Patterns for Deepening Understanding with Peers in a Pattern Language for Value-Creation Marketing

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This paper presents patterns for Deepening Your Understanding with Peers 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 JOIN IN ON THE CONNECTIONS, POLISH WITHIN THE CONNECTIONS, and CREATE A COMMUNITY OF PRACTICE TOGETHER aspects of DEEPENING UNDERSTANDING WITH PEERS, encompassing ten patterns of *Co-Creating Companions, Step into the Scene, Just Dive In, Feel for Real, Mutually Enhancing, Connecting with the Source, Recharging Confidence, Growth Through Communication, Involve and Expand*, and *Endless Journey*.

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1. INTRODUCTION

When it comes to learning something new, working with other people who share the same interests, compared to working alone, makes it easier to stay motivated and continue the learning process without getting discouraged. This approach is also important for achieving a deeper understanding. Schools are designed as environments where learners gather for this purpose. Similarly, in communities of practice where adults learn together about a specific field, the entire community becomes a group of peers who learn together (Wenger, 1999). Moreover, within these communities, subgroups are formed to encourage and support learning on a smaller scale.

For these kinds of communities of practice, what is essential for effective learning? This paper introduces patterns from DEEPENING YOUR UNDERSTANDING WITH PEERS. These patterns were created as a part of a Pattern Language for Value-Creation Marketing. The term "Value-Creation Marketing" refers to the practice of presenting products or services in a manner that accentuates their significance and merits. Moreover, it implies fostering a relationship where the customer's experience transcends mere purchasing, evolving into a sustained interaction that engenders value. This pattern language is based on the practical knowledge of a 'community of practice' in Japan consisting of over 1,500 businesses and companies with a history spanning over 20 years (Kosaka, 2006, 2009, 2010, 2012, 2021, 2022). Yuji Kosaka, a co-author of this paper, presides over this community of practice (Iba, *et al.*, 2020c).

The patterns discussed in this paper are designed to be applicable in various situations, as they focus on how people learn from and enhance each other within a community of practice. However, these patterns are part of a larger pattern language crafted as a subset of the Value-Creation Marketing Patterns, and this paper is the fourth in a series of papers on the subject. Therefore, rather than focusing on the content-specific characteristics of these patterns, this paper introduces them as a part of the Value-Creation Marketing Patterns based on their positioning within the overall framework. For a comprehensive understanding of the entire Pattern Language

for Value-Creation Marketing and patterns in categories other than the one discussed in this paper, please refer to our previous papers (Iba, *et al.*, 2020a, 2020b, 2020c).

2. DEEPENING YOUR UNDERSTANDING WITH PEERS

The Pattern Language for Value-Creation Marketing, of which the patterns in this paper are a part, consists of a total of 40 patterns (Iba, *et al.*, 2020a, 2020b, 2020c). These patterns are divided into four categories according to their contents (Figure 1). Two of them (A and D) are related to "learning," consisting of patterns describing how to learn practical knowledge. 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 it.

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 UNDERSTANDING WITH PEERS (Learning Part 2: Hints for Continuous Growth)

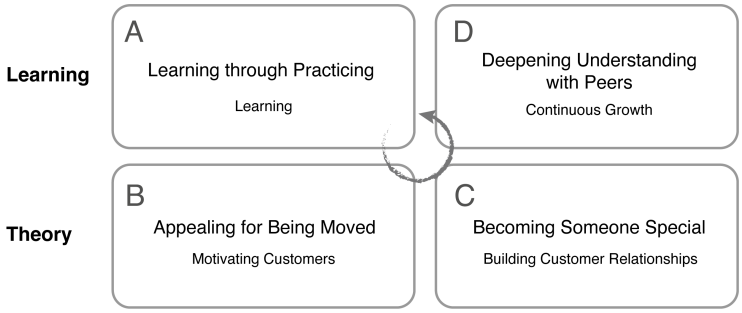


Fig. 1. Overview of the categories in the Value-Creation Marketing Patterns

Among these categories, this paper focuses on *D: DEEPENING UNDERSTANDING WITH PEERS* category consisting of ten patterns. These patterns are composed of one pattern that is the core of the category and the rest of the patterns are means of practicing the core pattern which are classified into three groups, according to the level of practice (Figure 2):

JOIN IN ON THE CONNECTIONS - Basic level
POLISH WITHIN THE CONNECTIONS - Intermediate level
CREATE A COMMUNITY OF PRACTICE TOGETHER - Advanced level

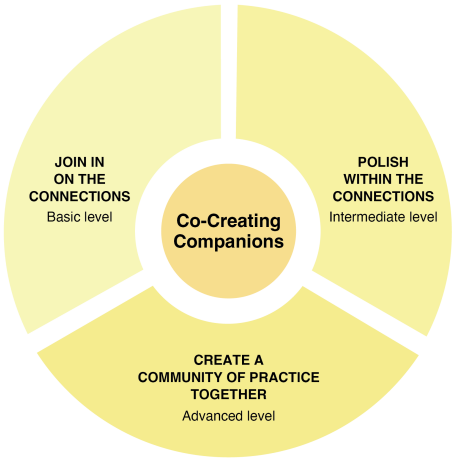


Fig. 2. The core pattern and the three groups that help to realize it.

