CUSTOMER EXPERIENCE MANAGEMENT: NEW GAME STRATEGY FOR COMPETITIVENESS

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Abstract

The main objective of this article was to do an extensive literature review of articles on customer experience management to explain the relationship between customer experience management and its factors which are supply chain management, location experience, packaging and labeling experience, atmosphere, service mix experience, promotion, customer experience, brand experience, and price experience for recommendation to the banking sector in Zimbabwe. Five modules of customer experience management which are sense, feel, think, act, and relate have also been reviewed and explored in the literature review. Findings showed that customer experience management factors contribute very much as a strategy to competitiveness in business. The article concluded by suggesting and recommending the adopting of customer experience management as a new game strategy.

Key Words: Customer, Experience, Competitiveness, Strategy, Management, Literature Review, Game, And Strategy

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1. Introduction

Peppers and Rogers (2005) posited that, customer experience has emerged as the single most important aspect in achieving success for companies across all industries. The duo defined Customer experience management (CEM or CXM) as a strategy that focuses the operations and processes of a business around the needs of the individual customer. Business should focus on the importance of customer experience. In simple terms customer experience management represents the discipline, methodology and/or process used to comprehensively manage a customer's cross-channel exposure, interaction and transaction with a company, product, brand or service (Peppers and Rogers 2005).

Collier (1926) cited by McCreadie (2010) in his book called, "Secret of ages" once asked, "What in your opinion is the most significant discovery of the modern age? Is it the finding of dinosaur eggs on the plains of Mongolia, laid some 10,000,000 years ago? Is it the unearthing of the Tomb of Tutankh-Amen, with its matchless specimens of a bygone civilization? Is it the radioactive time clock by which Professor Lane of Tufts College estimates the age of the earth at 1,250,000,000 years? Is it the wireless? Is it the Airplane? No—not any of these, but the greatest discovery is the knowledge of one's true existence on earth". Borrowing from the above assertion, one may argue that the greatest strategy in business today especially those that are customer-centric is customer experience management. An IBM study in 2005 revealed that, "to create a new, breakthrough and lasting source of competitive advantage, businesses must focus on managing the customer experience (Puccinelli, M, Goodstein, C, Grewal, D, Price, R, Raghubir, P, and Stewart, D. 2009)

Shaw, & Ivens, (2005) predicted the business world witnessing the first ripples of a fast approaching new wave of change, breaking upon the shore of a new business differentiator. They related stiff business competition to a tsunami a massive tidal wave generated by seismic activity; a fundamental shift in the earths' crust and this tsunami which can only be abated by using customer experience management as therapy.

Customer Experience Management is a new kid in town commented Gauri et al (2008). Just when business entities are becoming comfortable with the idea of customer relationship management (CRM), a new phenomenon has emerged: customer experience management (CEM). The premises of CRM and CEM are different when compared side by side. Gauri, et al (2008) posited that the life blood of CRM can be stated in the following way: Every time company personnel and customer interact, the company learns something about the client. By doing call reports this is capturing, sharing and analyzing and acting upon this information entities can better manage customer profitability. But the philosophy of customer experience management (CEM) says that every time a company and customer interact the customer learns something about the company to the emotional and experiential benefit of the client, which now determines their behavior. So customer experience management is a strategy that focuses the operations and processes of a business around the needs of the individual customer by trying to understand the emotional and experiential side from a customer's lenses Gauri, et al (2008).

Business like life is dynamic—not static; it should adopt CEM strategy to remain buoyancy. The one unpardonable sin of business or nature is to stand still and cease to grow. And in all nature, to cease to grow is to perish. To refresh our memories there were great empires of antiquity like Egyptian, Babylonian, Persian, Greece, Roman and Turkish, that went into extinction all when they ceased to grow. On pre-historic era in the animal kingdom there existed the largest meat-eating dinosaur called Giganotosaurus that was over a hundred feet long and as big as a house; there was again the Tyrannosaurus that had the strength of a locomotive and was the last word in frightfulness; and lastly the Pterodactyl or Flying Dragon—all the giant monsters of Prehistoric Ages which have long gone into extinction because they ceased to serve a useful purpose. They did not know how to meet the changing conditions. They stood still—stagnated—while the life around them passed them (McCreadie 2010). One would argue that the same phenomenon will take effect if business today does not adopt customer experience management as a new game strategy of doing business.

