Customer Service Measurement in an Experience Economy

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Customer Service Measurement in an Experience Economy

Purpose: Customer service management requires an understanding of the relationships between customer service and strategic measures of organizational success. Firms therefore monitor a range of metrics, such as channel specific performance, customer satisfaction and net promoter scores. However, recent dialogue has cast doubt upon the efficacy of this approach to customer service measurement, while the recognition of an experience economy suggests a more customer-centric, holistic approach to measurement is required. There is a need therefore, to review customer service measurement practices, to ensure generated insights support the achievement of business outcomes.

Design: This paper describes a study of fifteen UK and multi-national organisations’ customer service measurement practices. We interviewed 45 senior executives with involvement in customer service measurement, to investigate the firms’ customer service measurement practices. Participant roles varied, and included measurement tool design, managing measured elements of customer service, and strategic decision making based on measurement output.

Findings: We identify specific incidences in which customer service measurement reflects the key tenets of an experience economy, resulting in improved business performance. We derive a series of principles, which represent initial, actionable guidelines for future research and further development of effective customer service measurement.

Originality/Value: Despite the evolving academic discourse pertaining to the experience economy, customer experience measurement remains challenging. In offering these insights from the practitioner domain, this work supports both customer service measurement effectiveness and the measurement of customer experience.

Key words: customer service, measurement, experience economy, interviews.