Each group consists of three patterns. 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. Note that action pattern is a smaller pattern that first appears as underlined words in the action statement of the pattern (except in the core pattern, D0). 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 (Iba and Isaku, 2015) 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.

3. PATTERNS

Here we present the ten patterns of the *DEEPENING UNDERSTANDING WITH PEERS* category: *Co-Creating Companions, Step into the Scene, Just Dive In, Feel for Real, Mutually Enhancing, Connecting with the Source, Recharging Confidence, Growth Through Communication, Involve and Expand,* and *Endless Journey* (Figure 3).

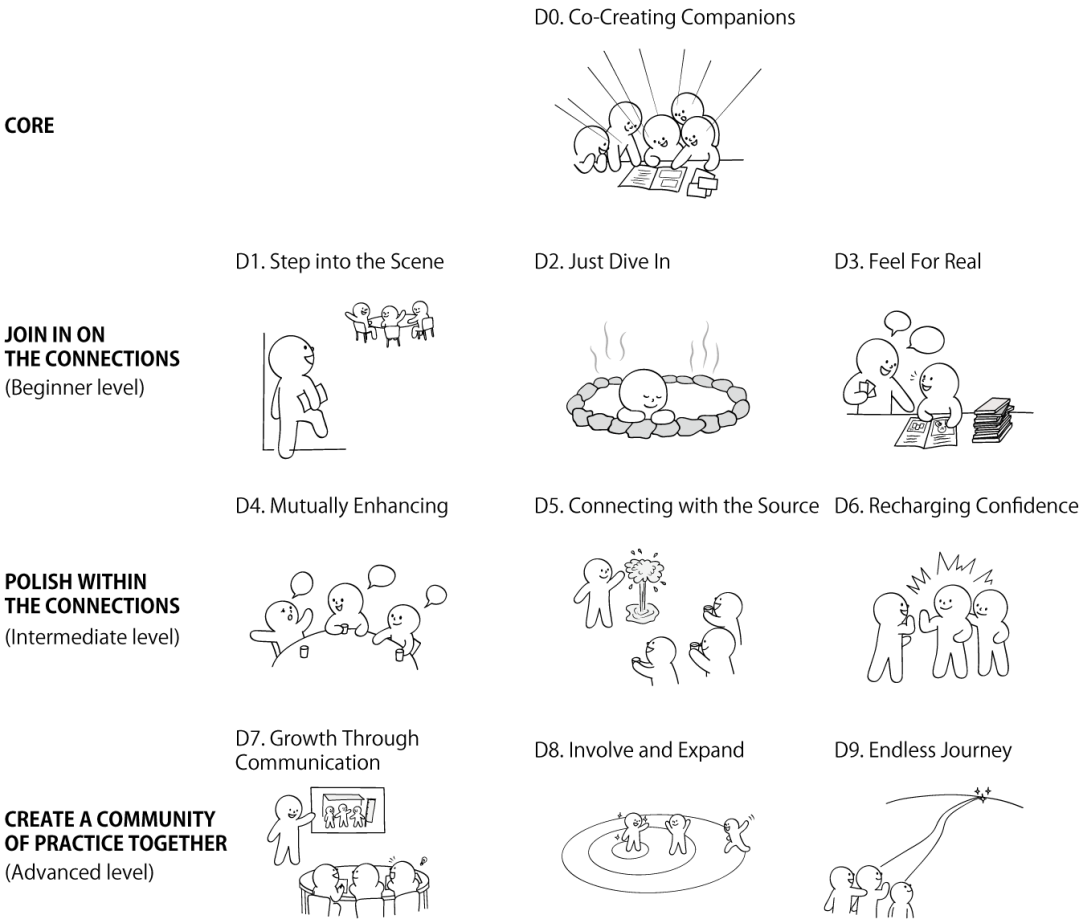


Fig. 3. Overview of patterns in the *DEEPENING UNDERSTANDING WITH PEERS* category

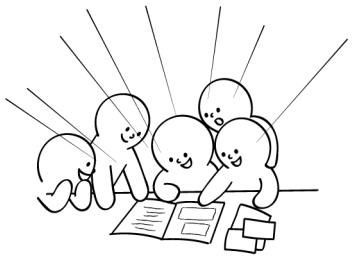
3.1 CORE

3.1.1 *Co-Creating Companions*

D0.

Co-Creating Companions

In the vortex of information and wisdom, continue to grow and generate results.



You want to practice Value-Creation Marketing.

▼In this context

It can be difficult to deepen understanding and the solitary nature of learning through trial and error can become challenging and discouraging, making it easier to give up. While it is not impossible to reflect on and improve one's own practice alone, it can be quite challenging. Moreover, there are often things that one cannot notice on their own. Additionally, when facing failure and feeling isolated, it becomes easier to give in to discouragement.

