



Customer Experience: Hype or Help?

BT white paper

Customer Experience as a Collection of 'Clues'

Despite the emphasis on emotion, customer experience is not about simply providing entertainment or being creatively engaging. A customer experience is far more complex than that. It can be viewed as a collection of 'clues', with each clue carrying a message that suggests something to a customer. There are many types of clues: a product or service has a set of clues associated with it, the context or physical setting in which a service is delivered provides more clues and employees – through their gestures, statements, language, dress and tone of voice – give off yet more clues.

The clues that form customer experience fall into two major categories. The first category of clue concerns the actual functioning of a product or service and is interpreted primarily by the rational part of the brain. Did the plane leave on time? Did the repair person fix my personal computer? These clues relate to the delivery of a particular outcome.

The second category of clue concerns the emotions. These clues relate to the five senses. They are the sights, smells, sounds, tastes and textures of the product or service as well as the context or environment in which it is offered. The smell of freshly baked bread or the tone of voice of a contact centre representative, are examples of this category of clues. The category includes both 'mechanics' (clues emitted by things) and 'humanics' (clues emitted by people).

Emotional clues, the mechanics and humanics, are just as important as functional clues. Indeed, to design a superior customer experience, organisations must manage the emotional component of the experience with the same rigour they bring to the functional delivery of the service. Source: "Managing the Total Customer Experience", MIT Sloan Management Review, Spring 2002, vol. 43 No. 3.

Is 'customer experience' just a new buzzword for what we traditionally have called customer service, or is there more to it?

Management has sometimes been compared to fashion: hemlines go up, and hemlines go down, just as new business ideas come and go. For the savvy manager, perhaps the trick is to figure out which new management ideas are 'business classics' and which are merely fads.

So what about customer experience? Is it just the latest fad – traditional customer service in a new guise – or is it an idea with substance? Could customer experience even become one of the 'business classics'?

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Customer Service or Customer Experience?

"Customers have been having experiences with companies for years," says Carol Borghesi, "you do every single day whether you call it that or not."

Borghesi, formerly responsible for BT's customer contact centre organisation is now managing director of 21C Customer Experience service delivery.

According to Borghesi, the baseline is still: "you do what you say you're going to do, when you say you're going to do it and for the price you say you're going to do it at."

Yet even a pragmatic senior executive like Borghesi believes that customer experience goes a step further than traditional customer service. The major change is in customer expectations. Customers now expect to 'have an experience' rather than just receive a product or service.

Borghesi is not the only business person who feels this way. In a 2002 survey by Shaw and Ivens, 85% of business leaders said that differentiation by price, product and service is no longer a sustainable business strategy. 71% of these leaders also stated that they believed that 'customer experience' is the new battleground. The same survey found 44% of customer experiences to be bland and uneventful. Yet only 15% of companies are actually starting to engage customers in both an efficient and emotionally appealing way.

Customer Experience: What Makes the Difference?

If customers already have 'experiences' and getting the basics right is still essential, then what has changed?

A growing body of research supports a claim that marketers have made for several decades: people purchase based on emotion, and then justify their purchases using logic. Consumers are more or less likely to respond favourably to a company's offer depending upon their current emotional state. Customer experience, therefore, pays attention not only to the mechanics of delivering a particular outcome, but to the delivery itself. It's not just how quickly a call to your contact centre is answered and the enquiry effectively dealt with, it's also how the customer felt throughout the entire process.

