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Original Research Article

A Stepwise Model of Customer Experience Management for Iranian ICT Sector

Fatemeh Saeedi[*] **Abolfazl Danaei**[†]
Seyyed Mohammad Zargar[‡]

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Knowing and managing the concept of customer experience is the main factor in creating competitiveness for any organization. Moreover, without customer experience management, a business cannot specify appropriate strategies to maintain the current market and business sustainability. However, most of the existing studies have looked at this subject abstractly and have not provided a comprehensive model based on steps taken in the customer journey. This research aims to fill the gap by providing the body of knowledge with a comprehensive model for customer experience management, where the stepwise nature of the concept is maintained. Using a grounded theory (GT) strategy, 20 experts in the Iranian IT sector took part in this study. Data gathered using an interview protocol that was made based on reviewing the existing literature. Both reliability (Inter-coder rating) and validity (face and content validity) measures for the data gathering tool were obtained. Three coding approaches of grounded theory (open, axial, and selective coding) were applied to analyze the data. This study introduced a stepwise model of customer management experience through the customer journey steps. The model also contains the prerequisites conditions to realize the customer experience in the IT sector and reveals the contextual factors affecting the process and finally the consequences of applying the model.

Keywords: Customer Experience Management; Stepwise Model; Customer Journey.
JEL Classification*:* M31

* Department of Management, Semnan Branch , Islamic Azad University, Semnan , Iran, f.saeedi@mci.ir
† Department of Management, Semnan Branch, Islamic Azad University, Semnan, Iran, a.danaei@semnaniau.ac.ir (Corresponding Author).
‡ Department of Management, Semnan Branch, Islamic Azad University, Semnan, Iran, m.zargar@semnaniau.ac.ir

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1 Introduction

Customer experience is considered a competitive basis for businesses in today's world. Based on a study by Gartner (2017), four out of every five organizations are expected to compete on customer experience during two years (Klink et al., 2018). The economic advantages of competition on customer experience are obvious. On average, those organizations with superior customer experience will grow five times faster than those who have been weak in this respect (Forrester, 2017). Also, more than 80 percent of consumers are willing to pay more to obtain a better experience (Capgemini, 2017). Regarding the costs, effective customer experience management can help an organization to save hundreds of million dollars. For example, having removed the problems which annoyed the customers, *Sprint* managed to decrease 1.7 billion dollars of its costs per year (Forrester, 2017).

While customer experience management is very tempting for organizations, the evidence shows that most of the time, it is not properly implemented in organizations or implemented in just one section of the firm. For example, 90% of organizations believe that holding customer orientation as a culture is an important principle; however, only 15% consider themselves effective in providing customer experience (Harvard Business Review, 2017). On the other hand, such a gap exists among customers as well. Three-quarters of organizations believe that they are customer-oriented; however, only 30% of customers believed the same (Capgenmini, 2017).

The improvement of customer experience is mainly the responsibility of marketing experts since the main part of organizations' budgets focuses on improving customer experience management by the marketing department (Gartner, 2018). Many researchers and authorities believe that customer communications management has not satisfied some levels of expected value for customers and the profitability for organizations. And customer experience management can be considered a combined framework overcoming the theoretical and practical obstacles and restrictions regarding customer communications management (Palmer, 2010). Customer experience, in most cases, plays a more significant role than the services provided and includes stages before and after rendering services. Organizations are looking for some mechanisms to create customer communication in stages previous to and during the consumption. They actively perform participatory activities with customers during the post-consumption stages (Kandampully and Solnet, 2015).

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Nowadays, organizations are making an effort to take advantage of customers as contributors and brand promoters. So, the investigations in customer experience management have to examine the customer journey with all of its dimensions. The progress made in the Internet and technology has helped to increase the importance of interaction and communication between organizations and customers (Nambisan and Baron, 2007). Understanding customer experience and making sure that this experience is being managed effectively at every point of the interaction between the organizations and customers has turned out to be a key target for those organizations that aim to advance the market. The question that is usually asked is whether organizations are actually providing the experience expected by customers or not and whether the organizations have taken into consideration any programs to manage such experience regarding all the changes in the world of communication and technology. Paying attention to this case and creating a mechanism to satisfy customers' expectations from organizations are vital (Kandampylly et al., 2018).

