

Customer Experience Management: Evolution and the Paradigm Shift in Marketing

Prashant Chauhan*
Dr. Samar Sarabhai**

Abstract

The world of marketing has changed dramatically in the past two decades. The evolution of customer experience has changed the whole paradigm. The impetus has shifted towards customer-centric approach and keeping the customer in focus. The advent of social media, self-service technologies, and various other digital advancements has changed the shopper's behavior. Digital and analytics have emerged as key enablers for marketing professionals and organizations are trying to harness the benefits of these advancements. The role of customer has evolved quite significantly as an enabler in the overall success of a product/brand. The managers now require new tools to measure and understand the performance of organization in totality. In this context, paper examines the reported work on evolution of customer experience management and provides a theoretical framework for comparative understanding of changes/shifts in customer experience management and marketing.

Keywords: Customer experience, customer insights & analytics, Omni channel, self-service technologies, customer journey.

*TAPMI School of Business, Manipal University, Jaipur, India
**TAPMI School of Business, Manipal University, Jaipur, India

Introduction

In the prevailing and dynamic world consumers enjoys enormous choices and opportunities in the market. The marketers and businesses have now shifted towards customer-centric approach and the impetus on offering complete customer experience in the market. Customer experience management is like the lifeblood of the organization which enables them to drive towards their objectives. In order to achieve competitive advantage in the market orchestrating meaningful customer experience are considered very important (Bolton et al., 2014) and loyal customers (Badgett et al., 2007). Many companies have benefited by incorporating the customer experience in their business strategies. T-Mobile Netherlands is one of the largest Dutch mobile telecommunication companies and offers a leading portfolio of mobile telecommunication. The company was able to cut costs while improving the customer experience using sound social media strategy. Orbitz Worldwide was able to harness the benefits of customer experience management by embedding the customer insights into the company to become the number one travel website and Orbitz Rewards is the number one travel rewards program. So the impetus for customer experience management is quite obvious. Even though the practitioners in the industry have recognition of the importance of the customer experience as a construct, yet the academic literature doesn't throw enough light on the construct. Therefore, further research is required to understand the evolution of the construct of customer experience and its impact on the marketing.

Customer Experience: Origin

The term customer experience as such is not owned by anyone but it is generally attributed to Bernd Schmitt (2003) who defined it as "the process of strategically managing a customer's entire experience with a product or company." According to De Keyser et al. (2015) customer experience comprises the cognitive, emotional, physical, sensorial, spiritual, and social elements that mark the customer's direct or indirect interaction with other market actor—in essence, the raw data contained in all direct or indirect interactions that then come together as an overall experience'. According to Meyer & Schwager (2007) customer experience is the internal and subjective response customers have to any direct or indirect contact with a company. Customer experience management is used for understanding the customer satisfaction and loyalty levels.

Customer experience management as an idea was highlighted by Holbrooke & Hirschman (1982) in the Journal of Consumer Research. The highlighted experiences are the overall outcome of the customer's perception which is created when they try to understand and utilize the product. Moreover, it was found out social encounters facilitates the development of social bonds (Crosby & Nancy, 1987).

Pine & Gilmore(1998)highlighted that services are becoming more commoditized and the foremost companies have started competing on experiences.The experiences delivered to customers have to

be planned, managed, staged, and delivered to the customer. Customer experience has emerged as a great differentiator for the organizations. In the initial 1970s and 1980s, quality and functionality were the key differentiators. In the 1990s, brand and pricing of the product were the key and subsequently the flow of information, the quality of service and delivery became the norm (Shaw & Ivens, 2002). The customer was offered product and service by the companies based on their assumptions; what customer expects from the product. Creating value for the customers became the emphasis of the marketing managers as they shifted their approach (Mc Alexander et al., 2002). Subsequently the concept of relationship marketing became the focus of the marketers. Relationship marketing remains challenged by evidence that customers who are enjoying good relationship with the organization still might not return to the Service provider (Gerpott et al., 2001). At an operational level, buyer-seller relationships in business to consumer markets have generally failed in their attempts to emulate the interpersonal relationships (Palmer, 2010). Brand and emotional attachment became the subject of interest for the marketers in the academic literature in context of customer experience in the mid-2000s (Narayandas, 2005; Anderson et al., 2006). Creating favorable customer experience is the most preferred way to generate customer loyalty and competitive advantage for the company (Badgett et al., 2007). Experiences are about the perceived value which is derived by the individual from such interactions (Helkkula et al., 2012).

Evolution From Traditional Viewpoint Towards Customer Experience

The emergence of customer experience management has significantly impacted the whole gameplay. Earlier the focus was on service quality, product quality, but customer experience is not just about the elements the service provider can control (interface, assortment, and price) but it is also about the elements which are out of control—like the influence of customers on each other, influence of devices like smartphones, kiosks and virtual managers on the customers. Researchers have largely studied customer experience from the point of view of moments of truth which considers customer being passive in the whole activity (Normann, 2001).