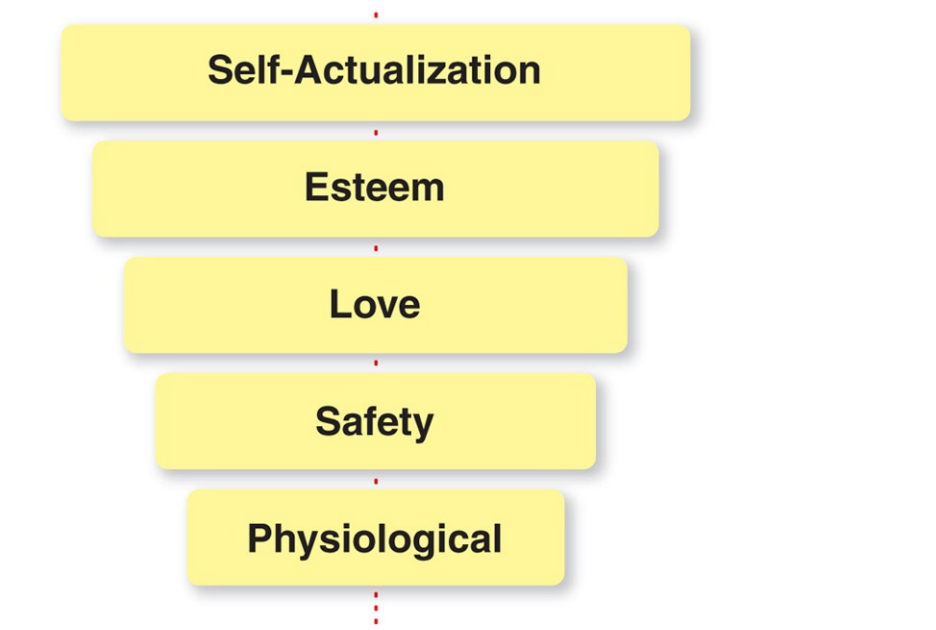
Despite the emphasis on emotion, customer experience is not about simply providing entertainment or being engaging. Borghesi notes that low-budget carrier Southwest Airlines are known for their entertaining, friendly and fun staff. Their customers love them. Yet Borghesi is quick to add that Southwest are also extremely good at getting airplanes up and down out of the air. They have one of the fastest plane turnaround times in the industry (10 minutes as opposed to 55 minutes on average for other airlines), a stellar on-time record and rarely lose luggage. “To get those two together is incredibly powerful,” says Borghesi.

‘Hygiene Factors’ and the 21st Century Customer

Customer experience is becoming the new business imperative because of the increasing disillusionment, sophistication and demands of customers.

Consumers are becoming disillusioned with the poor service they receive from companies. According to a multi-industry study commissioned by BT, more than two out of three consumers “put the phone down more annoyed than when they picked it up.” In some respects, technology has only exacerbated this situation. The interactive voice response (IVR) systems commonly used, for example, are universally despised except in specific contexts, and with the internet now you can have a bad e-experience every day at your desk.

Perhaps this disillusionment is driven by greater sophistication. Borghesi recalls a time when bank customers could only withdraw cash by going to a bank between the hours of ten in the morning and three in the afternoon. Now, we’ve become accustomed to getting money “out of the wall.” Yet consumers’ expectations are ever-increasing as they become both more sophisticated and more used to a particular level of convenience. As Borghesi notes, “it used to be that you were elated to get money from an ATM machine, but now when I’m withdrawing cash I feel impatient



with the speed of the machine...even though it only takes 30 seconds!” Retail banks must now provide a level of accessibility and responsiveness that was unthinkable just a decade ago.

Borghesi calls the increasing customer expectations ‘hygiene factors’, borrowing a term from psychologist Abraham Maslow’s ‘Hierarchy of Needs’.

As generally affluent members of modern societies, our “lower” needs are usually met so we seek to satisfy needs higher up on the pyramid. We tend to move from the bottom upwards.

Consumer value is now about more than just money (a lower level hygiene factor). Indeed, in a survey conducted in 2004, the Henley Centre identified four consumer values:

- Money (59% of consumers worry about costs).
- Time (55% of consumers say that they “never have enough time to get things done”).
- Energy (43% of consumers don’t have enough energy to ring companies after a day at work).
- Information (38% of consumers feel overwhelmed with all the information that they receive; 63% of consumers don’t like having to give the kind of information that companies ask for).

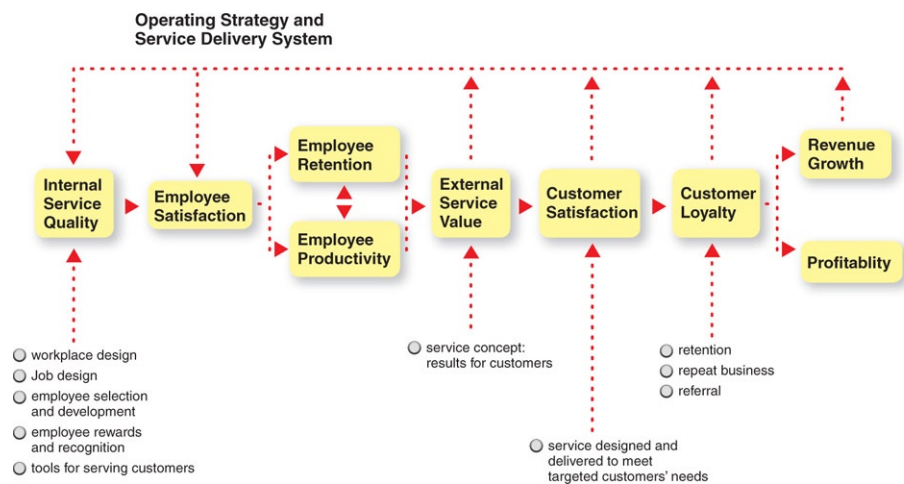
Nicola Millard, lead customer experience consultant with BT, believes that “Time is the new currency. We tend to design things from the inside out to save the company time, what we actually need to do is to ask, ‘the customer’s time is valuable as well, how do we save time for the customer?’”

