

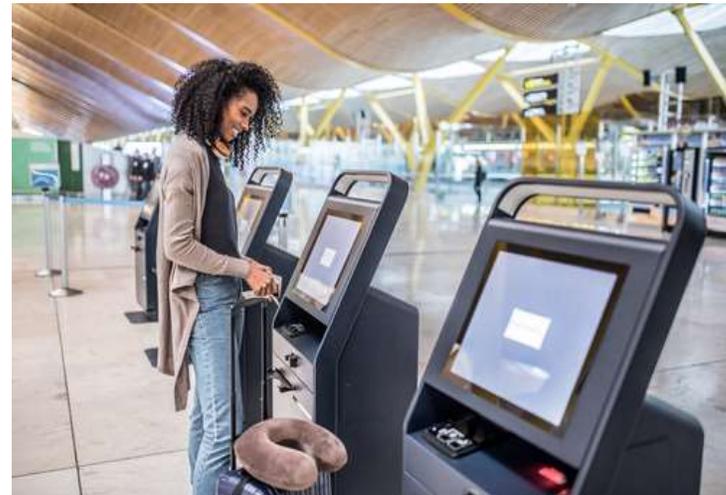
Customer Delight: Achieving Higher Levels of Customer Emotions

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Types of customer interactions



Think of a time when you
have been delighted as a
customer – anytime...



A Culture of Service Creates a Sustainable Competitive Advantage



Compared to the compound annual growth of stock market which was 6.2% (Carpenter 2018)

Even more interesting – their products are a commodity (and sometimes not even the preferred choice)

Historically

To enjoy success firms were told to satisfy their customers. This was achieved by having:

$$\text{Performance} = \text{Expectations}$$

How satisfied were you with _____ service?

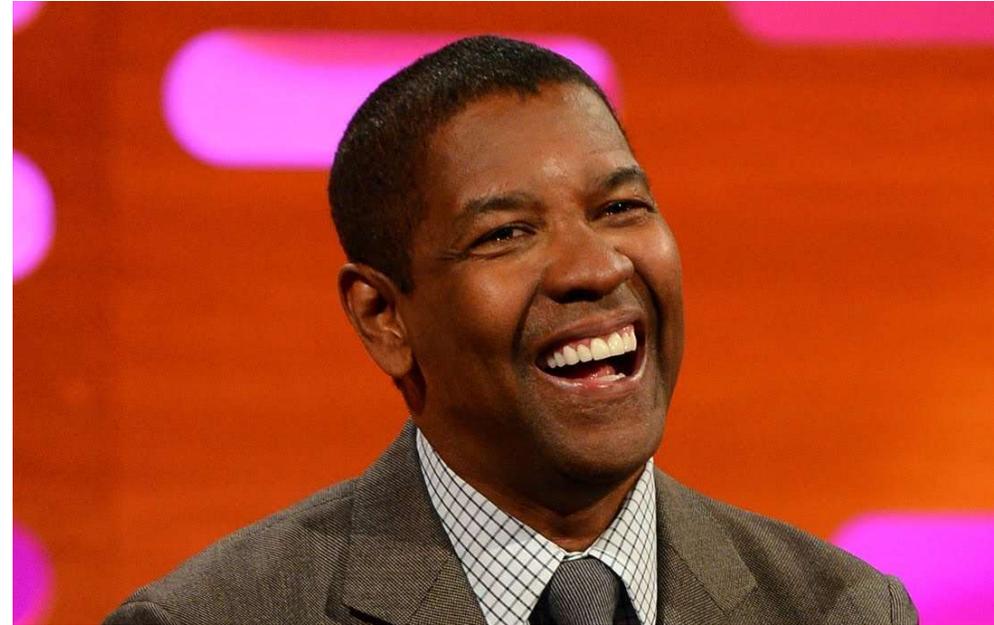
1 2 3 4 5

Just get 4/5 –
the company
will be okay



This used to
be advertised
all the time...





Compared to people who put 4/5 people who put 5/5
are 5-10 times more loyal...NPS as well



Delight vs Satisfaction

What is customer delight?

