Hoofdstuk 1
De opmars van CEM

De CX opmars

- Customer Experience Management de meest veelbelovende managementbenadering om met de uitdagingen in de markt om te gaan (Homburg, 2016)

- 89% van de marketeers verwacht in 2016 dat hun rol in de onderneming wordt 'beconcurreerd' door CEM'ers; was 36% in 2010 (Gartner, 2014)

- CEM wordt het belangrijkste kenmerk van de 1.000 mondiaal meest innovatieve ondernemingen (Jaruzelski et al, 2011)

- Customer experience is the new marketing (Steve Cannon, CEO Mercedes Benz US, 2014)

CEM gaat over cultuur

CEM is an issue of corporate culture

The Ceo of an online retailer:

The customer experience is the object of our enterprise. We get our customers on board. The customer is our partner. We are neither product nor customer-oriented; we are customer-experience oriented

CEO of food retailer

Customer advocacy is our highest goal. We do not want customers who just buy our single products. (…) We want them to engage with us at many different points along their daily life (…) to engage with our holistic idea and concept of food selection, delivery and cooking.

Social impact

Life changing

Emotional

Functional
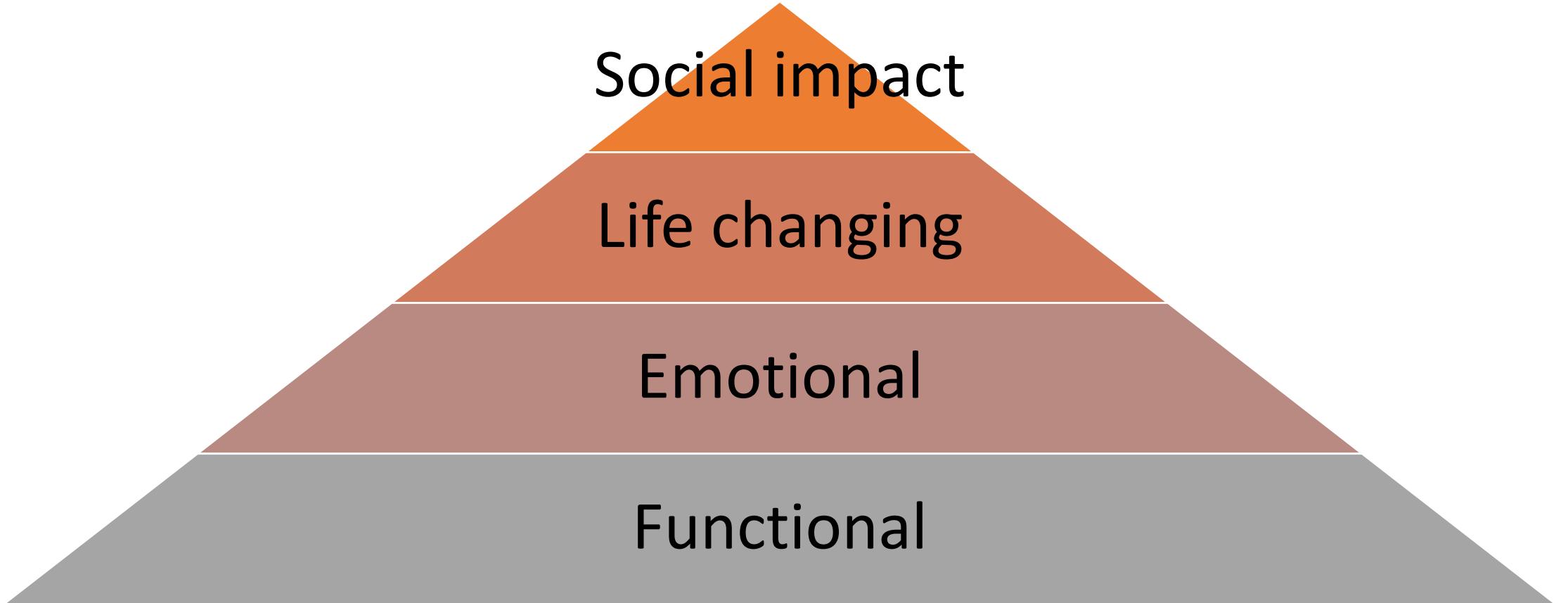
Elements of value

Patronen in CX strategieën

De diepte in:
Experiental
Voorbeeld: Nespresso

Ambitie van NS

Reiziger ontzorgen in de reis van deur tot deur, dit doen we samen met Partners. Zo dragen wij bij aan de duurzame mobiliteit in Nederland.

