

THE CUSTOMER EXPERIENCE PARADOX

WHY COMPANIES FAIL AT THE CUSTOMER EXPERIENCE

Prof. dr. Yves Van Vaerenbergh

Professor of Marketing – KU Leuven
Founding Partner – KALEPA

Osservatorio Fedeltà
University of Parma
October 19, 2023



Ka-le-what? Kalepa!



KALEPA is an expert in the field of Customer Experience and Service Management. KALEPA specializes in supporting and rolling out trajectories to increase an organization's customer orientation.

KALEPA helps organizations in both the preparation of the improvement process (e.g., gathering the necessary customer insights), the design of the more customer-oriented way of working (by means of KALEPA Experience Design or Service Recovery Journey Design workshops) and the effective implementation and roll-out of the more customer-oriented way of working (e.g., creating a customer-oriented culture). In addition, the KALEPA Academy also offers training, workshops and masterclasses in each of these areas.

The solutions we implement rely on our management and practical experience within leading companies across various industries. Moreover, KALEPA is a spin-off of the KU Leuven, so the advice is evidence-based.

Yves Van Vaerenbergh

Yves is a professor of Customer Experience Management at KU Leuven and a global authority on Customer Experience and Service Management. He received the 2022 Emerging Service Scholar Award from the American Marketing Association. This award is given to the person who has contributed the most to academic research on service management worldwide in the first 10 years after receiving his or her doctorate. He was recently ranked by Stanford University as one of the 2% most cited scientists in the world, across all disciplines.

Yves conducts academic research on various aspects of customer experience and customer service, and has published his results in the most highly regarded academic journals.

Yves is one of the co-founders of KALEPA. He has given several keynotes and talks to executives on customer experience and customer service management around the world. He recently gave keynotes and inspiration sessions at Salesforce, AB InBev, CoolBlue, Volvo, Acerta, Normec Group, and SAP, among others.



**Listen to the short
version of this keynote
in this TEDx Talk:
"Why Companies Fail at
Customer Experience"**

**Check
it out**





Want more inspiration? Join our webinars



Email, chatbot, or the good old phone? Analyzing customer channel preferences

Prof. dr. Yves Van Vaerenbergh
November 10, 2023 (12PM-1PM)



Painting your path to customer experience by using the customer experience canvas

dr. Annelies Costers
January 30, 2024 (12PM-1PM)



Unlocking the CX puzzle: Metrics that drive customer excellence

Christel Pletinckx
March 19, 2024 (12PM-1PM)