So far, the existing literature in the field of customer experience management has dealt with the different aspects of customer experience; however, no comprehensive model is addressing the underlying factors, strategies, causal conditions, and consequences of customer experience management in the literature. The concept of customer experience management itself remains a blur; the lack of an applied model to translate into the daily tasks of organizations is an apparent issue. This study explores the exact steps of customer experience management during the customer journey to address the issue. The first part of the article includes some introduction about customer experience and the research background is supported in section 2. The third section includes research methodology. In the fourth section all interviews and their results such as data and final model of customer experience management for Iranian ICT sector are extracted. In the fifth section discussion, conclusion and recommendations are mentioned.

2 Research Background

The concept of customer experience management has been investigated by Marutschke et al. (2019). According to them, customer experience management is a relatively new field of research. Although previous studies have examined especial aspects and elements of customer experience, they still could not provide a plausible answer to some fundamental questions, including how touchpoints in the customer journey are combined and how customer experience is measured in a way that its multidimensional nature

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would be taken into consideration. Zaki and Neely (2019) suggest that creating a valuable customer experience is an organization's strategic priority. Their study helps to analyze text data related to customer communication management and those extracted from social media. Their presented model, which was based on text mining, has been recommended to organizations. (Zaki and Neely, 2019)

To gain customer experience insights, McColl-Kennedy et al. (2019) provided a new conceptual model of the customer experience through studying all previous research so that customer experience would be better understood and managed regarding elements of creating value (resources, activities, background, interactions, and the role played by customer), cognitive answers, and feelings about touchpoints all over the customer journey. However, Kandampully et al. (2018) studied customer experience in the service sector to obtain customer loyalty and, finally, competitive advantage. They aimed at the progress of scientific studies in customer experience management (CEM) in relation to provision of services through a general overview of the main elements of customer experience management. The study has provided a framework for customer experience management as well as a rich research agenda. Based on their model, researchers recommended a holistic approach regarding customer experience management through cooperation between marketing, designing, production operation, human resources, and strategy and connection with technology and social media. Kandampully et al. (2018)

Customer experience management is one of the most promising approaches towards marketing, which has made some people call it the "future of marketing." Klink et al. (2018) reviewed marketing courses by considering the nature of customer experience. They have provided some potential adaptations and their approach, including training customer experience management in courses available, making components limited in the field and making some changes in one course of complementary level of education. Homburg et al. (2017) evaluated customer experience management as one of the most promising marketing approaches in consumer industries. For them, the concept of customer experience management has not been well understood. Here, customer experience management has been introduced as a high-level resource of cultural mentality towards customer experiments, strategic orientations to design customer experience, and organizational capabilities to renew them continuously to achieve long-term customer loyalty and maintain it. The authors in this study have provided four distinct patterns of the concept. The authors believed that customer experience management is

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an evolutionary concept requiring more study and evaluation in different organizational fields.

Moreover, Hwang and Seo (2016) studied the concept in another study. Their study provided insights on the definitions, dimensions, and concepts involved in customer experience management, and the evolution of customer experience management research from a theoretical perspective has been dealt with. They believed that the methodological approaches used in customer experience management studies had been dealt with, and challenges regarding customer experience measurement had been studied. Finally, the study presented the cultural problems in customer experience management researches.