Eenheid   Eenvoud
Klant centraal
Eigenaarschap

Voor alle medewerkers, uitingen en middelen. Dus ook online!
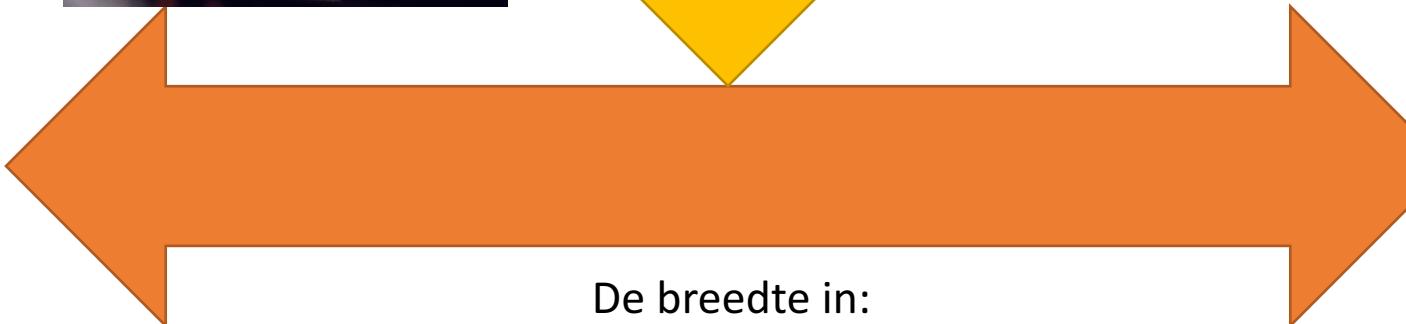
De breedte in:
Allianties, access
Voorbeeld: Amazon, NS, KPN

Bron: Homburg c.s. 2016

Firm capabilities

- Touchpoint journey design
- Touchpoint prioritization
- Touchpoint journey monitoring
- Touchpoint adaptation
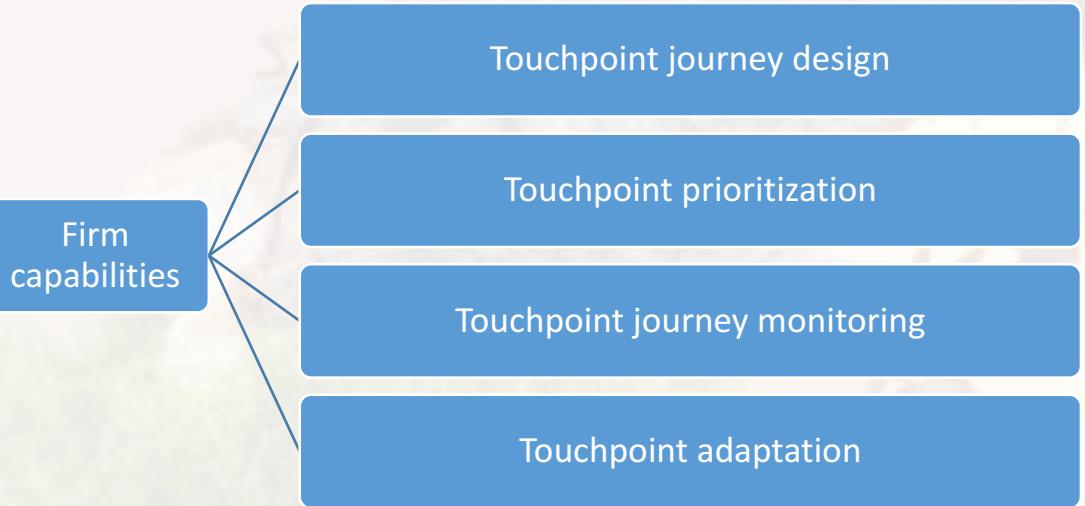
Klanten bevinden zich
in meerdere customer
journeys tegelijkertijd
Elke journey is uniek,
dynamisch en niet
lineair

Wanderer, your footsteps are

the road, and nothing more;

wanderer, there is no road,

the road is made by walking.