Why Bother?

Creating a positive customer experience entails understanding and influencing customer emotions, a difficult and not always exact science. In fact, some might wonder whether it is even possible to do so. Hugely successful companies such as Southwest Airlines, Lexus, First Direct, eBay, Disney and others are proof, however, that it is not only possible, but also good for business. There are several compelling reasons for improving the customer experience that your organisation offers:

1. Strategic: particularly in rapidly commoditising markets, customer experience may be the only way to differentiate your brand and create lasting competitive advantage. Moreover, experience has shown that consumers are willing to pay a premium for a positive customer experience.

“We want emotions in our relationships with customers. A purely logical customer will shop for the lowest price every time and will demonstrate no loyalty at all. The cost of doing business with those customers will be high, because we will have to constantly reacquire them through expensive incentives. Emotional customers are not problematic customers. They are customers who care, who share their views with the world, who pay you a premium and stay for the long run. In that, they are often your most profitable customers.”



Lior Arussy, The Experience! How to Wow Your Customers and Create a Passionate Workplace.

2. Marketing: word-of-mouth is the most effective and inexpensive form of marketing. If you can create 'raving fans' or 'apostles', you can actually reduce your expenditures on marketing. First Direct, the UK retail bank, actually spends more on customer experience and less on marketing. It is the most recommended bank in the UK for the last 10 years with 95% of customers referring their friends and family – one every five seconds. Almost 35% of its customers are recruited through this process. Essentially, their customers are doing their marketing for them.
3. Customer retention: delighted customers are repeat buyers and may spend more with each new purchase. Conversely, the negative impact of one dissatisfied customer is well-documented.
4. Reduce or eliminate 'cost to failure': the costs resulting from a poorly designed or implemented customer experience can be enormous. When BT discovered that 70% of the calls into its contact centre were related to installation problems, they realised that even small improvements in the customer experience around installation could have a huge impact on the bottom line. They eliminated approximately one million such calls and realised enormous savings.
5. New technologies: new technologies such as the Internet, CRM, and ATMs, are making new and improved customer experiences possible (e.g. self-service) but can be difficult to use, or create new problems such as information overload. The experience offered by these technologies needs to be designed and managed.

Customer Experience and ROI

Because it deals with emotions and a host of other intangibles, customer experience may appear to be “woolly” and its impact on the bottom line imprecise. In reality, however, customer experience can deliver a high ROI, and its impact on the bottom line has been quantified.

The lifetime value of a loyal customer can be huge, especially when referrals are added to the traditional measures of customer retention and repeat purchases of related products. The lifetime revenue stream from a loyal pizza eater can be as much as \$8,000, a Cadillac owner \$332,000, and a corporate purchaser of commercial aircraft literally billions of dollars. By extending the average customer relationship lifetime by just one year, profit levels can increase by 25% or even as much as 85%. A study by Frederick Reichheld and W. Earl

Sasser, Jr. found that a 5% increase in customer loyalty can produce profit increases of 25% to 85%.

Sears Roebuck, the US retailer, took customer experience and ROI a step further. As part of a companywide transformation in the early 1990s, Sears created the Total Performance Indicators (TPI), a robust econometric model that explicitly predicts the relationships between employee engagement, customer satisfaction and corporate profitability. Unlike other balanced scorecard type approaches, Sears' model is a leading, rather than lagging, indicator. Instead of measuring the past, it predicts the future. This model of the 'Employee-Customer-Profit Chain' shows, with statistical validity, that empowering employees to provide a superior customer experience drives revenue and profitability. Sears found, for instance, that a 5 unit improvement in employee motivation translated into a 1.3 unit improvement in customer satisfaction and a 0.5% increase in revenue growth. In one 12-month period, employee satisfaction on the Sears TPI rose by 4%, and customer satisfaction by nearly 4%. According to the highly accurate predictive power of Sears' model, this would translate to \$200 million in additional revenue and increase market capitalisation by nearly one-quarter of a billion dollars.

