



Your Business  
is not as  
**customer-centric**  
as you think!

Mikkel Komrtved, Loyalty Group  
Copenhagen, October 1st 2025

# How customer centric is your business?

1. Not at all
2. Not enough
3. Sufficient
4. Too much!



# 84%

do not reap the value of  
their efforts for increased  
customer centricity



Our Marketing Plan is simple. We just need to focus our CRM and CMS on ABM for higher CLV and lower CAC, while A/B testing our CTA and UX for CRO, and hope we get some WOM, but don't ask me about ROI.

WTF?

TOM  
FISH  
BURNE

# Who is that guy?

Mikkel Korntved

Senior Partner

Loyalty Group

”Loyalty Evangelist”

+30 years in loyalty

+300 projects

89 countries

ECHO Awards (2008)

CC World Series (2021)



# What is on the agenda?

- ▶ The Customer Centric Perception Gap
- ▶ The Value of Professional Complaint Handling
- ▶ "Best In Class" – What Can We Learn From The Best?

Customer centricity...







# The Iceberg of Ignorance

Sidney Yoshida (1989)

The C-level CX  
**blind spot**

Bain & Company, 2007:

**80%** of companies  
believe they offer a superior  
customer experience

..unfortunately only **8%**  
of their customers agree!



Cap Gemini, 2017:

**75%** of companies  
believe they offer a superior  
customer experience

..unfortunately only **30%**  
of their customers agree!



We will be aligned in...

**2042!**



# When C-level finally gets it...

We need to be more customer centric...NOW!

We should have a look at our customer surveys...

Our Customer Journey needs to be more detailed...

We should do an event for our customers next month...

When C-level finally gets it...

# The problem:

All too often  
the case of CX  
is too “fluffy”



# 65%

have not implemented a structured plan for working with CX



The Customer Centric  
**Perception Gap**



# CCMA: Structured CX maturity mapping

- ▶ **The CCMA model** break down customer centricity (CX) into **4 main areas**, each containing **5 subcategories**, described by 54 questions.
- ▶ This structured approach allow companies to **indentify and prioritize** their future initiatives based on their **current CX maturity level** – and their **future ambitions**.



# CCMA: Structured CX maturity mapping



## The organization is **Willing**

When management is committed and involved in customer experience and employees are encouraged and supported in their customer centric behaviour. Objectives are clear and KPI's do not conflict with the objectives and processes of customer centricity.



## The organization is **Skilled**

When levels of competences and career plans are defined and ongoing competence development programmes within customer centricity are executed. Everyone has access to information regarding customers and levels of relations. Plans for optimizing customer satisfaction are developed.



## The organization is **Able**

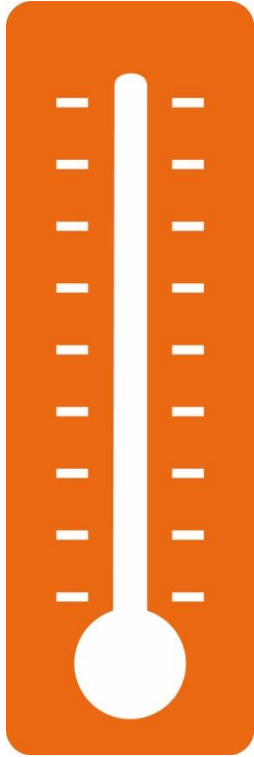
When employees are allowed to walk an extra mile in the name of customer centricity. The entire organization works with aligned objectives, and processes are defined from the perspective of the customer. The management is ensuring a culture with focus on superior customer experiences.



## The organization is **Aligned**

When a common "language" of customer centricity is present across the organization and cases of best practice are frequently shared. The digital infrastructure ensures that customer data based on relevant segments are analysed and distributed.