Delight = a profoundly positive emotional state

What is customer satisfaction?

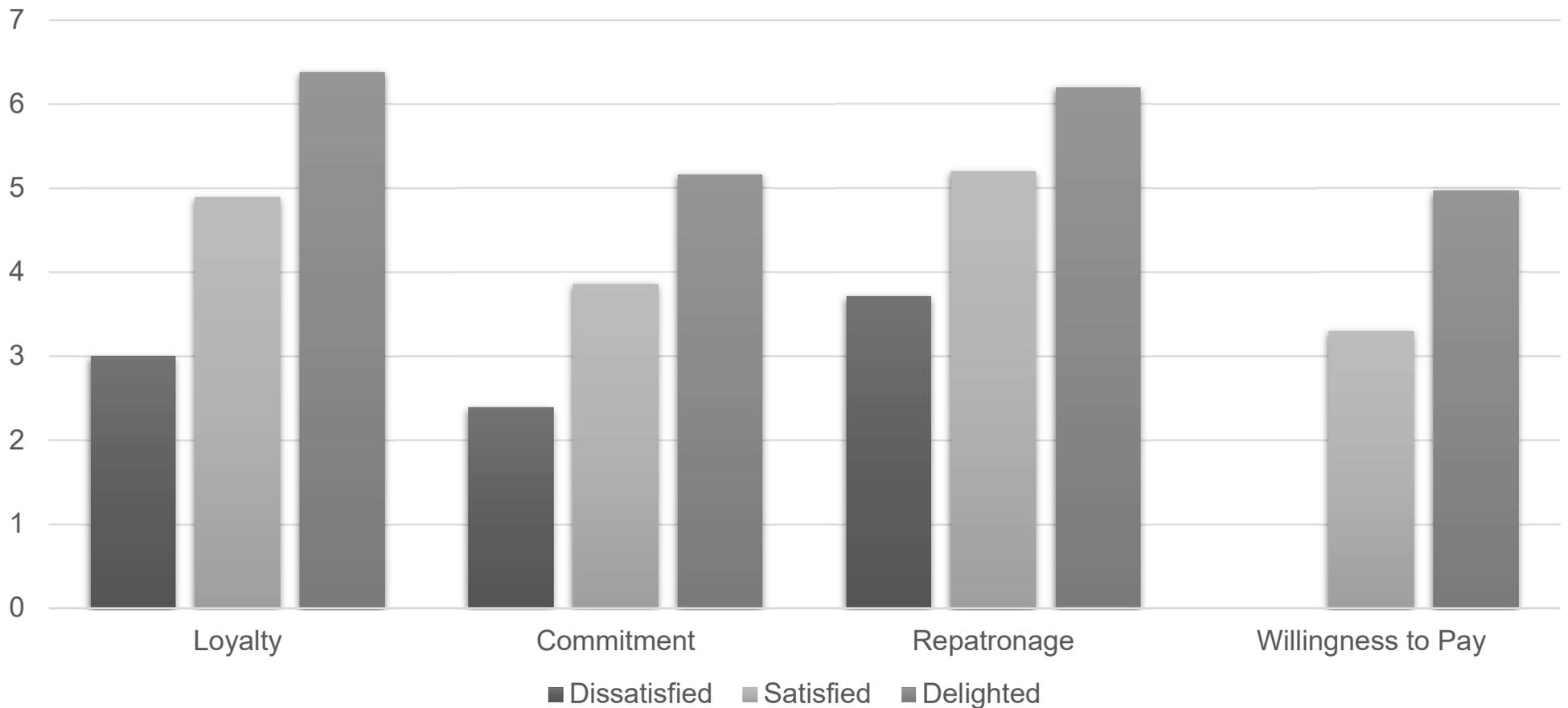
A cognitive evaluation based on a better-than worse-then heuristic

Thus, satisfaction is a thinking reaction and delight is an emotional reaction



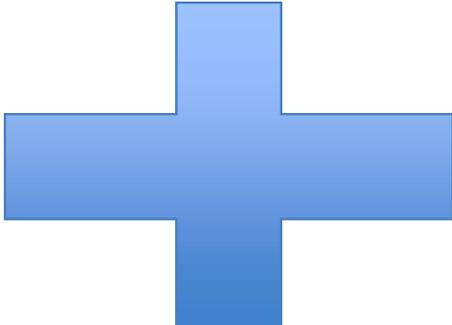
Is aiming for
customer
delight profitable?