The preceding statement is supported by McDougall (2009), an American author and journalist best known for his 2009 best-selling book "Born to Run" who once said, "Every morning in Africa, a gazelle wakes up, it knows it must outrun the fastest lion or it will be killed. Every morning in Africa, a lion wakes up. It knows it must run faster than the slowest gazelle, or it will starve. It doesn't matter whether you're the lion or a gazelle-when the sun comes up, you'd better be running." Mohammed bin Rashid Al Maktoum (2006) the vice President and Prime minister and Ruler of Dubai in his book "My Vision" said although we live in a civilized society but the business world remains a jungle and the only mechanical solidarity with customers is through customer experience management.

Enterprises all over the world today face intense competition caused by globalization and hence they need to run and outsmart their rivals by application of new game strategy. Consequently, enterprises look for tools that provide a competitive advantage (Wright, Eid and Fleisher, 2009). The new global economy has no respect for cadastral and geographical boundaries and opens its doors only to all those who engage it first, there is little or no room for laggards. Today's giants might not be the same tomorrow, and those that are considered small today could well become the leaders of tomorrow if they know the best formula. The succeeding paragraph looks at the main objective of the article on customer experience management and its factors as a new game strategy to competitiveness.

The main objective of this article is to do an extensive literature review and explain the relationship between Customer Experience Management and its factors which involve Supply Chain Management, Location Experience, Packaging and Labeling Experience, Atmosphere, Service Mix Experience, Promotion, Customer Experience, Brand Experience, and Price Experience for recommendation to the banking sector in Zimbabwe as a new game strategy for competitiveness. Five modules (Sense, Feel, Think, Act, and Relate) of customer experience management have also been reviewed and explored in the literature review.

A number of studies have emphasized the importance of seeking high levels of customer satisfaction and resulting advocacy. To the best of my knowledge there has been remarkably little research relating to the idea of a customer experience management as a new game strategy for competitiveness in the academic and business literature and Zimbabwean business environment-landscape in particular. According to an Industrial Psychology Consultants survey done in 2012 in Zimbabwe, customer engagement has been thoroughly researched and explained by renowned global consulting groups, Gallup Consultancy International and McKinsey et al but no attention was paid to customer experience management (IPC, 2012). Yet as this research will show, customer experience management goes deeper into the bone marrow of a client's emotion and not only about strengthening the customer relationship across touch points. The survey (IPC, 2012) discovered that very few Zimbabwean banks have successfully engaged their customers from a experiential perspective. This article will challenge the banking institutions to seriously consider customer experience management as a new game strategy for competitiveness.

The paper makes contributions towards new knowledge and understanding on customer experience management as new game strategy and can be used for managerial decision making and policy implementation by government. The succeeding paragraphs looks at the background to Zimbabwean Banking sector and the gaps found in customer satisfaction as investigated by a survey done by Industrial Psychology Consultants, 2012.

1.1. Background to Zimbabwe Banking Sector

Zimbabwe officially the Republic of Zimbabwe, is a landlocked country located in southern Africa, between the Zambezi and Limpopo rivers. It is bordered by South Africa to the south, Botswana to the southwest, Zambia to the northwest and Mozambique to the east.

The Reserve Bank of Zimbabwe is established by section 4 of the Reserve Bank of Zimbabwe Act, Chapter 22:15. It is a body corporate with separate existence from Government, although Government owns all the shares in the Bank but it's the regulator of banks in Zimbabwe.

A survey done in 2012 by Industrial Psychology Consultants (IPC), which sought to establish banking sector customer engagement in Zimbabwe stated that, currently there are 24 registered banks in Zimbabwe (excluding Genesis Investment Bank and Royal Bank Zimbabwe Limited) battling for meager total deposits of just over US$ 4.00 billion (including interbank deposits).

Zimbabwean banking sector is entering a new era of serious competition. A number of new and more customer-centric brands are either entering the retail banking market or seeking to grow their presence in it. However, the Zimbabwean banking market is proving not to be as easy as many players would have envisaged. Peculiar challenges, amongst them, the generally low liquidity conditions prevailing in the local economy, limited access to offshore lines of credit and the prevalence of cash based transactions present competitive hurdles. Further, arguments have often arisen on whether or not Zimbabwe is overbanked.

