Customer Experience Management: An Absolute Way to Delight the Customers

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Abstract: The business environment in the world is turbulent, dynamic and fast changing. The corporate are facing keen competition and ever-increasing expectations of customer particularly in quality and delivery products. Advertisement only promotes consumer welfare by encouraging competition and leading to improvements in product quality and reduction in price for him. But, it is less flexible than personal communication and cannot answer objections raised by prospects. Target audiences are much more tightly targeted with direct marketing also. The concept of Customer Experience Management is that the process of strategically managing a customer's entire experience with a product or company. In the early years of the new millennium, Customer Experience Management (CEM) was a popular buzzword that really set the stage for experiential marketing. One of the key principles of CEM is the shift in responsibility from the headquarters to the branches and agents. Product placements have become part of the landscape, part of the real world where consumers hang out and certainly do not mind trying something as long as it makes sense to them. Thus, the phenomenon of companies have changed to create goods, service and experiences in close cooperation with consumers, tapping into their intellectual capital and in exchange giving them a direct say what actually gets produced, manufactured, developed, designed, serviced or processed.

Key words: Target audience, zero-defect products, customer experience management, organizational experience, experiential marketing, brand loyalty

INTRODUCTION

The business environment in the world is turbulent, dynamic and fast changing. This change impact on global economy, global communication, global markets and global management. The corporate are facing keen competition and ever-increasing expectations of customer particularly in quality and delivery products. With such constantly changing and challenging atmosphere, the companies have to be customer-oriented, quality conscious, value driven, alert, positive, forward-looking and above all creative and innovative. It will require total involvement of people in all offer major managerial functions in order to offer zero-defect products and services to face intense competition from the rivals.

CREATING EXPERIENCE

Advertising is used for buyers both ultimate as well as industrial. It provides the news of new product: their prices new development research and increase competition. It reflects the value system of a society. Advertisers want to fit the advertisements with the value system of audience. It only promotes consumer welfare by encouraging competition and leading to improvements in product quality and reduction in price for him (Agarwal, 2009). But it is less flexible than personal communication and cannot answer objections raised by prospects. It lacks credibility and trustworthiness (Sherlekar, 2006). Likewise, direct marketing usually relies upon a single exposure to generate a response. Whether the desired response is to place an order, to call for more information or to visit a dealer, the target audience is expected to do it now. Target audiences are much more tightly targeted with direct marketing than with traditional advertising (Percy and Elliott, 2005).

Experiments have long been used by scientists attempting to discover cause and effect relationships. Marketing researchers use experimental techniques both in the market place and in controlled or laboratory situations (Zikmund and D'Amico, 1993). Companies create a strong image by inviting prospects and customers to visit their headquarters and display their history, the drama of producing and marketing their products. The concept of Customer Experience Management is that the process of strategically managing a customer's entire experience with a product or company (Kotler *et al.*, 2009).

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CUSTOMER EXPERIENCE MANAGEMENT (CEM)

Customer experience is the sum of all experiences a customer has with a supplier of goods or services, over the duration of their relationship with that supplier. It is a business strategy that focuses and redefines the business from the customer view point. It assumes that products and services are no longer sufficient to satisfy the customer and elevate the value proposition to the level of an experience. At the core of the CEM strategy is an organizational experience that defines the value for both employees and customers. Through employees' experiences, CEM unleashes the best innovations and creates superior value and excellent customer experience. In addition, it promotes an equal relationship between customers and corporations and an ongoing dialogue that improves and strengthens the quality and length of relationships. Companies that have adapted CEM strategies have placed greater emphasis on their employees and customers as part of the experience creation and delivery.

PRINCIPLES OF CEM

CEM requires a completely different view of the business and its true assets. The assets are not only the measurable factors but also the immeasurable, yet differentiating factors. With the organizational experience at the core of the business, companies recognize that the employee's best performance and creation of memorable customer experiences can only come from facilitating and nurturing employee experiences. The customer relationship manager will not only solve customer requests but will proactively offer ideas and insights to improve the customer's issues and challenges. He will follow up on every issue and ensure complete satisfaction and maximum utilization of the product or services sold to customers.

Changes are reflected in a variety of aspects; from the kind of people companies hire, to the type of training it delivers, to the type of tools and authorities it provides employees to do their work. It also requires the rethinking of performance evaluation and compensation within the organization. CEM requires companies to plan for delivering their customer experiences. It consists of a develop, build, deliver and redefine process. This planning and execution process allows companies to define the desired customers' experiences and relationships and then build their organization accordingly to the delivery of those promised relationships to the desired target customers.

