

## University of Groningen

### Can you sense it?

Bouma, J. T.; Verhoef, P. C.; Hirche, C. F.

**IMPORTANT NOTE: You are advised to consult the publisher's version (publisher's PDF) if you wish to cite from it. Please check the document version below.**

#### *Document Version*

Publisher's PDF, also known as Version of record

*Publication date:*

2021

[Link to publication in University of Groningen/UMCG research database](#)

#### *Citation for published version (APA):*

Bouma, J. T., Verhoef, P. C., & Hirche, C. F. (2021). *Can you sense it? Customer Experience at the Next Level.* (Report RUGCIC; No. 20183). Rijksuniversiteit Groningen.

#### **Copyright**

Other than for strictly personal use, it is not permitted to download or to forward/distribute the text or part of it without the consent of the author(s) and/or copyright holder(s), unless the work is under an open content license (like Creative Commons).

The publication may also be distributed here under the terms of Article 25fa of the Dutch Copyright Act, indicated by the "Taverne" license. More information can be found on the University of Groningen website: <https://www.rug.nl/library/open-access/self-archiving-pure/taverne-amendment>.

#### **Take-down policy**

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

*Downloaded from the University of Groningen/UMCG research database (Pure). <http://www.rug.nl/research/portal>. For technical reasons the number of authors shown on this cover page is limited to 10 maximum.*



university of  
 groningen

faculty of economics  
 and business

customer insights center

# Can you sense it?

Customer Experience at the Next Level

Dr. J.T. Bouma  
Prof. dr. P.C. Verhoef  
C.F. Hirche M.Sc.

Report RUGCIC 20183  
ISBN 97894-034-124-50





# Table of contents

✓	Management summary: What is Customer Experience (CX)?	Page 3
✓	Why is CX important for Corporations? Value!	Page 14
✓	How to implement Customer Experience? Building blocks!	Page 21
✓	How to measure Customer Experience? Metrics!	Page 43
✓	Conclusions? Put all building bricks together!	Page 58
✓	Resume of the authors	Page 62
✓	References	Page 66
✓	Customer Insights Center	Page 73



university of  
 groningen

faculty of economics  
 and business

customer insights center

# Management Summary

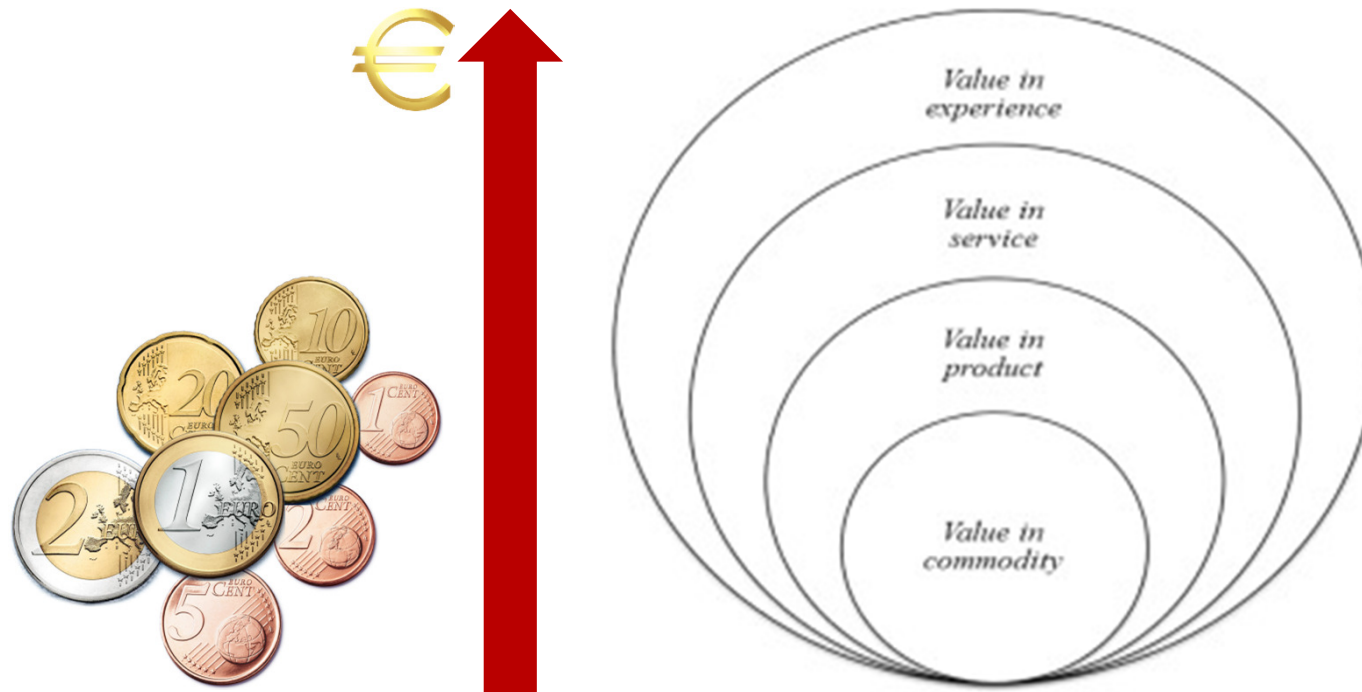
## What is Customer Experience?





