# ICXI -POST
## newsbriefing
Vol 3 – Issue 11 – APR 2024

**Introduction From The President**

Nature or nurture? One of the oldest questions in CX revolves around whether or not the ability to deliver an outstanding customer experience is an innate skill or is something that can be taught and in either case whether the degree to which gender influences the issue. A further emerging factor in the equation may be the question about whether AI could develop sufficiently to make an irrelevance of the whole nature/nurture issue.

And what about the leadership and management of the customer experience is that a question of nature or nurture too? And how will the future affect impact the question?



https://accelerateinexperience.com/customer-centricity-nature-or-nurture/

A great deal has been written about the topic. Some articles look at it from the viewpoint of the degree to which the focus on the customer is of greater or lesser importance than other things, others consider whether the organisation should seek to recruit employees that show a propensity towards their service aspirations and to hone that  general ability to meet their specific requirements.

Others take the view that it is something that can be trained into anyone and others that it is nurture that is the only answer.

**So what ways forward are seen by the internet gurus?**
First thing was to ask two of the new AI gurus on the block Bard and ChatGTP who broadly agree tghat it is a combination of both
**Bard**
*Customer service delivery is likely a combination of both nature and nurture.*
*Nature (genetics) can play a role in some aspects of customer service, such as:*
• **Personality:** *Some people are naturally more patient, empathetic, and friendly, which are all beneficial traits for customer service.*
• **Communication skills:** *A natural ability to communicate clearly and concisely can be a big asset.*
*Nurture (environment and training) is also crucial for developing strong customer service skills. This includes:*
• **Training:** *Companies can provide training programs that teach employees the specific skills and knowledge needed to deliver excellent customer service. This can cover things like product knowledge, conflict resolution, and active listening.*
• **Company culture**: *A company culture that values customer service will encourage employees to go the extra mile for customers.*
• **Experience:** *The more experience someone has in customer service, the better they will become at handling difficult situations and building rapport with customers.*
*So, rather than being purely nature or nurture, customer service delivery is more likely a product of both. Someone with a naturally friendly personality will benefit from training, and good training can help someone who is a bit shy become more comfortable interacting with customers.*

**Chat**

*Customer experience delivery can be influenced by both nature and nurture, though the extent to which each plays a role can vary.*
1. **Nature:** *Some aspects of customer experience delivery may be inherent or "natural" to an individual or organization. This could include inherent traits such as empathy, communication skills, and a genuine desire to meet customer needs. These qualities might be innate in some people or ingrained in the culture of certain organizations.*
2. **Nurture**: *On the other hand, much of customer experience delivery can be nurtured or developed over time. This involves training, education, and intentional efforts to improve customer service skills, understand customer needs, and optimize processes to enhance the overall customer experience. Organizational culture, leadership, and training programs can heavily influence the quality of customer experience delivery.*
*In reality, it's often a combination of both nature and nurture that shapes how customer experience is delivered. While some individuals or organizations may naturally excel in this area, most can benefit from deliberate efforts to cultivate and enhance their customer service capabilities*.

**Russel Lolacher comes dow firmly on the side of Nurture in his article "The Unteachable: Nature over Nurture in Customer Service"**

*Nature vs. Nurture is a long standing argument in philosophical circles (I'm sure they exist somewhere). Are you born a certain way or do your life experiences shape you? When it comes to good customer service, I'm putting my money on nature.*
*Initiative and interest can not be taught. As staff, do you want to help yourself and the business? Do you immediately think, "What can I do for this customer to make their experience better?" or is it more, "Ok, you're dealt with. Next!" The former will get you far in your career and in your life. The latter will either get you fired or forgotten.*
*If you don't feel the need to do better or you're just passing time, maybe it is time to find another job. But you say, "this is just a 'means to an end' job." I've found the instinct of interest and initiative follows you no matter the employer.*
*Companies and customers want workers, not drones (I've always wanted to use that bee metaphor). Going that extra mile, taking that extra step, asking one more question, employees with initiative and interest will drive your company and properly represent your brand.*
*Employees: Are you a worker or a drone?*
*Businesses: Who are you hiring?*