Though we acknowledge the fact that experiences are created in the end-to-end customer journey, still researchers are relying on one survey. This practice of depending on one-time survey is somewhat flawed, as it is based on the respondent's memory which might not be able to reconstruct the whole picture again (Kristensson et al., 2014). Moreover, the focus has always been on what organization's wants to offer rather than what customers really want. With the expansion of the internet, social media, self-service technologies, and smartphones marketers can easily harness the insights into what the customer is looking for in the market. The era of marketing analytics and consumer analytics has gathered pace across the globe and it is immensely impacting the marketing strategies. Significant numbers of companies have started to use and implement the concept of total customer experience to create lasting customer loyalty (Mascarenhas, Kesavan, & Bernacchi, 2006).

Customer experience is receiving greater attention as a business driver and a key strategic objective for companies (Johnston & Clark, 2008). Some of the companies have emphasized on the experiential-based value while formulating their strategies. According to Berry et al. (2002), whenever a customer purchases a product from a company, he always has an experience. In-store atmospherics, proper service delivery, and post-purchase interactions are critical for customer experience but these days customers want to connect with the product or brand with convenience. Experiences are having utilitarian value along with hedonic aspects (Vargo & Lush, 2006). Therefore companies should aim to design and communicate value propositions in order to generate memorable experiences. Though the importance of customer experience is recognized, the focus of traditional marketing literature is on measuring customer satisfaction and service quality (Verhoef et al., 2009). Verhoef et al. suggested a model covering various elements. The model is comprehensive but the researchers were not able to provide evidence for the validity of the model. Through the years various problems are highlighted, such as the lack of widely accepted definition of customer experience and the lack of corresponding measurements along with lack of complex customer experience framework (Maklan & Klaus, 2011). And this problem still persists due to lack of clarity amongst the companies on how the view customer experience (Klaus, 2013).

Online Customer Experience

In online academic literature traditionally focus has been on understanding the association between the online channel and the total (overall) service quality on the basis of customer's perception (Gallero et al., 2006). However, in the subsequent years, online customer experience has become the emphasis of service marketing researchers (Nambisan & Watt, 2011). The trigger for the shift is largely attributed to the evolution of e-commerce platforms. The portals have become more interactive and dynamic offering a better interface for the customers to explore the offerings. Customers' online buying behavior is influenced by the superb online customer experiences and is being highlighted by the researchers (Bridges & Florsheim, 2008). Researchers have proposed various frameworks highlighting the online and web experiences like E-S-QUAL framework (Parasuraman et al., 2005). Website design and its impact on customer experience are highlighted by Novak, Hoffman & Young (2000). Amongst the various frameworks, the focus is largely on the concept flow on the website which was highlighted by Novak et al. (2000). According to Smith & Sivakumar (2004) the concept of flow is a practical way to understand how consumers interact with web portals. But still, there is lack of clarity on how customers interact on the internet (Weinreich et al, 2008). Researchers submits that existing customer experience and online customer experience conceptualizations can vary based on the contexts. More and more studies have tried to explore the online customer experiences in different contexts subsequently (Verhoef et al., 2009) terming it as a relatively new construct. Hahn & Kim (2009) highlights that consumer's trust can be retained by ensuring offline to online and vice versa seamless transactions, with a minimum of hassle.

Sorooshian et al. (2013) came up with online customer experience (OCE) model to identify factors which affect the customer experience in online channels. Hedonic experience and sociability experience are also key factors in understanding customer experience along with pragmatic experience while availing the services (Sorooshian, et al., 2013). Also, Klaus & Maklan (2013) came up with various dimensions of customer experience which offers a more comprehensive view of the construct.

The evolution of customer experience has forced the marketers to adopt new strategies and tools to grow their business in more holistic manner. We are highlighting certain cases, tools and strategies which have changed the marketing for the good.

From Moments to Journeys

Customer experience professionals live in fear of brand failure: expensive product launches that fail to meet customer expectations; marketing campaigns that miss the mark; and maddening wait times on a customer service line. Every less-than-perfect interaction with your company impacts the value of your brand. Writing for Harvard Business Review, a group of partners at McKinsey described their experience working with a pay-TV provider that, according to the company's internal metrics, was delighting customers at every interaction but somehow left them displeased with the overall experience. Digging deeper to solve the mystery, McKinsey discovered that there was no specific problem area—the problem was in the experience as a whole. The numerous phone calls, technician home visits and email exchanges, even if each one was executed masterfully, added up to an extremely irritating experience for customers who just wanted to watch their favorite programs. Emphasis on customer's interaction at various touch points in purchase and after has been a prime focus for the organizations (Alex & Ewan, 2013). In practicality the narrow focus on enhancing satisfaction levels at specific touch points doesn't always offers you an actual picture, the customer may or may not be happy with the company. The whole customer's journey should be the prime focus. Many brands are now cultivating an interest in optimizing the customer's end-to-end experience and reaping the rewards. According to the analyst firm Forrester, companies that are leaders in perfecting customer experience outperformed, over a 6-year period, the S&P500 by more than 25%. Customer experience laggard's performance fell over the same period by more than 30%. Sensing opportunity and also the risk of failing to act, companies are making big investments in improving customer experience. According to the research firm Gartner, in 2014 companies spent roughly a fifth of their marketing budgets to support and improve customer experience. Unfortunately, many of those efforts have had limited success and the return on those investments has flat lined. Whereas, in 2010, 39% of respondents to a Temk in Group Management survey said their company's efforts to improve customer experience made a significantly positive impact on performance, in 2014 and 2015; just 11% of respondents said the same.