One of the key principles of CEM is the shift in responsibility from the headquarters to the branches and agents. In the past companies determined their value proposition centrally and just instructed their staff to execute, today they must share the power and delegate responsibility to everyone that is everyone is responsible. According to Strativity Group's methodology, success in Customer Experience Management can only come from employee experiences; therefore the definition of the core of the business is the organizational-wide experience. It is not just an exercise in being nice to customers and employees. It is about increasing revenue per customer, reducing operational costs and identifying new business opportunities. The process of new business opportunity identification is an integral part of the CEM strategy.

SIGNIFICANCE OF CEM

Although its name suggests similarities with Customer Relationship Management (CRM), it is in fact quite distinct. Indeed in many respects, the customer experience management approach emerged from recognition of the failures of existing customer relationship management strategies. The greatest failure of the CRM approach was it emphasis just on the company's own goals. As a new-thinking, the customer's experience and aspirations at the heart of all business strategy was recommended. Now, these novel ideas crystallized into the management approach which is known as Customer Experience Management.

CRM was born originally to maximize revenues and profits from already loyal customers. Most companies simply viewed it as a quick way to increase revenues from existing customers. CEM on the other hand is emphasizing the length of the relationship and the treatment of the customer as a journey and not as a destination. In addition, CEM places a greater emphasis on every interaction thus leading to the creation of experience.

Both are customer initiatives. The key to both is a holistic view during the planning stage and through execution. CEM is a great complementary strategy to enhance the implementation of CRM. If a company implemented CRM correctly which means with all the people and process issues adapted accordingly then CEM will bring the customer initiative to the next level. It will focus each and every interaction and create a memorable experience that will contribute to the overall loyalty bank account that both customers and corporations share.

MECHANISM OF CEM

The philosophy of Customer Experience Management is to see the company as a unified whole, just as the

customer sees it. To those inside the company, the Research and Development Department may be quite distinct from the Marketing Department or the Technical Service Department but that is not how the customer sees it. Any negative experience the customer has whether it be undue delays in handling a faulty item, rudeness or ignorance from a telephone operator or defects in the product itself, all contribute to shaping the perception of the company in the customer's mind.

Customer Experience Management advocates prize above all. They insist that advertising accounts for only about a quarter of what goes into a customer's decision to make a purchase. The remainder is made up from deeper-level perceptions built up over longer periods of time and shared by customers with one another. When consumers have an unusually positive experience with a company, they tend to share it with their friends and colleagues becoming in effect, advocates for the company.

Surveys have shown that even satisfied customers often switch their custom to other companies. For the most part, they regard companies as highly interchangeable service providers. Only unusually positive experiences, going well beyond mere satisfaction can create deep-seated customer loyalty.

Customer Experience Management is in essence, a management fad rather than an information technology based strategy or innovation. Successful implementations of the approach require changes in virtually all aspects of the business. In the internet age of course, a great deal of business is transacted over the internet. Indeed, some companies operate exclusively over the world wide web. For these companies, website failures can be potentially catastrophic, in extreme cases literally cutting the company off from its revenue stream entirely. Good Customer Experience Management software which has been specially designed for a website environment can help bring to light. In the information age where successful websites drive the profits of entire enterprises, the science of ergonomics must be applied just as much to laying out the design of a top website as to architecting the cockpit of a jumbo jet.

CUSTOMER EXPERIENCE MANAGEMENT AND EXPERIENTIAL MARKETING

Experiential approaches are indeed useful as direct methods of obtaining information on sales responses curves (Batra *et al.*, 2009). A large part of local, grassroots marketing is experiential marketing which not only communicates features and benefits but also connects a product or services with unique and interesting experiences, i.e., the ideas are not to sell something but to demonstrate how a brand can enrich a customer's life. It allows customers to engage and interact with brands, products and services in sensory ways that provide the icing on the cake of providing information.

Personal experiences help people connect to a brand and make intelligent and informed purchasing decisions. The term Experiential Marketing refers to actual customer experiences with the brand/product/service that drive sales and increase brand image and awareness. It is the difference between telling people about features of a product or service and letting them experience the benefits for themselves. When done right, it is the most powerful tool out there to win brand loyalty.

In the early years of the new millennium, customer experience management was a popular buzzword that really set the stage for experiential marketing. While experiential marketing and CEM are two different things, they are intertwined and knowledge of both is necessary for ultimate success. In short, experiential marketing focuses on developing highly visible, interactive and sensory-engaging environments wherein products and services are showcased. Alternatively, CEM concentrates on customer experience as a whole, not just as the delivery method for marketing tactics. Consider this matrix, developed by customer experience consulting firm, live path, to compare the specifics of the experiential marketing and CEM more in-depth shown in Table 1 (Duncan-Durst, 2006).

Table 1: Customer experience management and experiential marketing

Customer experience management	Experiential marketing
A core competency of CEM that addresses how customers sense, feel, think, act and relate to companies, products, brands and/or services within a variety of online and offline environments	A parent area of focus defined as the discipline, methodology and process used to comprehensively manage a customer's exposure, interaction and transaction with a company, product, brand or service across a wide variety of channels
Focuses on:	Focuses on:
Customers and branding	Improving marketing outcomes
Environmental factors of perception	Adopting a balanced view across five areas: customers, environments, brand, delivery platforms and interface dynamics
Creating or modifying the environments in which consumers interact	
Narrow and limited in scope and executional in nature. Often seen in individual campaigns or through a limited number of channels	Comprehensive in scope and strategic in nature. Supports iterative improvement and ongoing execution
Seeks to create individual environments for customer exploration, interaction and transaction, focused to achieve a specific set of business objectives	Seeks to help understand the entire world of the customer in order to better interact with them, develop relationships and foster loyalty and word-of mouth

FOCUS: Ds OF CUSTOMER EXPERIENCE

As per the research of the Harvard Business School, found that roughly 80% of companies believe they deliver a superior customer experience. Their answer was found in three key areas of customer focus like (Allen *et al.*, 2005). Designed the right offers and experience for the right customers. Marketers take into consideration not only a customer's relative probability of purchase but also his or her tendency to act as an advocate for the company. The experiences are developed based on a number of touch points including purchases, service and support, upgrades, billing and so on. Design is closely tied to the delivery from the very beginning and planning focuses on the value propositions and on all steps required to deliver the propositions to the appropriate audience segments.

Delivered these propositions by focusing the entire company on them with an emphasis on cross-functional collaboration. The companies most successful in experiential marketing and customer experience recognized that the marketing department can not be the only team devoted to researching and communicating the customer experience. All departments need to be involved.

Developed their capabilities to please customers again and again by such means as revamping the planning process, training people in how to create new customer propositions and establishing direct accountability for the customer experience.

It infers that each of the three Ds draws on and reinforces the others. Together, they transform a brand into one that is continually led and influenced by its customers' voices. Then when executed on a campaign-by-campaign basis, they form the foundation for experiential marketing.

TRYVERTISING

Tryvertising which is all about consumers becoming familiar with new products by actually trying them out. It is a new breed of product placement in the real world, integrating goods and services into daily life in a relevant way so that consumers can make up their minds based on their experience, not messages. It is like handing out product samples and more subtle, integrated product placements that are part of an experience or solution. It is everything from new-style sachets containing single servings of liquid products, to hotels partnering with luxury carmakers to offer high end model test drives to guests during their stay. It leads to humility and team building skills as well as a willingness to be praise colleagues and friends.

So, product placements have become part of the landscape, part of the real world where consumers hang out and certainly do not mind trying something as long as it makes sense to them. A recent survey shows that 65% of US consumers reported a digital experience changing their perception about a brand (either positively or negatively) and 97% of that group reported that the same experience ultimately influenced whether or not they went on to purchase a product from that brand which states how experiences are becoming the new advertising. In a nutshell, experience matters (Faraz, 2010).

CONCLUSION

For decades, consumers have been saving up their insights and rage about the stuff they consume, simply because there were no adequate means to interact with companies or with other consumers for that matter. No longer, these fickle, wired, empowered, informed, opinionated and experienced holders of master in consumerism are getting used to having it their way, i.e., in any imaginable way which includes wanting to have a direct influence on what companies develop and produce for them. Experienced consumers could not care less about commercials, ads, banners and other fancy wording and imagery that is forced upon them. Thus, the phenomenon of companies have changed to create goods, service and experiences in close cooperation with consumers, tapping into their intellectual capital and in exchange giving them a direct say what actually gets produced, manufactured, developed, designed, serviced or processed.

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