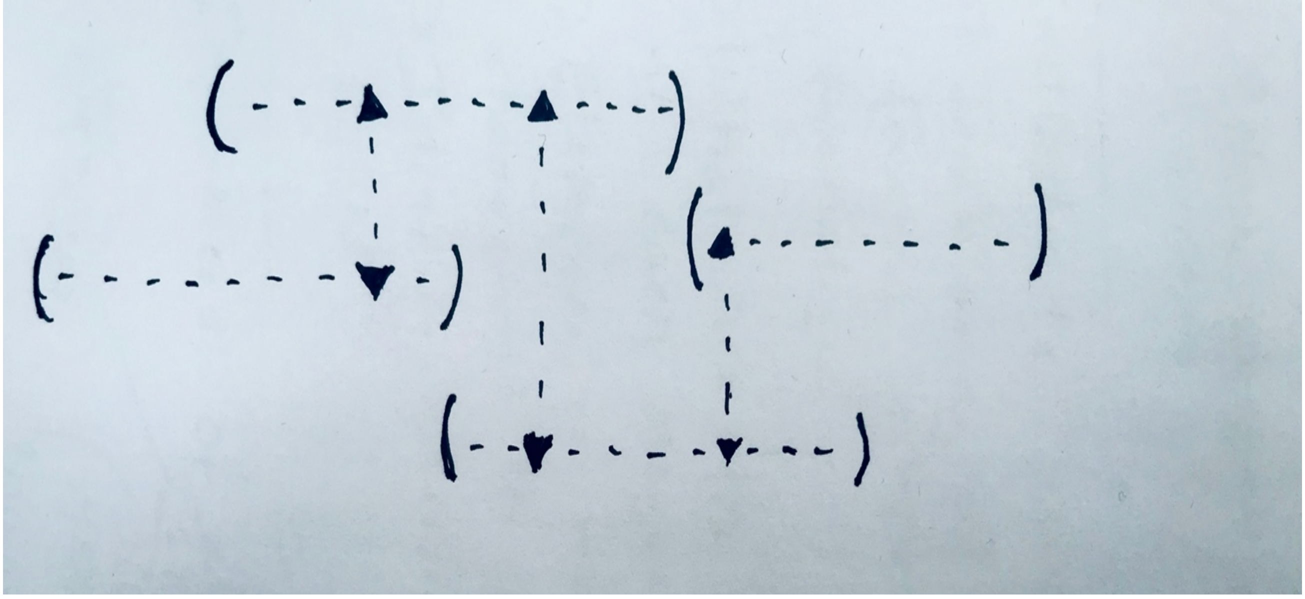
Cross-company customer journeys

Moving from a company view to a cross-company 'bigger picture'



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May 15th 2020
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Abstract

The purpose of this study was to look into the how customer journeys was represented in the business-to-business marketing literature and from that, exploratively study the conceptual framework of customer journeys in the market. As research has covered through numerous publications within the B2B marketing literature and equal balance between the economic impact which the B2B market has is not equally represented in the literature. It was then, further a purpose within this study to make an initial step in that direction and generate knowledge within B2B marketing literature when it comes to customer journeys.

The methodology of this study was a mixture of grounded theory approach through usage of the Delphi method, to thoroughly study customer journeys and how customer experience and an optimal journey is secured across stakeholders.

The findings concluded that working with any aspect of the customer journey in a B2B market is a complex matter. But in order to grasp the complexity of customer journeys it was through the in-depth interviews with the Delphi Expert panel, based that in order to secure an optimal journey for a client in the B2B marketing industry, companies needed to keep 'the bigger picture' in mind at all times. 'The bigger picture' was through the grounded theory coding determined by simplifying the customer journey and continuously be truly customer centric. In order to simplify the customer journey while being continuously customer centric was then determined through the value proposition of a given company.

Practical implications were determined through a conceptual framework of one guiding star, being 'the bigger picture' determined through 'simplifying the customer journey' and create 'continuously customer centricity' through the value proposition.

Theoretical implications were then argued to be the further emphasis on bridging the gap between B2B marketing literature and practitioners in order to fulfill the purpose that literature initially has, to generate knowledge and prepare the future talent, of business markets, for their position in it.

Contribution this study contributed to the B2B marketing literature by initially generating a conceptual framework for working with customer journeys in a B2B field, based on an extensive range of practitioners' expert knowledge. What this study then further contributed with was further research opportunities to assess the conceptual framework in different settings across industries and markets. Lastly this study contributed to the initial step of generating literature which contributes not only to the understanding of customer journeys in a B2B marketing setting but further to the practitioners own understanding of working with customer journeys in the future.

Chapter 1 – Introduction

Throughout the history of marketing research, the majority of the research focus has been on the consumer market. Mora Cortez & Johnston (2017) argues that there lies a gap between the practitioners in the Business-to-business (B2B) marketing field and the research derived from there in comparison to the Business-to-consumer (B2C) marketing field. Many researchers have in the past 10-15 years focused a lot on the imbalance between the economic impact in the market between B2B and B2C, which is not equally balanced when it comes to academia and the literature representation of the two (Cortez & Johnston, 2017; Hadjikhani & LaPlaca, 2013; LaPlaca & Katrichis, 2009; Lilien, 2016; Steward et al., 2019; Wiersema, 2013). In the academic field and educational field of marketing theory, the majority of literature presented within the marketing field is also majorly represented by studies and research done within the B2C marketing field. It is argued by LaPlaca & Katrichis, (2009), that balance between the economic impact of the B2B and B2C segments in the US market is predominantly equal and thereby they question the lack of equal focus when it came to published research. As the B2C marketing research is vividly overrepresented in comparison to the B2B marketing research. *"So, while many college marketing graduates obtain their initial job in a B2B setting, American colleges and universities have emphasized consumer markets and marketing in their programs for decades"* (LaPlaca & Katrichis, 2009, p. 2).

Which argumentatively, would be applicable for most universities across the world as the representation of the literature that students are taught through primarily are grounded in the B2C marketing field.

1.1. Motivational interest

As argued by LaPlaca & Katrichis (2009), marketing graduates obtain, or preferably want to obtain, their initial job in a B2B setting. Meaning, preparing for that through their academic endeavors could be argued as most efficient through relevant B2B oriented literature and developed theory. Within the Danish market not many graduate students go through their academic life with no student job as *"The best strategy for entering the Danish labor market is to find a relevant student job or get other relevant experience while you study"* (CBS, 2019). Graduate students are, at least in the Danish market, very exposed to the real problematics of their respective company's challenges and are often through that inspired to generate solutions based on their obtained academic knowledge. Adapting, most academic B2C oriented models and concepts are for the most part then, according to practitioners *'easier said, than done'* (Håkansson & Shenota, 1995; LaPlaca & Katrichis, 2009). Meaning, the urge for connecting the academic background with the problematics in the student job is profound. The literature has equally argued for mending the bridge between academia and business and through that utilize the value that the cooperation could generate. As LaPlaca & Katrichis, (2009) argues, there is significant differences in managerial marketing to businesses than consumers. Further, LaPlaca & Katrichis, (2009) argues that *"business marketers need to be more supportive … not only for the sake of academic inquiry but also because they can help the business marketer understand their own businesses better"* (p.18). Which stands in perfect line with their next argument that the linkage between marketing research and the practitioner usage hereof makes a tremendous difference in business performance and as *"Denmark has a strong tradition for employing students in part-time positions while they study, and a part of them are hired as full-time employees after they finish studying"* (CBS, 2019) both practitioners and academics share a mutual interest generating the best possible outcome of students' knowledge (LaPlaca & Katrichis, 2009).

Opposite many of the reviewed articles for this research, the goal, and motivation is not to suggest a research agenda for the future. It is to find the presumed gap in research within customer journeys on a business to business field and then fill that gap in the research and through conducted data analyze what businesses do and generalized through findings create concepts and tools to further help the practitioners in the B2B field.

The goal for this study is to generate a broader understanding of the practical implications of the theoretical standpoint and usage of customer journeys across stakeholders. Meaning, generating an understanding of the framework and the importance of it throughout the supply chain to gain understanding of the impact and processes within the supply chain and further visualize meaning for all stakeholders through the customer journey framework. It is further the aim to strengthen the understanding and importance of thorough and complete understanding of a customer centric approach through the customer journey framework.

The motivational interest could be summarized into the management of the customer journey when more than two parties are involved. Due to the reoccurring continuous struggle to streamline the overall customer journey when more parties were involved in the direct touchpoints of a client or a customer.

1.2. Problem statement

Given the former argument, the problem statement and the focus for this research will be to minimize the gap between the practitioners within the B2B marketing field and the existing research within B2B marketing. The problem statement that emerges from the focus is then what areas of the customer journey are different within the B2B marketing field compared to the B2C marketing field, if any and if so, how? What are the main areas of focus when working with customer journeys within the

B2B marketing field and how are they approached by practitioners? Lastly the focus of this study is then to generate some sort of conceptual model or framework of the practitioner's usage of customer journeys and further clarify what areas would need further focus in the future. Given those focus points and problem statements, an exploratory research question is formulated as followed (Bryman, 2012).

1.2.1. Research question

How are business to business enterprise companies securing the customer journey across stakeholders for an optimal overall experience for their clients?

1.2.1.1. Sub questions

1. What are the current trends or gaps within the B2B marketing literature when it comes to customer journeys?
2. What differences and similarities are there when focusing on customer journeys within a B2B enterprise field compared to enterprise companies in a B2C marketing field?
3. How are businesses currently securing an optimal experience in their end-to-end customer journey?
4. What should the future focus for the B2B enterprise marketing field be when it comes to securing an overall experience through the customer journey?

1.2.2. Definitions

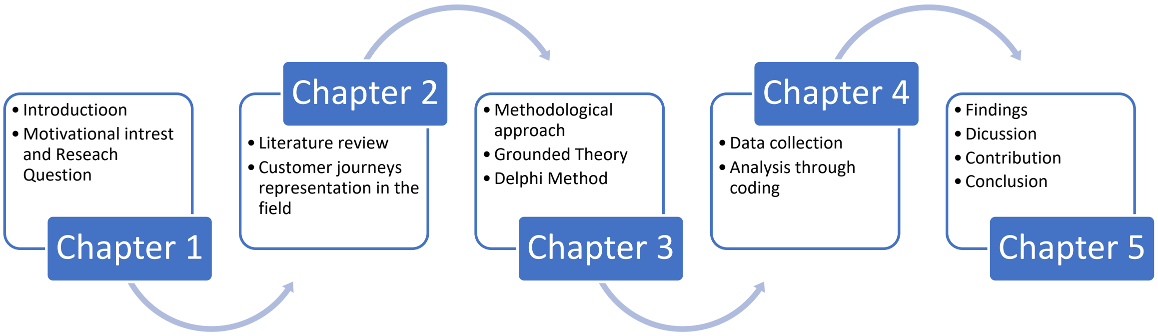
As the literature review will show, it was necessary to define what companies where explored and generalized upon when it came to the B2B marketing field. As the general perception was that smaller B2B businesses and the entrepreneurial field did not fall into the same complex categories as enterprise businesses. Which was mainly the reference point when describing the B2B marketing industry.

Customer journeys will equally be defined through the literature review upon the representation of terms and concepts that the peer-reviewed literature overall agrees upon. Define customer journeys – through the literature review – hence, there might be a need for a sub-question which defines customer journeys.

In general, further definitions will be presented along the way as the study progresses.

1.3. Outline of the study

In order to understand, solve, and propose solutions for the research question, and through that generate the insights in order to reach a conclusion, this study will be structured as follows. Chapter 1 is the introductory aspect of the study and includes the motivational interest for the study as the problem statement and research question guiding this study. Chapter 2 will include a narrative review, which will entail relevant theory and concepts, which will be explored within the two main factors of the research question, customer journeys and the B2B marketing literature. Chapter 3 will entail the methodology used in this study, including research design, types of data collection and analysis tools within the research. Chapter 4 will include the data collection and the initial coding of the data. Chapter 5 will include discussion of the findings and further discussion of the findings in comparison to the theory presented in the research and what impact the findings will have both managerial and methodological. Finally, that summarizes the findings into a conclusion of the study at the end of chapter 5 including a scope of contribution to both the academic and practical field is argued for and defined.



Chapter 2 – Theory and current stage of literature

In order to understand the trends and gaps within the B2B marketing literature, the differences there is when it comes to representation of the two fields and the applicability of theory tested within one field to another, a narrative review of the current literature is made. The review will further be structured like the rest of this study, with a purpose of the literature review, the methodology leading the review, the findings and the discussion thereof (Denyer & Tranfield, 2009). With that structure presented the narrative flow of the review will be guided, and the natural exploitation determined by the purpose of this study and therefore the review, will channel narrative through the review (Bryman, 2012).

The purpose of the review is to understand the basis of customer journeys according to the literature and how it is used as an approach. Further the purpose is to clarify how the customer journeys are represented in the B2B marketing literature and how the B2B marketing literature have evolved in comparison to the B2C marketing literature. Meaning, the narrative review will have the basis in the understanding of customer journeys as an approach overall, then it will move into the understanding of the B2B marketing literature and how customer journeys are linked to that development. Lastly the review will branch out in the areas where the B2B marketing literature further has relevance when talking customer journeys in a B2B enterprise market. Within the review a representation and discussion of methodological approaches within the literature will also be conducted in order to reason for the best methodological approach going forward. Meaning, what approaches, and decision are according to the literature and the explorative research questions the optimal approach in order to gain the knowledge required to answer the overall research question.

Based upon the purpose of the review, the overall search parameter and methodological choices made upon the review are matched accordingly. The literature review will therefore have a consistency with a mixture of the techniques of synthesis coherence and progressive coherence (Bryman, 2012) and further have base in the B2B marketing literature and customer journeys. Given the point of departure in the literature and how customer journeys are represented in the literature, as it is now, it was important to find recent literature that would give an understanding of where the market is today and how the customer journey is conceptualized today. Of course, in order to understand your current foothold, you need to understand where it comes from, meaning you need to understand the development of the history to understand where you are today and why. Hence, the focus within the B2B marketing literature was to figure out how it had developed in order to understand how it is represented today. To some extent, the same applies for the customer journey. Meaning, there was a need to understand the historical development of both the B2B marketing literature and the customer journey literature to fully comprehend where the two are today. Given the point of departure, being todays knowledge upon customer journeys within the b2b marketing field, the recentness of the literature consequently was important. As the review will disclose many articles has already defined the timeline of the evolution of b2b marketing theory. Therefor the focus for the review will be put more into the resent articles about the development of b2b marketing. Resent articles are then defined as going max 10-20 years back of publishing. The two equivalent factors for the initial conduction of the literature is peer-reviewed and recent literature within the B2B marketing field and customer journey literature.

2.1. Literature review

Conducting the literature review there was first a focus on sampling the articles for review and reviewing within the customer journey literature itself. Further due to the focus of this study there was different line of focus drawn to the B2B marketing literature. Those two points of focus where going in parallel and was the main focus to review from the initial starting point. From that themes evolved that needed more attention in order to determine whether it was possible to draw lines from the customer journey perspective in a B2B marketing field. E.g. supply chain in the B2B market is a dominant factor and will it therefore also be a dominant factor in developing theory within customer journeys on a B2B perspective.

Nevertheless, regardless of the rolling out of the themes or new viewpoints that the review is trying to embrace, there should be a clear connection to either the customer journey perspective or the b2b marketing perspective and the elements that those to perspectives entails. The purpose and scope of this review is to figure out whether the customer journey framework within the B2B market is thoroughly studied and if so to which extend and how practitioners then use it according to the studies and if not then to generate some theory upon an eventual unresearched area of the field.

The approach at first was to find any type of article or study within the area of customer journeys regardless of field. As described in the motivational interest, the management of the customer journey when more than two parties are involved was something that occurred as a continuous struggle to streamline the overall customer journey when more parties were involved in the direct touchpoints of a client or a customer.

In order to reach consensus with the review, both when it comes to the purpose of the review but also when it comes to the possibilities of saturation with the possible data collection, a timespan and a geographical span of literature reviewed is applied. The narrative approach for the literature matches the purpose of the review in the sense that the study tries to *generate understanding rather than accumulating* *knowledge* (Bryman, 2012). Meaning, the review will give an initial understanding (Bryman, 2012) of what areas of customer journeys within the b2b marketing field has been explored already and how is customer journeys dealt with when it comes to the b2b marketing field compared to the b2c marketing field.

Overview of determination whether an article was relevant or not for this paper

Aspects	**Coding**	**Description**
Field of research	Bilateral purpose fulfillment	Identification of the field of research in which the paper is situated. If it wasn't clear in the abstract and introduction and conclusion of the paper, it was defined as not a main focus of the paper and then non-relevant for this study. Meaning, either customer journey had to be an essential part of a paper or b2b marketing theory had to be an essential part of a paper.
Research contribution	Peer-reviewed	It wasn't a requirement that there was any contribution to the field, as it regardless could contribute in either emphasizing the hypothesis of none-present customer journey literature
Publication	10-20 years	As the purpose of this study is building knowledge and moving forward, the most present literature is used.

2.1.1. Customer journeys and the B2B marketing field

The overall story and coverage of the theme customer journeys in the b2b marketing literature have been given less attention, in comparison to the literature on customer journeys in the b2c marketing literature (LaPlaca & Katrichis, 2009). Følstad & Kvale, (2018) argues, not only for the lack of equal presence in the b2b marketing literature, but for the lack of consistency when it comes to the definition and usage of terms within customer journeys. Meaning, both the term customer journey itself, how that is defined, but also when it comes to the terms within the customer journey framework, e.g. touch points. Hence, Følstad & Kvale, (2018) argues for an incoherent usage of terms in the literature overall. What further has been related to the customer journey in regards to the conceptual framework, Følstad & Kvale, (2018) further argues deviances in usage of terms when it comes to, service blue-printing, service journeys, and what Berry et al., (2006) call orchestration of clues, which all has an impact on the customer experience. As the branching out of terms within the systematic review of Følstad & Kvale, (2018), identified various abbreviations of the customer journeys, as a main focus of this study overall, going forward it was important to narrow the search of this study's review accordingly. Meaning, keeping this study's main purpose in mind when continuing the understanding of customer journeys in the B2B marketing literature (Bryman, 2012). What Berry et al., (2006) though determined and initially referred to as cues, was through Zomerdijk & Voss, (2010) case study linked to customer journeys and the touchpoints throughout the journey. Meaning going forward, the review of customer journeys will not concentrate on the empirical definition on customer journeys, but rather on the larger scope of conceptual understanding of customer journeys. nonetheless, the definition and aspects of the customer journey as described by Lemon & Verhoef, (2016), will be an anchor of reference, due to the thorough conceptualized model within their article and the peer-reviewed influence of their work overall.

FIGURE 1
Process Model for Customer Journey and Experience

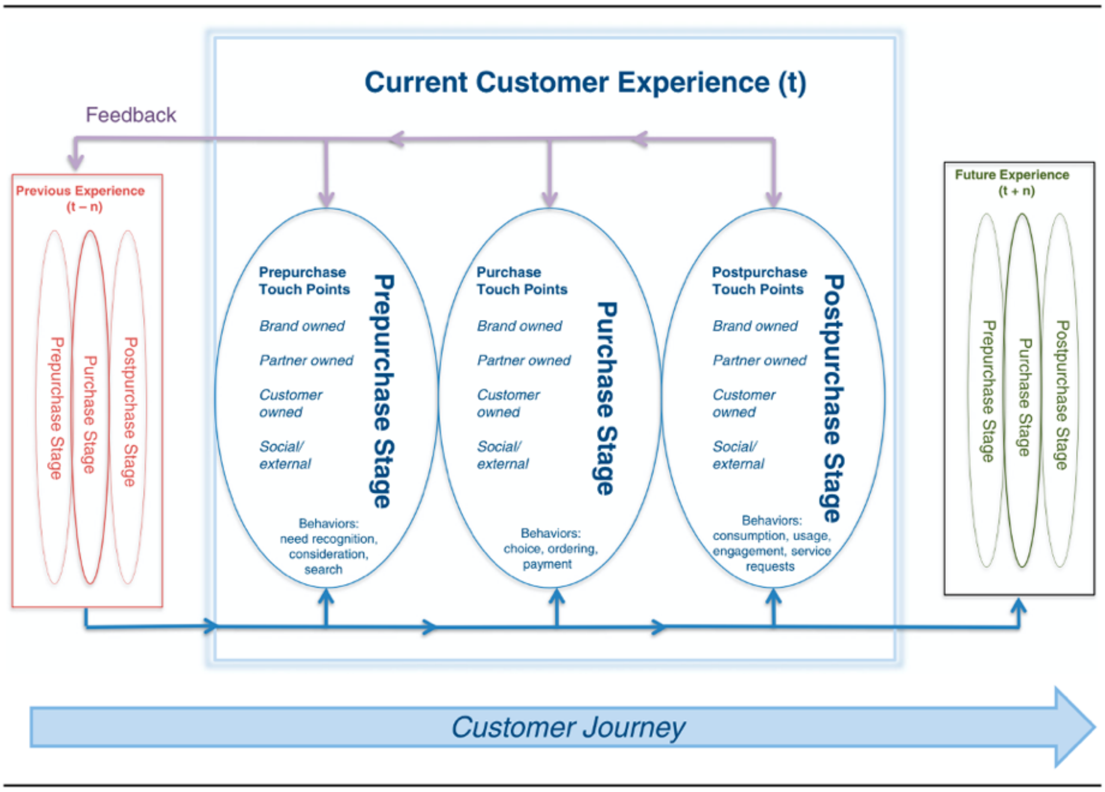


Figure 1 - Lemon & Verhoef, (2016, fig. 1)

The case study, which Zomerdijk & Voss, (2010) conducted is then, equally to Følstad & Kvale's, (2018) review, again mainly conducted with a focused on the B2C marketing field, leading to an overall perception of customer journeys not being represented properly in the B2B marketing literature. Cortez & Johnston, (2017) on the contrary argues for their contribution to closing the gap between the practical field and academic research, through their historical review of the evolution of the B2B marketing literature. In linking the development of buying processes in the industrial marketing field to the end-to-end customer experience and overall decision process resulting in the customer journey and relationship aspects.

Some of the main challenges and possible also the reason for an imbalance in the B2B and B2C marketing field is the access to data and the knowledge it requires to obtain and fully comprehend some of the data in the B2B marketing field (Cortez & Johnston, 2017; LaPlaca & Katrichis, 2009; Lilien, 2016). As the B2B marketing field, which multiple studies have shown, is far more complex and the knowledge within the field specified to an extend which makes analysis of the content tough, in comparison to social studies of consumers (Cortez & Johnston, 2017; LaPlaca & Katrichis, 2009; Lilien, 2016). While LaPlaca & Katrichis, (2009) might argue that the consumer market is more popular within the research field, due to students interests in *"music players, beer, basketball footwear, and sports cars that are central to their consumption experiences"* (p.16), which can be counterargued just for the unpresedented fact that it had no basis in data. Consequently, if anything the availability of data is the main obstacle to overcome for the popularity within B2B academic research to grow amongst students. If the availability even for experienced researchers seems overwhelming, who can blame the 'green researchers', being the students for opting to the 'easy way out' being the accessible consumer market data stream. What reasearchers are meassured on is the impact and contribution to the field through their research. Meaning, without any point of departure in real practitioners problems, the research is not going to contribute to the same extent in which research has contributed in the B2C market. Cortez & Johnston, (2017) argues;*"All in all, the historical review of B2B marketing suggests that practitioners' problems or inquiries have evolved faster than B2B academic research and related initiatives"* (p.92). Cortez & Johnston, (2017) then further argues; "*specifically, the genesis of B2B marketing theory needs to be rooted in real practitioner problems while applying the rigor of academic research"* (p.91). Meaning, approaching practitioners, 'real-life' challenges and solving them, through the refined art of methodology, in which the academic world excell. The development of B2B theory over time has by many researchers though been identified as a movement from transactionbased marketing to relationshipbased marketing (Cortez & Johnston, 2017; Hadjikhani & LaPlaca, 2013; Lilien, 2016; Steward et al., 2019; Wiersema, 2013). The movement towards the relationship based aspect of marketing is where, as previously mentioned, customer journeys starts to show in the B2B marketing field as well.

Nevertheless, the relative presence of customer journeys in the B2B marketing research, it would be fair to say the least, that it is a tough needle to find. In order to locate the customer journey's presence in the B2B marketing literature, the need for exploring the various debreviations on how customer journeys are used in the literature in general is key. As mentioned, Følstad & Kvale, (2018) argues that the coherency within usage of terms regarding the customer joruney, is non apperent. Continuing in that mantra, it could be argued that the incoherence continues with Witell et al., (2019). On the contrarary, it can though be argued, as a minor detail in the eyes of the B2B practitioners field. Meaning, if there is a coherence and common understanding of the terms used, is it then needed in the sense of academia and does the problem of incoherence in term usage lie somewhere else? Leading us back to the discussion of what purpose does academia serve and who are the consumers of academic research? Which again is backed up by Følstad & Kvale's, (2018) findings that the variation in scope of customer journeys is apperently not seen as problematic. The presence of Customer Experience (CE) and Customer Experience Management (CEM) seems to be the closest term thoroughly researched and defined in which the aspect of time and amount is implied in customer journeys as well. What then according to Følstad & Kvale, (2018) seem to be generally accepted is the fact that *"customer journeys concern the service process as seen from the customer viewpoint"* (p.213) and regardless of namification of the touchpoints customer journeys are described as a series of those. In general through the review of literature within customer joruneys, it is moreover used as a managerial tool to improve the service quality and thereby the customer experience, rather than a fully customer centric approach to design what the customer needs and seeks (Halvorsrud et al., 2016). Again, this is merely based on B2C oriented cases.

Emphasizing the observations made throughout the review of the articles published on customer joruneys, none of them are based in the B2B marketing field. Whenever customer journeys are mentioned in a B2B positioned article it is due to the historical review of B2B marketing in general and the emergence of customer journeys based on the buying process within the B2B marketing field (See Synthesis of literature review). LaPlaca & Katrichis, (2009) argue that much of the customer journey framework and literature on customer experience has been centeret around the shopping experience and retail industry itself. Lemon & Verhoef's, (2016) development and findings are not representative in the B2B marketing field in the sense that it, within this study's review, only is referenced in the historical review of (Cortez & Johnston, 2017, p. 97), but at the same time argued that the efforts of many customer journey studies have been centrilizing in defining concepts without clearly stating the arena in which those concepts belong (b2b or b2c). (Lemon & Verhoef, 2016) themselves argue for the difficulty of *"developing a single set of measures that adequately captures customer experience across industries and channels."* (p.81). Summarized from (Lemon & Verhoef, 2016)'s article is that *"Although it is a complex and difficult endeavor, it is important to identify critical touch points ("moments of truth") throughout the customer journey that have the most significant influence on key customer outcomes"* (p.82).

Nevertheless Lemon & Verhoef's *Process Model for Customer Journey and Experience* (2016, Fig. 1) argumentably encompasses the customer journey and its implied functions and terms in the most exploited matter throughout the literature of customer journeys. With the extensive conceptualization of the customer journey, Lemon & Verhoef, (2016) argue for further *"development of an omnichannel understanding across the journey"* (p. 88) and could in that context be seemingly having marrit not only in the B2C field but also in the B2B market. Again, emphasizing the need for more case studies conducted in the B2B marketing field. Even when it comes to relations and the definition of a relationship amongst businesses the definition within that are not clearly agreed upon, some argue that once transaction or a resource exchange has ended, the relationship ends as well, whereas others argue that the relationship doesn't necessarily end upon those terms (Hadjikhani & LaPlaca, 2013). Further, customer experience and the elements within customer journey, such as touchpoints are also heavily researched, but again only within the b2c marketing field (Stein & Ramaseshan, 2016).

Customer journeys are in the majority of the literature, being used as a framework for designing or mapping the service of a company's value proposition and further to measure whether the design is living up to the desired customer experience (Crosier & Handford, 2012; Halvorsrud et al., 2016; Rosenbaum et al., 2017; Trischler & Scott, 2016). In line with that, customer journeys are mentioned as a competitive tool by Edelman & Singer, (2015) and they argue for utilization of the tool, also in the B2B market to gain competitive advantage.

2.1.2. Branching out: synergies in the B2B marketing literature

When it comes to the interest field of customer journeys across multiple parties and stakeholders, several topics on the B2B marketing field were explored to see if there were any synergies when it comes to customer journeys within the B2B market. Some of these topics where supply chain management (Hadjikhani & LaPlaca, 2013; Zomerdijk & Voss, 2010), omni channels (Barwitz & Maas, 2018; Lemon & Verhoef, 2016), relational selling (Arli et al., 2018; Bolton et al., 2008), business models (Norton & Pine, 2013), and complexity (Cortez & Johnston, 2017; LaPlaca & Katrichis, 2009; Varnali, 2019).

Zomerdijk & Voss, (2010) through their findings argue *"to deliver superior customer experiences, the whole service supply chain, not just the frontstage, should be focused on the customer experience."* (p.76) Whereas the examples found in their study mostly concerned owned touchpoints, in accordance to Lemon & Verhoef, (2016) who visualizes the differences within brand-owned, partner-owned and customer-owned touchpoints throughout a customer journey, it could be argued that synergies to the B2B marketing field is present. Meaning, further exploitation could be made within touchpoints and their level of control (owned-ness), in relation to securing a seamless customer journey across stakeholders. Another argument made by Zomerdijk & Voss, (2010) was the need to understand why the *"consulting firms and design houses that did not see employee-customer interaction to be within their purview"* (p.77) and if that according to Lemon & Verhoef, (2016) would compromise the overall experience of the journey. Barwitz & Maas, (2018) found in their study, that firms needed to get better integration of channels and means of interaction, throughout the customer journey in order to create a seamless experience across forms and levels of interactions. Further Barwitz & Maas, (2018) argues that *"exploring how individual customer journeys can best be predicted may yield interesting operational insights into how journeys can be optimally supported, which is valuable for* *customers and providers alike."* (p.129) which enhances the trust in the relational aspect of team efforts to maximize the competitive advantage for the involved stakeholders (Arli et al., 2018; Bolton et al., 2008).

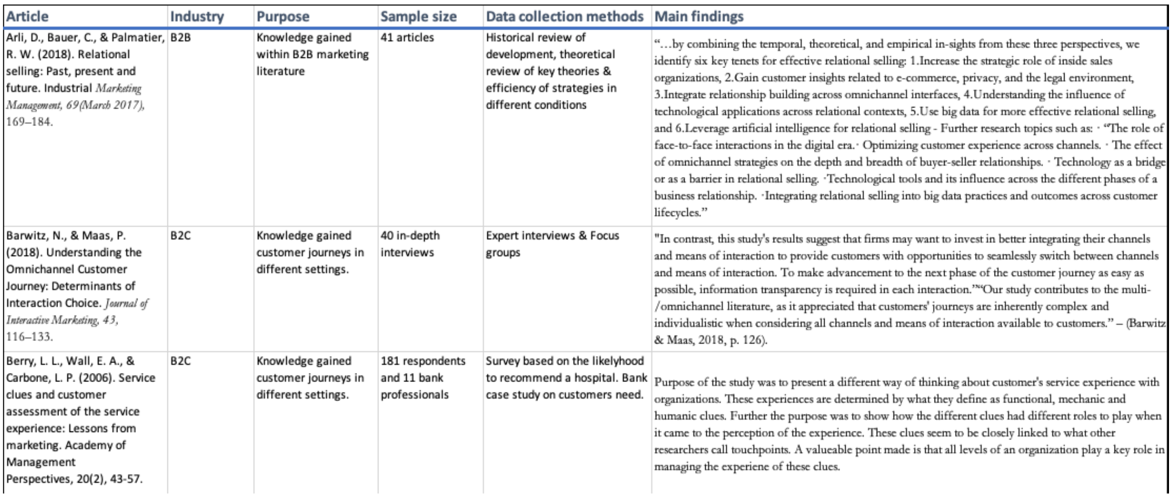
2.1.3. Moving forward: theoretical gap and research field

With these findings within the literature, there is a clear consensus when it comes to the lack of research being done within customer journeys in the B2B marketing literature. Følstad & Kvale, (2018) argues for a systematic comparison between the designed customer journey and the internal expectation towards the customer experience and design of the journey and the actual perceived experience of the journey by the customer, to close the gap in the research field. In order to do that though, there needs to be a consensus on how customer journeys are applies in the praxis. Since, little to no research is applicable within the B2B marketing literature, this study seeks to understand the differences and possible similarities there is when focusing on a B2B field. Voorhees et al., (2017) argues for research topics such as: initial contact and onboarding, in context of connecting the pre-, during-, and post-phases, relationship building and proactive firm activities. In which, some of the differences at least when it comes to the initial contact and purchase stage of customer journeys, LaPlaca & Katrichis, (2009) argues that the emotional needs are far more a deciding factor compared to the B2B buying situation. LaPlaca & Katrichis, (2009) continue to argue that another common difference is the number of people involved with the decision processes in the B2B market compared to the B2C market. On the contrary, it has not been determined within these articles whether it is representable across all sizes of companies within the B2B marketing field or if there is a differentiation within the B2B marketing field and further definitions are needed when exploring on the complex aspects of the business market. Which leads to the last synergy found within the literature review, being the aspect of complexity. Lemon & Verhoef, (2016) argues that *"The complexity of journeys and the speed with which both technology and consumer behavior are changing may require new and flexible organization models"* (p.89). Most of the reviews covering the B2B literature, argues for the complexity in which B2B organizations operate in. Arli et al., (2018) found that B2B customers increasingly were confronted with complex solutions and service offerings to their inquiries. In compliance with (Voorhees et al., 2017) focus on holistic approach to the customer experience, Varnali, (2019) further argues that a customer's experience with an ecosystem, which is the holistic experience of a complex relational net amongst a company's employees, partners and suppliers that determines the overall customer experience. It is this net of complexity which is interesting to jump into and explore the dimensions of and figure out how all of it is interlinked in the B2B marketing field and how that again is managed.

All in all, the theoretical gap when it comes to customer journeys within the B2B marketing field is very much present. From the reviewed articles, most of them being historical reviews upon the B2B marketing research, there is a strong incentive to enforce the importance of creating a balance within the research field. Meaning, there is a trend of this past decade reviewing the literature in the spectra of historical development and only reinforcing the clear lack of research in the B2B academic field. When looking into B2B marketing literature and customer journey literature, there are some common themes emerging, which would be interesting to research in depth and figure out what connection those themes have to customer journeys in general but further in the aspect of customer journeys in a B2B marketing field. Initially, the search for customer journeys started within the B2B marketing literature. The preliminary presence of customer journeys within the B2B marketing literature would be through a historical review (Cortez & Johnston, 2017). The search then moved on to focusing merely on B2B marketing itself and the development of buying processes within the B2B marketing literature (Cortez & Johnston, 2017; Hadjikhani & LaPlaca, 2013; LaPlaca & Katrichis, 2009; Lilien, 2016; Steward et al., 2019; Wiersema, 2013). Følstad & Kvale's, (2018) systematic review on customer journeys, further emphasized the fact that none of the reviewed literature on customer journeys would be found to have presence within B2B marketing literature. Hence, going back to the impact and contribution of B2B marketing literature several of the historical reviews point out the importance of getting academia and practitioners closer together (O'Cass & Wetzels, 2019) and with this study, the first step might be taken in bridging that gap.

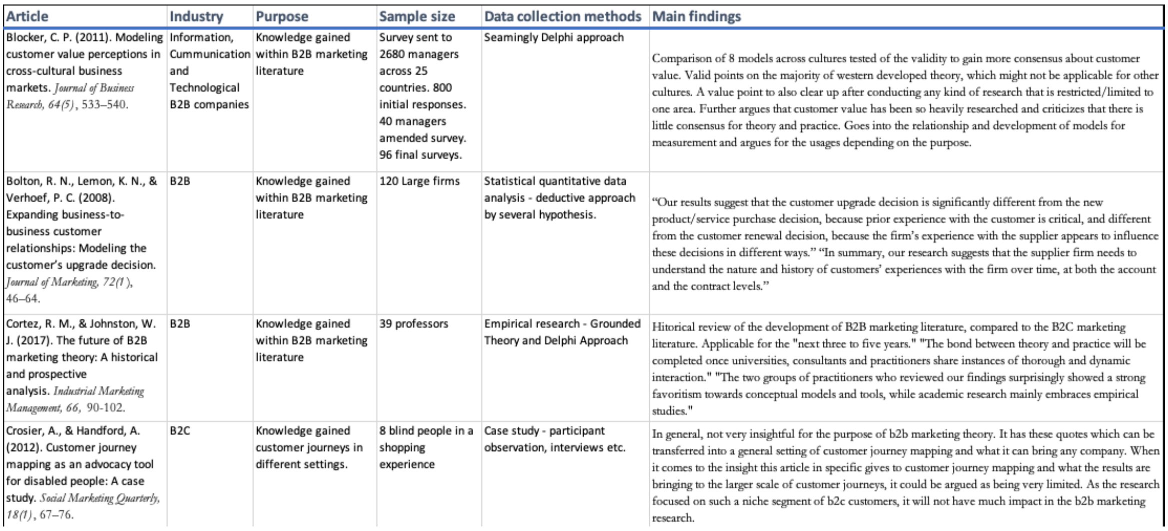
2.1.4. Synthesis of the literature review

As the literature review had multiple purposes in accordance to both research question and methodological approaches to conducting an explorative study, which the research question determines, the review contained literature in the bilateral aspect. This is further emphasized in the synthesis of the literature review as seen below (See appendix A).



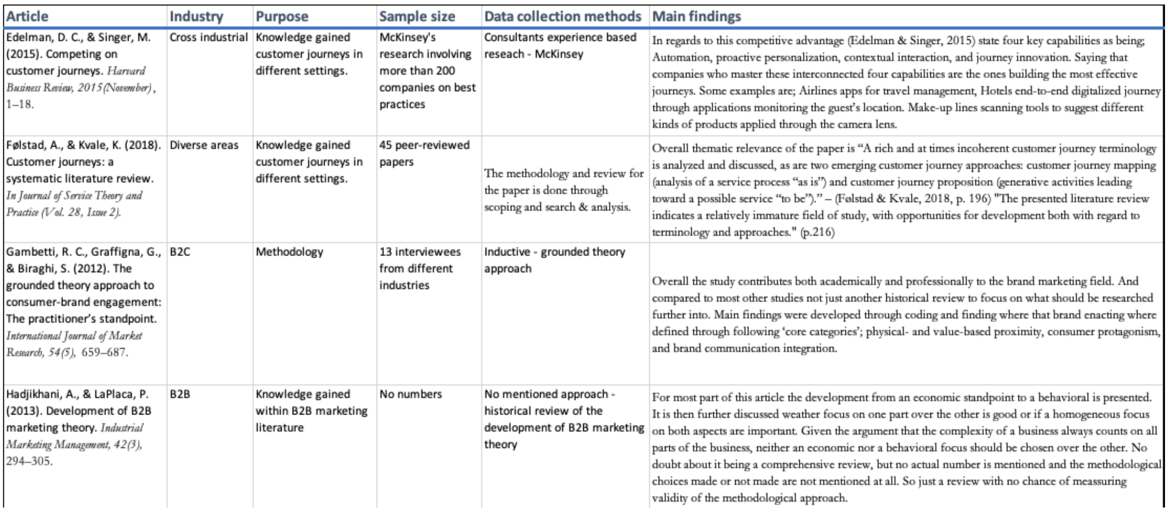
Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Arli, D., Bauer, C., & Palmatier, R. W. (2018). Relational selling: Past, present and future. Industrial *Marketing Management, 69(March 2017),* 169–184.	B2B	Knowledge gained within B2B marketing literature	41 articles	Historical review of development, theoretical review of key theories & efficiency of strategies in different conditions	"…by combining the temporal, theoretical, and empirical in-sights from these three perspectives, we identify six key tenets for effective relational selling: 1.Increase the strategic role of inside sales organizations, 2.Gain customer insights related to e-commerce, privacy, and the legal environment, 3.Integrate relationship building across omnichannel interfaces, 4.Understanding the influence of technological applications across relational contexts, 5.Use big data for more effective relational selling, and 6.Leverage artificial intelligence for relational selling - Further research topics such as: · "The role of face-to-face interactions in the digital era.· Optimizing customer experience across channels. · The effect of omnichannel strategies on the depth and breadth of buyer-seller relationships. · Technology as a bridge or as a barrier in relational selling. ·Technological tools and its influence across the different phases of a business relationship. ·Integrating relational selling into big data practices and outcomes across customer lifecycles."
Barwitz, N., & Maas, P. (2018). Understanding the Omnichannel Customer Journey: Determinants of Interaction Choice. *Journal of Interactive Marketing, 43,* 116–133.	B2C	Knowledge gained customer journeys in different settings.	40 in-depth interviews	Expert interviews & Focus groups	"In contrast, this study's results suggest that firms may want to invest in better integrating their channels and means of interaction to provide customers with opportunities to seamlessly switch between channels and means of interaction. To make advancement to the next phase of the customer journey as easy as possible, information transparency is required in each interaction.""Our study contributes to the multi-/omnichannel literature, as it appreciated that customers' journeys are inherently complex and individualistic when considering all channels and means of interaction available to customers." – (Barwitz & Maas, 2018, p. 126).
Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. Academy of Management Perspectives, 20(2), 43-57.	B2C	Knowledge gained customer journeys in different settings.	181 respondents and 11 bank professionals	Survey based on the likelyhood to recommend a hospital. Bank case study on customers need.	Purpose of the study was to present a different way of thinking about customer's service experience with organizations. These experiences are determined by what they define as functional, mechanic and humanic clues. Further the purpose was to show how the different clues had different roles to play when it came to the perception of the experience. These clues seem to be closely linked to what other researchers call touchpoints. A valueable point made is that all levels of an organization play a key role in managing the experiene of these clues.

Figure 2 - Synthesis of Arli et al., (2018); Barwitz & Maas, (2018); Berry et al., (2006)



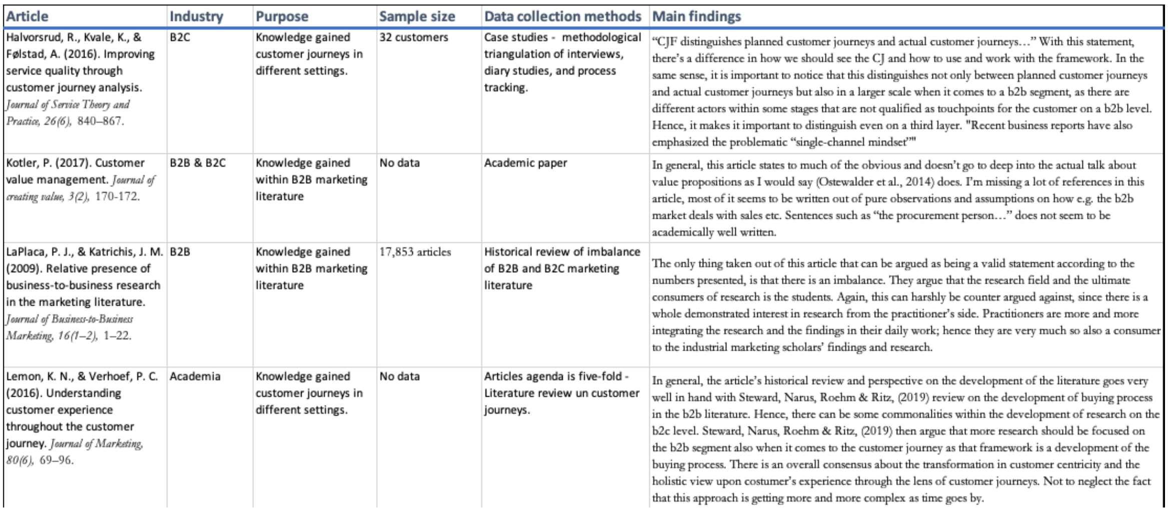
Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Blocker, C. P. (2011). Modeling customer value perceptions in cross-cultural business markets. *Journal of Business Research, 64(5)*, 533–540.	Information, Cummunication and Technological B2B companies	Knowledge gained within B2B marketing literature	Survey sent to 2680 managers across 25 countries. 800 initial responses. 40 managers amended survey. 96 final surveys.	Seamingly Delphi approach	Comparison of 8 models across cultures tested of the validity to gain more consensus about customer value. Valid points on the majority of western developed theory, which might not be applicable for other cultures. A value point to also clear up after conducting any kind of research that is restricted/limited to one area. Further argues that customer value has been so heavily researched and criticizes that there is little consensus for theory and practice. Goes into the relationship and development of models for measurement and argues for the usages depending on the purpose.
Bolton, R. N., Lemon, K. N., & Verhoef, P. C. (2008). Expanding business-to-business customer relationships: Modeling the customer's upgrade decision. *Journal of Marketing, 72(1)*, 46–64.	B2B	Knowledge gained within B2B marketing literature	120 Large firms	Statistical quantitative data analysis - deductive approach by several hypothesis.	"Our results suggest that the customer upgrade decision is significantly different from the new product/service purchase decision, because prior experience with the customer is critical, and different from the customer renewal decision, because the firm's experience with the supplier appears to influence these decisions in different ways." "In summary, our research suggests that the supplier firm needs to understand the nature and history of customers' experiences with the firm over time, at both the account and the contract levels."
Cortez, R. M., & Johnston, W. J. (2017). The future of B2B marketing theory: A historical and prospective analysis. *Industrial Marketing Management, 66*, 90-102.	B2B	Knowledge gained within B2B marketing literature	39 professors	Empirical research - Grounded Theory and Delphi Approach	Hitorical review of the development of B2B marketing literature, compared to the B2C marketing literature. Applicable for the "next three to five years." "The bond between theory and practice will be completed once universities, consultants and practitioners share instances of thorough and dynamic interaction." "The two groups of practitioners who reviewed our findings surprisingly showed a strong favoritism towards conceptual models and tools, while academic research mainly embraces empirical studies."
Crosier, A., & Handford, A. (2012). Customer journey mapping as an advocacy tool for disabled people: A case study. *Social Marketing Quarterly, 18(1)*, 67–76.	B2C	Knowledge gained customer journeys in different settings.	8 blind people in a shopping experience	Case study - participant observation, interviews etc.	In general, not very insightful for the purpose of b2b marketing theory. It has these quotes which can be transferred into a general setting of customer journey mapping and what it can bring any company. When it comes to the insight this article in specific gives to customer journey mapping and what the results are bringing to the larger scale of customer journeys, it could be argued as being very limited. As the research focused on such a niche segment of b2c customers, it will not have much impact in the b2b marketing research.

Figure 3 - synthesis of Blocker, (2011); Bolton et al., (2008); Cortez & Johnston, (2017); Crosier & Handford, (2012)



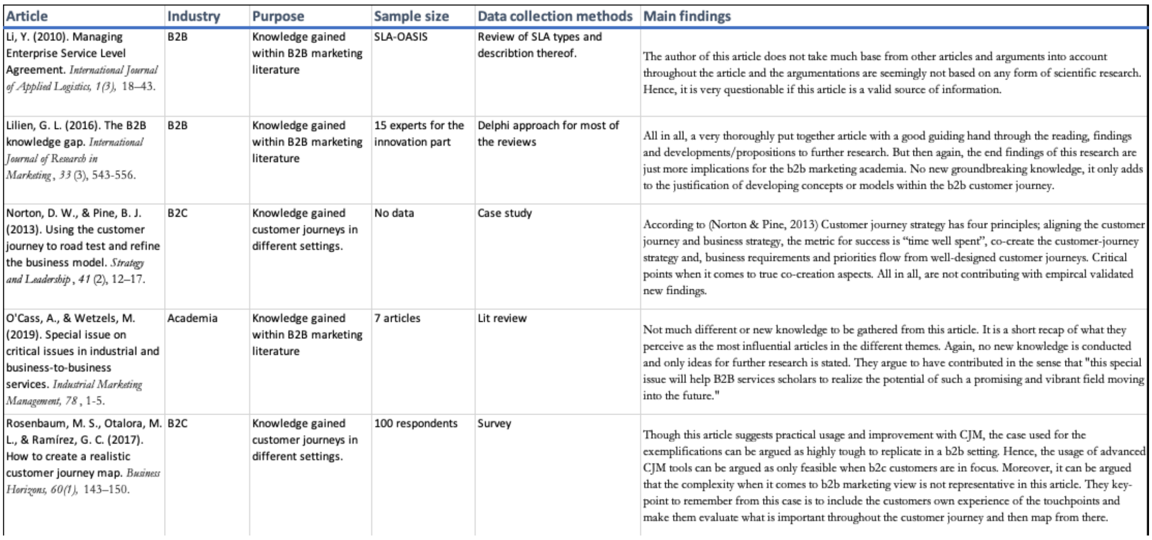
Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Edelman, D. C., & Singer, M. (2015). Competing on customer journeys. *Harvard Business Review, 2015(November)*, 1–18.	Cross industrial	Knowledge gained customer journeys in different settings.	McKinsey's research involving more than 200 companies on best practices	Consultants experience based reseach - McKinsey	In regards to this competitive advantage (Edelman & Singer, 2015) state four key capabilities as being; Automation, proactive personalization, contextual interaction, and journey innovation. Saying that companies who master these interconnected four capabilities are the ones building the most effective journeys. Some examples are; Airlines apps for travel management, Hotels end-to-end digitalized journey through applications monitoring the guest's location. Make-up lines scanning tools to suggest different kinds of products applied through the camera lens.
Følstad, A., & Kvale, K. (2018). Customer journeys: a systematic literature review. *In Journal of Service Theory and Practice (Vol. 28, Issue 2).*	Diverse areas	Knowledge gained customer journeys in different settings.	45 peer-reviewed papers	The methodology and review for the paper is done through scoping and search & analysis.	Overall thematic relevance of the paper is "A rich and at times incoherent customer journey terminology is analyzed and discussed, as are two emerging customer journey approaches: customer journey mapping (analysis of a service process "as is") and customer journey proposition (generative activities leading toward a possible service "to be")." – (Følstad & Kvale, 2018, p. 196) "The presented literature review indicates a relatively immature field of study, with opportunities for development both with regard to terminology and approaches." (p.216)
Gambetti, R. C., Graffigna, G., & Biraghi, S. (2012). The grounded theory approach to consumer-brand engagement: The practitioner's standpoint. *International Journal of Market Research, 54(5)*, 659–687.	B2C	Methodology	13 interviewees from different industries	Inductive - grounded theory approach	Overall the study contributes both academically and professionally to the brand marketing field. And compared to most other studies not just another historical review to focus on what should be researched further into. Main findings were developed through coding and finding where that brand enacting where defined through following 'core categories'; physical- and value-based proximity, consumer protagonism, and brand communication integration.
Hadjikhani, A., & LaPlaca, P. (2013). Development of B2B marketing theory. *Industrial Marketing Management, 42(3)*, 294–305.	B2B	Knowledge gained within B2B marketing literature	No numbers	No mentioned approach - historical review of the development of B2B marketing theory	For most part of this article the development from an economic standpoint to a behavioral is presented. It is then further discussed weather focus on one part over the other is good or if a homogeneous focus on both aspects are important. Given the argument that the complexity of a business always counts on all parts of the business, neither an economic nor a behavioral focus should be chosen over the other. No doubt about it being a comprehensive review, but no actual number is mentioned and the methodological choices made or not made are not mentioned at all. So just a review with no chance of meassuring validity of the methodological approach.

Figure 4 - synthesis of Edelman & Singer, (2015); Følstad & Kvale, (2018); Gambetti et al., (2012); Hadjikhani & LaPlaca, (2013)



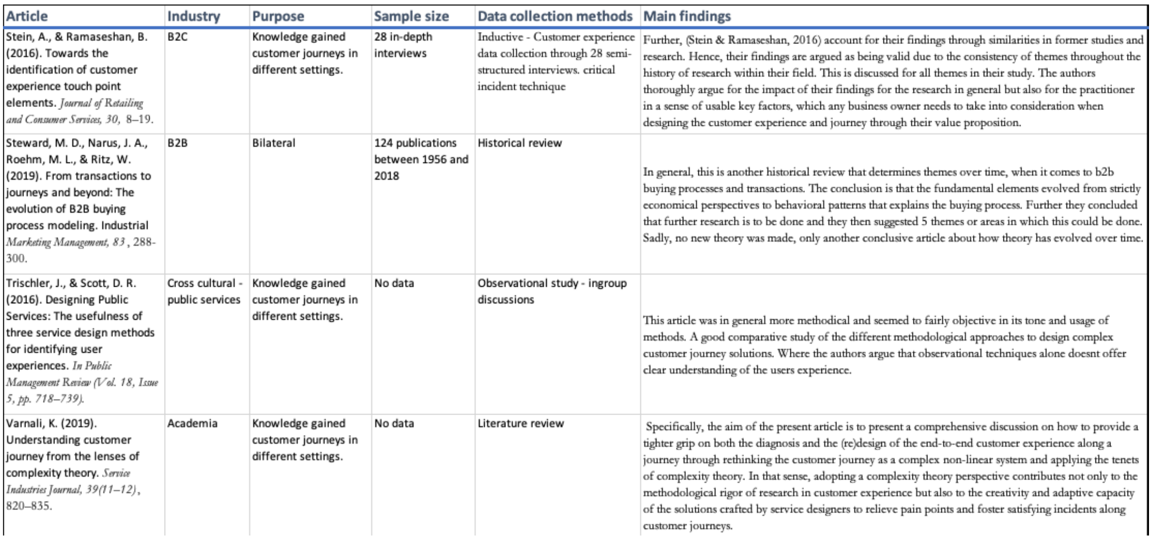
Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Halvorsrud, R., Kvale, K., & Følstad, A. (2016). Improving service quality through customer journey analysis. *Journal of Service Theory and Practice, 26(6)*, 840–867.	B2C	Knowledge gained customer journeys in different settings.	32 customers	Case studies - methodological triangulation of interviews, diary studies, and process tracking.	"CJF distinguishes planned customer journeys and actual customer journeys…" With this statement, there's a difference in how we should see the CJ and how to use and work with the framework. In the same sense, it is important to notice that this distinguishes not only between planned customer journeys and actual customer journeys but also in a larger scale when it comes to a b2b segment, as there are different actors within some stages that are not qualified as touchpoints for the customer on a b2b level. Hence, it makes it important to distinguish even on a third layer. "Recent business reports have also emphasized the problematic "single-channel mindset""
Kotler, P. (2017). Customer value management. *Journal of creating value, 3(2)*, 170-172.	B2B & B2C	Knowledge gained within B2B marketing literature	No data	Academic paper	In general, this article states to much of the obvious and doesn't go to deep into the actual talk about value propositions as I would say (Ostewalder et al., 2014) does. I'm missing a lot of references in this article, most of it seems to be written out of pure observations and assumptions on how e.g. the b2b market deals with sales etc. Sentences such as "the procurement person…" does not seem to be academically well written.
LaPlaca, P. J., & Katrichis, J. M. (2009). Relative presence of business-to-business research in the marketing literature. *Journal of Business-to-Business Marketing, 16(1–2)*, 1–22.	B2B	Knowledge gained within B2B marketing literature	17,853 articles	Historical review of imbalance of B2B and B2C marketing literature	The only thing taken out of this article that can be argued as being a valid statement according to the numbers presented, is that there is an imbalance. They argue that the research field and the ultimate consumers of research is the students. Again, this can harshly be counter argued against, since there is a whole demonstrated interest in research from the practitioner's side. Practitioners are more and more integrating the research and the findings in their daily work; hence they are very much so also a consumer to the industrial marketing scholars' findings and research.
Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing, 80(6)*, 69–96.	Academia	Knowledge gained customer journeys in different settings.	No data	Articles agenda is five-fold - Literature review un customer journeys.	In general, the article's historical review and perspective on the development of the literature goes very well in hand with Steward, Narus, Roehm & Ritz, (2019) review on the development of buying process in the b2b literature. Hence, there can be some commonalities within the development of research on the b2c level. Steward, Narus, Roehm & Ritz, (2019) then argue that more research should be focused on the b2b segment also when it comes to the customer journey as that framework is a development of the buying process. There is an overall consensus about the transformation in customer centricity and the holistic view upon costumer's experience through the lens of customer journeys. Not to neglect the fact that this approach is getting more and more complex as time goes by.

Figure 5 - synthesis of Halvorsrud et al., (2016); Kotler, (2017); LaPlaca & Katrichis, (2009); Lemon & Verhoef, (2016)



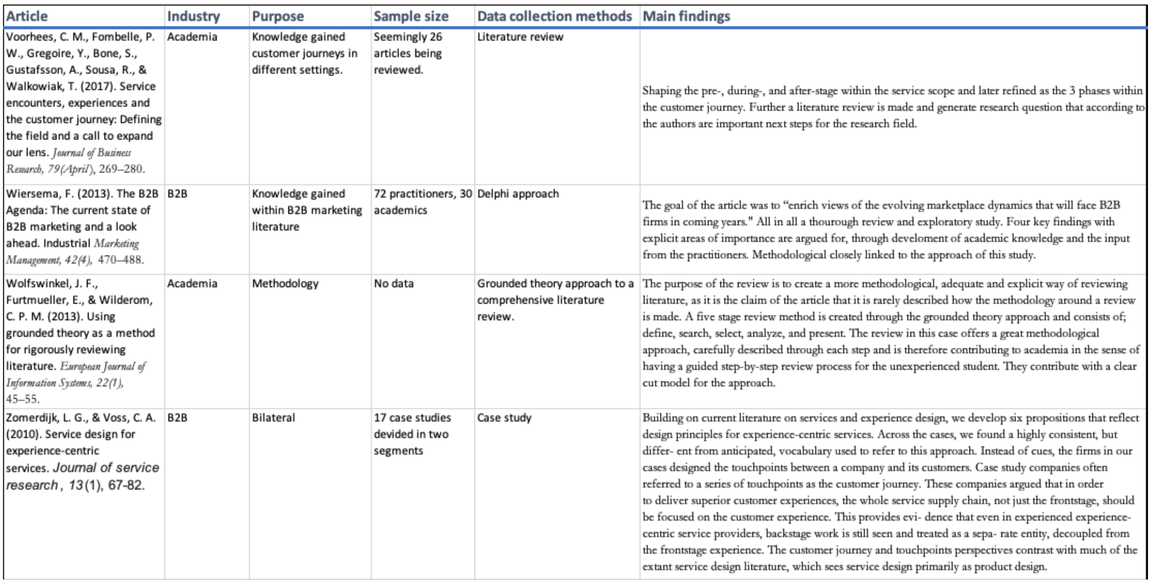
Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Li, Y. (2010). Managing Enterprise Service Level Agreement. *International Journal of Applied Logistics, 1(3),* 18–43.	B2B	Knowledge gained within B2B marketing literature	SLA-OASIS	Review of SLA types and describtion thereof.	The author of this article does not take much base from other articles and arguments into account throughout the article and the argumentations are seemingly not based on any form of scientific research. Hence, it is very questionable if this article is a valid source of information.
Lilien, G. L. (2016). The B2B knowledge gap. *International Journal of Research in Marketing* , *33* (3), 543-556.	B2B	Knowledge gained within B2B marketing literature	15 experts for the innovation part	Delphi approach for most of the reviews	All in all, a very thoroughly put together article with a good guiding hand through the reading, findings and developments/propositions to further research. But then again, the end findings of this research are just more implications for the b2b marketing academia. No new groundbreaking knowledge, it only adds to the justification of developing concepts or models within the b2b customer journey.
Norton, D. W., & Pine, B. J. (2013). Using the customer journey to road test and refine the business model. *Strategy and Leadership* , *41* (2), 12–17.	B2C	Knowledge gained customer journeys in different settings.	No data	Case study	According to (Norton & Pine, 2013) Customer journey strategy has four principles; aligning the customer journey and business strategy, the metric for success is "time well spent", co-create the customer-journey strategy and, business requirements and priorities flow from well-designed customer journeys. Critical points when it comes to true co-creation aspects. All in all, are not contributing with empircal validated new findings.
O'Cass, A., & Wetzels, M. (2019). Special issue on critical issues in industrial and business-to-business services. *Industrial Marketing Management, 78* , 1-5.	Academia	Knowledge gained within B2B marketing literature	7 articles	Lit review	Not much different or new knowledge to be gathered from this article. It is a short recap of what they perceive as the most influential articles in the different themes. Again, no new knowledge is conducted and only ideas for further research is stated. They argue to have contributed in the sense that "this special issue will help B2B services scholars to realize the potential of such a promising and vibrant field moving into the future."
Rosenbaum, M. S., Otalora, M. L., & Ramírez, G. C. (2017). How to create a realistic customer journey map. *Business Horizons, 60(1),* 143–150.	B2C	Knowledge gained customer journeys in different settings.	100 respondents	Survey	Though this article suggests practical usage and improvement with CJM, the case used for the exemplifications can be argued as highly tough to replicate in a b2b setting. Hence, the usage of advanced CJM tools can be argued as only feasible when b2c customers are in focus. Moreover, it can be argued that the complexity when it comes to b2b marketing view is not representative in this article. They key-point to remember from this case is to include the customers own experience of the touchpoints and make them evaluate what is important throughout the customer journey and then map from there.