▼Therefore

Put yourself in an environment where information and insights can be obtained, to engage with mentors and peers for discussions and encouragement while progressing. Start by going to such communities and "Join In On The Connections." By doing so, you can tangibly feel what you are learning and the kind of person you aspire to become, and will be able to "Polish Within the Connections." As learning deepens, the next step is to "Create a Community of Practice Together" based on the experiences so far, while also receiving help from others, and continue to move forward.

▼Consequently

By learning through interactions with others, it becomes possible to avoid misunderstandings and preconceptions, and opportunities to deepen one's thoughts increase. Additionally, having people around who are striving towards the same goals can provide stimulation and power to move forward. Such companions often become invaluable in life, not just in business, as they elevate each other's ways of living.

Patterns

JOIN IN ON THE CONNECTIONS

D1. *Step into the Scene*
D2. *Just Dive In*
D3. *Feel for Real*

POLISH WITHIN THE CONNECTIONS

D4. *Mutually Enhancing*
D5. *Connecting with the Source*
D6. *Recharging Confidence*

CREATE A COMMUNITY OF PRACTICE TOGETHER

D7. *Growth Through Communication*
D8. *Involve and Expand*
D9. *Endless Journey*

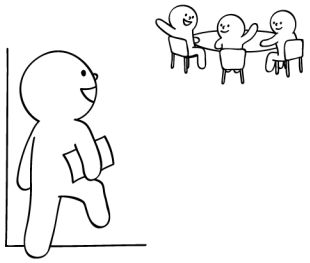
3.2 JOIN IN ON THE CONNECTIONS

3.2.1 *Step into the Scene*

D1.

Step into the Scene

Diving in and feeling is very important.



You are about to start Value-Creation Marketing.

▼In this context

Even if you have knowledge and examples, it can be difficult to take the first step in to actually put it into practice. Doubts may arise about whether you understood the concepts correctly or if the initiatives you come up with based on examples are suitable, making it challenging to start putting things into practice. Such feelings are not easily dispelled if you think about them alone.

▼Therefore

First, try visiting a place where you can meet people who are already practicing Value-Creation Marketing, and listen to their stories, ask questions, and consult with them about your own concerns to think about what you can do. Look for a gathering of practitioners where you feel could be a Possible Destination and dive in. Since the atmosphere and dynamics can vary depending on the purpose and members of the gathering, it's recommended to attend a few and actively search for a Preferred Community that suits you. If you can't find such a gathering or community, by Sharing What You Started to people around you, you may unexpectedly receive information or find companions from unexpected connections.

▼Consequently

By meeting people who are already engaged in what you are about to embark on, you can feel a sense of reality for the future and a sense of not being alone, and you may also gain useful information and encouragement. Moreover, when you express your anxieties and thoughts, you may discover that the seniors have gone through similar paths and receive hints for moving forward from there.

Action Patterns

Possible Destination

Even if you are told to Step into the Scene, it's sometimes difficult to feel like doing so. When that happens, try to find a place that has a low barrier and where you feel you can go. Since everyone has different conditions for what they think seems feasible, such as "it's better to know someone there," "it's better if i know nobody," "larger scale is easier or "seminar format is preferable," it's good to look at a wide range of options and pick ones that resonate with your feelings.

Preferred Community
When you go to a place and feel that it doesn't suit you, make an effort to attend other gatherings or study sessions where practitioners gather. Since the atmosphere can vary depending on the participants and content, try attending several and find a place where you feel comfortable.

Sharing What You Started
Talk to people around you or those connected to your work about your engagement and learning in Value-Creation Marketing. By doing so, you they may introduce you to practitioners or groups.

3.2.2 *Just Dive In*

D2.

Just Dive In

When you immerse yourself deeply, things become clear.

You want to deepen your understanding of Value-Creation Marketing.

▼In this context

Due to reasons such as lack of time or cost, if the frequency and intensity of participation and engagement are reduced, it can take longer to acquire the knowledge and the desired results may not be achieved easily. When starting to learn something new, it is common to feel lost and not even know what you don't understand. In such a state, not only are you limited to practicing within our limited understanding, but you may also believe that your limited understanding is everything and fail to recognize that there are deeper aspects to explore.

▼Therefore

Keep exposing yourself to as much information as possible, including different ways of thinking and examples, even if you don't understand or can't put them into practice. Start by immersing yourself deeply and continuously engaging with information. Including example cases, even a quick glance or skimming through them is sufficient at first, so Install in Abundance. In addition to reading and watching, try to absorb information Through Eyes and Ears, so that even with limited time, you can expose yourself to a wide range of information. Furthermore, if you feel resistance to immersing yourself fully while having other tasks to attend to, you can set an Immersing Period during which you commit to concentrated learning.