By walking one makes the road,

and upon glancing behind

one sees the path

that never will be trod again.

Wanderer, there is no road—

Only wakes upon the sea.

Antonio Machado

Process Model for Customer Journey and Experience

Source: Verhoef et al (2016)
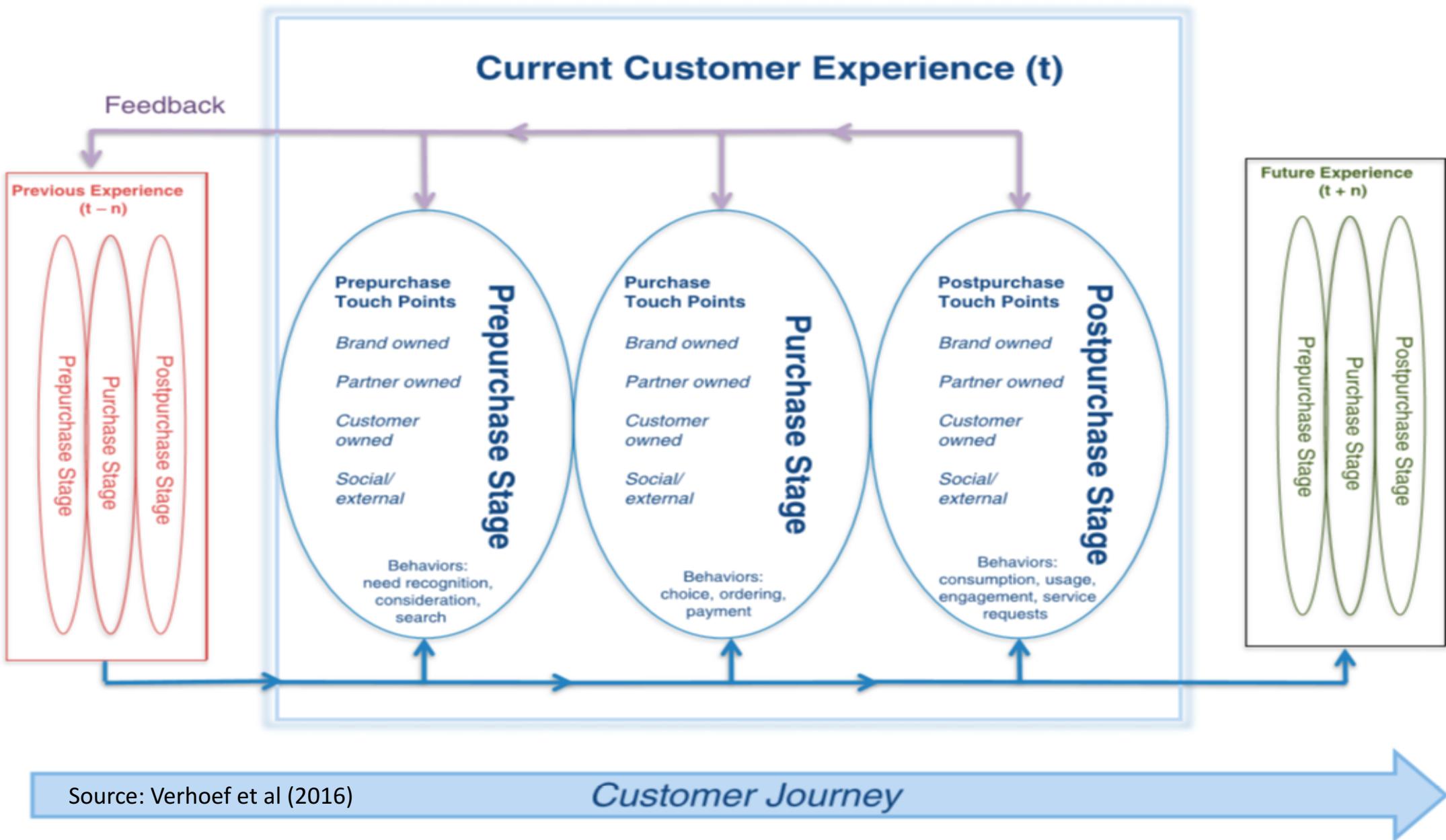
Human as driving force