**Accelerateinexperience .com  in their post "Customer Centricity: Nature or Nurture?" talk about customer centricity being an organisational issue.**

*Customer centricity is slowly but surely becoming a container concept, much like CRM. Everyone is doing it, but when questioned in more detail, nobody can really give a clear answer on what they understand by customer centricity and how their organization can be rendered more customer centric. In much the same way as 'doing CRM' apparently simply requires the implementation of a CRM package, many companies make do with a number of quick wins, such as trying to offer customers more first time fixes.*

*Organizational change*
*True customer centricity, on the other hand, requires significant change throughout the organization. A change of tack from often being product centric, to become customer centric. What you now often see is that attempts are made to design custom eccentricity at the front of the organization (first time fixes for customers by the contact center, for example). The rest of the internal organization continues to be product centric, however. And so the desired customer centricity results can never be achieved.*

*Employees are not the problem*
*What still amazes me the most is that in 9 out of 10 companies who are applying programs to improve their customer centricity, part of the program (and even the core of the program) is aimed at the customer centricity of the employees.*

*Employees are apparently not customer centric enough, and require training in order to deal with customers in a friendlier manner. While I'm willing to accept that this does apply to a small group of your employees (no more than 5 percent, I'll wager), 95 percent of your employees wants nothing more than to be optimally customer centric and to help each customer to the best of their ability every time! The fact that they are often unable to do so has nothing to do with employee behavior. Instead, they are frustrated by the processes and procedures which are far from being customer centric, which the employee must make the most of, day in day out.*

### *Intrinsic customer centricity*
*In my research, I included the customer centricity of employees in the employee satisfaction aspect of the research. Customer centricity is then defined as an intrinsic motivation to make customers happy. My questions elicited answers such as: 'I enjoy caring for the customers', 'I like to be able to provide the promised service on time', 'Every customer's problem is important to me' and 'It's great to win trust by offering good service'. This is therefore a basic employee attitude. The research has proven a number of matters:*
*The employees at the various customer service departments score extremely well for intrinsic customer centricity;*
*Their degree of customer centricity influences their satisfaction, commitment and employee turnover*
*Their degree of satisfaction does not impact their customer centricity*
*This means that intrinsic customer centricity cannot be learned. It says much more about your recruitment policy than about the degree to which you as an organization are customer centric. And it's also logical that contact center employees score very well, as it would be a very frustrating career choice for anyone who is not intrinsically customer centric.*
*However, they are now often also frustrated. Because of their intrinsic customer centricity, it is extremely annoying to be confronted with the fact that they cannot serve customers optimally, day in day out, due to the lack of customer centricity of the organization.*

### *Start with your customer processes*
*If you wish to render your organization truly customer centric, only start with the employees if you require their active involvement in identifying what currently often goes wrong and therefore what withholds them from helping all customers effectively. It is more effective to start by rendering your organization more customer centric (processes, steering of the end-to-end customer experience journey, learning from your customers' signals, etc.). This is not a process to be 'done in a day', but is rather a path of continuous experimentation via (small-scale) pilots and further roll-out, as an effective road to actual, sustainable customer centricity. Intrinsic customer centricity is therefore not producible, but a customer centric organization certainly is!*

**Having introduced process mangement into the equationThey move on to introduce the idea of Human Centricty  and how that will involve both the customer and the employee.**

| | Product(ion) centric | Customer centric | Human centric |
|---|---|---|---|
| Vision | Focus on product | Focus on customer | Focus on **purpose** and **people**: both customer and employee |
| Management style | Directive, top-down | Well-defined responsibilities | Autonomous responsibility, bottom-up |
| Vision operating results | Profit is primary goal | Customer experience is primary goal, profit is consequence | Human centricity is primary, profit is a consequence |
| Cooperation | Everybody has his own tasks | Cooperation within the department | Cooperation between the departments |
| Vision role employee | Passive execution | Execution focused on helping customers | Active input for improvement |
| Involvement employees | Committed to own task | Committed to customers | Committed to organisation |
| Churn employees | High | Average | Low |
| Response external developments | Reactive | Proactive to customers, reactive to employees | Proactive |
| Organisation development | Conservative | Innovative front-office, conservative back-office | Innovative |
| Churn customers | High | Average / Low | Low |

https://accelerateinexperience.com/wp-content/uploads/2016/04/EDIT-1a-1-Product-customer-and-human-centric-table-scaled.jpg