▼Consequently

Gradually, your understanding will deepen, and you will start to see connections and discover meanings. Learning will become more enjoyable, and a sense of curiosity will arise within you, leading to thoughts like "Wow!", "I want to know more!", or "I wonder how this works?" You will gain confidence in your understanding and start to identify what you want to put into practice.

Action Patterns

Install in Abundance
Sometimes you may feel overwhelmed by the abundance of examples, episodes, seminars, and books, not knowing how to approach understanding them. In such situations, it is important to not get caught up in the desire to memorize or fully comprehend everything right away, but instead for you to focus on continuously exposing yourself to a large volume of information and knowledge. Even if you don't fully understand them at the moment, by storing it in the back of your mind, you'll find that it often connects and transforms into knowledge later on.

Through Eyes and Ears"
When immersing yourself, make use of every possible means available to you. Try listening to audio explanations, watching video seminars, or engaging in conversations with others. In addition to reading or watching, aim to interact with the information in various ways.

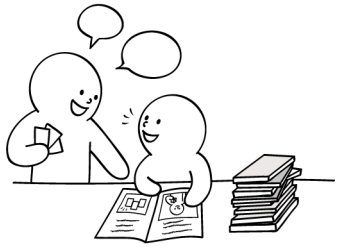
Immersing Period
When starting to learn something new, it's natural to feel anxious and wonder if it's the right fit for you. That's why, since you've embarked on something new, it's important to set a period of time to give it your best effort and fully immerse yourself in it.

3.2.3 *Feel for Real*

D3.

Feel for Real

Meeting people who have created case studies.



You are trying to practice Value-Creation Marketing.

▼In this context

It can be difficult to envision the effectiveness of Value-Creation Marketing in your own business or venture, making it challenging to take the first step in implementing it. Even though you understand the concepts and find the case studies compelling, you may not be able to truly believe it based on your past experiences or struggle to see its significant impact.

▼Therefore

Get to know people who are already practicing it or those mentioned in the case studies to feel the reality yourself. It would be helpful to attend events where you can meet individuals who have achieved remarkable results or seek introductions through personal connections. Alternatively, watching videos where these individuals share their experiences can also be valuable. When you actually get to know them, you may realize

that even those who have achieved extraordinary success are ordinary people, and feel that Even Extraordinary People Are Also Just Ordinary Folks. Additionally, it would be useful to listen to their stories about the various trials and errors they went through and the world that unfolds through their continuous practice. Grasp this sense of reality and temporarily Set Aside Conventional Wisdom within the industry or your own beliefs, and begin to practice.

▼Consequently

When you feel the realism of others who have faced similar situations and achieved success through trial and error, it will ignite your own motivation for practice. Also, witnessing the enthusiasm of those who have accumulated practical experience may excite you, knowing that you can join them after going through your own practices.

Action Patterns

Even Extraordinary People Are Also Just Ordinary Folks

When encountering well-known practitioners or individuals who have achieved impressive results, make an effort to make conversation with them. By doing so, you will realize that those whom you deemed extraordinary are actually just regular people like yourself. Their exceptional practices and achievements will no longer feel like distant realities but rather something you, too, can aspire to achieve.

Set Aside Conventional Wisdom

Familiarity with the norms and theories within your own industry or field can make it difficult to embrace new perspectives and knowledge. In such moments, it's important to temporarily set aside your preconceived notions about your business or industry and be receptive to the messages of Value-Creation Marketing.

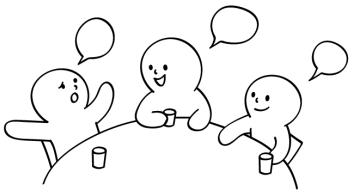
3.3 POLISH WITHIN THE CONNECTIONS

3.3.1 *Mutually Enhancing*

D4.

Mutually Enhancing

Externalizing makes things become visible, and conversing makes things emerge.



You are practicing on your own.

▼In this context

Continuing to practice by yourself may lead to failure in recognizing your own mistakes or misunderstandings and also reach the limit of your ideation capacity. It can be difficult to be self-aware and acknowledge and correct your own biases and misconceptions. Moreover, your efforts may remain within the scope of your own ideas, lacking in variety and limited by conventional thinking.

▼Therefore

Engage in discussions with seniors and peers about your own practices and thoughts to acquire new insights. When seeking to deepen your thinking and acquire new perspectives, Realization Through Conversation is a powerful tool. The stories and experiences shared by those who are already implementing the strategies are like Treasure Boxes of Ingenuity, so it is essential to actively listen and contribute to these discussions. Using Terminology from Value-Creation Marketing Patterns in these conversations can serve as a common language that supports the discussions.

▼Consequently

Conversation helps to clarify your thoughts and deepen your understanding of your own efforts and learning. Additionally, the insights and perspectives shared by others can spark new ideas and inspiration. With a community of peers who continuously challenge and support each other, you can collectively elevate your skills and achieve ongoing success. These companions become invaluable assets in your life journey.

