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**CUSTOMER EXPERIENCE MANAGEMENT
STRATEGIES AND KNOWLEDGE MANAGEMENT TO
ENHANCE HIGHER EDUCATION PRACTICES
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***Customer Experience Management Strategies and Knowledge Management
to enhance higher Education practices
(Conceptual Research)***

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Abstract

The purpose of this paper is to focus on the importance of Customer Experience Management (CEM) in organization in general and Higher Education Institutions (HIE) particularly as conceptual study, Winning new customers is considerably more difficult and much more expensive than retaining existing customers. To manage a customer's experience, it had to understand what is "customer experience" actually means and understand the emotional factors affect the customer relationship with organization to enhance his loyalty, Maintaining an emotional connection requires systematic management of the customers' experiences with an organization and its offerings from the customers' perspectives.

With using knowledge management systems organization strengths the customer experience management and enhances the customer loyalty and differentiates the organization from its competitors.

Key words: Customer Experience Management, Customer Relationship Management and Knowledge Management.

1. Introduction:

Great organizations establish strong emotional communication with their customers. Emotional effective connectivity enhances total customer experience and differentiates the organization from the competitors. Maintaining an emotional connection requires systematic management of the customers' experiences with an organization and its offerings from the customers' perspectives, this is important because it is the customers' overall experiences with an organization and the goods or services it offers that evoke the perception of value that determines brand preference. Actual experiences of customers trump all else. Consequently, it is important to systematically manage customers' experiences as all organizations are consider as service ones in the sense that all create value for customers through performances (services). Moreover, the ultimate goal of experience quality management is to enable an organization to deliver just the right set of experience clues that evoke specific feelings desired by its customers. This involves defining a targeted customer perception and set of feelings followed by designing and orchestrating clues that create the desired perception and

feelings. This organizational competency doesn't develop overnight, but management tools are fortunately available to help organizations develop the necessary skills.

Organizations realize the strategic role of Customer Experience Management (CEM) and the subsequent necessity for developing a customer experience strategy, organizations are becoming satisfied with the new concept of Customer Relationship Management (CRM), a new term has emerged to CEM, the two are similar, and they are both difficult to define (KLAUS, 2012).

The idea of CRM can be stated in the following way: Every time a company and a customer interact, the company learns something about the customer. By capturing, sharing, analyzing and acting upon this information, organizations can better manage individual customer profitability; CEM is almost the mirror image. It says that every time a company and a customer interact, the customer learns something about the organization according to this premise what is learned from each experience, customers may alter their behaviour in ways that affect their individual profitability. Thus, by managing these experiences, companies can orchestrate more profitable relationships with their customers.

The customer personal experience results from interactions with the company, including the brand and frontline employees as well as using products or services (Klaus, 2012).

CRM uses profiling, micro-segmentation and predictive analyses to identify each customer's structure. CRM thus uncovers the preferences and propensities of customers so that they can be nudged towards optimal profitability. CEM looks at the environment. It gathers and analyzes information about the dynamics of interactions between organizations and customers. This information is feed back to the company in a self calibrating system that (in theory) makes optimal use of every opportunity to influence customer behaviour.

Obviously these are overlapping approaches, and both have merit if designed and applied intelligently. Up until now the spotlight has predominantly been on CRM, in part because it is technologically impressive (as well as astonishingly expensive). Unfortunately, CRM has not been nearly as effective as promised; according to some estimates, from 50% to 70% of CRM initiatives fail to achieve their goals. As CRM is more widely used, its weaknesses become more apparent.

Customer experience is defined by every touch point between a company and its customers, across all channels, customer expectation can be damaged during a single transaction if it is let down by even one channel (from website to email and then call centre) to find a better experience and enhances the customer loyalty and differentiates the organization from its competitors, CEM is a strategy that focuses the operations and processes of a business around the needs of the individual customer. It represents a strategy that results in a win-win value exchange between the organizations and its customers. The goal of CEM is to move customers from satisfaction to loyal and then from loyal to advocate and improve customer experience to achieve profitability (Klaus, 2012); (Hillyard et al., 2011); (Meyer et al., 2007). According to Arthur (2012) a one percentage point increase in the Customer Satisfaction Index leads to a 2.9 percent increase in Average Revenue per User (ARPU). A successful brand shapes customers' experiences by embedding the fundamental value proposition in offerings' every feature (Meyer et al., 2007).