The Benefits of Delight

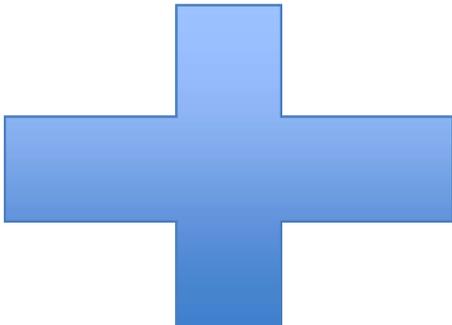


Over a 5-year period for total sales if you can move a customer 1 point on a 7-point scale for...

Customer Satisfaction

 $1 = \$11.00$

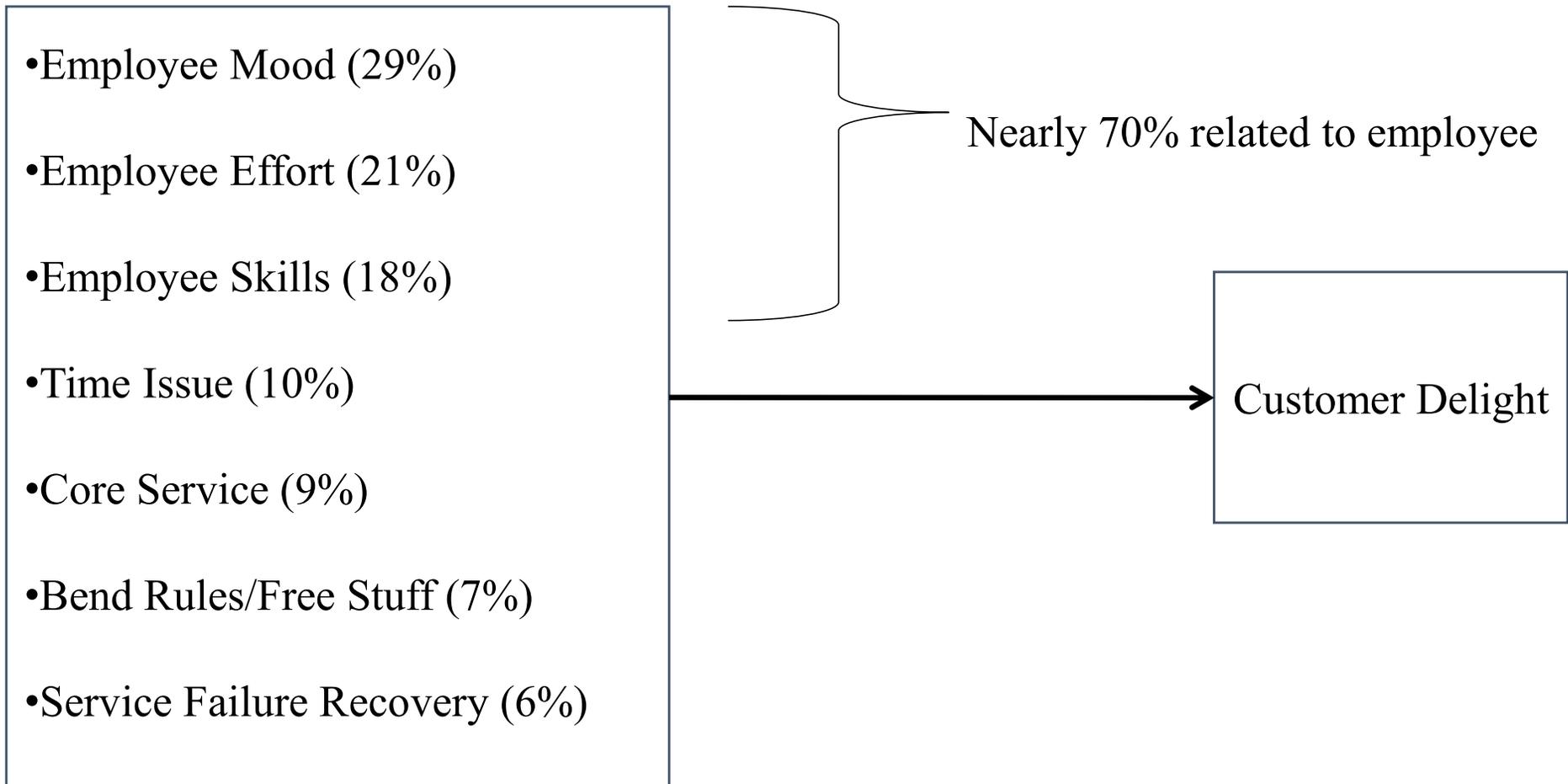
Customer Delight

 $1 = \$167.00$

“The Why”

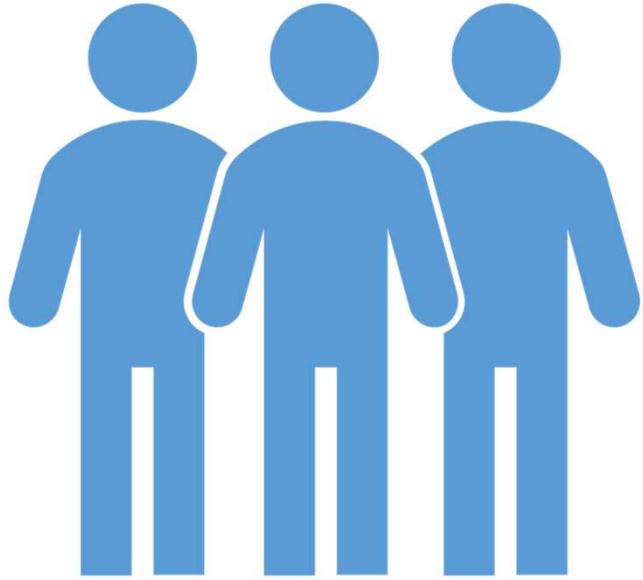


What Causes Customer Delight



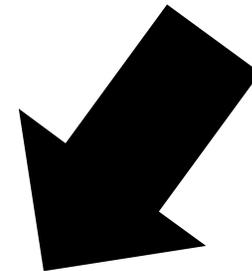
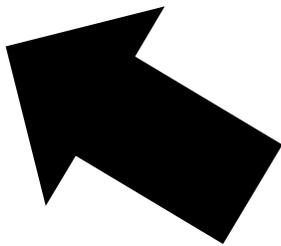
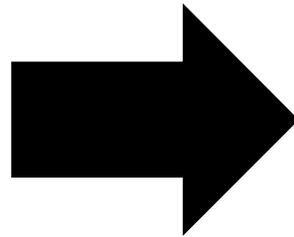
What Causes Customer Delight

Employee Mood	Customer's perception of the employee <ul style="list-style-type: none">• Being cordial, polite, and welcoming.• Smiling, being joyful, being exciting, and being cheerful.
Employee Effort	Amount of energy <ul style="list-style-type: none">• Attentiveness/helpfulness• Extra effort
Employee Skill	What the employee does <ul style="list-style-type: none">• Provides suggestions/recommendations, knowledge• Terrific service quality



**A little secret
about
customer
delight- it
creates
employee
delight...**

“Delight Spirals”





Emotional Contagion - we catch emotions from others (even in fleeting encounters).