Action Patterns

Realization Through Conversation
When practicing on your own, it is possible for your thoughts to not deepen or for you to remain unaware of misunderstandings. By actively sharing your experiences with seniors and peers in gatherings or similar settings, you can become aware of your own misconceptions and discover new perspectives.

Treasure Boxes of Ingenuity
One valuable aspect of engaging in conversation with fellow practitioners is the abundance of real-life examples and the insights and discoveries associated with them. By conversing with individuals from

different industries or business types, you can report and discuss your respective practices and their outcomes, often leading to unique ideas that transcend your own experiences and industry norms.

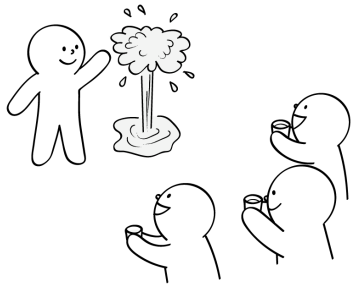
Using Terminology
When communicating with other practitioners or seniors, it is beneficial to use the terminology used in explanations and theories from Value-Creation Marketing as much as possible. This facilitates familiarity within the brain and allows for corrections to be made in case of any misunderstandings. The language of Value-Creation Marketing patterns (such as terms like *Obviously There* or *Small Self-Presentation*) can also serve as a common language that supports these conversations.

3.3.2 *Connecting with the Source*

D5.

Connecting with the Source

Even what you know may have already been upgraded.



You are continuing to practice daily, experimenting and learning from trial and error.

▼In this context

It is important to recognize that among the things you previously knew and understood, there may already be updates and better methods or expressions that have emerged. The principles and methods of Value-Creation Marketing are constantly evolving with changing time, circumstances, numerous practical examples, and advancements in related fields of study. Therefore, even if you thought you understood something once, the perspectives and approaches may have evolved into better content and expressions, emphasizing the need for continuous learning. Additionally, as you gain experience, there is a risk of deviating from the essence from finding your own ways of practicing, so caution is necessary.

▼Therefore

Stay updated with the new or evolved principles and methods, and actively engage with the primary sources of information and stay connected to the latest updates to maintain proper understandings. Instead of relying on hearsay or second-hand information, follow reliable and credible Primary Sources and actively seek to upgrade your understandings. It is recommended to approach learning with a Commitment For Accurate Understandings.

▼Consequently

Staying connected to the latest information allows for implementation of the best practices at any given time. It also enables you to correct any deviations that may have occurred due to developing your own approaches.

Furthermore, even with knowledge you have already possessed, revisiting and discussing them can lead to new realizations and discoveries, given the continuous growth of your own experiences.

Action Patterns

Primary Sources

No matter how sincerely and accurately information is conveyed, indirect transmission can gradually create deviations, just like the game of telephone. Therefore, it's important not to be satisfied with information solely from close peers but to be aware of the primary source from where it originates and directly follow information coming from that source.

Commitment For Accurate Understandings

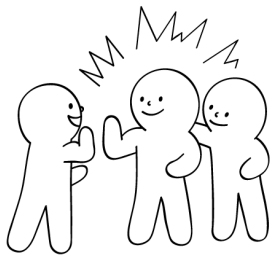
While it is important to expose yourself to various sources of information when seeking to deepen understanding, it is crucial to be discerning and prioritize information that can be trusted for its accuracy. By actively using jargon and terminology, you can humbly verify if their interpretations have become personalized and strive to build a accurate understanding through diligent effort.

3.3.3 *Recharging Confidence*

D6.

Recharging Confidence

A relationship that brings forth the courage to keep moving forward, provides reassurance, and allows us to support and encourage each other.



While practicing Value-Creation Marketing, there may be times when you question whether things are going well and feel anxious.

▼In this context

When you continue with a sense of unease and it starts to take a toll on your mental well-being or you lack confidence, it becomes easier for your practical efforts to come to a halt. There may be moments when you wonder, "Am I doing the right thing?" or "Is it okay to keep going like this?" This feeling of uncertainty can be particularly prevalent when you are working alone and don't have anyone to consult with, causing you to carry the burden on your own.

▼Therefore

Create opportunities to meet with seniors or peers, and discuss what you are doing and the concerns you have, hear about others' efforts, and go to receive good energy. When you are feeling anxious and lacking energy, it can be beneficial to attend gatherings of practitioners where you can truly experience that You Are Not Alone. There, you will likely find like-minded individuals who share similar aspirations and have faced or

overcome similar doubts and worries. Simply by engaging in conversations about your concerns, you can feel that you are not alone and gain a sense of empowerment. Moreover, you may even receive Senior Power for the initiatives you were unsure about.

▼Consequently

By realizing that you are not the only one making an effort or struggling, you can gather the strength to move forward. The encouragement and approval from experienced seniors can provide the greatest reassurance as you progress. Major achievements are not accomplished overnight, but are the result of persistent efforts. It is natural for anyone to experience moments of wanting giving up, but by supporting and encouraging each other, you can lead to significant growth.