CEM's strengths lie in precisely the areas where CRM is weak. By focusing on the experiences of customers and how those experiences affect behaviour, CEM examines both the quality of the company's execution and the efficiency of the result. It aligns customer needs with the company's ability to fulfil those needs, leading to business relationships that are mutually beneficial and that both parties-company and customer are motivated to improve (Kamaladevi, 2010).

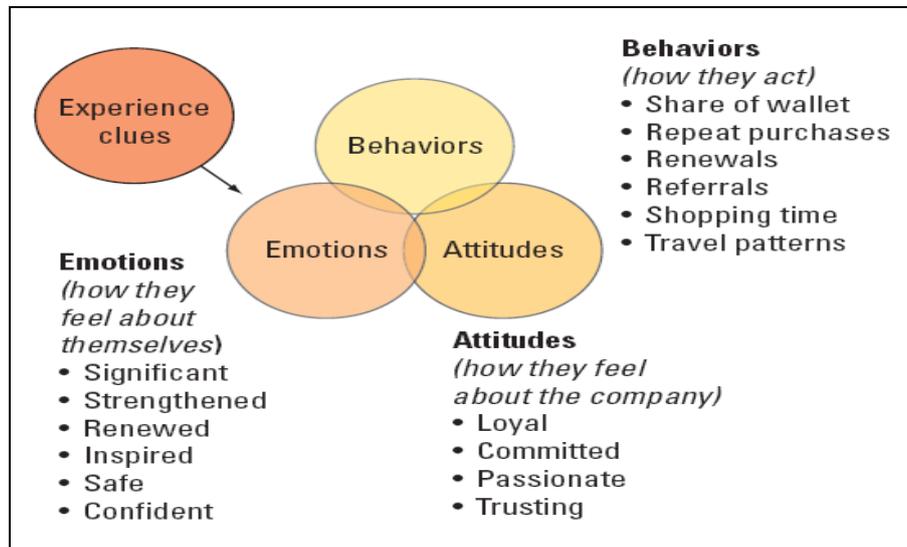
Customer experience includes every aspect of a company's offering the quality of customer care, advertising, packaging, product and service features, ease of use, and reliability (Meyer et al., 2007)

2. Build Loyalty through Experience Management

All organizations are service ones in the sense that all create value for customers through performances (services). Some organization's creating value through manufactured goods and services. The services can facilitate the sale of the goods, directly generate revenue or do both. Other organizations exclusively market services. But all organizations interact with customers (Leonard et al., 2007).

2.1 Focus on Feelings

Emotional connectivity is an opportunity for all types of organizations. There is no such thing as a commodity business, only managers who think of their businesses as commodity businesses, the concept of experience quality is often difficult for managers to grasp because many have learned to focus on efficiency, productivity, defect reduction and other numeric quality indicators. When the product is a performance, in delivering excellent experience quality, the customer feeling effect not created exactly with the same way for every customer, organization cannot manage customers' emotions, but it can manage the clues embedded in customers' experiences with the organization that trigger their emotions. Those emotions consciously and unconsciously influence attitudes that drive behaviour. Figure (1) shows these relationships (Leonard et al., 2007).



Source: Leonard et al., 2007

Figure 1: Behaviours, Attitudes, Emotions and Experience Clues

2.2 Experience Quality versus Process Quality

Creating customer's experience is dynamic process. Moreover, the end effect occurs in the customer's mind and experience quality management requires consistently delivering the right feeling through an array of clues that create the experience. It requires educating employees about the power of clues and how to execute clusters of clues that generate specific desired feelings, these feelings identified by research techniques that uncover some of the unconscious feelings customers have that will create greater emotional connections.

Process quality management requires monitoring for execution; experience quality management requires monitoring for execution and effect. Consistent monitoring helps determine clue relevance and identifies opportunities to refresh and redesign (Leonard et al., 2007).

According to SAGE CRM Solutions 2010 Strategy the evolution of the CRM market is marked by important technology waves such as the introduction of Personal Computer (PC) based applications, client/server applications, Web-based applications, on-demand applications, and mobile applications. The recent emergence of Web 2.0 and end-to-end business management solutions is driving another fundamental transformation in the CRM market.