# Why is Customer Experience (CX) important?

Delivering a commodity brings relatively small value, whereas adding Customer Experience:





university of  
groningen

faculty of economics  
and business

customer insights center

# Adding Customer Experience to components and products often increases distinctiveness and value

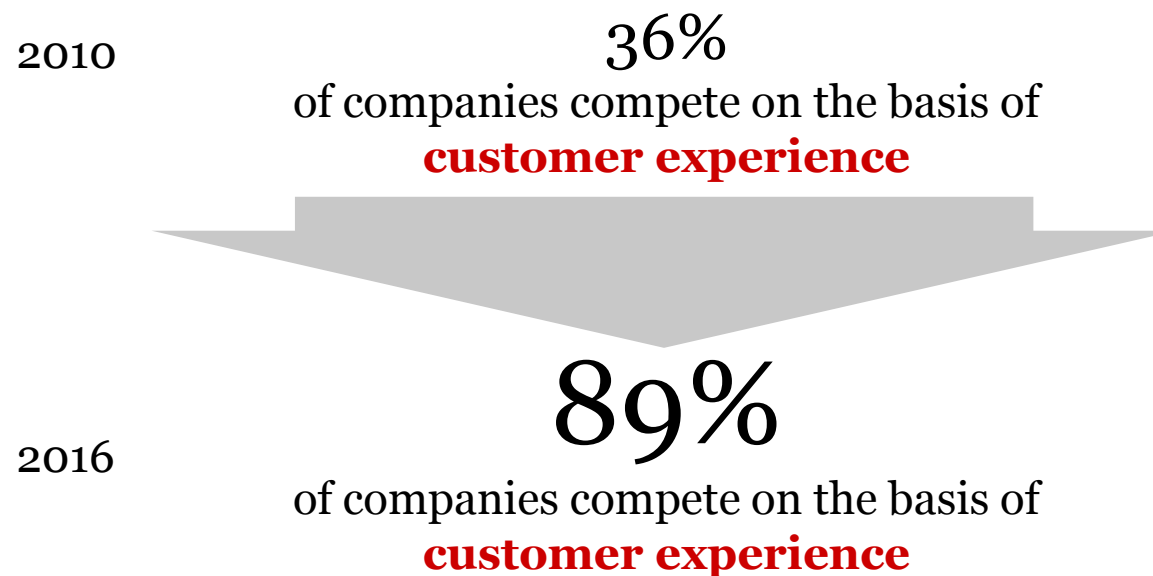


*“Customer Experience is  
the new marketing”*

— Steve Cannon, CEO of Mercedes-Benz USA



# How popular is Customer Experience (CX)?





## What does Customer Experience (CX) mean?

Customer experience is comprised of the **cognitive, emotional, physical, sensorial, and social elements** that mark the customer's direct or indirect **interaction(s)** with **(an)other market actor(s)**.