Many companies aim to create a brand that stands for trust, personal attention, and concern for a customer's experience. However, so many companies—whether airlines, banks or insurance companies—have policies and delivery mechanisms that fail to deliver on promise and sometimes work against it. Efforts to drive consistency and lower costs at call centers and stores, often have unintended consequences. Policies that create explicit operating rules for each situation end up disempowering front-line employees. Metric systems that try to implement fairness by focusing on “exactly what the employee controls” reduce the employees' sense of ownership for solving the root cause of an issue. And silo-driven accountability for middle and frontline management often stifle opportunities to find x-silo solutions that would benefit both the customer and the company. This problem is very severe and it can be a very gruesome problem to spot because customer journeys are cross-functional, whereas companies are siloed into different units and functions. And customer journeys span periods of time, while companies often design their services to deliver day-to-day results.

Voice of Customer

The root problem faced by many companies while trying to improve their customer experience is that they depend on feedback from customer satisfaction trackers. Those sources provide plenty of data about a large group of customers, but it's difficult to find in that data meaningful, actionable insight. The data is plentiful but shallow; it only skims the surface of customers' motivations and behaviors. eBay thought it found a solution to this dilemma. In 1999, the company launched a program called Voice of the Customer. eBay wanted to bring a small group of sellers together once a quarter for a phone call or webinar, to get input on planned changes to prices or the makeup of the website itself. At first, the program was a great success: eBay sellers provided regular feedback on the site's functionality and the group was small enough to foster discussion, solicit ideas and, when desired, focus closely on the specific experience of a single seller.

In time, eBay encountered a problem. A little over a decade after starting up Voice of the Customer, the site had more than 150 million users and over a million sellers. Single verticals, like consumer electronics, had become enormous communities unto themselves. In the quarterly Voice of the Customer meetings, getting a cross-section of sellers on the site meant including just one or two people from verticals like consumer electronics. The company deployed traditional surveys with dozens of questions to try to get input from greater numbers of its customers, but those didn't provide the same quality of feedback on the full customer experience as the Voice of the Customer. “We felt like we could get more and better information,” says Brian Burke, director of Customer Experience at eBay. “Wouldn't it be nice to get input from a large group of folks across all our verticals and across all types of sellers?”

The challenges eBay confronted are similar to those faced by nearly all brands today. These are discussed next:

- Features in products are so easily replicable they are almost instantly commoditized.
- Online review sites have democratized access to information about products and social media has given every customer a megaphone.
- The rise of e-commerce has given customers access to a world of shopping options.
- For today's empowered customer, switching from one product to another is increasingly frictionless.

As eBay was learning, it's easy enough to make a few tweaks here and there to improve how customers experience your company. The greater challenge, which, if achieved, will set your company above the competition—is to build a dynamic and comprehensive end-to-end customer experience that anticipates and truly understands the customer's needs.

Self-Service Technologies

Self-service technologies are means which enables transactions which don't require any interpersonal contact between a buyer and a seller. An organization should try to create customer experiences that offer value and create loyalty while customers are interacting with the various touch points within its service system. To do so, however, companies need to understand how customer experiences form and affect customer behavior and, ultimately, company performance and success (Maklan & Klaus, 2011). Kleinaltenkamp et al. (2012) found that both social and economic factors drive resource integration and, therefore, customers' experiences. However, their approach is static. We argue instead that drivers are dynamic and embedded in value co-creation. Customer experiences are resultant of the various experience drivers. Experiences are holistically evaluated by the customers (Verhoef et al., 2009) within service systems. Therefore, managing customer experiences requires systematic frameworks (Grewal, et al., 2009; Payne et al., 2008). This conceptualization is somewhat different from previous versions, which suggest that interaction with factors like employees, brands, technology, and product or service users constitutes customer experience (Johnston & Clark, 2008; Meyer & Schwager, 2007). Self Service Technologies are used across the spectrum via different interfaces like interactive voice response (IVR) for telebanking, flight information, and order status. Online/internet interface is used for package tracking, account information, e-commerce, etc. Moreover, interactive kiosks like ATMs, restaurant, paying guest (PG) checkouts, petrol stations, car rentals, and tourist information. This has been a major enabler for organizations to provide a hassle-free service to customers and improving the overall experience. As these interactions between the technology and the customers are growing there could be some implications of the same in organizations. The employees might feel uncomfortable and demotivated because they are no longer the sole connection between the customer and organization. Moreover, the customer's behavior can be very critical for formulating the future course of strategies because

these behavior patterns are bound to change with the ever-increasing encounters with self-service technologies. Therefore, more research is needed to fully reap the results of adopting self-service technologies.