- Call center employees taught to smile on the phone as customers can catch the emotion
- Even when we know the other person is acting, we experience increases in affect



Broaden & Build Theory

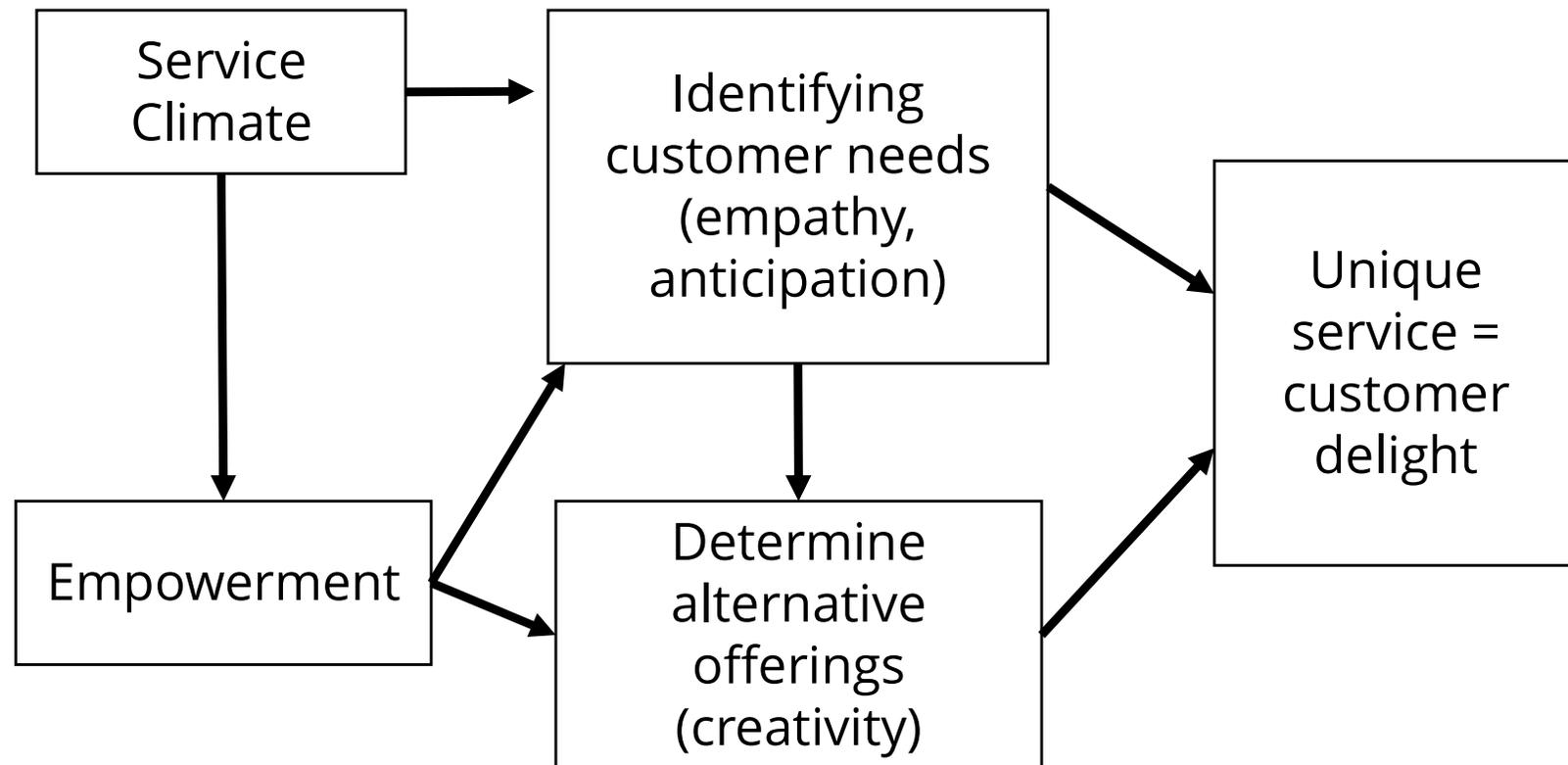
Positive emotions build employee resources