Zimbabwean customer confidence in the banking sector remains largely on the low side. The period 2004 – 2008 was a nightmare period for Zimbabwe's banking public. From cash shortages to withdrawal limits, incessant queues and bank closures, Zimbabweans confidence in the banking sector were shattered (Industrial Psychology Consultants, 2012).

The introduction of the multi-currency regime has done little to restore public confidence in the banking sector. Deep seated structural and operational deficiencies continue to threaten the viability of many banks. Coupled with high percentage of non-performing loans and income generation challenges, a number of banks continue to be exposed to dire liquidity and solvency challenges.

Compounded by increased media coverage on bank industry challenges, the net result has been a more aware and selective banking customer. Banks have therefore found themselves in a reinvent (do) or die situation. Banks that will succeed in this economy will be those that are able to attract and retain customers on the basis of a sustainable blend of superior customer service, price-led competitive initiatives and relevant and diversified product offerings. The IPC research suggested that customers (41.56% of bank customers surveyed) were very agitated by their banks' prolonged turnaround time (TAT) be it in simply being served in the banking halls or in responding to general queries or in processing transactions. Moving forward, the preferred banks are those that are able to focus their attention on customer experience and try to improve on that and to again deliver superior and reliable service in the shortest time possible. The IPC survey also revealed that critical to convenience is accessibility. Customers want their banks to be accessible – accessible either through the internet, wide branch network, ATMs' or customer hotlines that work. The survey by IPC found that 75.30% of the research participants said they want to move away from their current bank because; most bank products are not customer focused and are not even worried about knowing what is their customer's experience. In the view of the aforesaid, it is pertinent for banks in Zimbabwe to adopt customer experience management as a new game strategy.

1.2. Literature Review and Methodology

This section provides an overview of the approach and methodology used to identify the relevant literature from the peer-reviewed research literature.

1.2.1. Framework for Analyzing Literature review

1.2.2. A within-Study Literature Analysis

Analysis of literature takes one of two forms: within-study literature analysis or a between-study literature analysis (Onwuegbuzie et al., 2010). Both types of analyses are essential and should be conducted in all literature reviews, except in the very rare occasion when the literature review involves a purposive selection of one work (for example single article, or book chapter), such that this work is not compared to any other work. A within-study literature analysis is going to be used in this article and involves analyzing the contents of a specific work. In contrast, a between-study literature analyses involves comparing and contrasting information from two or more literature sources. (Onwuegbuzie et al, 2010).

1.2.3. Peer-Reviewed Literature: Search and Review Strategies

A search for peer-reviewed journal articles was done using UNISA Online databases in the area of Business and Management Sciences. All searches were limited to research published in English delimited to ten years (2003-2013). Key criteria were used in the decision tree for selecting articles for inclusion/exclusion in the literature review. The following describes the inclusion/exclusion criteria. From UNISA Electronic Databases the Sage Journal was selected. When Search Term: "customer experience management" was entered, 46 Hits came out. And only 28 Articles were considered for review. Eighteen (18) articles were excluded because abstracts were identified as irrelevant to my topic and not worthy of further exploration.

2. Conceptual background: Literature review

2.1 Defining Experience

Customer Experience is the internal and subjective response customers have to any direct or indirect contact with a business. Direct contact and experience generally occurs in the course of purchase, use, and service and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representatives of a company's products, service or brands and takes the form of word-of mouth recommendations or criticisms, advertising, news reports, reviews and so forth. (Verhoef et al., 2009). Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at different levels. Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact or touch-points'' (Gentile et al., 2007).

The above customer experience definition is multidimensional, which means that it includes sensory, cognitive, affective, physical and relational components (Gentile *et al.*, 2007). Secondly, it recognizes the importance of both rational and emotional aspects of customer experience.