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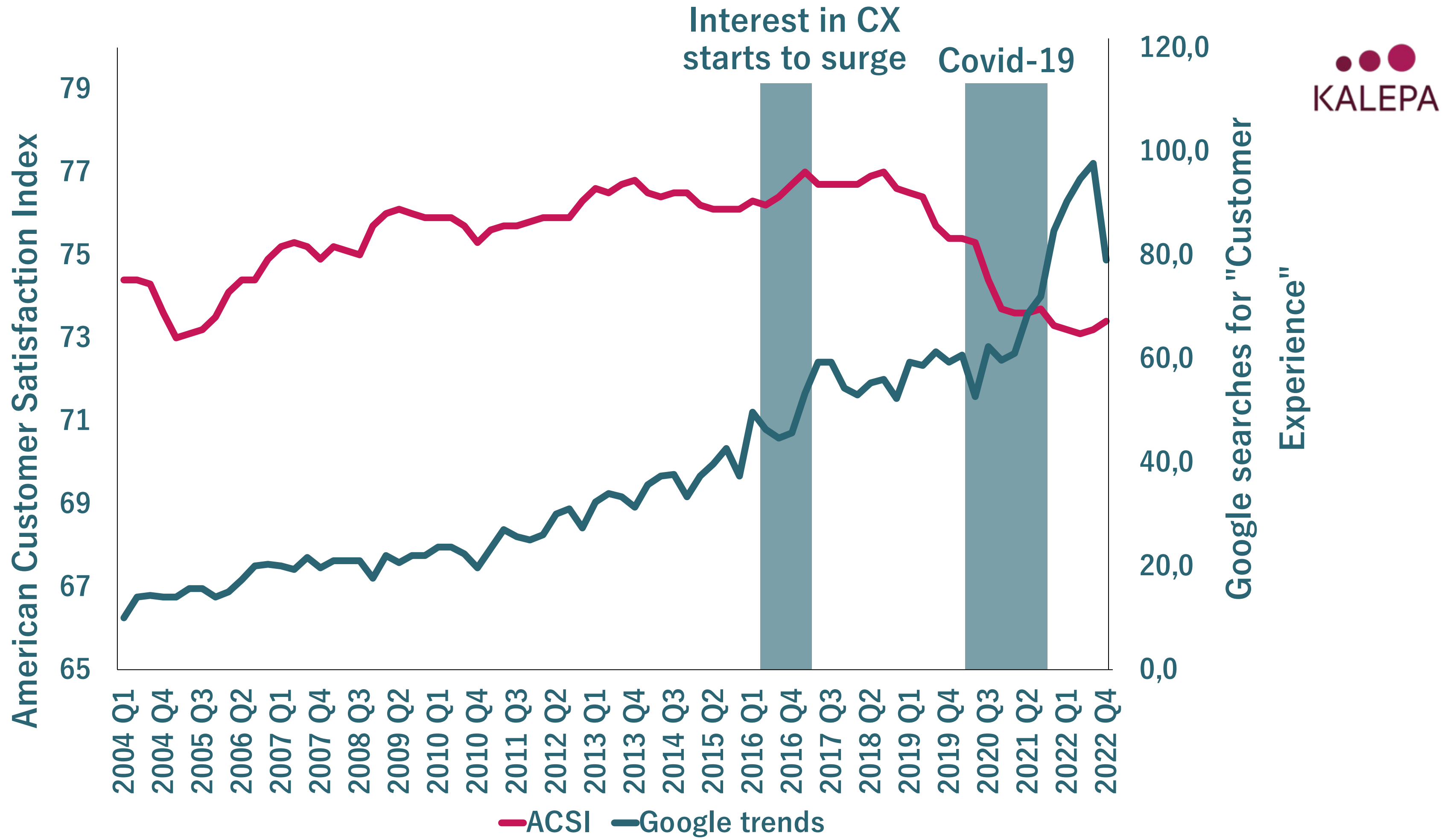
Three... Two... One...