Web 2.0 generally refers to the highly interactive nature of Web-based access. The Web world has evolved from users simply browsing Web sites, to users being connected to and instantly aware of others. Information is dynamic and highly collaborative, with readily available access to information based on well-documented standards and highly flexible technologies; Web 2.0 is enabling businesses to utilize new, dynamic, and highly interactive techniques to collaborate with their customers. At the same time, end-to-end business management solutions are connecting front-office and back-office solutions, enabling organizations to optimize their business processes to better support their desired customer experience.

2.3 CRM Vision:

Technology innovations are enabling profound, new uses for CRM for the future. Yet, any given business' unique CRM vision is shaped by three key drivers: its customer interaction model, its performance enhancement strategy, and its buyer influence. These drivers are typically present in most organizations and will determine the CRM vision for each entity, Effective improvement of customer experience is about improving profitability, *“a 5-percent improvement in customer retention rates can yield as much as a 75-percent increase in profits for companies across a wide range of industries”* (Sage CRM Solutions 2010 Strategy).

2.3.1 CEM versus CRM:

Figure (2) illustrates how CEM and customer relationship management differ in their subject matter, timing, monitoring, audience, and purpose.

	What	When	How Monitored	Who Uses the Information	Relevance to Future Performance
Customer Experience Management (CEM)	Captures and distributes what a customer thinks about a company	At points of customer interaction: “touch points”	Surveys, targeted studies, observational studies, “voice of customer” research	Business or functional leaders, in order to create fulfillable expectations and better experiences with products and services	Leading: Locates places to add offerings in the gaps between expectations and experience
Customer Relationship Management (CRM)	Captures and distributes what a company knows about a customer	After there is a record of a customer interaction	Point-of-sales data, market research, Web site click-through, automated tracking of sales	Customer-facing groups such as sales, marketing, field service, and customer service, in order to drive more efficient and effective execution	Lagging: Drives cross selling by bundling products in demand with ones that aren't

Source: Meyer et al., 2007

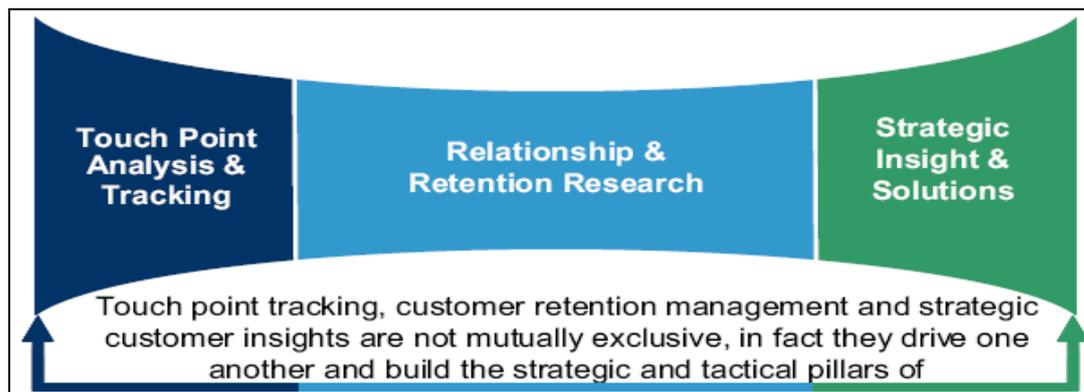
Figure 2: Customer Experience Management and Customer Relationship Management

3. Customer Interaction Model:

Small businesses, professional services organizations, and businesses with agents and brokers tend to manage their customer interactions on a one-to-one or one-to-many basis in

which there is one point of contact for one customer contact or one point of contact for many customer contacts (Sage CRM Solutions 2010 Strategy).

According to Huber (2010) Winning new customers is considerably more difficult and much more expensive than retaining existing customers; many organizations acknowledge this by regularly conducting customer surveys to measure customer satisfaction. However, they often fail to realize that it is not customer satisfaction that is decisive, but rather customer retention. It is vital to monitor continuous and immediate feedback on product delivery, service quality, after sales service and the retail environment so that adjustments to daily customer interactions can be made rapidly, with a worldwide network of more than 400 stakeholder management experts, the stakeholder management approach focuses strongly on CEM, on both strategic and tactical levels.



Source: TNS is a trade mark of Taylor Nelson Sofres, a Kantar Group Company

Figure 3: Customer Experience Management

Strategic CEM: Allows organizations to develop a customer centric strategy by understanding key drivers of customer satisfaction. That helps organizations to improve their overall business performance and achieve long-term customer retention by listening to their customers. Aligning business processes to match the overall customer experience with the customer expectation helps to ensure long-term profitability and sustainability. Strategic CEM is crucial as it ensures a successful ongoing relationship by taking a broader view on all processes.