2.2. Customer Experience Management Definition

Customer Experience Management was born by B. Joseph Pine II and James H. Gilmore in a Harvard Business Review in 1998. The authors were stressing on the significance of leaving an indelible mark on the customer's experience. Seybold (2002:108) defined customer experience management as a consistent representation and flawless execution, across distribution channels and interaction points, of the emotional connection and relationships you want your customers to have with your brand. Later, Esch et al, (2006) defined customer experience management as the process of strategically managing a customer's entire experience with a product or a service. Esch et al, (2006) emphasized on integrating different elements of customers' experience across a variety of touch points.

Customer Experience Management is the heart of customer's perceived sentiment (Schmitt, & Zarantonello, 2013). Research contacted by (Shaw, & Ivens, 2005) evidenced that 85 per cent of senior business leaders agree that differentiating solely on the traditional physical elements, where CEM strategies and solutions are designed to focus on product, price and enterprise process with minimal focus on customer need and desire is not sustainable. In the 1980s quality was a differentiator. In the 1990s, brand was a differentiator. In the 2000s, the customer experience will be the differentiator (Shaw, & Ivens, 2005).

2.3. Types of Consumer Experiences

Following Dewey's (1925) philosophical analyses, Schmitt (1999) presented five types of experience marketing modules, referred to as "strategic experiential modules": "sense," "feel," "think," "act," and "relate."

2.3.1. Sense

It is a sensory experience value to provide an exciting stimulus by appealing directly to the five senses of the consumer such as the visual sense, auditory sense, sense of touch and taste, and sense of smell. In the case of a car, for instance, a Jaguar provides a sensitive experiential value, that appeal to the aesthetic sense. On the other hand, a Porsche has a sensitive experiential value that stimulates excitement (Schmitt, 1999)

2.3.2. Feel (affective customer experience)

According to Schmitt, (1999), feel or affective customer experience appeals to customers' inner feelings and emotions, with the objective of creating affective experiences that range from mildly positive moods linked to a brand (e.g. for a non-involving, non-durable grocery brand or service or industrial product) to strong emotions of joy and pride (e.g. for a consumer durable, technology). Feel is about emotional experience values that appeal to the inner feelings and moods of the customers. The relaxed feelings which we experience when drinking a cup of coffee at Coffee shop, the enthusiasm we experience in enjoying a ride at Paul Krugger National Park, and so on are emotional experience values.

2.3.3. Think (creative/cognitive customer experience)

Think appeals to the intellect with the objective of creating cognitive, problem-solving experiences that engage customers' creativity. *Think*; appeals to engage customers' convergent and divergent thinking through surprise, intrigue, and provocation. *Think* campaigns are common for new technology products. Think is about intellectual experience values that appeal to the intellect of the customers through cognitive and problem solving experiences (Schmitt, 1999).

2.3.4. Act (physical customer experience)

Act aims to affect bodily experiences, lifestyles, and interactions. *Act* marketing enriches customers' lives by enhancing their physical experiences, showing them alternative ways of doing things (e.g. in business-to-business and industrial markets), alternative lifestyles, and interactions. Rational approaches to behavior change related to *Act* are often motivational, inspirational, and spontaneous in nature and brought about by role models, for example movie stars or famous athletes (Schmitt, 1999). ACT is about behavioral experience values that appeal to physical behaviors, lifestyles and the mutual relationships between people.

2.3.5. Relate (social-identity customer experience)

RELATE contains aspects of Sense, feel, Think, and Act marketing. However, *Relate* expands beyond the individual's personal, private feelings, and thus adding to "individual experiences" and relating the individual to his or her ideal self, to other people or to cultures (Schmitt, 1999). *Relate* is about relative experience values that appeals to individual self-realization. The love of Nike will result in client putting a tattoo on his back or hand to show he/she relates to the brand.

3. The customer experience management evolution

The origins of the customer experience Management tsunami lie in the dramatic increase in the commoditization of products, across all markets, driven by the advent of the Internet (Shaw, & Ivens, 2005). Its size has been increased by the demands of an increasingly affluent society which craves more and more stimuli as it develops and self-actualizes. The tsunami has also grown further in strength as the timescales from 'innovation to imitation' reduce dramatically and other traditional differentials – price, features, quality and service – are losing their ability to differentiate companies (Shaw, & Ivens, 2005). The tsunami will sweep all companies before it as customers quickly switch to those companies that offer great customer experiences. It will become the new sustainable differentiator, a new source of competitive advantage and a new threat to those organizations that do not react to its onset (Shaw, & Ivens, 2005).

