

Academic Literature Review of Customer Experience

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Executive Summary

The management and design of consumption experiences is the foundational to gaining a competitive advantage in retail. Customer Journey Maps (CJM) are a useful tool in developing innovative ways to improve customer experience. A CJM breaks the customer experience up by customer touch points in three different stages: Prepurchase, purchase, and postpurchase. While touch points are divided into the following categories: brand-owned, partner-owned, customer-owned, and social/external/independent. Each stage and touch point vary depending on the customer and product.

By dividing the customer experience into pieces there are levers which managers can pull to effect individual interactions. Gamification, a process of enhancing a service with affordances for gameful experience in order to support a user's overall value creation have proven effected with using fantasy and challenge mechanics. While using these levers it is important to distinguish between experience quality and service quality. Other important levers include emotional connection with a service, or a shared identity with other consumers.

Article Summaries and Relevance

Smart technologies and shopping experience: Are gamification interfaces effective? The case of the Smartstore

- This article studies playfulness when personalizing a product.
- MarketsAndMarkets survey company predicts that the market of gamification will increase from 1.65 billion in 2015 to 11.1 billion in 2020.
- Gamification refers to the introduction of game mechanics and elements (rather than full-fledged games) to non-game contexts (Deterding et al., 2011). Similarly, Werbach and Hunter (2012) conceptualized gamification as the process of making activities more game-like. These practices aim to induce customer behaviors that benefit the company and its activities.
- In contrast, the user's perspective defines gamification as "a process of enhancing a service with affordances for gameful experience in order to support [a] user's overall value creation"
- Gamification framework of mechanics-dynamics-emotions (MDE)
- Mechanics include the goals, rules, settings, types of interactions and boundaries of the situation. These elements depend exclusively on designers' decisions and do not change from one user to another or over time.
- Dynamics instead are the behaviors and interactions that emerge from customers' gamified experiences
- Emotional components include positive and negative affective reactions induced by game play
- the key issue for designers resides in their capabilities to develop mechanics that generate the intended emotions and behaviors. This research tends to address this gap.
- This study finds out that using gamification mechanics, i.e. fantasy and challenge, is effective to enhance customer experience in terms of arousal, compelling experience and patronage intentions.

Conceptualizing and measuring experience quality: the customer's perspective

- products and services might not be the most important offerings anymore; experience, which represents customers' personal sensations and fulfils customers' inner needs, is becoming a key element of a new economic stage.

- The purpose of this research is twofold: (1) to conceptualize the concept of experience quality and (2) to develop a multidimensional measure of experience quality and assess its psychometric properties.
- we have preliminarily defined experience quality as representing how customers emotionally evaluate their experiences as they participate in consumption activities and interact with the service surroundings, service providers, other customers, customers' companions, and other elements.
- (1) physical surroundings, (2) service providers, (3) other customers, (4) customers' companions, and (5) the customers themselves. In addition, four sub-dimensions (atmosphere, concentration, imagination, and surprise) have been derived from the dimension of physical surroundings.
- This study merely conceptually discusses the difference between experience quality and service quality.
- SEE Appendix 1. Dimensions and measures of experience quality.

Enhancing Customer Engagement Through Consciousness

- Foundations of Conscious Capitalism can enhance the customer experience by engaging with customers at three, hierarchical engagement levels: outstanding customer experience, emotional connection, and shared identity.
- The foundations of consciousness are based on the four pillars of Conscious Capitalism: higher purpose, stakeholder integration, conscious leadership, and conscious cultures.
- Conscious Capitalism is not necessarily about “doing good” (Mackey 2011). It is about making a positive difference in a direction that a company chooses.
- Complexity associated with the community facet of stakeholder theory. Here are four important subcategories of community: community of place (physical proximity of members), community of interest, virtual advocacy groups, and community of practice (professional work groups).

Understanding Customer Experience Throughout the Customer Journey

- A consumer purchases an experience to “spend time enjoying a series of memorable events that a company stages.
- The resurgence of customer experience and the recent focus on customer decision journeys
- customer experience can be conceptualized in three overall stages: prepurchase, purchase, and postpurchase. Much current work in the area of customer experience examines the entire, holistic customer journey. However, these three stages make the process slightly more manageable

- We identify four categories of customer experience touchpoints: brand-owned, partner-owned, customer-owned, and social/external/independent. The customer might interact with each of these touch point categories in each stage of the experience.
- How can CX be measured while taking into account its rich, multidimensional nature?

How to create a realistic customer journey map

- CJM pundits encourage managers to develop the vertical axis as an emotional journey of customer thoughts, beliefs, feelings, and emotions that cannot be observed directly (Lingqvist, Plotkin, & Stanley, 2015). This emotional emphasis transforms CJ Minto a very specific management tool—namely, an empathy mapping exercise. Although an empathy map represents a useful service design tool, its ability to help managers understand the complexity and interdependence inherent within service systems is extremely limiting.
- unspoken assumption in CJM is that all customers experience each horizontal touchpoint and that each touchpoint is equally important from the customer perspective. Thus, customer journey maps for complex services with many touchpoints may be difficult to create and understand.
- We encourage managers to follow HPM's approach and directly ask customers which touchpoints they experience when making their journey through a service organization. This approach may be demanding in time and resources at the beginning, but this extra effort will be outweighed by the benefits of the improved map's simplicity and usability.
- we recommend managers develop vertical axis categories that represent cross-functional strategic initiatives that link marketing, human resources, operations, and information technology at each touchpoint.

Appendix 1

Dimensions and sub-dimensions of experience quality		Item numbers and item content	
Physical surroundings	Atmosphere	1	The decoration of this store makes me feel comfortable
		2	The colour design of this store makes me feel easy
		3	The light of this store makes me feel warm and fragrant
		4	The space design of this store makes me feel comfortable
	Concentration	5	I often feel time passing soon when staying in this store
		6	I spend time staying in this store
		7	I stay in this store for a long time without notice
		8	Staying in this store often makes me forget passing time
		9	I pick up products slowly in this store
	Imagination	10	The decoration of this store gives me a feeling of fancy
		11	The decoration of this store is like telling a story
		12	Stepping into this store is like walking in a dream world
		13	Staying in this store is just like being in another imaginative space
	Surprise	14	I am surprised to know the real design of this store is better than photos
		15	The internal design is the style that I have rarely seen
		16	The decoration is designed with thought, and I am unexpected to see
		17	It is amazing to see special internal design
Service providers		18	Service employees provide thoughtful services
		19	Contacting with service providers makes me feel relieved
		20	Service employees serve me friendly and kindly
		21	Interacting with service providers makes me feel that I am treated with respect
		22	Service providers say hello to me just like friends
Other customers' negative public behaviours		23	I do not feel good when other customers shouting loudly
		24	Too many customers staying in the store makes me spend much time to buy what I want
		25	I do not like other customers interrupting my conversation with service providers
		26	My shopping emotion is influenced when other customers make the decoration disorder
Customers' companions		27	I share new products with friends and families who are together with me
		28	I find out special stuffs in the store with friends or families

Customers' themselves	Cognitive learning	29	I like to talk to friends or families when staying in this store
		30	Shopping this store together can advance my relationship(s) with friends or families
		31	I obtain much knowledge in this store
		32	I learn some information of products when picking up
	Having fun	33	The instruction boards can help me learn
		34	I learn something new when staying in this store
		35	It is happy time when I stay in this store
		36	This is a store where people can enjoy themselves
		37	It is relaxed and happy when I stay in this store
		38	This is an interesting store