Tactical CEM: Tactical CEM is a rich resource allowing you to get immediate feedback from your customers and quickly react on a one-to-one client basis. Uses feedback from complaint management programmes as well as information collected from customer interactions with various touch points. In addition to enabling a quick response to dissatisfied or defecting clients, it allows the business to pinpoint and fix processes.

By embedding one-to-one customer feedback in the total CEM, organization's delivers a comprehensive approach for holistic stakeholder relationship management. Stakeholder Management has continuously supported clients with research based on the following key insights:

- Even satisfied customers defect but customers who perceive that their supplier holds a big advantage over its competitors are more loyal.
- Customer retention is critical for business success but in ways which differ by industry, or even by company.
- Customers may talk about what they think is important but they are not always conscious of what drives their loyalty most strongly.

- Drivers for customer retention evolve over time and result from actions of the market players.

4. Management of Customer Experience

CEM implementation is considered as the integration of customer touch points achieved through front and back office integration, supply chain partnerships, and people development, the process starts with some form of touch point mapping that identifies the critical moments at which Customer Experience is enhanced or degraded, the gap between customer expectations and experience spells the difference between customer delight and something less (Klaus, 2012; Meyer et al., 2007). CEM is more important than ever for three reasons. First, customer experience is playing a critical role in organization's ability to differentiate. Second, customers' expectations are changing, according to service, brand and customer experience are becoming part of the product, and consumers are becoming more price sensitive due to the challenging economic environment. Third, scale matters less and CEM is very much skill driven (Arthur, 2012).

4.1 The Employee Experience:

When employees observe senior managers persistently demanding experience information and using it to make tough decisions, their own decisions are conditioned by that awareness. Satisfaction levels soon returned to their formerly lofty levels, and employees took heart as management placed experience ahead of revenues (Meyer et al., 2007).

5. CEM in Higher Education (HE):

According to Alperin (2005) anyone who benefits from the environment and experience created by a college or university considered a customer, group of customers in HE contains the following:

- **Students:** The experience they enjoy is influenced 24 hours a day, 7 days a week by campus activities, events, and people.
- **Faculty and Staff:** This category comprises from people who work in the environment created by the institution. They participated in many fields as students, such as dining, bookstore, athletic and cultural events, and even classes. They benefit also from internal service departments, such as payroll, benefits, and human resources. Faculty and staff are unique in that they represent both customers and service providers.
- **Alumni:** this category includes people who participate in reunions and social events, or even educational classes. This group is also a vital source of revenue.
- **Community:** which participate in athletic and cultural events in campus, the local community supports HE institution and benefits from the local economy generated by the campus and from the community service efforts of HE institution. Equally important, the community also contains immediate employee pool.

6. Best Practices to make the Successful CEM

According CRM magazine (2012) and (2013), delivering a great customer experience has become the new corporate imperative; there are some practices organizations do to make the successful CEM and win-win strategy for CEM:

- **Kill a stupid rule:** Large organizations have at least one process they know about hurts their customers (at least the people knows the rules that hurt the customers), getting rid of one or more of these rules can quickly, cost efficiently and increase customer satisfaction.