The focus for competitive differentiation between companies has evolved over time. Japan registered a remarkable 6.5 percent rate of economic growth from 1955 to 1990, catching up with high-income western countries in its level of economic development. From the 1950s, to the 1980s, Japan's share of world exports rose dramatically, from 2.9 percent in 1960 to 9.8 percent in 1985 (Porter, Takeuchi and Sakakibara, 2000). Japanese firms were increasingly successful internationally in large visible industries such as automobiles, semi-conductors and consumer electronics because they highly differentiated.

As development of tangible bases for differentiation reached a plateau the focus for differentiation moved to services. In turn, services, which began as a differentiator eventually became generic and from the 1980s, the quality of ongoing relationships became a new differentiator (Christopher et al., 1991) In turn, services became generic, leading to the development of relationship marketing strategies. But what happens if relationships themselves become generic, and all companies operating in a product area and targeting similar groups of customers have similar patterns of relationship development activity.

A further argument for paradigm displacement is that like many new ideas within the domain of marketing, relationship based marketing emerged as a "new" paradigm, only to attract increased critical attention as its assumptions were challenged (Christopher et al., 1991). Relationship marketing remains challenged by evidence that customers who are not satisfied with their relationship may nevertheless not return to a service provider (Brady and Cronin, 2001; Gerpott et al., 2001).

4. Customer Experience Management and Natural Intelligence (Swarm Intelligence)

Bonabeau, & Meyer, (2001) defined, Swarm Intelligence (SI) as the property of a system whereby the collective behaviors of (unsophisticated) agents interacting locally with their environment cause coherent functional global patterns to emerge. These agents represent decentralized and self-organized system, natural or artificial. However, the inspiration often comes from nature, especially biological systems. The agents follow very simple rules, and although there is no centralized control structure dictating how individual agents should behave whether its local or to a certain degree random, interactions between such agents lead to the emergence of "intelligent" global behavior, unknown to the individual agents. Natural examples of Swarm Intelligence include ant colonies, bird flocking, animal herding, bacterial growth, and fish schooling.

Since birds, buffalos, and many other species flock together, businesses have also noted that consumers or customers can hang together and shop together. Therefore, business can utilize social network marketing to strengthen product brands, services and prices. For many businesses, the goal is to identify the best customer experience on a product brand, price, availability and credit to meet current or expected customer experience.

5. Findings (See below Table 1; for full key findings)

Findings as shown in Table 1 in below has shown that customer experience management factors; Location Experience, Packaging and Labeling Experience, Atmosphere/physical environment, Service Mix Experience, Promotion, Customer Experience, Brand Experience, Price Experience and supply chain management combined with strategic experiential modules such as Sense, Feel, Think, Act, and Relate are the soul and life of customer experience management. Some of the benefits realized by the adoption of CEM factors included improvements in return on investments (ROI), costs decrease, shorter lead time (Chen, 2001). Eighty nine (89) percent of customers stop doing business with an organization after a single bad experience and service and ccustomers who feel they are getting generic information are more likely to become frustrated ex-customers (Parasuraman, Zeithaml and Berry 2004). Employee motivation in organization was also discovered from the literature as the intelligent contributor to customer satisfaction (De Chernatory, 1999).