Justifying the Investment: Not a Quick Fix

While the business case for customer experience is compelling, many businesses still find it difficult to justify. Perhaps this is because improvements in customer experience, unlike simple cost cutting, take longer to implement and show results. A focus on short-term financial results and share price fluctuations is not conducive to integrating customer experience into your corporate strategy.

“Customer experience doesn't necessarily deliver huge savings or profits in a year. It sometimes takes three years or five years, because it's usually a big transformation,” says Millard. “A company might have to take a financial hit in the short-run, but in the longer-term they will get more loyal customers, they won't have to spend a lot of money to get new ones, and hopefully the loyal customers will spend more with them.”

How to Create an Innovative and Compelling Customer Experience

Creating an innovative and compelling customer experience is not an isolated initiative; it requires a far-reaching transformation of your entire business.

The first step in creating a customer experience is to understand your customers and how they drive your business. Many companies measure customer satisfaction. Frederick Reichheld, however, has suggested that this is a red herring – satisfaction can be high but growth can be low. In an average company 84% of customers are satisfied but only 41% are loyal. 60% to 80% of customers

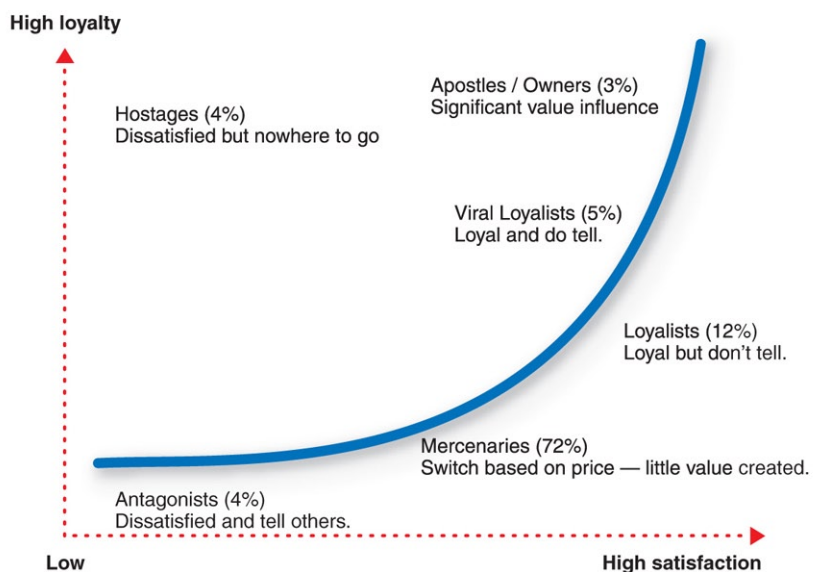
will tell you they are satisfied and will then leave. According to Reichheld, loyalty is the only true measure.

To measure whether a customer is loyal, the only real questions that need to be asked are:

- “Are you likely to use our service again?”
- “Would you recommend us to others?”

Companies such as Enterprise Rent-A-Car use these kind of measures to identify customers as 'promoters' (10 & 9 scores), 'passive' (8 & 7 scores) or 'detractors' (below 6) and each of these should be acted upon in different ways. For example, at Enterprise, they ring back detractors quickly and find out what went wrong. The net number of promoters is the asset that grows business and should, therefore, be the core business indicator.

Another very useful tool is customer loyalty profiling. By plotting customer satisfaction versus loyalty, a profile of customer value can be ascertained (see figure below).



Heskett et al (2003) estimate that an apostle (or owner) can be worth 70 times more than a mercenary in total margin from sales over the length of a relationship. Customer psychographics reveal that mercenaries rarely have either the mindset or economic means to become loyalists. Antagonists and hostages take less effort to convert but can be hard to neutralise unless you understand the reason for their dissatisfaction. The best effort is spent in moving loyalists to apostles/owners by fostering the viral process. This includes product samples and advance information on offers, e.g. Harley Davidson (the only brand where customers are so loyal that they have the logo tattooed on them) has an owners club and Southwest Airlines involve their most frequent flyers in such things as staff selection.