Their view of "Steven Covey in his Perspective on Customer Experience" raises some interesting questions that shine a light on some of the core issues about the issue.
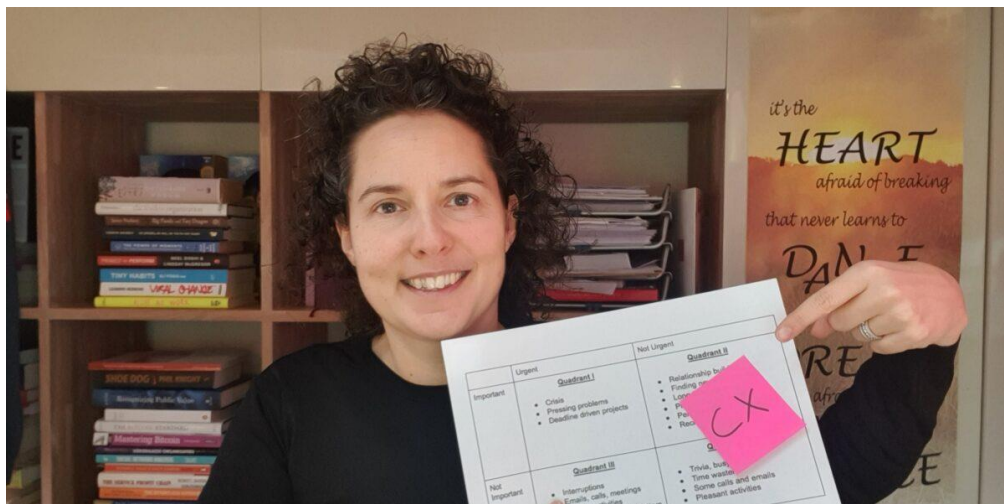


*"Why is it so hard to get CX at the top of the agenda in my organization?"*

*"How can I create more sense of urgency for CX?"*

*"It feels like I'm the only one who truly cares about CX."*

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*Sounds familiar?*

*These are some of the FAQ's I receive from people responsible for CX in their organization. Now there are many things that play a role in mobilizing an organization as you have seen in previous blogs:*
*Having the right data, steerable information, pragmatic approach to journey mapping, creating a lot of fun and energy to make sure people want to do something with the insights. I think there is another helpful perspective that will help take the brakes off your transformation.*
*Covey's Time Management Matrix Probably most of you know the matrix that Covey uses in his book "7 habits of highly effective people".*

| | Urgent | Not Urgent |
|---|---|---|
| **Important** | **Quadrant I**<br><br>• Crisis<br>• Pressing problems<br>• Deadline driven projects | **Quadrant II**<br><br>• Relationship building<br>• Finding new opportunities<br>• Long-term planning<br>• Preventive activities<br>• Personal growth<br>• Recreation |
| **Not Important** | **Quadrant III**<br><br>• Interruptions<br>• Emails, calls, meetings<br>• Popular activities<br>• Proximate, pressing matters | **Quadrant IV**<br><br>• Trivia, busy work<br>• Time wasters<br>• Some calls and emails<br>• Pleasant activities |

*The good news when it comes to Customer Experience? No company will ever say it's not important. And they are sincere about that.*
*For Employee Experience this is a little different.*
*Most companies will not explicitly say it's not important, but it's definitely not yet at the same level of importance as Customer Experience is today. So we can ignore quadrant 3 and 4.*