Action Patterns

You Are Not Alone

In your daily work, you may feel uncertainty when it feels like you are the only one practicing or that your initiatives are not understood or supported by those around you. In such moments, it is important to seek out places where fellow practitioners come together and actively listen to their stories and experiences.

Senior Power

When you are continuing your practical efforts but lack confidence in whether what you are doing is right, it can be helpful to meet with seniors and share your experiences and current undertakings. By hearing their feedback and opinions, you can gain insight into what aspects they find “good” or valuable in your work. Recognize these strengths and have confidence in your approach as you continue your practice.

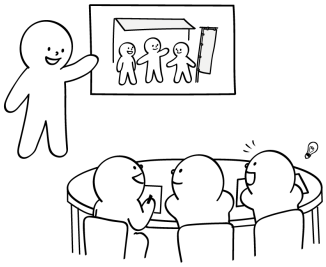
3.4 CREATE A COMMUNITY OF PRACTICE TOGETHER

3.4.1 *Growth Through Communication*

D7.

Growth Through Communication

There are new insights to be gained only by conveying knowledge to novice.



With accumulated experience, you are now starting to feel confident and competent as a practitioner.

▼In this context

As you continue to learn and accumulate experience, you may reach a point where significant growth becomes more challenging. You might realize that there are many things you thought you understood well, but in reality, you actually do not. Additionally, areas where you lack knowledge or depth may be your blind spots, making them difficult for you to recognize on your own.

▼Therefore

Reflect on your own journey and share your experiences with young practitioners, and also answer questions from beginners to not only contribute to the community but also continue to evolve yourself. You can Give Back to the Community for all the learnings, inspirations, and courage you have received thus far. As a Living Example who has achieved results through practical experience, you can serve as a role model and reference for many younger practitioners. Through explanations and answering questions, deepen and refine your own thinking.

▼Consequently

While thinking about how to explain things clearly and pondering answers to various questions (sometimes unexpected ones), you may gain a fresh understanding of the essence, become aware of things you had not noticed before, and generate new ideas. Additionally, by reflecting on your journey, you can gain a bird's-eye view of your growth and trajectory, providing an opportunity to feel proud of your progress. Contributing to the community of practitioners not only elevates the community as a whole but also brings personal joy and satisfaction.

Action Patterns

Give Back to the Community
By transitioning into a role where you provide what you have received from your peers and seniors, you can share your experiences and answer questions. In doing so, you can reflect on your past endeavors, gain an objective perspective, and try to explain them in detail, leading to new insights.

Living Example

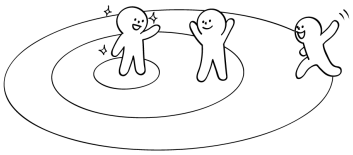
To beginners, individuals who have achieved various accomplishments may appear to be special and seemingly out of reach. However, by engaging in conversations, addressing questions, and showcasing that these accomplishments are the result of consistent learning and practical experience, you can demonstrate that anyone can reach this level of achievement. As a "living example" of the outcomes attainable through steady effort and growth, you can inspire and encourage others.

3.4.2 *Involve and Expand*

D8.

Involve and Expand

The more companions, the more capabilities.



You have become capable of consistently delivering practical results in your own store/company.

▼In this context

As the situation of your own store/company improves, you may find yourself becoming concerned about the challenging circumstances those around you are in and wondering if there is anything you can do to help. As the relationships and the quality of the environment improve through efforts by you and others are successful, it becomes inevitable that happenings in your surroundings catch your attention. You might think, "What if I tried this?" or "That approach wouldn't work, would it?" At times, it may even feel as if you are observing your past self, which can be emotionally challenging.

▼Therefore

By sharing Value-Creation Marketing with the local community and industry peers, and by working together and supporting each other, expand the capabilities to create a better overall environment. It all begins with Sharing Current Practices of Value-Creation Marketing. If there are individuals who show an interest in the state of your store or company, introduce them to what you are doing based on what kind of thoughts and beliefs you have. Additionally, by starting From Connections with Peers or Connecting with the Existing Community, you can expand your initiatives on a larger scale. In doing so, it is essential to always a Confirm the Points of Empathy among potential collaborators.

▼Consequently

As a result, you will be able to create synchronized activities and concepts while enhancing the appeal of your store or company. This will attract more like-minded individuals to join you and elevate the overall attractiveness of the local community and industry. It is important to note that this collective growth will also benefit individual stores and companies, as they will experience an uplift. Such a progression will bring greater fulfillment in our work and contribute to a more enriching life experience.

Action Patterns

Sharing Current Practices
The first step is to communicate things like you are practicing Value-Creation Marketing and share the results you have achieved with those around you. By openly discussing your efforts, you will generate interest and potentially connect with other practitioners who are pursuing similar approaches.

From Connections with Peers
Involving and expanding might seem daunting, but by connecting with people around you like starting with nearby stores, companies, or individuals who share your passions, leading to larger-scale endeavors.