Figure 6 - synthesis of D'Antonio et al., (2004); Lilien, (2016); Norton & Pine, (2013); O'Cass & Wetzels, (2019); Rosenbaum et al., (2017)



Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Stein, A., & Ramaseshan, B. (2016). Towards the identification of customer experience touch point elements. *Journal of Retailing and Consumer Services, 30,* 8–19.	B2C	Knowledge gained customer journeys in different settings.	28 in-depth interviews	Inductive - Customer experience data collection through 28 semi-structured interviews. critical incident technique	Further, (Stein & Ramaseshan, 2016) account for their findings through similarities in former studies and research. Hence, their findings are argued as being valid due to the consistency of themes throughout the history of research within their field. This is discussed for all themes in their study. The authors thoroughly argue for the impact of their findings for the research in general but also for the practitioner in a sense of usable key factors, which any business owner needs to take into consideration when designing the customer experience and journey through their value proposition.
Steward, M. D., Narus, J. A., Roehm, M. L., & Ritz, W. (2019). From transactions to journeys and beyond: The evolution of B2B buying process modeling. Industrial *Marketing Management, 83* , 288-300.	B2B	Bilateral	124 publications between 1956 and 2018	Historical review	In general, this is another historical review that determines themes over time, when it comes to b2b buying processes and transactions. The conclusion is that the fundamental elements evolved from strictly economical perspectives to behavioral patterns that explains the buying process. Further they concluded that further research is to be done and they then suggested 5 themes or areas in which this could be done. Sadly, no new theory was made, only another conclusive article about how theory has evolved over time.
Trischler, J., & Scott, D. R. (2016). Designing Public Services: The usefulness of three service design methods for identifying user experiences. *In Public Management Review (Vol. 18, Issue 5, pp. 718–739).*	Cross cultural - public services	Knowledge gained customer journeys in different settings.	No data	Observational study - ingroup discussions	This article was in general more methodical and seemed to fairly objective in its tone and usage of methods. A good comparative study of the different methodological approaches to design complex customer journey solutions. Where the authors argue that observational techniques alone doesnt offer clear understanding of the users experience.
Varnali, K. (2019). Understanding customer journey from the lenses of complexity theory. *Service Industries Journal, 39(11–12)* , 820–835.	Academia	Knowledge gained customer journeys in different settings.	No data	Literature review	Specifically, the aim of the present article is to present a comprehensive discussion on how to provide a tighter grip on both the diagnosis and the (re)design of the end-to-end customer experience along a journey through rethinking the customer journey as a complex non-linear system and applying the tenets of complexity theory. In that sense, adopting a complexity theory perspective contributes not only to the methodological rigor of research in customer experience but also to the creativity and adaptive capacity of the solutions crafted by service designers to relieve pain points and foster satisfying incidents along customer journeys.

Figure 7 - synthesis of Stein & Ramaseshan, (2016); Steward et al., (2019); Trischler & Scott, (2016); Varnali, (2019)



Article	Industry	Purpose	Sample size	Data collection methods	Main findings
Voorhees, C. M., Fombelle, P. W., Gregoire, Y., Bone, S., Gustafsson, A., Sousa, R., & Walkowiak, T. (2017). Service encounters, experiences and the customer journey: Defining the field and a call to expand our lens. *Journal of Business Research, 79(April*), 269–280.	Academia	Knowledge gained customer journeys in different settings.	Seemingly 26 articles being reviewed.	Literature review	Shaping the pre-, during-, and after-stage within the service scope and later refined as the 3 phases within the customer journey. Further a literature review is made and generate research question that according to the authors are important next steps for the research field.
Wiersema, F. (2013). The B2B Agenda: The current state of B2B marketing and a look ahead. Industrial *Marketing Management, 42(4),* 470–488.	B2B	Knowledge gained within B2B marketing literature	72 practitioners, 30 academics	Delphi approach	The goal of the article was to "enrich views of the evolving marketplace dynamics that will face B2B firms in coming years." All in all a thourough review and exploratory study. Four key findings with explicit areas of importance are argued for, through develoment of academic knowledge and the input from the practitioners. Methodological closely linked to the approach of this study.
Wolfswinkel, J. F., Furtmueller, E., & Wilderom, C. P. M. (2013). Using grounded theory as a method for rigorously reviewing literature. *European Journal of Information Systems, 22(1),* 45–55.	Academia	Methodology	No data	Grounded theory approach to a comprehensive literature review.	The purpose of the review is to create a more methodological, adequate and explicit way of reviewing literature, as it is the claim of the article that it is rarely described how the methodology around a review is made. A five stage review method is created through the grounded theory approach and consists of; define, search, select, analyze, and present. The review in this case offers a great methodological approach, carefully described through each step and is therefore contributing to academia in the sense of having a guided step-by-step review process for the unexperienced student. They contribute with a clear cut model for the approach.
Zomerdijk, L. G., & Voss, C. A. (2010). Service design for experience-centric services. *Journal of service research* , *13*(1), 67-82.	B2B	Bilateral	17 case studies devided in two segments	Case study	Building on current literature on services and experience design, we develop six propositions that reflect design principles for experience-centric services. Across the cases, we found a highly consistent, but differ- ent from anticipated, vocabulary used to refer to this approach. Instead of cues, the firms in our cases designed the touchpoints between a company and its customers. Case study companies often referred to a series of touchpoints as the customer journey. These companies argued that in order to deliver superior customer experiences, the whole service supply chain, not just the frontstage, should be focused on the customer experience. This provides evi- dence that even in experienced experience-centric service providers, backstage work is still seen and treated as a sepa- rate entity, decoupled from the frontstage experience. The customer journey and touchpoints perspectives contrast with much of the extant service design literature, which sees service design primarily as product design.

Figure 8 - synthesis of Voorhees et al., (2017); Wiersema, (2013); Wolfswinkel et al., (2013); Zomerdijk & Voss, (2010)

Chapter 3 – Method

Given the problem statement and the research questions, there will be a general inductive approach to the creation of theory in this paper. Overall an abductive approach is made, due to the review of literature to generalize the point of departure within the interest field. Throughout the thesis there will be taken an inductive approach when it comes to the development of knowledge. Moreover, interpretivism will be the starting point of understanding the world of data that will be collected. As the interpretivism heritage, according to Bryman (2012) is founded in *"Weber's notion of verstehen; the hermeneutic -phenomenological tradition; and symbolic interactionism"* (p.30).

To be able to gather the empirical data for this research an expert panel will be set, and the Delphi method will be used to collect the data needed to develop the theory. To set this expert panel a purpose sampling method will be used. As it is important to generate a specific set of knowledge within the field of customer journeys on a jet unfamiliar researched ground, purpose sampling is used. This is done because it is the intent to not seek sample research participants on a random basis (Bryman, 2012, p. 418).

This thought leaves a dilemma and a question, of how exploratory this study really is going to be. Isn't the sole purpose of inductive and exploratory research to not set strategic goals and purposely sampled data? How come that this is then the chosen path of most qualitative research designs. As *"purposive sampling does not allow the researcher to generalize to a population*" (Bryman, 2012, p. 418) it can be difficult to argue that the data found and the analysis made upon that data can create a theory or method that will apply for the B2B market.

The methodology chosen all in all is replicable in the sense that, the way that the experts were chosen is replicable and the way that the surveys and the interview was designed was replicable. Hence, it is first when we come to the semi-structuredness of interviews and the transcription that the repeating of methodology and getting the same results is hard. As both the semi-structured interview, even though it is made with the most unbiased intent still always will be biased to some extent. The same goes for the transcription of the interviews and therefore also the generating of themes throughout the data analysis. All in all, the methodology is adaptive and therefore neither completely unbiased and inductive nor deductively produced answers will be grounded from this.

3.1. Critique of method and data collection

There was a clear development in the ability to not lead the answers out of the respondent rather than letting the respondent understand the question how they did and then answer from their own perception and periphery throughout the course of data collection and interviews held. It is though through the constructionist view of the study, naturally given that the inductive approach in the in-depth interview never will be inductive to the fullest extent of the meaning.

3.2. Philosophy of science

To the extent of the following statement made by (Bryman, 2012) that constructionism 'essentially invites the researcher to consider the ways in which social reality is an ongoing accomplishment of social actors rather than something external to them and that totally constrains them' the understanding of the creation of any theory or model from the dataset is then built in the understanding of constructionism as it is depended and co-created through the expert panel using the Delphi method.

As the narrative review of the literature according to Bryman, (2012) fits an interpretative epistemological approach the philosophy of science and method will be designed according to the approach.

3.3. Delphi Method

The way that the responses are dealt with in this process is according to Linstone & Turoff, (1975) denoted as *conventional Delphi*. Regardless of the form the Delphi process goes through four distinct phases. First phase being exploration of the subject, second phase being reaching an understanding of the groups view on the subject, third phase is exploration of disagreement (if any is present) and, fourth an evaluation phase where the initial results and the saturated result are then finally evaluated.

As Brady, (2015) argues, variations in qualitative research exists as it the case with many approaches with social research, meaning the Delphi studies will logically deviate dependent on the context in which they are in. Nonetheless, equal to Linstone & Turoff, (1975) phases of the Delphi method, Brady, (2015) argues for three waves of collecting data. An overall general evolution of data collection within the Delphi method is then an introductory phase, a rigor phase of deepening understanding and a phase reaching saturation (Brady, 2015; Linstone & Turoff, 1975). Further the Delphi method is chosen as a qualitative method to conduct data in an non-bias setting due to the four key features that are significant in order to conduct data collection based on the Delphi method (Brady, 2015).

The four key factors/features are:

- Anonymity – the experts didn't know each other and didn't know the other participants also the anonymity in the aspect of their input being directly related to their company's stance, was assured in order to create the safe space the Delphi approach does.
- Iteration / repetition

- Retroaction
- Statistical aggregation of group response

The initial point of departure was to create an expert panel that needed to go through three rounds of surveys and interviews. The introduction to the experts and the initial plan there was for them was as follows (See appendix B):

<u>Initial introductory information upon the research process and design based on the Delphi Method</u>

The first round you will go through is a survey round, where you in general give your input on customer journeys in a B2B market today. Second round will be conducted through an in-depth interview based on the answers from the first round. Third round will be a sum-up 'survey' where you will give your input on the findings from the collective answers from the entire expert panel.

The expected timeframe that would be required from you is between 2-3 hours over the next-coming weeks. The first round requires between 20-40 minutes in total and is an introductory survey with 4 initial questions to upon a creative thought process of your experience in general and how your experience related to customer journeys is used in your daily life. Then, for the second round I would need between 1-1,5 hours for a semi structured in-depth interview. Lastly, I would need between 20-40 minutes of your time for the third round of sum-up survey that will present the findings from the interview round and where your will be asked to state your opinion on those findings.

This was then amended to an introductory survey round, where the questions from the initial survey was split up in three rounds that would take approximately 10-15 minutes, in order to accommodate the Experts limited time due to covid-19. The survey round was made in two versions to be more adaptable to the time of the experts. Then further the second round of semi-structured interviews was amended to last between 35-45 minutes.

This has then throughout the process of the data collection changed due to covid-19. The process was amended 2-3 times along the way and there was an overall focus of collecting interviews through semi-structures interviews with an exploratory focus and thereby a generating consensus through the in-depth interviews.

For the experts that deviated from the original structured process an introduction was made in the interview to generate an overall consensus of the questions that the experts went through and to create the same kind of creative and openness going into the interview as initially meant for in the introductory survey process. Hence, all experts in one way or another got presented with the same kinds of questions. Meaning, a quasi-Delphi approach was used for the saturation of findings in this study.

As previously mentioned, the data collection process deviated a lot due to covid-19. Consequently, the analysis of the data and the methods and time spend had to be amended accordingly. The decision was made that the importance lay within the number of interviews that could be collected for greater generic consensus rather than the time-consuming transcribing of interviews and data analysis through tools like NVivo. Hence, the choice was to manually analyze the data directly from notes taken during the interview and directly from the interviews.

For the process of the collection of data, the process of 3 rounds for the experts were planned. Due to covid-19 and reprioritizing of focus points from the expert's points of view. A decision to generate a greater span of experts through one round of in-depth interview rather than a time-consuming process of three rounds of mixed surveys and interviews were chosen, to accommodate the experts in the process. Given the less time needed from every expert, a larger span of experts agreed to do an in-depth interview. For the participants who still could see the time to go through the more time-consuming process. The data from the introductory survey was still collected. The timeframe of the process of survey data collection and interviews held also had an impact. Meaning, the little amount of data given from the surveys weren't enough to generate analysis on its own but was designed as a preliminary step to the interview process. Hence, the analysis of data from the survey was done post coding of themes, given the large span of themes a meaning in connection with the themes derived from the interviews. The data from the surveys was, on the other hand, still used as guidance for the interview process with the single expert and reflection upon their answers were made prior to conduction of the interviews. Hence, still applicable to the approach of the Delphi Method, to some extent.

For the in-depth interview an interview guide was made (See appendix C). In accordance to (Bryman, 2012) the interview guide was made based upon the research question and interview questions were developed to cover the research questions.

3.4. Expert panel

For the selection of the expert panel it is important that the selected candidates have some kind of stamina in the world of B2B marketing and customer journeys. Hence attendance to conferences, publications and statements in leading journals etc. The initial wish was to create an expert panel with equal presence of experts within the academic, consultancy, and, industry practitioners. This was though to covid-19 changed a lot the change in approach of data collection, resulted in the change and focus on equal balance within the Delphi panel. Meaning, the goal was changed to get as many experts on board in across industries in order to generate some sort of saturation (Gambetti et al., 2012) based on scalability of the expert panel and the representation of industries within the panel.

The expert panel are a combination of consultants and practitioners, where the consultants was important to get into the Delphi panel as well, due to their normally closer understanding of academic aspects and methodological approaches compared to the practitioners. Further within the two categories of experts there are different criteria's to be met.

For the practitioners it is important that the knowledge, influence and decision-making spreads wide throughout the company. Further, it is important that the practitioner has a certain amount of years as a background to be able to talk about the evolution of trends and therefor also have an idea of where the market is going and where the focuses are. Similar to Gambetti et al., (2012) criteria of experts being *"purposely selected according to the criteria of theoretical sampling"* (p.664). Further the criteria for the practitioners were, similar to the argumentation from Gambetti et al., (2012) that the impact for key-customer journey related decision are made within the strategical levels of a corporation, whether that be in a customer journey department itself or divided over the organization. Important parameter was for the experts to have a minimum amount of years of experience with working with customer journeys, regardless of how that is implemented in their respective organization.

As customer journeys as a concept within the managerial aspect of an organization can diversify greatly when it comes to titles there weren't any specific criteria directly related to the title and position of an expert, but there was a closer look into the responsibilities and familiarity towards the customer journey framework for the experts and thereby a requirement based upon their level of responsibilities within the field and years of experience. The way that the experts were found were through classical recruitment incentive in the sense of pinpointing the companies where customer journeys are a focal point of management incentives and thereby an integrated part of the organizations processes across departments. Meaning, finding experts could then be across departments, where the criteria for being an expert then was defined through the company's usage of the customer journey framework and the level of responsibilities and years of knowledge the single expert then had within these responsibilities.

For the consultants the criteria were that they have an academic background and that they consult or work specifically with the field of Customer Journeys. Hence, their title or responsibilities lies within the holisticness of costumer journeys and their knowledge and the input they are given is based upon their experience with their clients.

In order to balance the academic influence of the data conducted, the literature review was incorporated more into the usage of data and the discussion of the findings from the interviews was then used to generate saturation across fields. For the articles in the literature review it was important, as explained earlier, that their knowledge and influence is valued. This is being measured through the peer-reviewed literature review. Meaning the academics represented in this study is represented through the literature review and the knowledge input from academics is derived from their publications, which have been reviewed.

Once saturation in the answers start to appear, similar to the saturation in the literature review process, then the conclusion is made that there are enough experts and therefore data collected for the research process. Closely linked to the way (Stein & Ramaseshan, 2016) is choosing when to stop their semi-structured interviews for their research.

Out of 41 contacted experts across 21 companies, 17 experts from 9 different companies participated to some extent in the Delphi process. Out of the 17 experts, 15 experts from 8 different companies continues into an in-depth interview (See appendix D).

Overview of the Experts' profiles and their participation

	The Experts	Company / Institution	Industry	Position / Titel	Classification	Participation
1	H.H.S.	SAS Ground Handling Denmark	Tourism	CEO	Practitioner	Survey + Int
2	H.H.	CBS / The Effi Company	Consultancy	Lector / Market research & Service Design Solutions	Consultant	Survey + Int
3	J.S.D.	Copenhagen Airport	Tourism	Head of Strategy	Practitioner	Int.
4	J.L.	SAS Denmark	Tourism	Key Account Manager	Practitioner	Int.
5	J.K.F.	Nets Group	Financials	VP Financial & Network Services	Practitioner	Int.
6	J.S.A.	ISS Facility Services	Facility Services	Head of IFS & Transition Excellence	Practitioner	Int.
7	K.L.M.	Copenhagen Airport	Tourism	Process & Operations Analyst	Practitioner	Survey + Int
8	L.K.	Journeytool.io	IT	CXO and founder	Consultant	Survey + Int
9	M.K.	SAS Denmark	Tourism	Head of Sales Denmark	Practitioner	Int.
10	M.M.	Copenhagen Airport	Tourism	Director Airline Sales	Practitioner	Int.
11	R.J.	DSV Global Transport & Logistics	Transport & Logistics	Global Customer Experience Manager / Global Lead of CSP	Practitioner	Survey
12	S.H.R.	Copenhagen Airport	Tourism	Operations and Processes	Practitioner	Int.
13	S.H.B.	YouSee	Telecommunication	Head of Customer Experience & Journey Managment	Practitioner	Int.
14	S.M.	Copenhagen Airport	Tourism	Strategy Manager	Practitioner	Survey
15	S.S.	The Douglas Collective	Consultancy	Customer Experience Specialist	Consultant	Int.
16	S.R.M.	Copenhagen Airport	Tourism	Service Excellence Director	Practitioner	Int.
17	T.H.	SAS Ground Handling Denmark	Tourism	Key Account Manager Customer Airlines	Practitioner	Survey + Int

3.4.1. Questions for the Panel

Questions should be directly linked to the research questions. “Develop your data-collection instruments with these research questions at the forefront of your thinking” (Bryman, 2012, p. 92). Meaning the questions presented in the survey and study had a direct link to either the overall research question or the aspects of further investigation determined through the literature review. The survey questions where in that case inspired by Lemon & Verhoef, (2016) and Lilien, (2016) and further specified by Følstad & Kvale's, (2018) argumentation for more present definitions of usage within customer journeys. For the introductory survey process of the Delphi approach and the semi-structured interview process the development of these were outlined as followed (See appendix B).

Survey questions and survey design

For this first round I would like to encourage your creative or passionate side about business and let you know that no answers are wrong, just let the mind flow with the following introductory question:

1) What problems are at the top interest for you as a business practitioner at the moment?

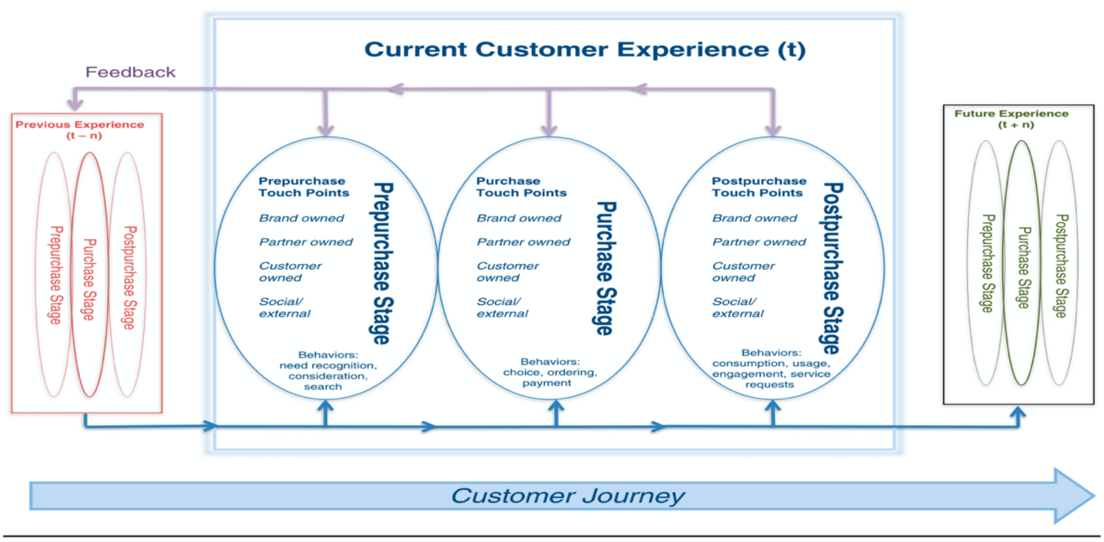
Now I would like to direct your focus a little and introduce you to the definition on Customer Journeys. This is done for an overall consensus of the answers and focus on the questions that I am going to ask.

Customer Journeys are the complete sum of experiences that customers go through when interacting with a company or brand over time. Where customer experiences are defined through the different touchpoints in the pre-purchase, purchase and post-purchase phases of a customer experience.

And touch points are further defined through Følstad & Kvale, (2018) as "an instance of communication between a customer and a service provider. The touchpoint must meet the following criteria: it must be visible to the customer, that is, if the customer does not encounter it in any way, it is not a touchpoint; it must be a discrete event that can be appointed in time; and it must involve communication or interaction between the customer and a service provider" (p.845).

Further I would like you to take a closer look into the process model for customer journey and experience defined by Lemon & Verhoef, (2016)

FIGURE 1
Process Model for Customer Journey and Experience



Based on these definitions and the presented model I would like to ask the following questions:

1) In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?
    a. Classify these components (touch points) in a PRE, DURING and AFTER stage.
2) In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey?

For the semi-structured interviews an interview guide was made in consensus with Bryman, (2012). Based on the research question, themes were derived in order to cover the aspects within the research question.

Themes:

- ~~End-to-end value proposition~~
- ~~Touchpoints~~
- ~~Customer experience~~
- ~~B2b market customers~~
- ~~How is it (it being the end-to-end customer experience, what I would call Customer Journey) defined amongst practitioners?~~
- ~~Define Value proposition – what do you do/offer?~~
- ~~Define your clients – who is your customer?~~
- ~~Buying experience – and how does that effect the rest of the journey?~~
- ~~Loyalty loop and customer lifecycle.~~
- ~~Competitive advantage – what are the key capabilities~~

If we take the assumption that we want to streamline the end-to-end journey and therefor do not want to categorize as much in pre/during/after. We then say all stages are equal as we want each stage to be as influential as the other. But more focus on where do our line of control end and where do we rely on our business partners and suppliers to live up to the service level or brand that we sell to our customers. And how do we ensure that throughout that supplier or partner line our customers do still feel as centered as a customer as if we hadn't outsourced that specific line of service (touchpoint).

Themes in flow order:

- End-to-end value proposition explained through…
- Touchpoints – main components in the customer journey
- Define value proposition – what do you do/offer?
- Define your clients – who is your customer? In the sense of …
- B2B market customers and further…
- Loyalty loop and customer life cycle – who are the predominant clients defined? Loyalty or single entry?
- Buying experience – and how does that effect the rest of the journey?

- How is the end-to-end customer experience defined amongst practitioners?
- Competitive advantage – What are the key capabilities to ensure competitive advantage?

The questions where then derived from these themes in order to secure an overall and thorough answer to the research question. The questions for the experts where, as followed (appendix C):

Survey Questions – if not yet answered

English: What problems are at the top interest for you as a business practitioner at the moment?

Questions in flow order – English:

1. What is your end-to-end value proposition?
2. What touchpoints are your clients meeting throughout that value proposition?
    a. Which of these are the defining ones?
    b. Which of these are outsourced?
    c. When it comes to suppliers and partners - Who has the control and how do you determine it?
3. Who is your client?
    a. How do you define your client?
    b. Loyalty loop and customer lifecycle – are your clients predominantly loyal customers?
    c. How does the buying experience effect the rest of the customer experience?
        i. Relational selling as a focus point?
    d. Does price have an overall dominating effect on the choices made in accordance to design of VP and CJ?
4. What measures do you take to ensure a maximized customer experience for your client?

Stepping out of the perspective of your current role

5. Based on your experience/position, how would you define the end-to-end customer journey in a b2b market?
6. Based on your experience, what are the key capabilities that makes an enterprise corporation competitive advanced?
7. How do multiple participants in the customer journey interact and create an overall experience?

3.5. Grounded theory

The interviews were semi-transcribed, and the themes were derived equally during the interviews through notes (see appendix E) and later more thoroughly through the coding, done through the qualitative data analysis tool NVivo.

Common themes were then generated and an assessment of how many times the themes are repeated over the course of the experts as well as within the single interview, was done to create statistical data on the themes and their impact on the customer journey in the B2B enterprise market.

The mental process that goes on while conducting interviews, transcribing interviews and coding the interviews is an analytical mental process on its own. Therefore, it is important to also state, that regardless of how inductive, impartial and unbiased the attempt to analyze the collected data from the interviews, there will automatically be an ongoing analytical process going on in the subconscious level (see appendix F).

3.5.1. Transcription of the data collected

The transcribing of data was as previously mentioned due to unforeseen difficulties, given covid-19, with the data collection down prioritized in order to maintain a high level of data input rather than a methodologically thorough transcription. Hence, the transcription is done through a maximum number of quotes from the experts while still giving the overall consensus of themes and meanings implied through the questions made so that the transcription is understandable on its own. Meaning throughout the transcription there is an overall interpretation of the interview done while transcribing to generate a better overview over the themes derived from the interview. Thereby said, that the input an answer from the experts gives, are mainly directly quoted. The interpretation throughout the transcription is made to make an overall flow of the transcribed interview while not transcribing questions asked from the interviewer (see appendix G).

Due to the exploratory nature of in-depth interviews, meanings are already explored through the interview and themes are therefore built through the interview and some of the open coding will then represent the axial themes. Meaning, deriving meanings in the in-depth interview already has an analytical process going on, resulting in some of the analytical process going forward being explored to some extent during the interview process.

3.6. Triangulation

As the research through multiple sources and methods of data conduction and analysis attempts to explore to what extent customer journeys are applicable and the research done on customer journeys are applicable in the B2B market, triangulation is used. That is further emphasized through the discussion of the findings cross-referencing the validity of the findings in the literature and extended relevant and up-to-date expert opinions.

3.7. Delimitation

The purpose of this paper is not to do another extensive literature review of the gaps or lacking presence of B2B marketing research in the field. On the contrary it is the aim to broaden the knowledge field and based on the literature review do an exploratory research on customer journeys in the b2b enterprise market. Further a delimitation within the literature review is made based upon recency in the articles used. As the purpose for conducting this review is not based on a historical review over time, but rather to uncover what is recently been in focus.

It is an addition, not the aim of this research to try and generate or provide an overall definition on customer journeys or customer experience in relation to customer journeys. It is merely and only the intent of this research to provide the academic world the knowledge and best practices of customer journeys in a b2b market. In coherence with that a model might emerge as a visual point of understanding when it comes to cross company customer journeys. But no, clear definition nor theorized version of the customer journey per se is the aim.

Chapter 4 – current trends and the gaps in theoretical knowledge

Within this chapter the themes derived from the Delphi process will be presented through coding, based on the grounded theory method. Then the scattering of these themes (the open coding) is presented with percentual overview. The themes are then further analyzed through the interpretation of axial coding. Then, core themes are derived from the selective coding and discussed through the quotes from the semi-transcribed interviews. Lastly the findings are presented through a visual display of the evolution of themes grounded in the experts' statements made upon customer journeys in the B2B enterprise field, now and in the future.

4.1 Data collection through the Delphi Method

As mentioned in the methodology section, the data collection was made based upon the approach of the Delphi method but was, as equally argued for in the methodology section, amended throughout the process of collection of data. Initially a three rounded process was planned, and the experts were to answer an introductory survey. From that survey the following data was derived (see appendix H):

In general the data collected through the surveys, the timeframe given that the surveys were sent out in, in comparison to the interviews held, there was a lot of focus on covid-19, as it had just started to have an impact on the daily lives and the businesses and their operations. Overall the answers seemed rushed and focused around covid-19 and the pressing issues coming with the virus. Following the more direct questions regarding customer journeys and how the experts would describe a customer journey on the B2B enterprise market, most of the answers given, where given based upon their respective job position. Hence, a general firm centricity was detected from the answers. Through the development of the survey questions a more customer centric approach regarding communication, relevance towards the customer, and 'the bigger picture' can be argued to be evolving when comparing with the findings from the interviews, as a denominating factor through the experts.

Meaning the surveys on its own did not provide a clear understanding of the experts' interest and how they perceive customer journeys within the B2B enterprise field. In retrospect of the interviews, commonalities and themes can also be drawn from the surveys. It is though critical to analyze the surveys on their own. The themes drawn out from the survey, can be boiled down to following axial themes; adaptation, communication, cooperation, covid-19, customer centricity, digitalization, level of expectations and professionalism, short-term vs. long-term orientation, relevance and retention (see appendix H).

Theme / Open coding	Themes / axial coding	Number of occurrences
Knowledge Sharing = cooperation	Cooperation	7
Focus on profit vs. delivery = firm centric vs. C.c	Firm vs. customer centric	3
Corona	Corona	6
Adaptation within pricing	Adaptation	3
Attractive price	Relevance	1
Trust	Empowerment	2
Short term vs. long-term	The bigger picture	2
Customer perspective and 'voice'	Customer centricity	3
Change management = agile	adaptation	
Optimization = smarter not harder	Shorten the v.c.	1
Customer relationship	Retention	5
Ongoing cooperation	cooperation	
Align expectations = Pre	cooperation	
Execution = during	Execution	3
Evaluation in cooperation = post	Cooperation & retention	
After stage important = retention	Retention	
Digital touchpoints = digitalization	Digitalization	2
Transition = onboarding	Training → empowerment	
Dialogue and evaluation = communication	Communication	2
Understand behavior = customer centricity	Customer centricity	
Cost efficiency = due to corona	Corona	
Agility	adaptation	
Economic focus vs. customer focus	Firm vs. customer centric	
Data = adaptive usage of data	digitalization	
Short term vs. long term	The bigger picture	
Knowledge and communication	Cooperation/communication	
Service agreements = control	cooperation	
Our definition = firm centric	Firm vs. customer centric	
User vs. buyer	Customer centricity	
Retention	retention	
Execution = During	Execution	
High level of professionalism	cooperation	

Sustainable relationship	Retention	
Delivering most important = during	Execution	

Compared to the ability to generate an overall consensus through the in-depth interview process and the scalability from the amount of experts who participated in the interviews, compared to the initial survey process, the results from the surveys could not provide an answer that would be both applicable across parties, industries or value propositions, nor new input when it came to generating a grounded theoretical standpoint. Hence, the focus of analysis and presentation of data is prioritized, within interview process. From a methodical standpoint based in the Delphi method, the survey was supposed to create a range of themes and points of departure, going into the interview process. Meaning, the purpose of the survey was not to generate an overall consensus equal to the consensus in the interview process, but to generate some interest points and challenges that the experts are facing when working with customer journeys and from their initial input create a guideline for the questions within the interview process.

The next step in the process was the in-depth interviews with the experts. The data collected through those interviews was semi-transcribed, as mentioned in the methodology section, where a balance between transcribing through directly quoting from the interview and interpreting the themes and meanings made in the interview was done. The data collected from these semi-transcribed (see appendix G) interviews are analyzed through grounded theory method.

4.2. Grounded theory analysis

When coding, the semi transcribed interviews, it is done sentence wise. So that all sentences get sectioned into themes. A sentence can have multiple themed meanings; hence one sentence can occur in different themes depending on emphasis on the sentence. In that way coding is done thoroughly based on each sentence implicit meaning and not an overall sectional focus or theme.

According to Gambetti et al., (2012) the coding should be done through three steps. *"Integral transcripts of all interviews were analyzed according to the procedure of Grounded Theory content analysis, which requires three sequential phases of coding… 'open coding' … 'axial coding' and … 'selective coding'."* (p. 666). Where open coding means the initial meaning of a sentence, axial coding means the initial theme derived from the meaning and selective coding are then the overall dominant theme.

4.2.1. Initial meaning and open coding

The analysis was supported by the qualitative data software NVivo, which allowed a systematic and thorough processing of the data conducted through the in-depth interviews. The software made it easy to track quotes linked to the different themes coded in the analysis process.

The themes are then further defined as follows (see appendix I):

*Customer centric / Customer centric vs. firm centri*c covers being focused on the customer centricity is key. The theme also covers the comparison between customer centricity and firm centricity.

The bigger picture covers the meaning of a common purpose for the companies and parties involved in any organization or supply chain. Having the greater understanding of what a company and all its employees should aspire for. Reaching for the ideal world, the guiding star or vision.

Partnership /stakeholder /Parties covers the aspects of experts talking about when multiple parties are involved in a process or operations. It further covers the emphasis put on partnerships whether they should be considered partners or stakeholders or suppliers. Whereas the movement towards a partnership perception of the supply chain is evolving.

Complexity /Level of expertise and Expectations covers the linkage of a complex industry to the level of expertise within that industry and the expectations followed through that.

The evolution of themes from 11 initial themes, from the interview stage to an overall of 18 themes when coding was done.

Cooperation includes the meaning of collaborating across companies and parties but also internally in order to succeed with the operations that a company is having.

Buying process includes the decision process within the known pre phase of a customer journey and further the impacts both the decision processes in general has to the overall customer journey but also what impacts the buying process and the operations within that phase has upon the overall perceived customer journey.

Simple customer journey mean, simplifying the single touchpoints within the customer journey to make the overall journey manageable and foreseeable for most importantly the customer or client but also for the company itself when working with customer journeys. It was further suggested to shorten the value chain in order to simplify the journey, but how that is done can again have different meanings depending on a company’s value proposition.

Communication entails both internally and externally communication with employees and partners, stakeholders, customers etc. The meaning of the word and the depth of the word then goes further into really listening and understanding both customer needs but also the mutually ground upon parties are involved and how the communication between different parties should be conducted.

Agility entails most importantly continuous adaptation and development, not only when it comes to the value proposition a company has but also when it comes to being customer centric in its essence. Understanding the customers change of needs as the world around the customer continuously evolves, so will the needs. Further the timing within the adaptation is also a parameter within this theme.

Governance entail not only the control and monitoring of the touchpoints within a customer journey but also in a greater sense when it comes to non-controlled (outsourced) touchpoints and what measures are taken to secure a high level of expertise, service or outcome.

Digitalization covers a lot of thematic interest within the era of 'internet of things' meaning, both data involvement and how that is used, but also technical deliveries in itself and the structuring of a company's operations on a technical and data resourced level.

Trust means the trust towards the parties involved in the operations and processes around the value proposition and the value chain. It covers both internal trust towards the employees and empowering them but also trust towards the partners within the supply chain and their empowerment.

Relevance entails the attractiveness of a value proposition. The importance to stay relevant for the customer in order to be a sustainable business.

Industry within the themes are centered around the differences between different industries. Not only the differences between B2C and B2B markets but also the different industries within those markets. Meaning across sectors, such as; finance, technology, tourism etc. Further it also entails the implied maturity of these industries, making operations and 'the way we do things' industry specific and time specific.

Personal covers the human aspect of things. The human touch in an otherwise very rational business mantra. How businesses personalize the operations, interactions and delivery of things.

Match ability means the ability to match with other parties. When it comes to matching organizational structures, values, strategies etc. but also how companies chose to not compromise certain aspects and therefore turn some business ventures down.

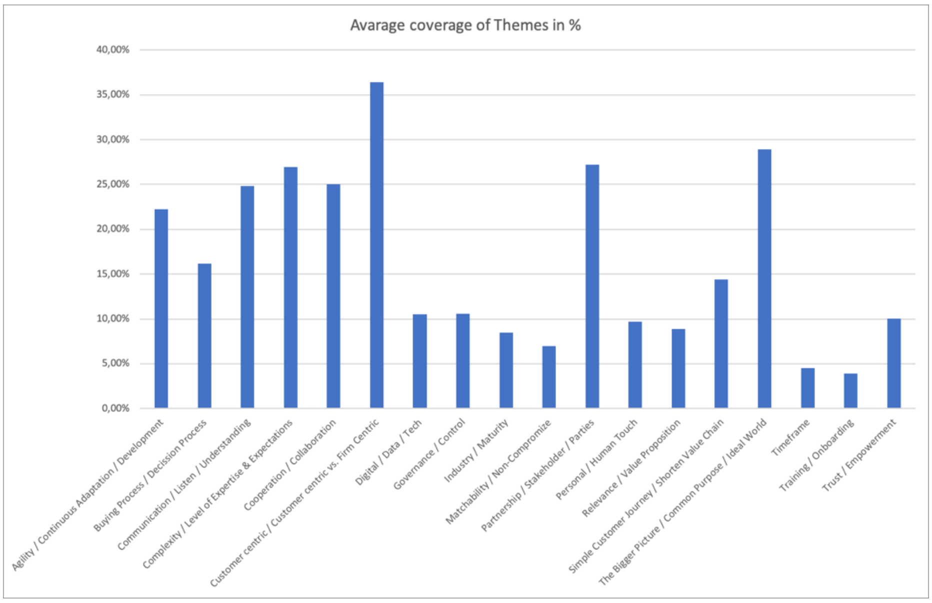
Timeframe is predominantly seen as the difference in timespan, over the course of a customer journey and the phases within the customer journey, when compared across the B2C and B2B marketing field.

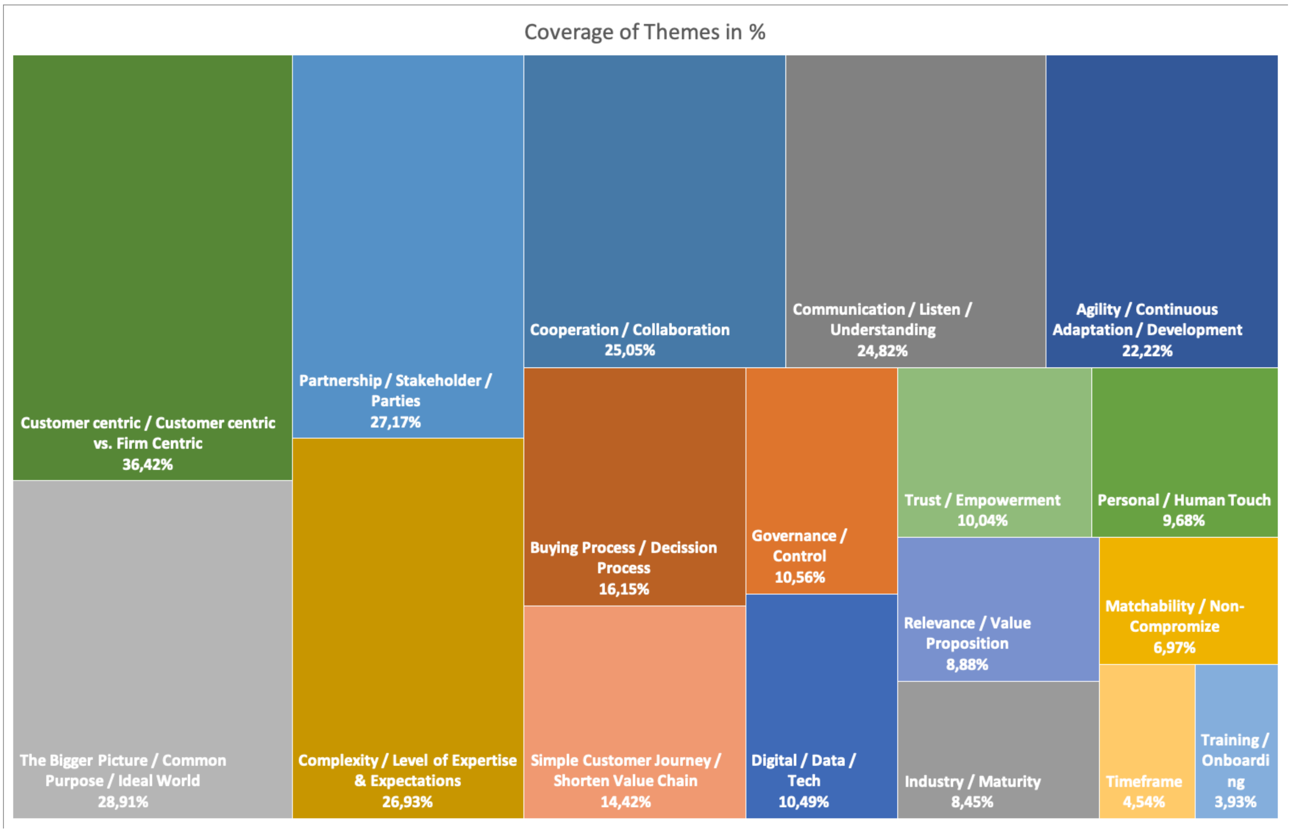
Training is specifically set as one of the themes being the meaning to an end in the sense that training and onboarding was a recurring theme when it comes to securing great partnerships across parties and suppliers.

The description of themes and what the specific themes implied and was defined through developed throughout the coding process. An initial 11 themes had occurred through the overall transcription of the interviews themselves and further 8 themes occurred through the open coding process. As the in-depth interview process in itself is so exploratory and the meanings through what each expert are arguing for, is further attempted defined through implicit meanings while conducting the interview. It can be argued that the open coding and the axial coding is somewhat closely linked in this process.

As previously mentioned, one sentence can have multiple meanings at the same time. A coverage of themes of 100% is thereby going to exceed the normal limit. Given that the overall percentage distribution of themes is going above a total percentage of 100%. Hence, the percentage of distribution of themes are more generated over the range of participants and the interview the single participant is having. Meaning one participant can e.g. talk 46% about one theme 32% about a second theme and 28% about a third theme etc. and thereby reach a total above 100% as multiple themes can occur in one sentence.

The distribution of average coverage of themes in percentage per interview held are as follows:



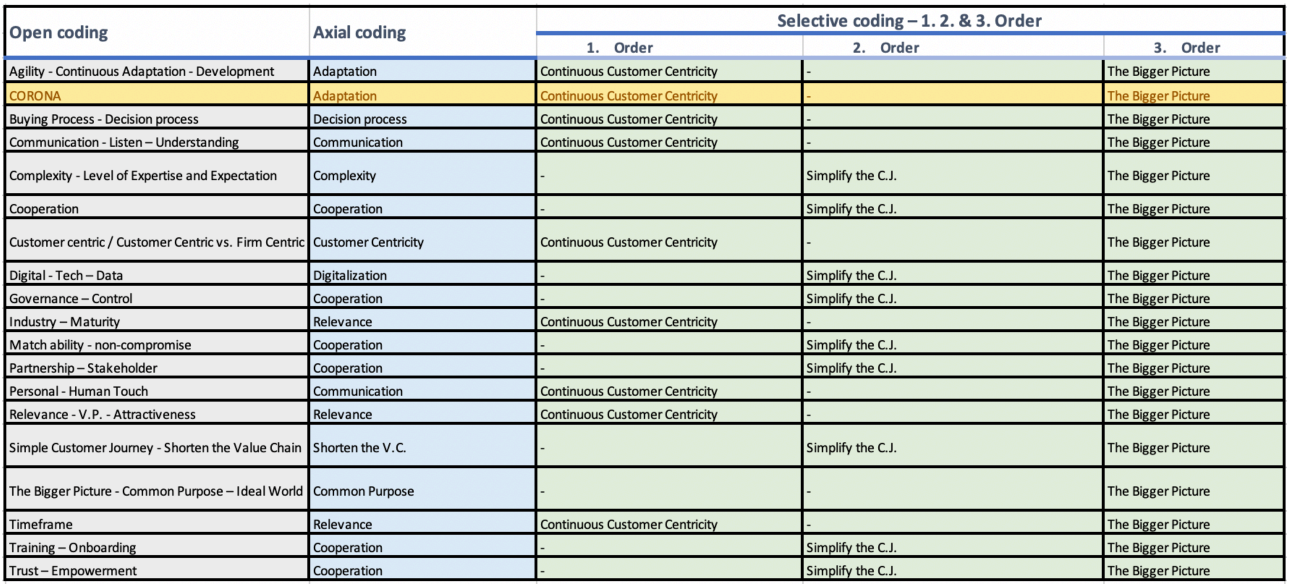


Overall coverage of the themes is distributed in the open coding, as seen above. What is important to mention is that even though the theme simple customer journey / shorten the value chain is 7th of the themes overall. It is clearly represented as an overall solution or key capability when talking about mastering the cross-company customer journey in the B2B enterprise field now and in the future. As previously argued for, the development of meaning of each theme was explored through the interview and thereby some of the overall themes that would embrace all the themes at the end were for some of the experts implicit talked about and therefore directly present in the open coding.

4.2.2. Axial and selective coding

Given the methodological choice of semi-transcribing the interviews to get a better overview and understanding of the meanings implied within the interviews. The axial and selective coded themes (Charmaz, 2006) were present from an early stage. The overall coding process from open coding to selective coding is shown below:

Which is further shown through the axial and selective coding process according to the grounded theory approach (Charmaz, 2006).

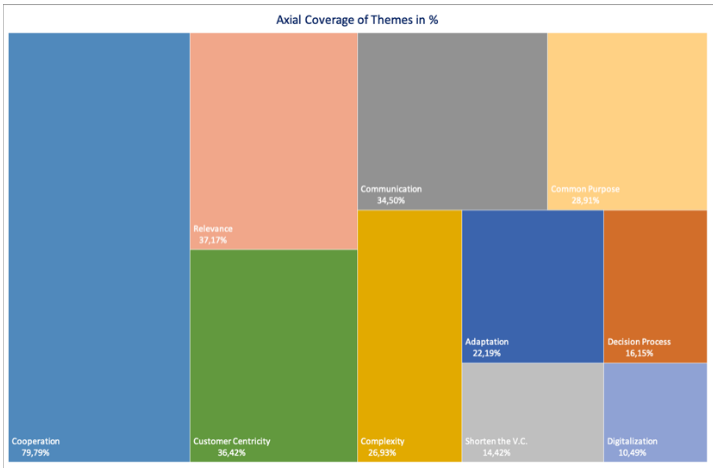


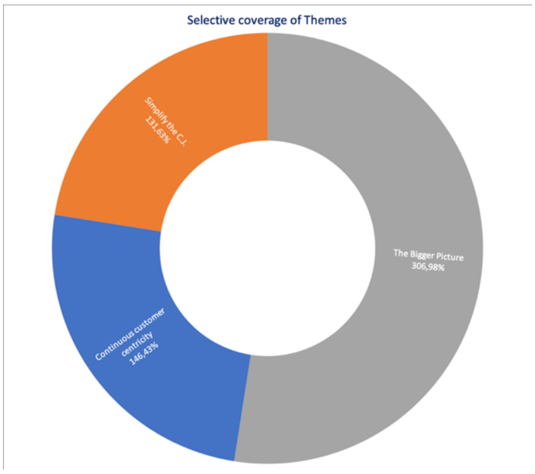
Open coding	Axial coding	Selective coding – 1. 2. & 3. Order		
		1. Order	2. Order	3. Order
Agility - Continuous Adaptation - Development	Adaptation	Continuous Customer Centricity	-	The Bigger Picture
CORONA	Adaptation	Continuous Customer Centricity	-	The Bigger Picture
Buying Process - Decision process	Decision process	Continuous Customer Centricity	-	The Bigger Picture
Communication - Listen – Understanding	Communication	Continuous Customer Centricity	-	The Bigger Picture
Complexity - Level of Expertise and Expectation	Complexity	-	Simplify the C.J.	The Bigger Picture
Cooperation	Cooperation	-	Simplify the C.J.	The Bigger Picture
Customer centric / Customer Centric vs. Firm Centric	Customer Centricity	Continuous Customer Centricity	-	The Bigger Picture
Digital - Tech – Data	Digitalization	-	Simplify the C.J.	The Bigger Picture
Governance – Control	Cooperation	-	Simplify the C.J.	The Bigger Picture
Industry – Maturity	Relevance	Continuous Customer Centricity	-	The Bigger Picture
Match ability - non-compromise	Cooperation	-	Simplify the C.J.	The Bigger Picture
Partnership – Stakeholder	Cooperation	-	Simplify the C.J.	The Bigger Picture
Personal - Human Touch	Communication	Continuous Customer Centricity	-	The Bigger Picture
Relevance - V.P. - Attractiveness	Relevance	Continuous Customer Centricity	-	The Bigger Picture
Simple Customer Journey - Shorten the Value Chain	Shorten the V.C.	-	Simplify the C.J.	The Bigger Picture
The Bigger Picture - Common Purpose – Ideal World	Common Purpose	-	-	The Bigger Picture
Timeframe	Relevance	Continuous Customer Centricity	-	The Bigger Picture
Training – Onboarding	Cooperation	-	Simplify the C.J.	The Bigger Picture
Trust – Empowerment	Cooperation	-	Simplify the C.J.	The Bigger Picture

After the open coding is made, the axial coding process according to the grounded theory approach (Charmaz, 2006) is made and the selective coding process accordingly.

From the open coding, the axial coding was used to generate the linkage of all themes emerging out of the initial analysis into the three overarching themes, which all interviews ended up revolving around. 'many ways lead to Rome' – meaning the axial coding was made to generate the overview of the funneling of the themes into three architype themes and visualize the interconnection between the themes.

Through the axial coding the initial 18 themes (19 including corona) were boiled down to 10 themes (including the selective themes), which again were boiled down to the selective 3 themes. As an adaptive approach was used to transcribe and code the interviews the 3 selective themes were represented throughout the full process of coding given the research design and the questions developed in the interview guide.





4.3. Critique of analysis / coding

Themes was derived once overall before the actual coding process into 11 themes, what then occurred through the coding process that themes started to emerge when methodologically reading through the semi-transcribed interviews. Meaning 7 (8 including covid-19) emerged themes weren't coded to the same extent than the 11 initial themes. This is a result of the partial open-coded process of the semi-transcribed interviews were interpretation of meanings and themes occurred parallel with the transcription. Whereas the actual open coding process was partially bias in the sense that the interpretation of themes where sort of 'limited' to the pre-open coded themes.

As the adaptive method was chosen, much of the meanings and themes were derived while having the interviews. Given the coding was not done in chronological order compared to the order in which data was received. Meaning, the data from the surveys weren't coded and analyzed until all data was collected. Consequently, a bias interpretation of the coding can be argued for. On the contrary, the research design and the purpose of the surveys were to give an introductory input to the interview and how the interview and the questions for that was then designed. Hence, an equal open-coding process of the collected data from the surveys weren't, what that part of the data was designed for.

Chapter 5 – findings, discussion & development of theory

This chapter will cover the findings in the analysis, take the reader through the development of the findings and discuss these findings according to relevant literature. The managerial and theoretical implications, which the findings have, will be discussed and future research topics that evolved through this study is going to be debated.

5.1 Findings

The analysis and findings suggest that, according to the experts' perspective, customer journeys in a B2B enterprise market, appears as a multi-dimensional inter-dependable concept. As it entails multiple themes such as: Adaptation, communication, complexity, cooperation, customer centricity, decision process, digitalization, relevance, shortening the value chain and getting the common purpose in focus, which is often dependable amongst each other.

> *"The joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey.* – S.H.R. (Appendix G)

> *"And this is where it gets interesting when you talk cross-company journeys because there are so many parties involved in this (referencing to the operations). And this is what makes it super complex but at the same time super interesting to work with at the airport."* – J.S.D. (Appendix G)

> *"The more complex an organization is the harder it is to understand, but again, no one said that it should be easy."* – S.S. (Appendix G)

Customer journeys are perceived as a framework that both needs to be manifested throughout the entire organization itself but also throughout the supply chain as the complexity of the enterprise companies and their cross-company cooperation are difficult to manage.

> *"It doesn't only come down to the one department working with customer journeys, just because one department are experts doesn't equal that an organization is geared to work accordingly. This is where change management comes into play, as we need to adapt our organization to live this customer journey. So, how do you make this simple and usable for the entire organization."* – S.S. (Appendix G)

> *"The key competencies are in that sense, very dependent on your value proposition, "commodities are more dependent on effective sales departments and a more efficient way to control your expenses in order to deliver a competitive price for your client, compared to specialized" B2B value propositions "then the knowledge within the specialized field and being able to compete on the quality is a key competence there."* – S.H.R. (Appendix G)

Through the grounded theory approach the interdependent overall themes, continuous customer centricity, shortening the value chain and focusing on 'the bigger picture' was the overall denominating themes that became the consensus across the expert field.

5.1.1. The process of cross-company customer journeys: The bigger picture and it's drivers

'The bigger picture' emerged as the preliminary core theme of the study. According to the experts' perceptions and experience it appears to be the pivotal concept of securing customer journeys across stakeholders. 'The Bigger Picture' means having the overall customer journey and the end-consumer at the end of the supply chain in mind at every level and touchpoint throughout the supply chain. The customer journey thereby is given purpose and a level of understanding at every touchpoint of the journey and at all levels of the supply chain, in order to make the single job for every employee in the supply chain meaningful and purpose driven. As that according to Blocker, (2011) has a pivotal impact on the perceived delivery of value proposition.

> *"The collected value creation, the bigger picture, the greater purpose, to make it aspirational. Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees"* – S.H.B. (Appendix G)

5.1.1.1. 'Continuous customer centricity'

Continuous customer centricity developed, as a primary merged selective theme to accommodate the ever-changing environment that businesses has to adapt to, while still having the sole purpose of 'why we are here' back in focus, being customer centric, throughout the supply chain. According to the experts' without 'continuous adaptation' an enterprise company, regardless of industry, loses its relevancy and thereby also its customer centricity. Hence, in order to continuously having the customer needs in mind, it is essential to 'continuously adapt' and understand the consumer on a deeper level and be relevant to the client. 'Continuous customer centricity' means not only to develop on an internal base and being *"innovative for the sake of being innovative"* (J.S.A. – Appendix G) but more in the sense of having a continuous client-based understanding of relevance and being agile when it comes to meeting client expectations.

> "*On one side because of the personal interaction but also because the level of complexity is different. It requires that you as a B2B company maintain the relevance by the client. As the client's needs changes over time you as a business have to adapt as well.*" – S.S. (Appendix G)

> "*Further one needs to continuously be ready for change because the customers change.*" The agility has a huge impact on the success. That is *"even the agility on the personal level."* – S.S. (Appendix G)

> *"There are clear similarities and synergies where a company shouldn't differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier."* – S.H.B. (Appendix G)

Hence, 'continuous customer centricity' is in further detail, by the practitioners, determined by deep knowledge within the field and therefore looking beyond the clients stated wish for what they want, but through close communication figure out what they really need.

> *"Being close to the customer and understand what matters for them*" – J.S.D. (Appendix G)

> 'Describing our *"existing portfolio of products and services is, technical deliveries, that secures the backend of payments. The payments that the end-consumer doesn't even know exists. It is a piece of engineering art, very far from the end-consumers' needs to a customer who doesn't necessarily know what they need".'* – J.K.F. (Appendix G)

> "*As the client's needs changes over time you as a business have to adapt as well… if you as a business do not understand to listen to your client"* throughout the journey then *"you lose the relevance and then the client will decline as the risk of staying is too high."* – S.S. (Appendix G)

> *"understanding the customers user. We have customers who also struggles in understanding their own customers, so when we can help with that, then that is clearly one of the key parameters"* – J.K.F. (Appendix G)

Further, close communication in the sense of accessibility and availability is an important factor as well to ensure the close and direct interaction with the client.

> *In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."* – S.H.R. (Appendix G)

> "*I have a close collaboration with our subcontractor to ensure that the end-user is satisfied with the changes."* – T.H. (Appendix G)

> *"There is definitely a trend of or a need of closer collaboration in the sense that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.*" – J.K.F. (Appendix G)

> *"In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."* – S.H.R. (Appendix G)

Thereby the conceptual meaning of continuous customer centricity is not only to understand the client and their needs on a deeper level, but a higher purpose of co-creating the purpose of the collaboration within the ecosystem that the companies work within and continuously change with the client.