*Biggest mistake people make*
*One of the key mistakes that many people responsible for CX programs make, is to try to get CX to become a quadrant 1 topic: urgent and important.*
*That is never going to happen.*
*Creating satisfied customers and satisfied employees is not an urgent quick fix.*
*The sooner you realize that, the less time you spend on non-effective interventions and the more time you can spend on designing interventions matching quadrant 2.*
*Let go of the frustration that "no one takes time for CX" and realize you need to change perspective.*

*Customer Experience is important but not urgent*

*Once you realize that CX is in quadrant 2, you have a world of possibilities to help your colleagues.*
*You will immediately be more compassionate towards them (how many times did you yourself try to meditate more, exercise more, eat healthier and failed? These are all quadrant 2 topics).*
*Once you realize this, you can (hopefully) find joy in the challenge of figuring out ways to change peoples behaviors, which is one of the most interesting puzzles (at least to me).*
*What makes a huge difference in exercising more? Data tracking like a fitbit, throwing in some competition, getting rewards thus making it fun.*
*What makes a huge difference in eating more healthy? Data tracking of what you eat via an app.*
*What makes a huge difference in meditating more? Mindfulness apps reminder you with smart, short suggestions you can do right away.*
*Now you understand that CX is in the 2nd quadrant, you know you need to help your colleagues to manage the daily craziness of quadrant 1 (someone higher up in the chain needs a report right away) and 3 (checking all the bleeps on your phone every 5 minutes). This is where transformation design comes in.*

*The five principles of transformation design*
*Standing on the shoulders of experts like BJ Fogg, Roberto Cialdini, Covey himself, there is so much available material you can use.*
*You just have to look outside of the CX field and dive into topics like persuasion, behavioral science, employee engagement, adoption, etc.*
*My top 5 design principles for successful transformation with energy and fun?*
> *•make it measurable;*
> *•make it fun;*
> *•make it tiny;*
> *•make it pragmatic;*
> *•make it part of daily routines;*
*They work every time, yet the nuances you need to tweak for your specific context.*
*Enjoy designing your energizing CX transformation approach that seduces >10% of all your colleagues in your organization to jump on this train!*

**What is interesting about these various perspectives is that they focus almost entirely on the development of people. Processes are seen as important but the bigger question is raised about whether an upper quartile customer experience is solely to do with people and processes or are there other elements which also play a part in customer experience delivery?**

What is interesting about these various perspectives, perhaps because of the initial nature/nurture question is that they focus almost entirely on the development of people. Processes are seen as important but the bigger question is raised about whether an upper quartile customer experience is solely to do with people and processes or are there other elements which also play a part in customer experience delivery?

It is undoubtedly true that today  people are a key element in customer experience delivery and that empathy and an emotional connection with customers are important factors in that equation but will that always be the case in the future?

A report by McKinsey "True Gen': Generation Z and its Implications for Companies" looks at how the future landscape is developing,

*Gen Zers value individual expression and avoid labels. They mobilize themselves for a variety of causes. They believe profoundly in the efficacy of dialogue to solve conflicts and improve the world. Finally, they make decisions and relate to institutions in a highly analytical and pragmatic way. That is why, for us, Gen Z is "True Gen." In contrast, the previous generation—the millennials, sometimes called the "me generation"—got its start in an era of economic prosperity and focuses on the self. Its members are more idealistic, more confrontational, and less willing to accept diverse points of view.*

*Such behaviors influence the way Gen Zers view consumption and their relationships with brands.*

*Companies should be attuned to three implications for this generation:*
> *\*consumption as access rather than possession,*
> *\*consumption as an expression of individual identity, and*
> *\*consumption as a matter of ethical concern.*

*Coupled with technological advances, this generational shift is transforming the consumer landscape in a way that cuts across all socioeconomic brackets and extends beyond Gen Z, permeating the whole demographic pyramid. The possibilities now emerging for companies are as transformational as they are challenging. Businesses must rethink how they deliver value to the consumer, rebalance scale and mass production against personalization, and—more than ever—practice what they preach when they address marketing issues and work ethics.*



The search for the truth is at the root of all Generation Z's behavior.