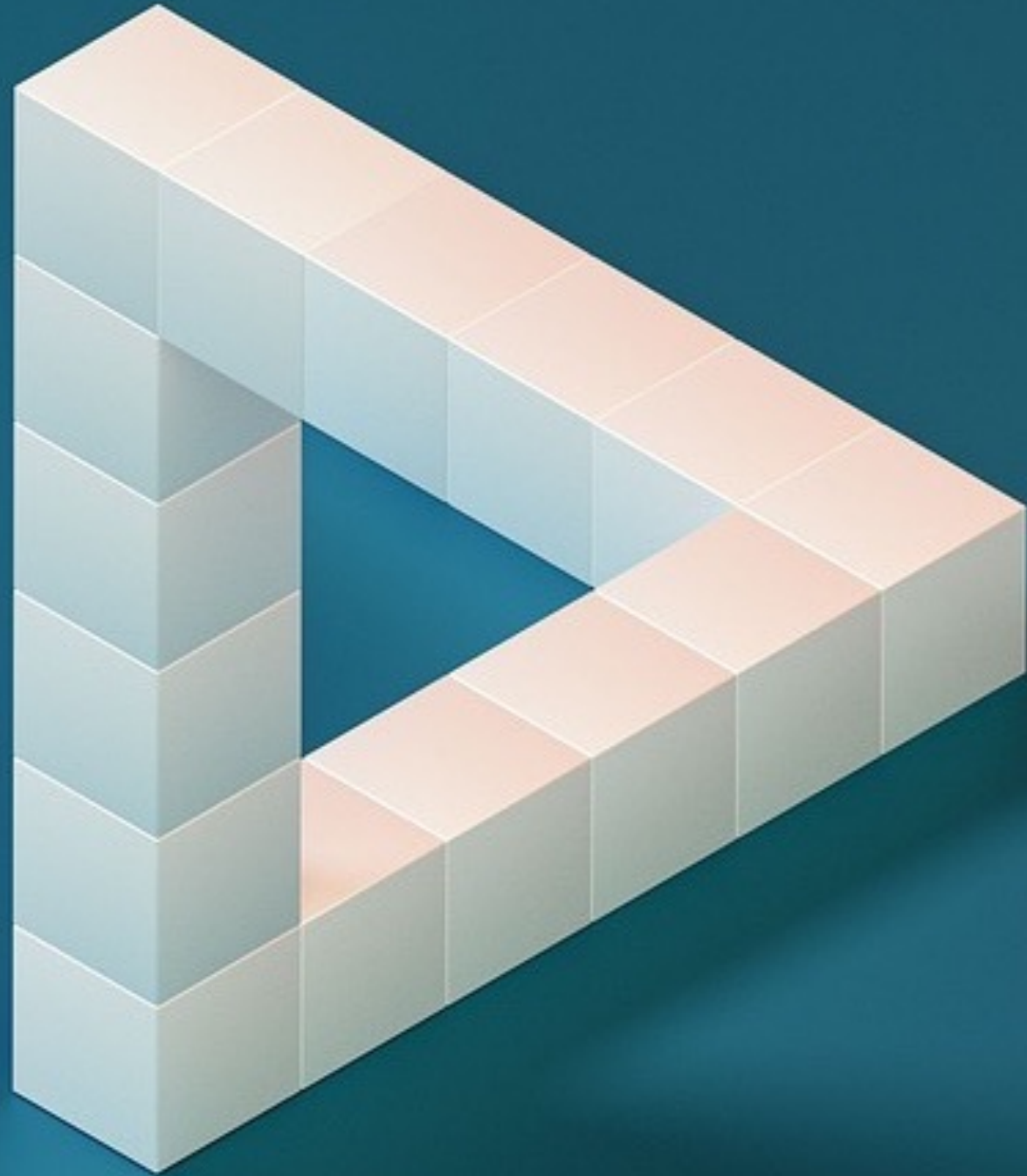
Lift off for Customer Experience Management?

Customer satisfaction barely improved in 20 years (Fornell et al., 2020)

Companies (still) cannot resolve customers' problems decently (CCMC & Arizona State University, 2020)

8 out of 10 consumers want organizations to improve their CX (Qualtrics, 2022)





THE CUSTOMER EXPERIENCE PARADOX:

The more attention organizations pay to managing the customer experience, the more negative the customer experience seems to become