> *"In order for me to succeed we all need to succeed… If we need to succeed in the future the cooperation is just one of the important parameters we need to focus on as the competition only gets tougher and tougher and in order to lift that task and win, then we need to do it together."* – J.S.D. (Appendix G)
>
> *"invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future."* – J.S.D. (Appendix G)

In Figure 9, coding related to 'continuous customer centricity' drivers, as described above is summarized:

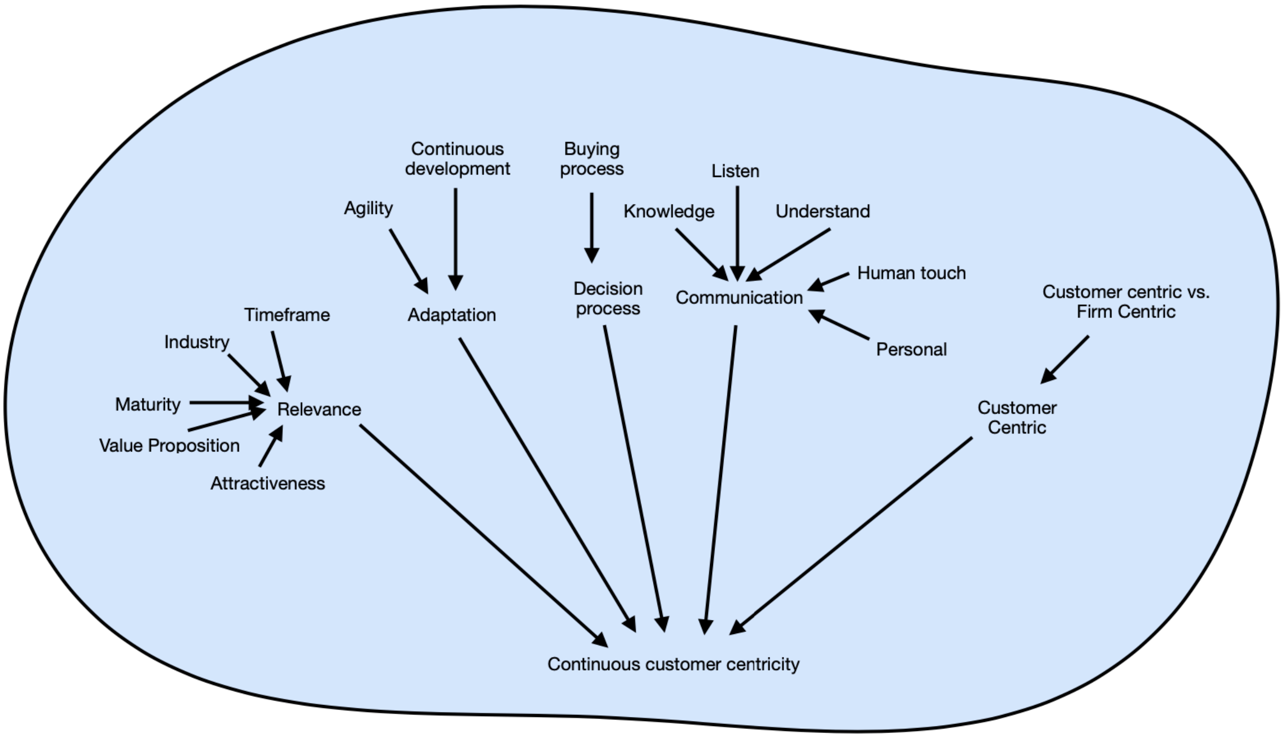


Figure 9 - Continuous customer centricity and its drivers

5.1.1.2. 'Simplify the customer journey'

'Simplifying the customer journey' emerges as a meaning to the end of putting 'the bigger picture' into play. According to the experts, in order to comprehend with the complexity of cross company customer journeys and continuously be customer centric, 'simplifying the customer journey' was the overall common answer. How that is done in the individual case, is again dependent on the end-consumer and the client of a company. Meaning, by simplifying the customer journey, the customer journey thereby is made manageable regardless of the complexity of an environment and purpose driven.

> "*To make the chain of command as short as possible."* – H.H.S. (Appendix G)

> "*…two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard."* – S.S. (Appendix G)

> "… '*some of the companies who have solved this well is Oticon and NNIT.'* How they have solved this is then *'by shrinking the value chain. So even though the value chain goes across different suppliers, the guiding star, there's not a single one in doubt about, what you work for, what kind of value chain and what kind of customer experience you are a part of,'* the vision is the same." – S.H.B. (Appendix G)

'Simplifying the customer journey' seems to be determined by organizational structures to support the operational impact at each touchpoint throughout the value chain. Meaning, matching the organizational structure and operations according to the value proposition that serves the client.

> "… '*Operations need to match the customers operations'* in relation to levels within the organization and lines of communication." – J.S.D. (Appendix G)

> "But that needs to *'be matched organizational wise at all levels'* so that credit card companies can send the bills to the respective responsible parties." – J.L. (Appendix G)

Further a key factor to 'simplifying the customer journey' was throughout the expert panel, that data and 'working smarter not harder' through the use of data was a common denominator for succeeding with customer journeys across parties.

> "*In the sense that the feedback option developed into the tool constantly will generate live data from the customers down to the difference on a daily basis whether one employee is performing to goals set etc. and then solve them based on that data."* – L.K. (Appendix G)

> "… '*Then we have a whole design team'* sitting on the digital platform and *'analyzing through this data to create a customer centric design and platform',* which is then the third part of it." – J.K.F. (Appendix G)

> "… *'New way to send data and a new way to negotiate'* personalized offers for the corporate customers in a greater sense" – J.L. (Appendix G)

At the end of it, all experts agreed that the most influential part of succeeding with this in the future, was to collaborate with the companies in the supply chain and that cooperation required trust.

"… *'There is an incredible will and spirit in Copenhagen Airport'* to cooperate and *'that is what we then benefit from because it makes it possible for us to then offer this great product'* where efficiency is a great part of the V.P." – J.S.D. (Appendix G)

"Not only for the clients to cooperate better across departments but also for us as a provider to *'ensure that there something in it for the single flyer'*." – J.L. (Appendix G)

"*In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed."* – S.H.R. (Appendix G)

"So, when we then talk human-based interactions, *'it is more the trust built amongst parties'* than the personal relationships made." – J.K.F. (Appendix G)

In Figure 10, coding related to 'simplifying the customer journey' drivers, as described above is summarized:

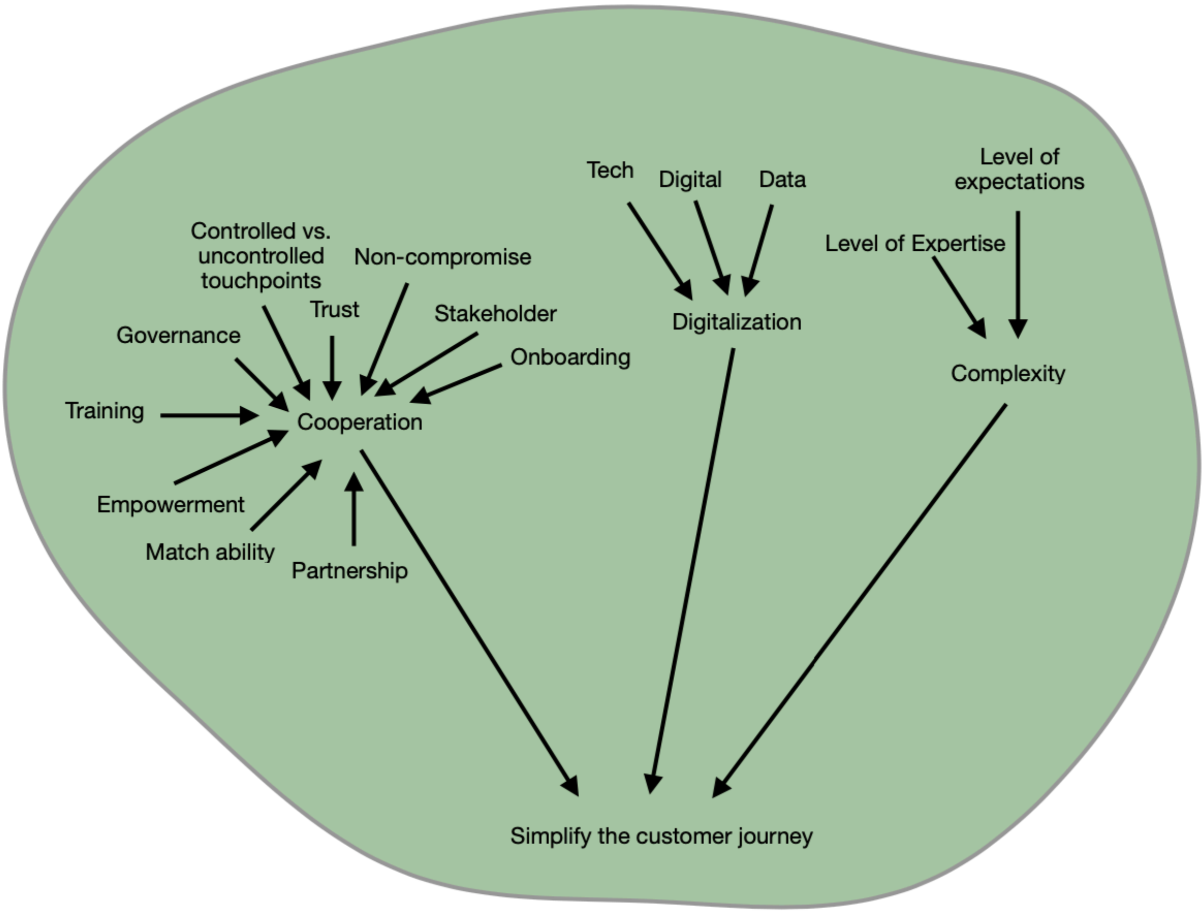


Figure 10 - Simplifying the customer journey and its drivers

5.1.2. The phases of cross-company customer journey process

Throughout the process of determining how companies are working and, in the future, should be aware of, when working with customer journeys across stakeholders, an overall determining factor was as previously described, 'the bigger picture'. How that then was ensured through the supply chain, for every employee at all levels, was through continuous customer centricity and simplifying the customer journey. How the single B2B enterprise company should reinforce that, should be done with the bigger picture in mind and the end-consumer in focus.

> "*We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain."* – M.M. (Appendix G)
>
> "After we changed owners and, in that regard also our strategy, we decided that we should be *'far more purpose driven, with focus on sustainability and the environment etc. but also far more focused on partnerships in regard to the will to cooperate and the spirit that surrounds that'."* – J.S.D. (Appendix G)
>
> "*So, our value proposition is very clear, that everything we do is done with a purpose of supporting our client's purpose."* – J.S.A. (Appendix G)
>
> "The measures to ensure, the ideal world and the greatest customer journey for the clients *'are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders'."* – S.H.R. (Appendix G)
>
> "Hence, an understanding of one's own position in the bigger chain of value who eventually always ends at an end-consumer. *'The collected value creation, the bigger picture, the greater purpose, to make it aspirational. Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees'."* – S.H.B. (Appendix G)
>
> "Where it then also works best *"to have the consumer segment in sight, eventually. Even though we are a part of a bigger chain"* of B2B supply chain, *"eventually there is always an end-consumer"* and we need to have in sight, *"what is it this end-consumer needs help for or wants'."* – S.H.B. (Appendix G)

In Figure 11, the influence of the selective themes in the process of achieving an overall optimal experience for any client, throughout the customer journeys across all stakeholders, is shown.

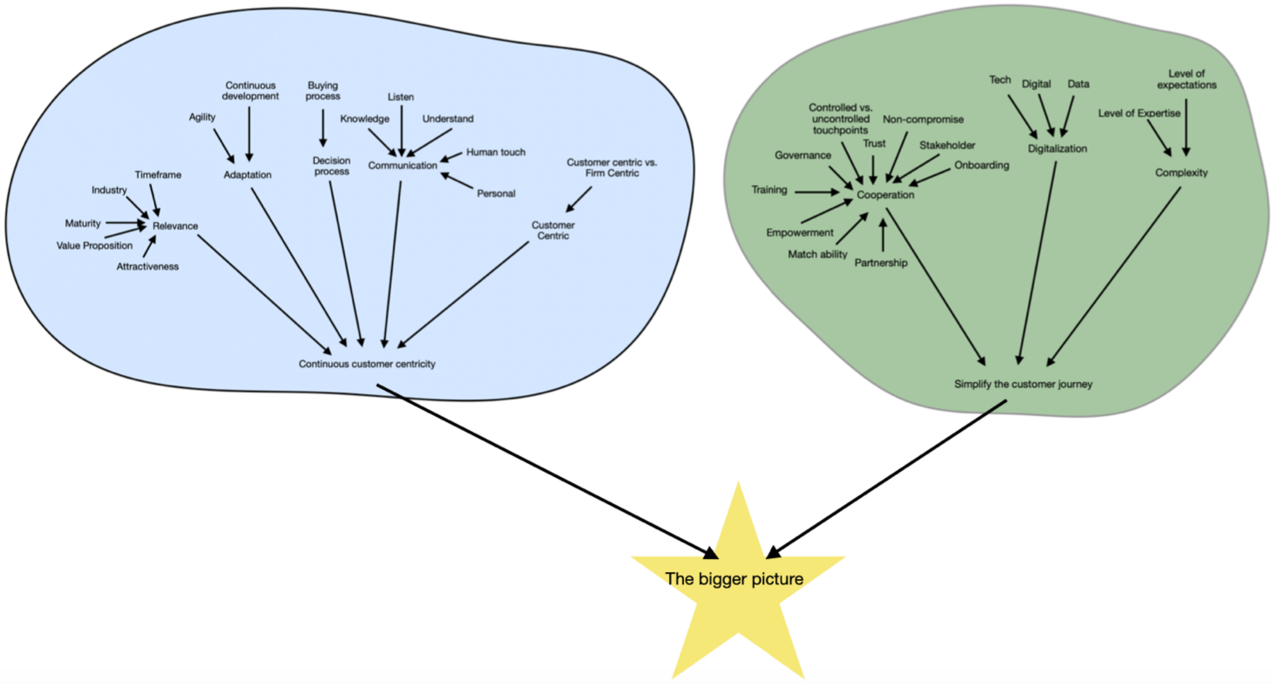
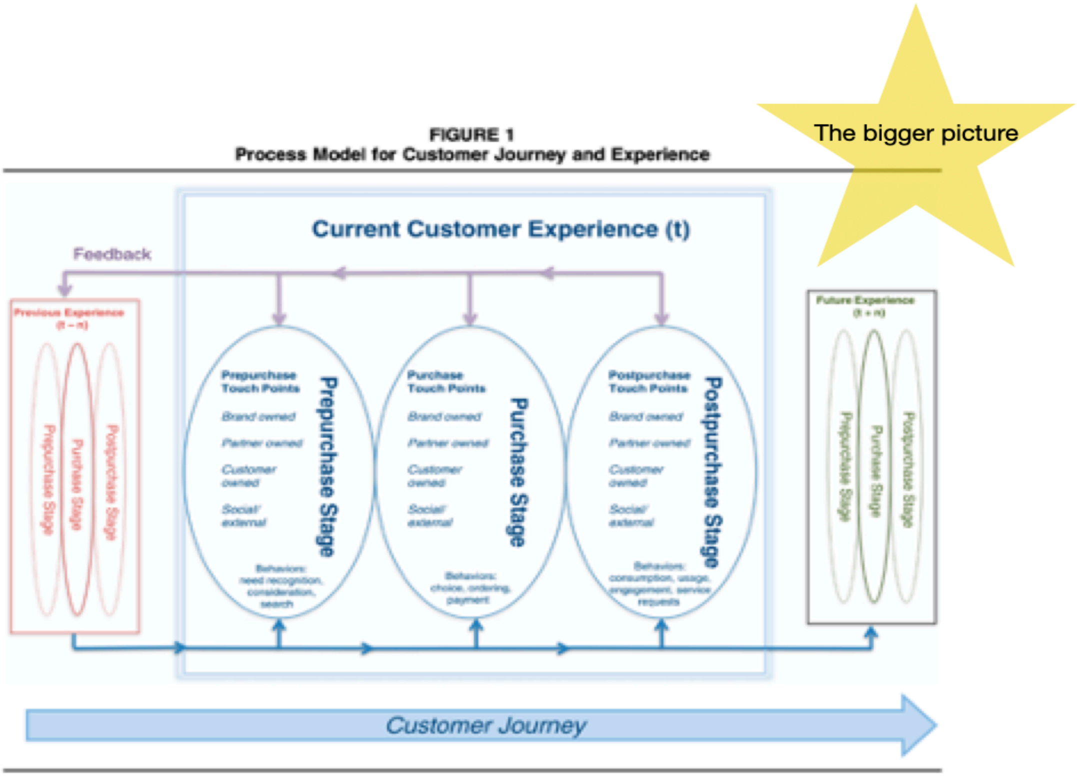


Figure 11 - 'The bigger picture' and its drivers

Overall the concept of 'the bigger picture' can be adapted to e.g. Lemon & Verhoef, (2016, fig. 1) and with the adaptation using the process model, the implied meanings and concept of 'the bigger picture' will be kept in mind.



5.2. Cross-company customer journeys and 'The bigger picture' in context

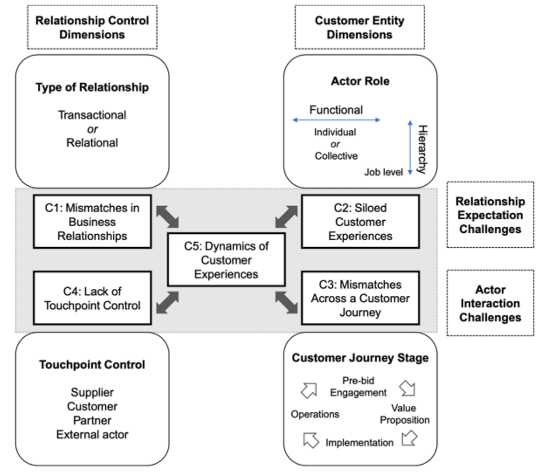


Fig. 1. B2B CEM dimensions and challenges.

The value of this study lies in the broad representation of experts, across industries, and within the exploratory process of grounding conceptual frameworks within customer journeys. This is comparable to how B2B marketing literature has evolved through practitioner's expert knowledge (Cortez & Johnston, 2017). Saturation within customer journeys' multiple themes, were found through the extensive approach of grounded theory. Further the bias within the findings are limited, as the anonymity of the Delphi approach provided a safe inclusive environment for the experts. The Delphi approach ensured that there were no wrong answers to their experience of using customer journeys in praxis. Last, as it is the nature of a Delphi study and grounded theory to project the future of an industry or a concept, while constantly analyzing on the data until saturation is found (Bryant & Charmaz, 2007; Linstone & Turoff, 1975). Hence, this study's findings are firm in the sense that the findings are represented in the breadth and depth ensured through the Delphi method and the grounded theory approach.

The dynamics of customer experience in accordance to Witell et al., (2019) are compliant with the findings and important parameters according to the expert panel in this study. How those then are applied and adapted depends again on the end-consumers need and preferences, hence the compliance throughout the supply chain through the bigger picture, should be the determining factor of how to characterize these dynamics of the customer experience. Taking Witell et al., (2019, fig. 1) B2B customer experience management dimensions and challenges into account, basis for the model is to be found within this study's findings as well. Witell et al., (2019) visualizes how the dynamics of customer experience are influenced 4-fold in the sense of, type of relationship-, touchpoint control-, actor role-, and customer journey stage dimensions. Those dimensions are equally emphasized and recognizable as important key factors to be aware of, according to the experts in this study.

When it comes to the type of relationship the experts emphasize the importance having a close relationship to both suppliers and clients. The direct impact of having a great relationship across the supply chain through cooperation is rewarding on so many parameters compared to the transactional relationship. Meaning, that the interest is not always directly economical but serves 'the bigger picture' of performance (Håkansson & Shenota, 1995) and the relationship at times, *"…is reversed in the sense that the handlers aren't actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport."* (See K.L.M. – Appendix G). The experts of this study further argue for closer relationships through co-created goals, one of the experts argues: "Our newer agreements definitely focus on the partnership vested relationship, where the joint KPI's and vision are dominating. How we work together is important and there is a collective reward across the partnership where we *'in a reasonable manner are able to adjust the relationship continuously"* (See J.S.A. – Appendix G). Witell et al., (2019) continuous and argues that *"the B2B customer journey can be conceptualized as a set of relational processes to meet the customer's business needs"* (p.3). In alignment with the experts input of future focus on relationships is the argument from Gambetti et al., (2012) that *"The practitioners' world, on the other hand, has not yet turned its attention to long-term engagement initiatives and strategic vision or theoretical issues aimed at furthering our knowledge of CBE"* (p.662).

Further when Witell et al., (2019) visualizes the touchpoints and the ensuring of control or compliance within outsourced touchpoints the experts argue that the relationships built on trust and empowerment is a denominating factor, to ensure a seamless experience throughout the journey. "When it comes down to it, *"it has a lot to do with trust and transparency towards our partners in any way possible, so that we understand each other's worlds"* (See S.H.R. – Appendix G). Further an expert argues; "*empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company's behalf. That touchpoint I generally feel that most companies does not capture that part of it"* (See S.S. – Appendix G), so "in the bigger sense, to not just see your supplier as a supplier but *'as a business partner"* (See J.S.A. – Appendix G). Which again is also compliant with the role of the employee/actor (Witell et al., 2019) in the company where the experts emphasize the importance of training and onboarding in order to generate the required empowerment. "Going back, onboarding and training is important, at all areas of the B2B enterprise market, '*because they don't have the same ownership and they don't have the same pride compared to'* touchpoints not being outsourced." (See M.K. – Appendix G) "Training of the supplier employees and onboarding, to secure a seamless CJ regardless of outsourced touchpoints. *'On the simple/easy end the solution is to offer training and education for our supplier's employees, to secure the same level of service'."* (See H.H. – Appendix G)

All of those dimensions (Witell et al., 2019) are as stated important to emphasize not only at the single touchpoint or stage of the customer journey, but throughout the journey. The experts of this study further argue that in order to make the customer journey across stakeholders, as seamless as possible for the client, these dimensions need to be accounted for in mantra of 'the bigger picture'. Branching out of the dimension of customer experience management according to Witell et al., (2019) it can be argued that further synergies within literature on both customer journeys and the B2B marketing literature are compliant with the findings of this study. As found in the literature review, the imbalance of published literature in the B2B market compared to the B2C market, is argumentably founded in the challenges of accessing data and sufficient expertise within a field in order to ground new knowledge. Further the many aspects of the B2B market is harder to comprehend and conceptualize for just the simple fact of the complexity itself. Varnali, (2019) argues that *"Adopting a complexity perspective does not necessarily mean to abandon linear modeling. Instead, it simply calls for moving away from methodological rigidity and toward more pragmatic and holistic (i.e. patterns or systems) research…"* (p. 6). Meaning, simplifying the concepts that companies are working with and make it accessible and comprehensive for the practitioners is key and again emphasizes the fact that research should be done in the favor of enhancing the understanding of operation in b2b setting and preparing the future talent through applicable research to the field. Hence, what is further established through this study was the importance of connectivity to the practitioners who are the source of knowledge when it comes to the B2B marketing field. No one knows their field better than them. Meaning, developing relationships with practitioners early on is important for the access of data collection for any academic research and students in general (Lilien, 2016, p. 552). Which again complies with the statement made that universities and practitioners should cooperate in developing the future talent of both fields (LaPlaca & Katrichis, 2009). Lemon & Verhoef, (2016) argues that *"the complexity of journeys and the speed with which both technology and consumer behavior are changing may require new and flexible organization models"* (p.89) and they further argue for *"developing an omnichannel understanding across the journey"* (p.88). Which goes perfectly hand in hand with an expert's argument that; "*if we need to succeed in a seamless and efficient customer journey across companies, who independently have their own corporate culture, data facilities, historical development etc. then we need to cooperate not only operational and tactical levels but also strategical.'* As a company *'you need to move up in perspective and take some of these development processes across of these companies'*" (See J.S.D. – Appendix G). In the same line Barwitz & Maas, (2018) argues that; "*firms may want to invest in better integrating their channels and means of interaction to provide customers with opportunities to seamlessly switch between channels and means of interaction"* (p.128).

5.2.1. Managerial implications

Going into depth on the managerial issues that customer journeys are facing now, and in the future, the study shows that challenges occur when applying a long-term view on short-term processes. One expert mentions; "*if your primary strategical target point, is to prioritize the overall customer journey over economic impact, then the problems arise in the moment where the shortsighted goals of sale and costs take over and create a* *contradiction within the company… meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year"* (See S.H.B. – Appendix G). Those findings, are compliant with Gambetti's et al., (2012) argument that the B2B literature has shown a strong focus on *"management issues of engagement"* (p.662), which in accordance to the findings, possibly can create contradictions within a company itself. Simon Sinek (Sinek, n.d.) argued in a recent LinkedIn video that *"success is more than just hitting targets",* where he argued that having an infinite mindset and the trend of reaching the goals matter more.

For an integral part of the solutions discussed within the study, there was a focus on better data usage and exploitation on the possibilities of getting to know the customer needs and tracking possibilities for quality assurance through live data. The areas within the customer journey where data was discussed as a primary source of the initial solutions were; customer centric journey designs, tracking of performance e.g. where does our journey deviate from the design, communication, negotiation, decision making, and the list goes on and adaptability (See Appendix G). A notable argument made by Edelman & Singer, (2015) is that *"digital native"* firms' experiences offer lessons for traditional firms as they *"have had the luxury of building organizations optimized from the outset for creating effective journeys"* (p.12). In linkage to Edelman & Singer's, (2015) further argument that in order to be proactive in this evolving industry *"best practitioners aim not just to improve the existing journey but to expand it"* (p.4). Further based on their data collected and knowledge gathered they argue that *"an ability to shape customer journeys will become a decisive source of competitive advantage" (p.4).* What Edelman & Singer, (2015) then argues as the key capabilities ensuring competitive advantage; automation, pro-active personalization, contextual integration, and journey innovation. Automation comply with this study's framework of 'simplifying the customer journey'. Pro-active personalization complies with this study's 'continuous customer centricity'. The contextual integration complies with 'the bigger picture' and the assurance of purpose throughout the organization. Emphasizing to 'start with the why' (Sinek, 2009) throughout the supply and changing the focus to, what Cortez & Johnston, (2017) calls demand chain management and through that *"changing the focus from supplier-manufacturer coupling and moving forward to defining the specific customer needs and designing the chain to satisfy these needs holistically"* (p.99). Last, the journey innovation (Edelman & Singer, 2015), goes back to the experts input on utilizing the data stream of their customers smarter than what is seen today. *"In the sense that the feedback option developed into the tool constantly will generate live data from the customers down to the difference on a daily basis whether one employee is performing to goals set etc. and then solve them based on that data"* (See L.K. – Appendix G).

5.2.2. Methodological implications and further research

When it comes to the implications this study has had on theory and some of the research areas, which through the literature review, where implied should get more attention in the future, this study did contribute with some answers to those suggested further research areas. (Bolton et al., 2008) suggested that looking into what is happening (operationally) on a contract-to-contract basis, the findings in this study emphasizes the match ability of companies should be taken into account and further that when a business relationship is entered, that the organization should match the clients organization operationally, to ensure the close communication and collaboration. Further (Bolton et al., 2008) suggested to look into decision makers frame of reference, which to some extent could be answered by this study, in the sense that the focal point of interest or purpose of the 'end-consumer' should be streamlined throughout the value chain and figuring out what focal interest are important for the client in the sense of the 'end-consumer'. Which complies with (Gummesson, 2014) argumentation that the demand for the B2B market is derived from consumption, thereby meaning, the 'end-consumer'. Again, keeping the bigger picture in mind.

This study also explored the decision-making process, initially starting with the buying process and the decision revolving around that. What was found in this study was that both the buying process and in general the decision process in the B2B marketing field, were far more rationalized compared to the B2C marketing field (See Appendix G). As a result of this, it was found interesting to further research on, what the mechanism for decision making are, within an organization. How does the psychological parameters of short-term goals have an impact on the long-term vision and streamlining of customer journey? So, in specifics, how the different cognitive and emotional states, which do have an influence in the b2c customer journey, if and how they then have an impact, within the organization, when it comes to the b2b customer journey. Meaning, does decision makers within an organization make the same decision, in respect to the overall customer journey, when being pressured emotionally or psychologically? Again, the dynamics of decision making are far more complex in the B2B marketing field as there are simply more people involved in the decision process (O'Cass & Wetzels, 2019). Another area of further research suggested by Cortez & Johnston, (2017) was looking into what consequences it might have, when one company in the supply chain improves the customer experience, what impact that will have across the supply chain and how it will impact the 'end-consumers' experience in a positive or negative way. This was also a theme that was covered within this research that improvement shouldn't come as an expense to negative performance or delivery in a partner relationship in the supply chain. Meaning, every company should be out for their own best interest but work towards the common interest that the value-chain has. Hence, further looking into when these relationships in a value-chain is sought for and when this mindset advances the value-chain. Thereby, through case-studies on relationships within a value-chains are manageable to the mentioned aspect and then cross examine case-studies across industries and 'end-consumer' segments.

All in all, both managerial and methodological movements from the essence and purpose of the academic literature have been put into question. The point of departure for any b2b marketing research should be rooted in the practitioners actual challenges, while methodological approaching the challenges for grounded understanding and knowledge sharing (Cortez & Johnston, 2017). Thereby, through e.g. case-studies, generate the guidance and discipline for the practitioners, which is what academia excel in (LaPlaca & Katrichis, 2009). As the B2B marketing literature hasn't evolved in the same pace, as the economy around it evolved (Cortez & Johnston, 2017), many historical reviews and practitioners has questioned the purpose of academic research (Gummesson, 2014), and who the 'end-consumer' of marketing literature actually is (LaPlaca & Katrichis, 2009). As LaPlaca & Katrichis, (2009) then further argues, given the fact that an overall percentage of 7% of our knowledge base has been derived from the study of business markets, practitioners very well might know how to run the business better than the academics. A way to close that gap though, could be by creating an early incentive for the 'end-consumer' and the ones benefitting from a better outcome for the 'end-consumer' who would arguably be the business market itself. This incentive for the practitioners in the business market and for the academics, being both universities and students, is to generate better talent. As it has implication for how prepared graduates will be to take instrumental positions within firms of the b2b market (LaPlaca & Katrichis, 2009).

Initially, this study contributed not only with a broader understanding of how stakeholders across value-chains should secure the overall customer journey, but also contributes with future research possibilities. Meaning, taking the results and test them in a large span of case studies across industries to generate deeper and more complex understanding of where and when differentiations are and should be made when it comes to 'shortening the value chain', 'continuously having a truly customer centric approach' and thereby reaching success by having the 'bigger picture in mind'.

5.3. Validity and reliability

Through the discussion of the research findings and the compliance with most of the existing literature and the emphasis on extending the knowledge on the B2B marketing field, this study contributes with a cross-industrial qualitative research, which methodologically can be argued for as replicable across further industries and geographical ranges in order to test the reliability (Bryman, 2012).

The validity is argued as reaching a high rate, when it comes to synergies in the peer-reviewed literature and findings from researchers within the customer journeys and b2b marketing field (Bryman, 2012). Further, the external validity within this study is represented through the broad representation of experts in the study (Bryman, 2012). Given that the geographical location of our experts, their reference of knowledge consequently is based upon a European influence, it could be argued that the results emerged out of this study might not be compatible for, example given, the U.S. market. On the contrary, the reliability across geographical parameters doesn't reduce the validity of the result in the European market and are accordingly a contribution both academically and practically within, at least European market.

5.4. Limitation

The limitations within this study are mostly determined by covid-19. As argued through the methodology section of the paper, the process of the data collection was disrupted in great length. As covid-19 challenges and disrupted so many businesses and therefore also executive management of most of the companies in which the experts of this study are located. As time, more than anything became a critical issue amongst the experts, the standards and criteria for the methodological approach, at least when it came to the Delphi method, were not approach equally for all participants. Although the covid-19 had an impact on the methodological approach and caused to amend these approaches, the saturation was still reached. Covid-19 more than ever, put an emphasis on the ability to adapt quickly to emergent needs. Throughout the study, all of the experts emphasized the need for adaptation to some extend when talking consequences of the pandemic. The challenges the whole business world is facing and therefore also the priorities in generating new knowledge and data are disrupted. As this virus has created a business process that requires a lot of action and reaction to the developments happening there is no time left for proacting knowledge sharing and learning. That will all happen at a later stage. This also turned the design of the survey and data collection in general to be more 1-step-at-a-time instead of full surveys where all data can be assessed and analyzed at the same time. Covid-19 is an emphasis on the importance of adaptability (Lindstrom, 2020), but also the importance of cooperation in the ecosystem (Lemon & Verhoef, 2016). Lindstrom, (2020) argues for an opportunity to look into ourselves as business and figure out what we really stand for and what our customer needs moving forward.

5.5. Conclusion

The initial interest in discovering the current trends and potential gaps of customer journeys within the B2B marketing literature, was emphasized through the findings in the literature review. There is a clear development when it comes to the holistic view of business operations and development thereof in the B2B marketing literature. The imbalance between the economic impact that B2B marketing has in the market compared to the impact is has in the academic field was solicited. When it came to the further differences within representation of customer journeys in the B2B marketing literature there was a clear focus on the complexity of the field and how the level of people involved within the single touchpoints of a customer journey were a lot more and the level of expertise was far more complex as well.

What then can be concluded as the overall themes to secure an optimal customer journey across stakeholders now and in the future, is the following three: 'Simplify the customer journey', 'continuous customer centricity' while keeping 'the bigger picture' in mind. The way a single company in the B2B enterprise field might implement those themes or concepts can then differ in the sense of value proposition and way of operating within the company. Saturation was determined as consensus of concepts was reached across industries. In general, agreement amongst the experts was reached, in the sense that in order to succeed with customer journeys and ensure an optimal overall experience for clients in the B2B enterprise market today and in the future, should be with those three concepts in mind. Contribution to both practitioners and the academic field alike where made through this study and the concepts evolved through it. Conclusively by keeping 'the bigger picture' in mind, through 'continuous customer centricity', and 'simplifying the customer journey', B2B enterprise companies will be able to secure an overall optimal experience across stakeholders for their clients.

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Overview of Appendixes

Appendix A: Literature review

Appendix B: Survey Process

Appendix C: Interview Guide

Appendix D: The Experts – The process

Appendix E: Interview Notes

Appendix F: Data Collection – Themes derived from Interview Notes Insert here

Appendix G: Semi-transcribed Interviews

Appendix H: Data from surveys

Appendix I: Codebook & References

Appendix A – Literature review

Table of content

Arli, D., Bauer, C., & Palmatier, R. W. (2018). Relational selling: Past, present and future. Industrial Marketing Management, 69, 169-184. - (Arli et al., 2018)

In this article relational selling is being discussed through 3 different viewpoints; a historical view of development, a theoretical view of key theories when it comes to relational selling and lastly what strategies are the most effective from different conditions.

Like most of the other developments in research relational selling has also been going through a transformation hand-in-hand with the development of technology. Especially on the consumer oriented marked.

"Yet B2B customers also confront increasingly complex service and solution offerings, which make trust and personal relationships critical (Nink, 2013; Viio&Grönroos, 2014) and assign more strategic relationship management responsibilities to sales forces (Paesbrugghe, Rangarajan, Sharma, Syam, & Jha, 2017; Sheth, Sharma, & Iyer, 2009)." - (Arli et al., 2018, p. 169)

"That is, we anticipate that B2B selling approaches will entail team efforts to maximize competitive advantages and develop, test, and apply new sales concepts and models." - (Arli et al., 2018, p. 170)

"…by combining the temporal, theoretical, and empirical in-sights from these three perspectives, we identify six key tenets for effective relational selling:

1. Increase the strategic role of inside sales organizations,
2. Gain customer insights related to e-commerce, privacy, and the legal environment,
3. Integrate relationship building across omnichannel interfaces,
4. Understanding the influence of technological applications across relational contexts,
5. Use big data for more effective relational selling, and
6. Leverage artificial intelligence for relational selling"

(Arli et al., 2018, p. 170)

"In B2B relationships, suppliers' adaptive behaviors can increase customer trust, performance, satisfaction, and future interactions (Román&Iacobucci, 2010)." - (Arli et al., 2018, p. 172)

Arli et al. (2018) describes the team selling theory in the context of what is known today as key account management. Therefore, the trend of customer centric focus and an overall care for the customers throughout the interactions with a given company is at focus.

"Customers' expectations of salespeople and their organizations will continue to shift and increase, especially in relation to the provision of informative knowledge, rapid responses, and customization. In turn, relational selling will continue to demand team efforts, because sales teams can invest more effectively in long-term relationships and leverage abundant customer information." – (Arli et al., 2018, p. 173)

Throughout the literature review in this article the main industries in which surveys where made in the b2b market where; hospitality, manufacturing, logistics, supply-chain, industrial buyers, and what the authors called multi-industry (which assumable must stand for theory being applicable in all industries).

Most of the key findings within the b2b focused researched are interesting and goes well hand-in-hand with the b2b marketing articles previously reviewed.

The article prompted future research areas and the following would be interesting in a b2b customer journey perspective:

- "The role of face-to-face interactions in the digital era.
- Optimizing customer experience across channels.
- The effect of omnichannel strategies on the depth and breadth of buyer-seller relationships.
- Technology as a bridge or as a barrier in relational selling.
- Technological tools and its influence across the different phases of a business relationship.
- Integrating relational selling into big data practices and outcomes across customer lifecycles."

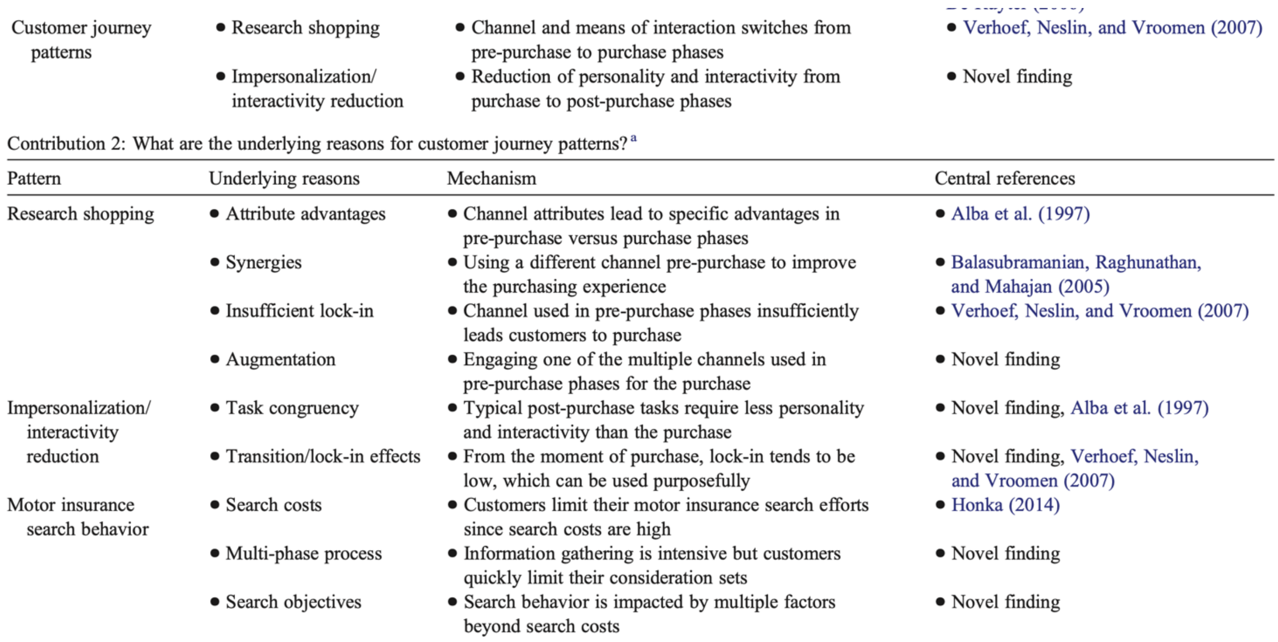
(Arli et al., 2018, p. 180)

Barwitz, N., & Maas, P. (2018). Understanding the omnichannel customer journey: Determinants of interaction choice. Journal of interactive marketing, 43, 116-133. - (Barwitz & Maas, 2018)

The article covers the retailing industry. Research made upon when and which channels to use throughout the customer journey of insurances.

“Our study contributes to the multi-/omnichannel literature, as it appreciated that customers' journeys are inherently complex and individualistic when considering all channels and means of interaction available to customers.” – (Barwitz & Maas, 2018, p. 126).

This argument will according to much of the b2b marketing literature be coherent in the aspect of complexity. Then again, the complexity of b2b business and client interaction might not be applicable in the same way as in the b2c segment. No question that technology and the advancements that technology gives is here to stay but the seamlessness of omnichannel usage in a b2b marketing perspective requires equally complex solutions to be able to be a competitive advancement for a given company.



Customer journey patterns	• Research shopping	• Channel and means of interaction switches from pre-purchase to purchase phases	• Verhoef, Neslin, and Vroomen (2007)
	• Impersonalization/ interactivity reduction	• Reduction of personality and interactivity from purchase to post-purchase phases	• Novel finding

Contribution 2: What are the underlying reasons for customer journey patterns?[a]

Pattern	Underlying reasons	Mechanism	Central references
Research shopping	• Attribute advantages	• Channel attributes lead to specific advantages in pre-purchase versus purchase phases	• Alba et al. (1997)
	• Synergies	• Using a different channel pre-purchase to improve the purchasing experience	• Balasubramanian, Raghunathan, and Mahajan (2005)
	• Insufficient lock-in	• Channel used in pre-purchase phases insufficiently leads customers to purchase	• Verhoef, Neslin, and Vroomen (2007)
	• Augmentation	• Engaging one of the multiple channels used in pre-purchase phases for the purchase	• Novel finding
Impersonalization/ interactivity reduction	• Task congruency	• Typical post-purchase tasks require less personality and interactivity than the purchase	• Novel finding, Alba et al. (1997)
	• Transition/lock-in effects	• From the moment of purchase, lock-in tends to be low, which can be used purposefully	• Novel finding, Verhoef, Neslin, and Vroomen (2007)
Motor insurance search behavior	• Search costs	• Customers limit their motor insurance search efforts since search costs are high	• Honka (2014)
	• Multi-phase process	• Information gathering is intensive but customers quickly limit their consideration sets	• Novel finding
	• Search objectives	• Search behavior is impacted by multiple factors beyond search costs	• Novel finding

“The enormous diversity and complexity of customers' interaction choices found in this study explain why prescribing paths may not work as intended. In contrast, this study's results suggest that firms may want to invest in better integrating their channels and means of interaction to provide customers with opportunities to seamlessly switch between channels and means of interaction. To make advancement to the next phase of the customer journey as easy as possible, information transparency is required in each interaction.” - (Barwitz & Maas, 2018, p. 128)

“For example, when a customer has evaluated policies on the insurer's website and decides to call an agent for further consulting, information on which policies and options were considered online should be readily available to the agent.” - (Barwitz & Maas, 2018, p. 128)

This last argument made, is again in contrary to much of the b2b buying behavior literature, not in line. Meaning much of literature on the b2b market argues for a different style pre-purchase phase, e.g. tender rounds etc.

“Finally, exploring how individual customer journeys can best be predicted may yield interesting operational insights into how journeys can be optimally supported, which is valuable for customers and providers alike.” - (Barwitz & Maas, 2018, p. 129)

Interesting point of view and definitely something that can be applied to results in other research and literature reviews.

Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. Academy of Management Perspectives, 20(2), 43-57. – (Berry et al., 2006)

Purpose of the study was to present a different way of thinking about customer's service experience with organizations. These experiences are determined by what they define as functional, mechanic and humanic clues. Further the purpose was to show how the different clues had different roles to play when it came to the perception of the experience. These clues seem to be closely linked to what other researchers call touchpoints. A valuable point made is that all levels of an organization play a key role in managing the experience of these clues.

Blocker, C. P. (2011). Modeling customer value perceptions in cross-cultural business markets. Journal of Business Research, 64(5), 533-540. - (Blocker, 2011)

Comparison of 8 models across cultures tested of the validity to gain more consensus about customer value. Valid points on the majority of western developed theory, which might not be applicable for other cultures. A value point to also clear up after conducting any kind of research that is restricted/limited to one area. Further argues that customer value has been so heavily researched and criticizes that there is little consensus for theory and practice. Goes into the relationship and development of models for measurement and argues for the usages depending on the purpose.

"“Along with results that demonstrate measurement equivalence and construct validity, this finding adds significant support for the cross-cultural generalizability of customer value and its status as a distinct construct that can substantially explain business relationship performance.” (Blocker, 2011, p. 536)”

”Can customer value measurement be standardized across cross- cultural business-to-business contexts? Results from the global context studied here indicate that the provisional answer to this question appears to be yes.” (Blocker, 2011, p. 538)

“If customer value is simply being used as a non-focal measure of relationship performance among other variables of interest, a first-order unidimensional reflective measure (Fig. 2A) is preferable. Yet, if other relationship outcomes are being measured and researchers want to sharply discriminate between customer value and other perceptions, a multidimensional formative measure (Fig. 2D) might be considered.” (Blocker, 2011, p. 539)

Bolton, R. N., Lemon, K. N., & Verhoef, P. C. (2008). Expanding business-to-business customer relationships: Modeling the customer's upgrade decision. Journal of marketing, 72(1), 46-64. - (Bolton et al., 2008)

“This article develops a model of a business customer’s decision to upgrade service contracts conditional on the decision to renew the contract. It proposes that the firm’s upgrade decision is influenced by (1) decision-maker perceptions of the relationship with the supplier, (2) contract-level experiences, and (3) interactions between firm- and contract-level variables.” (Bolton et al., 2008, p. 46)

Throughout the article the authors have several hypotheses in regard to service agreement renewals or upgrades and what triggers one or the other.

Hypothesis1 – “Conditional on renewal, a firm is more likely to upgrade a service contract when the quality of service on the focal contract is poor.” - (Bolton et al., 2008, p. 50). The surrounding factors to this statement are crucial if this is to be true. It could be argued that if a long-term relationship is built and that a contract clearly does not indicate higher service levels that it would be the only condition to where a focal contract where the quality of service is poor that it is actually upgraded rather than terminated. To sum up, it is argued that if the quality of service is not up to the standards of a service agreement or contract that the contract would then be terminated rather than upgraded.

"Researchers also recognize that business activities that are "critical" or important to a firm's profit streams are less likely to be outsourced (Stremersch et al. 2003)." (Bolton et al., 2008, p. 50)

"The underlying theoretical rationale for our prediction is that a poor fit between the product and the customer should positively influence the firm's decision to upgrade. This is consistent with the idea of market matching (Alderson 1965; Dickson 1992), suggesting that the firm will adapt and upgrade the contract to create a better fit with its needs." (Bolton et al., 2008, p. 50) – This is compatible for the case SGH and Qatar airways – as SGH is adapting in order to upgrade the contract with Qatar resulting in larger income for SGH.

"Mittal and Kamakura (2001) discuss the nature of the relationship (or fit) between the customer and the brand, finding that customers with different characteristics have different satisfaction thresholds and, therefore, different probabilities of repurchase." (Bolton et al., 2008, p. 50) – this argument complies with the hypothesis and observations that are situated for the case. Hence, this is a more applicable argument and something to have in mind when going into negotiations and re-negotiations of SLA.

Hypothesis 3:"Conditional on renewal, the strength of the relationship between a firm's likelihood of upgrading a service contract and service quality on the focal contract is greater when the decision maker perceives the service as critical than when he or she perceives it as noncritical."(Bolton et al., 2008, p. 50) – there might be a point in that. Given the case, if there is a critical service point in the customers journey e.g. check-in or IRR (irregulations in the sense of, delays and cancelations) handling where the quality of the service is focal to the customer journey and therefore the company, in this case the airlines, then there is according to the article a higher likelihood of decision-maker upgrading the current service to ensure a high quality of service than to continue or terminate the contract. On the other hand, again, this is where a hypothesis is made for this project, that the above-mentioned hypothesis is also determined by the level of service fit between the 2 parties in the cross-company relationship.

"Customer satisfaction with prior service experiences has a positive effect on the length, breadth, and depth of the customer–firm relationship (e.g., Oliver 1997)." (Bolton et al., 2008, p. 50)– this is my exact point from the above section. Continued in this stream is the hypothesis within this article "Conditional on renewal, a firm's likelihood of upgrading a service contract is positively related to the decision maker's overall satisfaction with the existing supplier." (Bolton et al., 2008, p. 51) Where there would be an interest to that in regard to the case given and the research question on what parts of the customer journey are critical in a long-term supplier/client relationship and how are they determined. With the primary interviews/observations made, this is primarily what Thomas Holm argues for, but then the shift from LH to Aviator contradicts this argument, when looked upon on the surface.

"Conditional on renewal, the strength of the relationship between a firm's likelihood of upgrading a service contract and service quality on the focal contract is weaker when the decision maker's overall satisfaction with the supplier is high than when it is low." (Bolton et al., 2008, p. 51) – Might have a point, but then again, I would think that if the service quality is poor that a contract termination would be more likely. With emphasis on the re-negotiation part of the customer journey what we in the b2c segment would call re-purchase stage. Because the switching costs within the b2c market are significantly lower, it could be argued that there's a higher tolerance for dissatisfactory before a termination of a contract happens, hence within the re-negotiations an upgrade could be discussed. But then again, it is assumed that these factors again have underlying circumstances that influences the final decision on termination or upgrade of a service agreement, if the overall satisfaction is low.

"When decision makers perceive the firm's service needs as critical, we expected that poor service quality at the contract level would lead to a higher probability of upgrading. This hypothesis was not supported (H3, p = .49)." (Bolton et al., 2008, p. 56)– critical to my observations and preliminary interviews.

"However, for good service quality, customers who have high satisfaction are much more likely to upgrade than those who have low satisfaction. This finding is consistent with our hypotheses. Overall, high satisfaction leads to upgrading, except when there is poor service quality on the focal contract." (Bolton et al., 2008, p. 58)– So, depending on the business model if we're talking high service models or low-cost models there's a difference in the upgrade wishes.

"Our results suggest that the customer upgrade decision is significantly different from the new product/service purchase decision, because prior experience with the customer is critical, and different from the customer renewal decision, because the firm's experience with the supplier appears to influence these decisions in different ways." - (Bolton et al., 2008, p. 59)

"In summary, our research suggests that the supplier firm needs to understand the nature and history of customers' experiences with the firm over time, at both the account and the contract levels." (Bolton et al., 2008, p. 62) – which is then something to take into account when dealing with long-term client relationships and should be integrated into the b2b customer journey.

Valid questions to be asked and could be relevant for the interview sessions:

"…suppliers should be asking the following questions about their relationships with their business customers:

→ What is happening in the buyer–seller relationship (i.e., at the account level)?
→ What is happening (operationally) on a contract-by-contract basis? and
→ What is happening when we consider the decision maker's frame of reference (prior satisfaction, perceptions of the environment) and place the focal contract in that context?"(Bolton et al., 2008, p. 62)

"Thus, further research should link service operations to other business performance metrics, such as customer lifetime value or customer equity. Moreover, it should investigate the effect of service operations improvements on new customer acquisition, retention, upgrading, and cross-buying, perhaps by specifying and estimating systems of equations."(Bolton et al., 2008, p. 62) – this argument then goes hand in hand with the gap that this thesis is trying to fill, to find the linkage between the customer journeys and find the important touch-points throughout that journey when we're talking about the customer journey on a b2b level.

Cortez, R. M., & Johnston, W. J. (2017). The future of B2B marketing theory: A historical and prospective analysis. Industrial Marketing Management, 66, 90-102. - (Cortez & Johnston, 2017)

Article criticizes the level of b2b marketing theory is getting within the academic world in comparison to how many transactions is actually happening within the business world.

History of b2b marketing research

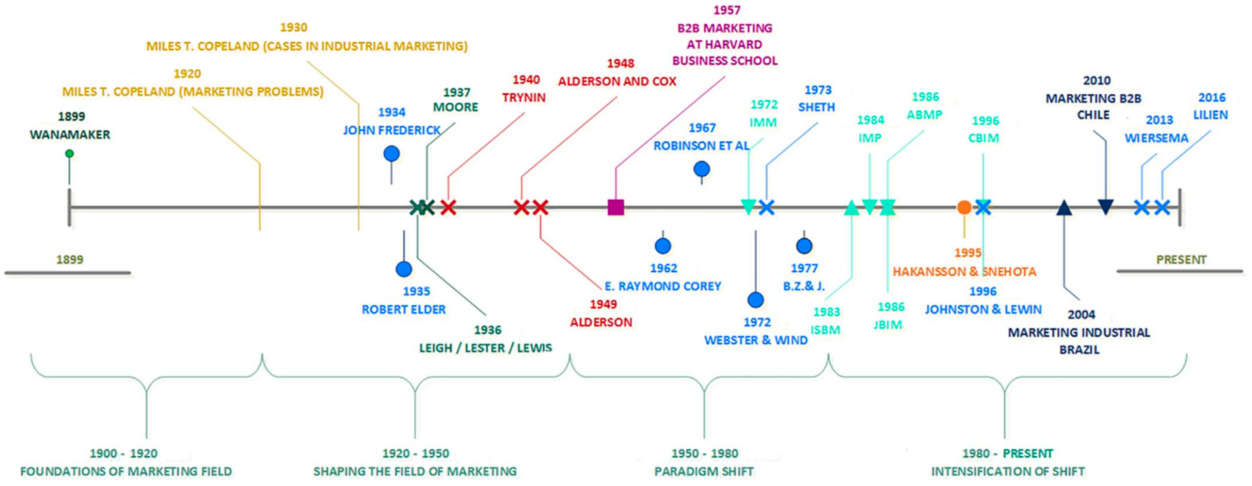


Fig. 1. B2B marketing history.

Empirical research only done in the US, hence might not be applicable for the European and Asian markets.

The article argues for five reasons for difficulty within collection of empirical data and therefore also further research from b2b companies. Within one of the arguments it is mentioned that the reason why, is partly because the b2c more standardized than the b2b marked and effectively easier to collect data from, which I would argue against for the following reason.

Consumer psychology is getting a larger and larger grip within the b2c market; hence the psychology of the single customer is taken into account. Which again makes the range of a representative market more demanding. In combination with the argument made in the article that a company have a larger scale of customers when it comes to b2c consumers compared to their b2b consumers. (e.g. with ExxonMobil).

Further argumentations made (which are usable for me as well) that some b2b industries are just too comprehensive when it comes to research within those industries are also a huge argument in favor of my argumentation within the airline industry.

Good critique points when it comes to Osterwalder's business model canvas.

“The bond between theory and practice will be completed once universities, consultants and practitioners share instances of thorough and dynamic interaction.” - (Cortez & Johnston, 2017, p. 100)

“The two groups of practitioners who reviewed our findings surprisingly showed a strong favoritism towards conceptual models and tools, while academic research mainly embraces empirical studies.” - (Cortez & Johnston, 2017, p. 100)

“How do multiple participants in the customer journey interact and create an overall experience?” - (Cortez & Johnston, 2017, p. 100) This is the research question relevant to the motivational interest of the study and therefore used specifically.

Crosier, A., & Handford, A. (2012). Customer journey mapping as an advocacy tool for disabled people: a case study. Social Marketing Quarterly, 18(1), 67-76. - (Crosier & Handford, 2012)

“Customer journey mapping is a market research technique that emerged in the 1960s and 1970s, in response to the emerging “consumer society” and the marketing philosophy of customer orientation.” – p. 67

“Customer journey mapping is described there as, “the process of tracking and describing all the experiences that customers have as they encounter a service or set of services, taking into account not only what happens to them, but also their responses to their experiences” (Cabinet Office, 2007).” – p. 67

“Moreover, while other qualitative research techniques tend to lead to data outputs in the form of written reports, the principal output from customer journey mapping is an easy to read graph that pinpoints where change is needed.”

In general, not very insightful for the purpose of b2b marketing theory. It has these above-mentioned quotes which can be transferred into a general setting of customer journey mapping and what it can bring any company. When it comes to the insight this article in specific gives to customer journey mapping and what the results are bringing to the larger scale of customer journeys, it could be argued as being very limited. As the research focused on such a niche segment of b2c customers, it will not have much impact in the b2b marketing research.

Edelman, D. C., & Singer, M. (2015). Competing on customer journeys. Harvard Business Review, 93(11), 88-100. - (Edelman & Singer, 2015)

The development of the retail industry as a result of technological developments that puts a lot of the touch points of a customer journey design back in control of the consumer. Further focus on the loyalty loop and brand bonding with the consumer.

“For much of this time, companies have been reacting to customers, trying to anticipate their next moves and position themselves in shoppers’ paths as they navigate the decision journey from consideration to purchase.” (Edelman & Singer, 2015)

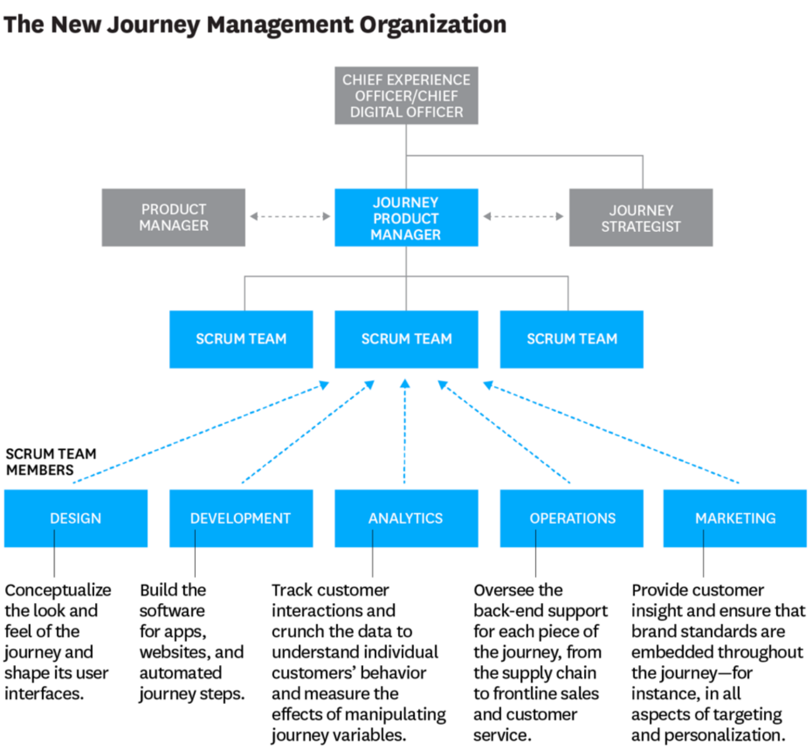
(Edelman & Singer, 2015, p. 5) argue that in order to be proactive in this evolving industry "Best practitioners aim not just to improve the existing journey but to expand it." Further based on the data collected and knowledge gathered they argue that "an ability to shape customer journeys will become a decisive source of competitive advantage."

In regards to this competitive advantage (Edelman & Singer, 2015) state four key capabilities as being; Automation, proactive personalization, contextual interaction, and journey innovation. Saying that companies who master these interconnected four capabilities are the ones building the most effective journeys. Some examples are; Airlines apps for travel management, Hotels end-to-end digitalized journey through applications monitoring the guest's location. Make-up lines scanning tools to suggest different kinds of products applied through the camera lens.