Computers predicts, humans surprise
Computers deliver, people overdeliver
Computes confirm, people can smile

Steven van Belleghem

Hoofdstuk 2
Artificiële intelligentie in de hype fase
Inrichten CMI

Artificial Intelligence & Real-time communication

1. Visual listening
2. Online learning
3. Voice recognition
4. Text recognition
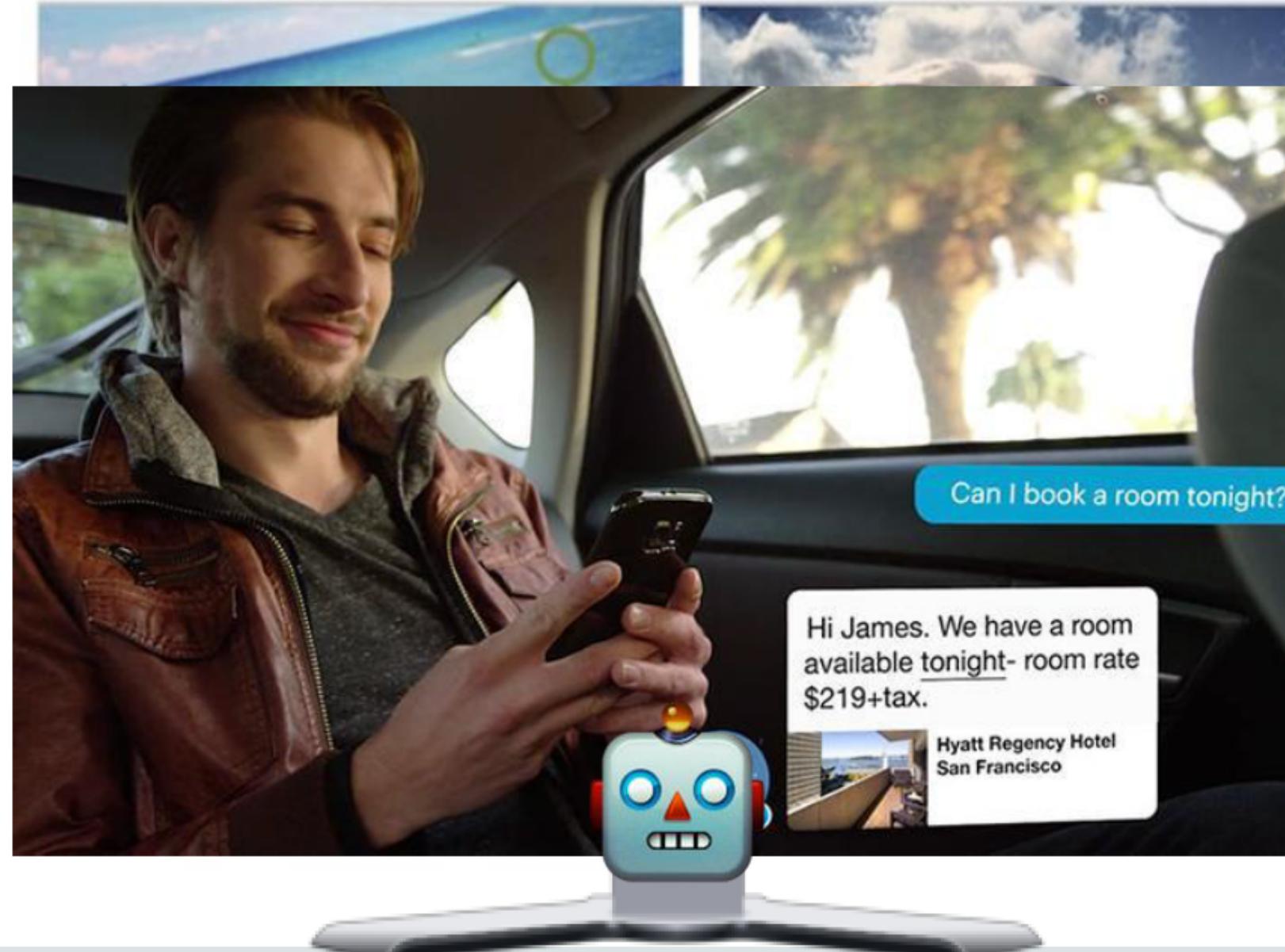
Bron: Mark de Groot, Oracle (2017)