You can't teach an old dog new tricks

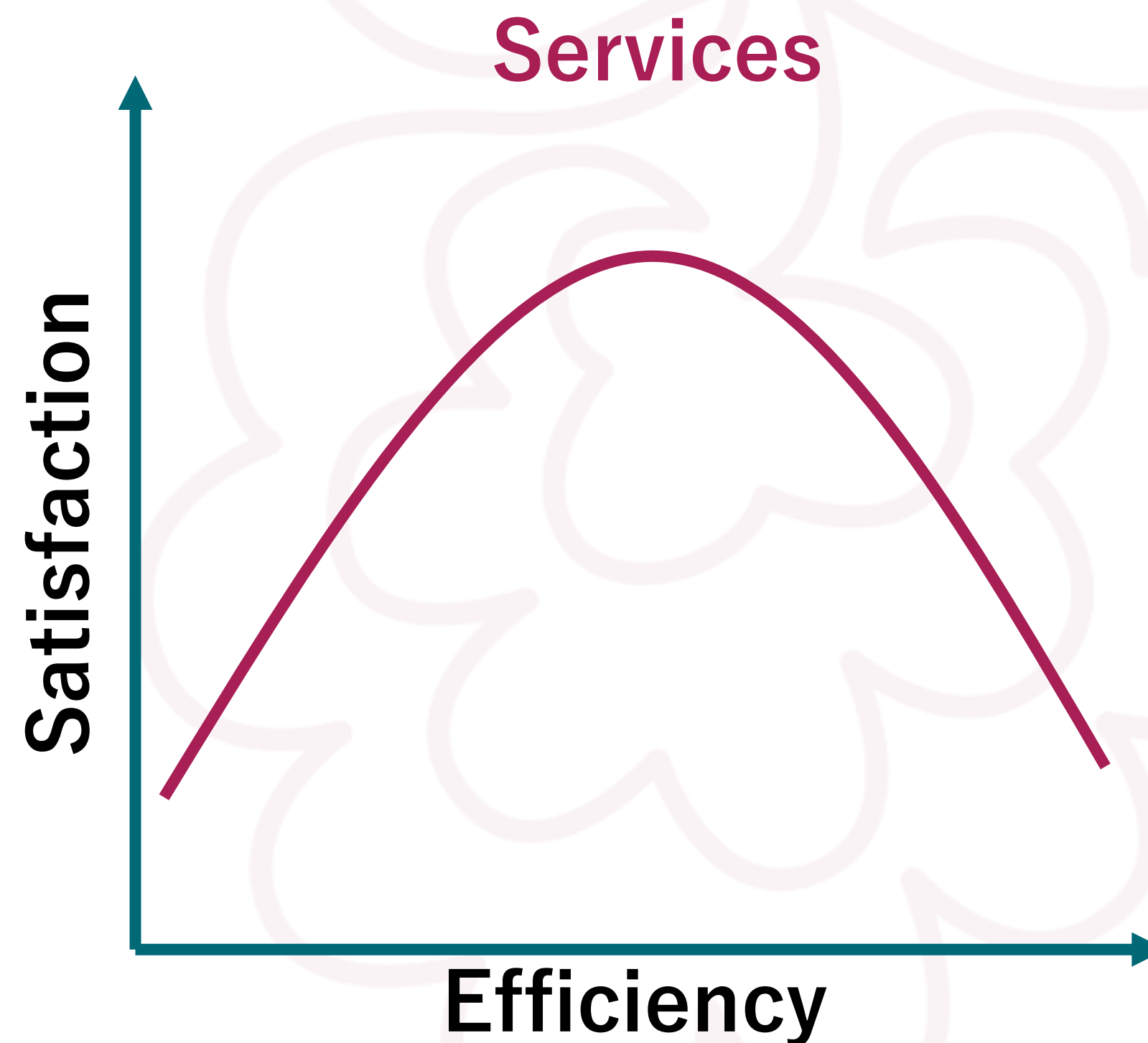


Organizations are...