Connecting with the Existing Community
When trying to expand your initiatives and making new companions to venture into new territories, it can be beneficial to connect with existing communities that are already active, thus expanding big and fast.

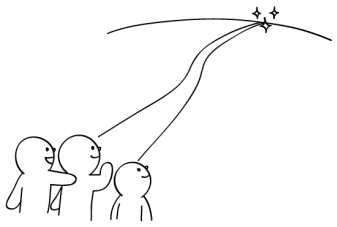
Confirm the Points of Empathy
When seeking to increase the number of companions, it's important to check if they resonate with the principles of Value-Creation Marketing and align with the purpose and mission they aspire to achieve. By confirming shared values, even if it initially seems like you are getting along, you can prevent potential conflicts or deviations in direction.

3.4.3 *Endless Journey*

D9.

Endless Journey

Mastering the way of being.



You have accumulated significant practical experience and generated numerous results.

▼In this context

There is a tendency to believe that you have mastered everything and if you cease your pursuit of learning, everything stops there. After being able to generate results consistently, it is common to think "I understand it well enough" and become satisfied. However, the world is constantly evolving, including the environment around us, and above all, life itself is about continuous change. Therefore, to stop learning means to cease progress and remain in your current place.

▼Therefore

Keep carving new paths in the ever-changing world, while realizing the luckiness and happiness of having companions that you can continue to improve as individuals, and continue to refine yourself as a business person and an individual. When the cycle of customer satisfaction, personal fulfillment in your work,

and increased sales continues by practicing in a way that is true to yourself, you can experience the Fusion of Lifestyle and Business. Improving your business leads to Growth as a Person but also vice versa.

▼Consequently

Your business will enrich your life, and your life will enrich your business. This will contribute to a continuing your work with enjoyment. Furthermore, maintaining a mindset of continuous learning fosters deepening of your humanity, not to arrogance, but humility of your present self. Walking the path alongside these remarkable companions who have reached such a state and advancing with younger fellows who follow in your footsteps is nothing other than the essence of "living."

Action Patterns

Fusion of Lifestyle and Business

To joyfully navigate the path of an Endless Journey, instead of separating your way of living and your interests from your work, wholeheartedly infuse your business and ventures with your own sensibilities, thus elevating both your professional and personal life.

Growth as a Person

The development of your store or company and your growth as an individual are intertwined is an Endless Journey, see it as an activity to improve your humanity through engaging with energetic individuals who share similar ideologies, and contributing back to the communities you belong in which you have learned, as well as your local community.

4. CONCLUSION

This paper presents patterns in the DEEPENING UNDERSTANDING WITH PEERS category as part of a Pattern Language for Value-Creation Marketing. This paper is the fourth in a series of papers introducing the Value-Creation Marketing Patterns, following the previous three papers (Iba, et al., 2020a, 2020b, 2020c). With this paper, all the patterns have now been covered. The list of pattern names in the Value-Creation Marketing Patterns is shown in Figure 4.

These patterns are compiled based on mining interviews conducted with participants of the "Community of Practice on 'WAKUWAKU Aesthetics of Business'" (represented by Yuji Kosaka, one of the authors of this paper), capturing the essence of their valued actions and ways of thinking. The Value-Creation Marketing Patterns presented are currently being actively used by various types of stores and companies throughout Japan. We have also begun to conduct research analyzing the cases of utilizing patterns. We encourage readers to read the paper (Kimura and Iba, 2023).

