

Transforming the organization to manage customer experience: A process framework

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Abstract

In recent years, customer experience management has been the focus of both researchers and practitioners. However, not much is known about how companies are changing to become able to manage a customer journey in a holistic way, what challenges they face in this process, and what can influence the success of these transformations. Therefore, there are many organizations which failed to gain returns on CX investments. Based on the single case study method, this article proposes an integrative framework of CX-drive organizational transformation that describes the main stages companies go through, challenges inherent in each of them and examines those critical success factors that can help the company successfully overcome them. Moreover, the proposed framework reveals relationships between stages of transformation, challenges and critical success factors thus providing additional explanatory value to the theory and more precisely navigating the firms in their transformation endeavors.

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