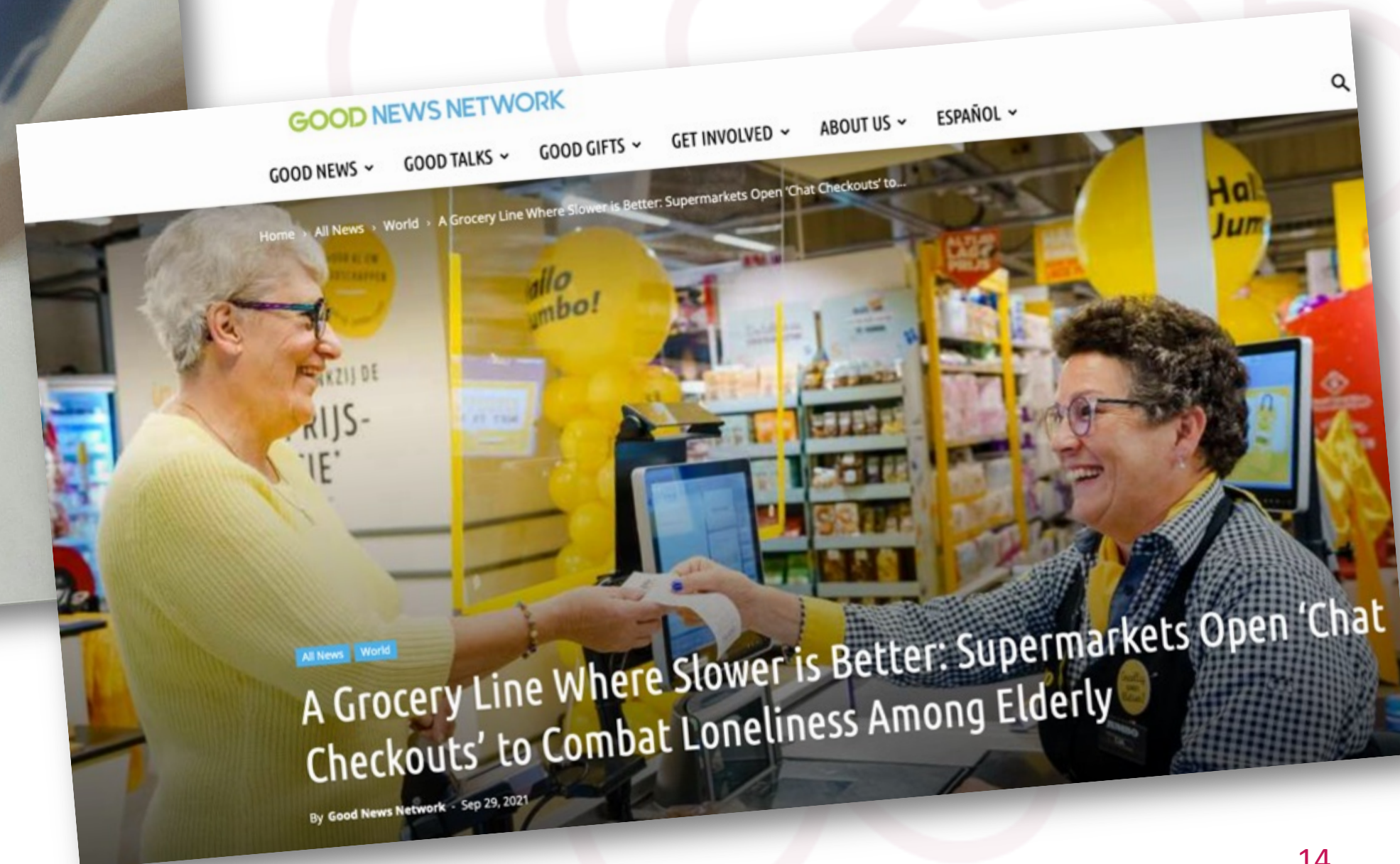
Too obsessed with efficiency



Differences between goods & services



Effective CX is often the result of an *inefficient* process



“My team consisted of 50 people, and we had a turnover of €5m. Our people in the field had to serve 8-9 customers a day. We took the risk of hiring 4 additional people, and invested the extra time into customers. Our people now had to serve about 7 customers a day. Our turnover grew to €10m.”

Director, B2B company

Organizations are...

Too obsessed with efficiency

Too focused on control







Let it go!

Involve customers in recruitment and selection processes

Involving customers in R&D processes improves organizational performance (Chang & Taylor, 2016)

Putting a customer in the board improves organizational performance with 11.7% (Bommaraju et al., 2019)

Organizations are...