'Undefined ID'
"Don't define yourself in only one way"
Expressing individual truth

'Communaholic'
"Be radically inclusive"
Connecting through different truths

'Dialoguer'
"Have fewer confrontations and more dialogue"
Understanding different truths

Realistic
"Live life pragmatically"
Unveiling the truth behind all things

McKinsey&Company

https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies

While this newsletter is not about Gen Z it is about the degree to which nature/nurture impacts the customer experience starting from the organisation's delivery perspective. Gen Z is the latest stage of the development of the nature/nurture development of the customer.



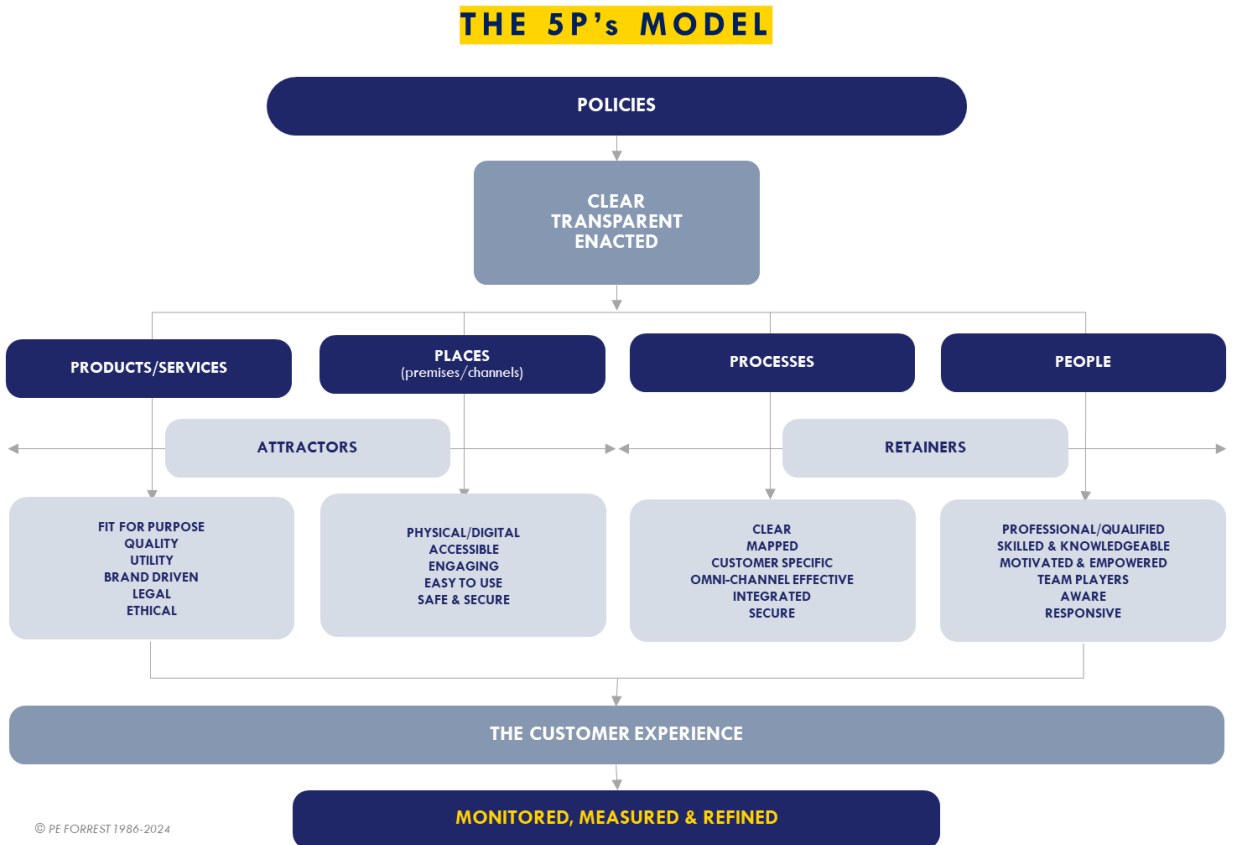Today's young people differ from yesterday's.