How to Move from Scorecards to Solutions

Even a revolutionary, billion-dollar idea can be hobbled by a seemingly small misstep in customer experience. In 2009, Airbnb was a floundering company at the startup incubator Y Combinator, with just US\$200 per week in revenue, nervous investors, and three co-founders with maxed-out credit cards. One afternoon, the company's puzzled co-founders realized they needed to pay more attention to how people were experiencing their product—they needed to pay more attention to their customers. The co-founders sifted through their 40 home rental listings in New York City and noticed a pattern: "The similarity is that the photos sucked," realized co-founder Joe Gebbia. They traveled to New York, got a professional quality camera, and spent some time with customers who were renting apartments, taking high-quality photos to promote their listings. Revenue doubled in just a week, the company's first financial improvement in nearly a year. Speaking to *Wired* about the thinking behind this move, Gebbia explained that it was ultimately about getting to a place of deep, personal understanding of the customer experience. The key to Airbnb's successful Hail Mary is empathy. The founders of the company knew they had a problem—their balance sheet told them that with unrelenting persistence every week—but they had to get as close to the customer experience as possible in order to find a solution. The drawback to their process is that it is extremely inefficient and not realistically scalable—the founders of companies can't spend all day flying around the country to meet customers personally. Fortunately, today there is a technical solution to this human problem: insight communities.

Insight Communities:-

Insight communities are hundreds and thousands of customers who willingly opt to be a part of a group which offers regular feedback to improve products and the customer experience. This feedback gives companies the context they need to find actionable insight into the data they're collecting, be it through net promoter score (NPS) or customer effort score (CES). Insight communities offer a deeper understanding of the customers and build trust between the company and the customer. It offers more quality insights than one of the survey methods like NPS or CES because they are based on the interaction across the entire customer journey.

An insight community is a powerful tool for arriving at a deep understanding of the customer experience because it's agile, allowing brands to take, for example, an NPS score, reach out to the right customers, and dig deeper to identify the root causes driving dissatisfaction. With that level of

insight and the ability to go back time and time again—brands can proactively devise solutions to emerging problems. Insight communities allow brands to solicit suggestions from customers and test ideas on a large group of people, with results that can be easily parsed based on any number of factors. In contrast, surveys used to tabulate Customer satisfaction score, NPS & CES and data harvested by the wearable technology and the like are by definition reactive. They can tell you that something went wrong but they can't necessarily tell you what it was or how to do it better. Not only can insight communities offer suggestions for how to improve the customer experience, they can be fertile testing ground for new ideas, allowing brands to rapidly iterate, constantly trying out and improving on new ideas. Because they are such powerful tools for cultivating understanding and empathy between brands and customers, insight communities, unlike forms of feedback like NPS and Big Data, set the stage for exceptional customer experience design. To support responsive, agile design, customer experience pros generally rely on traditional tools to design their key customer experiences. They rely on groups of experts to map the customer journey, they engage with small groups of customers (focus groups and one-on-one interviews) to get feedback on solution design and user interface (UI).

What customer experience designers have lacked in their toolkit is the ability to get customer insight at scale to iteratively co-create and validate that their designs appeal to the broadest range of customers and lower the risk of failed initiatives. Traditionally, a brand launches the best product or service it can and then seeks feedback to identify problem areas and attempts to fix them. Thinking like a designer flips that perspective on its head. Instead of looking for signs of trouble and trying to retrofit parts of the customer journey to improve the full experience, design thinking says you start with an empathetic understanding of what the customer is trying to do, and use that knowledge to build a better experience. As mentioned earlier, eBay had attempted to get feedback from a small group of its customers, but as the company grew, it was unable to get that same feedback at scale. In 2015, the company found a solution by launching an insight community. An insight community allowed eBay to ask about specific ideas, solicit new ideas, and test concepts with speed and flexibility, all while cultivating the sense of community and partnership with its sellers that is essential to the company's success. Insight community allows us to engage with customers at a higher level than doing a survey on its own, highlights Brian Burke, eBay's director of Customer Experience. "The community allows us to highlight individual sellers and make it personal, so it's not just this sterile, 'Oh, we're surveying for information again' thing. Because of that, we're seeing really high response rates." With the agility of its insight communities in its customer experience arsenal, eBay has been able to cultivate close customer relationships. The quality of insight that comes out of those conversations has allowed the company to be proactive and optimize the customer experience.