A notable argument made by (Edelman & Singer, 2015) is that "digital native" firms' experiences offer lessons for traditional firms as they "have had the luxury of building organizations optimized from the outset for creating effective journeys".

Throughout this process a lot of co-creation is happening within the different areas of expertise and then the end-consumer. It could here be argued that this could perfectly fine be transferred into the B2B market, but it is yet to be tested.

"Particularly for companies that are somewhat distant from customer transactions, such as consumer-goods makers and B2B firms, this requires developing fundamentally new skills and structures for gathering and analyzing customer data, interacting with customers, and focusing on the experience design along with product and creative design." - (Edelman & Singer, 2015)



Følstad, A., & Kvale, K. (2018). Customer journeys: a systematic literature review. – (Følstad & Kvale, 2018)

Overall thematic relevance of the paper is "A rich and at times incoherent customer journey terminology is analyzed and discussed, as are two emerging customer journey approaches: customer journey mapping (analysis of a service process "as is") and customer journey proposition (generative activities leading toward a possible service "to be")." – (Følstad & Kvale, 2018)

The methodology and review for the paper is done through scoping and search & analysis (Følstad & Kvale, 2018).

“The increasing uptake of the customer journey perspective may, hence, be due to a growing awareness of the need to manage and design for customer experience across touchpoints and service offerings (Zomerdijk and Voss, 2010).” – (Følstad & Kvale, 2018)

“Existing customer journey terminology is associated with several issues. In the reviewed papers, terms such as customer journey and touchpoints are often used without being defined or described. Furthermore, there is significant divergence in how key terms are used. For example, presented customer journey analyses vary considerably in scope and the term touchpoints takes on various meanings. The variation observed in the visualizations of customer journeys may also serve as an indication of incoherence in terminology.” – (Følstad & Kvale, 2018)

“For researchers and practitioners of service management and design, it will be important to be aware of the variation in the use of the term touchpoint.” – (Følstad & Kvale, 2018)

“Moving toward a common terminology for researchers and practitioners holding a customer journey perspective, requires sensitivity concerning the dual purposes such a terminology should support; rigorous analysis and theory building versus innovative and perspective-changing design practice.” – (Følstad & Kvale, 2018)

“As such, customer journeys as presented in the reviewed papers, as well as acknowledged text books on service design (e.g. Stickdorn and Schneider, 2010; Meroni and Sangiorgi, 2011), are congruent with the classification of customer journey visualizations as flows in the framework of Diana et al. (2009); that is, visual representations of the service process as unfolding in time at a relatively high level of abstraction.” - (Følstad & Kvale, 2018)

“What about the scope of customer journeys? Should this also be part of a general definition of customer journeys? … The journey can be a clearly defined service process, … or a more open-ended process. Furthermore, the journey may be single-channel (e.g. Mangiaracina et al., 2009) or multi-channel (e.g. Patrício et al., 2011), and it may concern either single (Trischler and Zehrer, 2012) or multiple (e.g. Crosier and Handford, 2012) service providers. There is no sign in the literature that this variation in the scope of customer journeys is seen as problematic.” - (Følstad & Kvale, 2018)

“The presented literature review indicates a relatively immature field of study, with opportunities for development both with regard to terminology and approaches.” - (Følstad & Kvale, 2018)

Fortin, P. A., & Ritchie, J. B. (1980). Influence structure in organizational buying behavior. Journal of Business Research, 8(3), 277-299. - (Fortin & Ritchie, 1980)

“This study focuses on measuring and understanding the relative influence of different buying center components in the context of convention site selection by a sample of North American associations.” (Fortin & Ritchie, 1980, p. 277)

The article discusses previous and other buying behavior, e.g. the general model from “A general model for understanding organizational buying behavior” and another model based on a dyadic paradigm, where the emphasis is put on both the buyer and the seller and their relationship.

Further the article goes on to emphasize what most articles within the b2b area is emphasizing that there is not enough research done in this field.

Fortin & Ritchie then reframes some of the focus points made by previous researchers and collects those into new variables for the buying process. These variables are;

→ Antecedent variables
→ Process variables
→ Output variables

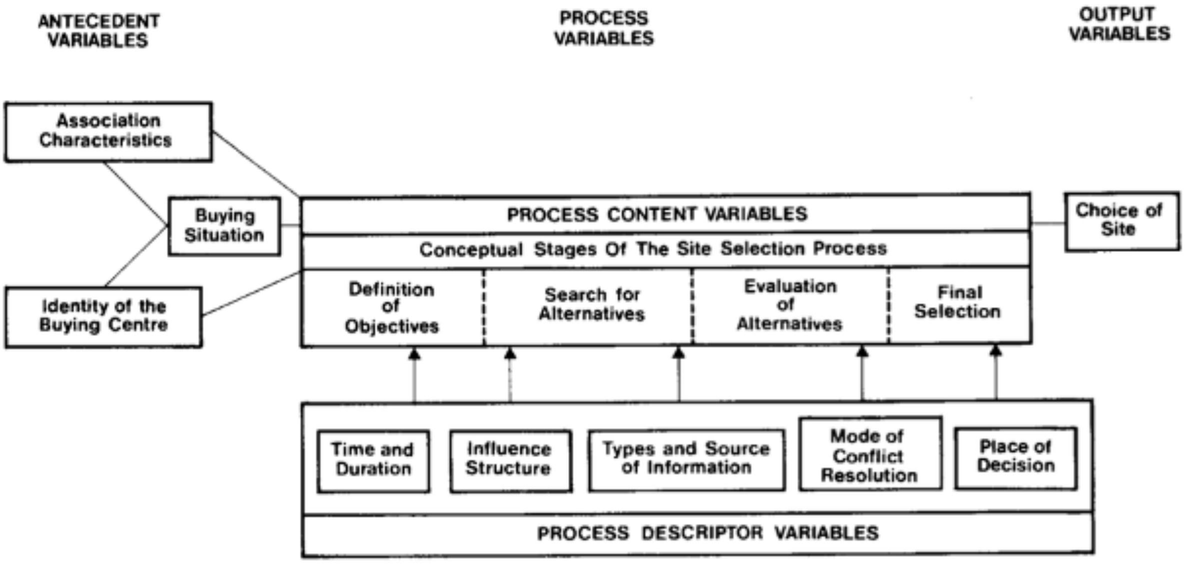


FIGURE 1: Conceptual Model of the Site Selection Process.

Figure 1-Fortin & Ritchie p. 283

The research states hypothesis', which are being tested throughout the project where the results are stated in tables and through numbers.

Fortin & Ritchie argues that they're contributing to the research from three viewpoints; substantive, theoretical and methodological. Where the first two mentioned are then further argued to contribute twofold. Fortin & Ritchie are arguing that there hasn't been extensive research with cases with as much depth needed for extensive findings.

"The findings have confirmed the necessity of obtaining multiple measures when studying the nature of influence structure within group decision processes." (Fortin & Ritchie, 1980, p. 297)

Gambetti, R. C., Graffigna, G., & Biraghi, S. (2012). The grounded theory approach to consumer-brand engagement: The practitioner's standpoint. International Journal of Market Research, 54(5), 659-687. – (Gambetti et al., 2012)

Explorative study on CBE through grounded theory and inductive approach. In linkage with most of the theory so far, the study is made based within the consumer field, meaning the b2c marketing field. The concept of CBE is drivers for the decision-making process and the equity of a brand.

Meaning the connection between the customer journey pre-, during- and post-phases?

The study explores the differences in the academic and practitioner view of brand engagement, to the understanding of difference in consumer centric vs. firm centric business views. Both still with a point of departure in marketing literature, meaning defining the differences in point of departure within the literature and then seeking to close the gap within the literature through the grounded theory approach.

The problem of the two points of departures are by the authors defined through *"academic researchers often aim at producing general, nomothetic theories, whereas professionals are, keener on ideographic and context-specific explanations (Benington & Hartley 2004)."* - (Gambetti et al., 2012, p. 662)

Purpose of the study is then implied in the above-mentioned reasons and resembles the purpose of this study in the essence of the above-mentioned quote. Further, the criteria set for the practitioners to be a part of the in-depth interviews within their study is similar to the criteria made for this study. The practitioners' views, experience, and expectations related to CBE were equally important regardless of the two main departmental backgrounds, being brand/marketing managers and communication managers.

The study and the methods used throughout the study are thoroughly compliant with the guided templates of each method. Overall the study contributes both academically and professionally to the brand marketing field. And compared to most other studies not just another historical review to focus on what should be researched further into.

Main findings were developed through coding and finding where that brand enacting where defined through following 'core categories'; physical- and value-based proximity, consumer protagonism, and brand communication integration.

Hadjikhani, A., & LaPlaca, P. (2013). Development of B2B marketing theory. Industrial Marketing Management, 42(3), 294-305. - (Hadjikhani & LaPlaca, 2013)

"B2B marketing theory gained renewed research interest. This was achieved by shifting from economic theory towards behavioral theory to investigate industrial marketing behavior." – p. 302

Marketing management was a dominant field of research within the b2b marketing research. Which is linked fine with the movement of interest to behavioral theory. As managing research in large sense is linked to the managing of employee's behaviors.

For most part of this article the development from an economic standpoint to a behavioral is presented. It is then further discussed weather focus on one part over the other is good or if a homogeneous focus on both aspects are important. Given the argument that the complexity of a business always counts on all parts of the business, neither an economic nor a behavioral focus should be chosen over the other.

Halvorsrud, R., Kvale, K., & Følstad, A. (2016). Improving service quality through customer journey analysis. - (Halvorsrud et al., 2016)

Purpose of the study was to propose a framework based on customer journeys for a structured portrayal of service delivery and further to introduce customer journey analysis (CJA) for empirical investigation. – p. 840

Customer journey framework (CJF) is according to authors presented the first time in this article – p. 842. The study made for conducting this analysis and framework is based on data from experiences and activities within Telenor, a global telecommunication company.

Argued that customer journeys (or customer journey maps) are frequently used for visualization of the service delivery of a given company. At the same time, they also mention that it has only been extensively used within public and commercial services – p. 843.

"In CJF, we define touchpoint as an instance of communication between a customer and a service provider. The touchpoint must meet the following criteria: it must be visible to the customer, that is, if the customer does not encounter it in any way, it is not a touchpoint; it must be a discrete event that can be appointed in time; and it must involve communication or interaction between the customer and a service provider." – p. 845

This statement can be argued as critical when it comes to a b2b segment of customers and suppliers, as the important touchpoints might differ in requirements and level of importance.

"CJF distinguishes planned customer journeys and actual customer journeys…" – p. 847

With this statement, there's a difference in how we should see the CJ and how to use and work with the framework. In the same sense, it is important to notice that this distinguishes not only between planned customer journeys and actual customer journeys but also in a larger scale when it comes to a b2b segment, as there are different actors within some stages that are not qualified as touchpoints for the customer on a b2b level. Hence, it makes it important to distinguish even on a third layer.

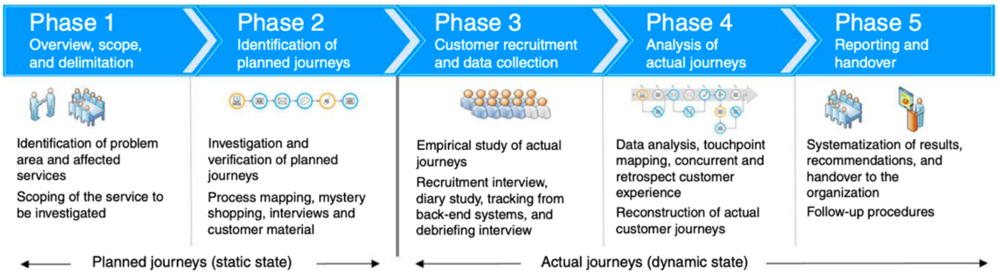


Figure 3. The five phases of the customer journey analysis (CJA) procedure

What this analysis does for companies is to give an overall impression of the customers actual journey throughout the company and service experience. Hence, it stresses out if there is any lack of customer focus and deviances of the service design or deliberate lack hereof. – p. 857

"From a business perspective, CJF serves as: – p. 860-861

- a unifying language to ease communication and cross-departmental understanding;
- an analytic tool to expose the gap between service delivery "theory" and "reality"; and
- an effective tool for service improvement, cost reduction, and prevention of churn."

What the CJF and the CJA does bring is a systematic framework to show deviances, even when it then comes to the differences of B2C segments and B2B customer segments.

Kotler, P. (2017). Customer value management. *Journal of creating value*, *3*(2), 170-172. – (Kotler, 2017)

What does the customer pay attention to when talking products? It is not only the product itself but also the "service level agreements, guaranties and warranties, financing agreements and return policies."

It is a "marketer's job is to create, produce and communicate customer value. The marketer is not to create what he or she thinks is value to the customer but what the customer will perceive as value." Which I would disagree with in the sense that most companies nowadays are focused more on the company vision and values and a selective customer segment, where it's perfectly fine to not reach all customer segments of the market.

"Professor Ted Levitt long ago said that a customer does not want to buy and own a drill; he or she wants to 'buy' a hole. We need to distinguish between a function (drilling) and a desired outcome (a hole)." For most of the article the points are fairly valid and addresses the issue of not singularly thinking about the product but thinking about the desired outcome of the product and what value that brings to the customer.

"We must replace the idea of a physical product with the idea of a 'total product' that includes a whole set of services." This statement could be argued to be very closely linked to the whole mindset that (Ostewalder et al., 2014) presents within his value proposition in a business model concept.

"Consumers use a less rational framework in making their purchase choices". Where does this statement come from? Is there any validation to this? This is a whole research project in itself.

In general, this article states to much of the obvious and doesn't go to deep into the actual talk about value propositions as I would say (Ostewalder et al., 2014) does. I'm missing a lot of references in this article, most of it seems to be written out of pure observations and assumptions on how e.g. the b2b market deals with sales etc. Sentences such as "the procurement person…" does not seem to be academically well written.

LaPlaca, P. J., & Katrichis, J. M. (2009). Relative presence of business-to-business research in the marketing literature. *Journal of Business-to-Business Marketing*, *16*(1–2), 1–22. - (LaPlaca & Katrichis, 2009)

Lots of pro and con in the beginning, listing the previous authors that argue whether there's a difference in buying behavior between the B2C and B2B market.

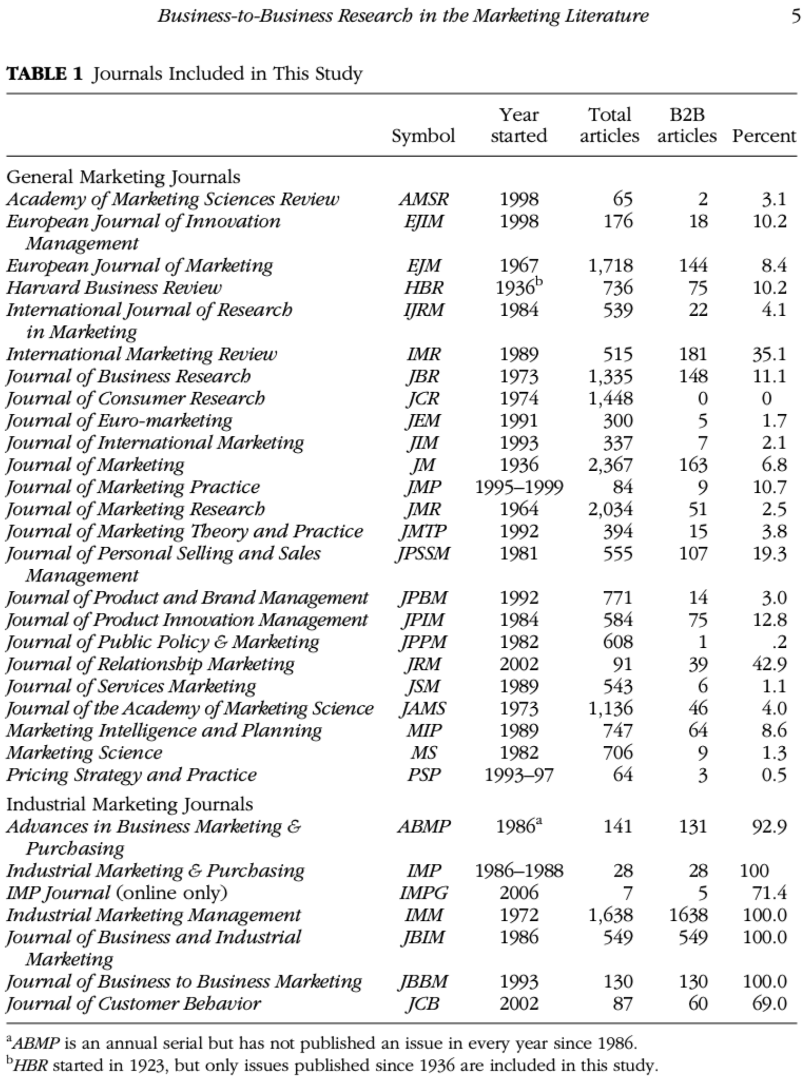


TABLE 1 Journals Included in This Study

	Symbol	Year started	Total articles	B2B articles	Percent
General Marketing Journals					
Academy of Marketing Sciences Review	*AMSR*	1998	65	2	3.1
European Journal of Innovation Management	*EJIM*	1998	176	18	10.2
European Journal of Marketing	*EJM*	1967	1,718	144	8.4
Harvard Business Review	*HBR*	1936[b]	736	75	10.2
International Journal of Research in Marketing	*IJRM*	1984	539	22	4.1
International Marketing Review	*IMR*	1989	515	181	35.1
Journal of Business Research	*JBR*	1973	1,335	148	11.1
Journal of Consumer Research	*JCR*	1974	1,448	0	0
Journal of Euro-marketing	*JEM*	1991	300	5	1.7
Journal of International Marketing	*JIM*	1993	337	7	2.1
Journal of Marketing	*JM*	1936	2,367	163	6.8
Journal of Marketing Practice	*JMP*	1995–1999	84	9	10.7
Journal of Marketing Research	*JMR*	1964	2,034	51	2.5
Journal of Marketing Theory and Practice	*JMTP*	1992	394	15	3.8
Journal of Personal Selling and Sales Management	*JPSSM*	1981	555	107	19.3
Journal of Product and Brand Management	*JPBM*	1992	771	14	3.0
Journal of Product Innovation Management	*JPIM*	1984	584	75	12.8
Journal of Public Policy & Marketing	*JPPM*	1982	608	1	.2
Journal of Relationship Marketing	*JRM*	2002	91	39	42.9
Journal of Services Marketing	*JSM*	1989	543	6	1.1
Journal of the Academy of Marketing Science	*JAMS*	1973	1,136	46	4.0
Marketing Intelligence and Planning	*MIP*	1989	747	64	8.6
Marketing Science	*MS*	1982	706	9	1.3
Pricing Strategy and Practice	*PSP*	1993–97	64	3	0.5
Industrial Marketing Journals					
Advances in Business Marketing & Purchasing	*ABMP*	1986[a]	141	131	92.9
Industrial Marketing & Purchasing	*IMP*	1986–1988	28	28	100
IMP Journal (online only)	*IMPG*	2006	7	5	71.4
Industrial Marketing Management	*IMM*	1972	1,638	1638	100.0
Journal of Business and Industrial Marketing	*JBIM*	1986	549	549	100.0
Journal of Business to Business Marketing	*JBBM*	1993	130	130	100.0
Journal of Customer Behavior	*JCB*	2002	87	60	69.0

[a] *ABMP* is an annual serial but has not published an issue in every year since 1986.

[b] *HBR* started in 1923, but only issues published since 1936 are included in this study.

"In the seventy-one-year span covered by this study, the twenty-four studied journals published a total of 17,853 articles of which only 1,204 (6.7%) deal specifically with B2B marketing." – p. 5-6

Continuing the informative talk about the percentage of b2b marketing presence in the overall marketing field and just listing the journals having b2b focused articles in them. Hence very objective and just informative, no analysis to why, so far.

"It is clear from the information shown in Figure 2 that without the introduction of specialized journals emphasizing researching of industrial market phenomena the development of a robust field of research into at least half of our economic activity would not exist." – p. 8

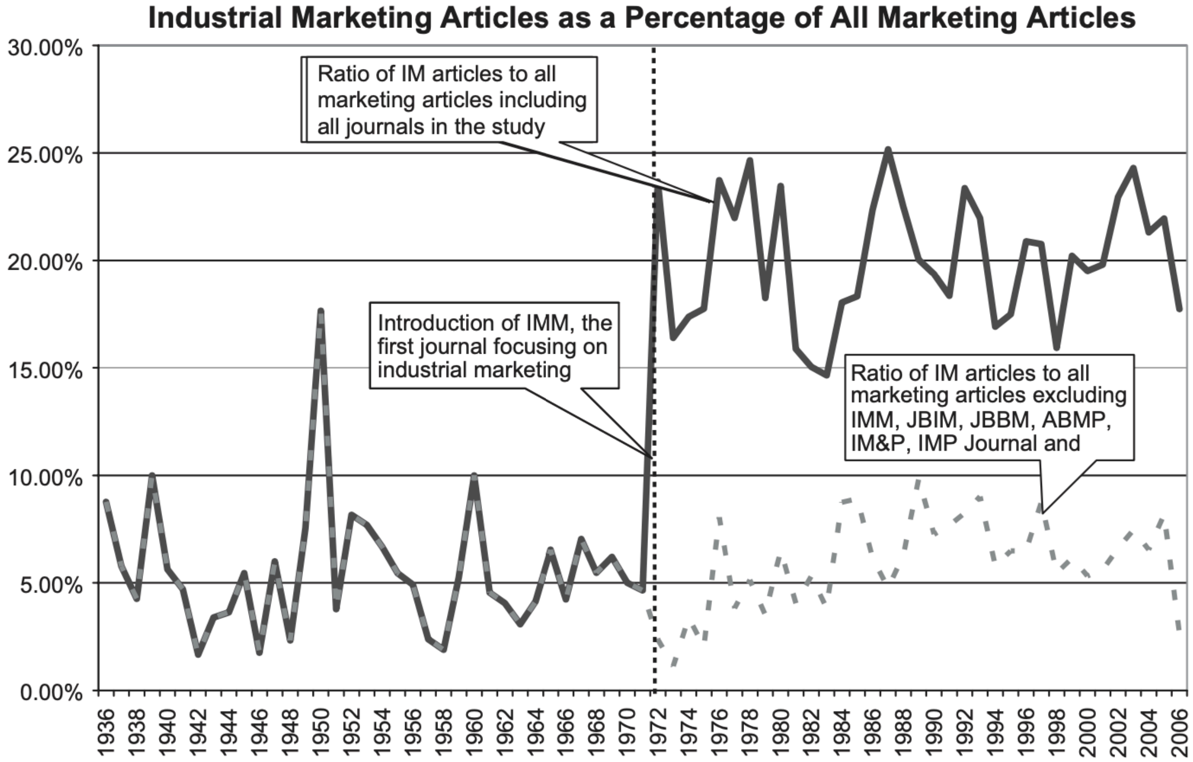


FIGURE 2

"It is clear from the information shown in Figure 2 that without the introduction of specialized journals emphasizing researching of industrial market phenomena the development of a robust field of research into at least half of our economic activity would not exist." – p. 9

Continuous description of how the different areas of b2b research is covered throughout the history. Again, the emphasis on the reporting of numbers and percentages.

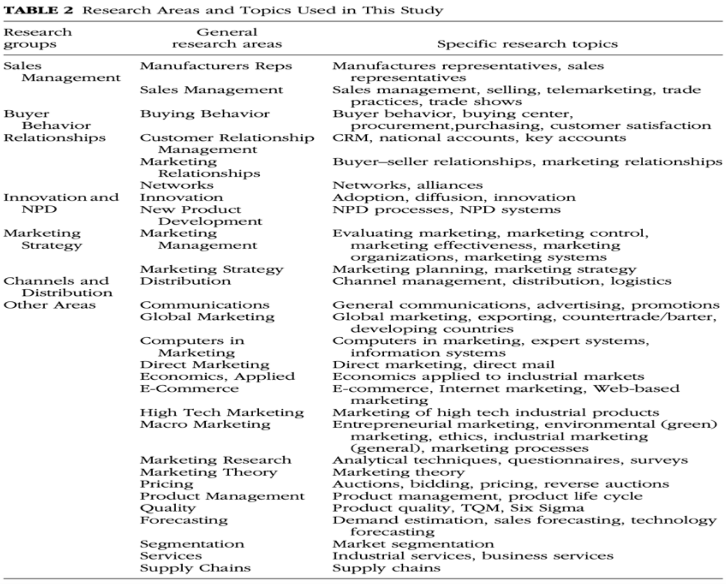


TABLE 2 Research Areas and Topics Used in This Study

Research groups	General research areas	Specific research topics
Sales Management	Manufacturers Reps	Manufactures representatives, sales representatives
	Sales Management	Sales management, selling, telemarketing, trade practices, trade shows
Buyer Behavior	Buying Behavior	Buyer behavior, buying center, procurement,purchasing, customer satisfaction
Relationships	Customer Relationship Management	CRM, national accounts, key accounts
	Marketing Relationships	Buyer–seller relationships, marketing relationships
	Networks	Networks, alliances
Innovation and NPD	Innovation	Adoption, diffusion, innovation
	New Product Development	NPD processes, NPD systems
Marketing Strategy	Marketing Management	Evaluating marketing, marketing control, marketing effectiveness, marketing organizations, marketing systems
	Marketing Strategy	Marketing planning, marketing strategy
Channels and Distribution	Distribution	Channel management, distribution, logistics
Other Areas	Communications	General communications, advertising, promotions
	Global Marketing	Global marketing, exporting, countertrade/barter, developing countries
	Computers in Marketing	Computers in marketing, expert systems, information systems
	Direct Marketing	Direct marketing, direct mail
	Economics, Applied	Economics applied to industrial markets
	E-Commerce	E-commerce, Internet marketing, Web-based marketing
	High Tech Marketing	Marketing of high tech industrial products
	Macro Marketing	Entrepreneurial marketing, environmental (green) marketing, ethics, industrial marketing (general), marketing processes
	Marketing Research	Analytical techniques, questionnaires, surveys
	Marketing Theory	Marketing theory
	Pricing	Auctions, bidding, pricing, reverse auctions
	Product Management	Product management, product life cycle
	Quality	Product quality, TQM, Six Sigma
	Forecasting	Demand estimation, sales forecasting, technology forecasting
	Segmentation	Market segmentation
	Services	Industrial services, business services
	Supply Chains	Supply chains

While listing all the different movements and development in the publications of industrial and b2b marketing articles, there is no newfound implications to this statement. They are painting the picture of the situation and that’s that.

“Most of us were initially drawn to the discipline because of our experience as consumers. While many of us have overcome that initial draw and became fascinated by the complexity of industrial marketing, our students are far more familiar with the music players, beer, basketball footwear, and sports cars that are central to their consumption experiences. As academics, we are a species propagated by the demand for our (primarily undergraduate) courses, so as long as students are more interested in consumer marketing, there will be more consumer specialists on our faculties than industrial specialists.” – p. 16

This whole argument claims the lack of focus on the b2b marketing field that the students that also are a large factor to the contribution of literature and their simple minded interests in “music players, beer, basketball footwear, and sports cars” are the reason for the imbalance between b2c and b2b marketing research. That argument is plain farfetched. Yes, an initial interest and motivation for any study that requires long term focus is based within own experiences. But it is an insult to say that student’s limitation of interest is as previous quoted. Many students nowadays have student jobs and therefor also an interest and understanding for the environment that they are working in.

The discussion part of the article concludes out of no statistical facts whatsoever. It is just a subjective discussion of what caused the imbalance (the students and the supply demand of interest in the field of study in universities) and what solutions there is to the imbalance. – p. 16

Indeed, some of the problem usually occurs out of not being informed. Hence if we don’t have any statistical facts that there is an imbalance how should we then act upon it. But to bluntly argue that the interest will not change and a natural improved focus in b2b marketing will also follow a natural increased focus in b2c marketing is simply based on subjective opinion and not on the facts.

The only thing taken out of this article that can be argued as being a valid statement according to the numbers presented, is that there is an imbalance. They argue that the research field and the ultimate consumers of research is the students. Again, this can harshly be counter argued against, since there is a whole demonstrated interest in research from the practitioner’s side. Practitioners are more and more integrating the research and the findings in their daily work; hence they are very much so also a consumer to the industrial marketing scholars’ findings and research.

Which they argue for themselves in the next paragraph; “…considerable implications to be found in it for the business marketing practitioner as well.” – p. 17

A lot of the things discussed in the implications for practitioners’ section of the article is what you could call obvious. Not that the ideas for minimizing the imbalance aren’t good. The arguments that are stated and the bias for some of the roots of the problems are just not based on factual data.

Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. Journal of marketing, 80(6), 69-96. - (Lemon & Verhoef, 2016)

Study made by Accenture in 2015 in collaboration with Forrester, showed that executives, when listing their priorities within the year of the study listed customer experience as one of their top priorities. Further the article emphasizes the increasing amount of touch points that a customer is faced with throughout the customer journey which then makes the managing aspects thus more complex. The article argues that "to date, researchers have mainly focused on exploratory attempts to conceptualize and measure customer experience" (Lemon & Verhoef, 2016, p. 69).

The article has 5 main point or aspects that it embraces to be able to deeply manifest where the research field is now and what defines customer experience in the marketing world as it is today. These 5 fields are as follows; definition of customer experience as a construct, linkage of the historical perspectives in the field, discussion of the limitations within the field, generating lesson for marketing practice, and research agenda for the customer experience, customer journeys and management hereof. Within the definition of the customer experience there is a general preference to the most acceptable or highly used definitions throughout the marketing field. These definitions more or less all revolve around the consumer perspective of a customer journey. All with a general agreement on following aspects as being the most important when defining a customer experience; cognitive, emotional, behavioral, sensorial, and social. (reference within the article; (Schmitt 1999, 2003; Verhoef et al. 2009)). All of these important aspects combined in a multidimensional construct of the customer experience. Nevertheless, the emphasis while defining the customer experience is only with focus on the consumer segment and with little (here only mentioned the business to business buying behavior researched by Webster and Wind (1972)) to no emphasis on the business to business offerings.

"We then identify important subsequent developments in and contributions to customer experience research:

- Customer buying behavior process models: understanding customer experience and customer decision making as a process (1960s–1970s)
- Customer satisfaction and loyalty: assessing and evaluating customer perceptions and attitudes about an experience (1970s)
- Service quality: identifying the specific context and elements of the customer experience and mapping the customer journey (1980s)
- Relationship marketing: broadening the scope of customer responses considered in the customer experience (1990s)
- Customer relationship management (CRM): linkage models to identify how specific elements of the customer experience influence each other and business outcomes (2000s)
- Customer centricity and customer focus: focusing on the interdisciplinary and organizational challenges associated with successfully designing and managing customer expe- rience (2000s–2010s)
- Customer engagement: recognizing the customer's role in the experience (2010s)" – p. 71

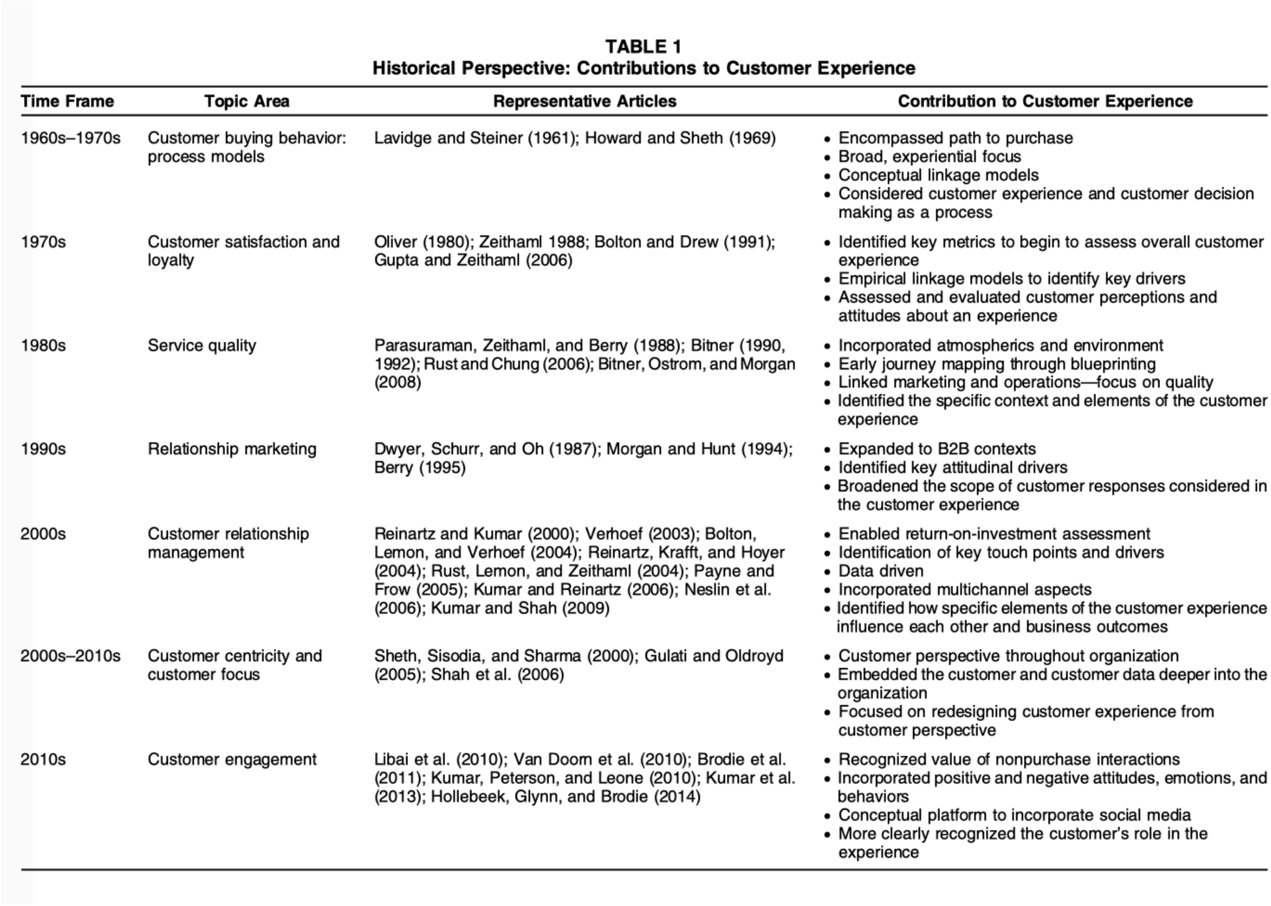


TABLE 1
Historical Perspective: Contributions to Customer Experience

Time Frame	Topic Area	Representative Articles	Contribution to Customer Experience
1960s–1970s	Customer buying behavior: process models	Lavidge and Steiner (1961); Howard and Sheth (1969)	• Encompassed path to purchase • Broad, experiential focus • Conceptual linkage models • Considered customer experience and customer decision making as a process
1970s	Customer satisfaction and loyalty	Oliver (1980); Zeithaml 1988; Bolton and Drew (1991); Gupta and Zeithaml (2006)	• Identified key metrics to begin to assess overall customer experience • Empirical linkage models to identify key drivers • Assessed and evaluated customer perceptions and attitudes about an experience
1980s	Service quality	Parasuraman, Zeithaml, and Berry (1988); Bitner (1990, 1992); Rust and Chung (2006); Bitner, Ostrom, and Morgan (2008)	• Incorporated atmospherics and environment • Early journey mapping through blueprinting • Linked marketing and operations—focus on quality • Identified the specific context and elements of the customer experience
1990s	Relationship marketing	Dwyer, Schurr, and Oh (1987); Morgan and Hunt (1994); Berry (1995)	• Expanded to B2B contexts • Identified key attitudinal drivers • Broadened the scope of customer responses considered in the customer experience
2000s	Customer relationship management	Reinartz and Kumar (2000); Verhoef (2003); Bolton, Lemon, and Verhoef (2004); Reinartz, Krafft, and Hoyer (2004); Rust, Lemon, and Zeithaml (2004); Payne and Frow (2005); Kumar and Reinartz (2006); Neslin et al. (2006); Kumar and Shah (2009)	• Enabled return-on-investment assessment • Identification of key touch points and drivers • Data driven • Incorporated multichannel aspects • Identified how specific elements of the customer experience influence each other and business outcomes
2000s–2010s	Customer centricity and customer focus	Sheth, Sisodia, and Sharma (2000); Gulati and Oldroyd (2005); Shah et al. (2006)	• Customer perspective throughout organization • Embedded the customer and customer data deeper into the organization • Focused on redesigning customer experience from customer perspective
2010s	Customer engagement	Libai et al. (2010); Van Doorn et al. (2010); Brodie et al. (2011); Kumar, Peterson, and Leone (2010); Kumar et al. (2013); Hollebeek, Glynn, and Brodie (2014)	• Recognized value of nonpurchase interactions • Incorporated positive and negative attitudes, emotions, and behaviors • Conceptual platform to incorporate social media • More clearly recognized the customer's role in the experience

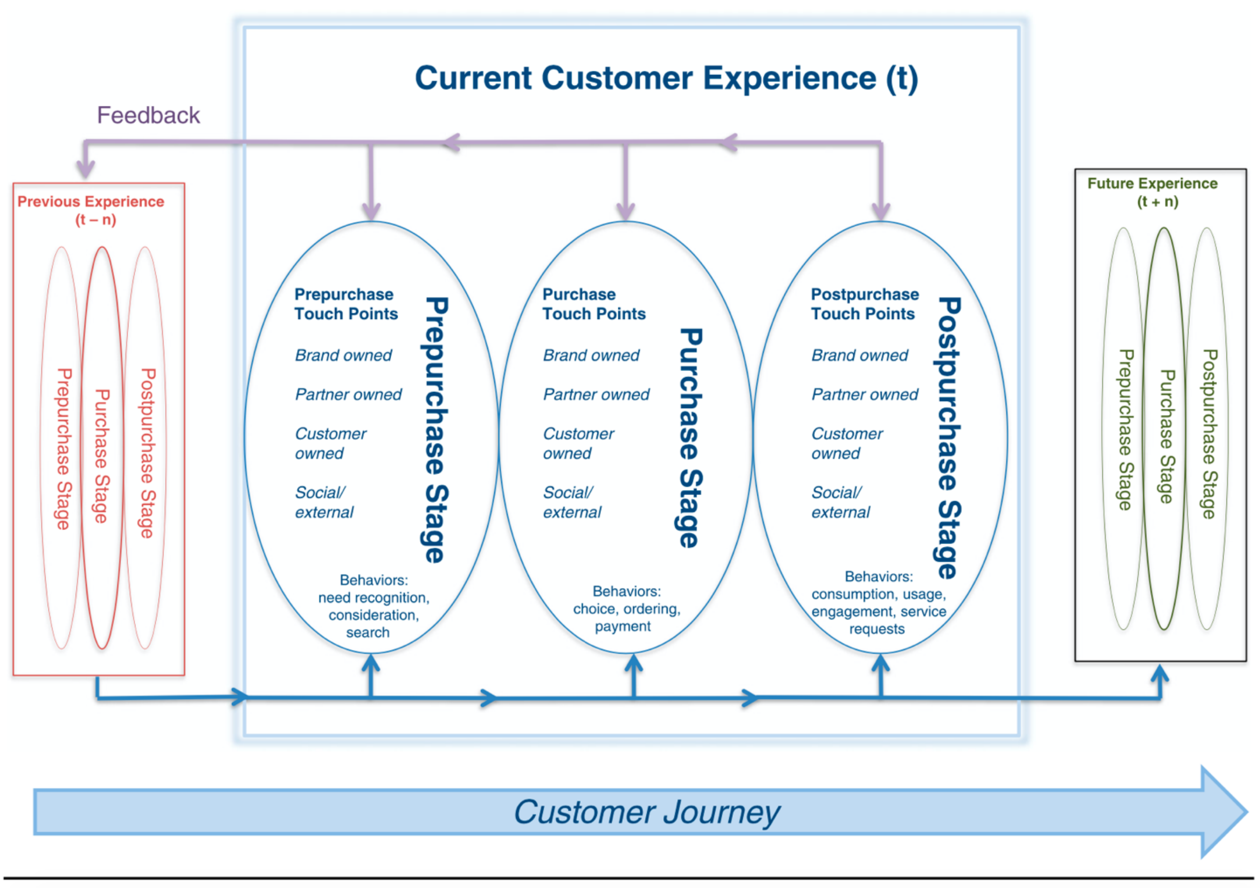
"Customer experience is defined as a multidimensional construct and will refer to the customer purchase journey as a process a customer goes through, across all stages and touchpoints, that makes up the customer experience." – p. 71

"Taken together, the service quality literature stream brings to customer experience the focus on (1) the context in which experiences arise and (2) the journey mapping and measurement/assessment aspects of customer experience." – p. 72

"We conceptualize customer experience as a customer's "journey" with a firm over time during the purchase cycle across multiple touch points." – p. 74 Meaning the Customer Journey could according to (Lemon & Verhoef, 2016) be defined as the experiences at each touch point over time that a customer goes through with a given company.

"Experience effects of partner-owned touch points are less clear. In one study, Lemon and Van Wangenheim (2009) show that usage of a firm's loyalty partners—in a travel context—leads to customers spending more on the focal firm's services in the future." … "Sometimes the line between brand-owned and partner-owned touch points may blur." – p. 77

FIGURE 1
Process Model for Customer Journey and Experience



When talking about channels there is a focus only put on the direct purchase part of the choice of channels within a B2C market. No distinctive referred research in the B2B market. Despite the latter fact, it can be argued that the summery of what is known about channels in the customer journey could be transferred into the B2B market. (Lemon & Verhoef, 2016) states the known as the following:

- "Channels differ in benefits and costs, often making one channel more useful for a specific stage in the purchase funnel than other channels. These differences are, however, shrinking due to technological developments and diffusion of new channels.
- Customers differ in their preference and usage of channels across different purchase phases, and specific multichannel segments can be identified that differ in terms of consumer characteristics.
- Channel choices in the purchase funnel are affected by one another because of lock-in effects, channel inertia, and cross- channel synergies."

Differences in customer experience management that is not to be linked with CRM. The differences, "aspects" as (Lemon & Verhoef, 2016) call them, are: 'Customer journey and touch point design, the role of alliances and network partners, and the internal organization'.

Still there is a larger reference to studies only regarding retailing, hence we are lacking the overall service industry, which has a larger community of service offers both in-store, off-line, online etc.

Further the B2B market is not represented at all, which creates a possibility for expanding this study into this market.

A notable quotation is made in the partner and network management section of the paper. "One article defines a customer experience ecosystem as "the complex set of relationships among a company's employees, partners and customers that determines the quality of all customer interactions" (Bodine 2013, p. 7)." (Lemon & Verhoef, 2016)

In general, the article's historical review and perspective on the development of the literature goes very well in hand with Steward, Narus, Roehm & Ritz, (2019) review on the development of buying process in the b2b literature. Hence, there can be some commonalities within the development of research on the b2c level. Steward, Narus, Roehm & Ritz, (2019) then argue that more research should be focused on the b2b segment also when it comes to the customer journey as that framework is a development of the buying process.

There is an overall consensus about the transformation in customer centricity and the holistic view upon costumer's experience through the lens of customer journeys. Not to neglect the fact that this approach is getting more and more complex as time goes by.

Li, Y. (2010). Managing Enterprise Service Level Agreement. In Innovations in Logistics and Supply Chain Management Technologies for Dynamic Economies (pp. 183-207). IGI Global. - (Li, 2010)

SLA management cycle consists according to (Li, 2010) of three main activities, being: "terms negotiation and optimization, contract drafting, compliance tracking and reporting." Overall the paper discusses the key SLA operation parameters, SLA terms negotiations and computer-assisted optimization, template-based SLA contract drafting, and automated SLA compliance tracking and reporting.

More focus on the agreements on penalties rather than where our service line stops and another one ends/starts?

The author of this article does not take much base from other articles and arguments into account throughout the article and the argumentations are seemingly not based on any form of scientific research. Hence, it is very questionable if this article is a valid source of information.

In general, this article with the testing of SLA toolkits is non-applicable for the research on customer journeys in a B2B market.

Using Wikipedia as a reference … non usable!

Lilien, G. L. (2016). The B2B knowledge gap. International Journal of Research in Marketing, 33(3), 543-556. - (Lilien, 2016)

Starting off with the difference in statistical numbers from 2010 (US based) stating that there is a 90/10% difference respectively in the b2b and b2c transactions. Thereby emphasizing the lack of equal theoretical research balance.

Describes the key differences in b2c and b2b consumerism. Further describing challenges and opportunities for researchers in the b2b field. Some of the insights/opportunities are listed through own personal opinion and experience.

“B2B academics will likely see the most success when we address problems that are of top (business) interest to B2B practitioners.” – p. 546. That statement; will probably be the underlying tone throughout the questions I would have to ask my expert panel. What do they, as practitioners need us academics to research?

“Scholars have noted (see Lilien, 2011 for example) that the ability of marketing academics to disseminate knowledge beyond the academic community has been disappointing.” – p. 547. Hence it is important for my study to generate new knowledge based on the experts’ knowledge and framed within their vocabulary.

All in all, a very thoroughly put together article with a good guiding hand through the reading, findings and developments/propositions to further research. But then again, the end findings of this research are just more implications for the b2b marketing academia. No new groundbreaking knowledge, it only adds to the justification of developing concepts or models within the b2b customer journey.

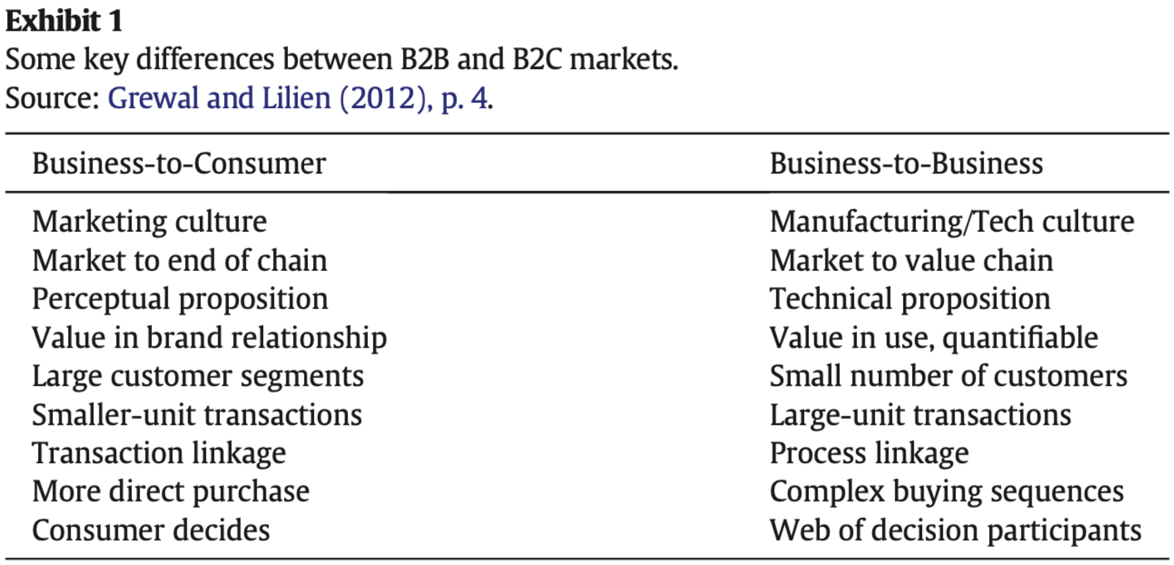


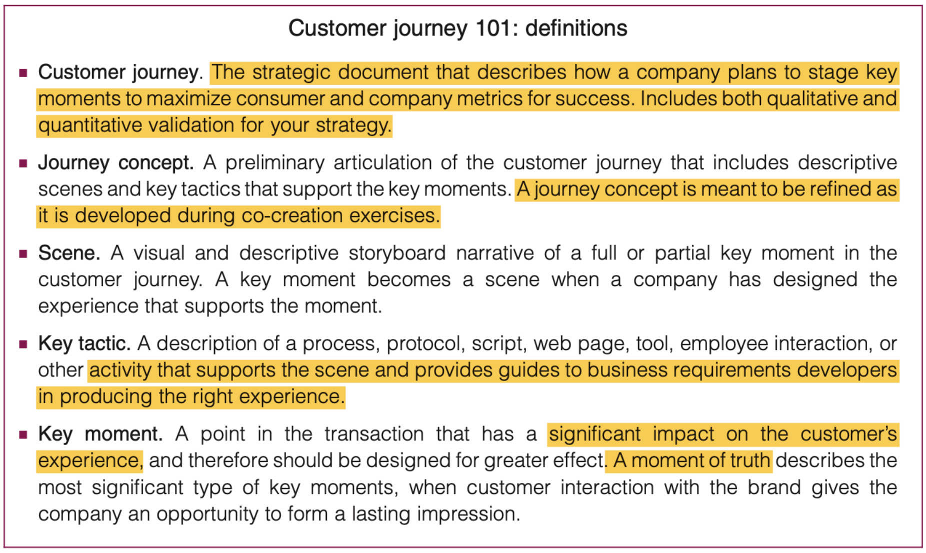
Exhibit 1
Some key differences between B2B and B2C markets.
Source: Grewal and Lilien (2012), p. 4.

Business-to-Consumer	Business-to-Business
Marketing culture	Manufacturing/Tech culture
Market to end of chain	Market to value chain
Perceptual proposition	Technical proposition
Value in brand relationship	Value in use, quantifiable
Large customer segments	Small number of customers
Smaller-unit transactions	Large-unit transactions
Transaction linkage	Process linkage
More direct purchase	Complex buying sequences
Consumer decides	Web of decision participants

Norton, D. W., & Pine, B. J. (2013). Using the customer journey to road test and refine the business model. Strategy & Leadership. - (Norton & Pine, 2013)

“Customer journey,” in essence, means the sequence of events – whether designed or not – that customers go through to learn about, purchase and interact with company offerings – including commodities, goods, services or experiences.” – (Norton & Pine, 2013)

“The customer journey should be the end result of the implementation of a coherent strategic plan. The journey follows a scripted sequence of events companies produce to deliver value to the customer, profitability to the company and differentiation from the competition.” - (Norton & Pine, 2013)



Customer journey 101: definitions

- **Customer journey**. The strategic document that describes how a company plans to stage key moments to maximize consumer and company metrics for success. Includes both qualitative and quantitative validation for your strategy.
- **Journey concept.** A preliminary articulation of the customer journey that includes descriptive scenes and key tactics that support the key moments. A journey concept is meant to be refined as it is developed during co-creation exercises.
- **Scene.** A visual and descriptive storyboard narrative of a full or partial key moment in the customer journey. A key moment becomes a scene when a company has designed the experience that supports the moment.
- **Key tactic.** A description of a process, protocol, script, web page, tool, employee interaction, or other activity that supports the scene and provides guides to business requirements developers in producing the right experience.
- **Key moment.** A point in the transaction that has a significant impact on the customer's experience, and therefore should be designed for greater effect. A moment of truth describes the most significant type of key moments, when customer interaction with the brand gives the company an opportunity to form a lasting impression.

Argues that the customer journey strategy is to align the business strategies and create the most valuable experiences for the customer, from end-to-end. On that note (Norton & Pine, 2013) argues that "success ultimately depends on the experiences companies create for their customers."

According to (Norton & Pine, 2013) Customer journey strategy has four principles; aligning the customer journey and business strategy, the metric for success is "time well spent", co-create the customer-journey strategy and, business requirements and priorities flow from well-designed customer journeys.

For the "time well spent" part, it can be argued that any perfectly designed value proposition or experience can be lost for the customer if the journey is poorly designed and the requirements to get there aren't perfectly balanced throughout the journey.

Co-creation are any of the companies properly doing that nowadays when it comes to designing the customer journey and mapping the different touchpoints throughout the journey. That is a well put question from (Norton & Pine, 2013) in this article.

"They don't hire a company to create a bank branch. They hire a way to save and manage money. By identifying the job to get done companies clarify what aspects of the journey are most important to the customer." - (Norton & Pine, 2013)

O'Cass, A., & Wetzels, M. (2019). Special issue on critical issues in industrial and business-to-business services. Industrial Marketing Management, 78, 1-5. - (O'Cass & Wetzels, 2019)

Key objective of the issue to encourage further research on b2b and industrial services. The way that the article is conducted and references what they defined as the 7 most important/influential researches, could be used as inspiration for this review.

Way too much usage of the word avenue…and way too many spelling mistakes!

Interesting viewpoint is "a relationship-oriented view often ignores the dark side of long-term relationships." – p. 4

Not much different or new knowledge to be gathered from this article. It is a short recap of what they perceive as the most influential articles in the different themes. Again, no new knowledge is conducted and only ideas for further research is stated.

Rosenbaum, M. S., Otalora, M. L., & Ramírez, G. C. (2017). How to create a realistic customer journey map. Business Horizons, 60(1), 143-150. - (Rosenbaum et al., 2017)

Rosenbaum, Otalora & Ramirez argued that no customer goes through the same touchpoints nor have the same experience with the different touchpoint of a company, hence the generic customer journey mapping and generalized version prior to their study was a starting point for their study. They simply argued that the CJM so far hadn't been given enough credit to the actual complexity of the customer journey.

Rosenbaum, Otalora & Ramirez emphasized that the pre-during- and post stages of the touchpoints should be distinctively processed and that all strategic actions should be valued for the specific touchpoints in the amount of emphasis that the customers put on those touchpoints. Given that there were some touchpoints in the eye of the customer weren't as important as other and thereby didn't have that big of an influence throughout the journey.

Though this article suggests practical usage and improvement with CJM, the case used for the exemplifications can be argued as highly tough to replicate in a b2b setting. Hence, the usage of advanced CJM tools can be argued as only feasible when b2c customers are in focus. Moreover, it can be argued that the complexity when it comes to b2b marketing view is not representative in this article. They key-point to remember from this case is to include the customers own experience of the touchpoints and make them evaluate what is important throughout the customer journey and then map from there.

"Second, we recommend managers develop vertical axis categories that represent cross-functional strategic initiatives that link marketing, human resources, operations, and information technology at each touchpoint." – p. 149

Stein, A., & Ramaseshan, B. (2016). Towards the identification of customer experience touch point elements. Journal of Retailing and Consumer Services, 30, 8-19. - (Stein & Ramaseshan, 2016)

Retail oriented research study. The methodology in this study is not applicable for the grounded theory approach. Customer experience data collection through 28 semi-structured interviews. The data analysis process that (Stein & Ramaseshan, 2016) used is then for the inductive process really applicable in other studies too and therefore the outcome of their studies can be argued as valid.

(Stein & Ramaseshan, 2016) used "an inductive process to work from the words of each participant's responses to identify and code themes related to the specific elements of customer experience touch points." (Stein & Ramaseshan, 2016)

"The emerged themes were reviewed through a cross-case analysis (Miles and Huberman, 1994) to identify the frequency of repeated themes across informants." (Stein & Ramaseshan, 2016)

“The titles of the identified themes were driven by the existing literature as well as derived from the data.” (Stein & Ramaseshan, 2016)

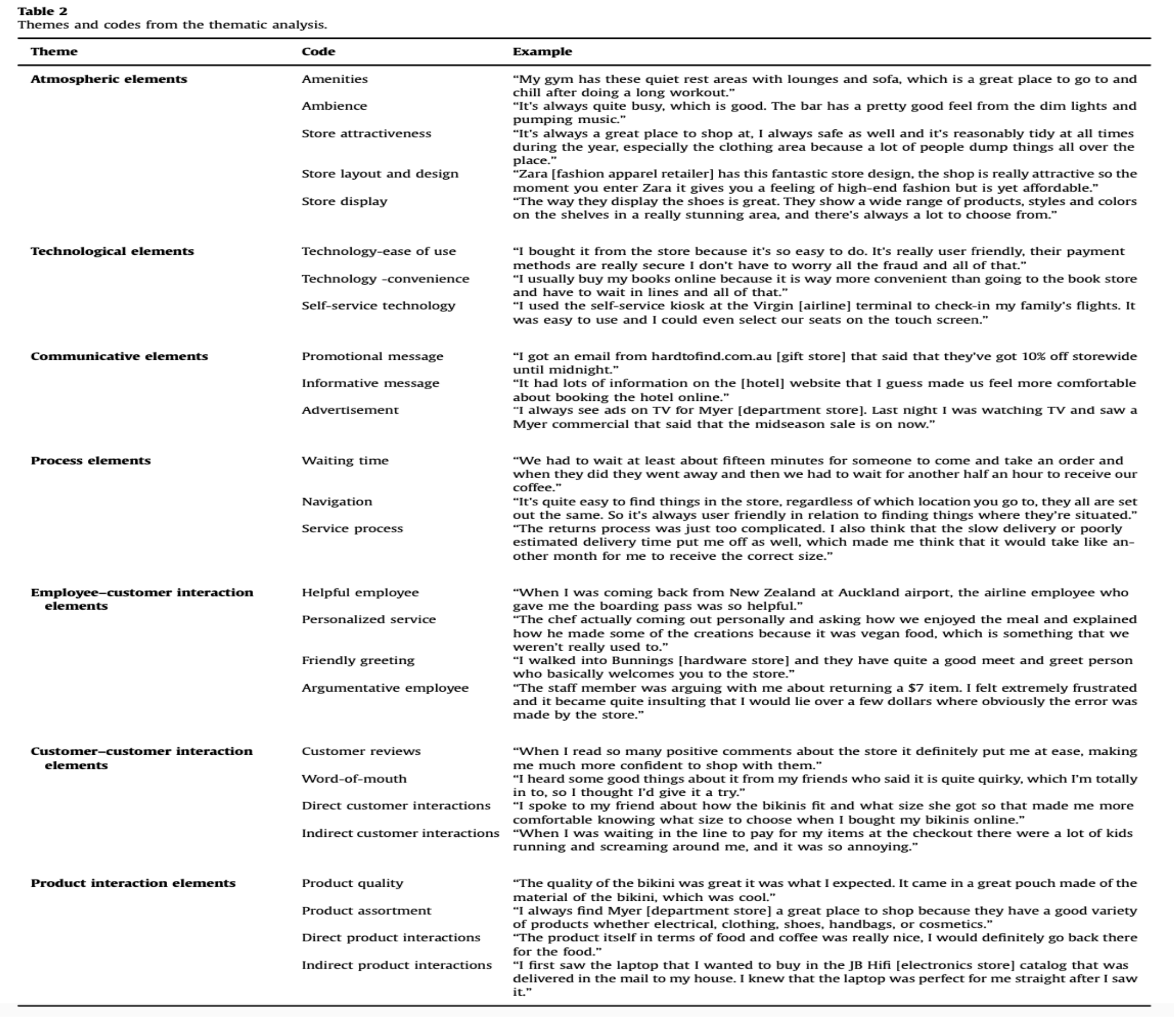


Table 2
Themes and codes from the thematic analysis.