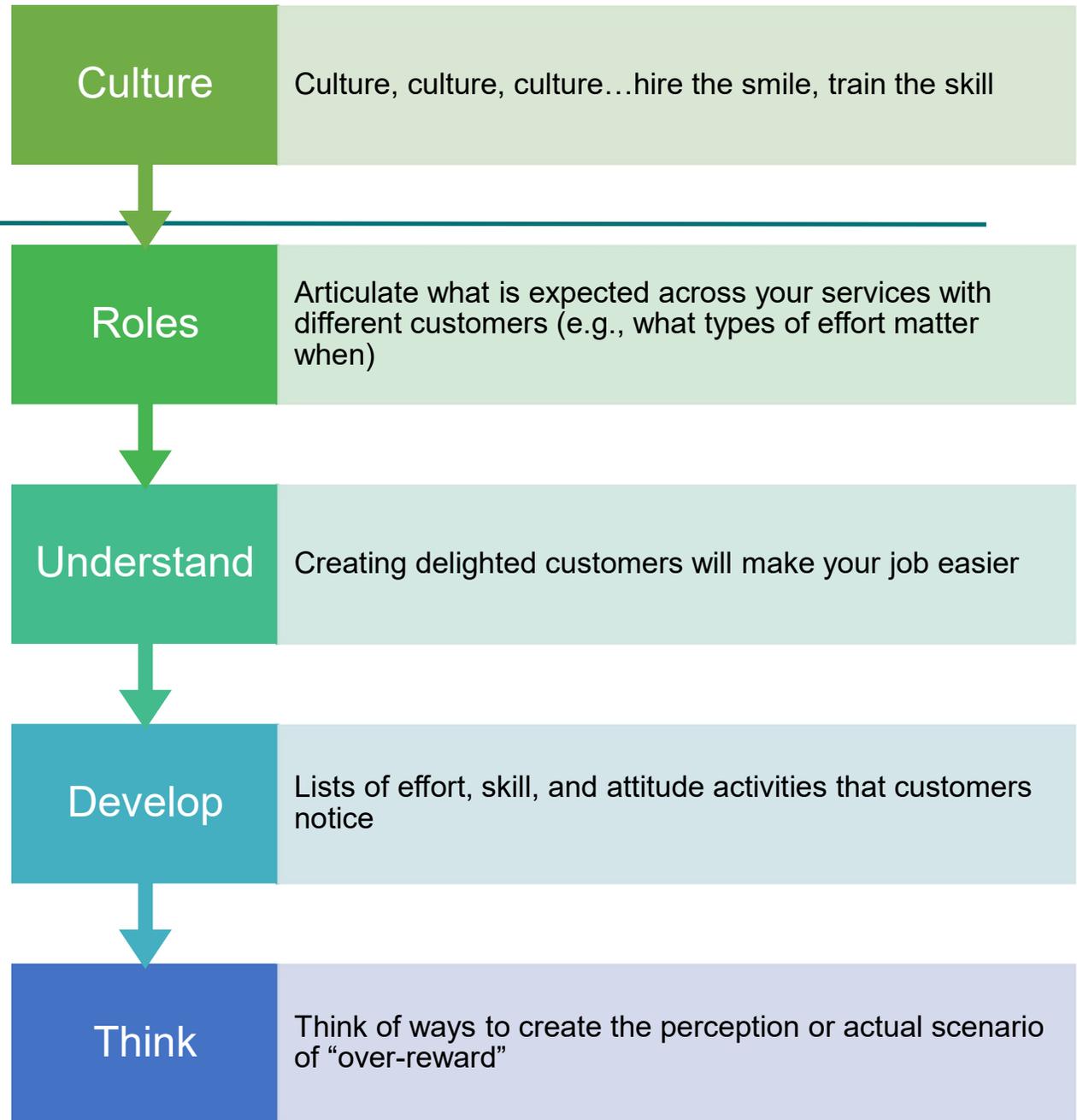
Enhanced Worker Engagement



How to Enable Customer Delight



Some ideas
for what you
can do
tomorrow...



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