

Customer experience strategy as an important factor in achieving competitive advantage on market

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In the conditions of the strong competition in the information technology market the business model changes from the product-centric to the customer-centric one, when products, services and the entire organization's activities are formed on the basis of the deep understanding of the client, his/her needs, interests and emotions [8, 10].

The perception of the quality of products and services is subjective and depends on external and internal factors that affect the consumer. In this case, client experience is a factor, determining the quality of a service for every particular client [1, 6]. That is why it is extremely important to build strategic communication with client, basing on Customer Experience (CX).

Customer experience refers to the experience of customer interaction with the company at all points of contact. It has a result on each step of 7P marketing-mix [4]: product, price, place, promotion, process, people, physical environment.

Customer experience management strategy leads to an increase of customer loyalty, the average bill. It is reflected in the growth of the Customer Lifetime Value (CLV) [5, 7]. Customer satisfaction and loyalty influence the desire to recommend a brand. Thus, the costs on such instruments of promotion-mix as advertising and public relations are reducing [2, 9].

According to Gartner analysts, in the coming years, client experience will become the main factor of competition of the brands internationally [3, 14]. According to the international study Dimension Data Global Contact Center Benchmarking Report, 82% of companies consider customer experience to be one of the main competitive differences, and 77.5% define it as the main indicator of strategy effectiveness. Nowadays 23% implement customer experience worldwide [12]. On the international market CX-strategy is used by Huawei, Hewlett-Packard Company, IBM, Nokia Siemens Networks and Oracle Corporation have already implemented this strategy [15].

In Russia, this strategy of communication with clients appeared a decade ago when the competition began to intensify. Now the CX-strategy is already being implemented not only in the hospitality, tourism and entertainment industry, but also in the telecommunications industry and in information technologies.

Move on to the implementation of CX-strategy in the ESET Russia as the main competitive advantage on the market of the antivirus software.

Traditionally, ESET occupies about a third of the market of antivirus software in Russia, a share twice more is kept by the main competitor because of import substitution policy. In 2016 ESET has started a customer experience strategy, which goal is to bring the company to the first place in customer service and increase profitability.

The implementation of the strategy started from the identification of customer experience indicators for each department (Technical support, Retail Department, Department of Relations

with corporate clients). These are Net Promoter Score (NPS) [11], Net Satisfaction Index (NSAT). Monitoring of indicators is carried out daily, the Department Director quickly solves the problem as soon as it appears.

As the part of the strategy, several projects were realized in order to build communication with the client. For example, Closed Loop is a project for receiving feedback from a client after solving the problem.

Another project is related to WOW-effects. Wow-effect may be defined as all actions of employees to form interest and loyalty to the product, positive associations with the company in non-standard situations [13].

Also ESET has a Contact Center, which is called "The Good Deeds Service". Each of its employees is positioned as an "expert friend," who has no scripts and no time limited [13]. These employees are involved in the realization of many projects: they provide technical support, conduct surveys, organize personal WOW-effects.

Over the two years of the implementation of the CX strategy, the NPS indicator of ESET has grown significantly from 53% to 70%, NSAT from 54% to 67% [13]. The study shows that the satisfaction of retail partners with ESET is 84%, while competitor satisfaction is lower (57%) [13]. In the corporate direction, satisfaction rate is 84% on February 27, 2018 [13].

The introduction of a new service strategy of communication with the client had a positive impact on the company's financial results: the percentage of renewals in the corporate segment raised, the company's market share increased from 30% to 33% [13]. This proves the effectiveness of customer experience strategy. Moreover, the feedback received from customers allowed ESET to set a new business. An example is the Contact Center, which separated from ESET Russia and became a source of an additional income.

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