The second step in creating an innovative and compelling customer experience is to recognise that a customer experience must be designed. Intentional design is one of the mantras of customer experience advocates. “A customer experience should be explicitly designed,” says Millard, “much as you would design a product.” In fact, Millard uses many of the same techniques of product design to help Fortune 500 companies design their customer experiences. She and her colleagues are adapting techniques emerging from the field of affective design (the same design techniques used by the car and mobile phone industries) to design customer experiences. The process typically involves the following steps:

1. Thoroughly understanding customers and their needs (through field observation techniques such as ethnography, focus groups, questionnaires and interviews).
2. Understanding the needs of frontline employees (using similar techniques).

3. Creating personas: personas are composite profiles of your prototypical customer.
4. Creating scenarios: scenarios are step-by-step descriptions, often in painstaking detail, of how the customer will interact with and experience your service.

The scenarios and personas describe not only the flow of the process, but also consider the emotional impact on the customer, depending upon his emotional needs and the context of his interaction with the company. Similarly, measures of success are designed not only to ensure that processes are working effectively in terms of service delivery, but also to gauge emotional impact and correlate this with customer loyalty, profitability and satisfaction. BT is currently applying research in this area to design experiences for other companies, and plans to apply the same systematic approach to designing its own customer experiences.

Although a customer experience can – and should – be systematically designed, designing one is not always straightforward. Says Borghesi: “Appropriate customer experience is highly situational, it relates to the type of business that you’re in, the nature of the relationship that you would establish with your customers and where you want to play relative to the value equation.” In short, designing a compelling customer experience is “a bit of a black art.”

The Appropriate Use of Technology

The appropriate use of technology is increasingly a major concern when designing a customer experience. CRM technology has often been sold on the promise of lower costs. There is a germ of truth here. People don’t need human contact for all the answers they want from a business. We do not need to tie up an

‘expensive’ human being if all we want to do is check our bank balances. For this kind of transaction, technology offers the holy grail of lower cost and a better customer experience.

Technology can be seductive, however. Businesses must understand which interactions are best handled using technology and which demand human strengths such as empathy and complex problem-solving.

Research commissioned by BT and conducted by the Henley Centre in 2003 showed that interactive voice response (IVR) is mainly useful for simple calls. The results below are from the question

‘What was the reason you used IVR?’:

Request brochure	52%
Give meter reading for utility	39%
Order items through mail	39%
Get bank or credit card balance	34%
Enter competition	39%
Respond to ads	31%
Book tickets or check times (cinema/airline)	8%
Enquiry/Complaint on info/Tech support/Customer service	7%
Contact mobile provider	2%
Insurance	2%

Meanwhile, the adoption of self-service technologies – whether using the internet or interactive voice response (IVR) – is having an effect on call centres themselves. Call volumes are falling, but call patterns have shifted towards more complex enquiries. These demand greater knowledge and more time from the

advisors answering the calls. There is increasingly no longer such a thing as 'an average call'. So, the role of the human customer service advisor is being transformed into that of relationship builder, complex problem solver and guide. Contact centre staff must now be able to empathize with the customer rather than simply process calls.

Technology can be seductive for more than purely cost reasons. Customer Relationship Management (CRM) systems provide customer information that was previously unavailable or inaccessible. However, this doesn't guarantee a positive customer experience. "I've got CRM, now I need decent customer service" stated one frustrated CEO recently. People buy the technology thinking it will drive the customer experience. Not surprisingly, according to the Gartner Group, nearly 70% of CRM projects fail to deliver on their original promise.

Too many businesses only look at the technology when it comes to CRM. But it's important to see CRM as a three-legged stool. You must attend equally to technology, the processes enabled or changed by that technology, and the people who will be working with those processes. If any of these legs is weak, the stool will not be stable.

An important, yet often overlooked area of CRM is usability. Frontline employees need the right data at the right time, and they need the tools to properly interpret the data, but they also need the appropriate amount of data. CRM systems provide access to substantial amounts of data, but may in turn create a new problem: what Millard calls 'cognitive load' or simply, 'brain strain'. In dealing with a call, for example, a customer advisor is typically trying to talk to the customer, interpret what the customer is saying and reinterpret it in the business' terms. "Just putting lots of knowledge in front of the customer advisor

doesn't help," states Millard.

Brain strain is likely to become a critical issue. Advisors will increasingly be working in blended multi-media environments. They could be communicating with customers in several different ways including instant messaging chats, co-browsing, email, voice and video.