| | Baby boomer 1940–59 | Gen X 1960–79 | Gen Y (millennial) 1980–94 | Gen Z 1995–2010 |
|---|---|---|---|---|
| Context | • Postwar<br>• Dictatorship and repression in Brazil | • Political transition<br>• Capitalism and meritocracy dominate | • Globalization<br>• Economic stability<br>• Emergence of internet | • Mobility and multiple realities<br>• Social networks<br>• Digital natives |
| Behavior | • Idealism<br>• Revolutionary<br>• Collectivist | • Materialistic<br>• Competitive<br>• Individualistic | • Globalist<br>• Questioning<br>• Oriented to self | • Undefined ID<br>• "Communaholic"<br>• "Dialoguer"<br>• Realistic |
| Consumption | • Ideology<br>• Vinyl and movies | • Status<br>• Brands and cars<br>• Luxury articles | • Experience<br>• Festivals and travel<br>• Flagships | • Uniqueness<br>• Unlimited<br>• Ethical |

McKinsey&Company

https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies

**How to Manage a Continuously Evolving Target – Is Nature Enough?**

The implication of these trends is that the management of the customer experience is an evolving target simultaneously moving at different speeds on a number of fronts not only on the wave of a growing tide of expectation but also from the nature of that expectation among different customer segments. It is arguable that technology is accelerating the rate at which such changes occur. Therefore those that are responsible for the leadership and management of customer experience need to have a strategic overview of all the elements that deliver the customer experience to enable the need change to be monitored, foreseen, designed and implemented. One such view is provided by the ICXI 5 P's Model



THE 5P's MODEL

POLICIES

CLEAR
TRANSPARENT
ENACTED

| PRODUCTS/SERVICES | PLACES (premises/channels) | PROCESSES | PEOPLE |
|---|---|---|---|

ATTRACTORS · RETAINERS

| FIT FOR PURPOSE QUALITY UTILITY BRAND DRIVEN LEGAL ETHICAL | PHYSICAL/DIGITAL ACCESSIBLE ENGAGING EASY TO USE SAFE & SECURE | CLEAR MAPPED CUSTOMER SPECIFIC OMNI-CHANNEL EFFECTIVE INTEGRATED SECURE | PROFESSIONAL/QUALIFIED SKILLED & KNOWLEDGEABLE MOTIVATED & EMPOWERED TEAM PLAYERS AWARE RESPONSIVE |

THE CUSTOMER EXPERIENCE

MONITORED, MEASURED & REFINED

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**Policies**

So what is a policy and why I are they important?

The Cambridge Dictionary defines a policy as – *A set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, a business organization, a government, or a political party:*

In practice it is used to describe the aims and to scope the parameters of such ideas and plans and to identify and allocate the resources required to fulfil the policy.

Therefore in the context of customer experience management it is imperative that the organisation's policy is properly thought through and agreed as being practicable at both the highest level and the operational levels of the organisation and totally **clear** to customers and employees about its intentions. Its aims and intent should be **transparen**t to every employee and should form a part of employee induction in a way that communicates the expected behaviour of the organisation to its customers and the responsibility incumbent on everyone. All amendments should be communicated to all employees. Finally the policy should be **enacted** and its management and performance regularly monitored.

It is an observable fact that a very high percentage of organisationsdo not have a formal policy regarding the experience it expects to deliver to its customers.

**Products/Services**

The products and/or services an organisation produces are the raison d'etre for its existence. It is vital to the customer's experience that products and/or services meet a number of criteria some of which may be regulated by legislation. Quality is the first criteria in terms of the product or service being fit-for-purpose for its intended use. The product/service must have the utility promised and where it is branded the product and/or service should meet all legislative requirements and conform to the expectations of the brand including any expected or offered ethical considerations. The communication supporting it must also be honest, not misleading and meet all legal requirements and ethical expectations.