The Lack of a step-by-step approach in available studies, especially in those conducted in the Iranian context, is salient. Hakimi et al. (2019) studied customer experience management, aiming mainly at identifying factors managed by organizations to form customer experience in person in the retail banking industry. They categorized the elements of the customer experience into nine main categories and 33 subcategories. Six main levels were also identified. The nine main categories are interacting with customers, employees, accountability, branches, brand, services, processes, social environment, and extraordinary experience. The research could create a more comprehensive perspective in terms of how customer experience is created. According to the results, the main categories of customer experience and how these indices affect each other have been identified (Hakimi et al., 2019).

The concept of customer experience also can be traced, although weekly, in relationship with other concepts. Rahimi et al. (2019) attempted to design and explain loyalty based on customer experience in the hotel management industry. They showed that the final model consists of 6 general categories, 14 subcategories, and 54 main concepts. Also, the results showed that categories of quality of hotel employees, quality of the physical environment, and quality of service rendering functions are effective causal factors on customers' perceptions and expectations, which provide customers with multiple value creation strategies. The outcomes of this value creation will determine the loyalty level (Rahimi et al., 2019).

In research by Heshmati et al. (2019) titled "training appropriate model of customer experience management with an emphasis on related indices in the bank training system," customer experience management has been studied. The research aims to design and train an appropriate model of customer experience management with emphasis put on related indices in terms of bank services. A qualitative method of research has been applied. Data have been

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collected and analyzed based on grounded theory. In an approach towards grounded theory in the research, open, axial, and selective coding methods have been used. Data have been analyzed based on data obtained from field and library studies. The final research pattern has formed three main categories: anticipatory factors, perceptive factors, and care factors. The subcategories and related propositions in the banking industry have also been specified in it. Finally, structural equation modeling and PLS have been used to verify the validity of the model (Heshmati et al., 2019).

Customer experience management is also introduced to have three dimensions, including task-based, mechanical and human-related dimensions. While assessed these dimensions in relation to two variables of trust and loyalty, results showed that all dimensions of customer experience management have a direct relationship with customer trust and loyalty; however, two dependent task-based and human-related variables are of high importance and have to be considered in marketing strategies more than ever (Almasi, 2018). The relationship between customer experience management and customers' mental image was also assessed in the Iranian context. Research shows that customer experience management has a significant effect on customers' mental image in terms of buying decisions (Ghafourian, 2017). Ansari and Sanayei (2016) suggested that while customer loyalty is one of the paths to create competitive advantage, customers are not that loyal to their banks and use electronic services rendered by different banks. They have found that there is a relationship between experience management and continuous use of electronic banking services. According to the results, the following factors are determinants of continuous use of electronic banking services rendered by Mellat Bank: quality of services, loyalty prices, trust, satisfaction, customer expectation, attraction, employees' competence, and ease of usage (Ansari and Sanayei, 2016). Finally, customer experience management and customer loyalty in the hotel management industry have been studied by Derakhshani and Mahmoudi (2013). According to their findings, there is a positive correlation between customer experience management and customer loyalty among customers of four-star hotels. Also, upon the ranking of customer experience management variables from customers' perspective, it was found that the task-based section has the most effect on customers and the human-related and mechanical sections stand next, respectively (Derkhshani and Mahmoudi, 2013).

In short, the literature review in present research shows that many studies have dealt with the importance of customer experience and its management; and, different models in these works of literature have been identified, taking

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steps towards management and providing customers with better experiments. However, considering the gaps existing in the literature related to customer experience management, the following points can be referred to:

1) No research has been conducted through an approach towards grounded theory so that a model in relation to customer experience management be provided. Our goal is to study all five factors in the grounded theory approach and based on the approach presented by Strauss and Corbin (1990) and to extract underlying factors, strategies for practice, outcomes, sequence of stages, and strategies.
2) Studies performed, including that of Kandampully et al. (2018), show that considering organizational basis in providing customer experience management is of high importance. (The present research aims to study customer experience management in the field of information and communications technology that has not been studied yet and this expanding field in the country has to be studied more).
3) Studies performed mainly resulted in abstract models, and customer experience management activities have not been observed in various steps of the customer journey.

