Unit 16: Managing the Customer Experience

Unit code	**H/618/5057**
Unit level	**4**
Credit value	**15**

Introduction

The aim of this unit is to give students background knowledge and understanding of how hospitality businesses manage the customer experience – from the initial needs analysis through to after-sales follow-up.

Students will map the journey that a customer makes through a hospitality business, identifying crucial touch points and recognising how these touch points can be managed to optimise the customer's experience.

Students will consider how technology is changing the way that customers interact with hospitality businesses and how digital initiatives should complement existing customer journeys while recognising that online and offline consumers are distinctly different. Students can then use this knowledge to provide customer service in business and services and in an online context to meet required business service standards.

Learning Outcomes

By the end of this unit students will be able to:

LO1 Explain the needs and expectations of market segments for products and/or services of a given business organisation

LO2 Produce a customer experience map to create business opportunities and optimise customer touch points

LO3 Investigate the impacts of digital technology on customer relationship management

LO4 Apply effective customer experience management within an organisational context to maximise customer engagement.

Essential Content

LO1 Explain the needs and expectations of market segments for products and/or services of a given business organisation

Target markets:

Defining the customer profile and characteristics of the target audience through market segmentation.

Use of individual characteristics such as age, gender, income, occupation, geographic location, education, ethnicity.

Customer behaviours and attitudes:

Understanding the customer behaviours and attitudes of different market segments to build brand loyalty and trust.

The four clusters of emotions that drive or destroy value (Shaw).

Engagement factors:

Different opportunities for customer engagement.

Onboarding and post-boarding strategies for customer engagement.

Different factors that drive and influence customer engagement, e.g. compelling offers, competitive prices and accessibility.

LO2 Produce a customer experience map to create business opportunities and optimise customer touch points

The customer journey and experience mapping:

Definition of the customer journey experience map.

The stages of the customer journey and how the customer journey map supports businesses to understand how to interact with customers.

Deconstructing the customer journey and building the customer narrative to provide strategic insights.

The use of experience mapping as a strategic process of capturing and communicating complex customer interactions.

Touch points:

Identifying critical moments when customers interact with the organisation pre-, during and post the customer experience.

The key building blocks of doing, feeling and thinking.

LO3 Investigate the impacts of digital technology on customer relationship management

CRM systems:

Definition of Customer Relationship Management (CRM) systems.

Different types of CRM systems, e.g. operational, analytical, and how each of these contribute to the management of customer relationships.

Online customer experiences:

Business interactions with current and potential customers via a choice of integrated digital marketing channels.

Digital content and the speed and consistency of exchanges and transactions impacts on individual businesses.

Social media:

The use of different social media platforms to raise awareness of products and services and communicate with customers.

LO4 Apply effective customer experience management within an organisational context to maximise customer engagement

CEM strategies:

Definition of Customer Experience Management (CEM).

The goals of CEM.

The use of touch point analysis.

The stages of the customer experience strategy: assessing market needs, experience mapping, identifying and designing the brand experience and structuring touch points to measure and evaluate.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Explain the needs and expectations of market segments for products and/or services of a given business organisation		
P1 Explain the value and importance of understanding the needs, wants and preferences of target customer groups for a business organisation. **P2** Explore the different factors that drive and influence customer engagement of different target customer groups.	**M1** Review how customer engagement factors determine customer onboarding strategies for different target customer groups.	**D1** Evaluate a broad range of different target customer groups' needs and expectations in terms of customer engagement for a product and/or service.
LO2 Produce a customer experience map to create business opportunities and optimise customer touch points		
P3 Create a customer experience map for a selected business organisation. **P4** Discuss how the customer touch points throughout the customer experience create business opportunities.	**M2** Create a detailed customer experience map that charts the customer journey and examines the activities and actions taken at each customer touch point, to create business opportunities.	**D2** Analyse how customer touch points influence the behaviour, responses and actions of its customers to enhance the customer experience.
LO3 Investigate the impacts of digital technology on customer relationship management		
P5 Examine how digital technology is employed in managing the customer experience providing specific examples of customer relationship management (CRM) systems.	**M3** Evaluate how digital technologies employed in managing the customer experience are changing CRM systems to acquire and retain customers effectively.	**D3** Critically evaluate CRM systems used in businesses for acquisition and retention of customers.

Pass	Merit	Distinction
LO4 Apply effective customer experience management within an organisational context to maximise customer engagement.		
P6 Illustrate customer service strategies in an organisational context. **P7** Demonstrate how customer service strategies create and develop the customer experience in a way that meets the needs of the customer and required business standards.	**M4** Review the application of customer service strategies in an organisation and make recommendations for improvement.	**D4** Evaluate the delivery of customer service strategies and communication, justifying and making valid recommendations for improvement in developing a quality customer experience.

Recommended Resources

Textbooks

BUTTLE, F. (2015) *Customer Relationship Management: Concepts and Technologies.* 3rd Ed. Oxford: Routledge.

GOODMAN, J. (2019) *Strategic Customer Service: Managing the Customer Experience to Increase Positive Word of Mouth, Build Loyalty, and Maximize Profits.*
2nd Ed. Maidenhead: Amacom.

Websites

www.cca-global.com	Customer Care Association Global	
	Research and publications	
	(General reference)	
www.mckinsey.com	McKinsey & Company	
	The expanding role of design in creating an end-to-end customer experience	
	(Article)	
www.mindtools.com	Mind Tools	
	Customer Experience Mapping	
	(General reference)	
www.visual-paradigm.com	Visual Paradigm	
	What is Customer Experience Mapping?	
	(General reference and templates)	

Links

This unit links to the following related units:

Unit 2: Marketing Processes and Planning

Unit 14: Digital Business in Practice

Unit 44: Business Information Technology Systems