Building Internal Competencies Capabilities and Capacity to Deliver Great Customer Experiences

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Abstract

Building internal competency within an organization can be very effective when managed well. It can eliminate or reduce costs of failing, build support, and establish ongoing change management in the organization; thus, enhancing competitive advantage and delivering customer equity.

Key words: brand reputation capabilities; competencies; employee empathy; service excellence

Introduction

This section deals with the aspect of the consumer experience in the service industry. Offering a customer experience that is superior is a major objective in the business environment for knowledgeable and strategic organizations. Globally this concept has been embraced as more and more organizations are committed to a positive experience for the customer (Verhoef, 2009). Building value, loyalty, quality, convenience, services are key factors as well as how the organization goes about it (Badgett et al., 2007).

Building internal competency within an organization can be very effective when managed well. It can eliminate or reduce costs of failing, build support, and establish ongoing change management in the organization. Thus, to build internal competencies can enhance competitive advantage.

The cases in this section deal with the aspect of the consumer experience marketing that calls for the development of competencies, capabilities, and capacities within the firm to design and implement tactics and strategies. The consumer's perception of trust, reputation, product, and service offerings of an

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organization are significant to its success. (Bjattacjaarua & Sem, 2003). As more attention is drawn toward the customer experience and internal competency, and the relationship between the internal and external environment, there is an opportunity to create value for the firm and a more positive image.

Analysis of the suggestions by narrators of the other cases in this section on how service failures should be resolved, and the scholarly research covered in the accompanying editorial commentary, make it quite clear that solid internal competencies, especially customer-centric mindfulness and empathy, builds brand loyalty and develops a relationship with the customer. "Loyal employees creates loyal customers" (Khalaf et al., 2013, p. 297). Confusion within the firm, as a result of lack of internal competency, can—when projected to customers through actions and behavior—negatively impact the brand's reputation. A negative service reputation is not without consequences.

There is a relationship between supply and demand and how an organization deals with its customers. When demand is high, and supply is low, an organization can be less responsive and customer oriented. The consumer has limited choices and can be taken advantage of by the firm.

The customer perceptions of their options and treatment determine whether they feel annoyance or satisfaction with the organization and influences their view of the brand. A customer-oriented organization is obvious to the consumer. As in the Comcast case, the aim was more toward profit than customer satisfaction. A reevaluation of the firm's emphasis, priorities need to translate into strategies, tactics and daily behavior towards prospects and customers. Related internal actions can build an internal competence and enhance the organizations' brand reputation.

Standards and strategies within the firm can unify and promote cohesion within the organization and contribute to a culture that can create improved customer experiences (CX) and improved brand image. Building internal competency within an organization can be very effective (both regarding happy employees and happy customers) when managed well. It can eliminate or reduce costs of failing, build support, and establish ongoing change management in the organization. This can lower expenses in the long run and enhance competitive advantage. Organizations benefit greatly from establishing a consumer-centric business plan, with both strategy and specific actions focused on two-way communication, and co-creation of solutions throughout the organization, with positive customer experiences as the principal goal. Globally there is an increase in retailers embracing the idea of customer experience management and incorporating the idea into their mission statements. Emphasizing convenience, value, and quality can benefit the customer experience (CX) (Verhoef et al., 2009, p.31) and thus the brand.

References

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