- **Incorporate a customer-focus in the vision/mission statement.** Support the company mission by presenting customer related information (e.g., customer satisfaction/loyalty goals), use customer feedback metrics to set and monitor company goals. Start with clear goals and objectives.
- **Build customer touch-point system (Make a connection):** Implementing knowledge management in contact centre before rolling out to Web self-service systems offers the chance to fine-tune knowledge, knowledgeable sales staff, training employees to interact with customers in a personal way adds to the customer experience.
- **Understanding:** Understand the context and intent of each customer’s inquiry, and to make organization answer as precise, personalized and useful as possible – whether it’s delivered via contact centre or Web self service. Choose knowledge management tools that enable organization to avoid overloading customers with information and deliver tailored, interactive, accurate answers.
- **Social media:** is considering as a key source for answers to customer questions to deliver insights on how a company or brand is being perceived. Connecting knowledge management initiative with, adds to, and capitalizes on the growing knowledge stores of social networks enable rapid, low-cost content development and encourage Web self-service while reducing contact centre workloads. The Internet has undergone a tremendous amount of fundamental change in its landscape social, personal and mobile.
 - **Social:** The Web is becoming increasingly more social and much less anonymous; the power of sharing can enhance or destroy brands in seconds.
 - **Personal:** While the Internet is continuously expanding in terms of ubiquity, at the same time it’s becoming much more local and much more personal in terms of user experience.
 - **Mobile:** The growth of mobile access to the Internet is rapidly expanding to the point where access from tablets and phones will soon exceed that from desktops and laptops. Communicate with customers is changing, and when fundamental change like this occurs, organizations who recognize the change and move quickly to adapt will benefit the most.
- **Interaction and Think “community”:** In many industries, online community forums or groups around a particular organization or product, organizations are strengthening their customer experience by working with these community forums. Organizations should interaction with these communities; instead, watch and listen and understand the needs or recommendations of the group.
- **Identify an executive as the champion of the CEM program:** A senior level executive “owns” the customer feedback program and reports customer feedback results at executive meetings.
- **Use customer feedback in decision-making process: Include customer metrics in** company’s balanced scorecard along with other, traditional scorecard metrics. This practice ensures executives and employees understand the importance of these metrics and are aware of current levels of customer satisfaction/loyalty. Present customer feedback results in company meetings and official documents, loyalty leaders collect customer feedback using a variety of sources (surveys, social media, and brand communities).
- **Leverage analytics and reporting tools:** A quick way to gain a strong lead in customer experience is to use analytics and reporting tools against that data. An analytics initiative can be done at reasonably low cost, in a matter of months, and have a real stockpiled a wealth of information in their customer relationship management (CRM) and other customer-related databases.

7. Knowledge Management (KM) for CEM:

According to Meyer et al. (2007), for obtaining right information, there are three patterns of customer experience information, each with its own pace and level of data collection. First pattern; when companies monitor transactions occurring in large numbers and completed by individual customers, they are looking at past patterns each attempt to determine the quality of the experience directly follows the experience itself. So, companies receive by this method an uninterrupted, or “persistent,” flow of information, which they then analyze and communicate internally. Although, surveys are the tool used most often for gathering data on past patterns, customers are sometimes approached through online forums and blogs. Second Pattern Analyses of present patterns are not simply evaluations of the meaning and success of a recent encounter. They envision a continuing relationship with the customer. Consequently, questions may extend to the customer’s awareness of alternative suppliers, new features the customer might desire, and what it sees as challenges to its competitiveness; the data are collected through surveys or face-to-face interviews. Third Pattern, Potential patterns are uncovered by probing for opportunities, which often emerge from interpretation of customer data as well as observation of customer behaviour. Like the study Gilead conducted, such probes are outgrowths of strategies usually involving the targeting of particular customer segments and are therefore unscheduled, or “pulsed.” The findings are often used to inform the product development process.

As relationships with customers deepen, companies tend to collect data with greater frequency. The aim of data linkage is to create links and connections between separate surveys or between surveys, customer databases and other data to reach to richer view of the overall customer experience, the objective of KM for Customer Experience is to investigate customers feedback predicts actual customer transactional behaviour to monitoring the state of the business, Whereas data mining extracts information from structured databases, text mining extracts information from unstructured data (CRM Magazine, 2012; Hillyard et al., 2011; Meyer et al., 2007).

A true assessment of customer data requires a willingness to accept critical feedback, even if it means acknowledging that a customer’s needs are not being met. The regular tracking of candid customer feedback supports organizational continuous improvement, this is obligation to frequently realign with customers’ business needs and work with them to help reduce risk, create solutions and provide best-in-class service. While customer centricity will continue to be the overarching principle that governs our day to- day business practices, we will continue to build meaningful and specialized relationships that bring success to our customers (Meyer et al., 2007).

Universities management needs to consider the use and application of technology to drive more efficient service experience which adds value to the university through knowledge and feedback, and value to the student through better more efficient service support delivery using the web, mobile technology. By understanding both sides needs and wants the university can maximize the experience journey through a strong partnership technology allows speed and accuracy of information which students require, and the potential for interactivity, technology was able to capture student data on behaviour and usage patterns of information which allowed for improvements and improvements in the student experience (Meyer et al., 2007).