# Maturity Levels



84 - 100 Excellent

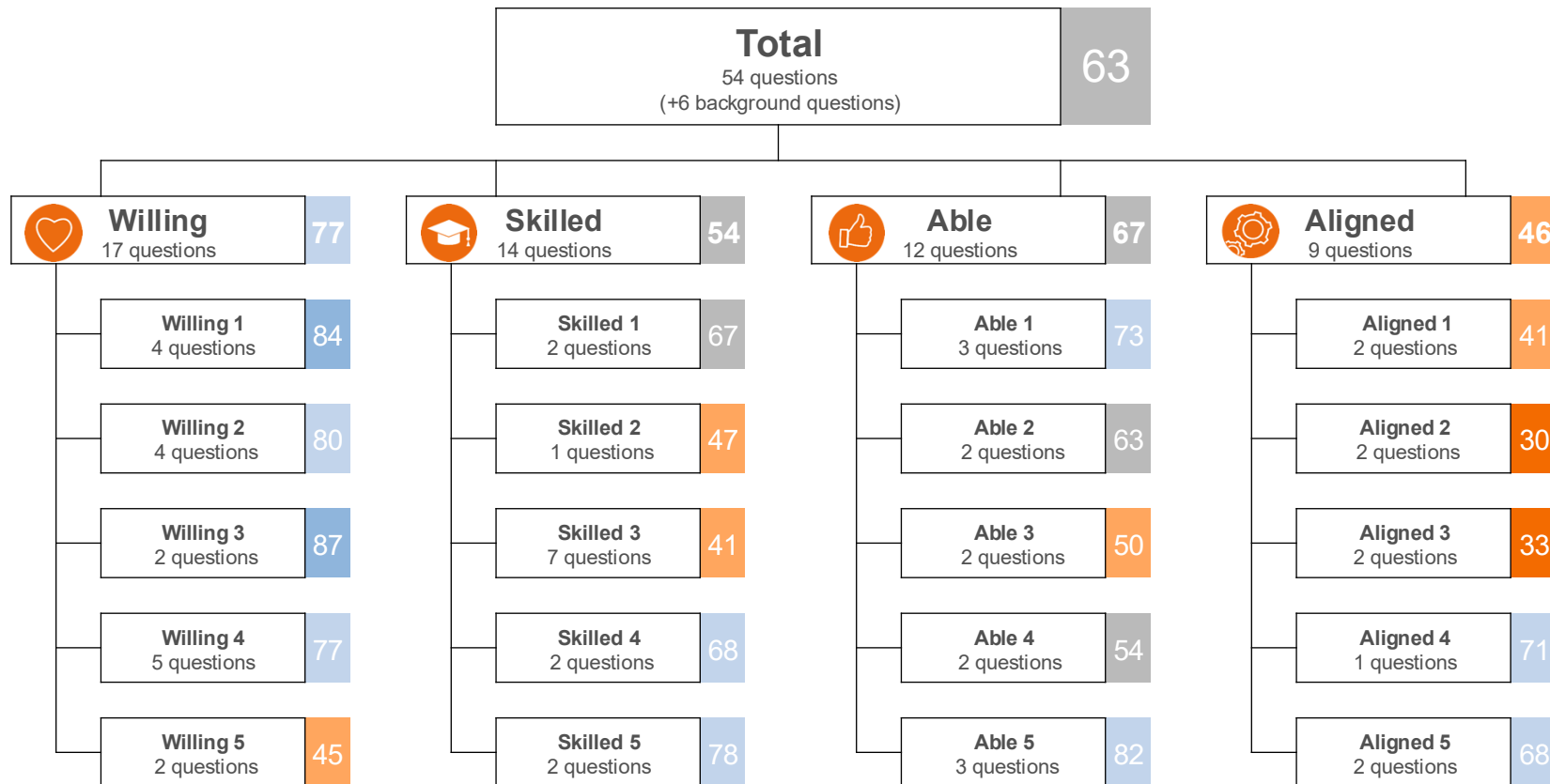
68 - 83 Good

51 - 67 Average

34 - 50 Poor

0 - 33 Unacceptable

