



INTRODUCTION

The book: a reflection of the chair's work

The collective work *Experience as an academic object and managerial realities* is an outcome of the research programme and work of the Customer Experience Chair at EM Strasbourg.

Thanks to its partners, SIG Strasbourg, Hager Group, and Schmidt Groupe, the Chair has been working on the topic of customer experience since 2017. Crédit Mutuel Alliance Fédérale joined the Chair in 2019. The partners all place experience at the heart of their strategic thinking and offer valuable insights into the various managerial realities related to the concept.

This book could not have been written without their insights, for which we are deeply grateful. We would also like to thank all of the people who have supported or who continue to support the Chair since it was first launched.

For SIG Strasbourg

Martial Bellon, President

Aymeric Jeanneau, Marketing and Sales Director until February 2020

Nicolas Moncade, Member of the Executive Board until June 2019

For Hager Group

Martin Kaiser, Strategic Insights Director

Franck Houdebert, Chief Human Resources Officer

Céline Pineau, Sociologist – Group Strategy

Adrien Pitrat, Usability Expert – Group Strategy

For Schmidt Groupe

Anne Leitzgen, CEO

David Chazet, Group Marketing Director

Lauriane Jaegli, Market Intelligence Manager

Florence Merieult, Strategic Marketing until July 2021

For Crédit Mutuel Alliance Fédérale

Eric Petitgand, Deputy Managing Director

Marc Weiss, Director of Crédit Mutuel Payment Solutions

Alexandre Begard, Head of Strategic Marketing for consumer markets

The Chair's scientific committee: Professors Marc Filser (IAE Dijon University of Burgundy) and Patrick Hetzel (University of Paris 2 Panthéon Assas).

The starting point for the book was the Chair's conference cycle (2019-2020), the 2021 workshop, and, more broadly, its research programme. Since 2017, the Chair has conducted academic research on customer experience and explored topical and sensitive issues for firms that seek to put customer experience at the heart of their strategy.

For the past forty years, the experiential field has been the focus of considerable research, numerous papers and publications, and a number of managerial applications. Hybrid contexts combining physical and digital experiential frames of reference have made it crucial to develop a better understanding of consumers' experience during their customer journeys and the tools that organisations and brands need in order to design and manage such experiences. Experience is both a key to understanding the individual journeys of consumers, employees, and citizens, and a type of offer that companies, brands, and organisations seek to deliver. Experience is also an inclusive term for a reality that is far from homogeneous and is, on the contrary, extremely wide-ranging.

Whether it involves connected objects that transform applications, experiences on platforms that transform customer journeys, updating experience designs in physical contexts, employee experience as a key success factor in delivering successful customer experiences, or the question of experience indicators and measurement, each perspective offers fascinating insights for the academic pursuit of “experience.”

We would like to thank all the members of the Chair and the experts who spoke at the various conferences and whose comments inspired several of the chapters in the present book.

In alphabetical order

Reynald Chapuis, HRD in charge of digital transformation, Crédit Mutuel Alliance Fédérale

Guillaume Despré, Head of Digital, Data Management & CRM, Crédit Mutuel

Martin Kaiser, Strategic Insights Director, Hager Group

Anne Leitzgen, CEO of Schmidt Groupe

Karen Tartour, Director of Expertise – Customer and Employee Experience, Kantar

Structure of the book

The book is divided into five sections: a prospective section, a section focusing on different types of experience digitalisation, a section devoted to the thematisation and design of physical experiential contexts, a section dealing with employee experience, and finally a section dealing with the challenges of experience measurement.

In **the first section**, comprising the chapter “Customer experience and after,” Marc Filser traces the major developments in the field of experience and outlines its future perspectives. Experiential contexts are becoming ever more complex, and consumers are increasingly looking for meaning. Can an experience orchestrated by a company resolve these tensions by creating value?

The second part of the book includes four chapters that deal with different aspects of experience digitalisation. In Chapter 2, Marc Filser and Claire Roederer identify the impact of platforms on customer experience. In Chapter 3, Françoise Simon presents brand experience as a narrative interpretation and proposes an understanding of the brand experience through the prism of transmedia narratology. In Chapter 4, Yacine Ouazzani compares the experience of consuming opera in the physical context of an opera house with its virtual streaming alternative. Finally, in Chapter 5, Marion Roig studies the new uses of connected objects and the “object driven” experiences that emerge from their use in our everyday lives.

The third section consists of two chapters, with a focus on physical experiential contexts that are the setting for multiple experiences. Thus, in Chapter 6, Damien Chaney and Fuat Firat examine the design of the Hellfest festival and introduce the new concept of syncretic experience. In Chapter 7, Tony Valentini analyses the different levers designers of physical contexts use to script an experience in the retail sector.

The fourth section contains two chapters that explore the employee experience and its links with the customer experience. In Chapter 8, Claire Roederer compares the customer experience with the employee experience, while in Chapter 9, Tatiana Henriquez offers an in-depth analysis of the adoption of an innovation in retail (click & collect) and the role of the employee experience in the customer experience.

Finally, in the fifth section, Richard Huaman-Ramirez and Claire Roederer examine the delicate issue of measuring experience in Chapter 10.

The book allows readers to explore experience from a variety of angles. We hope that *Experience as an academic object and managerial realities* will not only help companies to design and manage experiential strategies but will also inspire future research in the field.

Inset 1. The Customer Experience Chair: Mission & Partners

The idea of the Customer Experience Chair is based on a simple observation. Regardless of the sector of activity, all companies, whether voluntarily or involuntarily, give their customers an experience. This does not mean that all companies know how to take advantage of the experiential perspective to build a competitive advantage in their various markets, however.

The Customer Experience Chair at EM Strasbourg, initiated and created in 2017, aims to provide a space for research, reflection, meetings, and training around the topic of customer experience in its physical and digital variations and its transversality.

The Chair's partners share the fact that customer experience is at the heart of their strategy, despite operating in different sectors.

SIG Strasbourg, Hager Group, Schmidt Groupe since 2017.

Crédit Mutuel Alliance Fédérale since 2019.