Too obsessed with efficiency

Too focused on control

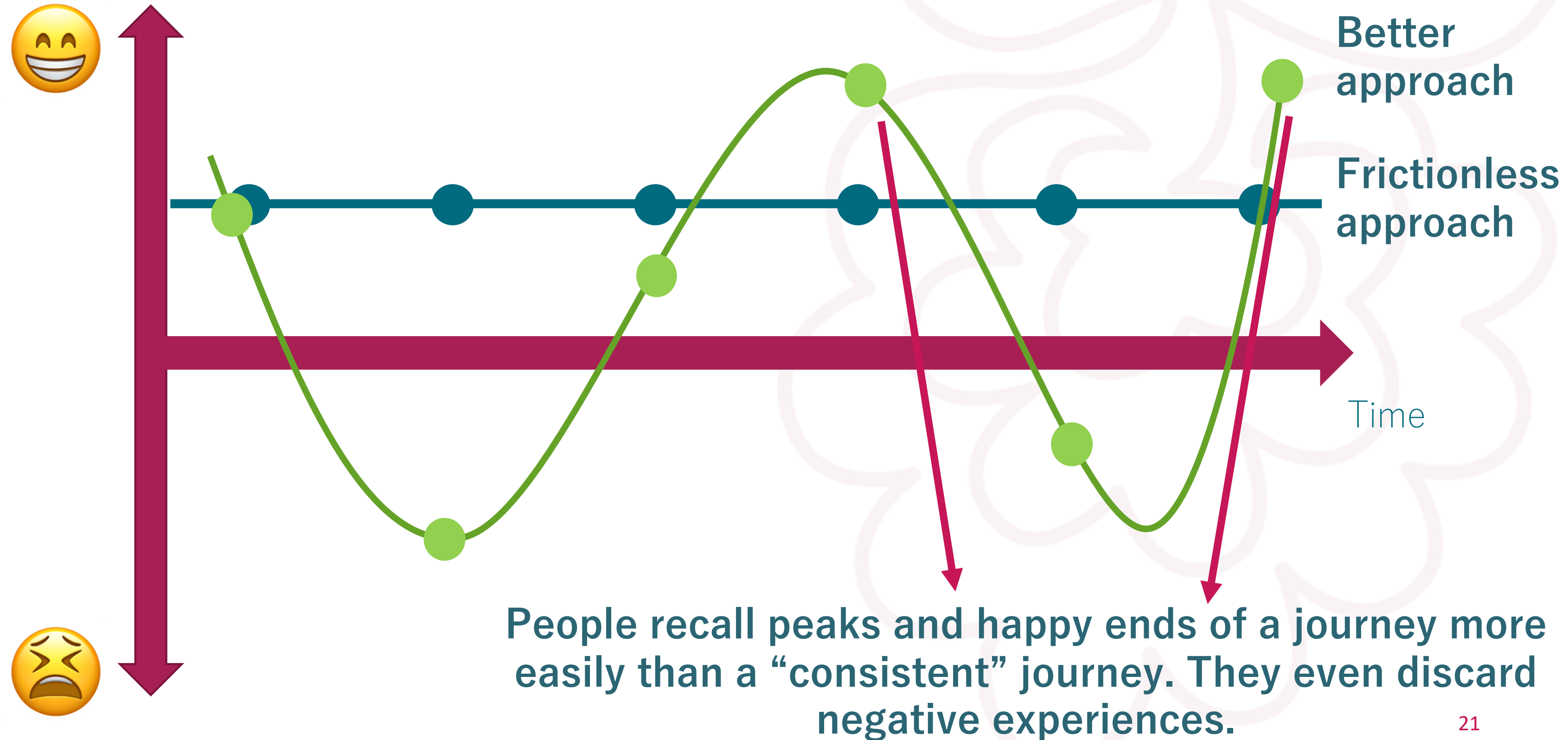
Too focused on frictionless





**Creating the ultimate
convenience makes
you boring**

The Peak-End Rule





Organizations are...