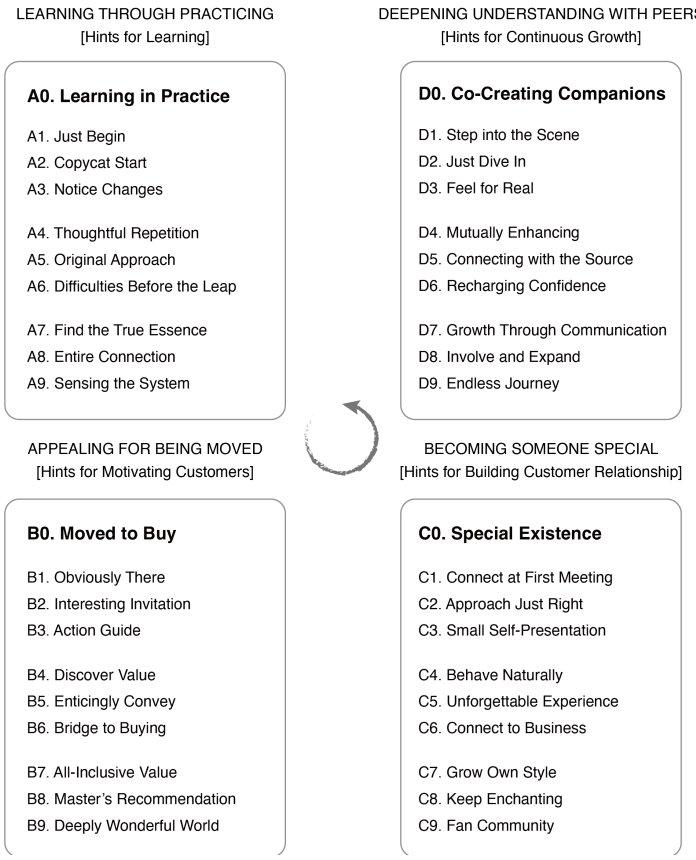


Fig. 4. Pattern Name list of the Value-Creation Marketing Patterns

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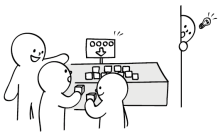
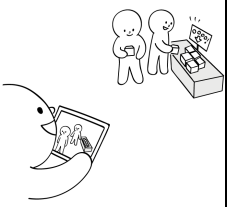
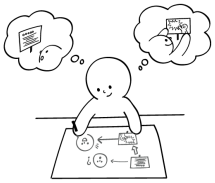
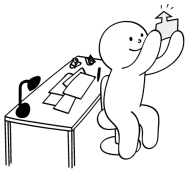
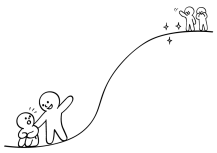
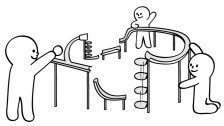
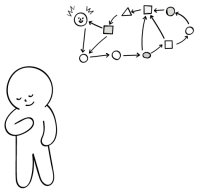
APPENDIX

The patterns in Category A: LEARNING THROUGH PRACTICING [Learning Part 1: Hints for Learning] (Iba, *et al.*, 2020a) are shown in Table 1.

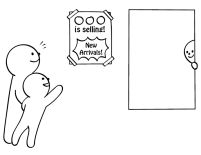
Table 1 LEARNING THROUGH PRACTICING [Hints for Learning]

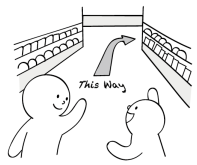
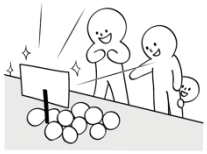
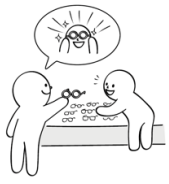
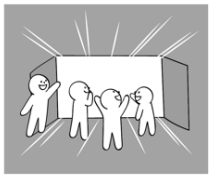
No.	Pattern Name	Pattern Illustration	Summary
A0	Learning in Practice		You are thinking of practicing Value-Creation Marketing at your store, business, or workplace. In this context, one cannot reach a level of understanding that allows for good practice of Value-Creation Marketing only by reading a book or listening to stories. **Therefore, practice through trial and error using theories and examples as references to empower yourself to find applicable solutions.**
A1	Just Begin		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. **Therefore, start by finding something attainable, and begin from there.**
A2	Copycat Start		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. **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.**
A3	Notice Changes		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. **Therefore, make sure to focus on how the attitudes and actions of customers have changed when determining the effects of the initiatives practiced.**
A4	Thoughtful Repetition		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. **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.**
A5	Original Approach		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. **Therefore, gradually integrate individual and unique style and originality into initiatives and continue to evolve the business approach.**

A6	Difficulties Before the Leap		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. **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.**
A7	Find the True Essence		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. **Therefore, assess, reflect on, and recognize the reasons behind successful outcomes and consider how it happened based on existing logics and theories.**
A8	Entire Connection		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. **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.**
A9	Sensing the 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. **Therefore, recognize that the world of business is a large, interdependent system in which everything is connected via various links and circuits.**

The patterns in Category B: APPEALING FOR BEING MOVED [Hints for Motivating Customers] (Iba, *et al.,* 2020b) are shown in Table 2.

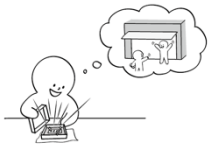
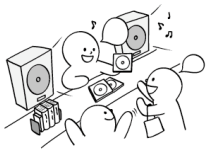
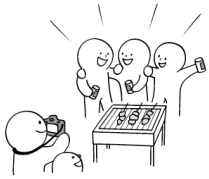
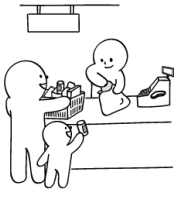
Table 2 APPEALING FOR BEING MOVED [Hints for Motivating Customers]

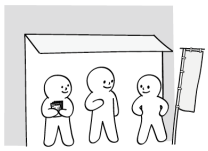
No.	Pattern Name	Pattern Illustration	Summary
B0	Moved to Buy		Sales do not seem to be going well or improving. In this context, you may believe that the problem is related to the product or service that you are selling or its price. **Therefore, understand that business is about moving your customers 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.**

The patterns in Category C: BECOMING SOMEONE SPECIAL [Hints for Building Customer Relationship] (Iba, *et al.*, 2020c) are shown in Table 3.

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		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.**

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