information and develop a relationship wherein you are able to contact them.
C2	Approach Just Right		You are connected with your customers and able to contact them. In this context, even if a customer has visited your store or business before, if you do not contact or communication with them for a long time, most likely, they will forget about you. Therefore, to not make them uncomfortable or let them forget about you, contact your customers at just the right frequency and interval.
C3	Small Self-Presentation		You have started to contact your customer. In this context, if all of your messages are simply notifications about your products, services, or sales, they will just become normal advertisements and you will not be able to make a true connection with your customer. Therefore, from your businesses goal to small personal things, talk about yourself to help your customer understand who you are.
C4	Behave Naturally		You are building a good relationship with your customer. In this context, if you always face your customer with the mentality that “The customer is always right” because it seems like the proper thing to do, you will not be able to close the distance between you. Therefore, face them naturally as if they were just another person without getting caught up in the fact that you are the “seller” and they are the “buyer.”
C5	Unforgettable Experience		You want to deepen your relationship with your customers. In this context, chatting with customers on a daily basis reduces the sense of distance, but is still not sufficient to forge a congenial relationship with mutual understanding. Therefore, have memorable experiences with the customer by behaving in a cordial, thoughtful, and hearty way, or by holding events that you can enjoy together.
C6	Connect to Business		The relationship between you and your customers has become deeper. In this context, you have built a close relationship with your customers and they feel delighted through the wonderful experiences they have with you, but this does not encourage them to purchase your goods and services. Therefore, recommend your goods and services properly to the customers with whom you forged a relationship and link this connection by recommending and explaining your goods and services.
C7	Grow Own Style		There are customers who prefer your store or your company and patronize it repeatedly. In this context, if there is no consistency in what you are doing, the features of your store or company that your customers prefer might disappear. Therefore, evaluate whether your actions and approaches follow the style and direction of your store/ company and develop your store’s/company’s own style/direction by implementing the right actions.
C8	Keep Enchanting		There are customers who prefer your store or company. In this context, although there are some customers who prefer your store/company, their feelings for and interest in your store/company might weaken as time passes. Therefore, Keep growing and changing with a consistent principle to keep the interest of the customers who support your store/company.

C9	Fan Community		<p>There are many “fan” customers who support the store/company. In this context, the one-on-one relationship between a “fan” customer and your business will not develop beyond each of your efforts. Therefore, create opportunities for fans to gather and talk or work on something together to create a community in which further sympathy or empathy, amplification, and emergence can occur.</p>
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