

# Implementing Vision in Society Through Brand Experience: A Multi-Layered Framework and Case Studies

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## ABSTRACT

This study addresses a fundamental challenge in modern organizations: the implementation of an abstract organizational vision or purpose into tangible, daily societal reality. While a strong vision is recognized as a crucial foundation for corporate strategy, product development, marketing, and culture, its abstract nature prevents direct public experience. This gap hinders genuine “social implementation.” Existing academic discussions tend to compartmentalize this issue, focusing on isolated domains: design research (future direction), marketing theory (brand interaction), and organizational theory (internal culture). Critically, these disciplines lack a unified theoretical framework linking the philosophical vision statement to its consistent, day-to-day implementation across external user experience and internal organizational culture. This theoretical gap necessitates a comprehensive model to guide the translation process from abstract ideal to concrete, lived experience. To bridge this divide, we propose a novel framework that systematically implements an organization’s vision through a dynamic, multi-layered chain of experiences. This framework identifies three interconnected experiential layers—Brand Experience (BX), Employee Experience (EX), and User/Customer Experience (UX/CX)—as essential mediators. Brand Experience serves as the translational layer, converting abstract ideals into relatable emotional narratives and design language. Employee Experience ensures internal alignment, guaranteeing that employee behavior reinforces the vision, thereby maintaining the consistency of the external Brand Experience. Finally, User/Customer Experience is the ultimate external manifestation of the vision through tangible products and services. This process is viewed as a dynamic, cyclical system: Vision → BX → EX → UX/CX, where ongoing feedback dynamically influences the reinterpretation and refinement of the core vision itself. The research validates this model through comparative case studies of two organizations operating in vastly different sectors: Money Forward, a financial technology (FinTech) company, and Busshin-en, a social welfare corporation. This cross-domain comparison is instrumental in isolating the universal mechanisms of vision implementation. Both organizations successfully utilize this multi-layered approach to translate their respective philosophies into concrete operations. The comparative analysis reveals that while the specific mediating elements differ significantly based on the operating domain—Money Forward’s implementation relies heavily on digital user experience (UX) and internal employee codes of conduct, utilizing technology and organizational culture as mediators—Busshin-en’s approach centers on daily, high-touch interactions in care settings and community exchanges, utilizing empathy and interpersonal dialogue as mediators. Despite these operational differences, the study concludes that a profound universal structure persists: the successful translation of an

abstract philosophy into a daily, tangible experience, sustained by consistent alignment between external brand perception and internal organizational culture, is essential for achieving true social implementation. This research contributes a unified model for organizational alignment and offers practical insights for leaders aiming to embed their purpose deep within their operations and societal interactions.

**Keywords:** Vision, Brand experience, Employee experience, User experience, Organizational culture, Social implementation

## INTRODUCTION

In recent years, the role of “vision and purpose” has drawn significant attention as a fundamental element directing the structure of society and organizations. For companies and organizations, a vision is not merely a philosophy or a set of words; it serves as the essential starting point for product development, marketing, and the cultivation of organizational culture. However, since visions are often expressed in abstract language, they typically fail to provide a direct, tangible experience for the user. Consequently, the challenge in “implementing a vision in society” lies in determining how to translate this abstract vision into concrete experiences.

The concepts of vision and experience have been discussed across various fields. Design research has proposed frameworks such as “Speculative Design” (Dunne & Raby, 2013) and “Social Innovation” (Manzini, 2015), which outline the direction of future society and suggest that the creation of a vision stimulates people’s imagination. Marketing research has demonstrated that brand experience permeates users across sensory, affective, cognitive, and behavioral dimensions (Schmitt, 1999) and functions as a medium for cultural narratives (Pine & Gilmore, 1999). Furthermore, organizational theory has pointed out that vision directs organizational culture and dictates the behavior and decision-making of its members (Schein, 2016).

However, these discussions often remain confined to their respective domains—design, brand, and organization. Specifically, the process connecting “the presentation of a vision as a philosophy” with “its daily implementation in user experience and organizational culture” has not been theoretically formalized. To bridge this gap, a comprehensive understanding of the continuous process—from translating an abstract vision into a concrete experience to embedding it in the organizational culture—is required.

Based on this awareness, this study proposes utilizing brand experience to achieve the social implementation of a vision. The paper introduces case studies from two organizations belonging to different sectors: Money Forward, a financial technology company, and Busshin-en, a social welfare corporation. The primary objective is to clarify the process through which a vision is deployed into a brand experience by analyzing these two examples.