Big Data and Analytics:-

The emergence of marketing analytics, consumer analytics, and retail analytics has offered tremendous insights into the customer journey, consumer behavior, and interactions over the various touch points. Digital marketing has shown great results in some industries. With the impetuous on social media analytics organizations are able to connect directly with the customers. Moreover, with the advances in artificial intelligence (AI) and Radio Frequency Identification (RFID) technology, some organizations are coming up with smart ideas to offer customer total customer experience (Amazon go, Amazon now).

Personal Assistants and Concierge Programs:-

Even in a digital world, personalized service is a crucial part of customer experience—maybe even more so. That's why now on we will see more companies investing in engagement software and mobile applications that strengthen the relationship between consumer and brand. As customers have become accustomed to talking to virtual assistants like Siri, Cortana, and Alexa, companies are trying to mimic that with digital personal assistants and concierge applications of their own. To encourage guests to book directly rather than through online booking sites like Orbitz and Kayak, many hotels are beefing up their own applications with special features and perks, like automatic check-in and the ability to select your own room.

Human-centered Design:-

According to marketing professors, the design of the whole customer experience as a factor has to be the emphasized upon in the coming years. What sets companies like Uber apart from their competition is ease of use and elegance of design within their applications. Customers expect a tailored experience and applications that deliver content that is relevant to them. They demand experiences designed with their wants, needs, and behaviors in mind. For any size company in any industry, human-centered design is possible—when humans are involved. It's important for actual customers to be involved and consulted in the design process when creating mobile applications or any other digital tools designed for them.

Artificial Intelligence is the New User Interface: Experience Above All:-

According to Accenture Technology Vision Report (2017), AI will act as the face of company's digital brand. AI is undertaking more sophisticated roles within technology interfaces, it has moved beyond the cliché of being a back-end tool. From autonomous driving vehicles that use computer vision, to live translations made possible by artificial neural networks, AI is making every interface more users friendly and smart. An AI system can interact with an infinite number of people at once,

based on the skills built for it as opposed to a human representative interacting with a person at a time. AI has the capability to create and maintain a powerful, 100% consistent brand experience through every interaction, but at the same time can also use learning capabilities to tailor that experience to each individual, and rapidly evolve the experience to cater to any new product or strategy the company wants to implement. The businesses have never had this control over their brands.

Putting the Customer First:-

Getting the right results depends on first focusing on the right problems. That's easier said than done. Greg Bowen, vice president of Dell Commerce Services, told the Internet Retailer 2016 Conference & Exhibition in Chicago that up to 80% of information technology (IT) projects fall short of expectations because retailers' business requirements and objectives frequently overlook the customer.

Time and again, the customer takes a backseat to business goals and management conditions when retailers set out on projects. The first step in project planning needs to be an emphasis on listening to the customer. Bowen described how Dell re-launched its site after implementing customer feedback received via iPerceptions. After listening to shoppers and using their input to shape design, Dell's improved e-commerce site saw a 13% leap in revenue per visit.

For years, the emergence of online shopping portals and companies has spelled the demise of traditional big-box retail stores. Easy access and wide selection—once available through only physical stores—have reached new levels on the internet. To survive in the digital age, retailers need to shift their strategy to providing customers with big experiences and unique discounts, according to Denise Lee Yohn (2016). Now that consumer's (particularly millennial) spend less on products and more on experiences like travel and entertainment, retailers need to introduce revamped value propositions. Just as small specialty stores offer buyers intimate, personal visits, big-box retailers can stage memorable, large-scale and share-worthy events.

Improving the Fan Experience with Technology:-

Wimbledon is tennis' biggest event of the year. To improve the fan experience of the tournament even when players weren't sailing the ball back and forth across the net, Wimbledon's organizers in 2016 turned to digital transformation strategies. Econsultancy reported the first step was to create engaging, easily accessible consumer content aimed at bringing in an international audience. One of the strategies organizers turned to was introducing a new mobile application. The All England Club personalized the fan experience with a "Plan Your Visit" feature customizable to specific matches; shareable slide shows of photos and social media posts; and mobile alerts updating users with

scores, analysis, and news. This was, without question, the most personalized Wimbledon experience ever.

Omni-channel Strategy:-

The focus on customer experience arose because customers now interact with organizations through myriad touch points in multiple channels and media platforms, resulting in more complex customer journeys. Firms are confronted with accelerating media and channel fragmentation, and omnichannel management has become the new norm (Brynjolfsson et al., 2013; Verhoef et al., 2015). The term omni-channel was first time highlighted by Rigby (2011) in academic literature, referring to integrated sales experience which combines the advantages of online (lower prices, convenience, content curation, social media interaction, etc.) and offline (the try and feel of the product, instant gratification, face-to-face interaction, etc.). According to Sunil Chopra (2016) a structured Omni-channel supply chain can be both cost-effective and responsive to customer needs by utilizing the contemporary strengths of offline or brick and mortar stores and the online brings to supply chain (Netflix vs blockbuster case). Omni-channel retail is gaining tremendous emphasis globally. Amazon go, Vanheusen, and Raymond are some of the examples in retail.