Applying KM in Education

Higher education institutions have significant opportunities to apply knowledge practices to support every part of their mission. The areas of application involve research, curriculum development, academic services (teaching- learning process), alumni services, formulation and development of strategic plan, administrative services (student and alumni),

access to potential customers and other stakeholder, library services, development programs etc. (Mathew, 2010).

Studying the strengths and weaknesses of managing, creating, and disseminating knowledge in educational environments could reveal whether KM strategies support the innovation, preservation, and reuse of intellectual resources. McCarthy (2006) reported unique and different uses of KM in educational settings; also identified some difficulties while researching KM in academic setting such as:

- Stakeholders needed to be educated in KM.
- Stakeholders needed a KM architecture that articulates the structure that the KM program will operate and that has a feedback mechanism.
- Stakeholders needed dynamic technological support.

Knowledge building refers to the managerial practices associated with knowledge and technology considered as one of the many vehicles to enable knowledge building. The processes and practices associated with managing knowledge are directed at helping educational institutions acknowledge other means of using and reusing their resources, Today's adaptive uses of Web based data and electronic publishing are altering traditional methods of publishing, research, curriculum development, teaching and learning, In relation to the above mentioned uses of electronic resources, an institution's information technology department may store nearly 550,000 various forms of digital collections (UW, 2002). The advantage of using KM is that it will structure the output, in knowledge terms, that people within an academic environment produce (McCarthy, 2006). KM is an important source of competitive advantage, and consider as a key factor for successful organizations, sustaining the collective expertise of its employees and partners (Lubega, 2010). KM is considered an integral part of the quality management process to achieve continuous improvement and performance excellence; the quality management requires gathering and analysis of data in all its steps, without knowledge sharing in the organization, quality management cannot exist (Akdere, 2009). To succeed, KM must be oriented by a strategic vision to fulfil primary organizational objectives such as improving knowledge sharing and cooperative work, disseminating best practices, improving relationships with the external world, and preserving past knowledge for reuse (Lubega, 2010). KM systems capability is identified to include external knowledge likes knowledge about competitors and customers, as well as internal knowledge such as financial, human resource, and product or service knowledge; in the technology perspective, KM is associated with existing technology that comprised their organizational technology infrastructure such as data warehouses, intranets, and the World Wide Web as well as existing tools including search engines, multimedia and decision supporting tools (Lubega, 2010).

KM practices aiming to facilitate communication among teachers and academic staff, allowing them to work together more efficiently, by accessing the same collaborative portal interface, the learning community can access shared applications such as shared calendars. Flexibility and mobility of the users are insured since it is possible to access to the platform from any computer with a Web browser and Internet access, the user interface system list offered the following:

- Web mail service.
- Personnel information including pictures.
- Shared calendar.
- Discussion forum.
- Tasks to do for personnel use.
- Online schedule.

- Direct access to other educational systems.
- Automatic email to students registered to the course if any.
- Access to the online assessment systems.
- Room's reservation.
- Student's performance analysis.
- Parent access management is a special service allowing the parents to follow the learning progress or the attendances of their children. Etc.

KM system represents an innovative learning environment where all the described services are integrated into a platform with just a single sign on. Developing KM systems for both undergraduate and graduate students, the initial aim was to offer different services according to the specific requirements of both programs, and the available services include:

- Online registration of the lectures – class and exam schedule.
- E-mail services.
- Grade report and calculator.
- Online payment.
- Online request to be enrolled in graduate program.
- Online Library access.

Students can get access to the different services via mobile phone, for example information about their grade or about sudden change in the class schedule. Students are able to pay the registration courses fees via mobile phone. The system offers additional services such as possibility to control the checklist for the degree plan or forum access, etc. also using a learning management system allows faculty and students to communicate, interact and exchange documents related to a particular class. Among the main features provided; course information, student list, announcements, forums, documents, exercises, and links.

The e-learning module provides access to online courses and to some interesting topics to allow students and everyone to learn on their own at their own pace and during their favourite time. The online assessment module is used for course evaluation online, the video online module allows to view online some selected movies and documentaries. The link modules are links to faculty and school resources and finally the e-paper module provides access to the collection of academic papers published in academic journals. Each module contains sub menus that we will not be described in details in this paper but we encourage each reader to visit the site (Arntzen et al., 2009).