**Places**

The range places where a customer engages with an organisation has always varied widely according to the nature of the product or service being offered. This range has expended yet further with the development of online shopping for products and services. However the criteria for all places remain broadly similar. Whether traditional bricks and mortar or digital the places should be easily accessible for all customers, be engaging and ensure the customer feels comfortable in the place. The place should be easy to use in terms of its signposting and offer the facilities their customer audience would expect. Finally the places should be safe and secure both physically, emotionally and financially. Where an organisation has a range of places available to customers their data should be available in real time in all places.

**Processes**

Processes have always been a key driver of an outstanding customer experience, the very best are those that are virtually invisible to the customer. The digital age has raised the importance of effective processes particularly in interactions where no human is involved. This is an area which in many sectors is forecast to increase in importance as the next generations exercise their preference for entirely digital interaction. Processes should be carefully mapped to ensure ease and effectiveness to customers and the elimination of waste to organisations. Processes involving different/separate parts of the customer journey should be fully integrated and where omnichannel options are available customer data should be available real time in all channels. Queuing and waiting should be managed to minimise customer inconvenience particularly where service are the principle offerings. Finally all processes should be secure and customer data retained and shared in accordance with legislation and the consent of customers. The collection of data should be driven by the aim of beneficially improving the mutual benefit of the customer and the organisation. As AI continues to play an increasing role in the customer experience it is important that it is introduced only when full tested and customers are not used as a process development laboratory without their consent.

**People**

People are still the key component in delivering the customer experience but that role is likely to diminish in future in some sectors. All personnel in an organisation should understand their role in delivering the customer experience even/especiallythose remote from the point of customer engagement. Many years ago Jan Carlzon of Scandinavian Airlines said  *"If you are not serving the customer then you had better be serving someone who is"*- Still true. People interacting with customers should be skilled at customer management and knowledgeable about all aspects and processes of the organisation that interface with their role in customer experience management. People dealing with customers should have the power and authority to manage almost all issues at the first occasion and motivated to both learn the relevant skill and thereby be responsive and able to give a consistently high standard of service at all times. Awareness and empathy should be developed to recognise not only the obvious situation presented to them but any related issues the customer may have, particularly important in the area of complaint resolution. People should also be team players, not only in the team or department in which they operate but in the broader context of the whole organisation operating as one single team.

Together it is a combination of these 5P's that deliver the customer experience. The mix will vary from sector to sector, from organisation to organisation and even from product to product. The key to success is that all five elements need to be managed simultaneously, focussing on one or two elements alone will not produce a consistently high performance. At any given time one or more of these elements may need to be refined by a stimulus from any number of sources, economic factors, political or social change, new legislation or technological innovation. The stimulus can also come from an even more important source – the customers.

**Measurement and Monitoring**

It is imperative that performance is measured regularly and to a professional standard on a regular basis.. It is important that the measurement has the quality and granularity to understand not only the factors that the customer values but also the areas where there are shades of dissatisfaction, for it is in these areas that the opportunity of improvement are to be discovered and potential competitive advantage and improved loyalty gained. The measurement should always be built around two key criteria I

**Importance and Performance**

There are many ways in which satisfaction with the customer experience can be measured from the bland and fairly useless "smiley face" model to the excruciatingly boring forensic examination of every aspect of every step in the customer journey whose aim seems to be to collect data for the benefit of the researchers rather than the benefit of the customers The key elements the organisation needs to know about its current and prospective customers are

1.  What factors are important to the customer
2.  What is the organisation's performance in delivering them

Different things may be more or less important to different customer segments across any combinations of the 5P's but these two elements are considered to be the foundations upon which positive customer experiences are built.

Full details of all factors behind the 5 P's  are available in the Standards and Frameworks pages of www.icxi.com

## How to Manage?

Over the past thirty years customer service, through its many taxonomic rebirths has grown as a key management priority in every sector. Until recently there have been a wide variety of training programmes available that focus primarily on the people and process performance in general terms or in more specific areas like call centres.