Smart Listening and auto-categorizing Posts

Bron: Mark de Groot, Oracle (2017)
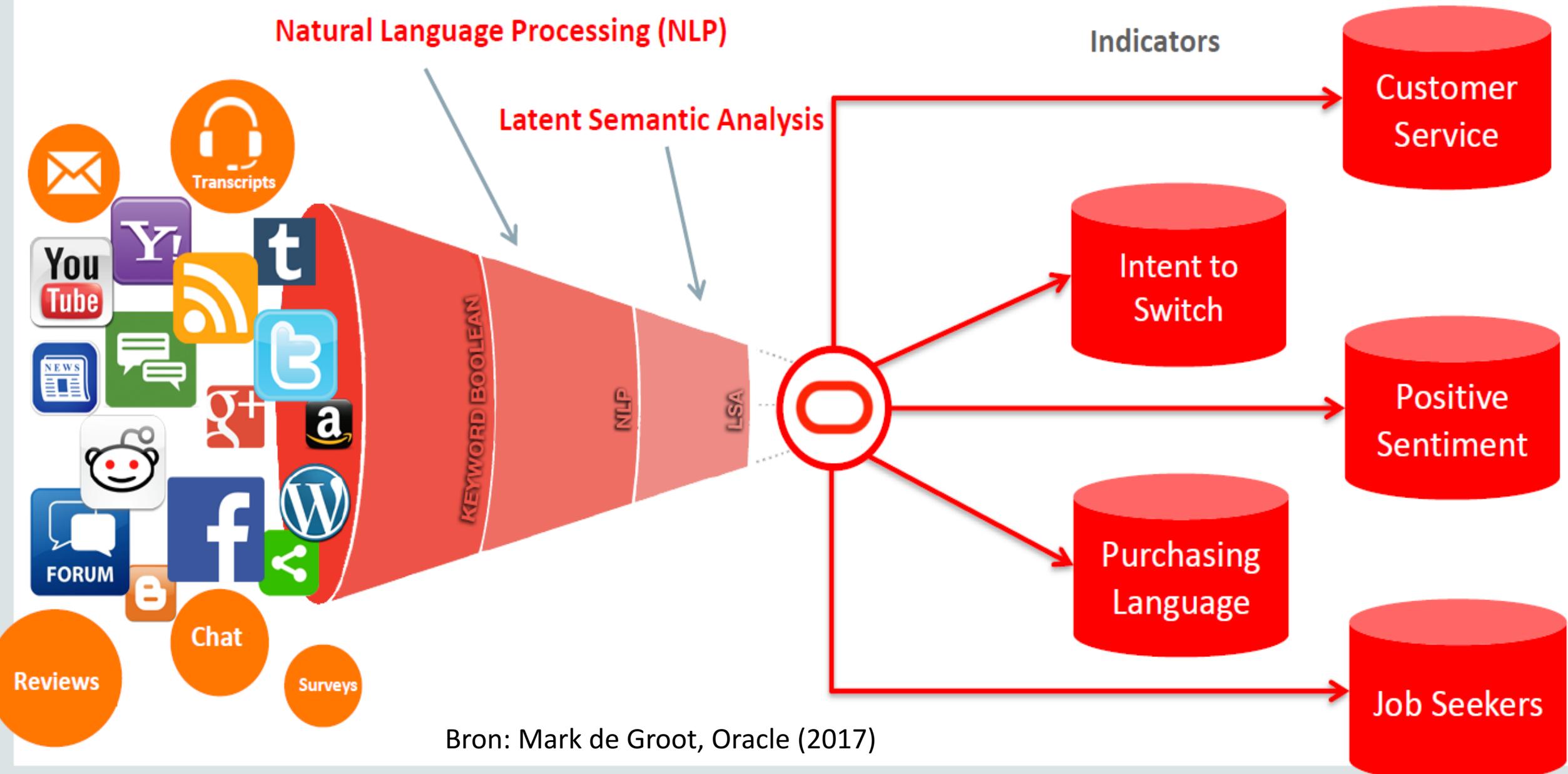
Artificial Intelligent in CX