Theme	Code	Example
Atmospheric elements	Amenities	“My gym has these quiet rest areas with lounges and sofa, which is a great place to go to and chill after doing a long workout.”
	Ambience	“It's always quite busy, which is good. The bar has a pretty good feel from the dim lights and pumping music.”
	Store attractiveness	“It's always a great place to shop at, I always safe as well and it's reasonably tidy at all times during the year, especially the clothing area because a lot of people dump things all over the place.”
	Store layout and design	“Zara [fashion apparel retailer] has this fantastic store design, the shop is really attractive so the moment you enter Zara it gives you a feeling of high-end fashion but is yet affordable.”
	Store display	“The way they display the shoes is great. They show a wide range of products, styles and colors on the shelves in a really stunning area, and there's always a lot to choose from.”
Technological elements	Technology-ease of use	“I bought it from the store because it's so easy to do. It's really user friendly, their payment methods are really secure I don't have to worry all the fraud and all of that.”
	Technology -convenience	“I usually buy my books online because it is way more convenient than going to the book store and have to wait in lines and all of that.”
	Self-service technology	“I used the self-service kiosk at the Virgin [airline] terminal to check-in my family's flights. It was easy to use and I could even select our seats on the touch screen.”
Communicative elements	Promotional message	“I got an email from hardtofind.com.au [gift store] that said that they've got 10% off storewide until midnight.”
	Informative message	“It had lots of information on the [hotel] website that I guess made us feel more comfortable about booking the hotel online.”
	Advertisement	“I always see ads on TV for Myer [department store]. Last night I was watching TV and saw a Myer commercial that said that the midseason sale is on now.”
Process elements	Waiting time	“We had to wait at least about fifteen minutes for someone to come and take an order and when they did they went away and then we had to wait for another half an hour to receive our coffee.”
	Navigation	“It's quite easy to find things in the store, regardless of which location you go to, they all are set out the same. So it's always user friendly in relation to finding things where they're situated.”
	Service process	“The returns process was just too complicated. I also think that the slow delivery or poorly estimated delivery time put me off as well, which made me think that it would take like another month for me to receive the correct size.”
Employee–customer interaction elements	Helpful employee	“When I was coming back from New Zealand at Auckland airport, the airline employee who gave me the boarding pass was so helpful.”
	Personalized service	“The chef actually coming out personally and asking how we enjoyed the meal and explained how he made some of the creations because it was vegan food, which is something that we weren't really used to.”
	Friendly greeting	“I walked into Bunnings [hardware store] and they have quite a good meet and greet person who basically welcomes you to the store.”
	Argumentative employee	“The staff member was arguing with me about returning a $7 item. I felt extremely frustrated and it became quite insulting that I would lie over a few dollars where obviously the error was made by the store.”
Customer–customer interaction elements	Customer reviews	“When I read so many positive comments about the store it definitely put me at ease, making me much more confident to shop with them.”
	Word-of-mouth	“I heard some good things about it from my friends who said it is quite quirky, which I'm totally in to, so I thought I'd give it a try.”
	Direct customer interactions	“I spoke to my friend about how the bikinis fit and what size she got so that made me more comfortable knowing what size to choose when I bought my bikinis online.”
	Indirect customer interactions	“When I was waiting in the line to pay for my items at the checkout there were a lot of kids running and screaming around me, and it was so annoying.”
Product interaction elements	Product quality	“The quality of the bikini was great it was what I expected. It came in a great pouch made of the material of the bikini, which was cool.”
	Product assortment	“I always find Myer [department store] a great place to shop because they have a good variety of products whether electrical, clothing, shoes, handbags, or cosmetics.”
	Direct product interactions	“The product itself in terms of food and coffee was really nice, I would definitely go back there for the food.”
	Indirect product interactions	“I first saw the laptop that I wanted to buy in the JB Hifi [electronics store] catalog that was delivered in the mail to my house. I knew that the laptop was perfect for me straight after I saw it.”

Further, (Stein & Ramaseshan, 2016) account for their findings through similarities in former studies and research. Hence, their findings are argued as being valid due to the consistency of themes throughout the history of research within their field. This is discussed for all themes in their study.

The authors thoroughly argue for the impact of their findings for the research in general but also for the practitioner in a sense of usable key factors, which any business owner needs to take into consideration when designing the customer experience and journey through their value proposition.

Steward, M. D., Narus, J. A., Roehm, M. L., & Ritz, W. (2019). From transactions to journeys and beyond: The evolution of B2B buying process modeling. Industrial Marketing Management, 83, 288-300. - (Steward et al., 2019)

In general, the b2b buying process could be argued as the opposite standpoint of understanding when it comes to managing the customer journey. An understanding of the buying process of the b2b customers will then help companies to adapt their customer journeys accordingly. Hence, the importance of this article.

The methodology is very similar to the process of Cortez & Johnston (2017) and something that would fit the purpose of this research as well. At least when it comes to the literature search process.

The authors find the thematic of the articles on b2b buying processes over time and link them to other evolutions in theory in other subjects.

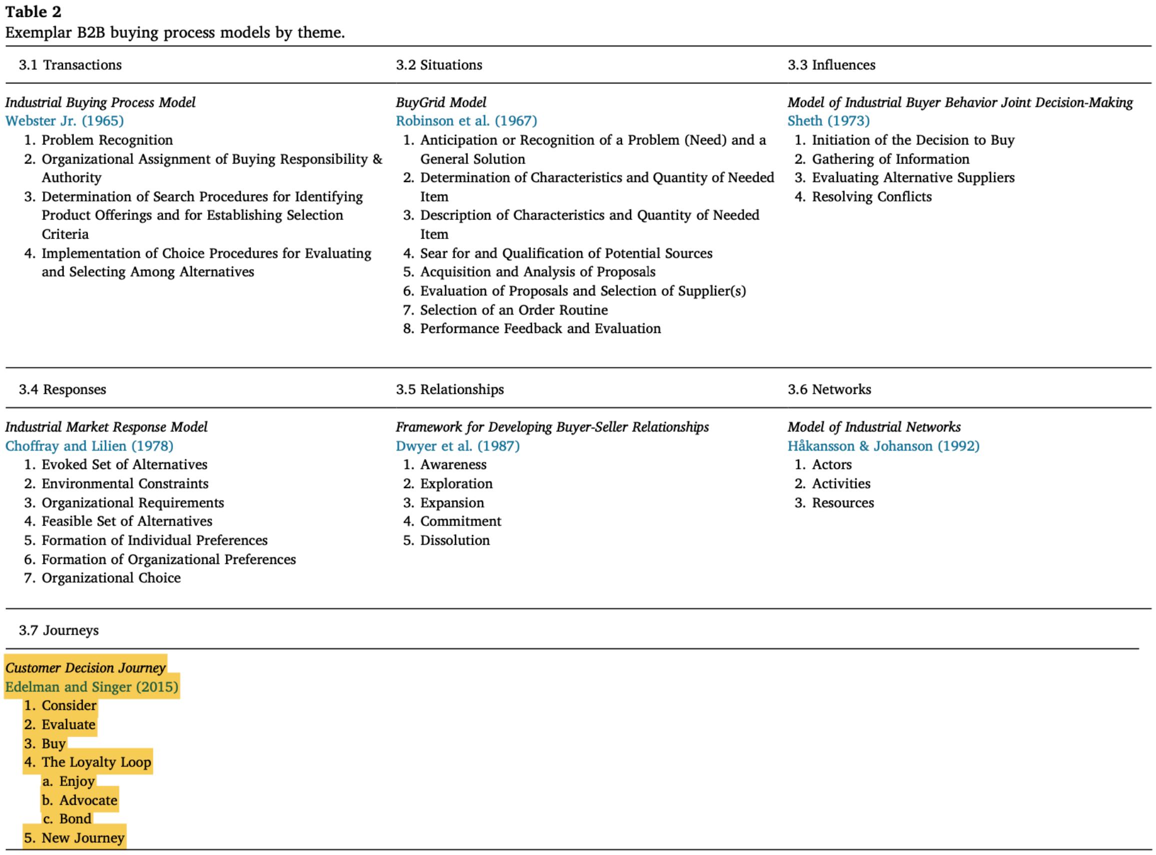


Table 2
Exemplar B2B buying process models by theme.

3.1 Transactions	3.2 Situations	3.3 Influences
Industrial Buying Process Model Webster Jr. (1965) 1. Problem Recognition 2. Organizational Assignment of Buying Responsibility & Authority 3. Determination of Search Procedures for Identifying Product Offerings and for Establishing Selection Criteria 4. Implementation of Choice Procedures for Evaluating and Selecting Among Alternatives	*BuyGrid Model* Robinson et al. (1967) 1. Anticipation or Recognition of a Problem (Need) and a General Solution 2. Determination of Characteristics and Quantity of Needed Item 3. Description of Characteristics and Quantity of Needed Item 4. Sear for and Qualification of Potential Sources 5. Acquisition and Analysis of Proposals 6. Evaluation of Proposals and Selection of Supplier(s) 7. Selection of an Order Routine 8. Performance Feedback and Evaluation	*Model of Industrial Buyer Behavior Joint Decision-Making* Sheth (1973) 1. Initiation of the Decision to Buy 2. Gathering of Information 3. Evaluating Alternative Suppliers 4. Resolving Conflicts
3.4 Responses	3.5 Relationships	3.6 Networks
Industrial Market Response Model Choffray and Lilien (1978) 1. Evoked Set of Alternatives 2. Environmental Constraints 3. Organizational Requirements 4. Feasible Set of Alternatives 5. Formation of Individual Preferences 6. Formation of Organizational Preferences 7. Organizational Choice	*Framework for Developing Buyer-Seller Relationships* Dwyer et al. (1987) 1. Awareness 2. Exploration 3. Expansion 4. Commitment 5. Dissolution	*Model of Industrial Networks* Håkansson & Johanson (1992) 1. Actors 2. Activities 3. Resources
3.7 Journeys		
Customer Decision Journey Edelman and Singer (2015) 1. Consider 2. Evaluate 3. Buy 4. The Loyalty Loop a. Enjoy b. Advocate c. Bond 5. New Journey		

When it comes to this article it is argued that the modelling and research of customer journeys has occurred and there indeed is theoretical research covering this area. Former argument lies in contrast to the argument made in Cortez' and Johnston's article that customer journeys on a b2b level is not developed or researched enough.

Under the section of 'modes of customer and supplier interaction' it is mentioned that "Academics should assess when purchasing managers should exclusively use online digital tools and when they should rely upon interpersonal connections (i.e., face-to-face or telephone) connections with supplier sales-people." Steward, Narus & Ritz (2019), p. 11

Immediate answer – depends on the complexity of the product/service. Customer journey managers would e.g. need to be on site in various companies to make sure the customers usage or perceived delivery of service is good.

Further examples could be the medical industry and flight industry (ground handling) – where the services are so specific or complex that close co-operation is needed.

Further questions "Do purchasing managers use peer recommendations to make purchasing decisions or do they use them to assemble a list of acceptable suppliers?" – p. 11

In general, this is another historical review that determines themes over time, when it comes to b2b buying processes and transactions. The conclusion is that the fundamental elements evolved from strictly economical perspectives to behavioral patterns that explains the buying process. Further they concluded that further research is to be done and they then suggested 5 themes or areas in which this could be done. Sadly, no new theory was made, only another conclusive article about how theory has evolved over time.

Trischler, J., & Scott, D. R. (2016). Designing Public Services: The usefulness of three service design methods for identifying user experiences. Public Management Review, 18(5), 718-739. - (Trischler & Scott, 2016)

Value co-creation as a dominant factor for service design.

Goes on to talk about touchpoints forming a 'so-called customer journey that is experienced by the consumer'.

Methodology on how the analysis of these touchpoints can be used in other scenarios.

Question to be risen is, weather there is a greater deal of co-creation when it comes to the service design of customer journey in the b2b segment or a lesser amount of co-creation?

This article can then be used as the argumentation for my choice of empirical data collection.

This article was in general more methodical and seemed to fairly objective in its tone and usage of methods.

Varnali, K. (2019). Understanding customer journey from the lenses of complexity theory. The Service Industries Journal, 39(11-12), 820-835. - (Varnali, 2019)

"The present article explains how complexity theory provides a fruitful foundation to systematically describe the complex nature of customer experience and advance our understanding of the concept of customer journey." … "Specifically, the aim of the present article is to present a comprehensive discussion on how to provide a tighter grip on both the diagnosis and the (re)design of the end-to-end customer experience along a journey through rethinking the customer journey as a complex non-linear system and applying the tenets of complexity theory." – (Varnali, 2019)

"Consequently, customer experience management is transforming into a multidisciplinary initiative that involves marketing, human resources, operations, organizational structure, and information technology focusing on orchestrating all these direct and indirect inter- actions to help customers co-create satisfying, enjoyable, and memorable experiences that embody the fundamental value proposition of the brand (Ostrom et al., 2010; Patrício et al., 2011; Stuart & Tax, 2004; Teixeira et al., 2012)" - (Varnali, 2019)

"The central idea of complexity theory is that reality takes the form of emergent, dynamic, and self-organizing complex systems interacting in ways that significantly influence the probabilities of later events (Urry, 2005)." – (Varnali, 2019)

"Complex systems are characterized as autopoietic (Luhmann, 1995), path-dependent (Arthur, 1994), and non-linear (Casti, 1994) nested hierarchies (Simon, 1996). These fundamental characteristics of complex systems resonate well with the recent academic thinking and theorizing on how customer experience unfolds along a journey." – (Varnali, 2019)

"Complexity theory, on the other hand, aims to seek regularities in complex systems and describe how complex causes can produce simple effects (Woodside, 2014)" – (Varnali, 2019)

"…Customer experience ecosystems, which can be defined as 'the complex set of relationships among a company's employees, partners, and customers that determines the quality of all customer interactions' (Bodine, 2013, p. 7)." - (Varnali, 2019)

The level of complexity and the so-called 'hyper-jumping' consumer (Varnali, 2019), could be argued as either the level of complexity needed for the B2B market or not applicable at all. Where the latter argument is closer to the assumptions and rules of the B2B market.

"Drawing analogies from complexity theory unavoidably puts emphasis on the spontaneous and improvisational nature of interactions among many elements interlinked along a customer journey. Therefore, future research in customer experience could benefit much from pattern recognition techniques, which may be more receptive to the intricacies of the context in which the complex system self- organizes (Kernick, 2006)." (Varnali, 2019)

"Rethinking the customer journey as a complex system and organizing the discussion around the basic tenets of complexity theory provides an opportunity to leverage the interdisciplinary perspectives of service researchers to identify critical research challenges and priorities in an effort to strengthen the field (Ostrom, Parasuraman, Bowen, Patricio, & Voss, 2015)." (Varnali, 2019)

Voorhees, C. M., Fombelle, P. W., Gregoire, Y., Bone, S., Gustafsson, A., Sousa, R., & Walkowiak, T. (2017). Service encounters, experiences and the customer journey: Defining the field and a call to expand our lens. Journal of Business Research, 79, 269-280. - (Voorhees et al., 2017)

Shaping the pre-, during-, and after-stage within the service scope and later refined as the 3 phases within the customer journey. Further a literature review is made and generate research question that according to the authors are important next steps for the research field.

"By taking a holistic view of the customer experience (pre-core-post), firms may be able to strengthen relationships with their most valuable customers and, in turn, increase customer retention, positive word-of- mouth and profitability." (Voorhees et al., 2017)

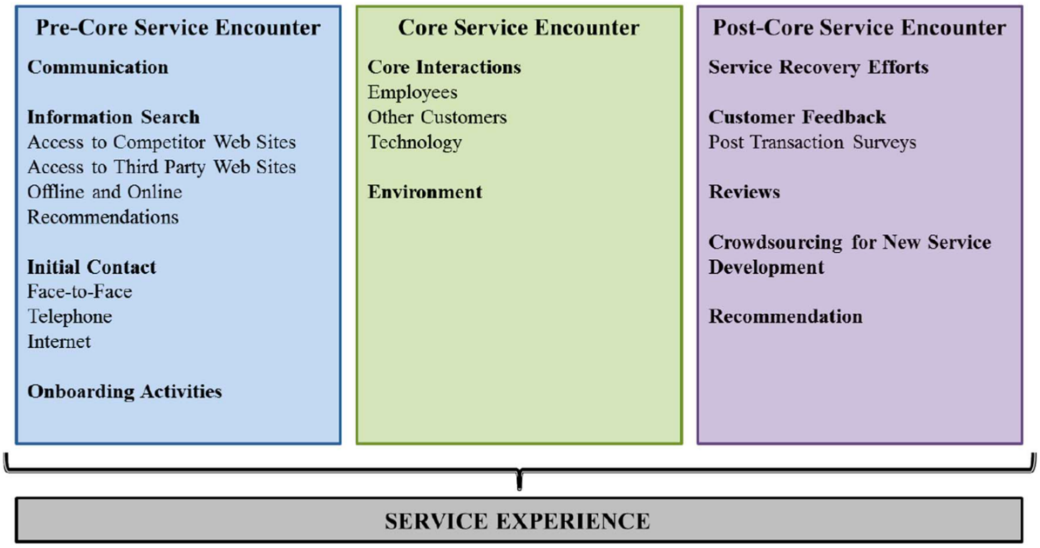


Fig. 1. Conceptual model of service encounters throughout the service experience.

Table 1
List of articles on core service encounter.

Citation	Primary topic	Key findings
Bitner (1995)	Service relationships as making and keeping promises	There are three key activities in service relationships: (1) Making Promises (External Marketing), (2) Keeping Promises (Interactive Marketing) (3) Enabling (Employees to keep) Promises (Internal Marketing). Not all encounters are equally important. Encounters early in a service experience tend to influence loyalty to a greater extent than others.
Bitner (1992)	Servicescapes: Physical surroundings and their influence on customer and employee behaviors	Service organizations can be categorized based on two dimensions: (1) physical complexity and (2) actor within servicescape (customer only, customer and employee, or employee only).
Bitner, Brown, & Meuter (2000)	Infusion of technology in service encounters	Customer involvement and the provision of alternatives in technology-infused service encounters are recommended in an effort to leverage technology to accomplish three goals: (1) customization and flexibility, (2) effective service recovery, and (3) spontaneous customer delight.
Moeller (2008)	Customer integration	Three stages of service provision are identified: facilities, transformation, and usage. The stages differ in terms of resource origin (company or customer), autonomy of decision-making (integrative or autonomous), and value (potential value, value-in-transformation, and value-in-use).
Sirianni, Bitner, Brown, and Mandel (2013)	Branded service encounters	Aligning employee behavior in service encounters with brand positioning improves brand evaluations and customer-based brand equity.
Pounders, Babin, and Close (2015)	Aesthetic labor, frontline employee appearance	A uniform appearance among frontline employees is effective when it brings feelings of similarity to customers.
Cronin, Brady, & Hult (2000)	Effects of service quality, service value, satisfaction, and perceived sacrifice on behavioral intentions (repatronage, recommendation intentions)	Simultaneous consideration of service quality, service value, and satisfaction reconciles previously fragmented streams of research on these constructs and their relationships. Service quality and service value have indirect effects on behavioral intentions.
Bitner, Ostrom, and Morgan (2008)	Service blueprinting	Service blueprinting is “a customer-focused approach for service innovation and service improvement” (p. 2). The portrayal of a service via this technique facilitates the design of service innovations.
Bolton et al. (2014)	Customer “journey” as opposed to core service exclusively as strategy	A holistic view of customer-firm interactions is called for.
Brady & Cronin (2001)	Measurement - perceived service quality	Within perceived service quality there are three dimensions: (1) outcome quality, (2) interaction quality, and (3) environmental quality. Each of the components need to be perceived as reliable, responsive, and empathetic.

Table 2
List of articles on pre-core service encounter.

Citation	Primary topic	Key findings
Zeithaml (1981)	Compares goods and services in terms of how they are evaluated, introduces search, experience, credence	The framework of search, experience, and credence qualities of goods (Nelson 1970; Darby and Karni 1973) is extended to services. Services are generally high in credence qualities, while goods are generally higher in search qualities, making the evaluation of services generally more difficult than the evaluation of goods.
Mitra et al. (1999)	S-E-C service types and perceived risk, information search	Perceived risk is lowest for search and highest for credence services. Customers informing credence service purchases take more information search time than either those informing search or experience services.
Mortimer and Pressey (2013)	S-E-C services and comparing credence services to non-credence (search, experience) services	Credence and non-credence service consumers do not differ in terms of the comprehensiveness of their information search, but credence service consumers use salespeople, friends, and consumer reports as information sources more than non-credence service consumers.
Bansal and Voyer (2000)	Moderators of WOM influence on purchase decision	Interpersonal Variables: When WOM is actively sought it has greater influence on purchase decision. The same is true for tie strength, and tie strength is directly related to how actively WOM is sought. Non-interpersonal Variables: Receiver expertise is negatively associated with risk, and greater risk is associated with more active search for WOM.
Keh and Pang (2010)	Service separation: “customers' absence from service production, which denotes the spatial separation between service production and consumption.”	Service separation increases customers' perceptions of access convenience, benefit convenience, performance risk, and psychological risk. For credence services, the effects on convenience are mitigated, and the effects on risk are magnified.
Xie et al. (2011)	Influencer of information source (reviewer) credibility: Personal identifying information (PII)	Online reviews are perceived as more credible when reviewer personal identifying information (PII) is present. Ambivalent reviews accompanied by reviewer PII reduce booking intentions.

Table 3
List of articles on post-core service encounter.

Citation	Primary topic	Key findings
Watson et al. (2015)	Attitudinal, behavioral loyalty meta-analysis	Attitudinal and behavioral loyalty differ in terms of the effects of their antecedents (e.g., satisfaction) as well as their effects on behavioral versus objective performance outcomes.
Smith and Bolton (2002)	Emotional response to service failure, service recovery evaluations	Customers who respond with greater negative emotions to service failures tend to be less (cumulatively) satisfied.
Du, Fan, & Feng (2011)	Customer and employee emotions, service failure and recovery	During service failure, negative emotional displays on the part of employees increase customer negative emotions. During service recovery, displays of positive employee emotions can reduce negative emotions on the part of the customer.
Dong, Evans, & Zou (2008)	Co-created service recovery	Customer participation in service recovery drives value co-creation intentions through increased customer role clarity, perceptions of value for future co-creation, and satisfaction with the service recovery.
Gregoire, Tripp, & Legoux (2009)	Customer love becoming hate - revenge and avoidance	Over time, grudge-holding customers' desire for revenge decreases, and their desire for avoidance increases. These negative outcomes are stronger for customers who were engaged in stronger relationships, although compensation best offsets these effects for those customers.
Gregoire & Fisher (2008)	Customer betrayal, retaliation	In the context of an unsatisfactory recovery from a service failure, customer betrayal motivates retaliation. This effect is stronger in strong service relationships.
Joireman, Gregoire, Devezer, & Tripp (2013)	When do customers give firms “second chance”?	Customers may respond positively to failed service recoveries, as perceptions of a firm's motive mediates effect of service recovery failure on anger, desire for revenge, and desire for reconciliation.
Hess, Ganesan, & Klein (2003)	Service firm-customer relationships, service failure	Customer expectations of relationship continuity reduce the effects of service failure on post-recovery satisfaction with the service through reduced recovery expectation, as customers with greater continuity expectations attribute the failure to a more temporary cause.
Oliver (1999)	Customer loyalty vs. customer satisfaction	Customer loyalty is not a feasible outcome for certain product categories.
Zeithaml, Berry, & Parasuraman (1996)	Effects of service quality on behavioral intentions	Service quality's effect on behavioral intentions varies across dimensions of behavioral intentions (loyalty, intentions to switch, willingness to pay more, complaining intentions).

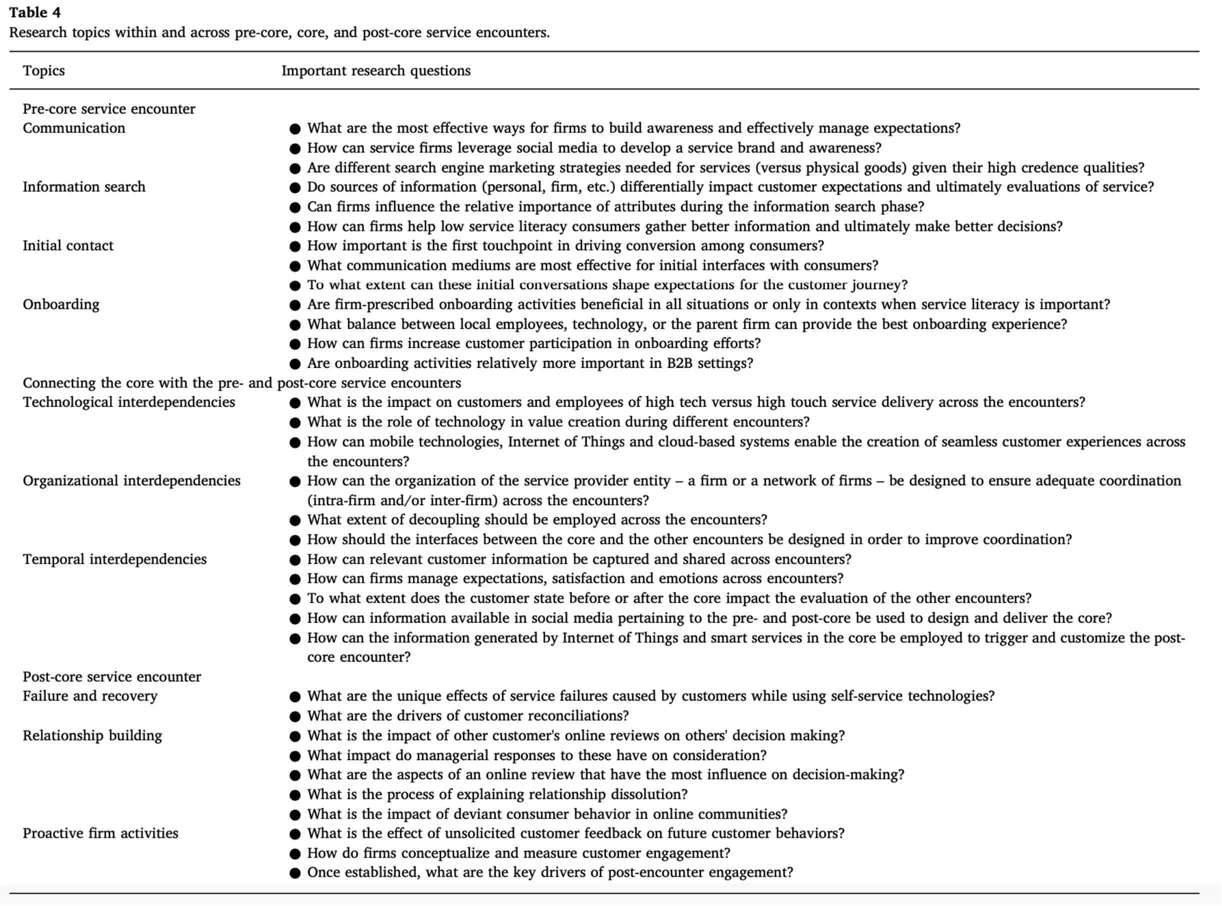


Table 4
Research topics within and across pre-core, core, and post-core service encounters.

Topics	Important research questions
Pre-core service encounter	
Communication	● What are the most effective ways for firms to build awareness and effectively manage expectations? ● How can service firms leverage social media to develop a service brand and awareness? ● Are different search engine marketing strategies needed for services (versus physical goods) given their high credence qualities?
Information search	● Do sources of information (personal, firm, etc.) differentially impact customer expectations and ultimately evaluations of service? ● Can firms influence the relative importance of attributes during the information search phase? ● How can firms help low service literacy consumers gather better information and ultimately make better decisions?
Initial contact	● How important is the first touchpoint in driving conversion among consumers? ● What communication mediums are most effective for initial interfaces with consumers? ● To what extent can these initial conversations shape expectations for the customer journey?
Onboarding	● Are firm-prescribed onboarding activities beneficial in all situations or only in contexts when service literacy is important? ● What balance between local employees, technology, or the parent firm can provide the best onboarding experience? ● How can firms increase customer participation in onboarding efforts? ● Are onboarding activities relatively more important in B2B settings?
Connecting the core with the pre- and post-core service encounters	
Technological interdependencies	● What is the impact on customers and employees of high tech versus high touch service delivery across the encounters? ● What is the role of technology in value creation during different encounters? ● How can mobile technologies, Internet of Things and cloud-based systems enable the creation of seamless customer experiences across the encounters?
Organizational interdependencies	● How can the organization of the service provider entity – a firm or a network of firms – be designed to ensure adequate coordination (intra-firm and/or inter-firm) across the encounters? ● What extent of decoupling should be employed across the encounters? ● How should the interfaces between the core and the other encounters be designed in order to improve coordination?
Temporal interdependencies	● How can relevant customer information be captured and shared across encounters? ● How can firms manage expectations, satisfaction and emotions across encounters? ● To what extent does the customer state before or after the core impact the evaluation of the other encounters? ● How can information available in social media pertaining to the pre- and post-core be used to design and deliver the core? ● How can the information generated by Internet of Things and smart services in the core be employed to trigger and customize the post-core encounter?
Post-core service encounter	
Failure and recovery	● What are the unique effects of service failures caused by customers while using self-service technologies? ● What are the drivers of customer reconciliations?
Relationship building	● What is the impact of other customer's online reviews on others' decision making? ● What impact do managerial responses to these have on consideration? ● What are the aspects of an online review that have the most influence on decision-making? ● What is the process of explaining relationship dissolution? ● What is the impact of deviant consumer behavior in online communities?
Proactive firm activities	● What is the effect of unsolicited customer feedback on future customer behaviors? ● How do firms conceptualize and measure customer engagement? ● Once established, what are the key drivers of post-encounter engagement?

"The first efforts should be devoted to identifying the key drivers that explain the variations in these relative levels of investment." (Voorhees et al., 2017)

Webster Jr, F. E., & Wind, Y. (1972). A general model for understanding organizational buying behavior. Journal of marketing, 36(2), 12-19. – (Webster Jr. & Wind, 1972)

Cannot mark in this version downloaded – hence every important statement is quoted directly here.

<u>“An overview of a General Model” – p. 13</u>

Presenting different variables that have influence on the buying process.

- → Environmental influences
    - o Physical environment
    - o Technological environment
    - o Economic environment
    - o Political environment
    - o Legal environment
    - o Cultural environment
- → Organizational influences
    - o Technological
    - o Tasks
    - o Structure
    - o Culture

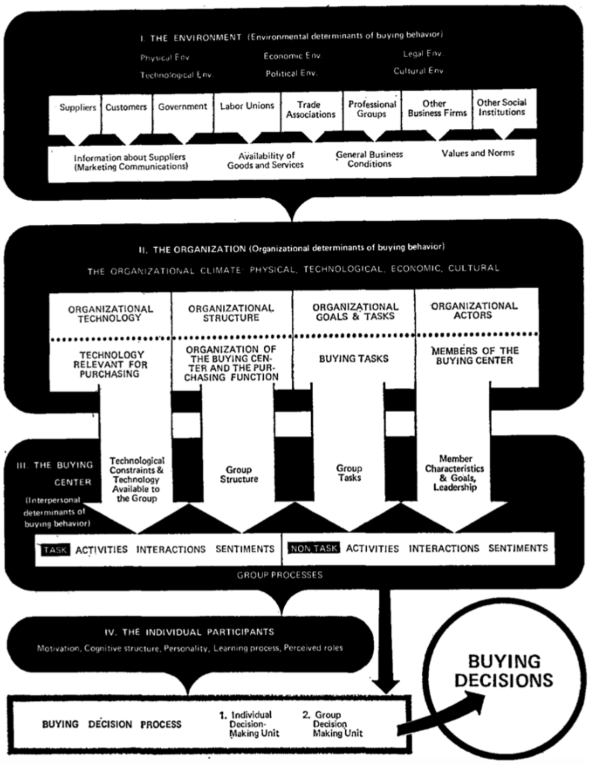


Figure 1. A model of organizational buying behavior.

Third layer – the buying center

Divided from the former 4 influences into tasks and non-tasks

Fourth layer – individual participant

Buying decision process → 1. Individual decision-making unit 2. Group decision-making unit.

➔ BUYING DECISION

As described at the end of the article this model was a generalized model to wrap up some of the major aspects that needs to be appraised when making strategy decision in a company. It accounts for not being detail oriented enough but as a starting point for insights into an area that still has not gotten enough attention in b2b marketing literature.

Wiersema, F. (2013). The B2B agenda: The current state of B2B marketing and a look ahead. Industrial Marketing Management, 4(42), 470-488. - (Wiersema, 2013)

The article is marked with yellow where I assessed it being most important to read, as this article is point of departure in the previous article.

Following points are marked and valued important:

The goal of the article was to "enrich views of the evolving marketplace dynamics that will face B2B firms in coming years." – p. 470

Key finding 1 – "These are defining times for B2B marketers. Corporate expectations from marketing are mounting, and the stakes are getting higher" – p. 472

Key finding 2 – "Four potent developments are reshaping B2B marketing" – p. 473

- → "The importance of global markets creates unprecedented challenges."
- → "Technology's disruptive power could make certain B2B practices obsolete."
- → "B2B firms are transitioning to align themselves with their changing marketplace realities."
- → "B2B marketing's role is becoming more strategic."

Key finding 3 – "To advance B2B practice, the biggest challenges to marketing are company-wide challenges"

- → Build stronger interfaces between marketing and other functions.
- → Extract and leverage more granular customer and market knowledge.

Key finding 4 – "Beyond B2B marketing's two pivotal challenges, there are four related imperatives"

- → Demonstrate marketing's contribution to business performance.
- → Engage more deeply with customers and with customers' customers.
- → Find the right mix of centralized versus decentralized marketing activities.
- → Find and groom marketing talent and competencies.

Quotes from high executives and corporate officers

"B2B marketing is at the cusp right now. Either we get better at differentiation, segmenting, and branding our products; or we do a much better job at innovation. If we do neither, we'll lose the battle. – Senior marketing executive" – p. 474

"These are unprecedented times for marketers. It's like a category 4–5 business storm is colliding with a category 4–5 technology storm. The world of capitalism is growing from 600 million to 6 billion people, with inflation and overheated markets in parts of the world, and severely tested economies and governments elsewhere. On top of that, high tech is creating a virtual, cloud-based technology world, throwing customer behaviors in a total flux. – Chief marketing & strategy officer, high-tech firm" – p. 475

"Building a powerful global footprint is our number one imperative, especially in BRIC countries that need unique products and localized support. That requires very substantial resources. The potential is huge, but so are local demands like gathering specific knowledge and customer intelligence, sizing up potential and risks, developing local talent, and orchestrating far-flung operations. – Corporate executive, global industrial firm" – p. 475

"My belief is that B2B is on the verge of a demand explosion for which existing organizations in established markets and certainly the ones in emerging markets are not prepared. B2B organizations need new concepts, approaches, and methodologies to deal with the speed of development in these new markets, the networked systems being employed, the entrepreneurial management systems being used, and so on. In short, organizations need to re-think the whole idea of how they go to market, the processes and systems they use, and the marketing methods which are appropriate. – B2B Board academic member" – p. 475

Developments and reshaping b2b marketing

Tech was mentioned and the different focus points any marketing company should have on it is marked in the text.

"B2B firms are transitioning to align themselves with their changing marketplace realities" – p. 477

- → "Corporate journeys often pivot on the marketing function." – p. 477
- → "Journeys are expeditions, not day trips." – p. 477
- → "B2B executives expect that their journeys will (re)shape marketplace dynamics." – p. 478
- → "Change management is a critical challenge in any journey." – p. 478

In general, the article stresses that a new market-oriented change initiative is enrolling, and the focus is evolving around the journeys of the company and their customers. With emphasis on the customer-focus when running any business.

"Changing Buying-Behavior" – p. 483

"Customers' decision-making processes are also reshaped by a host of factors, not in the least by the ongoing trend of B2B buyers becoming better informed and more discerning, as well as having a greater choice of viable alternatives." – p. 483

B2B marketing's four imperatives

"Demonstrate marketing's contribution to business performance" – p. 484

- → "There is a good chance when marketing's role is less than clear in the eyes of a company's leaders, that funding of marketing programs and personnel decisions is not carried out optimally, even when marketing has a seat at the leadership table and has credibility overall. We need clear-cut agreement in the senior ranks on who does what, and what is expected of marketing." – p. 484

"Find the right mix of centralized vs. decentralized marketing activities" – p. 485

"Find and groom marketing talent and competencies" – p. 486

- → "Marketers' roles are getting more and more demanding. Yet there is a real shortage of B2B marketing talent, and most companies can do only so much to groom people on the job." – p. 486
- → "The talent pool in B2B is limited. It's hard to find qualified candidates in other companies. We transfer people from technology or sales, but they often lack pure marketing backgrounds or commercial experience." – p. 487

The next steps are focused a lot on B2B buying behavior.

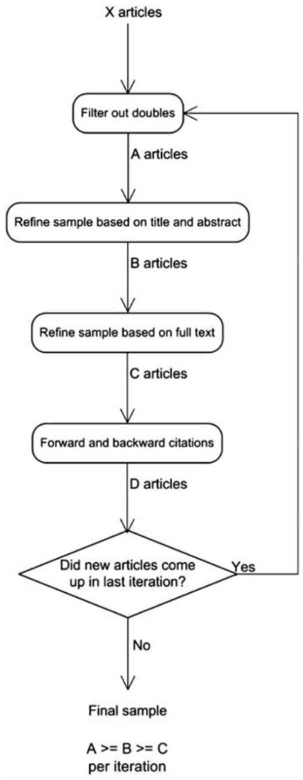
Wolfswinkel, J. F., Furtmueller, E., & Wilderom, C. P. (2013). Using grounded theory as a method for rigorously reviewing literature. European journal of information systems, 22(1), 45-55. - (Wolfswinkel et al., 2013)

The purpose of the review is to create a more methodological, adequate and explicit way of reviewing literature, as it is the claim of the article that it is rarely described how the methodology around a review is made (Wolfswinkel et al., 2013, p. 45).

A five stage review method is created through the grounded theory approach and consists of; define, search, select, analyze, and present (Wolfswinkel et al., 2013, p. 45).

The review in this case offers a great methodological approach, carefully described through each step and is therefore contributing to academia in the sense of having a guided step-by-step review process for the unexperienced student.

The way that grounded theory is used within this article…



Zomerdijk, L. G., & Voss, C. A. (2010). Service design for experience-centric services. Journal of service research, 13(1), 67-82. – (Zomerdijk & Voss, 2010)

“Building on current literature on services and experience design, we develop six propositions that reflect design principles for experience-centric services. Across the cases, we found a highly consistent, but different from anticipated, vocabulary used to refer to this approach. Instead of cues, the firms in our cases designed the touchpoints between a company and its customers. Case study companies often referred to a series of touchpoints as the customer journey. These companies argued that in order to deliver superior customer experiences, the whole service supply chain, not just the frontstage, should be focused on the customer experience. This provides evidence that even in experienced experience-centric service providers, backstage work is still seen and treated as a separate entity, decoupled from the frontstage experience. The customer journey and touchpoints perspectives contrast with much of the extant service design literature, which sees service design primarily as product design.”

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Appendix B – Expert process and Survey design

Introduction to the process of being an expert

The first round you will go through is a survey round, where you in general give your input on customer journeys in a B2B market today. Second round will be conducted through an in-depth interview based on the answers from the first round. Third round will be a sum-up 'survey' where you will give your input on the findings from the collective answers from the entire expert panel.

The expected timeframe that would be required from you is between 2-3 hours over the next-coming weeks. The first round requires between 20-40 minutes in total again divided in 3 smaller surveys. Then, for the second round I would need between 1-1,5 hours for a semi structured in-depth interview. Lastly, I would need between 20-40 minutes of your time for the third round.

This was then amended to an introductory survey round that would take approximately 10-15 minutes regardless of version. The survey round was made in two versions to be more adaptable to the time of the experts. Then further the second round of semi-structured interviews was amended to last between 35-45 minutes.

Survey questions and survey design

For this first round I would like to encourage your creative or passionate side about business and let you know that no answers are wrong, just let the mind flow with the following introductory question:

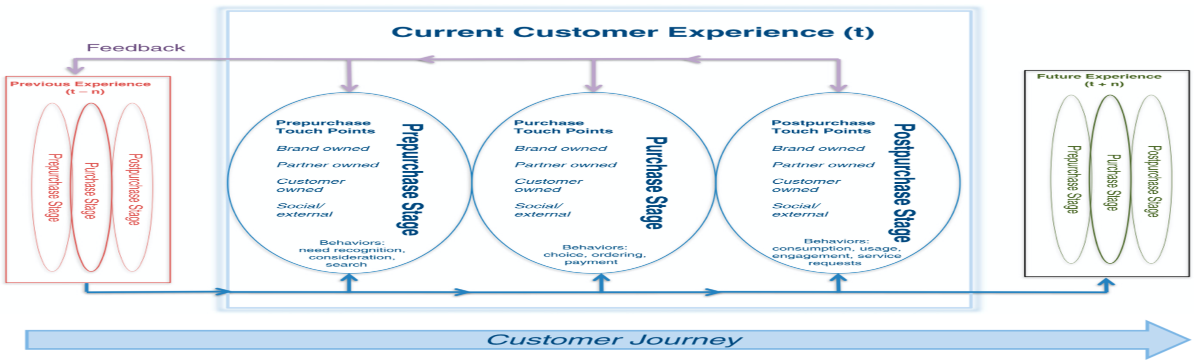
1) What problems are at the top interest for you as a business practitioner at the moment? – G.L. Lilien / International Journal of Research in Marketing 33 (2016) 543–556, p. 546

Now I would like to direct your focus a little and introduce you to the definition on Customer Journeys. This is done for an overall consensus of the answers and focus on the questions that I am going to ask.

Customer Journeys are the complete sum of experiences that customers go through when interacting with a company or brand over time. Where customer experiences are defined through the different touchpoints in the pre-purchase, purchase and post-purchase phases of a customer experience.

… defined as multiple customer experiences with a company over time. Experiences are defined through the interaction of pre-purchase, purchase and post-purchase phases, which further are defined through touchpoints.

FIGURE 1
Process Model for Customer Journey and Experience



And touch points are further defined as … "as an instance of communication between a customer and a service provider. The touchpoint must meet the following criteria: it must be visible to the customer, that is, if the customer does not encounter it in any way, it is not a touchpoint; it must be a discrete event that can be appointed in time; and it must involve communication or interaction between the customer and a service provider." – Halvorsrud, Kvale & Følstad (2016), p. 845

Based on these definitions I would like to ask the following questions:

1) In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?
    a. Classify these components (touch points) in a PRE, DURING and AFTER stage.
2) In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey?

For the first round there are probably not going to be further questions, but only these to base the first analysis on and from there derive further questions for the next round of in-depth interviews.

For the in-depth interviews it is important to present the experts with the different models and then get the input on how the journey differentiates when it comes to the B2B market.

Appendix C – Interview Guide

How are business to business service firms (define service firms) adjusting their business models to be able to maximize their cross-company customer journey for their clients?

Hvordan sikre I en optimal end-to-end oplevelse for jeres kunder på tværs af samarbejdspartnere?

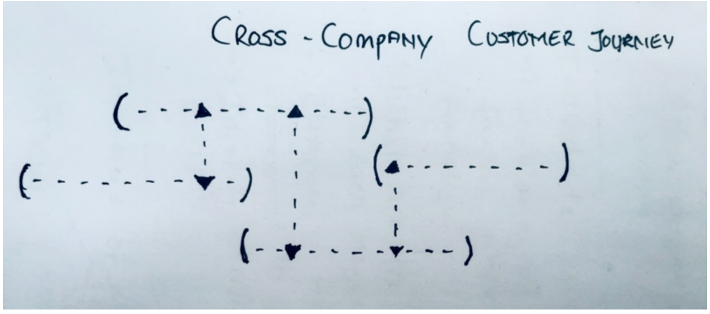
Themes:

- ~~End-to-end value proposition~~
- ~~Touchpoints~~
- ~~Customer experience~~
- ~~B2b market customers~~
- ~~How is it (it being the end-to-end customer experience, what I would call Customer Journey) defined amongst practitioners?~~
- ~~Define Value proposition – what do you do/offer?~~
- ~~Define your clients – who is your customer?~~
- ~~Buying experience – and how does that effect the rest of the journey?~~
- ~~Loyalty loop and customer lifecycle.~~
- ~~Competitive advantage – what are the key capabilities~~

If we take the assumption that we want to streamline the end-to-end journey and therefor do not want to categorize as much in pre/during/after. We then say all stages are equal as we want each stage to be as influential as the other. But more focus on where do our line of control end and where do we rely on our business partners and suppliers to live up to the service level or brand that we sell to our customers. And how do we ensure that throughout that supplier or partner line our customers do still feel as centered as a customer as if we hadn't outsourced that specific line of service (touchpoint).

Themes in flow order:

- End-to-end value proposition explained through…
- Touchpoints – main components in the customer journey
- Define value proposition – what do you do/offer?
- Define your clients – who is your customer? In the sense of …
- B2B market customers and further…
- Loyalty loop and customer life cycle – who are the predominant clients defined? Loyalty or single entry?
- Buying experience – and how does that effect the rest of the journey?
- How is the end-to-end customer experience defined amongst practitioners?
- Competitive advantage – What are the key capabilities to ensure competitive advantage?



Survey Questions – if not yet answered

English: What problems are at the top interest for you as a business practitioner at the moment?

Danish: Hvilke problematikker er for dig øverst på listen over interesser/emner som erhvervsfaglig inden for dit felt på nuværende tidspunkt?

Questions in flow order – English:

1. What is your end-to-end value proposition?
2. What touchpoints are your clients meeting throughout that value proposition?
   a. Which of these are the defining ones?
   b. Which of these are outsourced?
   c. When it comes to suppliers and partners - Who has the control and how do you determine it?
3. Who is your client?
   a. How do you define your client?
   b. Loyalty loop and customer lifecycle – are your clients predominantly loyal customers?
   c. How does the buying experience effect the rest of the customer experience?
      i. Relational selling as a focus point?
   d. Does price have an overall dominating effect on the choices made in accordance to design of VP and CJ?
4. What measures do you take to ensure a maximized customer experience for your client?

Stepping out of the perspective of your current role

5. Based on your experience/position, how would you define the end-to-end customer journey in a b2b market?
6. Based on your experience, what are the key capabilities that makes an enterprise corporation competitive advanced?
7. How do multiple participants in the customer journey interact and create an overall experience?

Questions in flow order – Danish:

1. Hvad er jeres end-to-end produkt/serviceydelse?
2. Hvilke touchpoints møder jeres kunder gennem denne ydelse?
   a. Hvilke af disse vil i/du klassificere som hovedsagelige/vigtigste touchpoints?
   b. Hvilke af disse (alle touchpoints'ne) er outsourced?
   c. Når det kommer til leverandører og partnere – hvem har da kontrollen ift. Jeres ydelse og hvordan afgør i hvem der holder kontrollen? SLA's vs. KPI's
3. Hvem er jeres kundesegment?
   a. Hvordan vil i definere jeres kunder?
   b. Loyalty loop og kundens livscyklus – er jeres kunder overordnet gengangere?
   c. Hvordan har købsprocessen, de indledende processer, en effekt på resten af ydelsen?
      i. Relational Selling er det noget der arbejdes med og i hvilken form?
   d. Har pris en overordnet dominerende effekt på de valg der bliver taget ift. Design af jeres produkt/ydelse og kundes forløb hos jer?
4. Hvilke forholdsregler tager i for at sikre den bedst mulige kundeoplevelse for jeres klienter?

Hvis vi hopper ud af perspektivet fra din nuværende stilling og den virksomhed du er tilknyttet

5. Baseret på din erfaring og nuværende stilling, hvordan ville du definere hvad end-to-end kunderejse indebærer?
6. Baseret på din erfaring, hvilke nøglekompetencer skal etablerede virksomheder have for at være konkurrencedygtige på markedet?
7. Hvordan interagere forskellige aktører med hinanden på tværs af virksomheder for at sikre en overordnet oplevelse?

	The Experts	**Company / Institution**
10	**Hans Henrik Spangenberg**	SGH
9	**Helle Haurum**	CBS / The Effi Company
19	**Jacob Stockmal Ditlevsen**	CPH
57	**Jane Lauridsen**	SAS
34	**Jeppe Kirkegaard Folling**	Nets Group
30	**Jonna Søe Andersen**	ISS
21	**Kasper Lahn Mathisen**	CPH
28	**Lasse Kallesøe**	Journeytool.io
58	**Mette Krath**	SAS
22	**Morten Mortensen**	CPH
31	**Rene Jensen**	DSV
55	**Samuel Hjøllum Rude**	CPH
51	**Sanne Hildegaard Banggaar**	YouSee
20	**Signe Madsen**	CPH
39	**Simon Svegaard**	The Douglas Collective
56	**Stine Ringvig Marsal**	Service Excellence Director
11	**Thomas Holm**	SGH
54	**Anne Sofie Røstbjærg**	Novo Nordisk
47	**Bo Arlind Andresen**	Sunclass Airlines
24	**Britt Damkjaer**	BD Relations
12	**Finn Vestergaard**	ISS
16	**Flemming Bendt**	ISS
3	**Jake Daou**	B2BMarketing.Net
49	**Jakob Gandrup**	TopDanmark
35	**Jens Geersbro**	CBS
40	**Karin Ohlenforst**	Rambøll
18	**Kristian Durhuus**	CPH
44	**Line Saletta**	Nordea
43	**Maj-Britt Facius**	Itadel
25	**Mikkel Lundø**	LanguageWire
15	**Rikke Ørkild**	ISS
29	**Rob Morton**	Disney Institute
2	**Sarah Casswell**	B2BMarketing.Net
32	**Torsten Kamuk**	DSV
8	**Adam Lindgreen**	CBS // Industrial Marketing Journal
33	**Hanne Østerskov**	DSV
13	**Jeff Gravenhorst**	ISS
42	**Mark Wendelboe Tofte**	Santander Consumer Bank
17	**Pernille Storm-Larsen - Jon**	ISS
14	**Peter Arthur Honoré**	ISS
23	**Thomas Espanner Hansen**	ISS
26	**Asger H. Nielsen**	Megafon
36	**Bo Klemmensen**	ISS
50	**Britt Kastbjerg Jensen**	3 Denmark
52	**Christine Thalsgård Henriq**	A.P. Møller - Mærsk
6	**Claus Backhaus**	University of Münster
53	**Freddie**	Virgin

46	**Hana Nendl**	Novo Nordisk
7	**Harald Biong**	Norwegian Business School
27	**Henrik Berentsen**	ISS
37	**Henrik Dyrssen**	ISS
45	**Janne Markus Kovasin**	GAN Integrety
1	**Joel Harrison**	B2BMarketing.Net
41	**Lisa Niemann-Sørensen**	Dagbladet information
38	**Maja Hesselholt**	ISS
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5	**Ove Jensen**	WHU
48	**Stine Hjelme**	Alka Forsikring
4	**Thomas Ritter**	CBS

Titel	**Ekspert**
CEO	Practitioner
Lector / Market research & Service Design Solutions	Consultant
Head of Strategy	Practitioner
KAM	Practitioner
VP Financial & Network Services	Practitioner
Head of IFS & Transition Excellence	Practitioner
Process & Operations Analyst	Practitioner
CXO and founder	Consultant
Head of Sales Denmark	Practitioner
Director Airline Sales	Practitioner
Global Customer Experience Manager / Global Lead	Practitioner
Operations and Processes	Practitioner
Head of Customer Experience & Journey Managment	Practitioner
Strategy Manager	Practitioner
Customer Experience Specialist	Consultant
CPH	Practitioner
KAM / Customer Airlines	Practitioner
Global Director Customer Engagement	Practitioner
Customer Journey & Marketing Automation Manager	Practitioner
CRM Specialist & Strategic Business Advisor	Consultant
Group VP / People & Culture Director / Global Ope	Practitioner
CEO	Practitioner
Enterprise Account Manager	Consultant
Customer Journey Manager Group Marketing	Practitioner
Associate Professor	Academic
Manager, Clients and Market Insight	Practitioner
COO	Practitioner
Customer Experience Manager	Practitioner
Director Customer Center & Operations Management	Practitioner
CCO	Consultant
Executive Management Assistant to CEO Europe	Practitioner
Engagement Manager	Consultant
Head of Enterprise Sales	Consultant
Senior Manager Corporate Integration	Practitioner
Lector // Editor	Academic
Customer Experience Manager	Practitioner
Group CEO	Practitioner
Customer Experience Manager	Practitioner
Director Excellence Center & Corporate Affairs	Practitioner
Business Development Executive	Practitioner
Global Service Delivery Manager	Practitioner
CEO	Consultant
Global Key Account Director	Practitioner
Customer Experience Manager	Practitioner
Senior Global Customer Knowledge & Performance M	Practitioner
Prof.	Academic

Global Customer Engagement Manager	Practitioner
Prof.	Academic
Director of sales – finance	Practitioner
Head of Operational Excellence	Practitioner
Head of Customer Journey	Practitioner
Editor in Chief / Co-founder	Consultant
Customer Journey konsulent	Consultant
Director	Practitioner
Prof.	Academic
Customer Experience Manager	Practitioner
Lector / Strategy & Innovation	Academic

Survey 1	**Survey 2**	**Survey 3**	**Interview**	**Sum-up Survey**	Set Up
x	x	x	17.03.2020		Survey + Int
x	x	x	27.03.2020		Survey + Int
-	-	-	27.03.2020		Int.
-	-	-	31.03.2020		Int.
-	-	-	30.03.2020		Int.
x	s	s	02.04.2020		Int.
x	s	-	30.03.2020		Survey + Int
x	x	x	23.03.2020		Survey + Int
-	-	-	06.04.2020		Int.
-	-	-	02.04.2020		Int.
x	x	x	llow up 2.4.20		Survey
s	s	s	02.04.2020		Int.
-	-	-	03.04.2020		Int.
x	s	s	- follow up done 3.4.20		Survey
s	s	s	02.04.2020		Int.
-	-	-	31.03.2020		Int.
x	x	x	27.03.2020		Survey + Int
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afvist den 11.3 via mail

Finn Vestergaard	ISS
Jeff Gravenhorst	ISS
Peter Arthur Honoré	ISS
Rikke Ørkild	ISS
Flemming Bendt	ISS
Pernille Storm-Larsen	ISS
Kristian Durhuus	CPH
Jacob Stockmal Ditlevsen	CPH
Signe Madsen	CPH
Kasper Lahn Mathisen	CPH
Morten Mortensen	CPH
Thomas Espanner Hansen	ISS
Britt Damkjaer	BD Relations
Mikkel Lundø	LanguageWire
Asger H. Nielsen	Megafon
Henrik Berentsen	ISS
Lasse Kallesøe	Journeytool.io
Rob Morton	Disney Institute

12) Finn Vestergaard - ISS // Group VP // People & Culture Director // Global Operations // https:
13) Jeff Gravenhorst - ISS // Group CEO // https://www.linkedin.com/in/jeff-gravenhorst/
14) Peter Arthur Honoré - ISS // Business Development Executive // https://www.linkedin.com/in/
15) Rikke Ørkild - ISS // Executive Management Assistant to CEO Europe // https://www.linkedin.
16) Flemming Bendt - ISS // CEO // https://www.linkedin.com/in/flemming-bendt/
17) Pernille Storm-Larsen - ISS // Director Excellence Center & Corporate Affairs // ttps://www.link
18) Kristian Durhuus - CPH // COO // https://www.linkedin.com/in/kristian-durhuus-1b85b544/
19) Jacob Stockmal Ditlevsen - CPH // Head of Strategy // https://www.linkedin.com/in/jacob-stock
20) Signe Madsen - CPH // Strategy Manager // https://www.linkedin.com/in/signe-madsen-0a90b7
21) Kasper Lahn Mathisen - CPH // Process & Operations Analyst // https://www.linkedin.com/in/
22) Morten Mortensen - CPH // Director Airline Sales // https://www.linkedin.com/in/morten-mort
23) Thomas Espanner Hansen - ISS // Global Service Delivery Manager // https://www.linkedin.co
24) Britt Damkjaer - BD Relations // CRM Specialist & Strategic Business Advisor // https://www.lin
25) Mikkel Lundø - LanguageWire // CCO // https://www.linkedin.com/in/mikkel-lundo/
26) Asger H. Nielsen - Megafon // CEO // https://www.megafon.dk/495/kontaktmegafon
27) **Henrik Berentsen** – ISS // director of sales – finance
28) **Lasse Kallesøe** – Journeytool.io // CXO and founder // Kontakt via CSE
29) Rob Morton – Disney Institute // Engagement Manager // https://www.linkedin.com/in/robmort

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klmathisen/
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m/in/thomas-espanner-hansen-78957964/
kedin.com/in/brittdamkjaer/

ondisneyinstitute/

Overview of the Experts'

	The Experts	Company / Institution	Industry
1	H.H.S.	SAS Ground Handling Denmark	Tourism
2	H.H.	CBS / The Effi Company	Consultancy
3	J.S.D.	Copenhagen Airport	Tourism
4	J.L.	SAS Denmark	Tourism
5	J.K.F.	Nets Group	Financials
6	J.S.A.	ISS Facility Services	Facility Services
7	K.L.M.	Copenhagen Airport	Tourism
8	L.K.	Journeytool.io	IT
9	M.K.	SAS Denmark	Tourism
10	M.M.	Copenhagen Airport	Tourism
11	R.J.	DSV Global Transport & Logistics	Transport & Logistics
12	S.H.R.	Copenhagen Airport	Tourism
13	S.H.B.	YouSee	Telecommunication
14	S.M.	Copenhagen Airport	Tourism
15	S.S.	The Douglas Collective	Consultancy
16	S.R.M.	Copenhagen Airport	Tourism
17	T.H.	SAS Ground Handling Denmark	Tourism

rofiles and their participation

Position / Titel	Classification	Participation
CEO	Practitioner	Survey + Int
Lector / Market research & Service Design Solutions	Consultant	Survey + Int
Head of Strategy	Practitioner	Int.
Key Account Manager	Practitioner	Int.
VP Financial & Network Services	Practitioner	Int.
Head of IFS & Transition Excellence	Practitioner	Int.
Process & Operations Analyst	Practitioner	Survey + Int
CXO and founder	Consultant	Survey + Int
Head of Sales Denmark	Practitioner	Int.
Director Airline Sales	Practitioner	Int.
Global Customer Experience Manager / Global Lead of CSP	Practitioner	Survey
Operations and Processes	Practitioner	Int.
Head of Customer Experience & Journey Managment	Practitioner	Int.
Strategy Manager	Practitioner	Survey
Customer Experience Specialist	Consultant	Int.
Service Excellence Director	Practitioner	Int.
Key Account Manager Customer Airlines	Practitioner	Survey + Int

Appendix E – Interview Notes

Notes from the interviews

Interview with Hans-Henrik Spangenberg // CEO SAS Ground Handling Denmark

SLA's not a favorite - more focus on KPI's —> tendency of more flexible and intangible KPI's and more complex defined SLA's?
Relational selling is still a thing in the Asian markets but not so much in the western markets. Here it's more about price per value.
Theory does though, imply that some extent of relational selling is still very much applicable when it comes to the buying process in a b2b market. Meaning, it might not be as traditional as the asian market, but it is very much still a thing.