Table 1. Literature Overview on Elements of Customer Experience and key Findings

Reference	Theme or Element	Key Findings
Chen, I.J. and Paulraj, A. (2004), Cox, A., Sanderson, J. and Watson, G. (2001), Giannakis, M. and Croom, S. (2004), Skjoett-Larsen, T. (1999), Garg et al. (2005); Dant et al, (2009); Burkle and Posselt (2009), Xu and Kim (2008), Neslin et al. (2006) Patricio, Fisk and Falcoe Cunha (2008)	Supply Chain Management	• competition has changed from being between individual enterprises to increasingly being between supply chains • Benefits include improvement in returns on investments (ROI) and returns on assets (ROA) • greater profitability is realized by adding value and creating efficiencies, thereby increasing customer satisfaction • Costs decrease as a result of reduced redundancies, lower • inventory levels, shorter lead time and lessened demand uncertainties • Improved process performance • result in enhanced product quality, customer service, market responsiveness, and target market access • Performance is thus improved through better use of internal and external capabilities creating a seamlessly coordinated supply chain, elevating inter-company competition to inter-supply chain competition • One major problem is the relative lack of empirical evidence supporting the benefits attributed to supply chain management
Durvasula, Sharma, and Andrew (2002); Ghosh and Craig (2001) Gauri Trivedi, and Grewal (2008); Xu and Kim (2008); Irmen, A., & Thisse, J. F. (1998). Richardson, A (2010)	Location Experience	• Location decision has likely major ramifications for price, promotion, and merchandising decisions • Customers prefer one stop shop • Affluent customer never worry about distance (central place theory model) • Location models posit that consumers realize high costs for products that are located far from their spatial point (e.g. transportation costs, time, etc.) • Firms have greater market power when they satisfy the consumer's demand for products at closer distance or preferred products. • Hotelling's Location Model suggested that firms compete and price their products in only one dimension, geographic location
Koirala (2005); Kotler and Armstrong (2005); Young (2003); Jugger (1999); Luo (2005) Wakefield and Baker (1998); White and	Packaging and Labeling Experience	• It's an impression management technique • 50% of buying decisions are done at the shelf point of sale • Packaging and labeling is a strategic differentiator • Good packaging provides information and relays a perception • Packaging identifies a grade, scribe and promote the product by providing information to the buyer

Dahl (2006)		
Baron, Harris and Harris (2001)Kozinets et al (2002); Schmitt (1999); Baker et al (2002); Kaltcheva and Weitz (2006); Wakefiled and Baker 1998; Swanson and Davies, (2003)	Atmosphere	• Consumer spending behavior can be significantly influenced by the store atmosphere and internal customer mood (employees) • Free walking in the shop with help feels good to the customer • The physical environment or the atmosphere is an important contributor to shaping customer e.g how well employees seduce clients • Too cold environments disfavor aged customers and sick lings • Sales person with name tags are preferred with all types of clients
Oliver (2001); Parasuraman, Zeithaml and Berry (2004); Baker et al (2002) Beatry et al (1996); Folkes and Patrick (2003) Meuter et al (2005) Van Dolen, Dabholkar and De Ruyter (2007)	Service Mix Experience	• 89 percent of customers stop doing business with an organization after a single bad experience • Determines the long term success of a service • Affected by customer expectation or anticipation • Is the called the moment of truth • customer satisfaction and longer-term behavioral intention are influenced by emotions during
		• during the pre-, actual and post-consumption stages of a service encounter • Customers who feel they are getting generic information are more likely to become frustrated ex-customers • Effective, consistent, personalized treatment across channels builds customer confidence and repeat business
Julie Baker and Kirk L. Wakefield, (2011), Wayne D. Hoyer and Nicola E. Stokburger-Sauer (2011), Ailawadi et al. (2009); Van Heerde and Neslin	Promotion	• Brand switching as a result of consumer promotions is closer to 30-45% • Buying behavior changes positively with promotion experience • **Customer Perception associates** promotion
Honebein, P.C.. & Cammarano R.F (2005), Kim et al, (2011), Lutz, S & Foong S (2008), Palmer A (2010), Mascarenhas, et al (2006), Shaw C., & Ivens J (2005), Temkin, B.D (2007), Verhoef et al, (2009), Berry, Carbone, and Haeckel (200), Gentile, Spiller, and Noci (2007), Meyer and Schwager (2007), Naylor et al, (2008); Beaujean, et al, (2006); Sambandam and Lord, (1995) Wong and Sohal, (2003)	Customer Experience	• Emotional experience contribute greatly to customer loyalty to a firm or brand • A greater percentage agreed that customer experience is a significant contributor to business failure if not handled intelligently • The Inside out model or Customer Experience Management is the hallmark of business today • Service quality is positively associated with customer loyalty • There is a link between moment of truth and wallet share • Customer satisfaction and repurchase behavior are related • customer satisfaction and longer-term behavioral intention are influenced by emotions during the pre-, actual and post-consumption stages of a service encounter
Arussy et al, (2010); Algesheimer, R., Dholakia, U., & Hermann, A. (2005), Andersen, P. (2005), Bennett, R., & Thiele, S. (2002), Jensen, J., & Hansen, T. (2006),	Brand Experience	• Customers’ brand perceptions influence their customer experience. • Customers are ready to pay higher prices, give companies more wallet share and establish long term relationship, if they experience superior experience • Type of brand and customers’ perceptions of the brand can influence their behavior. • A customer with a solved problem is loyal and provides more referral than grumbling customer

