

2. PR И РЕКЛАМНЫЕ ПРОЕКТЫ

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Клиентский опыт как движущая сила трансформации бизнеса

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Аннотация: Крупные предприятия, способные определять требования к качеству обслуживания клиентов, доминируют на рынке, в то время как меньшие игроки вынуждены соответствовать. Клиенты остаются неудовлетворенными своим опытом из-за устаревших методов цифрового взаимодействия или отсутствия существенных различий между конкурирующими товарами или услугами. Чтобы поддерживать и расширять свою клиентскую базу, предприятия должны трансформировать свои операционные модели, сосредоточив внимание на опыте работы с клиентами.

Ключевые слова: ориентированная на потребителя сфера услуг, опыт работы с клиентами, цифровое взаимодействие, цифровые инструменты, удобство для пользователя.

Customer Experience as a Force of Business Transformation

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Abstract: Large businesses with capabilities to define customer experience in their respective spheres and areas of operation dominate the market while smaller players are forced to conform. This tendency leads to stunted economic growth as well as accelerated trend cycles. The customers are left dissatisfied with the experience they are having either due to outdated digital engagement or lack of distinctive differences between competing products or services. Therefore, in order to maintain and expand their customer base businesses must transform their operational models focusing on customer experience.

Keywords: consumer-facing service industries, customer experience, digital engagement, digital tools, user-friendly.

For a business to survive within highly competitive service-based industries such as banking, telcos, retail, publishing (and others) a distinctive image must be conveyed to all potential clients. In short, a business must somehow stand out from any number of competitors with seemingly similar product/service quality [1]. There are two results of any and all dealings between a client and the business: apart from the actual transaction (which may not necessarily even take place) there is the impression formed by cognitive, affective, sensory, and behavioral aspects of the interaction. This impression that is more commonly known as customer experience (CX) more often than not becomes a key factor in a client's decision-making process [2].

Large businesses with financial capabilities to define customer experience in their respective spheres and areas of operation dominate the market while smaller players are forced to conform [3]. This tendency has several unfortunate outcomes for small businesses. On the one hand, this stunts the economic growth as all businesses in a certain sector commit to reforming a particular CX issue and end up neglecting others instead of gradually developing each at their own pace. On the other hand, this contributes to acceleration of a trend cycle. As a result, the consumers, often left dissatisfied with the experience they have had either due to outdated digital engagement, or lack of distinctive differences between competing products or services, tend to fluctuate between brands.

In the meantime, with the rise of e-commerce, social media and effects of globalization, as well as an ongoing pandemic customer need have been shifting away from traditional forms of consumption. In fact, now more than ever consumers are able to express not only what they are willing to buy but how they would prefer doing that. Therefore, in order to maintain and expand their customer base businesses must transform their operational models by synchronizing them with the current demand on customer experience.

A transformative insight into customer's head

At any given moment a prospective consumer is faced with an unlimited supply of nearly identical in price and quality products/services. Their desire to become a client of a certain business is influenced by a multitude of factors ranging from its accessibility to previous experience and the socio-political climate. Understanding the decision-making process of potential clients is the first step towards forming providing them with positive experience.

Accordingly, customer's experience is based on the following components of interaction with a certain brand [4].

- Brand touchpoints (physical/digital points of contact of the client with the brand).
- Environment (the atmosphere at the time of contact).
- Customer journey (the customer's path from the emergence of a need to actions after receiving the result with the focus isn't on transactions, but rather how the customer feels after interactions with the brand).

By influencing the brand touchpoints businesses can ensure optimal experience from the other components. Thus, companies that invest into digital offerings receive stronger feedback [3]. On the other hand, crafting an environment where the most sought-after products / service options are also the best and the most cost-efficient even without expenses on digital touchpoints could have the same effect on the customer [1].

Internal transformation based on CX

CX transformation can be defined as the fundamental change of a company's values, operations, technology, and culture to grow its CX capabilities by creating an

environment able to operate with a focus on the customer and deliver high-quality CX at scale [5]. A substantial change must, therefore, be undertaken in all areas of the business as shown in Table 1.

Table 1

Area of transformation

AREA	CHANGE	ACTIONS
Strategy	Committed leadership invested in a long-term and defined customer-focused strategy	Culture management. Leadership and governance.
Employees	Established network for collaboration across teams and departments	Culture management. Leadership and governance.
Operations	Processes to foster collaboration across functional groups toward a shared vision of experience design	Experience-design operations. Culture management. Leadership and governance.
Technology	Supports crossfunctional operations and journey-focused customer-experience management	Experience-design operations.

External CX transformation and its implications

It is evident that clients consider seamless service as a priority so most of them expect support to become more technologically advanced [6]. Some of the predicted trends in customer experience that might transform current business operations are as follows [7].

- Immersive, hybrid experiences, “metaverse” (persistent, online environments where consumers can connect, communicate and collaborate allowing brands to deliver new customer experiences over virtual platforms and augmented reality – VR/AR).

- Smart products/services (using data from IoT devices consumers interact with to improve usefulness of interactions with them).
- Automation in customer service (AI + customer service chatbots employing natural language processing – NLP).
- Personalization (Personalized email headers and subject lines, opportunities to identify and act on "micro-moments").
- Multi-channeling service (using more than one platform to keep in touch with consumers).

While there is a chance that smaller businesses will be able to partake in these trends, the overall notion of large corporations setting the trends in customer experience is highly unlikely to change any time soon. There is a possibility, however, that these large companies would undertake some transformative actions influenced by the desire to better their clients' experience.

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