Crystal Ball Gazing:-

- Customer in customer experience strategy:-
Understanding the role of customer in enhancing the overall customer experience is still an issue at hand and further research is needed to explore how the customer can be a part of customer experience strategy apart from using the insight communities. Moreover, the behavioral aspect of customers has to be studied in greater depth and how it affects the overall customer experience.
- Customer experience as holistic construct:-
Understanding the end-to-end journey and covering all the touch points holistically is still an important area to be further explored by the researchers. Emotional dimension in the customer experience has to be explored and researched at greater depth.
- Convergence of constructs and impacts:-
How self-service technologies and omni-channel strategies are impacting the overall customer experience. What is the role of a brand in current scenario regarding customer experience construct? Does initial perception of a brand influence the customer experience in a store? What is the impact of in-store atmospherics while offering a totally integrated omni-channel experience to the customer? What are key drivers for the same?

Another major scope for future study is to have a comprehensive tool to measure the customer experience in totality. Moreover, omni-channel customer experience is also lacking a comprehensive model which can be formulated and validated by the researchers.

Conclusion

Ever changing dynamics of customer interactions across the various touch points has made the customer experience management even more crucial for the organizations and can have a significant impact on the performances. Marketers have started to depart from the traditional relationship management approach. The marketing focus has shifted towards the customer-centric approach, analytics has become a crucial part of every marketer's arsenal and has offered a more nuanced understanding of the activities/processes. The evolution of omni channel has deeply jolted the status quo and made marketers to rethink their strategies. Marketing is moving towards a blend of human-centered designs and virtual reality; it requires a tremendous effort on part of the marketers to evolve with the changing dynamics. The shift from moments to complete customer journey has been an important change for the marketers while formulating future strategies. The initiative of involving customers in decision-making via insight-communities has also enabled the marketers to bridge the gap in terms of customer value. As highlighted earlier, the marketing practices have changed for the good, keeping the customer as a focal point for strategic planning and marketing strategies; it can reap great results for the organizations. The use of smart technology (RFID, Kiosks & IVR), digital platforms, Big Data, AI and consumer insights can enable organizations to offer a holistic customer experience. Marketers need to continuously upgrade their skills for emerging challenges and trends in the business world where the customer is getting the due impetus. The role of customer experience management is going to be ever so significant in the near future and smart business will excel by incorporating it in totality.

References:

- Badgett, M., Boyce, M. S., & Kleinberger, H. (2007). *Turning shoppers into advocates*. IBM Institute for Business Value, 35(3), pp. 352-369.
- Bernd H. Schmitt, (2003). *Customer Experience Management: A Revolutionary Approach to Connecting With Customers*. Hoboken, New Jersey, USA. John Wiley and Sons.
- Berry, L. L., Seiders, K., & Grewal, D. (2002). *Understanding service convenience*. *Journal of Marketing*, 66(3), pp. 1-17.
- Bodine, K., & Moira D. (2013). *The business impact of customer experience*. Forrester Research Inc. Retrieved from <http://solutions.forrester.com/customer-experience-t/prove-roi-cx-report-84QT-1623IB.html> on 16/10/2016.
- Bridges, E., & Florsheim, R. (2008). *Hedonic and utilitarian shopping goals: The online experience*. *Journal of Business Research*, 61(4), pp. 309-314.
- Bruce Temkin. *CX Plans and expectations for 2016*. Retrieved on 27/11/2016 from <http://www.temkingroup.com/research-reports/datasnapshot-cx-expectations-and-plans-for-2016/>
- Brynjolfsson, E., Hu, Y. J., & Rahman, M. S. (2013). *Competing in the age of omnichannel retailing*. MIT Sloan Management Review, 54(4), p. 23.