university of  
 groningen

faculty of economics  
 and business

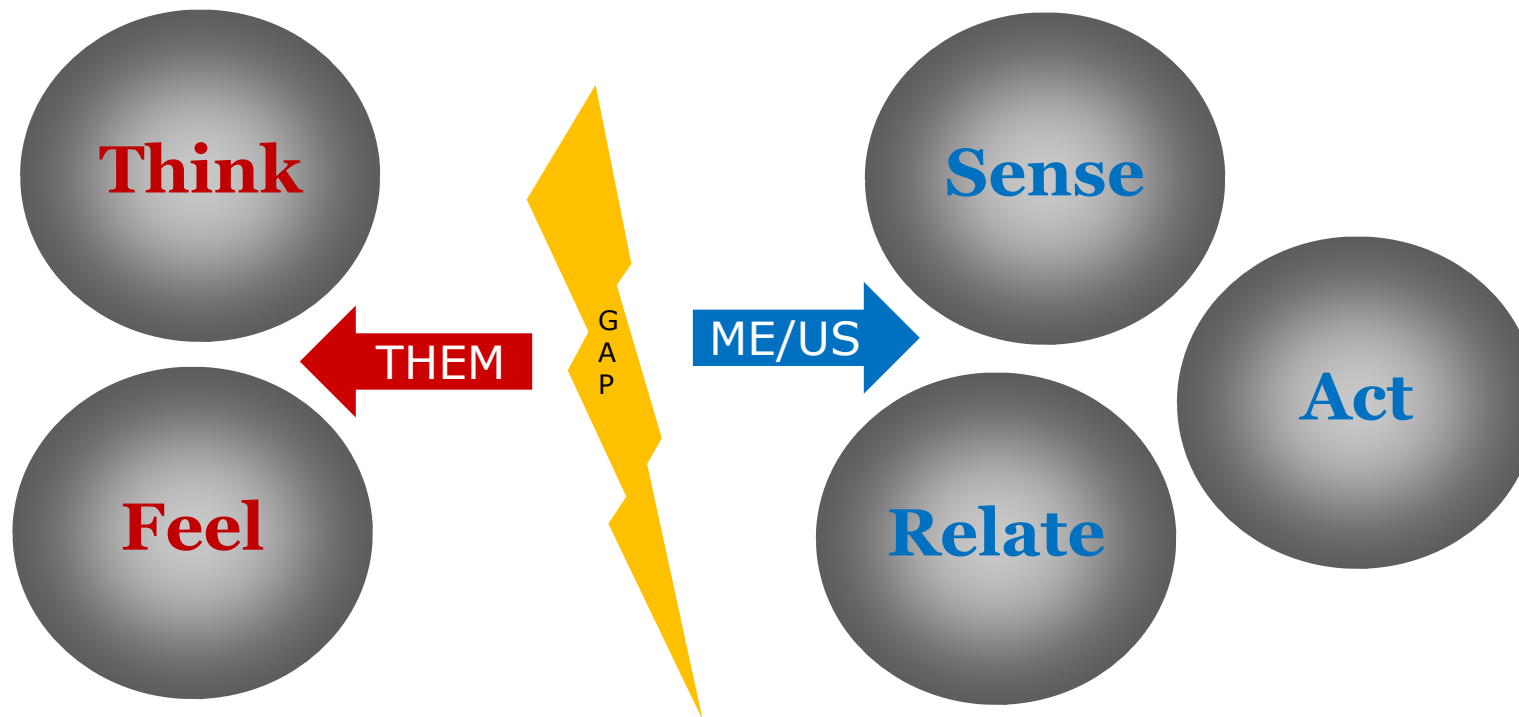
customer insights center

## Core elements translated from theory into practice



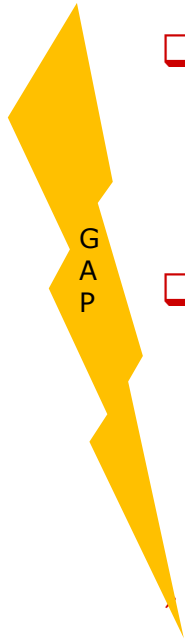


Often there's a gap between what a company does and what a customer thinks and feels about that





# Corporations don't always relate their projects to Customer Experience and cause a dangerous gap



- ❑ Cost cutting activities, e.g. reduce the handling times of call center employees, reduce the availability of the call center, force customers to use the website instead of calling, etc.
- ❑ Turnover improvement activities, e.g. selling more to the top 100 customers right now may bring them products they would not have been willing to buy.

How does that translate into what customers feel and think of you?