I terms of qualification there are a number of certification courses available but there has not been any higher level management qualification. The outcome of this is that anyone without any qualification can be in charge of the process where the money changes hands without any qualification. Whether organisation is selling buttons or battleships or providing banking to brain surgery the person in charge of leading. directing or managing the customer experience is not required to have a qualification in that subject. It had to be on the basis of Nature because there was no Nurture available In fact it is only in recent years that such a role even existed, and neither did a University Qualification

## Until Now
Starting in September 2024
### The MSc in Customer and Experience and Service Management
will be available via The Al Maktoum Further Education College and Abertay University in Dundee Scotland. The curriculum designed by the International Customer Experience Institute and based on the 5P's platform will be open to students of all ages from every part of the world.,

| | | MSc in Customer Experience and Service Management |
|---|---|---|
| 1 | AMC520 CORE | CXM Context, Culture & Policy |
| 2 | AMC521 CORE | Products/Services & Places |
| 3 | AMC522 CORE | Process Design & Management |
| 4 | AMC523 CORE | People Performance |
| 5 | AMC525 CORE | Research Methods |
| 6 | AMC526 CORE | Dissertation |
| 7 | AMC524 ELECTIVE | Performance Measurement& Continuous Improvement |
| 8 | AMC506 ELECTIVE | Sustainability & Ethics, Corporate Responsibility |
| 9 | AMC526 ELECTIVE | Strategic Organisational Excellence |

**Qualifications**

The course offers three Qualifications



**MSc in Customer Experience and Service Management Qualifications**

| | | |
|---|---|---|
| 1 | 60 CREDITS | Post Graduate CXSM Cerrtificate |
| 2 | 120 CREDITS | Post Graduate CXSM Diploma |
| 3 | 180 CREDITS | Full CSXSM MSc |

**Programme learning outcomes and Benefits of the MSc Programme**

The course will deliver the following capabilities to:

1. Articulate and apply key concepts in customer experience, such as customer journey mapping, touchpoint analysis, and service design.
2. Demonstrate a deep understanding of these theoretical foundations within the discipline.
3. Conduct a thorough analysis of customer feedback and service performance metrics. Propose strategic enhancements aimed at boosting customer satisfaction and loyalty.
4. Effectively align business goals with customer needs, integrating customer experience principles into strategic decision-making.
5. Identify and deploy technological solutions that improve customer experience   and contribute to organisational success.
6. Integrate knowledge from learning mechanisms with emerging technologies like artificial intelligence, data analytics, and digital platforms.
7. Apply these insights to improve service delivery and elevate customer satisfaction.

## In Addition - Further Management Nurturing

In addition to the work developed with Abertay University the International Customer Experience Institute has also continued its development of educational services with an operational partnership with Schadre Consulting and The University of Pretoria in South Africa who have just established what is believed to be the world's first university chair in Customer Experience Management.

**The Last Word**

In answer to the question about the global reach of customer experience it can be argued that global GDP is the answer for in every dollar in the total is comprised of a trade between a supplier and a customer. So, it would appear important to pay attention to the nurturing of the skills of management and delivery of that interface at every level.

Even at the more parochial levels it is a complex subject which requires both skill and vigilance in order to optimise its value as a competitive advantage and while nature will always play its part to a greater or lesser degree at some levels the need for the development of nurturing particularly in leadership and management appears to be of growing importance.

Looking ahead at the role of technology and of the preferences of tomorrow's key customer segments it is possible to foresee in some sectors the necessity for the emergence of a two-tier approach to customer experience management where in one tier the role of the human interface is not required. What of nature then?

**Recommended Reading**

https://accelerateinexperience.com/wp-content/uploads/2016/04/EDIT-1a-1-Product-customer-and-human-centric-table-scaled.jpg
https://www.russellolacher.com/the-unteachable-nature-over-nurture-in-customer-service
https://accelerateinexperience.com/steven-coveys-perspective-on-customer-experience/
https://www.mckinsey.com/industries/consumer-packaged-goods/our-insights/true-gen-generation-z-and-its-implications-for-companies

INTERNATIONAL CUSTOMER EXPERIENCE INSTITUTE