## Brand and Brand Experience

Kawakami and Yamaguchi (2013) define a brand as “a comprehensive concept where the ‘perceived value’ of a certain product or service is linked to the ‘identifier’ held in the minds of consumers.” For this study, a brand is defined as “a name, term, design, symbol, or other feature that identifies a product

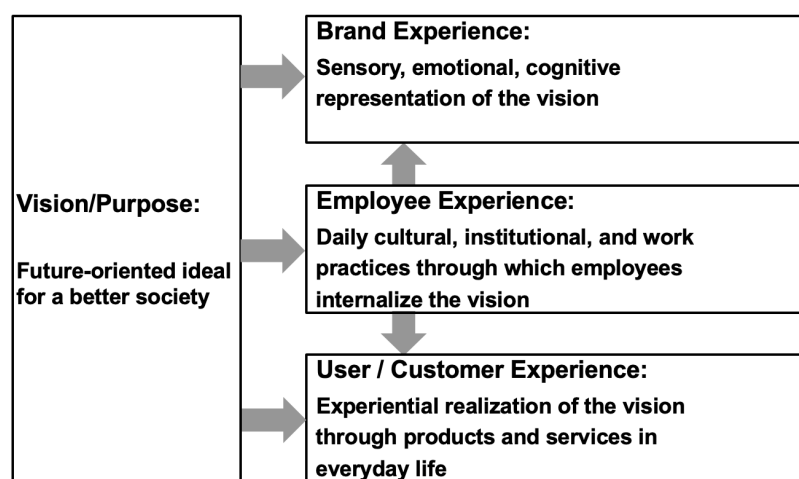
or service and differentiates it from others for the consumer.” A strong brand can evoke specific images and emotions—such as reliability, quality, and values—in the minds of consumers. Branding or brand management refers to the marketing strategy employed by a company or organization to build a unique identity and strengthen its brand.

Brand experience refers to the sensory, affective, cognitive, and behavioral responses a user feels through all touchpoints with a product or service. This encompasses all direct or indirect interactions, including advertising, product usage, customer service, and social media interactions. The brand experience represents the “strategically desired experience a company intends for its customers,” while user experience (UX) or customer experience (CX) is the actual experience undergone by users. A strategy is needed to bridge the gap between these two, often called brand strategy or brand experience strategy.

Brand experience consistency is critical when developing brand strategy. Consistency is required across two dimensions: Temporal Consistency, ensuring the experience remains unchanged over a long period, and Touchpoint Consistency, ensuring the experience is consistent across diverse touchpoints, whether they are direct or indirect, physical (real) or digital.

## FRAMEWORK FOR VISION AND SOCIAL IMPLEMENTATION

A vision is defined here as the “desired future state of the world to create a better society.” An organization’s vision indicates its existence and social direction. However, if a vision remains merely a statement of principles, it will struggle to exert a substantial impact on society. To implement a vision, it must be developed into a chain of multi-layered experiences. This research proposes a framework where vision is socially implemented through mediation across three layers of experience: Brand Experience, Employee Experience, and User/Customer Experience (Figure 1). The process involves translating the abstract vision into experience to drive social implementation.



**Figure 1:** Framework for implementing vision into society.

### **Brand Experience Deployment**

Translating the vision into experience is positioned as Brand Experience (BX). It converts the vision into a narrative or emotional axis that users and employees can resonate with. An abstract vision is expressed as a concrete experience through the design of products, advertising, and spatial production. This stage is the gateway for users and employees to “perceive the organization’s philosophy.”

### **Employee Experience Implementation**

Internally, the vision is implemented as Employee Experience (EX). This is the totality of culture, systems, and work experiences employees encounter daily. It forms the foundation for permeating the vision to employees. By internalizing the vision and making decisions based on it, employees ensure the consistency of the externally provided brand experience. Employee experience is the indispensable element that supports the “back side” of brand experience.

### **User/Customer Experience Realization**

Externally, the vision is implemented as User/Customer Experience (UX/CX) through concrete products and services. UX involves comprehensively capturing the user’s experience, considering sensibility and emotions, and encompassing the entire flow from pre-purchase to post-use (Hasegawa et al., 2025). Considering brand experience is crucial, as it ensures the organization provides a user experience appropriate to its unique corporate identity, preventing services from becoming too similar to competitors’ offerings.

### **Framework Significance**

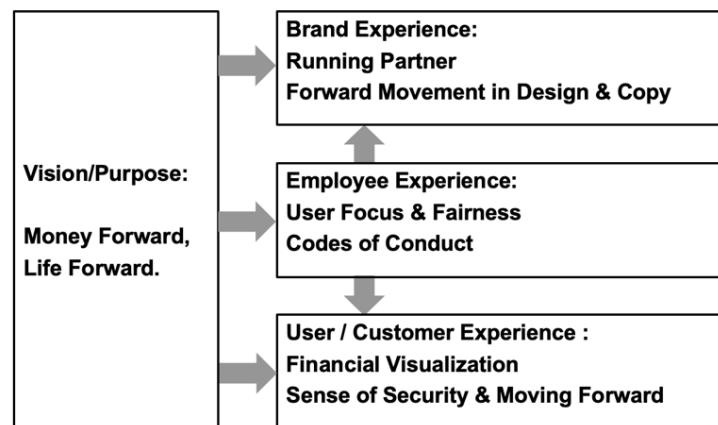
The framework systematically captures the social implementation process through the chain of “Vision -> Brand Experience -> Employee Experience -> User Experience.” This is not a unidirectional chain; it is cyclical, where user feedback influences brand and employee experience, prompting the reinterpretation or modification of the vision. Conversely, the employee experience can also lead to the updating of the vision. This framework highlights the dynamism of continuously transforming a vision from a “philosophy” into a “daily experience.”