Key points from the interview:

- Relation based – still in the asian countries
- Partnerships – retention – life cycle
- Transition cost high
- Price has an effect – dominating factor
- During – contractual
    - KAM
    - Streamline
- Authoroties
    - Audit
- Development
    - Product manager
    - Duty station mananger
- AFTER – optimize
    - Measure and balance expectations
    - Trial period
    - SLA vs. KPI
    - SLA accounting fixed
- 3 – KAM
- 3 – Duty station
- Short chain of command
    - Maintain control
- Personalize
- Infrastructure – CPH vs. SGH
- Outside of the touchpoint control no responsibility taken – customer self-responsible through duty station manager
    - Dilemma
    - Customer responsible for own journey and touchpoint

Interview w. Lasse Kallesøe // CEO and Founder JourneyTool

Key points from the interview:

- Live Data
- Workshop – onboarding

Remember the interview Lasse sent from one of his investors

Interview w. Helle Haurum – CBS

Key points from the interview:

- When we talk contracts with partners or suppliers there is a difference between intentional promise and the contractual as suppliers usually wants to agree on least amounts of agreements as possible.
- CJF in linkage to the never-ending vision of the company
- Linkage to the customer loyalty loop - do not give the customer any reason to not choose to continue. Don't lose them at any touchpoint.
- CJ does not go hand-in-hand with thinking in siloes.
- No one has CJF as a tool —> good for Lasse
- Key competences – nonstationary —> be flexible and continue to monitor the CJ
- Buying process – rational vs. Emotional —> if companies put emphasis on getting to know the customer company on a deeper level organization wise and match that the buying process is made easier

Other thoughts in regard to interview:

- Interviewee was talkative
- Still had a hard time to place weather interviewee herself placed her as an academic or practitioner – hence, for research sake it would be easier/better to place her as a consultant.

How the interview went:

- Phone interview
- Any other feelings about the interview (did it open up new avenues of interest?);
- The setting (busy/quiet, many/few other people in the vicinity, new/old buildings, use of computers).

Interview w. Thomas Holm – SGH

Filled out most of the survey – top interest was; calculating the right price, even on the small scale.
Key points from the interview:

- Existing vs. new cliental
  - New – assessment → cost benefit analysis (own assumption)
  - Existing → 40% retention
- Different time scales of contracts
  - 2 year
  - 3 year
  - No-end
- IATA defined?
- PRE

    - SLA – insurance conditions = Most?
- DURING
    - Customer management
    - Daily deliverance – follow up through audit
    - Co-creation → trust
        - Dependent on the culture
- Vision – organizational culture
- Price – calculation and formula
- Marginal considerations
- Call price
- Tender – every 2-3 years
- Personal relation
- Price review / Market related
- 5 – touch point – follow up
    - Electronic
    - Contractual follow up
    - SLA vs. KPI
        - Difference dependent on market
- 6 – ensure right price
    - Deliver according to KPI
    - The good relation
    - Do not just put the contract in the drawer once it is signed and then open up three years later.
- 7 – communication
    - Forum for stakeholders
    - AOC – Airline Operation Committee
    - Knowledge sharing
    - Joint interest in making it

Interview w. Jacob Stockmal Ditlevsen - CPH

Key Points from the interview:

- Purpose driven
- Partnership driven
- Attractive airport
- Cost
- Value Proposition - service / effectiveness
- Customer journey - dialog?
- During phase - once customer is onboarded
    - Cooperative spirit and will - more present in-flight industry than e.g. shipping & logistics
    - Compatible partners - industry specific
    - Cost / quality
- Boarder lines - SLA's // due to the regulative industry that the flight industry is it is more of a practicality
- Q4 - timing / KPI's, learning, physical and digital journey, seamless, data
- Q5 - complexity, mapping

- Q6 - insight in market trends and future, closer cooperativeness, contact to customers, tactical points don't change much but the strategical point will change —> partners
- Q7 - seamless, across company cultures and organizational cultures, data usage —> strategical same viewpoint

Other notes in regard to the interview:

- Talkative, interested and very co-operative.
- Phone interview - corona home office
- Got disturbed a few times by kids running in and asking him something.

Interview Jeppe Folling – Nets

Key Points from the interview:

- Customer centric - trying to understand the customer on a deeper level and make that visible and relevant for the organization. Also, on the operational levels.
- Tech - technical deliverance and the art of engineering
  - Inside out thinking
- KAM - Primarily
- Q2 – No direct contact with suppliers - everything goes through the organization, so the direct touchpoints with the client is all controlled by the company.
- Q3 – 3 major customer segments
  - State - tender offers, 8-10-year contracts and low turnover, price oriented
  - Banking - tender offer, 4-year contracts, 10-12% turnover, price oriented
  - Merchants - turnover 15%, subscription based
- Q4 – Research - insight
  - Quantitative / qualitative
  - Design —> customer centric, user centric based on quantitative
  - Agile
  - KAM based on qualitative – customer know what they want but does not know what they need.
  - Banks - co-creation, operational level
- Difference from b2c is the onboarding, buying experience
  - Rational – procurement
  - Personal – trust does not mean branding
  - In general, lower turnover than b2c
- Q6 – Customer journey defined and differs depending on industry
  - Finance – innovation important
  - Customer centric
- Q7 – Closer collaboration in future with suppliers —> need to be agile
  - Requires more flexibility in the future and therefore a need for closer collaboration.

Other notes in regard to the interview:

- Disturbance on the line - sometimes really hard to understand what he was saying.

Interview Jane Lauridsen - KAM Corporate Clients SAS

Key points from the interview:

- Negotiator – Price
  - Directly with a client's procurement department

    - Trouble not working together with the finance department
    - A lot of the actual final price might differ so much and not comply with the value for money that could have gone through if there was a different line of negotiation.
    - New distribution capabilities – NDC // advised to look further into that
- Customer centric – NDC makes it easier to be more customer centric in the future
    - Data
    - Tech
- IT provider – complexity
    - Three-part synergy of the cooperation
    - Agent led
    - Online booking tool
    - Credit card companies
- Online adoption rate 80-90%
    - Visual guilt as the client's employee is now booking the trip themselves rather than an agent doing it for them
    - The visual lies in the problematics of booking of business ticket rather than economy
    - Control
    - Cooperation with the client
- Q3 – Buyer vs. Flyer
    - Complexity through procurement
    - Flexibility
- Q4 – Personalized at all levels
- Q5 – Corporate recognition
    - Even though a passenger only flies 1-2 times a year, to recognize the loyalty of the company who bought the ticket is important.
    - FQTV —> FQCorporateTV
    - Loyalty goes both ways
- Q6 – Collective cooperation
    - Recognition
    - Cooperation
    - Helicopter for businesses - ?
- Match
    - Organizational culture
    - Organizational vision – sustainability etc.
    - Corporate sustainability program
    - CO2 compensation
- 3-part meetings (actually 4-part, but they call it 3-part)
    - Agents
    - Corporations
    - Airline
    - Online booking tool
    - Credit card companies
- SBV?

Stine Marsal - Customer Journey Manager? CPH

Not able to answer most of the questions - they were too broad.

E.g. competencies lie within people not companies.
So far, the only respondent who did not understand the questions in the sense that everybody else did.

All in all - an outlier of the rest of the experts

Key point from the interview:

- CJ mapping as a strategic tool – done once through quantitative and qualitative analysis
- B2b is industry specific and cannot be generalized over the b2b segment
- Further could be purpose specific
- Depending on the purpose of each company – maybe meaning the value proposition??
- Depending on the challenges
- Infrastructure
- Effectiveness
- Operations
- Handler
- Close contact

Interview m. Kasper Lahn Mathiesen – CPH

A lot of noise on the line - interview was conducted while driving and the speaker system did not function well.
Way more input than the last interview and a lot more level of understanding on all levels.
Key points from the interview:

- How to grow in a competitive market – economic downgrade // taken from the survey
- Facilitator of baggage sorting system
- Touchpoints goes through handler and is not directly linked to the customer who actually is the airlines.
- It is in CPH's interest to make the handlers feel that they are the customers as they are the extra arm of the customer.
- SLA – local agreements
- Performance - quality
- Mostly present in the during phase through up-sale and value for money
- Q6 – Dialog with client
    - Break down the barriers
    - Level with the clients and suppliers when it comes to delivery - tune in on each other
- Focus on the receiver of the value/product
- Customer centric
- Communicate and comply

Interview w. Samuel Rude – CPH

Baggage sorting system – operations and processes // head of??
Only had half an hour – so some questions might have been rushed a bit.
In general, good sound, but a bit of a rough connection in the beginning.
Key points from the interview:

- Q1 – ground handling, x-ray screening and sorting

- Q2 – quick process time and a smooth operation for the handlers.
- Q3 – Actually it is the airlines being the client – but the touchpoint and direct contact goes through the ground handlers and passenger service.
- Expanding CPH – baggage factory
- Operations cooperation
    - Trust
    - Transparency
- Goal / vision – to make it easier to be a ground handler
    - Availability
    - Listening
        - Resource
        - Problems – what are they defined by and what is the deeper issue
        - Common purpose
- Work within the bigger picture
    - Same story – regardless of touchpoint
    - Same narrative
    - Ideal world
    - Appreciation
- Q3c – equal conditions
    - Moving from an old-school - this is how we've always done it
    - To fair solutions based on facts and numbers
- Q4 – cooperation with stakeholders
    - Vision is clear for every employee – key competence for the employees down the line of the organization
    - Susceptible for constructive feedback
    - Close dialogue
    - Forum based on trust
- Q5 – close cooperation
    - PRE – tender offers based on price
    - DURING – operation —> implementing the distribution chain
    - POST – evaluation process —> feedback
    - High Transparency based upon the level of expertise – you know who in the line of the process fucked up, when it doesn't go as planned.
    - The B2B CJ differs a lot when it comes to expectations and level of expertise
- Q6 – dependent on the product and value proposition
    - Price
    - Specialization
    - Level of expertise
- Q7 – understanding of the CJ on a higher level
    - Our suppliers understand their impact in the chain of it all and the end-to-end process
    - Value-adding
    - Understanding the process
    - Optimization should not come at the cost of the full CJ
    - Understand the scale
    - The total value creation

Interview m. Jonna Søe Andersen - ISS

Very talkative and Customer Journey oriented. CJ deep routed in the organization and culture.
Key points from the interview:

- Q1 – Service Performance in order to support the customer in their purpose
    - People oriented company
    - Articulate what we do and the purpose – all the way down to all employees so they understand the impact of their job tasks in the greater picture.
- Established phases of the Customer Journey
    - The Journey goes in a loop with the 'loyal' customers
    - High retention of 80%
    - Public institutions are required by law to go in tender
    - Private also does it but in smaller scales and more as a benchmark
- How they focus their costumer journey across the company
    - Operation
    - Excellence
    - Sales
    - Within these there is a close collaboration who then also ensures the high retention
    - Also talk about how they through their service are working in the aim of retaining employees for the customers.
    - With the single client – the customer experience is co-defined.
- Touchpoints
    - Difference in customer and the user
    - The customers user is typically the employees
    - Further it is also the customer's customer
- oAt all point it should be seamless
    - Customer centric
    - Bundle in
- Liberty by responsibility
    - Understands the need
    - TRAINING – throughout all touchpoints
    - Ensure high quality through user satisfaction surveys
        - At each touchpoint
- Differentiation, Retention and Sustainability
- Common V.P. / Vision – through cooperation
    - Where can ISS support the customers vision and goals
- Customer dependent – again customer centric
    - Segments
    - Operation
    - Bank
    - Public
    - 1 service supply customer
- The service-gen goes through the company – it starts by recruiting
    - You can learn the skill but not the attitude
- Supplier
    - Post Nord
    - Tech when it comes to elevators and different certified/licensed operations
    - These supplier touchpoints are controlled, and all go through ISS – equal to NETS
    - Should not feel that some touchpoints are outsourced

    - SLA vs. KPI – dependent on the customer
- Public institutions are price dominated, but…
    - There is a movement towards a more quality oriented focus rather than price
    - Even within public institutions
- True to their ethics when it comes to saying no to some offers if it would contradict the social internal responsibility
    - Difference in can and want to
- Q4 – labor market development
    - Understand the generational difference
    - Sustainable —> throughout the supply chain
    - ISS is not the innovative first mover – but they support their suppliers in it. Equal to SAS
    - Supplier might be;
        - SMART
        - TECH – pilot tests —> sensor and data driven
        - DATA used for the evaluation and procedures and operations —> to maximize outcome at the customer
- Q5 – decision criteria
    - KPI's
    - Loyalty Loop
    - Contractual relationships
    - Economy vs. Emotions
        - Economy —> delivery: customer vs. User
        - Emotions —> experience and Service
    - Corporations – Partnerships —> bigger clients where partnerships are trending
    - Through the partnership you get flexibility
    - Relational selling - ??
    - Output based – value based on criteria
- Q6 – C.J. Trust within the partnerships
    - Clear agreements
    - Daily operations through contract
- Q7 – Governance structure – pier to pier
    - Daily contact
    - Mirror the customer org.
    - Back-to-back agreements
    - The red thread
- GOVERNANCE

Interview m. Morten Mortensen – CPH

Commercial responsible for airlines
COVID - 19 —> We all need to survive, hence push investments in order to hold cash and help externally in the ecosystem

Regulated airport

Key points from the interview:

- Q1 – Commercial vs. Operational

    - Network through routinga
    - Existing customers —> new routes, based on load factor and yield.
    - New customers —> new routes, which primarily are long-haul
- Corporation across public authorities
    - Capability is OPERATIONS at CPH
    - Regulated charges which are negotiated amongst CPH and all the airlines
    - If they cannot reach agreement —> Danish Transport authority makes the decision about the charges.
- Corporation across the???
- Passenger journey
- Ground Handling – Price is???
- Q2c – when an airline changes handler – onboarding
- Q3c – New customers have the CPH delivery model
    - As they try to be as fair as possible – equal treatment for all airlines
    - Our high income in Denmark results in a high price as an airport
    - But we are competitive on the Scandinavian market compared to ARN and OSL
- 80% Europe flights
- Transfer
- When trying to get new airlines or routes
    - There is a corporation and interest from wonderful Copenhagen and they then support that.
- Moving from relational selling towards data driven selling
    - Macro and Micro
    - Based on the data they create a ranking based on different factors such as BNP etc.
    - Amadeus sales their data
    - Yield must make sense for the airline
    - Which again is data driven – where CPH actually works in the interest of the airline sometimes because that again results in an attractive airport
    - Comparative analysis
- Analysis burden creates the close relationships
    - Quantification???
- There is still difference in the western market and the southern (africa) and asian market when it comes to culture. To some extent they do not get the numbers.
- There is a 3-5-year pre-stage in just getting new long-haul routes to CPH
- Incentive models
    - The regulated charges are;
    - 30% for short haul
    - 10% for long haul
    - The goal is still to create transparency and through that the incentives for the airlines
        - Unserved routes - discount on???
        - Transfer pax - bonus pr. Pax
        - Incentive for smaller hubs - routing from there 2,5 times daily and no more than 10-12 long haul flights weekly
        - Growth in pax number - 40%
            - Last greatest the incentive for the existing customers to stay
- Q5 – industries
    - Necessary Value Proposition

    - What is essential for the customer and the organization
    - Same goal – Ecosystem
    - Value chain
    - Operational Costs
    - Total costs vs. Total earnings —> win-win
    - Low cost airlines are good at controlling the total costs
    - Supply chain management
- Q6 – ERP systems
    - Understand your own company
    - Understand the customer
    - Understand your source of income
    - Choose what you want to be and earn money on and understand that
- What is important to ???
- Q7 – everything starts with the end-customer (starts with the pax)
    - Customer Centric
    - The end-customer in focus
    - And define how and what your supply chain should deliver

Interview w. Simon Svegaard – Independent Consultant

Former position at ISS

Key points from Survey:

- Digital transformation within touchpoints

Key points from the interview:

- Q1 - understand the difference between the companies end-to-end and the customers end-to-end journey
    - Problem lies within a tunnel vision
    - Firm centricity
    - They fail to communicate the Value proposition - what's in it for me?
- Q2 - Not enough focus on the PRE stage
    - The considerations and the interests within the market's offerings
    - Work towards reaching customers on new levels and new ways
    - Rather than take the functional approach try with the emotional approach
- Q3 - holistic value proposition
    - Customers extended arm
    - Know the customer on a deeper level
    - Why choose mærsk? - Trust
    - Intangible vs. Tangible
    - Real needs = GREAT VALUE
- Q2 - the unknown —> how is that handled
    - Touch-points
    - When do we lose our customer?
    - Service part
    - "What happens when the journey deviates"
    - Empowerment – competence/power and skill
- Transition phase
    - Switching from one supplier to another
    - Do we lose our new customer in the transition phase already?

- Q2 - line of industries
    - Longer course of phases
    - Contract
    - Past vs. During
    - More liquid transitions from one phase to another
    - Changing customer wishes and needs
- Q3c - closer collaboration
    - Long-lasting relationships
- Expectations - balance
    - Continues development of expectations and needs
    - Complexity - value in delivery
    - Continuous relevance - continuous change
    - Customers need will change
    - Understand the need for continuous and ongoing ears on what the customer wants
    - Partners in the same direction
    - Brand promise - expectations
- Does vision / mission comply across the supply chain
    - Deselection of customers
    - Who do we want to offer too?
    - Strength in compliance to relevance
        - e.g. Ørstad —> sustainable, changing their V.P.
- Q4 - C.J. complicated and complex
    - Hence the need for;
        - Simple and easy to understand C.J. —> live the C.J.
        - Pain is good —> again be able to say no and understand the stakeholders
- Q5 - understand the greater picture
    - Essential - the customer journey as a point of departure and understand that We, as a company, only facilitates a small part of the greater journey
    - What we can define is - the stages PRE, DURING and AFTER but further from that it depends on the maturity of the market and industry
    - The maturity then further defines the knowledge and therefore also the expectations
        - e.g. energi moving from 'black' sources to sustainable sources
- Q6 - Relevant customer journey
    - Get better at the PRE stage
    - Traditional marketing —> moving towards more IT based and Business intelligencebased, and Business Development based.
    - Listen
- Q7 - reference to OMNI-channel in the B2C market
    - Regardless where you meet the company, regardless of touchpoint and who controls the touchpoint —> the experience should be the same
    - Development and training is important when it comes to this
    - Empowerment
    - Being agile - even on a personal level, down to the single employee
- Change management - adcar. ??
- Apple mentioned as a successful company in applying customer journey
    - Documented that loyal customers is money
    - The feeling of a company who 'wants me' as a customer.

Interview w. Sanne Hildegard Banggaard - Head of Customer Experience and Journey Management

Lost connection in the beginning of the call
Home call as many of the others, hence background noise from kids at some points here and there.
For this interview the process was way more fluent and exploratory than the others. Not as structured as the others. Only a few times where I then generated the next point of conversation with a question.

Key points from the interview:

- The complexity is different than from B2C
- Important to mention that it is not all B2B customers but the Enterprise B2B market that is way different.
- The maturity and size of the company has an impact on number of decision makers etc.
- The continuous research within a company towards a client needs to be less bias and therefore guided by research and data
- Triangulation through – User – decision maker – buyer
- A neglected sector within B2B customers are the entrepreneurial field as they resemble the B2C market way more and there is a lot of missed opportunity as moments of truth is not monetarized in the same matter as enterprise companies
- Inductive cycle when it comes to enterprise B2B customers
    - There is a bigger engagement and,
    - Expectation for the provider to be;
        - Agiler
        - Have focus on income at risk
        - Retention through acceptable expectations
    - The contact and touch points have more expertise and are more professional
    - What is offered is the core product and then adapted depending on the customer.
    - Sometimes they incorporate parts of the value chain as the clients have the expertise in house etc.
- Customer centric – complex
    - Value proposition oriented
    - Not only KAM but also focus on Service delivery manager
- Difference in private and public sector
- Correlation between price – quality – relation
- Further difference from B2C is that B2B enterprises know why they chose how they chose, whereas the B2C consumer says one thing and then does another
    - Enterprise is more rational than the consumer – but not only rational
    - Price vs. Value perception
    - Non-monetary
- PRE phase – stimuli
- Value proposition is not compromised
    - Cost benefit
- Q2 – touchpoints are clearly selected weather to be in house or outsourced
    - The infrastructure is different and has a say
    - Touchpoints in control?
    - Inherit culture
    - Visual customer experience
    - New focus

- SLA
- More focus on Post phase
    - Survey of the supplier
    - Touchpoint measurement
- Data – complexity
    - Design of the C.J.
    - Product specific
- Customer Experience
    - Customer loyalty
    - Short term goals vs. Long term vision
- Investors has a say short term
    - Younger companies started in the era of customer centricity
    - New mantra
- Shorten the value chain
    - Create one leading star – vision
    - The human touch – listen
    - Remember the end-consumer
- All in all, the collected value chain and the bigger purpose
    - Oticon and NNIT mentioned as good examples
        - Oticon has good onboarding of the suppliers etc.

Appendix F – Data collection

Derived from interviews with the experts

Themes derived from notes taken during the interview w. Hans-Henrik Spangenberg

Partnerships – retention – life cycle
Relation based
Transition cost high
Price dominating factor vs. insignificant factor
Streamline – during
Collaboration
Short chain of command – simplify touchpoints and the supply chain – maintain control
Personalized
Self-service – customer responsible for touchpoints
True to the standard of the service – does not take any client just for the purpose of income

Themes derived from notes taken during the interview w. Lasse Kallesøe

Live data – utilize it
Onboarding is importing

Themes derived from notes taken during the interview w. Helle Haurum

Intentional promise vs. contractual promise
CJF – never ending vision – continuous development
Loyalty loop – at each touchpoint – don't give the customer any reason to exit the journey
CJ ≠ Silo companies
Key competence – agile – nonstationary – flexible and continuous monetization of CJ
Buying process – emotional vs. rational → Company must know client on deep level organization wise and match in regard to buying process

Themes derived from notes taken during the interview w. Thomas Holm

Co-creation
Trust when building partnerships – dependent on culture
Vision hand-in-hand with the organizational culture
Tender rounds
Personal relation
Touchpoints needs follow up
Contractual follow up
Electronic – tech
SLA vs. KPI – difference depended on market
Key competencies are to ensure the right price, deliver according to KPI, the good relation, continuous contractual follow up.
Ensuring a good experience across multiple participants requires communication, forum for stakeholders, knowledge sharing, joint interest in 'making it'.

Themes derived from notes taken during the interview w. Jacob Stockmal Ditlevsen

Purpose driven
Partnership driven
Onboarding
Cooperative spirit – industry specific, hence there are some things that are industry specific.
Compatible partner
Cost / Quality
SLA's practicality
Ensuring a maximized outcome – learning, physical & digital journey, seamless, data

Complexity defines the CJ on a B2B level
Key competencies – insight in market trends & future, closer cooperativeness, contact to customers, tactical points will not change, but strategical points within the CJ on a B2B Enterprise level → partners.
Ensuring a good experience across multiple participants requires seamlessness across company cultures and organizational cultures, data usage → strategical same viewpoint.

Themes derived from notes taken during the interview w. Jeppe Folling

Customer centric → understanding the customer on a deeper level → visible and relevant on all levels for the supplying organization, also on the operational level.
Technical deliverance and the art of engineering – inside out thinking
Customer contact with suppliers – No direct contact with suppliers – everything goes through the organization, so the direct touchpoints with the client is all controlled by the company → is this only a denominating fact within companies that supplies a technical form of engineering? Seen only by Nets and YouSee.
Buying process differs depending on customer segment – but mostly when we talk enterprise it all goes through tender rounds.
Ensuring maximized outcome – research (both qualitative and quantitative) & insight, customer centric & user centric, agile, difference in knowing what they want and knowing what they need.
Co-creation – operational level
Buying experience and onboarding is differs very much from the B2C market → rational decisions through procurement, personal decisions through trust to the company supplying (which is NOT determined in 'Brand' awareness) and a lower turnover than in B2C.
Key competencies adjusting the customer journey depending on industry → what is important within specific industries? E.g. within finance, innovation is very important. But customer centricity might be an overall common denominator.
Ensuring a good experience across multiple participants requires closer collaboration in the future with suppliers, again the need to be agile and a need for flexibility. Hence the closer the collaboration, the more flexible of a service you'll be able to deliver.

Themes derived from notes taken during the interview w. Jane Lauridsen

In the buying process – the trouble of working with procurement rather than finance department creates a lack of best solution for the client.
NDC – new distribution capabilities
Customer centric
Data and technology
Complexity
Three-part synergy of the cooperation → close collaboration with supplier and middlemen to secure best outcome of VP
Online adaptation → customer goes online and want online solutions to their VP → counter problem is through the visual guilt in the buying process for the client's employee
Control
Cooperation with client
Buyer vs. User
Flexibility
Measures to secure best VP and outcome is to be personalized at all levels → corporate recognition
Loyalty goes both ways
Key competences/capabilities should be collective cooperation → recognition, helicopter for business? Match in organizational culture, vision, sustainability etc.

Themes derived from notes taken during the interview w. Stine Marsal

CJ as a strategic tool – CJM done once to through quantitative and qualitative analysis
B2B is industry specific and CJ cannot be generalized over the entire B2B market → further the differentiation could lie within purpose specific/driven → dependent on the challenges

Themes derived from notes taken during the interview w. Kasper Lahn Mathiesen

How to grow in a competitive market → economic downgrade → be smarter with what costs money
The companies which functions as; the prolonged arm of the customer/client → make the prolonged arm feel that they are as much of a client as the actual client.
Performance & quality
Key competencies are; having a dialog with the client – break down the barriers – level with the clients and suppliers when it comes to delivery – tune into each other. Focus on the receiver of the VP. Be customer centric, communicate and comply.

Themes derived from notes taken during the interview w. Samuel Rude

Touchpoint is not the actual client – prolonged arm
Operations cooperation – Trust & Transparency
Availability
Listen – resources, problems (also the underlying issues) and common purpose
The bigger picture – same story/narrative, regardless of touchpoint – ideal world – appreciation?
Fair solutions – equal conditions
Secure the best CX through close cooperation with stakeholders and clear vision throughout the company and down the line of the organizations – susceptible for constructive feedback – close dialogue – forum based on trust
CJ defined on B2B enterprise markets – PRE; tender offers based on price, DURING; operations, implementing the distribution chain, POST; evaluation process → feedback
The level of expertise is different, hence there is an automated higher level of requirements and transparency.
Key competencies are dependent on the product and VP – price, level of expertise and specialization has a say.
Securing the CJ across participants is done by understanding the CJ on a higher level – suppliers understand their impact in the chain of it all and the end-to-end process – value-adding – understanding the process – optimization should not come at the cost of the full CJ – the total value creation.

Themes derived from notes taken during the interview w. Jonna Søe Andersen

People oriented company – articulate what 'we' do and the purpose – down through the line of the company to all employees so they understand the impact of their job tasks in the greater picture.
Journey goes in loop with loyal costumers
Public sectors required by law to go in tender – private companies do it for the purpose of benchmark.
Close collaboration secures high retention
Talking about the purpose of them being there and doing their job does not only do the job but fits a higher purpose of retaining people at the company where they are the supplier.
CX is co-defined with the client
Touchpoints – difference in customer and user
Seamless at all points – training throughout all touchpoints – understanding the need (purpose)
Common VP / Vision – through cooperation – where can we as a supplier contribute and support the vision/goal of our customer
Customer centric – service/VP is customer dependent – industries or customer segments
It starts by recruitment – attitude vs. skill
Supplier of the companies are controlled by the company and does not have direct contact with customer – customer should not feel that some touchpoints are outsourced
Movement towards quality oriented over price dependent

True to their ethics and standards – difference in can and want – same as SGH
Labor market development – generational difference – sustainable throughout the supply chain – understand your key competencies and support your suppliers in their key competencies
SMART – TECH – DATA
Customer journeys on the b2b market are defined through the questions of: Economy vs. emotions – partnerships – contractual relationships – flexibility – customer vs. user – experience and service dependent – output based – value based on criteria
Key competencies to realize an optimal CJ is to trust within the partnerships – have clear agreements – daily operation through communication and contact.
Securing the optimal CJ throughout all participants is done through governance – pier to pier daily contact – mirroring the customer organization – back-to-back agreements – having the red thread

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Themes derived from notes taken during the interview w. Morten Mortensen

Covid-19
Cooperation through and across public authorities
Intervening vs. mediation – onboarding and training
Moving from relational selling to data driven selling – macro & micro – comparative analysis
Analysis burden creates a close relationship
Difference in western market from Asian and African market – western are data driven and eastern and southern market are still relational based and doesn't get the numbers
PRE-DURING-AFTER stages are longer than in the B2C market
Incentive models
CJ definition dependent on the industry
Essential for customer and organization
Same goal – ecosystem
Total costs vs. total earnings – win-win situations – low cost airlines are good at controlling the total costs
Supply chain management
Key competencies are to understand your own company – understand the customer – understand your source of income – chose what you want to be and earn money on that.
Secure the CJ across participants is done by understanding that; Everything starts with the end-consumer – customer centric – having the end-consumer in focus – and define how and what your supply chain should deliver.

Themes derived from notes taken during the interview w. Simon Svegaard

Digital transformation within touchpoints
Understand the difference between customers end-to-end journey and the company's end-to-end journey – problem within tunnel vision and firm centricity – failure to communicate clear VP; what's in it for me.
Not enough focus on the PRE stage – work towards reaching the customers on new levels and new ways – rather than the functional approach try the emotional approach
Holistic VP – customers extended arm – know the customer on a deeper level – trust
Intangible vs. tangible
Real needs = GREAT VALUE
The unknown – how is that handled – covid-19 – what happens when the journey deviates – empowerment – competence/power and skill
Touchpoints – when do we lose our clients
Transition phase – switching from one supplier to another and then back – losing the customer in the transition phase
Longer course of phases (touchpoints) – contract – past vs. during – more liquid transition from one phase to another – adaptability due to changing customer needs and whishes

Closer collaboration – long lasting relationships
Expectations – balance – continuous development of expectations and needs
Complexity – value in delivery
Continuous relevance – continuous change – as the customers need will change – continuous listening
Vision / mission comply across the supply chain – deselection of customers – what do we want to offer – what can we do vs. what do we want to do
CJ on B2B enterprise market are complex and complicated – simple and understandable CJ – live the CJ – "pain is good" in reference to being able to say no to some clientele.
Understanding the CJ and use that as point of departure to understand the significance of impact in the greater journey/picture
Maturity of market defines the PRE-DURING-AFTER and further the expectations and level of …?
Key competencies are to have a relevant CJ – better at the PRE stage – IT and BI and Business development – listening
Securing the CJ across participants creates links to omnichannel in the B2c market – same experience regardless of where in the CJ and weather the TP is controlled or outsourced.
Development and training key focus – empowerment as key capability – being agile on a personal level down to the single employee
Change management
Successful CJ can prove/document that loyal customer is money – feeling of a company who wants 'me' as a customer.

Themes derived from notes taken during the interview w. Sanne Hildegard Banggaard

Complexity is different than from B2C
Important to mention that B2B differs on size of organization, hence enterprise organizations are the main focus – maturity and size of organization has an impact on the number of decision makers throughout the CJ and the buying process within the CJ.
Continuous research into client needs – guided by data to make it less biased
Triangulation though; User, buyer and decision maker
Neglected sector – entrepreneurial field (small scale B2B) as they resemble B2C customers but are lost in the moments of truths (touchpoints) as those are not monetarized and fitted into either category.
Inductive cycle when it comes to B2B enterprise customers – bigger engagement – expectation towards the provider to be; agile, having focus on income at risk, retention through acceptable expectations.
TP and contacts have more expertise and are more professional
There is a core product/VP and then that is adapted depending on the client – some TP might get incorporated in the value chain as the client might have the knowledge/knowhow inhouse etc.
Customer centric – complex – VP oriented – across functions, not only KAM but also Service Delivery Manager
Difference in private and public sector
Correlation between – price – quality – relation
B2B knows what they want/need and know how to choose accordingly – whereas B2C customers says one thing and buys another
Enterprise is more rational than the consumer – and not only rational – price vs. value perception
Non-monetary
PRE-phase – stimuli
VP is not compromised – cost benefit analysis
TP are clearly selected in accordance to managed vs. non-managed – core competencies etc.
Inherit culture across supply chain
Visual CX – new focus
More focus on post phase – touchpoint measurement
Data – complexity – design of the CJ – product specific

CX – customer loyalty – short term goals vs. long term vision – investors have a say short term
Younger companies started in the era of costumer centricity
New mantra
Shorten the value chain – create leading star / vision – the human touch / listen – remember the end-consumer.

<u>Themes derived from notes taken during the interview w. Mette Krath</u>

CJ industry specific
Managed vs. non-managed touchpoints
Corporate policy and agreement in link?
Price vs. Value = 90% vs 10%
Evaluation in the during phase – continuous adapting of value
Competitive advantage – stability – frequency – broad spectra
Individualized – company need
Automatized – data driven – reduces costs
Convenience – time is everything
Independent – self-sufficient – self service solutions
Complex → simple – simplify the CJ
Smart data usage

Semi-transcribed interviews; Derived quotes and themes

Hans-Henrik Spangenberg:

PRE – difference in buying process depending on existing customers and new customers. Further there is a difference in the western market vs. the Asian market when it comes to renegotiations etc.

"Proud of our longtime close relationship and we would love to honor that relationship going forward" – when talking about Thai as a customer for SGH.

Regulatory effects on the market that is a part of the definition of buying processes now a days. *"There is something modern about going into tender rounds, to a minimum of three."* Further the buying processes as tender rounds are then monitored by an auditor who are present in the initial negotiation rounds.

"It is always easier to renegotiate with an existing client rather than new ones and that is applicable in all lines of industries."

Mouth-to-mouth and trade fairs – might be industry specific then – tender rounds are a common denominator across all experts so far.

"Customer loyalty loop is difficult through the regulated tender rounds," which the clients have to facilitate once a contractual agreement has ended. Tender rounds have *"within the last 5 years become more significant."*

DURING – 3 parts

"When it comes to the contractual part of it, then we have a KAM for every client"

"A touchpoint that is a bit more authority determined is our audit" – *"The frequency of these can variate"*

Long term goals or initiatives are then managed through, *"with the local management teams"* in a broader spectrum.

Then the day-to-day contact *"goes through our duty station manager or the local supervisors."*

The negotiation part usually goes through client's procurement departments but *"the relation that our KAM had with the department made the negotiation process easier."*

Stepping out of the tender round because *"those guys we do not want as clients, because they do not want to pay what it costs".*

The trend when it comes to buying rounds are moving towards *"price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher."*

AFTER – evaluation

"It is again through the KAM where the evaluation happens and where we try to find solutions to how to make it cheaper and how we can accommodate in a different manner."

Matching expectations – SLA's – *"SLA's are something hellish troublesome"* … "*they are difficult to interpret."* – KAM are taking care of SLA's

Rather KPI focus than SLA's

"I focus a lot on making it 'low-practical' as possible" – So make the SLA's fair and reasonable by talking in simple terms.

Deviation of the CJ and not having control over the different touchpoints is *"not applicable in the B2B market." "The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control."*

"The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments."

The two points of control (touchpoints), through the KAM and the Duty Station Manager, rather than one is chosen to *"To make the chain of command as short as possible."* Hence, we want to keep the control … *"and we have one that at the end of the line, has the authority to take the decisions needed, without too much bureaucracy."*

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele *"I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis."* Customer centricity is definitely something where the general understanding is that, as long as we stay customer centric then that is way more important than superficial client parties etc.

"It is also in the airports interest to gain new customers" Hence, the partnership and working towards a common goal is also a denominating factor.

Lasse Kallesøe:

It is hard to classify the relevant touchpoints and which stages might be more important than the other, when you do not have a reference point. Hence, it is hard to generalize that in the B2B market. The usage of CJM through data and how that could be interesting to get live data on whether it is applicable for the company's customers or not. So, through the tool, being able to collect the data and conduct customer surveys through the Journey Tool. "*The idea with the workshops in regard to the Journey Tool is to figure out whether it makes sense to send out surveys through the tool after the ones customer journey has been mapped."* For some of the workshop attendants *"it was super hard to generate a customer journey as they didn't have a product on the market yet. So, everything was very hypothetical. For the ones who had a product launched it visualized a lot of issues they weren't aware of throughout their journey."* Right now, the depth of the tool is not aimed as far as the aim of the complexity of an enterprise corporation which the thesis is revolving around. *"The complexity is of the tool is not there yet, but it is something that I have been thinking about. So, I've developed the workspace, so that you open it up and have the overall journey and then you're able to click on the different touch points and then it opens up another journey."* Again, having the client focus and understanding that the customer journey goes beyond the firms control and for the company create the understanding and knowledge and then center that around how to run the Customer Journey overall will be a great capability for any company. So regardless of the touchpoint is within our control, have the understanding whether it is a critical point for the customer and invest the time into meeting the customer where the customer is at a critical moment of decision in the journey and through negotiation with partners secure the touchpoint and not give the customer a reason to opt out. That is exactly where the Journey Tool will benefit the enterprise companies and come into play and have a huge impact on future decisions on where a company should focus its recourses. The investors reaction to the Journey Tool, is that the *"data collection, actually occurs through live data. In the sense that the feedback option developed into the tool constantly will generate live data from the customers down to the difference on a daily basis whether one employee is performing to goals set etc. and then solve them based on that data."* In that same context, when we talk B2B enterprise companies, there are for sure employees in charge of continuous evaluation of a suppliers delivery etc. so to incorporate the tool on both sides and through that have a clear live dialogue (on a daily basis) on what goes well and what does not will be a tremendous benefit for both parties. Further also being able to access the tool for the implied parties within the company, so the employees linked to the different touchpoints can give the overall journey feedback through their touchpoint and on sight knowledge with the customers. Gather a company's communication lines through a tool would shorten the journey internally at least.

Helle Haurum:

Customer behavior as a focus point to look into, derived from survey. Digital tools. Focus on retention and the account management of clients.

Training of the supplier employees and onboarding, to secure a seamless CJ regardless of outsourced touchpoints. *"On the simple/easy end the solution is to offer training and education for our supplier's employees, to secure the same level of service."* … *"There is a huge gray area in between the lawfully agreed and the intentional agreed that makes it difficult in the 'real world' to accommodate and control the outsourced touchpoints."*

In general subcontractors usually try to take as little responsibility as possible, because the employees of these subcontractors/sub suppliers unfortunately get *"completely schizophrenic if they have to jump in and out and 'live' the different roles of brands"* etc.

Simplistic we can of course use the SLA's but when it comes down to it *"it is hard to define in a contract how an employee shall 'act and behave' towards our customer. Where the training is a really good idea."* Organizational and vision wise it would be *"ideal to find a good match"* in order to limit the amounts of 'role' that a company need to act upon. The more silo thinking the harder it is to streamline across the company. The whole consensus of it all *"circles back to how we are as a company"* and how our organization is structured in regard to *"practicalities, responsibilities and functions"*.

"The CJ mindset is a really good framework to understand how the customer acts, the difficult part is to comply with that mindset internally when it comes to build the organization around it." Further it is also difficult due the fact that *"customers have different customer journeys within the same organization."*

"The customer journey framework is a beacon of light it is something we can strive for … to avoid the most obvious mistakes." Again, *"the customer journey mindset, and framework is ambitious, but there is nothing wrong with being ambitious."*

McKinsey's loyalty loop basically 'says' *"do not give the customer a reason to opt out."* Which is also a good guidance, to *"continuously govern that we do not give our customers a reason to opt out."* So this is *"how it 'in real life' make sense to use these frameworks and tools… it should be a constant reminder to your organization and your employees not to deviate and make the huge mistakes and further as a reminder to constantly work on 'not' giving your customers a reason to opt out. It is more a tool for governance."*

So, where the companies within the B2B market does it well and succeeds with this usage of framework is when they *"are non-stationary. They do not put the CJF in the drawer and say 'well now we mapped the customers touchpoints'. It is the companies who constantly use the development of technology and it is also the ones who are capable of leaving technologies when they are no longer relevant. It is the ones who understands the nature in social media tools. The keyword again is, it is more of a monitoring tool than it is to reach a certain result with it."*

The b2b CX is nowadays a *"good representation of that the companies that are a part of this b2b market also entails employees of flesh and bone."* So, in contrary to the rational decision-making for most parts of the b2b market it is still the human touch and the fact that people who sits with the power to decide at the end, are *"also driven by emotions."* The intangible factors do have a say at the end, as *"they internally might appear more professional to a certain extend."* Or at the other end, that the employee *"might be afraid of making mistakes and in that sense resistant towards finding or trying new suppliers."* And further it can also have something to do with the *"relation you have to a supplier – relational selling – has an impact."* The psychological factor internally has a say when it comes to the decision-making process. On the next level is therefor, if we *"as a seller wants to understand the customer on a deeper level and how are their incentive structure internally in this buying organization"*. Then it gives us an idea of how we should approach this company. It doesn't necessarily mean that our organization needs to comply with our customers, but we need to understand how they make decisions and what their incentives and *"subtle mechanisms"* are. Conclusively; constantly remind yourself and the company to not work against the framework and further not give customers an incentive to opt out.

Thomas Holm:

Every contract is made 2-year, 3-year or no-end date contracts. Usually within the industry everyone works with a standard contract defined through IATA. For new clients after an assessment visit and tender round, then *"the actual contractual negotiation starts where the proposal is negotiated in every link etc. and further on price, price and price. Further insurance claims and SLA's are the next thing which is discussed the most."* A new trend arising amongst airline customers are the consequential cost where airlines tries to put the responsibility of e.g. EU compensations for delays onto the ground handler. These contractual *"negotiations can take between 1 month and go all the way up to a year"* of negotiations, making the PRE stage for customers significantly longer than on the B2C market.

"When the contract is signed and we go into operations or productions, then there are deliveries every single day and then the contact goes from the procurement departments in our client companies to their operational departments e.g. airport managers or area managers. From their point of view, then there is follow up on whether we're delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA."

Over time we have more touchpoints in the DURING stage compared to the PRE stage so *"the most important touchpoint or task is then the follow up on deliveries. To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to* *make, what we call, audit on our subcontractors"*, to ensure their level of delivery and whether it lives up to the agreed terms in the contract. When our clients then have raising dissatisfying feedback on our subcontractors, then *"I have a close collaboration with our subcontractor to ensure that end-user is satisfied with the changes."* Whenever we get complains, *"I evaluate these complaints"* and figure out whether it is enough to have a one-time conversation about this or *"if it needs more attention than that."* … "When is a mistake a mistake? In our mentality" the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client's needs in some cultures differs a lot. Within what we do *"we need to put on different hats"* and have clients with different sets of expectations hence, in some cases *"we need to set the aspirations higher"* and meet the client's expectations.

Back to the PRE stage when it comes to the pricing mechanism, *"is the marginal point of view or not"* when it comes to pricing. The pricing is set per departure hence, the price mechanism is based upon the booking factor on the flight. In the industry there is a general agreement that *"billing goes per call."* In reference to *"how it is now (covid-19), then as long as we are not handling flights"* and cannot bill, per handled flight, *"there is no income for us."*

A lot of companies have a policy saying *"every three years we need to set our contracts in tender"* regardless of the loyalty and satisfaction we have with a given supplier. With that said, there is still a personal reference, as *"some of our clients I have negotiated with for 15 years"* where there is a difference in the relation there is amongst us and where we're not discarded *"if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other"* compared to a company where we do not have that relation. *"Further, we also have clients who doesn't go into tender after e.g. 3 years, but they go out to make a price review, so that the tender round is avoided, and the contract could continue where the price is adapted to accommodate both parties."*

Retention of our clients is in general ensured by, *"two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations"* etc. More specifically we *"have our customer managers, who is the client's single point of contact, so the client always knows who to contact regardless of issue."* Further we, take action directly and come with *"corrective action plans and create focus upon the mistakes made, to ensure that they don't happen again."*

Defining the customer journey on a B2B level would be *"dependent from industry to industry"* where there are different tricks used in different industries to ensure customer loyalty. But still *"a lot of the same things, follow up on touchpoints"* along the journey and *"follow up on the contract. Are we delivering the things we promised? Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically. The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same"* it is the feedback whether we are living up to our deliverables and the agreed terms within the contract. The key competencies are then; *"continuously ensure a competitive price and again, deliver on the agreed terms and create a good relationship. I think the company that makes a contract and then doesn't open that until it is time for renegotiations"* they'll lose in the long run. *"It is essential that there is some sort of relation during the contract period."* In the most industries the needs are so changeable that *"there is some sort of contact encounter during the contract period"* where the contracts might be amended according to the changing needs etc.

Ensuring the good journey across parties are done through, *"communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge."*

Jacob Stockmal Ditlevsen:

Introduction made upon the theme of the project and what cross-company customer journey entails. *"An attractive airport for the airline companies that we want to attract"* We need to generate a VP that the airlines cannot get other places and *"we focus a lot on service and efficiency."* Key competence for Copenhagen airport is their operations. Collaboration with other parties in Copenhagen e.g. Wonderful Copenhagen. *"First we need to create the interest in coming to Copenhagen and then there is the continuous dialogue with the different customers and clientele."* When the customer is *"onboarded, then it's the operational department that secures that they fit into our daily rhythm and that requires a lot of coordination and planning according to our* *different operational departments and handling agents. And this is where it gets interesting when you talk cross-company journeys because there are so many parties involved in this (referencing to the operations). And this is what makes it super complex but at the same time super interesting to work with at the airport."*

What we then see that we succeed in, is to cooperate across these parties so well and that is not just us but also the parties that we work in cooperation with. *"There is an incredible will and spirit in Copenhagen Airport"* to cooperate and *"that is what we then benefit from because it makes it possible for us to then offer this great product"* where efficiency is a great part of the VP. In the sense of weather, a company seeks partnerships that comply with the visions and goals for one's company or if that emerges on its own is a great question and here it is clear that *"to the extent it is possible one looks for compatible partners, when it comes to technical and cultural background. But it is not the deciding factor and it probably never will be, as cost and quality come into play before that."* Weather it is the ecosystem of an airport or specifically just Copenhagen Airport who has this understanding of *"in order for me to succeed we all need to succeed."* In comparison to other industries *"I have been in shipping and logistics"* there is just something in this industry *"where parties stand closer together and a greater will to cooperate"*. After we changed owners and, in that regard also our strategy, we decided that we should be *"far more purpose driven, with focus on sustainability and the environment etc. but also far more focused on partnerships in regard to the will to cooperate and the spirit that surrounds that."* That is definitely a greater focus with this new strategy, and we are more flexible towards our partners in comparison to what we have been before. *"If we need to succeed in the future the cooperation is just one of the important parameters we need to focus on as the competition only gets tougher and tougher and in order to lift that task and win, then we need to do it together."*

In bigger companies it is required and a necessity that we have *"clear and definite interfaces and agreements (SLA's)."* Which also has something to do with that we such a regulated industry and we just cannot get around the fact that we need to be very clear on these agreements. The SLA's are basically just a means to the end within a regulated industry, but *"the culture and the approach is the deciding factor here."*

Timeliness is a key factor that we have s focus as an airport *"where most of it is data driven, because time is money nowadays. Not to point fingers at anyone but in order to optimize in everybody's interest."* When we then talk generally on the customer journey on a deeper level, then *"we focus on melting the physical and the digital journey together… Further to think way more digital and then shape the journey around that… the overall customer journey should get more seamless."* In the sense that the end-consumer (passenger) feels that the journey is effortless and less stressed. As it is important for us as an airport to *"take the stress factor out of e.g. the security process."* Further we are working on how we can push notifications to the customers as soon as they enter the airport, so again *"to think in the data and make it personalized and relevant for the single passenger."* Definition on the B2B customer journey when we talk enterprise corporations then, *"there is no doubt about that it is driven by a certain amount of complexity and it is always harder when there are more than to parties involved"* (the company and the customer being the two parties) regardless of our customer relationship e.g. with SAS, there are so many parameters that comes into play. Going back, "*we cannot succeed in isolation, we need to bring in all the parties, conditions and parameters"* especially in regard to external influential parameters that has an impact on the journey. We are of course mapping our customer journeys and I'm sure Morten does so as well and maps out *"where are the points where the handlers have an impact and which measures and interactions that needs to be in place to secure an optimal B2B customer journey."* Key competencies that are required now and, in the future, to be competitive in an enterprise B2B market, *"are the insights into what directions the markets are moving."* Corona will for sure have an impact on how the markets are changing and how we need to focus in the future. *"The interaction and the cooperation will, in my opinion, for sure have changed, we will need to work far closer together than previously."* We need to move closer to each other as an industry if we shall land properly after this crisis. *"So, the strategical approach to how we collaborate and work together will be challenge in retrospect of this."* The competency to look forward and anticipate how the markets are changing and where the customers are going becomes more and more important in the future. *"Being close to the customer and understand what matters for them*" … the tactical part of it has always been important but that alone is not what companies are going to succeed with in the future.

"Approaching the partnerships is what will make companies succeed in the future." How our different parties then interact with each other across the company and each other to secure a seamless and great customer journey is … *"if we need to succeed in a seamless and efficient customer journey across companies, who independently have their own corporate culture, data facilities, historical development etc. then we need to cooperate not only operational and tactical levels but also strategical."* As a company *"you need to move up in perspective and take some of these development processes across of these companies*" … so not only within the company create what in our opinion is the best customer journey, but *"invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future."*

Kasper Lahn Mathiesen:

Baggage department with 3 main products; departure, arrival and transfer. In some cases, it's the same handler in both ends. Where we are the middleman is when handler changes from one product to another. Cooperation across the customer and client *"is determined mostly by SLA's. So, we only meddle in the sense where two handlers cannot live up the agreed terms amongst each other. Again, only in the scenarios where the handlers have an effect on each other's performances and quality of their product for the worse, then we meddle."*

The process of negotiations of who gets what etc. *"is reversed in the sense that the handlers aren't actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport. That we then chose to treat the handler as our customers is because the handlers function as the prolonged arm of the airline and it's the airlines that we have our contracts with."* The handlers are *"subcontractors in one sense or the other."*

Securing the standards and levels of quality that are in the hands of the subcontractors is done through; *"airline sales are negotiating the terms with the airlines, so those terms are sent to our department and we then make sure that these terms are met."* For some scenarios we also need to again, be the fair one and facilitate equal terms regardless if a handler says; *"Our airline is the most important and we want three sorting belts for our passengers."* That of course has some practical implications in the sense that we need to make the decisions *"based on what actually pays off."* Further, the choices of solutions that we have *"to meet the needs of the customer can change after the negotiations are done."*

In general, working across parties and subcontractors, a customer journey is defined *"very closely linked to the model shown (in the introductory survey) through stages such as, pre-sale, sale, execution, post-sale."* Due to the fact that I don't have any experience with the pre- and postal stages I only know what is done in the executional stage. So, within that stage, it is important to *"deliver the product/service as demanded, but also promised so that the customer feels that they get more than just negotiated… in the sense that the customer has the feeling of 'this is value for money' but at the same time we within our operations"* are smart when it comes to execution of this. Meaning, *"we do not necessarily spend 110kr to facilitate a 110kr product. Because it at the same time should be profitable for us as a company."* When it comes to key capabilities to ensure these things and at the same time be competitive in the market, it is important to *"engage in a dialogue with the customer and the corresponding parties"* at the other end of the value chain. *"Operations need to match the customers operations"* in relation to levels within the organization and lines of communication. *"Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn't just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective."*

Jeppe Kirkegaard Folling:

Interests that concerns this expert is creating a customer centric organization. *"Understand how you make the customer need, visible and relevant for the operational employees."* Even when we talk our very technical departments and developers, *"how do you make the customers need relevant and visible*" even for them. Also, in relevance to how *"the customer needs changes all the time."*

Describing our *"existing portfolio of products and services is, technical deliveries, that secures the backend of payments. The payments that the end-consumer doesn't even know exists. It is a piece of engineering art, very*

far from the end-consumers' needs to a customer who doesn't necessarily know what they need." It is very inside-out, built on … card … flix…?
Our customers have *"one primary touchpoint through the KAM and then we have operational touchpoint when technical issues occur etc. and a billing touchpoint and then manual or digital touchpoints where the client then can amend their service offerings."* When it comes to outsourced services it is *"primarily our IT development that is outsourced and that again is controlled though us."*

Describing the segmented clients *"is overall separated into three categories; the state, banks and financial institutions, merchants both smaller and big ones and further can these merchants be online and physical."* Depending on the segments that our customers classify into, the contractual agreements and timespan of these differ a lot. For our *"state clients the contracts usually span over 8-10 years, for our banks is it usually 4-year contracts"* and for both of these segments you go into tender rounds when the contracts need to be renegotiated. The last segment because they are so diverse, they usually go as a subscription-based model for a period of time. *"Price definitely has an overall denominating factor"* in the first two segments, *"when it comes to the PRE stages and the buying experience of these clients."*

In the effort of making the organization more customer centric, we *"research the market and the market trends but we also test the user friendliness of our products and services. To obtain customer knowledge, both quantitative and qualitative and secure the right dialogues, is another part of it."* Meaning research is one part of it and secure the right dialogue with the customer is another aspect of it. "*Then we have a whole design team"* sitting on the digital platform and *"analyzing through this data to create a customer centric design and platform",* which is then the third part of it. Lastly, we have the fourth and maybe the most influential part, that we are *"making an agile transformation to the organization. Which is also seen in other industries. This agile transformation is then based upon the customer insight."* Not necessarily what the customer wants but what they need is prioritized through this insight, which are determined through different methods such as *"qualitative and quantitative research where we e.g. evaluate on different scores that our call centers typically, user tests on products and services and that can then again be through observational test and interviews."*
At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into. Whit that said, we then of course still have an interest in finding new ways to earn money and with that trying to generate new income sources. In the sense that our KAM then have the insight into what our customers want, as an example, *"with our banks we then facilitate these co-creation session where service design as an operational tool are done as a preliminary stage and then we create a solution, which we then again is tested by the user."*

Customer journeys on an enterprise level in the B2B market, *"in order for it not to become to conceptual, is a series of experiences that the customers are demanding and is getting through the demand, in their lifecycle"* whether they want to become a customer or not, from interest until they end their customer journey. *"And then there can be some who opts out"* throughout this journey, *"which then will be defined through a series of touchpoints."* What would be significantly different from the B2C market is that the experience with us, in the development phase and onboarding *"is exceptional complex, which it probably will be for a lot more in the B2B market than the B2C market. The buying experience is characterized by more rational and the human based interactions,"* when it comes to negotiations. *"We have a significantly lower turnover than you would have in the B2C market."* Rational is then understood in the sense that, for these preliminary stages, companies usually *"invites the procurement department in to evaluate and structured go through"* the negotiation process. So, when we then talk human-based interactions, *"it is more the trust built amongst parties"* than the personal relationships made.

The key capabilities that companies then should have on an enterprise B2B level is then dependent on the industry. The industry is in this sense a bigger differentiator than the difference between B2B and B2C. in our industry, is innovation a key capability that is important, in the sense of *"understanding the customers user. We have customers who also struggles in understanding their own customers, so when* *we can help with that, then that is clearly one of the key parameters”* … *“Further, we are an industry where the prices are dropping so economies of scale are also important in this industry.”*

Securing a great customer journey across companies, suppliers and customer “is very much dependent on what kind of supplier we are talking about. From our point of view, it is very important to continuously push on the prices from our point of view… at the same time we try to create a cooperation that is closer than it is. In the sense that, we need to be more flexible and more agile when it comes to our terms and conditions. What we sometimes need from our suppliers is something that only 1500 people are capable of doing in the world, hence it requires that there is a close collaboration and understanding for our needs. There is definitely a trend of or a need of closer collaboration in the sense “that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.”

Further when we talk about the industry specificness of customer journeys on the B2B market, “*we also need to recognize that maturity has a say when it comes to innovation within the technical parameters.”* The markets just think that the manual way is still the way to go, but when it comes down to it, it is still the end-consumer equal to the B2C market who works with these tools and they want equally smart tools when they work as they want at home. The tough thing is just to implement the innovation in larger enterprise corporation which at the end will have a difficulty in being as agile as the B2C brand oriented market.