# A CX Maturity Heat Map



# Employees compared to Management



Willing



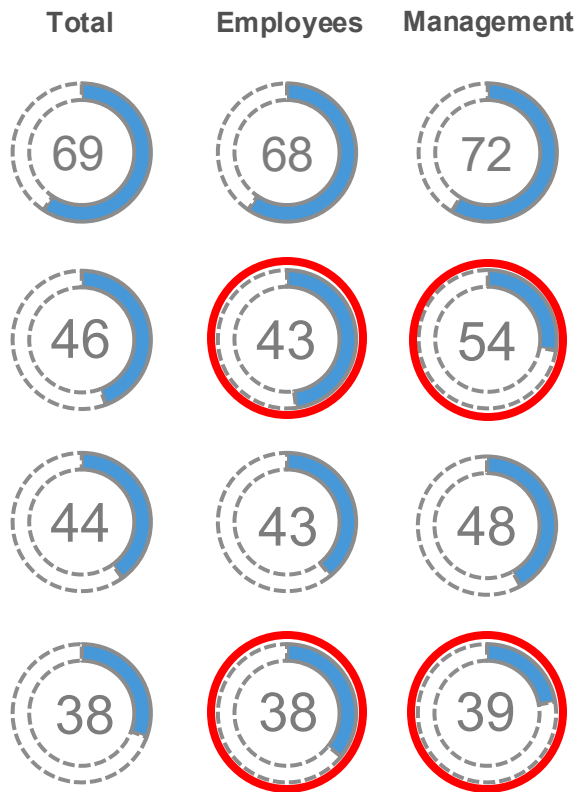
Skilled



Able



Aligned



**COMPLAINT  
DEPARTMENT**