Marketing
- Optimized Marketing Orchestrations

Commerce
- Intuitive Search Experiences
- Connected Audiences

Sales
- Best Sales Actions
- Smart Call Points

Service
- Automated Answers

Bron: Mark de Groot, Oracle (2017)

Web-Scale Data

CRM

Decision Science

Machine Learning

Outcomes

| Personalized Offers and Search | Optimized Channel & Audiences | Intelligent Case Management | Opportunity Guidance |

COMMERCE   MARKETING   SERVICE   SALES

The True Story Of A Robust CMI Department, Doing Great...

Customer & Market Insight is about **understanding consumers**
by means of **a grounded investigation of the why behind the what**,
which is **actionable and relevant for Air France KLM**

Research & Benchmarking, incl:	Satisfaction & Conformity, incl:	Datamining & Modeling, incl:
• Customer Needs • Airs@t satisfaction benchmark • Call center monitors • Competitive Intelligence Weekly • InTouch community • ad-hoc projects	**Quality**Observer e-SC☑RE	• FlyerBuzz • Product & Service Complaints report • Who are our Customers? • Competitor Box • ACV model • Customer experience drivers

Bron: Hans Zijlstra, KLM, Esomar (2017)

AIR FRANCE KLM

From Three Technical Pillars To Three Levels Of Application

Strategic Level:
Experience Definition

Tactical Level:
Experience Design

Operational Level:
Experience Evaluation

Bron: Hans Zijlstra, KLM, Esomar (2017)