Stine Ringvig Marsal:

When it comes to defining the customer journey from the perspective of the position and company it is hard to ‘define’ a customer journey from her perspective. The customer journey and their end-to-end service delivery *“is a million services. So, when it comes to end-to-end service delivery, I cannot answer that question. We deliver a piece of infrastructure.”* Further the touchpoints that the customers (in this sense the airlines) and partner companies meet throughout the journey, which of these are in the airports control? *“We have hundreds of millions of touchpoints, so I cannot define that, so it depends on the organizational level talked about.”* If we were to talk at all levels, our touchpoints are endless, so it is hard to describe and define when the range is not set. *“The touchpoints are looked upon both at the strategical, tactical and operational level of the organization.”* When primarily talking on a strategical level, from a customer’s perspective, the important parameters are to *“work with CJ in a low-practical sense… we have mapped the CJ’s with different types of airlines, where SAS is a network base carrier, to ensure the right stakeholder management with e.g. SAS. We have regular meetings to ensure that the right things are taken care of, because that is important to deal with. So, we are very low-practical when we look at it* (it being customer journeys). *When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them* (SAS), *what is important for their back-office and what can we deliver… so in that sense, that is how we’ve been working with it* (it being the CJM)*.”* When it comes down to the meeting with our clients and how we deliver our services throughout the journey *“we don’t sit with clients and talk customer journeys with them. Because this is defined through SLA’s what we should deliver, but the form of how it is delivered is what matters.”* When we mapped the journey, we then *“interviewed our clients and got an insight into what is their emotional experience with some of the things we deliver and the interactions we have. But that is not something that we then discuss with them, that is only something we use internally.”* When it comes to being aligned on the customer journey throughout time *“we’ve mapped these journeys once and then we have customer satisfaction surveys ongoing.”* What we renegotiate with our clients about is our tax agreements and is in that sense, where the journey goes back into a negotiation phase. These costumer satisfaction surveys have been amended over time and nowadays *“we do not do as often as before, because some of the answers weren’t credible in comparison to the departments of operations we deliver to.”* Meaning, the answers the customers (airlines came with) didn’t match the operations departments we delivered to and we then stopped conducting the surveys that often so, *“we work with it in a different way now.”*

When it comes to capabilities within the B2B market, the ones important in order to secure a great customer journey is industry specific. *"There is not two B2B companies who are alike"* so, what capabilities one needs depends on who you are, what you do and what it is needed for. *"There is also a million ways to use customer journeys… so it really depends on the purpose. So, there is no answer to the question"* of what capabilities are required for companies within the B2B Enterprise market to generate a successful costumer journey. So, if we were to generate something, we need to generate it through the companies *"which purposes are alike. What you need to do is dependent on what you need it for. But that again is also applicable for B2C, the method depends on what you want to get out of it."* When it comes to the phases that in general are defined through the customer journey *"I do not think at all that those phases are defined differently in the aspect of time in comparison to the B2C market. It doesn't need to be more complex. In the sense, there are B2B companies who have one contact throughout a year, so in that sense it is not very complex."*

The key competencies that are important when you work with customer journeys and need to be competitive on the B2B market – *"the premises of the question is again impossible, are you sure that you understand what you mean, because I do not"* – so, again *"it is dependent on the type of company and what the purpose of that company is. One is not competitive because you are utilizing customer journeys, customer journeys are giving you an insight into the customers experience and can then give you the information you need in order to design the journey you want to deliver."* So, where the key competencies *"are not lying within the company. Competencies are something people can have. It is something that the employees have, you cannot say that the company has any competencies. E.g. if an airline is having trouble with an engine starting then it doesn't matter whether having a pilot or not, then you need other employees first. Therefore, it depends where the company is and where they have their struggles. I cannot answer upon the question of what key competencies a company should have if I don't know their challenges are."* – counter question is then asked to the interviewer in order to establish an understanding of what is wanted out of the question, the answer given is then not competencies according to the interviewee and further counterargued to the sense of what a company should focus on in order to secure their customers interest in the future – *"we need to deliver an infrastructure that works."* (the question asked is very unspecific). So how it is ensured that this infrastructure is working optimal is defined through *"someone who paints the platforms, it needs security workers who makes sure that we are complying with the rules, then we need to secure that the operations are effective for the parties we have, I could answer in three days on that question."* … *"When it comes to ensure an efficient operation, then we have co-operational meetings with the handlers, that by principle doesn't have much to do with the airlines, but when it comes to SAS then we listen quite much, but then at the same time we are not allowed to discriminate, so it is a question of balance to ensure that all the handlers have the experience that the collaboration with CPH happens on a fair basis. In that sense, we have a very close cooperation with the handlers"* … *"On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal."* Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

<ins>Jane Lauridsen:</ins>

The only thing that I negotiate at this point in time is a discount… NDC (new distribution capabilities). Development of distribution channels towards distribution capabilities? *"New way to send data and a new way to negotiate"* personalized offers for the corporate customers in a greater sense. Meaning, now the only way to negotiate and offer is through discounting for the products we have, but with the NDC we will be able to personize the products to the customers in such a way that we depending on their needs are able to personalize their needs according to routes. E.g. a customer might have a lot of business in both ARN and CDG and in ARN they then need fast track access without necessarily the full product of a plus ticket and for CDG the customer then needs a meal on their go-tickets etc. *"It is done to accommodate the specific need of the customer and not just a nice discount on the price…There are so many possibilities in NDC, due to the ability of recognizing our customers in a whole new way and on a whole new level."* There are many ways to interpret how an NDC should be implemented, and SAS has chosen an IT provider to create this system, so when defining how this data within the system shall be used can again differ from company to company. *"So, if it is a jungle today to negotiate and calculate prices it most definitely will become more* *complex in the future."* As our corporate customers usually, in a practical sense and on a day to day basis, go through an agent, the agents then equally need to match what the airlines develop. Within the airline industry the agents are the prolonged arm for the corporate clients that they have to go through in order to reach the product they negotiated with a specific airline. Online booking tools are then a complimentary touchpoint to the agent where more and more corporate clients are moving in a direction where they want their employees to buy through this online tool, which then has a lot of advantages for the client as they can control their corporate travel policies through this tool. *"An outcome of this online booking tool is then the visual guilt when the employee is booking a business ticket over an economy ticket, which again is not as present when the agent is the one booking a business rather than an economy ticket. The employee disclaims the responsibility of what kind of ticket was booked."* The online tool is then another link or partner to the distribution of this negotiated ticket that the clients then have. *"I have a big task to succeed in"* when it comes to manage 'un-controlled' touchpoints *"in corporation with the client to look in these online tools and see if the negotiated price is available."* When talking about corporate customers there is a difference in 'buyer' and 'flyer', so there is an issue arising *"when the procurement department, who I only meet, are focused more on internal KPI's regarding price reduction and travel policy, which only allows economy tickets, rather than looking at the total travel costs."* In comparison to the negotiated price here and now flight price. When we then move further on in the journey of the customers 'flyer' to the *"finance department where the settlement of the total travel costs come into play, such as meal costs, amendment fees due to prolonged meetings etc. that the final costs might have been more costly. Hence, even cheaper in the total costs to buy a flexible plus ticket including meals rather than an economy ticket.* What I also think could be interesting if the HR departments where more active when it comes to the corporate travel policy, because it further could be an incentive when hiring and retaining employees that, when you work for us, we care for you while travelling." This is unfortunately something that is not present enough yet, *"we try to voice and articulate it, of course companies and departments have their own goals etc. but we would like that this got pulled to a higher level and compiled across departments."* In general, we have very loyal customers and the trust towards SAS as a provider, as we have continuous follow-up meetings, to ensure that the client is happy with the negotiated terms and our delivery. *"If needed we can adjust the terms over the course of the year."* We cannot avoid that the flyer also have a huge impact on what they want… *"even though I don't speak with the flyer directly, they do have their personal preferences"* whether that is determined by loyalty cards at the airlines or schedules that works best for particular needs or specific airports that we do or do not fly to etc. When it comes to these online booking tools, it is mostly the agents who facilitates the tool for the companies, but some corporate companies do invest in this online tool themselves, to be able to flexible in case of transitioning from one agent to another. Hence, it again has a high impact on transition costs for any corporate company to change agents given these online tools. In the future, we would like to have focus on the flyer and *"in every way become more personal and personalized. Both on the higher level when we talk negotiations and being able to customize in regard to additional services dependent on the routes"* in the PRE stages but also to be able to *"recognize the customer on the personal flyers preferences."* Further to be able to recognize our passenger through "corporate recognition" e.g. our frequent flyer programs, so that our corporate clients are recognized as frequent flyer "because the company who booked the ticket is such a valued client that we want to recognize the single flyer, regardless if that one flyer flies one time a year or 50 times a year." Loyalty goes both ways. We do not only show our appreciation for the single flyer but also on a corporate level. Today we have the risk of showing two flyers a different level of appreciation, *"because one might fly more often than the other, even though it has been the same client paying for the two flyers."* If we are able to succeed with this corporate recognition, so that all employees within a client company are treated equally due to the loyalty level of the client, so that the employee who travel once a year experiences the same sets of benefits because of the corporate recognition. That again will loop back to procurement at the client company because the flyer shows the appreciation internally in the client company. Travelling for business is *"such a sensitive subject. Because the flyer wants to decide for themselves."* Not only for the clients to cooperate better across departments but also for us as a provider to *"ensure that there something in it for* *the single flyer.*" When it comes to sustainability, SAS has a corporate sustainability program – and that can again be negotiated in different terms. *"What we offer corporate clients is that they can buy biofuel and that can again be negotiated in different terms. Dependent either on a yearly basis or route specific etc."* What we then do to secure a good customer journey for our clients and their flyers is that we have *"three-part meetings with the agent, the client and ourselves"* to follow up and see how the negotiated terms are, "what we then call SBV; sale ability, buy ability and visibility", available on all levels.

Credit card companies are also a part of this supply chain, because the *"buyer and flyer should experience as seamless a process as possible"* and then at the end not sit with the economic aftermath and cleanup. But that needs to *"be matched organizational wise at all levels"* so that credit card companies can send the bills to the respective responsible parties. It is another *"touchpoint which again should be as seamless as possible for the buyer and flyer."*

What further could be interesting to find out is if our NDC is applicable in other industries as well and maybe just goes under a different name.

<u>Morten Mortensen: might want to be confidential – as long has he is not quoted in check-in, børsen etc.</u>

As a commercial responsible for the airlines in CPH the problems are at a top priority right now, that we and our airlines at the end of this pandemic are coming safe out on the other side. *"That we can reduce our expenses, postpone investments as cash is king right now"* and without that a business is not going to survive. Further, the priority is to *"secure the employees that we have, that we do not have to lay someone off. On the broader spectra my first priority not the traffic and the business right now, because right now it is catastrophic anyway and we are running on a 1-2% of what our normal departing passenger load is. Then we have 2-4 arriving passengers and I think that we will go down to 1% departing"* as more and more routes are closing. *"My focus right now is to help with that the entire ecosystem is surviving. Securing our airlines are surviving to the extent that we can help with and further parties in our ecosystem is surviving, that is everything from ground handling to catering etc. … so that as many of us as possible comes through this without going into bankruptcy."* We try to minimize the costs for the airline companies as well as much as possible for the expenses that we can regulate on, *"e.g. we will not charge the airlines for parked flights for the ones who have base here in Copenhagen"* in order to meet the airlines where we can. *"The first priority is trying to help the industry survive."*

We have separated into what is commercial and what is operational, so that *"my primary role is to do everything my power for the existing customers (airlines) that we have at CPH today to maintain a route network and at the same time increase this network of routes."* This is done through *"collaboration with the existing airlines on new routes and existing routes with higher load factor and then further to work with airline companies who is not a customer base yet and work on routes that are not offered yet."* All in all, to increase the attractiveness of having airlines routes going in and out of Copenhagen. Attractiveness in the sense of load factor and yield dependent on the load factor.

"Legacy companies such as SAS who focuses on a combination of the load factor and yield for a given seat, whereas companies such as Ryanair first and foremost focuses on load factor and then their operational costs are so low that they know that they will get a reasonable yield as well. For both airlines the same requirements of load factor and yield needs to be reachable" for them to have an attractive route.

"In collaboration with different ministries in Denmark," I have created a list of routes *"where we in cooperation discuss what would be interesting for Denmark, when it comes to attracting routes."* It is interesting and rewarding to be a part of these discussions, due to the inputs coming from politicians *"e.g. saying that it could be super interesting to have a route to Rio"* but then being able to make the calculations in that forum and explaining *"that we need to have a load factor and yield that needs to be met for this to be profitable."* Due to the fact that we are a regulated airport that has a tariff agreement that runs over a certain amount of years, these tariffs need to be negotiated. They are usually negotiated across the airlines but if that agreement is not reached amongst the airlines and the airport then the Danish transport authority has the conclusive vote. When it comes to commercial and operational departments, then the ground handling agencies goes under the operational responsibility, where it previously was under the commercial responsibility

as well. The change of responsibility however *"does not change the fact that I have an interest in the ground handling agencies still, because of the simple reason, that the airlines and the airport would not function without the handling agents. But again, there is no direct commercial agreement or relation between the airport and the ground handlers. Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well."*

When it comes to existing relationships between airlines and handlers, we actually do not intervene at all, as the relationship and the operational impacts are handled so closely amongst themselves. *"When airlines are changing handlers, we might sometimes"* stand on the sideline *"with a challenge when it comes to allocation of check-in parking of flights etc. I then give my input, but it is handled and responsible owned by the operations department."* When we then talk new companies (airlines) then *"we have something that we call CPH delivery model, that guides new airlines for the airport."* We then only function as the impartial information into Danish standards and operations based upon quantitative data.

Primary competitors are Arlanda and Oslo, due to the fact that they are large bases for Norwegian and SAS and on that note *"it is delight to see that SAS is getting more threshold in CPH, due to our very good operations"* and further examples such as a lower 'flight shame' compared to Sweden. In general, *"even though our hourly rates are higher in Denmark compared to the Nordics, then there is a larger set of social responsibility taxes in the other countries"* that makes CPH equally competitive price wise to ARN and OSL. There is a lot of history with SAS and CPH Airport hence, there is a lot of traffic still feeding of that history. 80% of our traffic is European so when it comes to that our transfer traffic is very low but *"we are building up a good long-haul network were the feed from the smaller European destinations are transferring through CPH."*

Securing customer journeys across parties such as *"ministries, tourism organizations and founds etc. are done more in a supplier function where they support e.g. when opening new routes when they do campaign etc. Further we try to make it attractive through… previously it was more relational based selling strategies, whereas we today work more on a data-based model… We developed a model, which through macro and micro economic data, ranks new potential destinations… The amount of data we have access to is incredible and that is possible because the ticketing suppliers, such as Amadeus, are selling their data. But what we do not have data on is the yield. So, we try to calculate through all these data inputs"* what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don't lose income or yield somewhere else. *"Then, based on these calculations, we actually have conversations with the airlines in order to see if it can be profitable for the existing customers (airlines). As we do not have any interest in having too many frequencies,"* of half full flights as the yield needs to be profitable and make sense. We even sometimes through the data *"go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines. In that sense, we are lifting the burden for many of our customers by doing the analysis"* that we do.

Depending on the size of the company and what recourses they have when it comes to analyzing new routes etc., we either do it for them or use it as sparring amongst our customers. *"E.g. we have come way closer in our relationship with SAS through"* this sparring of analysis. So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers. We also participate in conferences where we kind of *"speed date new potential costumers"* to come to Copenhagen and *"usually the long-haul customers take way more time to negotiate and convince to start flying to Copenhagen. E.g. it took us 9 years to convince Air India"* to open their Delhi route. Meaning the buying process are far longer and way more resource draining. Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth. While we still are *"making detailed business cases to establish the relation between businesses interest in cargo routes etc. … so we try to lift the job on every aspect that we possibly can."* On short-haul routes it is a bit different, there it is primarily our long time established carriers who have a say and try to figure out what routes are interesting in regards to feeding of our long-haul destinations and further how to generate cheap weekend possibilities at new destinations within Europe, *"and there it's mostly eastern Europe where the network are developing right now."*

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties. Then there is a *"definite larger sale effort when it comes to long-haul operations compared to short haul. Because, it simply just is longer processes and the parties that we work with on short haul typical are existing customers. It is a larger investment when it comes to new clients and it's a typical range of 3-4 year"* DURING-stage activities *"before there is any breakeven."* There is though still an overall cultural difference when we talk airlines across the world.

We have *"incentive modules that we are very transparent about and therefore also are presented on online. When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive*" etc. Where the latter has *"quite high incentive percentage, as we rather would grow with our existing customers"* than generating new customers all the time.

What we need to have focus on when we talk customer journeys on the B2B market, is *"first and foremost a service or product that is relevant for both parties, so what we do needs to be essential for the customer and the supplier itself."* Further when we talk about being essential across both parties *"when it comes to the long run"* it is also important that the parties align on a strategical level. *"E.g. it is essential for me that SAS has growth in passenger, it is essential for SAS that we have an airport with enough capacity"* so it becomes more of an ecosystem mindset. *"In a lengthy customer supplier relation there will be some sort of value chain alignment. Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department."* Having a holistic viewpoint to the value chain is key. *"If we can earn more, while they save more then it's a win-win… So, having the mindset that it needs to benefit the customer in the total cost spectra, then it will benefit us too. I have a huge respect for the LCC's (low cost carriers) because, that is what they excel in*" they have a clear overview of the total costs and know how to navigate that in a balance with their customers. *"The balance of how my costs are structured and have the overall look of how our total costs are spread throughout the supply chain"* is key. To sum it up, the key competencies for businesses are to *"understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them."* Being cost effective while, creating the value for the customer. Ensuring a great customer journey across parties within a B2B market is still having the end-consumer in mind. Regardless of what kind of link and role a company plays in the value-chain there is always an end-consumer. *"So, we all need to put ourselves in the customers place and what is essential for the passenger."* Again, defining our customer, understand them and their needs in order to be *"cost-efficient. There is no need to clean an aircraft more than the customer cares about. We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain."*

Jonna Søe Andersen – ISS Denmark "We create service experiences, which support your business"

"The value proposition for ISS is that through service performance we support our clients in their purpose, and we do that through empowerment. So, our value proposition is very clear, that everything we do is done with a purpose of supporting our client's purpose. Further we are a very decentralized company, hence our empowerment is an important factor. As we are a big company with over 7.000 employees there can be quite far in the sense of management," so it is important for us to create the sense of 'management with responsibility'. On that note, *"we focus a lot on our people and Human Resources in that sense and management in general as the employees are our product."* … *"We put a lot of effort into the fact that our employees understand what the important things are for the customer. So, that we not just deliver a service but, that our employees deliver a service, which makes sense in compliance with the customers mission"*

Sometimes that is a hard task to manage, but *"we have a service education with a human touch. E.g. are you cleaning in a hospital, then you are not just cleaning, but you are ensuring that the patients are getting healthy again, faster. Through that, we try to give purpose to the single employee"* so that they understand the greater impact their job has to the company and the customer without necessarily understanding the greater strategical work behind. A good example *"is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us"* and how do we manage the different tasks the best way possible. On the other hand, we have our public customers who by law needs to go into tender rounds, which then requires us to propose a delivery based upon their tender. Hence, the loyalty doesn't lie and rely upon the fact that we negotiate a contract once, but the fact that we continuously renegotiate when the agreed contracts are ending. *"It can also occur that the private sector goes into tender rounds, but with the public sector it is just a requirement by law"* which needs to be met. *"It can certainly also be in the public sector and a customer we've had for years who just wants to see what the market has to offer."* For the customers that goes into loop when it comes to the customer journey then *"it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies. With that said, we are a center of excellence where we also advice our operation to continuously deliver a better service, so that it's not just a service delivery but an experience… so it is a very close collaboration amongst those three departments to ensure"* a great experience at each stage. We have defined a customer experience journey *"as a sense of how we in the day-to-day operation can ensure some of the greater experiences for the customer and their employees. In a practical matter, we've mapped out where is it on a daily basis that our employees meet the customers employees, or the users, as we differentiate between the customer and the actual user, where the user is the customers employee and those are actually the ones that we need to satisfy even though the contract is made with the corporation as the customer."* As our contracts are usually bound by some sort of user satisfaction, *"we then organize our services, deliveries and experiences accordingly. In the sense that we organize our touchpoints according to the customers users, being the employees and the customers customer."* Depending on the touchpoints we then work thoroughly with *"how we can create a good experience around that touchpoint. On a day-to-day basis we have then also structured and mapped the journey for the single user and mapped from arriving at the office to leaving the office, what kinds of touchpoints are our user going through and how can we make the daily experience better for that user. So, we are actually bundling our services"* within these touchpoints. It very much revolves around the fact the we focus on the user and thereby are very user oriented. When it comes to the control of these touchpoints, all of the touchpoints that our user meets are controlled by us, therefore, furtherly *"it is very important that our employees understand what is important for the customer. Given that focus, we are then in general working a lot with, training within the different touchpoint, so that the single employee understands specifically what is important for our user at this point. So, in that sense, our services and our performance can indeed be very differentiated. Through our services we want to understand on the single touchpoint what is important for the user at that touchpoint how are we making the work environment attractive at all points and then further also helping our customers retaining their employees. Again, we through our work makes it attractive for an employee to work for our customers and we then thereby are supporting our customers in being an attractive workspace,"* whether it be defined through social responsibility and sustainability etc.

We consider our users as important as our employees, because without sense of belonging and cohesion, we will not live up to our vision and the expectations from our clients. E.g. with our great clients *"we make a joint value proposition, in the sense that what is the vision for the client and then how do we support that in the best possible way."* On the other hand, it is also very dependent on the customer and their needs, e.g. *"if we have a smaller client who is perfectly fine with us, just cleaning"* and that fulfills their need, then just do that. With that said, we define our customers very thoroughly and are very accurate when it comes to defining their needs etc. *"We further then also segment our customers, e.g. banking is one segment because their needs usually are very similar, so that we also utilize our economy of scale. Another segment is, e.g. our public sector where they then have different needs when it comes to punctuality and documentation."* What we then do to further unite and streamline our services are *"regardless of which position your joining our company at, whether it be as for cleaning or as a manager, everyone needs to go through the same service training"* and same onboarding when it comes to our core services. *"The service is steeped into our organization so from even from our recruiting stages, we are very aware of the service-gen, because you can learn most things, but it is harder to learn the behavior."*

When it comes to services that we provide that again are dependent on another supplier, e.g. *"we have a service that we offer, which is handling of mail or service on elevators which are outsourced, but most of the services are we managing ourselves. But clearly, we are taking the responsibility of the overall delivery and therefore the touchpoint is again controlled and managed by us and we are the ones having the direct contact with the supplier. Again, that is embedded in the contracts that we have with our clients, as it is usually specified that the client does not want to feel that a service is* *outsourced. Sometimes it is even specified that we need to train our subcontracted suppliers in the same service training that we do with our own employees."*

SLA's are as a rule of thumb something that again *"is specified depended on the single client is, we have our own KPI's and standards for what we want to deliver, we want to be the consulting part with our clients and talk about what KPI's makes sense for the client."* When it comes to price of the specific service delivery and the negotiation upon price is very dominant, *"especially in the public sector, but I do see a tendency that quality in the public sector does have an impact"* and therefore there is a development focus wise towards the quality for money aspect of it. In general there is a focus on the price, also in the private sector, but again that is very much *"dependent on how well the businesses are doing, when they are doing well they are able to afford more and the other way given the situation today we need to be prepared for what comes after"* covid-19. The facility industry itself is very price dominant and therefore also very competitive, *"for us though, it is still important that our employees are under covenant (agreed by unions) etc. Which of course again costs on our part, if you want to be able to give a reasonable, pay and working conditions. We are quite ethical when it comes to how we treat our customers and are complying with all guidelines and legislations."* That of course has an impact on our capability to be price competitive but when it comes to that we just don't want to compromise on those levels and compromise our own ethical standards. In the PRE phase when it comes to sales on an economical level, we do look further into *"can we and do we want to be a part of this. Sometimes we then chose to say no thank you"* to a business opportunity.

The measures that we need to focus on in the future, in order to ensure the best customer journey, *"we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees."* Then further, on the environmental development of focus, we try to *"accommodate our clients in their goals to e.g. become more sustainable and greener, can we have cleaning products that are greener and is our supplies sustainable etc. So how we on every level e.g. can support a sustainable and green agenda."* Going a little bit back to doing what we are best at, *"we then have decided that we are not the ones who are going to invent the new deep plate, but we let other organizations be the innovative ones and then support them in their work, e.g. if our suppliers on cleaning products are trying to innovate their products and supply, then we collaborate with them in order to let them excel in what they are good at."* What we then do within e.g. *"our excellence center is to look inside our operation and see how we can do it smarter and better."* If we then find a need within our own processes *"we then go to our suppliers and business partners and collaborate on solutions"* that would fit the needs. We are also having a partnership with e.g. *"Syddansk University where we are a part of some pilot tests on innovative products and solutions where we then are the ones testing these. We also work a lot with data e.g. in sensors, the internet of thing, were everything is more data driven. We have our own system where we can see occupancy of meeting rooms and can work with the data through that system in order to see which meeting rooms are not used and what is the cause of that etc. Which then is the way that we work innovative,"* through data.

Customer journeys on the B2B marked have *"different decision criteria, a customer relationship is dictated more by the SLA's and the economy of what is offered. Also, different criteria's on how to work with a client."* But on the other hand, again, it is *"dependent on the client, as we also have clients where we in joint sessions sit down and discuss what is needed. Which is our dream scenario, that we are building the partnerships amongst ourselves and our clients."* Our newer agreements definitely focus on the partnership vested relationship, where the joint KPI's and vision are dominating. How we work together is important and there is a collective reward across the partnership where we *"in a reasonable manner are able to adjust the relationship continuously."*

"It is already defined" in the PRE stage *"how we work with this client and how we work together over time. At the same time, it is very dependent on the personal collaborator and through that quickly dependent on the relation we have with the client"* on the different levels. Regardless of we have a relation or not there needs to be an understanding that *"we need to want this together."* In the bigger sense, to not just see your supplier as a supplier but *"as a business partner. Output based … and have trust in each other, even though we don't know each other."* Which again, is all defined through the preliminary stages of the agreements, what does the client want, a supplier or a partner. The bigger clients are more partnership focused but, is also very hard.

Key competencies within the B2B market to ensure a competitive customer journey is *"completely dependent on the single company, but it requires trust. Clear agreements and trust are pivotal to how we work together on a day-to-day level"* because regardless of what we write into a contract the good relationship and partnership is determined through our day-to-day partnership.
Ensuring the partnership and great customer journey across parties is *"typical done through governance structure and peer-to-peer structure. So, we try to mirror the organizational structure the client has, in our organization. further with our suppliers, we try to make these back-to-back agreements, meaning, we look into the contract with our client"* and figure out what deliverables are needed and what do we need to *"set as requirements with our business partners. So that there is a red thread through it all."*

Simon Svegaard: Consultant within Customer Journeys
"The challenges" when talking B2B companies and how they use costumer journeys *"nowadays, is that many of them think in 'their' end-to-end customer journey and not the customers end-to-end journey. There is too much tunnel vision on the fact that companies only look upon their approach"* to the customer journey and not the customers. *"The companies are interested in 'their' products and 'their' viewpoints. You see it in so many aspects, when you sign up for newsletters from the company, it is a one-sided focus as they want something from you as a customer, but they don't tell you 'what is in it for me' as a customer. The very thought of the customer is often very narrow based on the company's needs and not the customers interest."*
"In my experience, regardless of B2B or B2C market, the customer in a very early stage, even before a business might be aware, then the customer makes some sort of considerations of what they want. What kind of service or what kind of product is it that we are interested in and why are we interested, what kind of providers are there on the market etc. and that is even before I as a supplier or partner gets involved. Again, based on my experience, that part of the customer journey the businesses do not really manage well" and maybe even especially on the B2B market. What has typically been the approach on the B2B market *"has been, this functional approach"* to the sales parameters. What we see way more on the B2C market is that the emotional approach of landing a customer is played way more than on the B2B market, but what I think is underrated, *"because the emotional factors are equally as present on the B2B market"*, we are just not that focused on them than we could be. There are so many parameters of an offering *"that is emotionally determined that you also need to consider"* in corporation with the customer, *"do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible. That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company"* when we do this. It means that we need to know our customer on a deeper level and not just offer a service but offer our value proposition based on their needs. An example of emotional parameters that goes into play is on the B2C market e.g. Coca Cola and their way of communication in regard to what they offer as an experience when you drink Coca Cola, the community you enter etc. Taken to the B2B market, what kind parameters has a say *"when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company. Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time,"* which are again parameters that aren't necessarily *"tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."* Being able to understand the customer's needs are *"sometimes something that the customer is willing to pay for because it has so much value for the customer,"* that you as a business might not consider at first. Taking covid-19 pandemic into consideration, shows that some companies are really good at managing the unexpected in this sense, that how do we as a company manage when the planned customer journey is disrupted. (LINK TO THE ARTICLE WRITTEN BY Martin Lindstrøm) E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc. So to think about what happens when the customer journey is disrupted, *"what do we do when a products is shipped and it is not the right product arriving or something is not right"* is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client. To also understand *"what kind of service is our customer demanding alongside the product we are offering"* and what do we

specifically do when our designed customer journey deviate. As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in that situation. In that sense, *"empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company's behalf. That touchpoint I generally feel that most companies does not capture that part of it."* The transition phase is also *"very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on. That phase in itself can provide great frustration and sometimes so big that the customer ends up leaving you again. Where the IT companies"* are the ones were the transition phase has proven to be unsuccessful at times. The common mistake I further see businesses making is that the evaluation process starts way too late *"the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider. Not being aware that the client's needs change and not caring about the agreed terms during the contractual period"* has been negatively conclusive for many companies. Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential. *"The risks when entering agreements"* on the B2B market are usually dependent at more *"levels and aspects therefore a greater risk is involved."* Given that, the PAST stage for sure starts way earlier on the B2B market. The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent. *"The expectations in the same sense, evolves as the delivery of service is done over time. Hence, the future expectations,"* are ever changing. Compared to the B2C market, *"when buying a Coca Cola, I do not expect Coca Cola to deliver something different or better the next time, I expect the same product and thereby a repeated experience, but that changes when we within the B2B market. On one side because of the personal interaction but also because the level of complexity is different. It requires that you as a B2B company maintain the relevance by the client. As the client's needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client"* throughout the journey then *"you lose the relevance and then the client will decline as the risk of staying is too high."*

Compared to the B2C market where the brand promise are the expectations, the expectations on the B2B market are higher and more complex. The interesting part is weather the direction that a company works in when it comes to vision and goals, does that need to comply on a greater level or not? It is hard to answer, *"but what makes it tough to create a vision or a goal is that if we need to be relevant at the same time, then we cannot be relevant for all. Hence, one needs to be aware of that"* … and in the same spectra figure out who we want to be relevant for and in that regard also cut some customers off. Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don't want to excel in.

The measure that needs to be taken into account in the future when talking customer journeys is split in *"two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard. It doesn't only come down to the one department working with customer journeys, just because one department are experts doesn't equal that an organization is geared to work accordingly. This is where change management comes into play, as we need to adapt our organization to live this customer journey. So, how do you make this simple and usable for the entire organization. The other point is that 'pain is good' which means that everything doesn't have to be equally good"* and therefore is it okay to say no and in that sense to say no to being a full service provider if that contradicts what you're good at as a company. IKEA is mentioned as an example. In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly. Hence, be better at saying no to customers and further *"understand that there are multiple stakeholders"* in a customer journey when we talk B2B cliental. In a larger sense, businesses and their employees need to understand their own needs and what needs is represented throughout the stakeholders. Understanding the bigger picture. *"The more complex an organization is the harder it is to understand, but again, no one said that it should be easy."*

Using the customer journey on the B2B market it is *"important to understand that it needs to take a point of departure in the customer and not the journey we as a company is a part of and we might just be a small part of that journey. It might not be possible to make it so generic that it would fit"* to the entire B2B market, *"but at least, there are some main headings that are represented. Such as,"* PRE, DURING and PAST stages. But, *"as soon as you get down to the lower layers it is very dependent on the organization but also further dependent on how mature the market is and where is it going. In a sense that, maturity plays a role when it comes to expectations, the maturity of a market is equally linked to the amount of expectations and knowledge there is amongst the parties in a market."*

What customer journeys does is to give a company a clearer idea of what the customer needs and thereby are able to deliver competitive solutions. The key competencies which is needed when it comes to applying customer journeys in the B2B market is then to be able to *"adjust our services so that we are meeting the customer's needs. Further, it is important to understand that the customer might be in a PRE stage evaluating the needs, before an organization even is aware of the potential customer."* Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments. The key competencies are in that sense, then *"to be able to translate the knowledge about the market to what kind of needs the customers have. That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs."*

Ensuring a great customer journey across parties could in my opinion be closely linked to *"when we talk about omni-channels. In the sense, regardless where our customer is interacting with us, then the customer should have the same experience."* Meaning, that you need to figure out what the need is regardless of which touchpoint the customer is at. How do we ensure that we get a seamless experience? Which then, is done through specific defined training and development of employees so that every case scenario is trained and prepared for. The important factor in all of this *"is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time."* Summed up, don't make the touchpoint irrelevant for the client in the sense that if the client doesn't get any value from meeting the touchpoint, then don't design it.

"There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn't work with it prior. Further one needs to continuously be ready for change because the customers change." The agility has a huge impact on the success. That is *"even the agility on the personal level."* The change management model ADKAR is mentioned as an important reference to being agile as a company. Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference. But it is important to understand that "it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is 'interested in me' and that product or service delivered should give me what I deserve." When the organizations in a holistic sense understands the customer that is when the job is done right. The ones understanding their own concept and therefore their customers as well.

<u>Samuel Højlund Rude:</u> Same department as Kasper Lahn Mathiesen – baggage operation of baggage Departing, arriving and transfer baggage. Who is actually our customers within the department their working in; is it the ground handler, is it the airlines, is it the passenger? When it comes to the bigger sense of it for Copenhagen Airport it is the passengers and the airlines as that is our source of income. But within my department, *"we've chosen to define our customer as the ground handlers. On a day-to-day level, the ground handlers are our most important parties and our customers in that sense. The contact usually goes through the ground handler, then sometimes there are single airlines here and there who then have a direct contact to us. But primarily it is the ground handler who represents the airline."* So, it is three-parted in the sense that *"the airlines are the airports customer and the airlines are the ground handlers customer and then we are ensuring the corporation amongst us*

(the airport) and the ground handlers to further ensure the operation across the companies." In that sense, the ground handler is stepping in the customers place *"meaning the ground handlers should be treated equally to a customer."* On a daily level, our customers *"(the passengers) are meeting the handlers in the check-in counters. So, in that sense what we deliver is an effective execution. Further meaning, we are never praised or noticed when it goes well"* and then further actively noticed and met as a touchpoint. So, in a larger sense *"on a daily level, we never actually meet our customers (being the passengers)."*

"The operational cooperation," first of all, *"has changed a lot over the years. In the sense that our finest purpose is to make it easy to be ground handler at CPH. In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."* This taken further onto the tactical and strategical level needs to be equally addressed. When it comes down to it, *"it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other's worlds. So, availability, trust, and transparency, is very important from my standpoint. So that we at all keep the bigger picture in mind. Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward."* In order for us as a company to succeed in the long run, we need to have our partners and parties that we cooperate with, with us at all levels. *"Regardless of the airlines talk to us or the ground handlers, it will pretty much be the same story they get told. It is the same narrative that we base our communication on."* Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and *"not just point fingers towards our cooperating parties"* but through transparency and this narrative, create some sort of *"an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."*

Previously our operation has worked based upon experience and how things are managed and done in other airports around the world, but not based upon an actual factual based number on what is needed. Hence, our operation has moved towards a more data focused output and that all airlines are treated equally and fair, based upon these factual numbers of capacity etc. *"This is an example on how we shape our cooperation with the airlines. Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency."*

The measures to ensure, the ideal world and the greatest customer journey for the clients *"are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders. It is important to articulate that the entire team who has the contact towards our partners and what the vision is when it comes to values and what key words, do we want to be associated with. The other thing is, invite our clients to a very open and honest feedback and be good at receiving constructive criticism. In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed."*

The airport in itself is quite unique in the sense of ecosystem and that ground handlers cannot chose another airport in that sense hence; the perspective is a bit different compared to the rest of the B2B market. Meaning there is a whole other aspect of choice when it comes to the buying process in the sense of *"tender rounds and a more complex process leading up to an actual contract and cooperation with a partner or client. The clear lines of responsibility, from a sales purpose moving on to an operational responsibility once a contract is negotiated,"* are in that sense far more well-defined through departments and roles in that sense. Hence, *"the airport differs slightly, but all in all there are different lines of expectations and understands the line of delivery in a higher sense, because the people at the other end is far more professional, than a consumer in the B2C market. You have a very high level of transparency due to the level of expertise in the B2B market"* and there is a clear understanding of where the parties are 'failing' when they are failing. *"Compared to you not having a professional client at the other end, then it would be far more difficult to understand"* where and who is responsible for a possible mistake.

The key competencies are in that sense, are very dependent on your value proposition, *"commodities are more dependent on effective sales departments and a more efficient way to control your expenses in order to deliver a*

competitive price for your client, compared to specialized" B2B value propositions *"then the knowledge within the specialized field and being able to compete on the quality is a key competence there."*
Ensuring a great interaction amongst parties to further secure a great customer journey is done through understanding of the customer journey in the bigger picture. Understanding that; *"the joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey. Only in that sense the single employee has the understanding of the value creation towards the end-consumer. Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey"* and understand that there in all supply chains are an end-consumer we need to have in mind.

Sanne Hildegard Banggaard:
As the theory grounded within customer journeys are based on bases that are B2C segmented, the research tries to explore whether the customer journey framework is applicable to the same extent on the B2B market or if there are any differences and if so, what they are. Based on the research area according to my experience, *"there is differences. There are clear similarities and synergies where a company should differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier. When it comes to suppliers it is not only on the B2B market e.g. we have customer journeys in the B2C market where our customers cross a bunch of different suppliers."*
Partially there is a *"higher standard when it comes to suppliers on the B2B market, but it depends a lot on target group."* In comparison, *"when we talk customers on the B2C market they are at a larger spam a homogeneous market, whereas the B2B market is significantly more a heterogeneous market. Meaning, the expectations and willingness to pay, as we are serving from a small scale of B2B customers, such as the local hairdresser, to a larger scale, such as Mærsk. An important factor to remember is that we cannot look at the B2B market as a homogeneous market. As the smaller B2B customers are far more similar to the private consumer in their entire pattern of behavior, expectations and service need and equally irrational"* in their decision. *"Whereas the larger clients are far more rational in their overall behavior and professional in their approach."*
When we do our research upon our customer segments, on the B2B market, *"we triangulate our research into the buyer, the user and the decision maker. Because all of these parts have a different perspective on what is delivered."* What I see other businesses do, in case they *"aren't so mature in the usage of customer journeys, they focus on the decision maker, because the process often to go through the Key Account manager and then the clients are recruited through the KAM and that's where you usually reach the decision maker. But the decision maker is often no the, the higher you get up and the larger the company you interact with, the one that sits with all the insight on usage."* The focus though in the research is enterprise B2B companies. On another note, *"it is the entrepreneurial segment which lacks focus and where we aren't targeting that segment efficiently. Because they are a business customer"* and are therefore under the same departmental responsibility and further *"create solutions that are targeted for the enterprise customer"* but the smaller business doesn't comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses. Hence, *"there are a lot of 'moment of truth' that are missed in the smaller companies' customer journeys."* So, when it comes to differentiating it is important to understand the difference in complexity on the B2B market and a further interesting field to dig deeper in *"would in my opinion be the entrepreneurial segment."*
Further the B2B enterprise segment differentiates from the rest of the B2B segment and the B2C segment when it comes to a *"higher possible income source, due to the size of the companies, and further they have a higher level of expectations, they are far more professional in their setup, hence it requires more to attend their needs, they become more critical, hence the cost of service is equally increased. Because they require more it will naturally cost more, and therefore we need to have the continuous inductive spiral of development. Their income at risk becomes more important and we, therefore accommodate them better and better."* Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that *"the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client. So, both income at risk and their expectations are differentiating factors. Further there is also a differentiating factor when it*

comes to organizational structure. Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored. When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver. Which is also a difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities." With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more "*tailored and the complexity of the product becomes higher."*

"In the private sector (B2C market), the brand and brand identity have a higher impact on the choice of supplier compared to the enterprise market where price and quality has a way higher impact on the choice of supplier. Not to forget that the relation also has an impact. Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher. Which again, only is applicable for the private sector. As the public sector" by law is required to go into tender rounds.

"There is also a slight difference when it comes to the stimuli" of the PRE phase compared to the B2C market. As the private single consumer usually wants one thing and expresses the importance in sustainability but then act according to price. Where on the B2B enterprise market, there is more a sense of *"no bullshit, because the one making the decision is not irrational or emotionally controlled in the same way. So, when they say that they focus on quality and price, then they've already done their due diligence. What you then need to meet the client upon is 'what you see is what you get' because it's easier for them to articulate what they want. Lastly, there is less social desirability bias on the B2B enterprise market."*

Going back to the relational part of the expectation of *"the perceived value, which becomes a proxy in the risk assessment"* when choosing a supplier in the future. Hence, the risk is lower, and a company becomes secure in their decision process, as *"it becomes more of a non-monetary parameter within the evaluation process."* Given the that the prior assumption is made, that within any evaluation process, the monetary, non-monetary and emotional parameters are part of the process.

Then *"some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,"* which then has an impact on their decision parameters. The overall consensus is that *"enterprise companies are very much aware of which parameters are important for them and why."* Whereas, as mentioned before, *"the private consumers say one thing and act differently."*

When touchpoints are outsourced, the control of the touchpoint and management always goes through YouSee themselves. Line of communication goes through YouSee and their subcontractors *"comes as representation for YouSee"* when interacting with the client. *"This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected."* Due to our long time history of the organization and the age of the company itself, it *"will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role"* when it comes to technical deliverance *"and therefore a presence in our customers experience and journey"*, hence the importance for them to understand their impact on the overall journey becomes critical. *"It is a new thing for them"*, having to be aware of that, *"when you talk about choosing a supplier. It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at. In order to get more coherent customer journeys."* We still see it in the way that we evaluate and measure our performance, because our delivered performance is getting evaluated over *"working days and not factual time or days, which in essence is the driving evaluating factor for a customer"* nowadays regardless if it is a B2B or a B2C customer. *"That is one of the parameters that we are changing and where we are putting a lot of emphasis on calculating on actual number of days"* where our customers deliverance is not optimal. Further we monetarize our suppliers not only through the SLA's but also through more qualitative *"surveys of the experienced delivery"* in order to have a close overview over our supplier's performance. The access to data, on our customers' needs and experiences are related to that also far more *"complex in comparison to the B2C market. As it is a far more regulated market when it comes to competition and access to data."* Going back to the size of our company, it sometimes *"can be* *equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers. I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier."* As our size and *"our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier"* and therefore it again, *"might be easier to influence a supplier to join our vision"* of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset. As the whole mindset around *"CX, customer loyalty and so forth are really good income and revenue generator, but on the long run. Expenses and sale are shortsighted income and revenue drivers."* Hence, for enterprise companies, the shortsighted vs. the long run goals becomes an issue. The important thing to understand is, *"if your primary strategical target point, is to prioritize the overall customer journey over economic impact, then the problems arise in the moment where the shortsighted goals of sale and costs take over and create a contradiction within the company… Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year. Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies. Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income."* Within enterprise companies, when being listed, *"there will always be investors who expects a return on their investment and therefore it depends in a large sense on the timeframe that the investors are setting for their return on investment."* With that being said, there is change happening and *"there is a change of focus. But that is mainly within younger companies, who started with a different perspective. They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in."* Linked to many of the evolving tech-companies who all *"started in the era of costumer centricity."*

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then *"some of the companies who have solved this well is Oticon and NNIT."* How they have solved this is then *"by shrinking the value chain. So even though the value chain goes across different suppliers, the guiding star, there's not a single one in doubt about, what you work for, what kind of value chain and what kind of customer experience you are a part of,"* the vision is the same. *"Their point of departure has been, that the ones being out there and delivering"* whatever service it might be, *"they are still people. They have made it personal in the sense that, what is it really we deliver what kind of job is it that we are"* a part of. It is *"not a question of the single component"* or technical part that we deliver, it *"is a question of whether Ms. Jensen can hear the doorbell or not."* They (Oticon and NNIT) have managed to make it very personal. Where it then also works best *"to have the consumer segment in sight, eventually. Even though we are a part of a bigger chain"* of B2B supply chain, *"eventually there is always an end-consumer"* and we need to have in sight, *"what is it this end-consumer needs help for or wants."* Hence, an understanding of one's own position in the bigger chain of value who eventually always ends at an end-consumer. *"The collected value creation, the bigger picture, the greater purpose, to make it aspirational. Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees."* The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Mette Krath:

"The end-to-end service or supply that we offer today in SAS is that we make a certain destination available in the reservation system." Given, that we talk within a B2B focus then *"there is automatically three parts who are involved when that service is offered. Those three parts are then, the enterprise (customer), the travel agency and then SAS. From my point of view the customer journey starts with the travel agency, where a reservation that suits the customer, is made, where we in SAS actually let go of the customer and the customer is through that process handled by the agent. Meaning, everything PRE travel is managed by the agent and we then meet the customer again in the airport."* The point of focus is then redirected to the client interaction per say and what phases they go through and how that is handled.

"When the corporate deal is made with a client, that's when we're very present. What kind of travel policy does the client want, what kind of prices do we negotiate. Once those agreements are made, then they're logged in the agent's system and we are at that point not managing" the touchpoints throughout the DURING phase. In that part, where the agent is in the primary control of the touchpoints of the DURING phase, is very industry specific. Because, *"the client actually doesn't meet an SAS controlled touchpoint until the passenger is onboard our aircraft. Given that all of the communication platforms are managed, owned and controlled by the travel agencies."* Throughout the DURING phase, *"which can be a two-year agreement, we then further meet the client in what we call quarterly meetings. Where we follow up in the larger aspects of the agreement, did the client get the prices agreed upon, does the product live up to their expectations, is there any feedback we need to take into consideration or reaction from the clients employees with SAS in general, have our traffic program been inadequate etc. I would then say dependent on the size of the client's company, we then have quarterly meetings or ever 6 months in order to follow up on the agreements and ensure that the value proposition lives up to their expectations"* … As it can *"occur that a client doesn't feel that they are getting the promised value and then we have to amend"* in order to reach that expectation. *"At some point the contract expires and then renegotiation happens and that is mainly the cycle"* of the journey. *"When it comes to enterprise clients our retention is really high. Our segmentation we've categorized as; large, extra-large and strategic. There the retention is almost at a 100%, but their need for airline tickets can vary a lot. In our smaller segments; small, medium companies, they shop to a larger extent."* The loyalty could then be argued to depend on the *"size of the enterprise and what travel pattern the enterprise has. E.g. due to our destinations it can be hard for us to land a client who has a large export market in south America and in that sense, we aren't relevant for them."*

When it comes to the buying process *"90% is price oriented and the last 10% is oriented towards the value proposition."*

In order to be competitive in the airline industry on the B2B market it is important to have a *"traffic program that is stable and a broad number of frequencies and then further attractive time slots. Then further when it comes to price, it is not necessarily important to be the cheapest but the difference in price towards other companies"* and the price competitiveness in general is important.

Generalizing the customer journey on the B2B enterprise market, in my opinion, *"it is important to have a customer journey that seems individualized or tailormade either on the individual level or the client level. But the art is as a supplier to deliver something, which to some extent is automated and a standard model but the receiving part (the client) experiences it as an individualized service."* Meaning, a core service from the firm's perspective, but from the client's perspective it is experienced as something unique. Regardless of industry *"I think that in the future it is going to be crucial to be able to keep your expenses down and create broad solutions but the experience of it"* is unique. The way to get there is by *"using the technology and data"* to become smarter. Further it is important to also be smart *"timewise. What a company offers should feel convenient and easy."* Give the customer the control back in the sense of *"e.g. self-service because the dependency on others"* nowadays is not attractive and consequently companies are willing to pay for *"independent solutions."*

Continuing in that mantra, *"I think it is important to make the solutions simpler, as the client doesn't have time for complex solutions."* Meaning making the solution user friendly regardless of the complexity of the solution behind it. *"Do not ask clients or require too much of them."* What companies then have to do in order to make the solutions simpler, is to become better *"at using the available data to generate the solutions instead of asking the clients whether they want to reply to a survey or not."* For the companies also *"to think about, what data is super relevant for us to know"* and therefore the client to enter, asking the questions *"is it important for us to know e.g. your client's birthday, and if not, then don't make it mandatory. Because the more time and effort it requires from a client the less willingness"* there will be to go through a process *"and the risk of the client opting out is higher."* In general, a lot of technical solutions to the data input. Simplify the single touchpoint and design the entire journey with as few as possible.

"In the perfect world, any company should be aware of the suppliers that a company enters an agreement with, that the price doesn't become a controlling factor. Being aware of price vs. quality, meaning having focus on what is important in the process" e.g. the service level rather than having a mere focus on the cheapest solution. Further it is important *"to have focus on the training and communication amongst our suppliers. Meaning how are our suppliers to*

know how to handle e.g. an SAS boarding" when they have not been trained properly. Further, *"it is important to treat the supplier in the same spirit"* as you would do with your own employees and create a partnership. *"Which again is hard, because much of what we do in SAS, is within our DNA, and training a third party and expect them to have the same DNA, as us, is unreasonable. Meaning changing supplier all the time might not be a great outcome either, because, when the supplier is so close to finally doing great, don't swap them with a new one and start over."* The problem then again goes back to client and their willingness to pay. *"The client does want to have the SAS experience from end-to-end, but they are not willing to pay accordingly and that is also applicable on the B2B market."*

Going back, onboarding and training is important, at all areas of the B2B enterprise market, *"because they don't have the same ownership and they don't have the same pride compared to"* touchpoints not being outsourced. When it comes to organizational culture and DNA, the match ability amongst clients and partners, *"I would say is mostly determined through a mutual respect towards each other."*

On a different note, what covid-19 really has shown and what *"reoccurs when SAS in other aspects have met misfortune is that our partners and clients show that they care through sympathy. We move closer together."* This is also where we are fortunate to operate in *"a culture, which is mutual embracive and therefore have an understanding"* that we can agree to disagree and still show mutual respect towards each other and create long lasting partnerships.

Appendix G – Semi Transcribed interviews

Semi-transcribed interviews; Derived quotes and themes

H.H.S.

PRE – difference in buying process depending on existing customers and new customers. Further there is a difference in the western market vs. the Asian market when it comes to renegotiations etc.

"Proud of our longtime close relationship and we would love to honor that relationship going forward" – when talking about Thai as a customer for SGH.

Regulatory effects on the market that is a part of the definition of buying processes now a days. *"There is something modern about going into tender rounds, to a minimum of three."* Further the buying processes as tender rounds are then monitored by an auditor who are present in the initial negotiation rounds.

"It is always easier to renegotiate with an existing client rather than new ones and that is applicable in all lines of industries."

Mouth-to-mouth and trade fairs – might be industry specific then – tender rounds are a common denominator across all experts so far.

"Customer loyalty loop is difficult through the regulated tender rounds," which the clients have to facilitate once a contractual agreement has ended. Tender rounds have *"within the last 5 years become more significant."*

DURING – 3 parts

"When it comes to the contractual part of it, then we have a KAM for every client"

"A touchpoint that is a bit more authority determined is our audit" – *"The frequency of these can variate"*

Long term goals or initiatives are then managed through, *"with the local management teams"* in a broader spectrum.

Then the day-to-day contact *"goes through our duty station manager or the local supervisors."*

The negotiation part usually goes through client's procurement departments but *"the relation that our KAM had with the department made the negotiation process easier."*

Stepping out of the tender round because *"those guys we do not want as clients, because they do not want to pay what it costs".*

The trend when it comes to buying rounds are moving towards *"price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher."*

AFTER – evaluation

"It is again through the KAM where the evaluation happens and where we try to find solutions to how to make it cheaper and how we can accommodate in a different manner."

Matching expectations – SLA's – *"SLA's are something hellish troublesome"* … "*they are difficult to interpret."* – KAM are taking care of SLA's

Rather KPI focus than SLA's

"I focus a lot on making it 'low-practical' as possible" – So make the SLA's fair and reasonable by talking in simple terms.

Deviation of the CJ and not having control over the different touchpoints is *"not applicable in the B2B market." "The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control."*

"The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments."

The two points of control (touchpoints), through the KAM and the Duty Station Manager, rather than one is chosen to *"To make the chain of command as short as possible."* Hence, we want to keep the control … *"and we have one that at the end of the line, has the authority to take the decisions needed, without too much bureaucracy."*

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele *"I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis."* Customer centricity is definitely something where the general understanding is that, as long as we stay customer centric then that is way more important than superficial client parties etc.

"It is also in the airports interest to gain new customers" Hence, the partnership and working towards a common goal is also a denominating factor.

L.K.

It is hard to classify the relevant touchpoints and which stages might be more important than the other, when you do not have a reference point. Hence, it is hard to generalize that in the B2B market. The usage of CJM through data and how that could be interesting to get live data on whether it is applicable for the company's customers or not. So, through the tool, being able to collect the data and conduct customer surveys through the Journey Tool. "*The idea with the workshops in regard to the Journey Tool is to figure out whether it makes sense to send out surveys through the tool after the ones customer journey has been mapped."* For some of the workshop attendants *"it was super hard to generate a customer journey as they didn't have a product on the market yet. So, everything was very hypothetical. For the ones who had a product launched it visualized a lot of issues they weren't aware of throughout their journey."* Right now, the depth of the tool is not aimed as far as the aim of the complexity of an enterprise corporation which the thesis is revolving around. *"The complexity is of the tool is not there yet, but it is something that I have been thinking about. So, I've developed the workspace, so that you open it up and have the overall journey and then you're able to click on the different touch points and then it opens up another journey."* Again, having the client focus and understanding that the customer journey goes beyond the firms control and for the company create the understanding and knowledge and then center that around how to run the Customer Journey overall will be a great capability for any company. So regardless of the touchpoint is within our control, have the understanding whether it is a critical point for the customer and invest the time into meeting the customer where the customer is at a critical moment of decision in the journey and through negotiation with partners secure the touchpoint and not give the customer a reason to opt out. That is exactly where the Journey Tool will benefit the enterprise companies and come into play and have a huge impact on future decisions on where a company should focus its recourses. The investors reaction to the Journey Tool, is that the *"data collection, actually occurs through live data. In the sense that the feedback option developed into the tool constantly will generate live data from the customers down to the difference on a daily basis whether one employee is performing to goals set etc. and then solve them based on that data."* In that same context, when we talk B2B enterprise companies, there are for sure employees in charge of continuous evaluation of a suppliers delivery etc. so to incorporate the tool on both sides and through that have a clear live dialogue (on a daily basis) on what goes well and what does not will be a tremendous benefit for both parties. Further also being able to access the tool for the implied parties within the company, so the employees linked to the different touchpoints can give the overall journey feedback through their touchpoint and on sight knowledge with the customers. Gather a company's communication lines through a tool would shorten the journey internally at least.

H.H.

Customer behavior as a focus point to look into, derived from survey. Digital tools. Focus on retention and the account management of clients.

Training of the supplier employees and onboarding, to secure a seamless CJ regardless of outsourced touchpoints. *"On the simple/easy end the solution is to offer training and education for our supplier's employees, to secure the same level of service."* … *"There is a huge gray area in between the lawfully agreed and the intentional agreed that makes it difficult in the 'real world' to accommodate and control the outsourced touchpoints."*

In general subcontractors usually try to take as little responsibility as possible, because the employees of these subcontractors/sub suppliers unfortunately get *"completely schizophrenic if they have to jump in and out and 'live' the different roles of brands"* etc.

Simplistic we can of course use the SLA's but when it comes down to it *"it is hard to define in a contract how an employee shall 'act and behave' towards our customer. Where the training is a really good idea."* Organizational and vision wise it would be *"ideal to find a good match"* in order to limit the amounts of 'role' that a company need to act upon. The more silo thinking the harder it is to streamline across the company. The whole consensus of it all *"circles back to how we are as a company"* and how our organization is structured in regard to "*practicalities, responsibilities and functions"*.

"The CJ mindset is a really good framework to understand how the customer acts, the difficult part is to comply with that mindset internally when it comes to build the organization around it." Further it is also difficult due the fact that *"customers have different customer journeys within the same organization."*

"The customer journey framework is a beacon of light it is something we can strive for … to avoid the most obvious mistakes." Again, *"the customer journey mindset, and framework is ambitious, but there is nothing wrong with being ambitious."*

McKinsey's loyalty loop basically 'says' *"do not give the customer a reason to opt out."* Which is also a good guidance, to *"continuously govern that we do not give our customers a reason to opt out."* So this is *"how it 'in real life' make sense to use these frameworks and tools… it should be a constant reminder to your organization and your employees not to deviate and make the huge mistakes and further as a reminder to constantly work on 'not' giving your customers a reason to opt out. It is more a tool for governance."*

So, where the companies within the B2B market does it well and succeeds with this usage of framework is when they *"are non-stationary. They do not put the CJF in the drawer and say 'well now we mapped the customers touchpoints'. It is the companies who constantly use the development of technology and it is also the ones who are capable of leaving technologies when they are no longer relevant. It is the ones who understands the nature in social media tools. The keyword again is, it is more of a monitoring tool than it is to reach a certain result with it."*

The b2b CX is nowadays a *"good representation of that the companies that are a part of this b2b market also entails employees of flesh and bone."* So, in contrary to the rational decision-making for most parts of the b2b market it is still the human touch and the fact that people who sits with the power to decide at the end, are *"also driven by emotions."* The intangible factors do have a say at the end, as *"they internally might appear more professional to a certain extend."* Or at the other end, that the employee *"might be afraid of making mistakes and in that sense resistant towards finding or trying new suppliers."* And further it can also have something to do with the *"relation you have to a supplier – relational selling – has an impact."* The psychological factor internally has a say when it comes to the decision-making process. On the next level is therefor, if we *"as a seller wants to understand the customer on a deeper level and how their incentive structures internally are in this buying organization"*. Then it gives us an idea of how we should approach this company. It doesn't necessarily mean that our organization needs to comply with our customers, but we need to understand how they make decisions and what their incentives and *"subtle mechanisms"* are. Conclusively; constantly remind yourself and the company to not work against the framework and further not give customers an incentive to opt out.

T.H.

Every contract is made 2-year, 3-year or no-end date contracts. Usually within the industry everyone works with a standard contract defined through IATA. For new clients after an assessment visit and tender round, then *"the actual contractual negotiation starts where the proposal is negotiated in every link etc. and further on price, price and price. Further insurance claims and SLA's are the next thing which is discussed the most."* A new trend arising amongst airline customers are the consequential cost where airlines tries to put the responsibility of e.g. EU compensations for delays onto the ground handler. These contractual *"negotiations can take between 1 month and go all the way up to a year"* of negotiations, making the PRE stage for customers significantly longer than on the B2C market.

"When the contract is signed and we go into operations or productions, then there are deliveries every single day and then the contact goes from the procurement departments in our client companies to their operational departments e.g. airport managers or area managers. From their point of view, then there is follow up on whether we're delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA."

Over time we have more touchpoints in the DURING stage compared to the PRE stage so *"the most important touchpoint or task is then the follow up on deliveries. To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors"*, to ensure their level of delivery and whether it lives up to the agreed terms in the contract. When our clients then have raising dissatisfying feedback on our subcontractors, then *"I have a close collaboration with our subcontractor to ensure that the end-user is satisfied with the changes."* Whenever we get complains, *"I evaluate these complaints"* and figure out whether it is enough to have a one-time conversation about this or *"if it needs more attention than that."* … "When is a mistake a mistake? In our mentality" the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client's needs in some cultures differs a lot. Within what we do *"we need to put on different hats"* and have clients with different sets of expectations hence, in some cases *"we need to set the aspirations higher"* and meet the client's expectations.