# Customer Experience Management starts with...



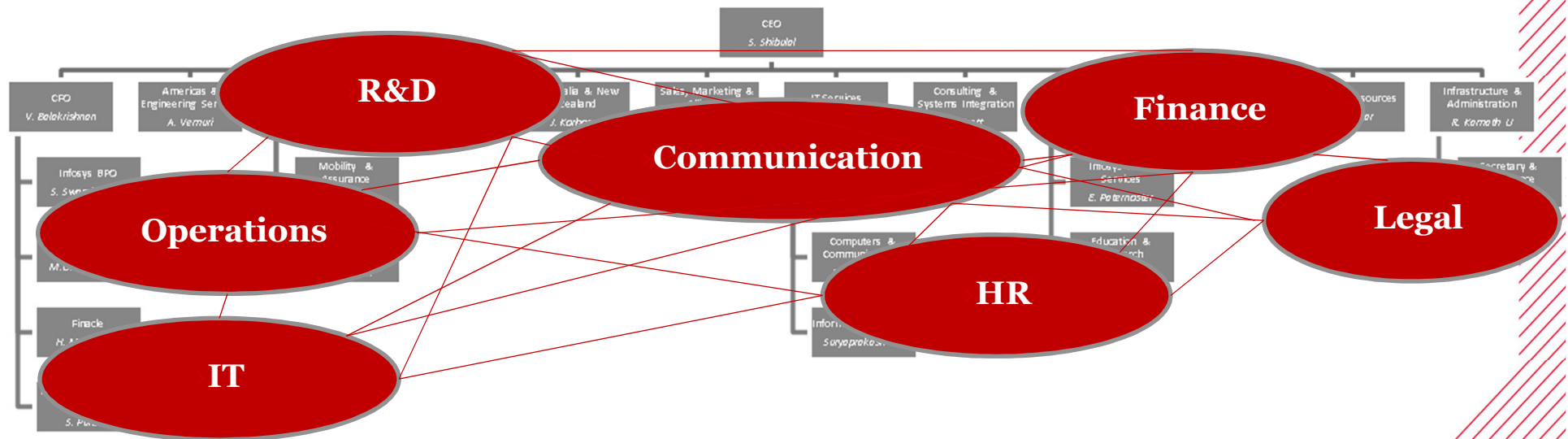
*“You’ve got to **start with the customer experience** and work back toward the technology, not the other way around.”*

— Steve Jobs



# Customer Experience Management doesn't end...

within your own department, that is what makes implementing overly complicated





# Can you really make the difference?

Organizations are changing with an **internal focus** on analyses, projects, systems...  
 ..but too often the **external** perspective is lacking.

Therefore

**How do my actions make  
 the customer think and feel?**





university of  
 groningen

faculty of economics  
 and business

customer insights center

# Why is Customer Experience so important for Corporations?

It delivers more value!