All the above three cases are identified gaps in the research literature that form the basis for the present research. In the next step, the research methodology is defined, and the approach to answering such a theoretical gap is specified.

3 Research Methodology

Considering the research intends to provide a stepwise model of customer experience management with no direct intention to solve an existing problem in the application and is aimed to contribute to the body of literature, this study is basic research. Research also enjoys a descriptive approach (non-experimental) where none of the variables studied in the research are modified and/or manipulated. The participants in this study are senior managers of companies from the information and communications technology industry. Participants satisfied the condition of possession of a minimum five-year experience in marketing management. As a minimum of 15 to 20 samples required for grounded theory (Creswell, 2002), 20 members of the population were interviewed using in-depth interviews. Although data saturation was achieved in the 16th interview, the researcher erred on the side of caution and data gathering extended to 20 people. Theoretical sampling has been performed as a sampling approach. Data have been collected through in-depth interviews using interview protocol based on research literature review. The

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validity of interview protocol has been studied through face and content validity from the perspective of 7 academic experts. Inter-coder agreement percentage has been used to evaluate the tool's reliability. In both cases, the technical characteristics of the data collection tool (interview protocol) have been confirmed. The macro-strategy of the research has been grounded theory based on which three coding stages, including open, axial, and selective coding, have been performed for data analysis.

The coding and the modeling were done by the software called ATLAS.ti.The purpose of ATLAS.ti is to help researchers uncover and systematically analyze complex phenomena hidden in unstructured data (text, multimedia, geospatial). The program lets the user locate, code, and annotate findings in primary data material, weigh and evaluate their importance, and visualize the often complex relations between them.

4 Findings

As stated in the research methodology section, the data here have been analyzed through three coding approaches (open, axial, and selective). Open preliminary coding has resulted in 377 initial codes. In table 1, the summarized results of open coding are presented.

Table 1

Summarized results of open coding

Row	basic open source	Interview number																				total
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
1	Customer needs assessment	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	2
2	Customer segmentation	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	3
3	Specify the customer travel route for each segment	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
4	Identify desirable experiences	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
5	Brand experience design	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2
6	Create customer contact points	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2
7	Measurement and development	1	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	1	0	0	0	4
8	CFA Customer Feedback Analysis	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	4
9	Churn Rates	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	2
10	CSAT score- Behavioral	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	3
11	IVR	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	3
12	NPS - Expressing willingness to refer social network members	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
13	VOC	0	1	0	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	3
14	Tools	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
15	Customer experience measurement tools	0	0	0	0	1	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	3
16	App Store	1	0	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	3
17	Effectiveness of customer experience	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	Feeling expressed	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
19	Customer feeling	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	1	0	1	1	1	5
20	brand value	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	2
continue open source																						

Row	basic open source	Interview number																				total
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
365	Targeting the customer experience	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
366	Customer payment fee	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
367	Time cost	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	1	3
368	Financial cost	0	0	0	0	0	1	0	0	0	0	0	1	0	0	0	0	0	0	0	0	2
369	Coordinating elements of the customer experience in the company	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
370	Brand alignment	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1
371	Epidemic	0	0	0	1	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	3
372	Brand identity	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
373	Customer excitement	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2
374	Web chat	1	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	0	0	0	0	3
375	Website	1	0	0	0	0	0	0	1	1	0	0	0	0	0	0	1	0	0	0	0	4
376	Customer loyalty	0	1	0	0	1	0	0	0	1	0	0	1	0	0	0	0	0	0	0	1	5
377	Integration of distribution channels	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total		158	31	14	53	34	71	11	23	54	36	57	57	22	33	75	54	17	15	9	45	869

Source: Research Findings

The preliminary open coding performed resulted in 377 initial codes in terms of 869 open coding activities. However, an accurate study of these cases shows that most of them have semantic overlaps, different phrases form, i.e., similar codes. So, in the next steps, these codes were merged, and the final result of open coding was 265 open codes. The second step in grounded theory analyses is axial coding. That is, understanding concepts based on dynamic relationships between them. These concepts have to provide the required basis for the creation of the theory. Axial coding is focused on creating a model that specifies, in detail, certain conditions that create the phenomenon. Based on the theory of Strauss-Corbin (1990), axial coding is aimed at recombination of those data that have been separated during open coding (Moghaddam, 2006). Table 2 shows the axial coding steps to data analysis.