Hoofdstuk 3
Organiseren

Chapter
Product Management
Processen

Chapter
User Experience

Chapter
Data Analytics

Chapter Lead

Squad   Squad   Squad   Squad   Squad

Bron: **ING**
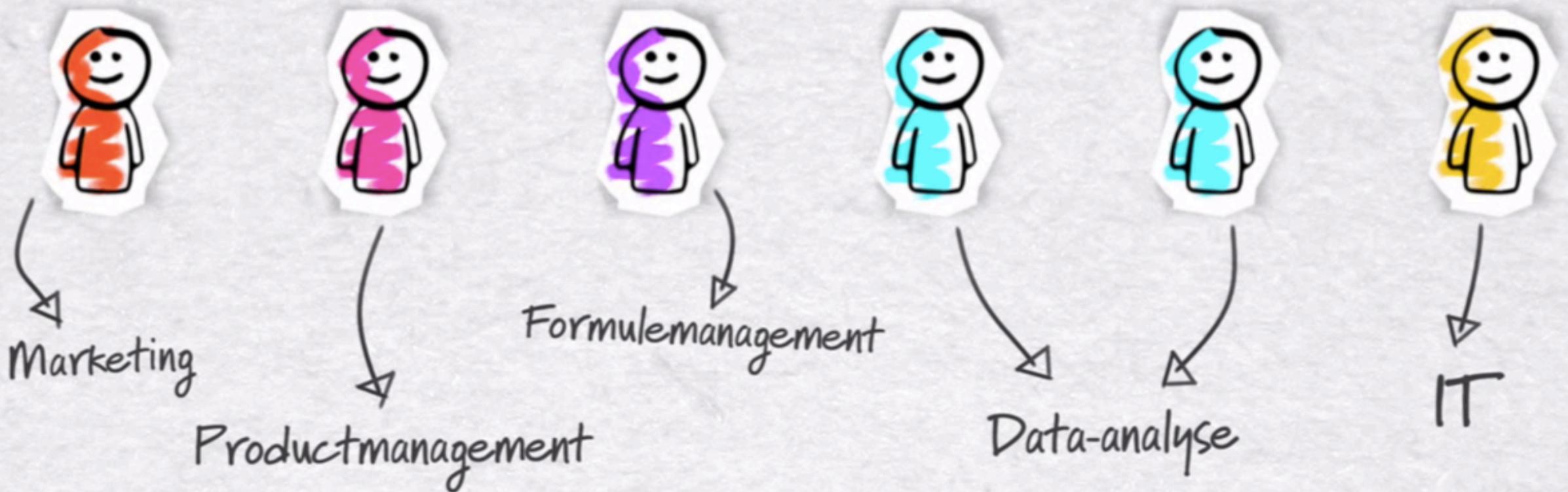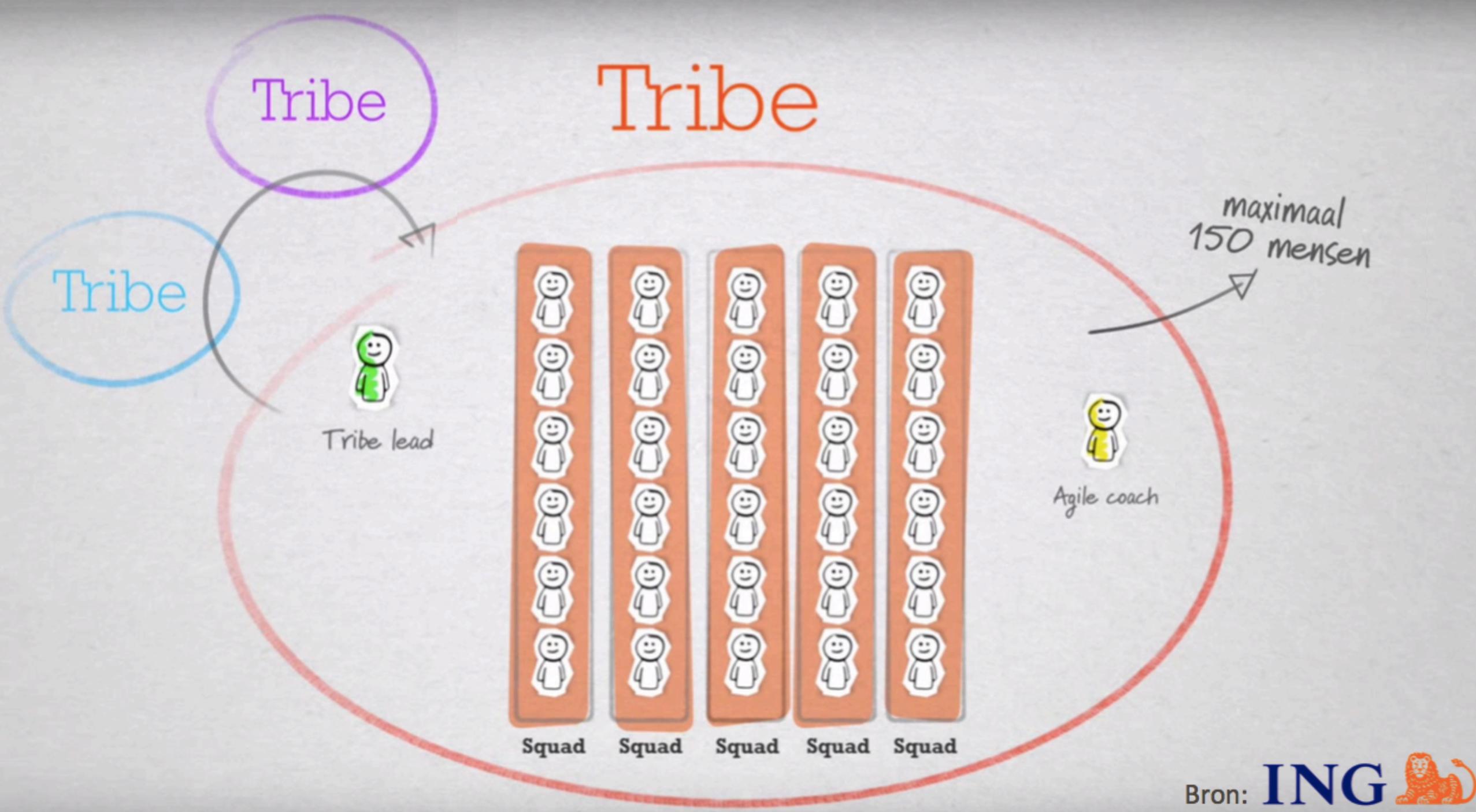
Update lesmateriaal: cases & literatuurlijst
https://www.pvko.nl/pvko-onderwijsdag-2017