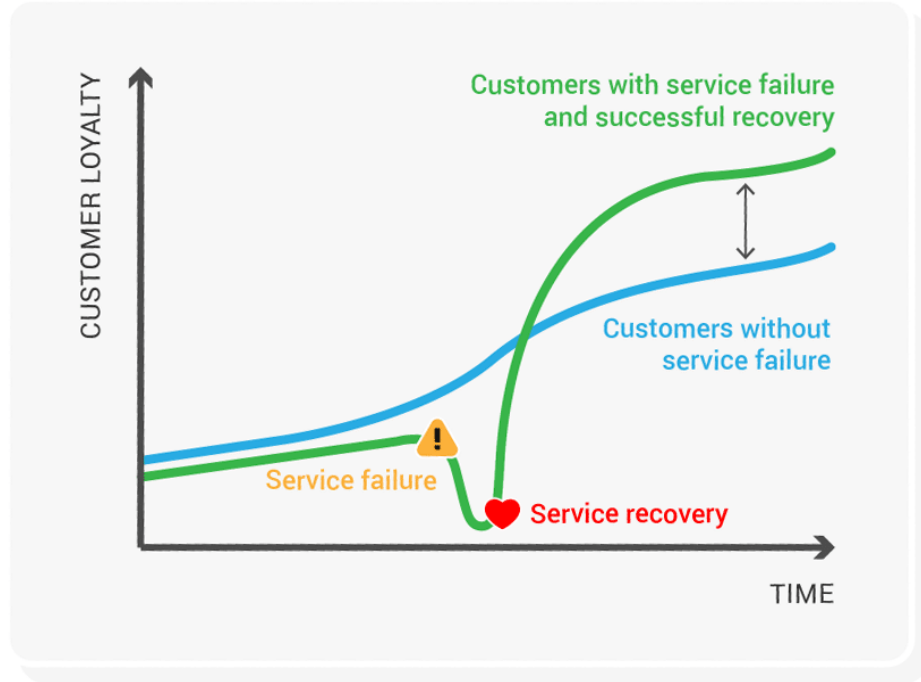
**TAKE  
A  
NUMBER**



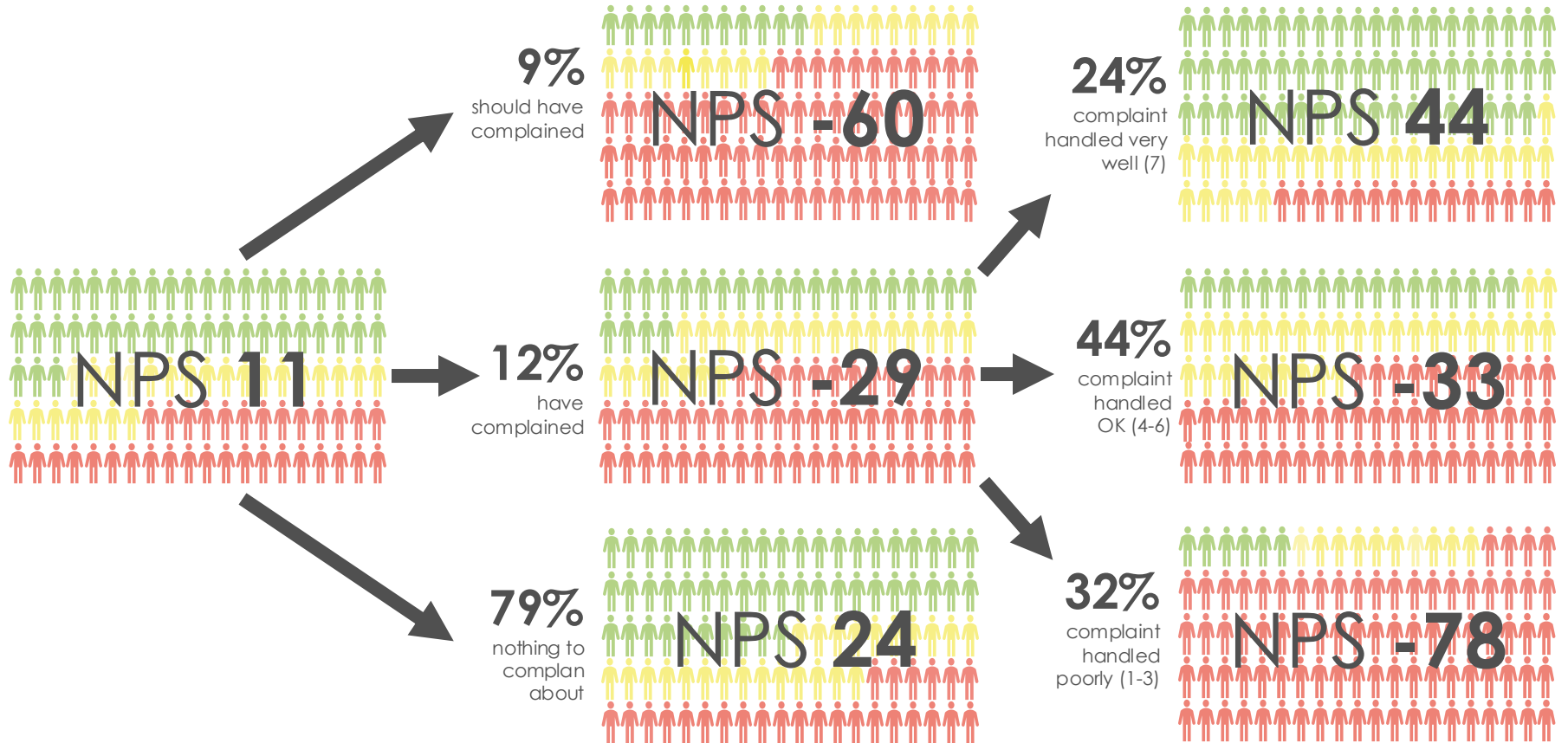
The business value  
of professional  
**complaint handling**