Contact centre staff are not the only ones being overwhelmed by information. Consumers are also overwhelmed, both by the quantity of information and by the proliferation of marketing channels. Moreover, consumers are increasingly reluctant to provide personal information because of privacy concerns (63% in the Henley Centre survey). Whilst new technologies have created the information overload and privacy problems, they also offer the solution. Savvy marketers are increasingly using these technologies to give consumers as much choice as possible. Consumers can now choose their method of contact (whether by web, email or telephone, for instance) and 'opt-in' to receive information only on the products and services that interest them. Despite the potential pitfalls, CRM and other personalisation technologies have actually made it possible to offer a customer experience that not only overcomes consumers' privacy concerns, but makes consumer choice and control a core part of the value proposition (for more information, please refer to the BT white paper "Consumer Privacy and an Effective CRM Strategy").

BT's 21st Century Customer Experience

While BT is far too modest to claim to be the global leaders in customer experience, the company is making this an area of focus as significant as that given to revenue and sales performance.

BT is determined to radically improve the customer experience to ensure that every interaction is simple, accurate and places control firmly in the hands of customers. It means building into its approach to service a relentless determination to look at everything through the eyes of the customer and recognition that every part of the customer journey contributes to the overall experience. As Carol Borghesi says: "we need to dedicate ourselves to serving our customers so they get the most out of their personal and business lives. Each customer interaction creates a moment of truth for our brand and gives us the opportunity to differentiate BT from any other service provider. We expect to see a significant improvement in our customer satisfaction ratings which frankly have not moved as fast as we would like for some time". Borghesi was formerly responsible for BT's customer contact centre organisation and is now managing director of BT's 21st Century (21C) Customer Experience.

To achieve their ambitious goals, BT follow a rigorous 4-step methodology. The first, and perhaps most important, step is to start with customer outcomes. Rather than focus on functionality or cost savings, as the company used to do, BT now focus on customer outcomes (e.g. "I only need to call once to get my problem resolved"). Next, BT trace the customer's journey across the company's various processes. The

How Good is Your Organisation's Customer Experience

1. Has your customer experience been explicitly designed, or does it just happen?
2. Did you take into account emotion in designing your customer experience?
3. Are all your internal systems, procedures and processes aligned to support the delivery of the customer experience that you have designed?
4. Is there recognition by senior management of the link between employee engagement, customer loyalty, and enterprise profitability?
5. Do you have metrics in place to measure the real costs and benefits of your customer experience?
6. Is customer experience part of your marketing and brand strategy?
7. Do you still get the customer service basics right?
8. Are frontline employees in your organisation motivated and empowered to provide a superior customer experience?
9. Do frontline employees have the tools and other support systems they need to provide a superior customer experience?
10. How many of your customers recommend you to their friends, family or business associates?

customer experience is the result of the journey. This mapping of customer journeys helps BT to identify which service capabilities or products are called upon to realise a particular customer experience. Finally, BT use 'hothouses' to develop new or improved service capabilities and refine the customer experience. These hothouses bring together all the relevant stakeholders – including BT staff, suppliers and customers – for intensive, collaborative sessions. BT has already used this methodology with great success to improve call resolution.

Apart from following a rigorous methodology, BT has also institutionalised customer experience within their organisation. A 'Customer Experience Board' provides governance for all customer experience initiatives, and a soon to be established customer experience development centre will provide a physical home for customer service design projects.

While methodologies, senior management support and oversight, and a physical home are all important, perhaps the essence of BT's 21C Customer Experience is – simply put – simplicity itself. By mapping and optimising service delivery and rationalising product lines, BT will be able to reduce complexity. And in doing so, improving customer experience will become much easier, if not a byproduct of such simplification. This is why the 21C Customer Experience is part of a much larger BT strategy to develop a single, integrated network platform, the 21st Century Network.

The Key: Employee Engagement

"The frontline now produces the bottom line. That's where leadership needs to be, at the front line. Stop telling the front line what to do and let them be leaders."
--- Stephen Covey.

Despite the potential benefits of using technology intelligently, because a customer experience is intangible and fleeting, human beings are still the key to creating a positive customer experience.

States Millard: "When you ring a contact centre, the experience is created between the customer and the customer service advisor who answers the call. Ideally, that customer service advisor should be working within a process that's been designed to deliver a particular customer experience. It's been designed, but it's then up to the interaction between those two human beings to create the actual experience."

