Harvard Business School Online

20–25 hours over 4 weeks
5–6 hours/week

Transforming Customer Experiences

Syllabus

Transforming Customer Experiences is an online course that equips learners with a systematic approach to delivering standout service that provides a competitive advantage. Learners will gain tools to develop effective service and customer experience strategies and learn frameworks for elevating employees and engaging consumers in ways that turn them into loyal fans.

MODULES	LEADERS INTERVIEWED	TAKEAWAYS	KEY EXERCISES
MODULE 1 DESIGN	• Jon Staff, Founder and CEO, Getaway • Lee Strock, General Manager, Getaway • Zameer Kassam, Founder and CEO, Zameer Kassam Fine Jewelry • Aimée Cucchiaro Modica, Chief Storyteller, Zameer Kassam Fine Jewelry • Kealan Bakke Roberto, Director of Operations, Zameer Kassam Fine Jewelry • Anthony Terenzio & Veronica Lizzio, Customers at Zameer Kassam Fine Jewelry	• Understand how the service-profit chain provides a roadmap for delivering service excellence • Evaluate sustainable pricing strategies using cost, market, and value lenses to support a firm's value proposition • Differentiate between augmentation and curation in service design • Appreciate how operational transparency builds customer trust	• Create an attribute map for your organization • Identify a key customer journey in your organization and build a journey map • Analyze employee journeys to enhance service experiences
MODULE 2 ELEVATE	• Teruo Yabe, Former Director and General Manager, Tessei • Ryosuke Mimura, CEO, Tessei • Yutaka Kikuchi, Employee, Tessei	• Understand the concept of a performance death spiral • Learn how to motivate service excellence by elevating your organization's workforce • Navigate between top-down prescriptions and bottom-up solicitations in leadership	• Diagnose gaps in your organization using the capability-motivation-license framework

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MODULE 3 ENGAGE	• Will Mailer, Chief Behavioral Scientist, Commonwealth Bank of Australia • Vikram Oberoi, CEO, Oberoi Group of Hotels • Sumegha Kharayat, Manager, Oberoi Group of Hotels • Harkirat Badal, Guest, Oberoi Group of Hotels	• Understand customer variability as a key factor influencing satisfaction and loyalty • Appreciate the importance of enhancing customer compatibility as a way to manage variability	• Identify the five types of customer variability: arrival, request, effort, capability, and subjective preference • Reflect on a service interaction in which you introduced variability through a service interaction exercise • Apply two proactive strategies for enhancing customer compatibility: customer selection and service customization
MODULE 4 TRANSFORM	• Tina Beilinson Keshani, Co-Founder and CEO, Seven Starling • Sophia Richter, Co-Founder and COO, Seven Starling • Julia Cole, Co-Founder and Chief People Officer, Seven Starling • Robert McDonald, former Secretary of U.S. Department of Veterans Affairs	• Prepare for the challenges and opportunities when scaling a service business, including managing demand-side and supply-side bottlenecks • Differentiate between being organized to learn and being organized to execute • Integrate technological advancements like AI by identifying when to involve 'humans in the loop' to enhance comfort and readiness • Distinguish between a rules-based and a principles-based organization, and develop strategies to transition from one to the other	• Analyze and apply the Bermuda Triangle of Growth framework to navigate change • Apply key considerations of organizational transformation to analyze how service organizations can align with their vision and adapt to future changes.

Learning requirements: In order to earn a Certificate of Completion, participants must thoughtfully complete modules 1-4 and exercises therein by stated deadlines.

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