Table 2
Summarized results of axial coding

Item No. in the list of open codes	Axial codes	Sample of open codes
1	Dimensions of customer experience	Customer feelings
2		Expressed feelings
3		Feelings not expressed
4		Establishing a personal relationship with the customer
5		Customer ideal experience
31	Executive prerequisites of customer experience management	Corporate strategy
32		Employees' motivation
33		Making pattern of international examples

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34		Believing in the role played by customer experience in organization
35		Organizational plan of improving customer experience
66	Step 1- awareness	Customer needs assessment
67		Customer segmentation
68		Creating customer touchpoints
69		Quality of information
70		Useful information
93	Step 2- paying attention	Brand values in customer experience
94		Sales promotion
95		Joining customer in touchpoints
96		Linking experience-brand in customer's mind
97		Brand experience
107	Step 3- evaluation	Packaging
108		Packages and recommendations
109		Network coverage
110		Sales arrangements
111		Translating product to customer experience
124	Step 4- deciding to buy	Reviewing accuracy of invoice
125		Supplying touchpoints
126		Preliminary purchase
127		Channel to order through
133	Step 5- purchasing	Online ordering
134		Payment
135		Leveraging new channels
136		Creating organizational commitment to customer
137		Awarding against waiting time
158	Step 6- using	Customer's tendency towards repeating the experience
159		Maintaining customer positive experience
160		Involving customer
161		Enough time to experience product
162		Ease of usage
169	Step 7- repeated purchase/ complaint	Identifying desirable experiences
170		Customer feedback analysis
171		Customer experience management effectiveness
172		Modifying action based on exception
173		Churn rates-behavioral
189	Step 8- loyalty/opposition	Trust
190		Sharing experiments
191		Sharing negative experiments with friends
192		Sharing negative experiments with colleagues
193		Sharing negative experiments in social media
201	Step 9- advocacy	Sharing experience
202		Customer support
203		Special attention paid to high-value customers (HVC)
204	Customer experience measurement and analysis	CSAT score
205		IVR
206		VOC
207		Evaluating financial return of journey
208		Measuring customer expectations
257	Background	Size of company

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258		Social chaos
259		Accepting results of the survey by customer
260		Company's experience
261		Managers' experiences
288	Outcomes of customer experience management	Brand value
289		Feedback
290		Maturity of customer experience management system
291		Improvement of customer experience
292		Satisfying customers' requirements and goals

Source: Research Findings

Selective coding takes place as the last stage of the analysis. It is a process through which the identified classes have been connected to the axial class, and the final basis for the grounded theory is provided (Babchuk, 1996). Table 3 shows a summary of selective coding results:

Table 3
Summary of selective coding results

Item No.	Axial codes	Selective structures		Sample of open code	Active actor/stakeholder	
					Customer	Company
1	Dimensions of customer experience	Feelings		Expressed feelings	1	0
2				Feelings not expressed	1	0
7		Excitement		Fatigue	1	0
8				Anger	1	0
11		Experimental features		Experiencing prepayment	1	0
12				Experience specific to each service	1	0
19	Executive prerequisites of customer experience management	Strategic prerequisites		Corporate strategy	0	1
20				Believing the role played by customer experience management in the organization	0	1
30		Human prerequisites		Employees' motivation	0	1
31				Encouraging active forces in customer experience management	0	1
35		Technical prerequisites		Supplying equipment	0	1
36				Taking pattern of international examples	0	1
37				Predicting future needs of customer	0	1
49	Step 1-awareness	Information dimension	Quality of information	Useful information	0	1
50				Learned information	0	1
51			Notifica	Email	0	1