Benefits from Knowledge Management in Higher Education

In recent years, KM has become a critical subject of discussion in the organization. Viewing knowledge as a development factor comes benefits to universities and the organizational communities they establishing a regional competitive advantage. Valuable and difficult to imitate intangibles of human capital is the main source of a sustainable competitive advantage in the future. Accumulation and sharing of both explicit and tacit knowledge improve organizational and educational outcomes. Effective KM strategies within a university increase its ability to serve internal and external stakeholders. Effective KM also increases a university's ability to become involved in regional economic development. Preparing students to succeed in a knowledge based economy requires an integrated educational environment that encourages creativity and a commitment to lifelong learning. Educational institutions are challenged to prepare students to compete in a knowledge society. This challenge requires universities to be in keep pace of evolution, investigating, analyzing, predicting, and responding to opportunities and threats resulting from knowledge creation (Brewer et al., 2010). According to (Wai et al., 2010; Mathew, 2010), KM improved quality, enhance internal efficiency, management learning and reduced costs, improve

consistency and competitiveness, KM lead to better decision making capabilities, reduced “product” development time (i.e. curriculum development and research), improved academic services (teaching- learning process) and administrative services (student and alumni), formulation and development of strategic plan, access to potential customers and other stakeholder, library services, development programs and reduced costs.

KM in higher integrates academics, developing administration modules, faculty feedback, provide access and develop online resources for teaching and learning, evaluation of courses, handling students query, assignments submission, verify records and reporting, interface with intranet, grading, build and design programs and courses, integrated with other campuses, conduct and monitor examinations, counselling, information management, technological development, staff management, library development etc. According to (Mathew, 2010; More, 2010; Ramachandran et al., 2009), using knowledge management creates some benefits to:

Table 1: Benefits from Knowledge Management in Higher Education

A- Students and alumni services like	B- Curriculum development process like
<ul style="list-style-type: none"> • Improved services for students. • Improved service capability of faculty and staff. • Improved services for alumni and other external constituents. • Improved effectiveness and efficiency of advising efforts (to integrate fragmented efforts currently undertaken by faculty, academic support staff, student services staff, and student affairs staff. 	<ul style="list-style-type: none"> • Enhanced quality of curriculum and programs by identifying and leveraging best practices and monitoring outcomes. • Improved speed of curriculum revision and updating. • Enhanced faculty development efforts, especially for new faculty members. • Develop teaching and learning process to achieve quality outcomes • Enhance evaluation and administrative activities • Develop external and internal relationship • Foster innovation by sharing • Develop and facilitate inter departmental relationship • Technological advancement • Improved administrative services related to teaching and learning with technology • Improved responsiveness by monitoring and including lessons learnt from the experiences of colleagues, students’ evaluation or other role players’ inputs • Interdisciplinary curriculum design and development facilitated by moving across boundaries
C- Teaching and research like	D- Strategic planning like
<ul style="list-style-type: none"> • Achieve effective delivery. • Collaboration between various component, internally and externally for teaching and research. • Curriculum enhancement. • Effective use of technological aids for effective course delivery • Increased adaptability for research, funding and commercial opportunities • Leverage previous research findings • Effective training and development process • Minimize replication of activities • Reduce cost of overall research • Reduce risk of uncertainty 	<ul style="list-style-type: none"> • Develop competitiveness and competitive response • Support in administrative strategic planning • Enhance strategic decision making (resource allocation) • Improve performance indicators by monitoring and assessment • Support in financial strategic planning (budgeting) • Enhance students-faculty retention rates by recognizing the value of employees • Reorganize operations and reduce costs by eliminating duplication and redundant processes • Improve service by reducing time • Boost services for quality delivery • Improve sharing and strategic collaboration • Support informational strategic planning

Conclusion

In recent years a number of fundamental changes have occurred in the business environment that have led to the emergence of CEM as both a strategic discipline and a fast-growing industry, complete with a wide array of tools and solution sets. The changes have been fuelled by technological advancements, which have expanded the range of services available to customers, and simultaneously led to escalating customer expectations. The result is that there are now more services and products available than at any time in the past, yet customer satisfaction are on a downward slide. CEM are critical to the success of any business or organization by providing efficient business tools that make the interactions between companies and customers more rewarding for both parties.

Higher education has an ability to learn from other industries to create its unique customer experience, the ability of institutions to create and manage their unique experiences significantly allow them to differentiate their brand and achieve competitive advantage.

Organizations have to engage their customers every day to create the long-term loyal advocates necessary to compete in these challenging times. The most important thing is to be able to identify ways to hold on to profitable customers.

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