The fleeting nature of customer experience is what makes it difficult to manage. It is also why your employees play a central role in the creation and management of each 'moment of truth'. Given the key role that employees – especially frontline employees – play, it's not surprising that several studies have pointed out the link between empowered, engaged employees and customer satisfaction. And Sears Roebuck, with their employee-customer-profit chain model, have gone as far as quantifying the link between employee engagement, customer satisfaction and profitability.

BT is exploring the 'Adaptive Culture Model' in which frontline employees are used as the 'eyes and ears' of the organisation and empowered to feedback where the problems in the customer service are. They, in turn, become more engaged and help to improve the customer experience. This creates a virtuous circle of empowered, motivated employees and delighted customers.

The Importance of Organisational Alignment and Culture

Creating a positive customer experience is not simply a matter of intentional design, the appropriate application of technology and empowering employees. It requires much more. All of an organisation's systems and processes must be aligned to support the customer experience. These include:

- **Information systems:** frontline employees need the right data at the right time, and they need the tools to properly interpret the data.
- **Processes:** processes need to be end-to-end. When a business operates in 'silos' customers get bounced from one department to another, without achieving their desired outcome.
- **Appraisal and reward systems:** frontline employees must be given incentives to create the desired customer experience. A contact centre advisor, for example, may be measured on issue resolution or even intangible factors such as friendliness rather than simply call handling times or the number of calls processed.
- **Hiring and staffing:** as routine transactions, such as booking concert tickets, are automated, the role of the human customer service advisor is transformed into that of relationship builder, complex problem solver and guide. Contact centre staff must now be able to empathize with the customer rather than simply process calls.
- **Measurement:** traditional quantitative measures need to be augmented by qualitative, non-financial ones, and measurement must be unbiased.

Perhaps the biggest change required to be a successful customer experience company is the cultural change. "It's really how you change the management culture," says Borghesi, "because we find that the management culture then drives the culture of the frontline."

So, to transform your company into a customer experience company, you need to start at the top. In 8 years of benchmarking, BT have discovered that there's almost always a passionate person at the top of the organisation saying 'I'm passionate about customers and delivering great customer experience.' Virgin Atlantic Airlines is a perfect example of this. The passion that CEO Richard Branson has for customers, flows down the management chain and ultimately appears in the formidable customer experience delivered by frontline employees. The Virgin brand statement is "we're in the entertainment business at 14,000 feet."

What the Best Do Differently...

- Focus fanatically on customers – they listen to them and respond to them.
- Focus fanatically on employees – they listen to them and respond to them.
- Have inspirational, risk taking, passionate and innovative leadership.
- Have a clear mission, strategy and culture to support their customer experience – frequently tied in with their brand.
- Understand that customer experience is more than just a call centre.
- Harness technology to support the whole customer experience rather than allow it to take over and drive that experience.
- Ensure that processes deliver a holistic customer experience.
- Understand that customer service is an investment not a cost.
- Realise that CRM is more than just technology.
- Use their people to their full potential and differentiate service through their innovation and intelligence.
- Enter their market early, often with a new business model.
- Use their customer data to change the way they do business.
- Measure what matters to the customer, not simply profit and loss.

A New Way of Thinking

With the recognition at board level that customer experience is important and can be an integral part of corporate strategy, some companies have even appointed a 'director of customer experience'. Despite such inroads by customer experience, however, it remains a tough sell in many companies. This is probably because the business logic behind a customer experience-based strategy is counter-intuitive. To fully appreciate the benefits of creating a compelling customer experience requires a change in mindset.

"Companies tend to be, by nature, internally focused because they're there to make money, and they're there to cut costs," says Millard, "but in actual fact they're also there to serve customers. Customer experience is turning the traditional, inwardly focused, cost-cutting mindset on its head: 'if we serve customers, actually we will end up working more effectively and making more money.'"

Unfortunately, many managers may find it difficult to change from the inward, cost-cutting mentality to embrace customer experience as a strategy. Moreover, creating compelling customer experiences is by no means easy. "You're always chasing an ever higher level of customer expectations," says Borghesi, "it's a moving target."

Despite these difficulties, those companies that differentiate themselves based on customer experience will be richly rewarded with motivated employees, loyal customers, greater profitability and a strong brand.

Like fashion's little black dress, serving customers well will never go out of style. And perhaps the very original and contrarian nature of a customer experience-based strategy is what will make it, finally, into one of the 'business classics'.



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