- Chopra, S. (2016). *How omni-channel can be the future of retailing*. *Decision*, 43(2), pp. 135-144.
- Clutterbuck, D., & Goldsmith, W. (1998). *Customer care versus customer count*. *Managing Service Quality*, 8(5), pp. 327-338.
- Colin S & John I. (2002). *Building Great Customer Experiences*. Hampshire, United Kingdom. Palgrave MacMillan.
- Coughlan, A. T., Anderson, E., Stern, L. W., & El-Ansary, A. (2006). *Marketing channels*.
- Crosby, L. A., & Stephens, N. (1987). *Effects of relationship marketing on satisfaction, retention, and prices in the life insurance industry*. *Journal of marketing research*, 404-411.
- De Keyser, A., Schepers, J., & Konuş, U. (2015). *Multichannel customer segmentation: Does the after-sales channel matter? A replication and extension*. *International Journal of Research in Marketing*, 32(4), pp. 453-456.
- Demangeot, C., & Broderick, A. J. (2006). *Exploring the experiential intensity of online shopping environments*. *Qualitative Market Research*, 9(4), pp. 325-351.
- Denise Lee Yohn (2016). *Big Box retailers have two options if they want to survive*. *Harvard Business Review*.
- *Design. How Design Thinking Transformed Airbnb from a Failing Startup to a Billion Dollar Business*. Retrieved on 15/01/2017. <http://firstround.com/review/How-design-thinkingtransformed-Airbnb-from-failing-startup-to-billiondollar-business/>
- Fließ, S., & Kleinaltenkamp, M. (2004). *Blueprinting the service company: Managing service processes efficiently*. *Journal of Business Research*, 57(4), pp. 392-404.
- Friman, M., Edvardsson, B., & Gärling, T. (2001). *Frequency of negative critical incidents and satisfaction with public transport services*. *Journal of Retailing and Consumer Services*, 8(2), pp. 95-104.
- Gallero, F. J. G., Vallejo, M. G., Umbria, A., & Baena, J. G. (2006). *Multivariate statistical analysis of meteorological and air pollution data in the 'Campo de Gibraltar' region, Spain*. *Environmental Monitoring and Assessment*, 119(1), pp. 405-423.
- Gentile, C., Spiller, N., & Noci, G. (2007). *How to sustain the customer experience: An overview of experience components that co-create value with the customer*. *European Management Journal*, 25(5), pp. 395-410.
- Gerpott, T. J., Rams, W., & Schindler, A. (2001). *Customer retention, loyalty, and satisfaction in the German mobile cellular telecommunications market*. *Telecommunications policy*, 25(4), 249-269.
- Gert Van D. (2014). *Measuring customer satisfaction: CSAT, CES and NPS compared*. Retrieved from <https://www.checkmarket.com/2014/11/csat-ces-npscompared> on 03/09/2016.
- Grewal, D., Levy, M., & Kumar, V. (2009). *Customer experience management in retailing: An organizing framework*. *Journal of Retailing*, 85(1), pp. 1-14.
- Hansen, R., & Sia, S. K. (2015). *Hummel's digital transformation toward omnichannel retailing: Key lessons learned*. *MIS Quarterly Executive*, 14(2).
- Helkkula, A., Kelleher, C., & Pihlström, M. (2012). *Characterizing value as an experience: Implications for service researchers and managers*. *Journal of Service Research*, 15(1), pp. 59-75.

- Holbrook, M. B., & Hirschman, E. C. (1982). *The experiential aspects of consumption: Consumer fantasies, feelings, and fun*. *Journal of Consumer Research*, 9(2), pp. 132-140.
- Hongyoun Hahn, K., & Kim, J. (2009). *The effect of offline brand trust and perceived internet confidence on online shopping intention in the integrated multi-channel context*. *International Journal of Retail & Distribution Management*, 37(2), pp. 126-141.
- Johnston, R., & Clark, G. (2008). *Service Operations Management: Improving Service Delivery*. Harlow, England. Pearson Publication.
- Klaus, P. (2014). *Measuring customer experience: How to develop and execute the most profitable customer experience strategies*. United Kingdom. Springer.
- Klaus, P., & Maklan, S. (2012). EXQ: A multiple-item scale for assessing service experience. *Journal of Service Management*, 23(1), pp. 5-33.
- Klaus, P., & Maklan, S. (2013). *Towards a better measure of customer experience*. *International Journal of Market Research* Vol. 55 Issue 2.
- Kleinaltenkamp, M., Brodie, R. J., Frow, P., Hughes, T., Peters, L. D., & Woratschek, H. (2012). *Resource integration*. *Marketing Theory*, 12(2), pp. 201-205.
- Kristensson, P., Brunstrom, A., & Pedersen, T. (2015). *Affective forecasting of value creation: professional nurses' ability to predict and remember the experienced value of a telemedicine diagnostics ICT service*. *Behaviour & Information Technology*, 34(10), 964-975.
- Lusch, R. F., & Vargo, S. L. (2014). *The Service-dominant Logic of Marketing: Dialog, Debate, and Directions*. New York: Routledge.
- Maklan, S., & Klaus, P. (2011). *Customer experience: Are we measuring the right things?*. *International Journal of Market Research*, 53(6), pp. 771-792.
- Mascarenhas, O. A., Kesavan, R., & Bernacchi, M. (2006). *Lasting customer loyalty: a total customer experience approach*. *Journal of consumer marketing*, 23(7), 397-405.
- McAlexander, J. H., Schouten, J. W., & Koenig, H. F. (2002). *Building brand community*. *Journal of marketing*, 66(1), pp. 38-54.
- Meyer, C., & Schwager, A. (2007). *Customer experience*. *Harvard Business Review*, pp. 1-11.
- Nambisan, P., & Watt, J. H. (2011). *Managing customer experiences in online product communities*. *Journal of Business Research*, 64(8), 889-895.
- Narayandas, D. (2005). *Building loyalty in business markets*. *Harvard Business Review*, 83(9), pp. 131-139.
- Normann, R. (2001). *Reframing Business: When the Map Changes the Landscape*. Sussex, England. John Wiley.
- Novak, T. P., Hoffman, D. L., & Yung, Y. F. (2000). *Measuring the customer experience in online environments: A structural modeling approach*. *Marketing Science*, 19(1), pp. 22-42.
- Palmer, A. (2010). *Customer experience management: a critical review of an emerging idea*. *Journal of Services marketing*, 24(3), 196-208.
- Parro D & Jordan E. (2015). *Reinventing retail: Four predictions for 2016 and beyond*. *Walker Sands Future of Retail 2016*. Retrieved from <http://www.walkersands.com/images/files/image/pdf/Walker-Sands-2016-Future-of-Retail-Four-Key-Takeaways-for-Retailers-in-2016-and-Beyond-Whitepaper.pdf> on 28/01/2017.