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52			tion interface	Instagram	0	1
53				Word of mouth	1	0
62		Spatial-temporal dimension		first moment of truth (MOT)	0	1
63				Prevalence of numbers of stores	0	1
66		Confrontation dimension		Customer segmentation	0	1
67				Creating customer touchpoint	0	1
72	Step 2- paying attention			Brand values in customer experience	0	1
73				Sales promotion	0	1
74				Joining customer at touchpoint	0	1
75				Linking experience-brand in customer's mind	1	0
86	Step 3- evaluation	Characteristics of service		Packaging	0	1
87				Packages and recommendations	0	1
88				Network coverage	0	1
89				Translating product to customer experience	0	1
90				Concepts of privacy	0	1
95		Service rendering arrangements		Sales arrangements	0	1
96				Numbers of selection rights of customer	0	1
97				Optimization of number of options	0	1
102	Step 4- making decision to buy			Reviewing accuracy of invoice	1	0
103				Supplying touchpoints	0	1
104				Preliminary purchase	1	0
111	Step 5- purchase	Purchase events		Online ordering	1	0
112				Payment	1	0
120		Purchase point		Kiosk	0	1
121				Website	0	1
122		Method of purchase		Self service	0	1
123				Leveraging new channels	0	1
130	Step 6- usage	Delivery		Web-based distribution channels	0	1
131				Integrating distribution channels	0	1
134		Usage		Explanations provided with product	0	1
135				Activating order	0	1
141	Step 7- purchase output	Repeated purchase		Identifying desirable experiments	0	1
142				Making obstacles on customer's exit	0	1
143				NPS- tendency towards	1	0

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			referring social network members		
150		Complaint	Modification action based on exception	0	1
151			Churn rates- complaint rate	1	0
156		Lack of reaction	Reviewing experience from customer perspective	0	1
157			Time taken for call center to answer	0	1
158	Step 8- loyalt/confrontation	Customer experience clusters	Loyalty cluster	1	0
159			Recommendation cluster	1	0
160			Attention cluster	1	0
162		Trust	Trust	1	0
163		Satisfaction	Sharing experience	1	0
164			Sharing negative experiments with friends	1	0
168	Step 9- advocacy		Sharing experiments	1	0
169			Customer support	0	1
170			Especial attention paid to HVC	0	1
171	Measurement and analyzing customer experience	Data collection	CSAT score	0	1
172			IVR	0	1
173			VOC	0	1
174			Questioning	0	1
188			Data collection regarding brand perception	0	1
189		Data recording	Recording feedback	0	1
190			Documenting feedbacks	0	1
191			Analyzing changing procedure of customer feedback	0	1
192		Data analysis	Analyzing social media	0	1
193			Analyzing customer journey	0	1
194			Analyzing customer complaint	0	1
200		Interpreting the findings	Comparing real customer experience and organizational perception of his experience	0	1
201			Identifying HVC	0	1
202			Satisfaction measurement	0	1
208		Monitoring performance of customer experience	Seasonal reporting	0	1
209			Continuous reporting	0	1

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210	Background	Organizational background	Size of company	0	1
211			Company experience	0	1
212			Managers' experiments	0	1
219		Market background	Degree of market competitiveness	0	1
220			International competition	0	0
221			Level of usage	0	0
222		Technological background	Internet speed	0	0
223			Performance of mobile band	0	0
224			Accessibility to technology	0	1
225		Social background	Social chaos	0	0
226			Level of public satisfaction in society	0	0
227			Culture of answering surveys	0	0
228			Public culture in society	0	0
232		Legal-political background	Political pressures on company	0	0
233			Regulatory regulations	0	0
234			Sanctions	0	0
235			Accessibility to the global payment system	0	1
236		Economic background	Currency rate	0	0
237			Customer's income	1	0
238		Natural background	Outbreak	0	0
239			Geographical status of customers	1	0
240	Outcomes of customer experience management	Financial performance	Income growth	0	1
241			Profitability	0	1
242		Market and customer performance	Increasing market share	0	1
243			Brand value	0	1
244			Improvement of customer experience	0	1
258		Internal processes	Reducing waiting time	0	1
259			Maturity of customer experience management system	0	1
260			Rendering service to customer	0	1
261		Growth and learning	Feedback	0	1
262			Accessibility of organization's members to results of customer experience evaluation	0	1
263			Identifying weakness points in customer experience	0	1
264			Identifying important	0-	1

			journeys		
265			Change of attitudes	0	1

Source: Research Findings

The model is modified and limited to dimensions of customer experience management at the second stage of selective coding and with the extraction of active fields of customer experience management from indices of customer activity. The final extraction model from grounded theory is provided for customer experience management in the diagram provided below.

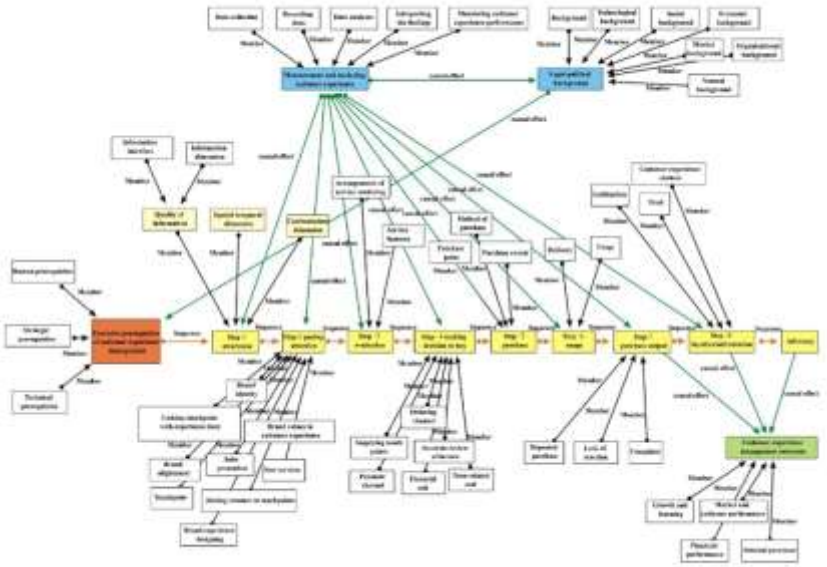


Figure 1. Step making model of customer experience management.

5 Discussion, Conclusion and Recommendations

The present study provided a stepwise model of customer experience management. Adopting a grounded theory approach resulted in identifying dimensions of customer experience management during customer journey; however, together with the dimensions of customer experience, its

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prerequisites, concepts related to measurement of customer experiments, contextual factors, and outcomes of customer experience management identified.

In sum, Customer experience management requires the realization of executive prerequisites included in three principles: strategic prerequisites, human-related prerequisites, and technical prerequisites. The status of strategic prerequisites can be found in the research literature. This finding can be associated with the existing literature. According to Rahimi et al. (2019), causal factors effective on the perception and expectations of the customer regarding services and the one who renders them will provide multiple value creation strategies to the customer, and the outcomes of such value creation will determine the loyalty level (Rahimi et al., 2019). A few references have been made to human and technical strategies (Derakhshani & Mahmoudi, 2013) in the research literature. Still, the present study has successfully identified its sub-dimensions (Tables 2 and 3).

- Findings of the present study show that capable human resources are considered prerequisites of customer experience management realization; so, it is recommended that organizations employ or educate skilled human resources in this field, so that customer experience management becomes possible.
- According to the findings, the realization of customer experience management requires determining its strategies; so, it is recommended that customer experience plan and set as a goal at the top of the organizational hierarchy as a basic concept.