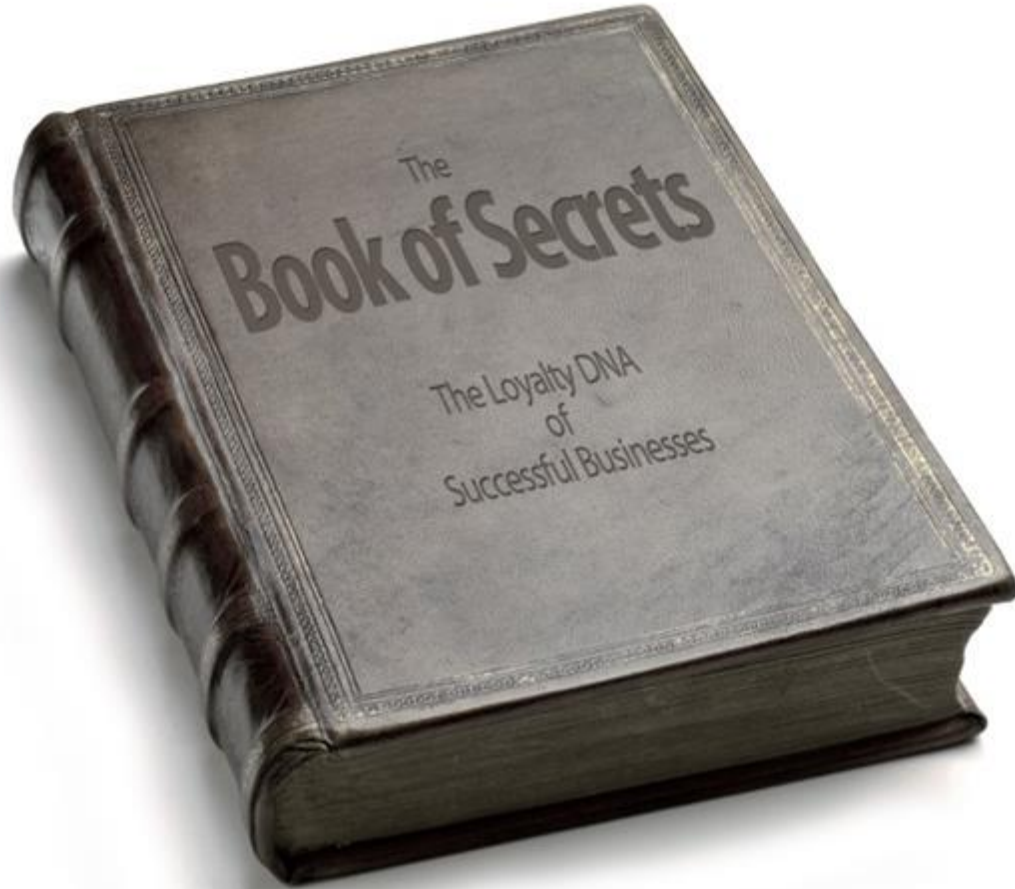
# The Service Recovery Paradox?

# The Service Recovery Paradox



# The business value of professional complaint handling





# Best Practice

What describes the most successful businesses?  
(The Loyalty Leaders)

**The optimal customer  
experience**

**=**

**Product**

**+**

**People**

The best  
**fertilizer...**



...is the farmer's shadow



Fun Fact

Mærsk Line increased their NPS score by **+40 point** in 30 months by focusing on 3 emotions: **"Pleased"**, **"Cared for"** and **"Trust"**

Beyond Philosophy

A panoramic view of the Dubai skyline, featuring the Burj Khalifa as the central focus. In the foreground, a white mosque minaret with a crescent moon on top is visible on the left side. The city is densely packed with buildings, and the sky is hazy. A semi-transparent white banner is overlaid on the lower half of the image, containing the text.

# Jumeirah Group

**Dubai**

# Simple rules!

## The 3 Guiding Principles

1. I will always smile and greet our guests before they greet me
2. My first response to a guest request will never be "No"
3. I will treat all colleagues with respect and integrity



**”Premium”  
does not need  
to cost much...**

# The towels...



..and the little yellow duck



..and the German duck...



# Some best practise advice...

Based on +30 years of experience and Loyalty Leader interviews

- ▶ **Show me the money** – financial arguments hit harder
- ▶ **Listen to the customer** – create relevant and actionable insights
- ▶ **Engage your employees** – they make all the difference
- ▶ **Control the customer experience** – map your touchpoints
- ▶ **Sustain motivation on a daily basis** – ”small steps”
- ▶ **Walk the talk** – employees copy behavior, not words

# What did we talk about today?

- ▶ The C-level **CX blind spot**
- ▶ The 4 **CX barriers** of your future CX initiatives
- ▶ The value of professional **complaint handling**
- ▶ **Best practise** tips from succesful loyalty leaders

# More inspiration?

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English:



Danish:

