A critical examination of service systems’ role in implementing customer experience (CX) strategies

Prof. Dr. Phil Klaus MBA, MRes

www.profdrphilklaus.com

@profdrphilklaus

Prof. Bosse Edvardsson

CTF Service Research Center

CADMC Conference, Cambridge, September 5th, 2013
Exploring the role

- Qualitative study (n=22)
- CX Managers
- With firm since introduction CX program/average 5.5 years in position/responsible for CX strategy/management/implementation
- Grounded approach using ECT (Klaus, 2013)
Findings

- Value propositions and value determined by firm
- Intended/accidental co-creation
- CX will lead to increase in profitability
- No hard evidence, i.e., “We believe.”
- (Aligned) service systems enable CX management
- Firm’s viewpoint, e.g. back-office integration, service personnel
Value Propositions/Intended Value Co-Creation

Based on companies perception of value
- Revenues
- Profits

Based on customer perception of value
- Customer Experience
  - Service Delivery (GDL)
    - Back Office Integration
    - Personnel
    - CE Supply Chain
    - Outsourcing
  - Service Delivery (GDL)
    - Recruitment
    - Training
    - Reward Structure

Alignment between service systems and value perception

Company’s Internal systems

Company’s External systems

Incorporate customers as a resource to co-create value

Indirect evidence
Customer Experience Strategy Loop
“CXSL”

- Explore Customers’ Value Perceptions
- Create Value Propositions/Intention Value Co-creation
  - Align Service System with Value Proposition
- Incorporate Customer in Co-creation/Create Feedback Loop
An illustration...

- Context Italy, financial services
- Use CXSL to create new CX program
- Change management process through EXQ (Klaus and Maklan, 2012; 2013) – measurement-driven
- Increase in CustSat, positive WOM and Share-of-category
Where do we go from here...?

- We want your insight...
- Looking for collaborators
- Contact
  - profdrphilklaus@gmail.com