### **CASE STUDY: MONEY FORWARD**

Money Forward, Inc., is a Japanese FinTech company providing cloud-based services for financial management. Its corporate philosophy is “Money Forward. Life Forward.” The analysis is based on a semi-structured interview with Ms. Keiko Kanai (VP of Culture) and company materials.

This corporate vision is translated into Brand Experience through a simple and positive design language and advertising. Elements evoking “forward movement” are used in user interfaces and copy, while advertising and events

promote the company's stance as a "running partner," providing users with a sense of security and hope. Internally, the vision is implemented as Employee Experience where employee codes of conduct (e.g., User Focus, Fairness) support this internal vision. Employees share the goal of "moving users' lives forward" and embody this mission through daily decision-making and customer interactions, which ensures consistency between the external brand experience and the internal employee experience. Finally, the vision is materialized as User Experience through products like the household budget app and cloud accounting software, where the company achieves "financial visualization." This process gives users a "sense of security" and "sense of moving forward" by empowering them to proactively grasp their economic situation and make positive decisions, thus materializing the vision in daily life. The application of the framework to Money Forward is illustrated in Figure 2.



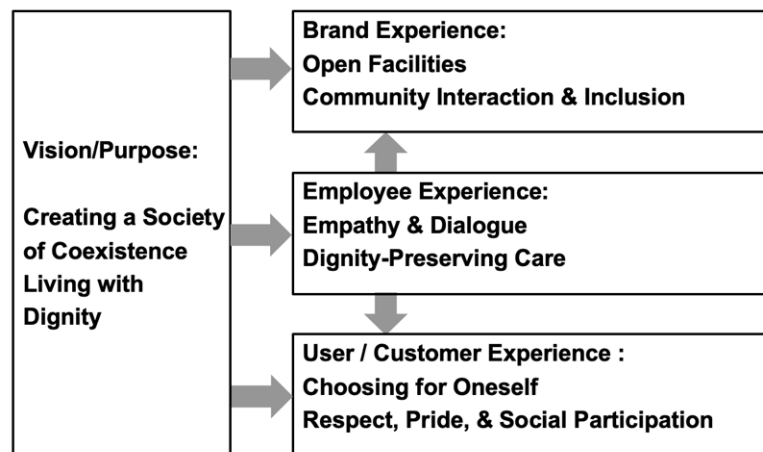
**Figure 2:** Implementation of vision at money forward.

### CASE STUDY: BUSSHIN-EN

The social welfare corporation Busshin-en operates under the philosophy of realizing "A society where all people live with dignity" and aiming for "Creating a Society of Coexistence." The corporation provides comprehensive support to people facing various difficulties in living. The analysis is based on facility visits, interviews, and related publications.

This core vision is translated into concrete Brand Experience (BX) through facility management and community interaction initiatives. By incorporating open facility spaces and cultural activities, the facilities create an environment where users and local residents can experience "coexistence" and "inclusion." This brand experience is designed so that the philosophy of "welfare that protects dignity" can be felt daily. Internally, the vision is deeply implemented as Employee Experience (EX). "Empathy and dialogue" are emphasized through staff training and daily care practices. Staff internalize "dignity-preserving care" as their mission and practice the vision in their daily work. This consistent practice of the vision by employees forms the firm foundation

for the brand experience provided externally. For service users, the vision is materialized as a concrete User Experience (UX). The critical experience is having the process of “choosing and deciding for oneself” respected in meal and care settings. Users feel “respect,” “security,” and “pride,” and gain the sense of “being a member of society” through participation in community interactions and cultural activities. The vision is materialized in these daily, empowering experiences (Figure 3).



**Figure 3:** Implementation of vision at Busshin-en.

## CONCLUSION

A comparison of the Money Forward and Busshin-en cases, based on the proposed framework, reveals a shared success in implementing vision in society through a multi-layered deployment, despite their differing domains. Both organizations mutually link Brand Experience, Employee Experience, and User Experience, originating from their core Vision. The main difference lies in the mediating elements:

Money Forward utilizes digital UX and employee codes of conduct, mediating the vision through technology and organizational culture.

Busshin-en translates the vision into experience through daily interactions in care settings and community exchanges.

This comparison confirms a universal structure for vision implementation: the translation of an abstract philosophy into a daily, tangible experience is the common process across different fields. This study clarifies the dynamism of this process, providing a theoretical foundation for organizations seeking to achieve social implementation of their core values.

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