McAlexander, J., Kim, S., & Roberts, S. (2003), Merz, M., He, Y., & Vargo, S. (2009), Vivek, M., & Cooley, D. (2010), Chartrand and Fitzsimons (2008), Ofir and Simonso (2007), Keller and Lehmann (2003); Zemke and Woods, (1999)		• Customer expectations when stated prior to a service encounter have a significant effect on post purchase evaluations of the buying experience and the firm • Customer mind e.g. awareness, associations, attitude, are key drivers of brand performance e.g. price premiums, price elasticity, market share, expansion and success
Ofir et al. (2008); Kopalle et al. (2009) Bronnenberg and Wathieu (1996), Wendel and Zhang (2004), Dorotic, Verhoef et al, and Bijmolt (2009, Gauri, Sudhir and Talukdar (2008)	Price Experience	• Too high prices are associated with quality • Too high prices are associated with customer segmentation e.g. high profile people are associated with high price • too cheap a product is viewed as a poor quality e.g. many Chinese products sold in developing markets are associated with poor quality and very short life span • An emotionally catered customer does not worry about price • Prices of the same product varies with geographical location • Demography affect price experience

5.1 Customer experience management as a new game strategy for competitiveness

From the findings of customer experience management as success story, one can argue that it can also be used as a new game strategy in markets where traditional strategies like customer relationship management (CRM) are dominant. Grant, 2002 support this notion by defining a strategy is an overall plan for deploying resources to establish a favorable position vis-à-vis competitors. Later Ireland and Hoskisson, (2007) posited that a strategy is an integrated and coordinated set of commitments and actions designed to exploit core competences and gain a competitive advantage. A new game strategy is a set of activities that creates and/or appropriates value in new ways. In this case customer experience management can be used as a new game strategy since many business entities are focusing on what they can offer to the customer (CRM) instead of engaging in customer experience.

A new game strategy is what determines a firm's performance in the face of a strategic innovation. It entails performing new value chain activities or existing ones differently from the way they have been performed in the past, to create value and/or position a firm to appropriate (capture) value (Afuah, A. 2003). A new game activity is an activity that is performed differently from the way existing industry value chain activities have been performed to create or capture.

6. Conclusion and Recommendations

This article, through an extensive literature review, provides insights into importance of customer experience management and its factors and their contribution to business competitiveness. A brief background of the banking sector in Zimbabwe was given showing the gaps and the need to adopt a customer experience management as a new game strategy. It was again highlighted that this strategy is new and will be the first of its kind in Zimbabwe as was shown by survey done by studies carried by Gallup Consultancy International and McKinsey. From the literature review, Richardson, A. (2010) propounded that customer-experience management is no substitute for good product design and proper product engineering. No amount of customer-experience management can compensate for an unreliable cell phone network, an airline that is unsafe to fly on, a computer that fails to meet expectations, a car that repeatedly fails to start or that needs innumerable repairs, clothing that cannot survive routine laundering, shoes that fall apart while being worn, a wobbly bookshelf that collapses when loaded, a roof that leaks shortly after installation, software that runs slowly and is crash-prone, or home appliances that generate safety hazards or break down. So the focus and attention of business should be on CEM but not turning a blind eye product design and engineering.

For the banking sector in Zimbabwe to be competent globally and locally, the adoption of customer experience management as a new game strategy is highly recommended. Employee motivation in organization was also discovered from the literature as the intelligent contributor to customer satisfaction (De Chernatory, 1999) and the banking sector should motivate internal customers (employees) for effective implementation of a customer experience management as a new game strategy.

Further research should be done on the relationship between Emotional Intelligence and Customer Experience Management and their effectiveness to customer loyalty.

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