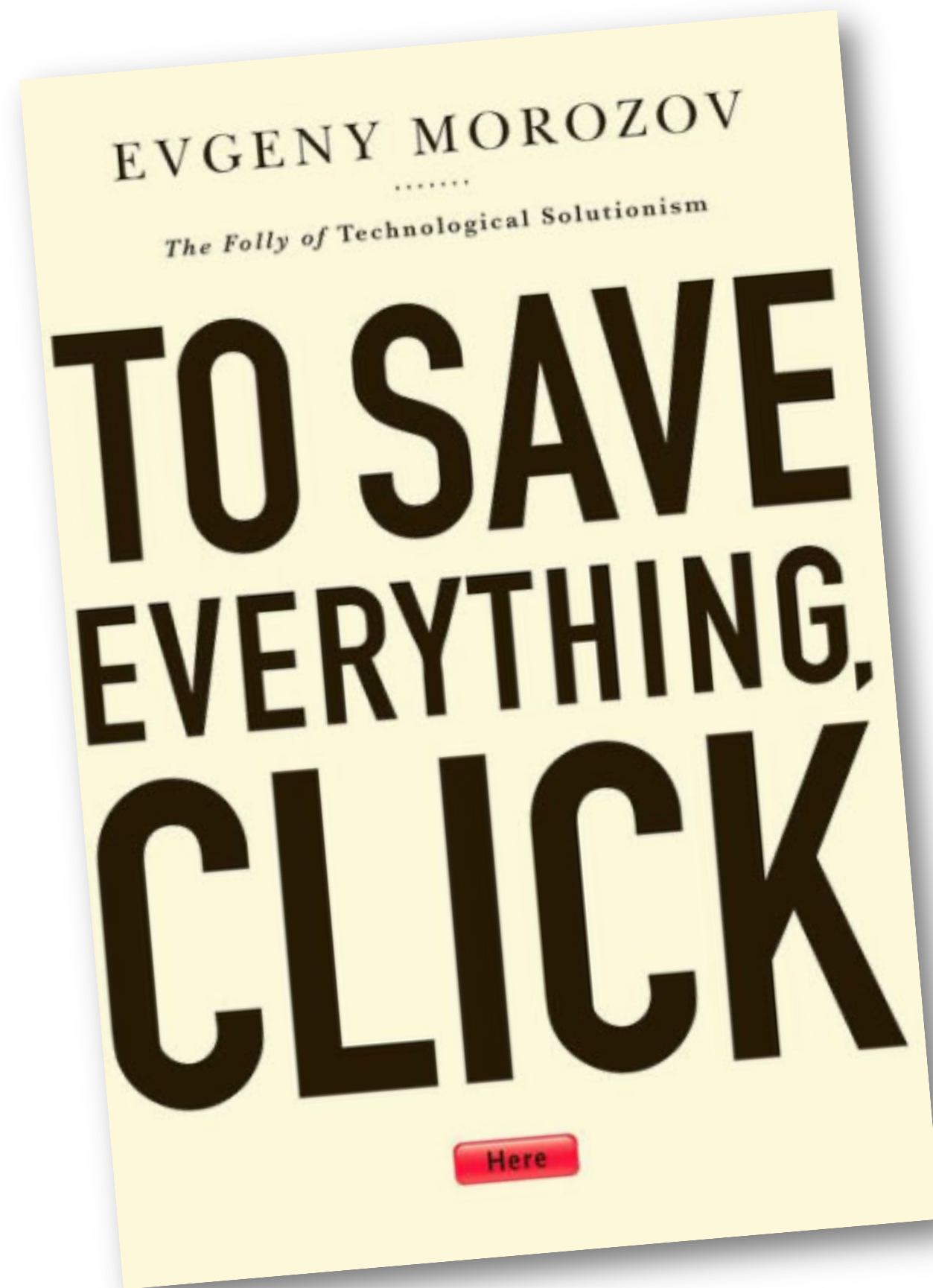
Too obsessed with efficiency

Too focused on control

Too focused on frictionless

Too focused on technology





Beware of “Technological Solutionism”

Morozov (2013)



**Don't
overcomplicate
the technology**

**If everyone uses
the same
technology, how
will you
differentiate?**



Organizations are...

Too obsessed with efficiency

Too focused on control

Too focused on frictionless

Too focused on technology

...



We need a Copernican revolution



Customer Experience Canvas



ORGANIZATIONAL STRATEGY

CX Leaders makes strategic choices about CX



DESIGN

CX Leaders design the CX carefully



RECOVERY DESIGN

CX Leaders provide excellent customer service recovery



BRAND IDENTITY

CX Leaders connect the CX to the brand



PEOPLE

CX leaders manage both employees & customers



PROCESSES

CX Leaders manage & adapt processes to the CX



ORGANIZATIONAL STRUCTURE ADAPTATION

CX Leaders rethink their organizational structure



CUSTOMER INSIGHTS

CX leaders collect solid customer insights



PERFORMANCE INDICATORS

CX Leaders are constantly searching for feedback



CULTURE

CX Leaders build a customer-centric culture

The Customer Experience Canvas



Developed at KU Leuven

Big picture of CX management

Develop a roadmap for improvement

**Customers (still) do not
receive good CX**

**CX requires a business
transformation**

**CX management = change
management**

A gift for you!



Free access to mini-course on the Customer Experience Canvas

**Promocode:
Customer-Loyalty-2023**

**Free access until
November 30, 2023**

Disclaimer: Mail with login details arrives a bit later

Thank you.

Contact information

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