- Parasuraman, A., Zeithaml, V. A., & Malhotra, A. (2005). ES-QUAL: A multiple-item scale for assessing electronic service quality. *Journal of service research*, 7(3), 213-233.
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the Academy of Marketing Science*, 36(1), pp. 83-96.
- Peppers, D., & Rogers, M. (2016). *Managing Customer Experience and Relationships: A Strategic Framework*. New Jersey, USA. John Wiley & Sons.
- Pine, B. J., & Gilmore, J. H. (1998). Welcome to the experience economy. *Harvard Business Review*, 76, pp. 97-105.
- Rawson, A., Duncan, E., & Jones, C. (2013). The truth about customer experience. *Harvard Business Review*, 91(9), 90-98.
- Reichheld, F. F. (2003). The one number you need to grow. *Harvard Business Review*, 81(12), pp. 46-55.
- Richardson, A. (2010). Understanding customer experience. *Harvard Business Review*.
- Rigby, D. (2011). The future of shopping. *Harvard Business Review*, 89(12), pp. 65-76.
- Ruth N. Bolton, Anders Gustafsson, Janet McColl-Kennedy, Nancy J. Sirianni, David K. Tse, (2014) "Small details that make big differences: A radical approach to consumption experience as a firm's differentiating strategy", *Journal of Service Management*, Vol. 25 Issue: 2, pp.253-274.
- Samuel A. (2016). Vision Critical Report. Retrieved from https://www.visioncritical.com/resources/socialcustomersreport/?utm_campaign=WSMACTY+Report&utm_medium=Website&utm_source=Big+data+ebookon18/01/2017.
- Shaw, C., & Ivens, J. (2002). *Building great customer experiences* (Vol. 241). London: Palgrave.
- Smith, D. N., & Sivakumar, K. (2004). Flow and Internet shopping behavior: A conceptual model and research propositions. *Journal of Business Research*, 57(10), 1199-1208.
- Sorooshian, S., Salimi, M., Salehi, M., Nia, N. B., & Asfaranjan, Y. S. (2013). Customer experience about service quality in online environment: A case of Iran. *Procedia-Social and Behavioral Sciences*, 93, pp. 1681-1695.
- Tech Vision 2017- Technology for people. Retrieved on 23/11/2017 from https://www.accenture.com/t20170530T164033Z__w_/us-en/_acnmedia/Accenture/next-gen-4/tech-vision-2017/pdf/Accenture-TV17-Full.pdf.
- The Secrets of Seamless Retailing Success. Retrieved on 06/11/2016 from https://www.accenture.com/t20150706T061446__w_/usen/_acnmedia/Accenture/ConversionAssets/Microsites/Documents9/Accenture-The-Secrets-of-Seamless-Retailing-Success.pdf
- Tugba O T. (2014). Brand experience effects on consumer social media marketing perceptions and brand value. *Journal of Global Strategic Management*, 8, pp. 39-47.
- Vargo, S., & Lush, R. (2006). Development of new dominating logic of marketing. *Russian journal of management*, 2(4), 73-106.
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: Introduction to the special issue on multi-channel retailing. *Journal of Retailing*, 91(2), pp. 174-181.

-
- Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). *Customer experience creation: Determinants, dynamics and management strategies*. *Journal of Retailing*, 85(1), pp. 31-41.
 - Verhoef, P. C., Neslin, S. A., & Vroomen, B. (2007). *Multichannel customer management: Understanding the research-shopper phenomenon*. *International Journal of Research in Marketing*, 24(2), pp. 129-148.
 - Weinreich, H., Obendorf, H., Herder, E., & Mayer, M. (2008). *Not quite the average: An empirical study of web use*. *ACM Transactions on the Web (TWEB)*, 2(1), p. 5.