Findings of the present study show that capable human resources are considered as prerequisites of customer experience management realization; so, it is recommended that technical aspects of the organization be updated so that efficient customer experience management will become possible and its positive outcomes will be used, considering high importance of technical understructure in customer experience management.

The concept of customer experience has three dimensions of feelings (expressed and not expressed, etc.), excitement (happiness, anger, fatigue, etc.), and experimental features (prepayment experience, special experience regarding service, etc.), and its sub-dimensions have also been identified. The sensational and experimental dimensions of experience have had traces in previous studies. For example, as Olenius (2013) stated, experience is sensational and unconscious and can either create value or destroy it. Identifying the point that which elements of physical experience of a person is affected by these feelings can define the experimental gap i.e. the difference

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between what we do and what people are really in need of is very vital (Olenius, 2013).

- Considering the point that, in this study, measuring customer experience has been identified as a basic activity through steps taken in customer experience management. Activities related to data collection, recording, analyzing, interpreting, and monitoring related to customer experience are recommended to be performed by the organizational knowledge management system as continuous activities.

We identified nine steps of customer experience management as awareness, attention, evaluation, decision to buy, purchasing, usage, purchase output, loyalty/confrontation, and advocacy. According to our findings, awareness includes information, Spatio-temporal, and confrontation dimension with their sub-dimensions. Attention includes such concepts as brand values in customer experience. The evaluation step in the customer journey includes two groups of customer experience management factors, i.e., service features and arrangements of rendering service. Purchasing decision includes activities like an accurate review of the invoice, supplying touchpoints. There have been customer experience management activities in step five, supervising purchase events, purchase points, purchase method, and similar factors with more sub-components. In the sixth step of the customer journey (usage), delivery and usage play their parts. The output of the stage has resulted in step 7 of the customer journey i.e., purchase outputs. In this step, customer experience management has to do with desirable outputs like repeated purchase and undesirable outputs such as complaint and/or lack of reaction. In step eight of customer journey, customer experience management appears in two events including loyalty or confrontation. In this step, customer experience clusters are formed (advocacy, recommendation, attention cluster, etc.) that are based on trust and satisfaction. Under desirable conditions, the ninth step of customer journey is advocacy. In research literature, such separation for customer experience management is not found through the steps taken in customer journey and therefore, this part of findings will remove the theoretical gap discussed in literature review.

In addition to the findings mentioned above, customer experience management requires measurement and evaluation activities, including data collection, data recording, and data analysis, interpreting findings, and monitoring customer experience performance. The importance of data collection and analysis and using them in the customer experience management process has been well-referred to in research literature (Meyer and Schwager, 2007; Homburg et al., 2017).

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Despite being ignored in previous studies, the present research findings also resulted in identifying background factors in customer experience management, including organizational background, market background, technological background, social background, legal-political background, economic background, and natural background. The Sub-dimensions of the underlying factors have been identified along with the components related to each dimension (tables 2 and 3).

- Considering the point that, in this study, measuring customer experience has been identified as a basic activity through steps taken in customer experience management. Activities related to data collection, recording, analyzing, interpreting, and monitoring related to customer experience are recommended to be performed by the organizational knowledge management system as continuous activities.

Finally, the findings have identified customer experience management outcomes through steps taken in the customer journey. From the perspective of the present research, customer experience management can result in the occurrence of practical outcomes, including financial performance, market and customer, internal processes, and growth and learning for the organization. The outputs of customer experience management are among the most obvious concepts ignored in available studies. In other words, by specifying these outputs, those questions asked regarding the existential philosophy of implementing customer experience management have become answerable.

- Considering the findings resulted from data extracted from an organization with a service rendering nature, it is recommended for future studies to evaluate how these findings can be generalized in relation to production organizations.
- Based on the model obtained from the present study, future studies are recommended to review how probable the development of quantitative tools is to measure customer experience through steps taken in the customer journey.

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