Back to the PRE stage when it comes to the pricing mechanism, *"is the marginal point of view or not"* when it comes to pricing. The pricing is set per departure hence, the price mechanism is based upon the booking factor on the flight. In the industry there is a general agreement that *"billing goes per call."* In reference to *"how it is now (covid-19), then as long as we are not handling flights"* and cannot bill, per handled flight, *"there is no income for us."*

A lot of companies have a policy saying *"every three years we need to set our contracts in tender"* regardless of the loyalty and satisfaction we have with a given supplier. With that said, there is still a personal reference, as *"some of our clients I have negotiated with for 15 years"* where there is a difference in the relation there is amongst us and where we're not discarded *"if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other"* compared to a company where we do not have that relation. *"Further, we also have clients who doesn't go into tender after e.g. 3 years, but they go out to make a price review, so that the tender round is avoided, and the contract could continue where the price is adapted to accommodate both parties."*

Retention of our clients is in general ensured by, *"two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations"* etc. More specifically we *"have our customer managers, who is the client's single point of contact, so the client always knows who to contact regardless of issue."* Further we, take action directly and come with *"corrective action plans and create focus upon the mistakes made, to ensure that they don't happen again."*

Defining the customer journey on a B2B level would be *"dependent from industry to industry"* where there are different tricks used in different industries to ensure customer loyalty. But still *"a lot of the same things, follow up on touchpoints"* along the journey and *"follow up on the contract. Are we delivering the things we promised? Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically. The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same"* it is the feedback whether we are living up to our deliverables and the agreed terms within the contract. The key competencies are then; *"continuously ensure a competitive price and again, deliver on the agreed terms and create a good relationship. I think the company that makes a contract and then doesn't open that until it is time for renegotiations"* they'll lose in the long run. *"It is essential that there is some sort of relation during the contract period."* In the most industries the needs are so changeable that *"there is some sort of contact encounter during the contract period"* where the contracts might be amended according to the changing needs etc.

Ensuring the good journey across parties are done through, *"communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge."*

J.S.D.

Introduction made upon the theme of the project and what cross-company customer journey entails. *"An attractive airport for the airline companies that we want to attract"* We need to generate a VP that the airlines cannot get other places and *"we focus a lot on service and efficiency."* Key competence for Copenhagen airport is their operations. Collaboration with other parties in Copenhagen e.g. Wonderful

Copenhagen. *"First we need to create the interest in coming to Copenhagen and then there is the continuous dialogue with the different customers and clientele."* When the customer is *"onboarded, then it's the operational department that secures that they fit into our daily rhythm and that requires a lot of coordination and planning according to our different operational departments and handling agents. And this is where it gets interesting when you talk cross-company journeys because there are so many parties involved in this (referencing to the operations). And this is what makes it super complex but at the same time super interesting to work with at the airport."*

What we then see that we succeed in, is to cooperate across these parties so well and that is not just us but also the parties that we work in cooperation with. *"There is an incredible will and spirit in Copenhagen Airport"* to cooperate and *"that is what we then benefit from because it makes it possible for us to then offer this great product"* where efficiency is a great part of the VP. In the sense of weather, a company seeks partnerships that comply with the visions and goals for one's company or if that emerges on its own is a great question and here it is clear that *"to the extent it is possible one looks for compatible partners, when it comes to technical and cultural background. But it is not the deciding factor and it probably never will be, as cost and quality come into play before that."* Weather it is the ecosystem of an airport or specifically just Copenhagen Airport who has this understanding of *"in order for me to succeed we all need to succeed."* In comparison to other industries *"I have been in shipping and logistics"* there is just something in this industry *"where parties stand closer together and a greater will to cooperate"*. After we changed owners and, in that regard also our strategy, we decided that we should be *"far more purpose driven, with focus on sustainability and the environment etc. but also far more focused on partnerships in regard to the will to cooperate and the spirit that surrounds that."* That is definitely a greater focus with this new strategy, and we are more flexible towards our partners in comparison to what we have been before. *"If we need to succeed in the future the cooperation is just one of the important parameters we need to focus on as the competition only gets tougher and tougher and in order to lift that task and win, then we need to do it together."*

In bigger companies it is required and a necessity that we have *"clear and definite interfaces and agreements (SLA's)."* Which also has something to do with that we such a regulated industry and we just cannot get around the fact that we need to be very clear on these agreements. The SLA's are basically just a means to the end within a regulated industry, but *"the culture and the approach is the deciding factor here."*

Timeliness is a key factor that we have s focus as an airport *"where most of it is data driven, because time is money nowadays. Not to point fingers at anyone but in order to optimize in everybody's interest."* When we then talk generally on the customer journey on a deeper level, then *"we focus on melting the physical and the digital journey together… Further to think way more digital and then shape the journey around that… the overall customer journey should get more seamless."* In the sense that the end-consumer (passenger) feels that the journey is effortless and less stressed. As it is important for us as an airport to *"take the stress factor out of e.g. the security process."* Further we are working on how we can push notifications to the customers as soon as they enter the airport, so again *"to think in the data and make it personalized and relevant for the single passenger."*

Definition on the B2B customer journey when we talk enterprise corporations then, *"there is no doubt about that it is driven by a certain amount of complexity and it is always harder when there are more than to parties involved"* (the company and the customer being the two parties) regardless of our customer relationship e.g. with SAS, there are so many parameters that comes into play. Going back, "*we cannot succeed in isolation, we need to bring in all the parties, conditions and parameters"* especially in regard to external influential parameters that has an impact on the journey. We are of course mapping our customer journeys and I'm sure Morten does so as well and maps out *"where are the points where the handlers have an impact and which measures and interactions that needs to be in place to secure an optimal B2B customer journey."* Key competencies that are required now and, in the future, to be competitive in an enterprise B2B market, *"are the insights into what directions the markets are moving."* Corona will for sure have an impact on how the markets are changing and how we need to focus in the future. *"The interaction and the cooperation will, in my opinion, for sure have changed, we will need to work far closer together than previously."* We need to move closer to each other as an industry if we shall land properly after this crisis. *"So, the strategical approach to how we collaborate and work together will be challenge in retrospect of this."* The competency to look forward and anticipate how the markets are changing and where the customers are going becomes more and more important in the future. *"Being close to the customer and understand what matters for them*" … the tactical part of it has always been important but that alone is not what companies are going to succeed with in the future. *"Approaching the partnerships is what will make companies succeed in the future."* How our different parties then interact with each other across the company and each other to secure a seamless and great customer journey is … *"if we need to succeed in a seamless and efficient customer journey across companies, who independently have their own corporate culture, data facilities, historical development etc. then we need to cooperate not only operational and tactical levels but also strategical."* As a company *"you need to move up in perspective and take some of these development processes across of these companies*" … so not only within the company create what in our opinion is the best customer journey, but *"invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future."*

K.L.M.

Baggage department with 3 main products; departure, arrival and transfer. In some cases, it's the same handler in both ends. Where we are the middleman is when handler changes from one product to another. Cooperation across the customer and client *"is determined mostly by SLA's. So, we only meddle in the sense where two handlers cannot live up the agreed terms amongst each other. Again, only in the scenarios where the handlers have an effect on each other's performances and quality of their product for the worse, then we meddle."*

The process of negotiations of who gets what etc. *"is reversed in the sense that the handlers aren't actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport. That we then chose to treat the handler as our customers is because the handlers function as the prolonged arm of the airline and it's the airlines that we have our contracts with."* The handlers are *"subcontractors in one sense or the other."*

Securing the standards and levels of quality that are in the hands of the subcontractors is done through; *"airline sales are negotiating the terms with the airlines, so those terms are sent to our department and we then make sure that these terms are met."* For some scenarios we also need to again, be the fair one and facilitate equal terms regardless if a handler says; *"Our airline is the most important and we want three sorting belts for our passengers."* That of course has some practical implications in the sense that we need to make the decisions *"based on what actually pays off."* Further, the choices of solutions that we have *"to meet the needs of the customer can change after the negotiations are done."*

In general, working across parties and subcontractors, a customer journey is defined *"very closely linked to the model shown (in the introductory survey) through stages such as, pre-sale, sale, execution, post-sale."* Due to the fact that I don't have any experience with the pre- and postal stages I only know what is done in the executional stage. So, within that stage, it is important to *"deliver the product/service as demanded, but also promised so that the customer feels that they get more than just negotiated… in the sense that the customer has the feeling of 'this is value for money' but at the same time we within our operations"* are smart when it comes to execution of this. Meaning, *"we do not necessarily spend 110kr to facilitate a 110kr product. Because it at the same time should be profitable for us as a company."* When it comes to key capabilities to ensure these things and at the same time be competitive in the market, it is important to *"engage in a dialogue with the customer and the corresponding parties"* at the other end of the value chain. *"Operations need to match the customers operations"* in relation to levels within the organization and lines of communication. *"Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn't just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective."*

J.K.F.

Interests that concerns this expert is creating a customer centric organization. *"Understand how you make the customer need, visible and relevant for the operational employees."* Even when we talk our very technical departments and developers, *"how do you make the customers need relevant and visible*" even for them. Also, in relevance to how *"the customer needs changes all the time."*

Describing our *"existing portfolio of products and services is, technical deliveries, that secures the backend of payments. The payments that the end-consumer doesn't even know exists. It is a piece of engineering art, very far from the end-consumers' needs to a customer who doesn't necessarily know what they need."* It is very inside-out, built on … card … flix…?
Our customers have *"one primary touchpoint through the KAM and then we have operational touchpoint when technical issues occur etc. and a billing touchpoint and then manual or digital touchpoints where the client then can amend their service offerings."* When it comes to outsourced services it is *"primarily our IT development that is outsourced and that again is controlled though us."*

Describing the segmented clients *"is overall separated into three categories; the state, banks and financial institutions, merchants both smaller and big ones and further can these merchants be online and physical."* Depending on the segments that our customers classify into, the contractual agreements and timespan of these differ a lot. For our *"state clients the contracts usually span over 8-10 years, for our banks is it usually 4-year contracts"* and for both of these segments you go into tender rounds when the contracts need to be renegotiated. The last segment because they are so diverse, they usually go as a subscription-based model for a period of time. *"Price definitely has an overall denominating factor"* in the first two segments, *"when it comes to the PRE stages and the buying experience of these clients."*

In the effort of making the organization more customer centric, we *"research the market and the market trends but we also test the user friendliness of our products and services. To obtain customer knowledge, both quantitative and qualitative and secure the right dialogues, is another part of it."* Meaning research is one part of it and secure the right dialogue with the customer is another aspect of it. "*Then we have a whole design team"* sitting on the digital platform and *"analyzing through this data to create a customer centric design and platform"*, which is then the third part of it. Lastly, we have the fourth and maybe the most influential part, that we are *"making an agile transformation to the organization. Which is also seen in other industries. This agile transformation is then based upon the customer insight."* Not necessarily what the customer wants but what they need is prioritized through this insight, which are determined through different methods such as *"qualitative and quantitative research where we e.g. evaluate on different scores that our call centers typically, user tests on products and services and that can then again be through observational test and interviews."*

At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into. Whit that said, we then of course still have an interest in finding new ways to earn money and with that trying to generate new income sources. In the sense that our KAM then have the insight into what our customers want, as an example, *"with our banks we then facilitate these co-creation session where service design as an operational tool are done as a preliminary stage and then we create a solution, which we then again is tested by the user."*

Customer journeys on an enterprise level in the B2B market, *"in order for it not to become to conceptual, is a series of experiences that the customers are demanding and is getting through the demand, in their lifecycle"* whether they want to become a customer or not, from interest until they end their customer journey. *"And then there can be some who opts out"* throughout this journey, *"which then will be defined through a series of touchpoints."* What would be significantly different from the B2C market is that the experience with us, in the development phase and onboarding *"is exceptional complex, which it probably will be for a lot more in the B2B market than the B2C market. The buying experience is characterized by more rational and the human based interactions,"* when it comes to negotiations. *"We have a significantly lower turnover than you would have in the B2C market."* Rational is then understood in the sense that, for these preliminary stages, companies usually *"invites the procurement department in to evaluate and structured go through"* the negotiation process. So, when we then talk human-based interactions, *"it is more the trust built amongst parties"* than the personal relationships made.

The key capabilities that companies then should have on an enterprise B2B level is then dependent on the industry. The industry is in this sense a bigger differentiator than the difference between B2B and B2C. in our industry, is innovation a key capability that is important, in the sense of *"understanding the customers user. We have customers who also struggles in understanding their own customers, so when we can help with that, then that is clearly one of the key parameters"* … *"Further, we are an industry where the prices are dropping so economies of scale are also important in this industry."*

Securing a great customer journey across companies, suppliers and customer *"is very much dependent on what kind of supplier we are talking about. From our point of view, it is very important to continuously push on the prices from our point of view… at the same time we try to create a cooperation that is closer than it is. In the sense that, we need to be more flexible and more agile when it comes to our terms and conditions. What we sometimes need from our suppliers is something that only 1500 people are capable of doing in the world, hence it requires that there is a close collaboration and understanding for our needs. There is definitely a trend of or a need of closer collaboration in the sense that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important."*

Further when we talk about the industry specificness of customer journeys on the B2B market, "*we also need to recognize that maturity has a say when it comes to innovation within the technical parameters."* The markets just think that the manual way is still the way to go, but when it comes down to it, it is still the end-consumer equal to the B2C market who works with these tools and they want equally smart tools when they work as they want at home. The tough thing is just to implement the innovation in larger enterprise corporation which at the end will have a difficulty in being as agile as the B2C brand oriented market.

S.R.M.

When it comes to defining the customer journey from the perspective of the position and company it is hard to 'define' a customer journey from her perspective. The customer journey and their end-to-end service delivery *"is a million services. So, when it comes to end-to-end service delivery, I cannot answer that question. We deliver a piece of infrastructure."* Further the touchpoints that the customers (in this sense the airlines) and partner companies meet throughout the journey, which of these are in the airports control? *"We have hundreds of millions of touchpoints, so I cannot define that, so it depends on the organizational level talked about."* If we were to talk at all levels, our touchpoints are endless, so it is hard to describe and define when the range is not set. *"The touchpoints are looked upon both at the strategical, tactical and operational level of the organization."* When primarily talking on a strategical level, from a customer's perspective, the important parameters are to *"work with CJ in a low-practical sense… we have mapped the CJ's with different types of airlines, where SAS is a network base carrier, to ensure the right stakeholder management with e.g. SAS. We have regular meetings to ensure that the right things are taken care of, because that is important to deal with. So, we are very low-practical when we look at it* (it being customer journeys). *When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them* (SAS), *what is important for their back-office and what can we deliver… so in that sense, that is how we've been working with it* (it being the CJM)*."* When it comes down to the meeting with our clients and how we deliver our services throughout the journey *"we don't sit with clients and talk customer journeys with them. Because this is defined through SLA's what we should deliver, but the form of how it is delivered is what matters."* When we mapped the journey, we then *"interviewed our clients and got an insight into what is their emotional experience with some of the things we deliver and the interactions we have. But that is not something that we then discuss with them, that is only something we use internally."* When it comes to being aligned on the customer journey throughout time *"we've mapped these journeys once and then we have customer satisfaction surveys ongoing."* What we renegotiate with our clients about is our tax agreements and is in that sense, where the journey goes back into a negotiation phase. These customer satisfaction surveys have been amended over time and nowadays *"we do not do as often as before, because some of the answers weren't credible in comparison to the departments of operations we deliver to."* Meaning, the answers the customers (airlines came with) didn't match the operations departments we delivered to and we then stopped conducting the surveys that often so, *"we work with it in a different way now."*

When it comes to capabilities within the B2B market, the ones important in order to secure a great customer journey is industry specific. *"There is not two B2B companies who are alike"* so, what capabilities one needs depends on who you are, what you do and what it is needed for. *"There is also a million ways to use customer journeys… so it really depends on the purpose. So, there is no answer to the question"* of what capabilities are required for companies within the B2B Enterprise market to generate a successful costumer journey. So, if we were to generate something, we need to generate it through the companies *"which purposes are alike. What you need to do is dependent on what you need it for. But that again is also applicable for B2C, the method depends on what you want to get out of it."* When it comes to the phases that in general are defined through the customer journey *"I do not think at all that those phases are defined differently in the aspect of time in comparison to the B2C market. It doesn't need to be more complex. In the sense, there are B2B companies who have one contact throughout a year, so in that sense it is not very complex."*
The key competencies that are important when you work with customer journeys and need to be competitive on the B2B market – *"the premises of the question is again impossible, are you sure that you understand what you mean, because I do not"* – so, again *"it is dependent on the type of company and what the purpose of that company is. One is not competitive because you are utilizing customer journeys, customer journeys are giving you an insight into the customers experience and can then give you the information you need in order to design the journey you want to deliver."* So, where the key competencies *"are not lying within the company. Competencies are something people can have. It is something that the employees have, you cannot say that the company has any competencies. E.g. if an airline is having trouble with an engine starting then it doesn't matter whether having a pilot or not, then you need other employees first. Therefore, it depends where the company is and where they have their struggles. I cannot answer upon the question of what key competencies a company should have if I don't know their challenges are."* – counter question is then asked to the interviewer in order to establish an understanding of what is wanted out of the question, the answer given is then not competencies according to the interviewee and further counterargued to the sense of what a company should focus on in order to secure their customers interest in the future – *"we need to deliver an infrastructure that works."* (the question asked is very unspecific). So how it is ensured that this infrastructure is working optimal is defined through *"someone who paints the platforms, it needs security workers who makes sure that we are complying with the rules, then we need to secure that the operations are effective for the parties we have, I could answer in three days on that question."* … *"When it comes to ensure an efficient operation, then we have co-operational meetings with the handlers, that by principle doesn't have much to do with the airlines, but when it comes to SAS then we listen quite much, but then at the same time we are not allowed to discriminate, so it is a question of balance to ensure that all the handlers have the experience that the collaboration with CPH happens on a fair basis. In that sense, we have a very close cooperation with the handlers"* … *"On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal."* Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

J.L.

The only thing that I negotiate at this point in time is a discount… NDC (new distribution capabilities). Development of distribution channels towards distribution capabilities? *"New way to send data and a new way to negotiate"* personalized offers for the corporate customers in a greater sense. Meaning, now the only way to negotiate and offer is through discounting for the products we have, but with the NDC we will be able to personize the products to the customers in such a way that we depending on their needs are able to personalize their needs according to routes. E.g. a customer might have a lot of business in both ARN and CDG and in ARN they then need fast track access without necessarily the full product of a plus ticket and for CDG the customer then needs a meal on their go-tickets etc. *"It is done to accommodate the specific need of the customer and not just a nice discount on the price…There are so many possibilities in NDC, due to the ability of recognizing our customers in a whole new way and on a whole new level."* There are many ways to interpret how an NDC should be implemented, and SAS has chosen an IT provider to create this system, so when defining how this data within the system shall be used can again differ from company to company. *"So, if it is a jungle today to negotiate and calculate prices it most definitely will become more* *complex in the future."* As our corporate customers usually, in a practical sense and on a day to day basis, go through an agent, the agents then equally need to match what the airlines develop. Within the airline industry the agents are the prolonged arm for the corporate clients that they have to go through in order to reach the product they negotiated with a specific airline. Online booking tools are then a complimentary touchpoint to the agent where more and more corporate clients are moving in a direction where they want their employees to buy through this online tool, which then has a lot of advantages for the client as they can control their corporate travel policies through this tool. *"An outcome of this online booking tool is then the visual guilt when the employee is booking a business ticket over an economy ticket, which again is not as present when the agent is the one booking a business rather than an economy ticket. The employee disclaims the responsibility of what kind of ticket was booked."* The online tool is then another link or partner to the distribution of this negotiated ticket that the clients then have. *"I have a big task to succeed in"* when it comes to manage 'un-controlled' touchpoints *"in corporation with the client to look in these online tools and see if the negotiated price is available."* When talking about corporate customers there is a difference in 'buyer' and 'flyer', so there is an issue arising *"when the procurement department, who I only meet, are focused more on internal KPI's regarding price reduction and travel policy, which only allows economy tickets, rather than looking at the total travel costs."* In comparison to the negotiated price here and now flight price. When we then move further on in the journey of the customers 'flyer' to the *"finance department where the settlement of the total travel costs come into play, such as meal costs, amendment fees due to prolonged meetings etc. that the final costs might have been more costly. Hence, even cheaper in the total costs to buy a flexible plus ticket including meals rather than an economy ticket.* What I also think could be interesting if the HR departments where more active when it comes to the corporate travel policy, because it further could be an incentive when hiring and retaining employees that, when you work for us, we care for you while travelling." This is unfortunately something that is not present enough yet, *"we try to voice and articulate it, of course companies and departments have their own goals etc. but we would like that this got pulled to a higher level and compiled across departments."* In general, we have very loyal customers and the trust towards SAS as a provider, as we have continuous follow-up meetings, to ensure that the client is happy with the negotiated terms and our delivery. *"If needed we can adjust the terms over the course of the year."* We cannot avoid that the flyer also have a huge impact on what they want… *"even though I don't speak with the flyer directly, they do have their personal preferences"* whether that is determined by loyalty cards at the airlines or schedules that works best for particular needs or specific airports that we do or do not fly to etc. When it comes to these online booking tools, it is mostly the agents who facilitates the tool for the companies, but some corporate companies do invest in this online tool themselves, to be able to flexible in case of transitioning from one agent to another. Hence, it again has a high impact on transition costs for any corporate company to change agents given these online tools. In the future, we would like to have focus on the flyer and *"in every way become more personal and personalized. Both on the higher level when we talk negotiations and being able to customize in regard to additional services dependent on the routes"* in the PRE stages but also to be able to *"recognize the customer on the personal flyers preferences."* Further to be able to recognize our passenger through "corporate recognition" e.g. our frequent flyer programs, so that our corporate clients are recognized as frequent flyer "because the company who booked the ticket is such a valued client that we want to recognize the single flyer, regardless if that one flyer flies one time a year or 50 times a year." Loyalty goes both ways. We do not only show our appreciation for the single flyer but also on a corporate level. Today we have the risk of showing two flyers a different level of appreciation, *"because one might fly more often than the other, even though it has been the same client paying for the two flyers."* If we are able to succeed with this corporate recognition, so that all employees within a client company are treated equally due to the loyalty level of the client, so that the employee who travel once a year experiences the same sets of benefits because of the corporate recognition. That again will loop back to procurement at the client company because the flyer shows the appreciation internally in the client company. Travelling for business is *"such a sensitive subject. Because the flyer wants to decide for themselves."* Not only for the clients to cooperate better across departments but also for us as a provider to *"ensure that there something in it for* *the single flyer.*" When it comes to sustainability, SAS has a corporate sustainability program – and that can again be negotiated in different terms. *"What we offer corporate clients is that they can buy biofuel and that can again be negotiated in different terms. Dependent either on a yearly basis or route specific etc."* What we then do to secure a good customer journey for our clients and their flyers is that we have *"three-part meetings with the agent, the client and ourselves"* to follow up and see how the negotiated terms are, *"what we then call SBV; sale ability, buy ability and visibility"*, available on all levels.

Credit card companies are also a part of this supply chain, because the *"buyer and flyer should experience as seamless a process as possible"* and then at the end not sit with the economic aftermath and cleanup. But that needs to *"be matched organizational wise at all levels"* so that credit card companies can send the bills to the respective responsible parties. It is another *"touchpoint which again should be as seamless as possible for the buyer and flyer."*

What further could be interesting to find out is if our NDC is applicable in other industries as well and maybe just goes under a different name.

M.M.

As a commercial responsible for the airlines in CPH the problems are at a top priority right now, that we and our airlines at the end of this pandemic are coming safe out on the other side. *"That we can reduce our expenses, postpone investments as cash is king right now"* and without that a business is not going to survive. Further, the priority is to *"secure the employees that we have, that we do not have to lay someone off. On the broader spectra my first priority not the traffic and the business right now, because right now it is catastrophic anyway and we are running on a 1-2% of what our normal departing passenger load is. Then we have 2-4 arriving passengers and I think that we will go down to 1% departing"* as more and more routes are closing. *"My focus right now is to help with that the entire ecosystem is surviving. Securing our airlines are surviving to the extent that we can help with and further parties in our ecosystem is surviving, that is everything from ground handling to catering etc. … so that as many of us as possible comes through this without going into bankruptcy."* We try to minimize the costs for the airline companies as well as much as possible for the expenses that we can regulate on, *"e.g. we will not charge the airlines for parked flights for the ones who have base here in Copenhagen"* in order to meet the airlines where we can. *"The first priority is trying to help the industry survive."*

We have separated into what is commercial and what is operational, so that *"my primary role is to do everything my power for the existing customers (airlines) that we have at CPH today to maintain a route network and at the same time increase this network of routes."* This is done through *"collaboration with the existing airlines on new routes and existing routes with higher load factor and then further to work with airline companies who is not a customer base yet and work on routes that are not offered yet."* All in all, to increase the attractiveness of having airlines routes going in and out of Copenhagen. Attractiveness in the sense of load factor and yield dependent on the load factor.

"Legacy companies such as SAS who focuses on a combination of the load factor and yield for a given seat, whereas companies such as Ryanair first and foremost focuses on load factor and then their operational costs are so low that they know that they will get a reasonable yield as well. For both airlines the same requirements of load factor and yield needs to be reachable" for them to have an attractive route.

"In collaboration with different ministries in Denmark," I have created a list of routes *"where we in cooperation discuss what would be interesting for Denmark, when it comes to attracting routes."* It is interesting and rewarding to be a part of these discussions, due to the inputs coming from politicians *"e.g. saying that it could be super interesting to have a route to Rio"* but then being able to make the calculations in that forum and explaining *"that we need to have a load factor and yield that needs to be met for this to be profitable."* Due to the fact that we are a regulated airport that has a tariff agreement that runs over a certain amount of years, these tariffs need to be negotiated. They are usually negotiated across the airlines but if that agreement is not reached amongst the airlines and the airport then the Danish transport authority has the conclusive vote. When it comes to commercial and operational departments, then the ground handling agencies goes under the operational responsibility, where it previously was under the commercial responsibility as well. The change of responsibility however *"does not change the fact that I have an interest in the ground*

handling agencies still, because of the simple reason, that the airlines and the airport would not function without the handling agents. But again, there is no direct commercial agreement or relation between the airport and the ground handlers. Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well."

When it comes to existing relationships between airlines and handlers, we actually do not intervene at all, as the relationship and the operational impacts are handled so closely amongst themselves. *"When airlines are changing handlers, we might sometimes"* stand on the sideline *"with a challenge when it comes to allocation of check-in parking of flights etc. I then give my input, but it is handled and responsible owned by the operations department."* When we then talk new companies (airlines) then *"we have something that we call CPH delivery model, that guides new airlines for the airport."* We then only function as the impartial information into Danish standards and operations based upon quantitative data.

Primary competitors are Arlanda and Oslo, due to the fact that they are large bases for Norwegian and SAS and on that note *"it is delight to see that SAS is getting more threshold in CPH, due to our very good operations"* and further examples such as a lower 'flight shame' compared to Sweden. In general, *"even though our hourly rates are higher in Denmark compared to the Nordics, then there is a larger set of social responsibility taxes in the other countries"* that makes CPH equally competitive price wise to ARN and OSL. There is a lot of history with SAS and CPH Airport hence, there is a lot of traffic still feeding of that history. 80% of our traffic is European so when it comes to that our transfer traffic is very low but *"we are building up a good long-haul network were the feed from the smaller European destinations are transferring through CPH."* Securing customer journeys across parties such as *"ministries, tourism organizations and founds etc. are done more in a supplier function where they support e.g. when opening new routes when they do campaign etc. Further we try to make it attractive through… previously it was more relational based selling strategies, whereas we today work more on a data-based model… We developed a model, which through macro and micro economic data, ranks new potential destinations… The amount of data we have access to is incredible and that is possible because the ticketing suppliers, such as Amadeus, are selling their data. But what we do not have data on is the yield. So, we try to calculate through all these data inputs"* what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don't lose income or yield somewhere else. *"Then, based on these calculations, we actually have conversations with the airlines in order to see if it can be profitable for the existing customers (airlines). As we do not have any interest in having too many frequencies,"* of half full flights as the yield needs to be profitable and make sense. We even sometimes through the data *"go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines. In that sense, we are lifting the burden for many of our customers by doing the analysis"* that we do.

Depending on the size of the company and what recourses they have when it comes to analyzing new routes etc., we either do it for them or use it as sparring amongst our customers. *"E.g. we have come way closer in our relationship with SAS through"* this sparring of analysis. So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers. We also participate in conferences where we kind of *"speed date new potential costumers"* to come to Copenhagen and *"usually the long-haul customers take way more time to negotiate and convince to start flying to Copenhagen. E.g. it took us 9 years to convince Air India"* to open their Delhi route. Meaning the buying process are far longer and way more resource draining. Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth. While we still are *"making detailed business cases to establish the relation between businesses interest in cargo routes etc. … so we try to lift the job on every aspect that we possibly can."* On short-haul routes it is a bit different, there it is primarily our long time established carriers who have a say and try to figure out what routes are interesting in regards to feeding of our long-haul destinations and further how to generate cheap weekend possibilities at new destinations within Europe, *"and there it's mostly eastern Europe where the network are developing right now."*

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties. Then there is a *"definite larger sale effort when it comes to long-haul operations compared to short haul. Because, it simply just is longer processes and the parties that we work with on short haul typical are existing customers. It is a larger investment when it comes to new clients and it's a typical range of 3-4 year"* DURING-stage activities *"before there is any breakeven."* There is though still an overall cultural difference when we talk airlines across the world.

We have *"incentive modules that we are very transparent about and therefore also are presented on online. When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive*" etc. Where the latter has *"quite high incentive percentage, as we rather would grow with our existing customers"* than generating new customers all the time.

What we need to have focus on when we talk customer journeys on the B2B market, is *"first and foremost a service or product that is relevant for both parties, so what we do needs to be essential for the customer and the supplier itself."* Further when we talk about being essential across both parties *"when it comes to the long run"* it is also important that the parties align on a strategical level. *"E.g. it is essential for me that SAS has growth in passenger, it is essential for SAS that we have an airport with enough capacity"* so it becomes more of an ecosystem mindset. *"In a lengthy customer supplier relation there will be some sort of value chain alignment. Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department."* Having a holistic viewpoint to the value chain is key. *"If we can earn more, while they save more then it's a win-win… So, having the mindset that it needs to benefit the customer in the total cost spectra, then it will benefit us too. I have a huge respect for the LCC's (low cost carriers) because, that is what they excel in*" they have a clear overview of the total costs and know how to navigate that in a balance with their customers. *"The balance of how my costs are structured and have the overall look of how our total costs are spread throughout the supply chain"* is key. To sum it up, the key competencies for businesses are to *"understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them."* Being cost effective while, creating the value for the customer. Ensuring a great customer journey across parties within a B2B market is still having the end-consumer in mind. Regardless of what kind of link and role a company plays in the value-chain there is always an end-consumer. *"So, we all need to put ourselves in the customers place and what is essential for the passenger."* Again, defining our customer, understand them and their needs in order to be *"cost-efficient. There is no need to clean an aircraft more than the customer cares about. We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain."*

J.S.A.

"The value proposition for ISS is that through service performance we support our clients in their purpose, and we do that through empowerment. So, our value proposition is very clear, that everything we do is done with a purpose of supporting our client's purpose. Further we are a very decentralized company, hence our empowerment is an important factor. As we are a big company with over 7.000 employees there can be quite far in the sense of management," so it is important for us to create the sense of 'management with responsibility'. On that note, *"we focus a lot on our people and Human Resources in that sense and management in general as the employees are our product."* … *"We put a lot of effort into the fact that our employees understand what the important things are for the customer. So, that we not just deliver a service but, that our employees deliver a service, which makes sense in compliance with the customers mission"*

Sometimes that is a hard task to manage, but *"we have a service education with a human touch. E.g. are you cleaning in a hospital, then you are not just cleaning, but you are ensuring that the patients are getting healthy again, faster. Through that, we try to give purpose to the single employee"* so that they understand the greater impact their job has to the company and the customer without necessarily understanding the greater strategical work behind. A good example *"is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us"* and how do we manage the different tasks the best way possible. On the other hand, we have our public customers who by law needs to go into tender rounds, which then requires us to propose a delivery based upon their tender. Hence, the loyalty doesn't lie and rely upon the fact that we negotiate a contract once, but the fact that we continuously renegotiate when the agreed contracts are ending. *"It can also occur that the private sector goes into tender rounds, but with the public sector it is just a requirement by law"* which needs to be met. *"It can certainly also be in the public sector and a customer we've had for years who just wants to see what the market has to offer."* For the customers that goes into loop when it comes to the customer journey then *"it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies. With that said, we are a center of excellence where we also advice our operation to continuously deliver a better service, so that it's not just a service delivery but an experience… so it is a very close collaboration amongst those three departments to ensure"* a great experience at each stage. We have defined a customer experience journey *"as a sense of how we in the day-to-day operation can ensure some of the greater experiences for the customer and their employees. In a practical matter, we've mapped out where is it on a daily basis that our employees meet the customers employees, or the users, as we differentiate between the customer and the actual user, where the user is the customers employee and those are actually the ones that we need to satisfy even though the contract is made with the corporation as the customer."* As our contracts are usually bound by some sort of user satisfaction, *"we then organize our services, deliveries and experiences accordingly. In the sense that we organize our touchpoints according to the customers users, being the employees and the customers customer."* Depending on the touchpoints we then work thoroughly with *"how we can create a good experience around that touchpoint. On a day-to-day basis we have then also structured and mapped the journey for the single user and mapped from arriving at the office to leaving the office, what kinds of touchpoints are our user going through and how can we make the daily experience better for that user. So, we are actually bundling our services"* within these touchpoints. It very much revolves around the fact the we focus on the user and thereby are very user oriented. When it comes to the control of these touchpoints, all of the touchpoints that our user meets are controlled by us, therefore, furtherly *"it is very important that our employees understand what is important for the customer. Given that focus, we are then in general working a lot with, training within the different touchpoint, so that the single employee understands specifically what is important for our user at this point. So, in that sense, our services and our performance can indeed be very differentiated. Through our services we want to understand on the single touchpoint what is important for the user at that touchpoint how are we making the work environment attractive at all points and then further also helping our customers retaining their employees. Again, we through our work makes it attractive for an employee to work for our customers and we then thereby are supporting our customers in being an attractive workspace,"* whether it be defined through social responsibility and sustainability etc.

We consider our users as important as our employees, because without sense of belonging and cohesion, we will not live up to our vision and the expectations from our clients. E.g. with our great clients *"we make a joint value proposition, in the sense that what is the vision for the client and then how do we support that in the best possible way."* On the other hand, it is also very dependent on the customer and their needs, e.g. *"if we have a smaller client who is perfectly fine with us, just cleaning"* and that fulfills their need, then just do that. With that said, we define our customers very thoroughly and are very accurate when it comes to defining their needs etc. *"We further then also segment our customers, e.g. banking is one segment because their needs usually are very similar, so that we also utilize our economy of scale. Another segment is, e.g. our public sector where they then have different needs when it comes to punctuality and documentation."* What we then do to further unite and streamline our services are *"regardless of which position your joining our company at, whether it be as for cleaning or as a manager, everyone needs to go through the same service training"* and same onboarding when it comes to our core services. *"The service is steeped into our organization so from even from our recruiting stages, we are very aware of the service-gen, because you can learn most things, but it is harder to learn the behavior."*

When it comes to services that we provide that again are dependent on another supplier, e.g. *"we have a service that we offer, which is handling of mail or service on elevators which are outsourced, but most of the services are we managing ourselves. But clearly, we are taking the responsibility of the overall delivery and therefore the touchpoint is again controlled and managed by us and we are the ones having the direct contact with the supplier. Again, that is embedded in the contracts that we have with our clients, as it is usually specified that the client does not want to feel that a service is outsourced. Sometimes it is even specified that we need to train our subcontracted suppliers in the same service training that we do with our own employees."*

SLA's are as a rule of thumb something that again *"is specified depended on the single client is, we have our own KPI's and standards for what we want to deliver, we want to be the consulting part with our clients and talk about what KPI's makes sense for the client."* When it comes to price of the specific service delivery and the negotiation upon price is very dominant, *"especially in the public sector, but I do see a tendency that quality in the public sector does have an impact"* and therefore there is a development focus wise towards the quality for money aspect of it. In general there is a focus on the price, also in the private sector, but again that is very much *"dependent on how well the businesses are doing, when they are doing well they are able to afford more and the other way given the situation today we need to be prepared for what comes after"* covid-19. The facility industry itself is very price dominant and therefore also very competitive, *"for us though, it is still important that our employees are under covenant (agreed by unions) etc. Which of course again costs on our part, if you want to be able to give a reasonable, pay and working conditions. We are quite ethical when it comes to how we treat our customers and are complying with all guidelines and legislations."* That of course has an impact on our capability to be price competitive but when it comes to that we just don't want to compromise on those levels and compromise our own ethical standards. In the PRE phase when it comes to sales on an economical level, we do look further into *"can we and do we want to be a part of this. Sometimes we then chose to say no thank you"* to a business opportunity.

The measures that we need to focus on in the future, in order to ensure the best customer journey, *"we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees."* Then further, on the environmental development of focus, we try to *"accommodate our clients in their goals to e.g. become more sustainable and greener, can we have cleaning products that are greener and is our supplies sustainable etc. So how we on every level e.g. can support a sustainable and green agenda."* Going a little bit back to doing what we are best at, *"we then have decided that we are not the ones who are going to invent the new deep plate, but we let other organizations be the innovative ones and then support them in their work, e.g. if our suppliers on cleaning products are trying to innovate their products and supply, then we collaborate with them in order to let them excel in what they are good at."* What we then do within e.g. *"our excellence center is to look inside our operation and see how we can do it smarter and better."* If we then find a need within our own processes *"we then go to our suppliers and business partners and collaborate on solutions"* that would fit the needs. We are also having a partnership with e.g. *"Syddansk University where we are a part of some pilot tests on innovative products and solutions where we then are the ones testing these. We also work a lot with data e.g. in sensors, the internet of thing, were everything is more data driven. We have our own system where we can see occupancy of meeting rooms and can work with the data through that system in order to see which meeting rooms are not used and what is the cause of that etc. Which then is the way that we work innovative,"* through data.

Customer journeys on the B2B marked have *"different decision criteria, a customer relationship is dictated more by the SLA's and the economy of what is offered. Also, different criteria's on how to work with a client."* But on the other hand, again, it is *"dependent on the client, as we also have clients where we in joint sessions sit down and discuss what is needed. Which is our dream scenario, that we are building the partnerships amongst ourselves and our clients."* Our newer agreements definitely focus on the partnership vested relationship, where the joint KPI's and vision are dominating. How we work together is important and there is a collective reward across the partnership where we *"in a reasonable manner are able to adjust the relationship continuously."*

"It is already defined" in the PRE stage *"how we work with this client and how we work together over time. At the same time, it is very dependent on the personal collaborator and through that quickly dependent on the relation we have with the client"* on the different levels. Regardless if we have a relation or not there needs to be an understanding that *"we need to want this together."* In the bigger sense, to not just see your supplier as a supplier but *"as a business partner. Output based … and have trust in each other, even though we don't know each other."* Which again, is all defined through the preliminary stages of the agreements, what does the client want, a supplier or a partner. The bigger clients are more partnership focused but, is also very hard.

Key competencies within the B2B market to ensure a competitive customer journey is *"completely dependent on the single company, but it requires trust. Clear agreements and trust are pivotal to how we work together on*

a day-to-day level" because regardless of what we write into a contract the good relationship and partnership is determined through our day-to-day partnership.
Ensuring the partnership and great customer journey across parties is *"typical done through governance structure and peer-to-peer structure. So, we try to mirror the organizational structure the client has, in our organization. further with our suppliers, we try to make these back-to-back agreements, meaning, we look into the contract with our client"* and figure out what deliverables are needed and what do we need to *"set as requirements with our business partners. So that there is a red thread through it all."*

S.S.
"The challenges" when talking B2B companies and how they use costumer journeys *"nowadays, is that many of them think in 'their' end-to-end customer journey and not the customers end-to-end journey. There is too much tunnel vision on the fact that companies only look upon their approach"* to the customer journey and not the customers. *"The companies are interested in 'their' products and 'their' viewpoints. You see it in so many aspects, when you sign up for newsletters from the company, it is a one-sided focus as they want something from you as a customer, but they don't tell you 'what is in it for me' as a customer. The very thought of the customer is often very narrow based on the company's needs and not the customers interest."*
"In my experience, regardless of B2B or B2C market, the customer in a very early stage, even before a business might be aware, then the customer makes some sort of considerations of what they want. What kind of service or what kind of product is it that we are interested in and why are we interested, what kind of providers are there on the market etc. and that is even before I as a supplier or partner gets involved. Again, based on my experience, that part of the customer journey the businesses do not really manage well" and maybe even especially on the B2B market. What has typically been the approach on the B2B market *"has been, this functional approach"* to the sales parameters. What we see way more on the B2C market is that the emotional approach of landing a customer is played way more than on the B2B market, but what I think is underrated, *"because the emotional factors are equally as present on the B2B market",* we are just not that focused on them than we could be. There are so many parameters of an offering *"that is emotionally determined that you also need to consider"* in corporation with the customer, *"do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible. That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company"* when we do this. It means that we need to know our customer on a deeper level and not just offer a service but offer our value proposition based on their needs. An example of emotional parameters that goes into play is on the B2C market e.g. Coca Cola and their way of communication in regard to what they offer as an experience when you drink Coca Cola, the community you enter etc. Taken to the B2B market, what kind parameters has a say *"when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company. Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time,"* which are again parameters that aren't necessarily *"tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."* Being able to understand the customer's needs are *"sometimes something that the customer is willing to pay for because it has so much value for the customer,"* that you as a business might not consider at first. Taking covid-19 pandemic into consideration, shows that some companies are really good at managing the unexpected in this sense, that how do we as a company manage when the planned customer journey is disrupted. (LINK TO THE ARTICLE WRITTEN BY Martin Lindstrøm) E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc. So to think about what happens when the customer journey is disrupted, *"what do we do when a products is shipped and it is not the right product arriving or something is not right"* is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client. To also understand *"what kind of service is our customer demanding alongside the product we are offering"* and what do we specifically do when our designed customer journey deviate. As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in

that situation. In that sense, *"empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company's behalf. That touchpoint I generally feel that most companies does not capture that part of it."* The transition phase is also *"very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on. That phase in itself can provide great frustration and sometimes so big that the customer ends up leaving you again. Where the IT companies"* are the ones were the transition phase has proven to be unsuccessful at times. The common mistake I further see businesses making is that the evaluation process starts way too late *"the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider. Not being aware that the client's needs change and not caring about the agreed terms during the contractual period"* has been negatively conclusive for many companies. Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential. *"The risks when entering agreements"* on the B2B market are usually dependent at more *"levels and aspects therefore a greater risk is involved."* Given that, the PAST stage for sure starts way earlier on the B2B market. The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent. *"The expectations in the same sense, evolves as the delivery of service is done over time. Hence, the future expectations,"* are ever changing. Compared to the B2C market, *"when buying a Coca Cola, I do not expect Coca Cola to deliver something different or better the next time, I expect the same product and thereby a repeated experience, but that changes when we within the B2B market. On one side because of the personal interaction but also because the level of complexity is different. It requires that you as a B2B company maintain the relevance by the client. As the client's needs changes over time you as a business have to adapt as well… if you as a business do not understand to listen to your client"* throughout the journey then *"you lose the relevance and then the client will decline as the risk of staying is too high."*

Compared to the B2C market where the brand promise are the expectations, the expectations on the B2B market are higher and more complex. The interesting part is weather the direction that a company works in when it comes to vision and goals, does that need to comply on a greater level or not? It is hard to answer, *"but what makes it tough to create a vision or a goal is that if we need to be relevant at the same time, then we cannot be relevant for all. Hence, one needs to be aware of that"* … and in the same spectra figure out who we want to be relevant for and in that regard also cut some customers off. Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don't want to excel in.

The measure that needs to be taken into account in the future when talking customer journeys is split in *"two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard. It doesn't only come down to the one department working with customer journeys, just because one department are experts doesn't equal that an organization is geared to work accordingly. This is where change management comes into play, as we need to adapt our organization to live this customer journey. So, how do you make this simple and usable for the entire organization. The other point is that 'pain is good' which means that everything doesn't have to be equally good"* and therefore is it okay to say no and in that sense to say no to being a full service provider if that contradicts what you're good at as a company. IKEA is mentioned as an example. In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly. Hence, be better at saying no to customers and further *"understand that there are multiple stakeholders"* in a customer journey when we talk B2B cliental. In a larger sense, businesses and their employees need to understand their own needs and what needs is represented throughout the stakeholders. Understanding the bigger picture. *"The more complex an organization is the harder it is to understand, but again, no one said that it should be easy."*

Using the customer journey on the B2B market it is *"important to understand that it needs to take a point of departure in the customer and not the journey we as a company is a part of and we might just be a small part of that journey. It might not be possible to make it so generic that it would fit"* to the entire B2B market, *"but at least, there* *are some main headings that are represented. Such as,"* PRE, DURING and PAST stages. But, *"as soon as you get down to the lower layers it is very dependent on the organization but also further dependent on how mature the market is and where is it going. In a sense that, maturity plays a role when it comes to expectations, the maturity of a market is equally linked to the amount of expectations and knowledge there is amongst the parties in a market."*

What customer journeys does is to give a company a clearer idea of what the customer needs and thereby are able to deliver competitive solutions. The key competencies which is needed when it comes to applying customer journeys in the B2B market is then to be able to *"adjust our services so that we are meeting the customer's needs. Further, it is important to understand that the customer might be in a PRE stage evaluating the needs, before an organization even is aware of the potential customer."* Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments. The key competencies are in that sense, then *"to be able to translate the knowledge about the market to what kind of needs the customers have. That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs."*

Ensuring a great customer journey across parties could in my opinion be closely linked to *"when we talk about omni-channels. In the sense, regardless where our customer is interacting with us, then the customer should have the same experience."* Meaning, that you need to figure out what the need is regardless of which touchpoint the customer is at. How do we ensure that we get a seamless experience? Which then, is done through specific defined training and development of employees so that every case scenario is trained and prepared for. The important factor in all of this *"is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time."* Summed up, don't make the touchpoint irrelevant for the client in the sense that if the client doesn't get any value from meeting the touchpoint, then don't design it.

"There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn't work with it prior. Further one needs to continuously be ready for change because the customers change." The agility has a huge impact on the success. That is *"even the agility on the personal level."* The change management model ADKAR is mentioned as an important reference to being agile as a company. Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference. But it is important to understand that *"it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is 'interested in me' and that product or service delivered should give me what I deserve."* When the organizations in a holistic sense understands the customer that is when the job is done right. The ones understanding their own concept and therefore their customers as well.

S.H.R.

Departing, arriving and transfer baggage. Who is actually our customers within the department their working in; is it the ground handler, is it the airlines, is it the passenger? When it comes to the bigger sense of it for Copenhagen Airport it is the passengers and the airlines as that is our source of income. But within my department, *"we've chosen to define our customer as the ground handlers. On a day-to-day level, the ground handlers are our most important parties and our customers in that sense. The contact usually goes through the ground handler, then sometimes there are single airlines here and there who then have a direct contact to us. But primarily it is the ground handler who represents the airline."* So, it is three-parted in the sense that *"the airlines are the airports customer and the airlines are the ground handlers customer and then we are ensuring the corporation amongst us (the airport) and the ground handlers to further ensure the operation across the companies."* In that sense, the ground handler is stepping in the customers place *"meaning the ground handlers should be treated equally to a customer."* On a daily level, our customers *"(the passengers) are meeting the handlers in the check-in counters. So, in that sense what we deliver is an effective execution. Further meaning, we are never praised or noticed when it goes well"* and then further actively noticed and met as a touchpoint. So, in a larger sense *"on a daily level, we never actually meet our customers (being the passengers)."*

"The operational cooperation," first of all, *"has changed a lot over the years. In the sense that our finest purpose is to make it easy to be ground handler at CPH. In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."* This taken further onto the tactical and strategical level needs to be equally addressed. When it comes down to it, *"it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other's worlds. So, availability, trust, and transparency, is very important from my standpoint. So that we at all keep the bigger picture in mind. Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward."* In order for us as a company to succeed in the long run, we need to have our partners and parties that we cooperate with, with us at all levels. *"Regardless of the airlines talk to us or the ground handlers, it will pretty much be the same story they get told. It is the same narrative that we base our communication on."* Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and *"not just point fingers towards our cooperating parties"* but through transparency and this narrative, create some sort of *"an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."*

Previously our operation has worked based upon experience and how things are managed and done in other airports around the world, but not based upon an actual factual based number on what is needed. Hence, our operation has moved towards a more data focused output and that all airlines are treated equally and fair, based upon these factual numbers of capacity etc. *"This is an example on how we shape our cooperation with the airlines. Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency."*

The measures to ensure, the ideal world and the greatest customer journey for the clients *"are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders. It is important to articulate that the entire team who has the contact towards our partners and what the vision is when it comes to values and what key words, do we want to be associated with. The other thing is, invite our clients to a very open and honest feedback and be good at receiving constructive criticism. In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed."*

The airport in itself is quite unique in the sense of ecosystem and that ground handlers cannot chose another airport in that sense hence; the perspective is a bit different compared to the rest of the B2B market. Meaning there is a whole other aspect of choice when it comes to the buying process in the sense of *"tender rounds and a more complex process leading up to an actual contract and cooperation with a partner or client. The clear lines of responsibility, from a sales purpose moving on to an operational responsibility once a contract is negotiated,"* are in that sense far more well-defined through departments and roles in that sense. Hence, *"the airport differs slightly, but all in all there are different lines of expectations and understands the line of delivery in a higher sense, because the people at the other end is far more professional, than a consumer in the B2C market. You have a very high level of transparency due to the level of expertise in the B2B market"* and there is a clear understanding of where the parties are 'failing' when they are failing. *"Compared to you not having a professional client at the other end, then it would be far more difficult to understand"* where and who is responsible for a possible mistake.

The key competencies are in that sense, very dependent on your value proposition, *"commodities are more dependent on effective sales departments and a more efficient way to control your expenses in order to deliver a competitive price for your client, compared to specialized"* B2B value propositions *"then the knowledge within the specialized field and being able to compete on the quality is a key competence there."*

Ensuring a great interaction amongst parties to further secure a great customer journey is done through understanding of the customer journey in the bigger picture. Understanding that; *"the joint customer* *journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey. Only in that sense the single employee has the understanding of the value creation towards the end-consumer. Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey"* and understand that there in all supply chains are an end-consumer we need to have in mind.

S.H.B.

As the theory grounded within customer journeys are based on bases that are B2C segmented, the research tries to explore whether the customer journey framework is applicable to the same extent on the B2B market or if there are any differences and if so, what they are. Based on the research area according to my experience, *"there is differences. There are clear similarities and synergies where a company shouldn't differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier. When it comes to suppliers it is not only on the B2B market e.g. we have customer journeys in the B2C market where our customers cross a bunch of different suppliers."*

Partially there is a *"higher standard when it comes to suppliers on the B2B market, but it depends a lot on target group."* In comparison, *"when we talk customers on the B2C market they are at a larger spam a homogeneous market, whereas the B2B market is significantly more a heterogeneous market. Meaning, the expectations and willingness to pay, as we are serving from a small scale of B2B customers, such as the local hairdresser, to a larger scale, such as Mærsk. An important factor to remember is that we cannot look at the B2B market as a homogeneous market. As the smaller B2B customers are far more similar to the private consumer in their entire pattern of behavior, expectations and service need and equally irrational"* in their decision. *"Whereas the larger clients are far more rational in their overall behavior and professional in their approach."*

When we do our research upon our customer segments, on the B2B market, *"we triangulate our research into the buyer, the user and the decision maker. Because all of these parts have a different perspective on what is delivered."* What I see other businesses do, in case they *"aren't so mature in the usage of customer journeys, they focus on the decision maker, because the process often to go through the Key Account manager and then the clients are recruited through the KAM and that's where you usually reach the decision maker. But the decision maker is often no the, the higher you get up and the larger the company you interact with, the one that sits with all the insight on usage."* The focus though in the research is enterprise B2B companies. On another note, *"it is the entrepreneurial segment which lacks focus and where we aren't targeting that segment efficiently. Because they are a business customer"* and are therefore under the same departmental responsibility and further *"create solutions that are targeted for the enterprise customer"* but the smaller business doesn't comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses. Hence, *"there are a lot of 'moment of truth' that are missed in the smaller companies' customer journeys."* So, when it comes to differentiating it is important to understand the difference in complexity on the B2B market and a further interesting field to dig deeper in *"would in my opinion be the entrepreneurial segment."*

Further the B2B enterprise segment differentiates from the rest of the B2B segment and the B2C segment when it comes to a *"higher possible income source, due to the size of the companies, and further they have a higher level of expectations, they are far more professional in their setup, hence it requires more to attend their needs, they become more critical, hence the cost of service is equally increased. Because they require more it will naturally cost more, and therefore we need to have the continuous inductive spiral of development. Their income at risk becomes more important and we, therefore accommodate them better and better."* Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that *"the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client. So, both income at risk and their expectations are differentiating factors. Further there is also a differentiating factor when it comes to organizational structure. Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored. When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver. Which is also a* *difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities.”* With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more “*tailored and the complexity of the product becomes higher.”*

“In the private sector (B2C market), the brand and brand identity have a higher impact on the choice of supplier compared to the enterprise market where price and quality has a way higher impact on the choice of supplier. Not to forget that the relation also has an impact. Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher. Which again, only is applicable for the private sector. As the public sector” by law is required to go into tender rounds.

“There is also a slight difference when it comes to the stimuli” of the PRE phase compared to the B2C market. As the private single consumer usually wants one thing and expresses the importance in sustainability but then act according to price. Where on the B2B enterprise market, there is more a sense of *“no bullshit, because the one making the decision is not irrational or emotionally controlled in the same way. So, when they say that they focus on quality and price, then they've already done their due diligence. What you then need to meet the client upon is 'what you see is what you get' because it's easier for them to articulate what they want. Lastly, there is less social desirability bias on the B2B enterprise market.”*

Going back to the relational part of the expectation of *“the perceived value, which becomes a proxy in the risk assessment”* when choosing a supplier in the future. Hence, the risk is lower, and a company becomes secure in their decision process, as *“it becomes more of a non-monetary parameter within the evaluation process.”* Given the that the prior assumption is made, that within any evaluation process, the monetary, non-monetary and emotional parameters are part of the process.

Then *“some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,”* which then has an impact on their decision parameters. The overall consensus is that *“enterprise companies are very much aware of which parameters are important for them and why.”* Whereas, as mentioned before, *“the private consumers say one thing and act differently.”*

When touchpoints are outsourced, the control of the touchpoint and management always goes through YouSee themselves. Line of communication goes through YouSee and their subcontractors *“comes as representation for YouSee”* when interacting with the client. *“This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected.”* Due to our long time history of the organization and the age of the company itself, it *“will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role”* when it comes to technical deliverance *“and therefore a presence in our customers experience and journey”*, hence the importance for them to understand their impact on the overall journey becomes critical. *“It is a new thing for them”*, having to be aware of that, *“when you talk about choosing a supplier. It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at. In order to get more coherent customer journeys.”* We still see it in the way that we evaluate and measure our performance, because our delivered performance is getting evaluated over *“working days and not factual time or days, which in essence is the driving evaluating factor for a customer”* nowadays regardless if it is a B2B or a B2C customer. *“That is one of the parameters that we are changing and where we are putting a lot of emphasis on calculating on actual number of days”* where our customers deliverance is not optimal. Further we monetarize our suppliers not only through the SLA's but also through more qualitative *“surveys of the experienced delivery”* in order to have a close overview over our supplier's performance. The access to data, on our customers' needs and experiences are related to that also far more *“complex in comparison to the B2C market. As it is a far more regulated market when it comes to competition and access to data.”* Going back to the size of our company, it sometimes *“can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers. I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”* As our size and *“our market share for most suppliers are to have a sizable impact on the suppliers income* *opportunity we also have a large bargaining power going into a negotiation with a supplier"* and therefore it again, *"might be easier to influence a supplier to join our vision"* of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset. As the whole mindset around *"CX, customer loyalty and so forth are really good income and revenue generator, but on the long run. Expenses and sale are shortsighted income and revenue drivers."* Hence, for enterprise companies, the shortsighted vs. the long run goals becomes an issue. The important thing to understand is, *"if your primary strategical target point, is to prioritize the overall customer journey over economic impact, then the problems arise in the moment where the shortsighted goals of sale and costs take over and create a contradiction within the company… Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year. Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies. Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income."* Within enterprise companies, when being listed, *"there will always be investors who expects a return on their investment and therefore it depends in a large sense on the timeframe that the investors are setting for their return on investment."* With that being said, there is change happening and *"there is a change of focus. But that is mainly within younger companies, who started with a different perspective. They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in."* Linked to many of the evolving tech-companies who all *"started in the era of costumer centricity."*

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then *"some of the companies who have solved this well is Oticon and NNIT."* How they have solved this is then *"by shrinking the value chain. So even though the value chain goes across different suppliers, the guiding star, there's not a single one in doubt about, what you work for, what kind of value chain and what kind of customer experience you are a part of,"* the vision is the same. *"Their point of departure has been, that the ones being out there and delivering"* whatever service it might be, *"they are still people. They have made it personal in the sense that, what is it really we deliver what kind of job is it that we are"* a part of. It is *"not a question of the single component"* or technical part that we deliver, it *"is a question of whether Ms. Jensen can hear the doorbell or not."* They (Oticon and NNIT) have managed to make it very personal. Where it then also works best *"to have the consumer segment in sight, eventually. Even though we are a part of a bigger chain"* of B2B supply chain, *"eventually there is always an end-consumer"* and we need to have in sight, *"what is it this end-consumer needs help for or wants."* Hence, an understanding of one's own position in the bigger chain of value who eventually always ends at an end-consumer. *"The collected value creation, the bigger picture, the greater purpose, to make it aspirational. Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees."* The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

M.K.

"The end-to-end service or supply that we offer today in SAS is that we make a certain destination available in the reservation system." Given, that we talk within a B2B focus then *"there is automatically three parts who are involved when that service is offered. Those three parts are then, the enterprise (customer), the travel agency and then SAS. From my point of view the customer journey starts with the travel agency, where a reservation that suits the customer, is made, where we in SAS actually let go of the customer and the customer is through that process handled by the agent. Meaning, everything PRE travel is managed by the agent and we then meet the customer again in the airport."* The point of focus is then redirected to the client interaction per say and what phases they go through and how that is handled.

"When the corporate deal is made with a client, that's when we're very present. What kind of travel policy does the client want, what kind of prices do we negotiate. Once those agreements are made, then they're logged in the agent's system and we are at that point not managing" the touchpoints throughout the DURING phase. In that part, where the agent is in the primary control of the touchpoints of the DURING phase, is very industry specific. Because, *"the client actually doesn't meet an SAS controlled touchpoint until the passenger is onboard our aircraft.*

Given that all of the communication platforms are managed, owned and controlled by the travel agencies." Throughout the DURING phase, *"which can be a two-year agreement, we then further meet the client in what we call quarterly meetings. Where we follow up in the larger aspects of the agreement, did the client get the prices agreed upon, does the product live up to their expectations, is there any feedback we need to take into consideration or reaction from the clients employees with SAS in general, have our traffic program been inadequate etc. I would then say dependent on the size of the client's company, we then have quarterly meetings or ever 6 months in order to follow up on the agreements and ensure that the value proposition lives up to their expectations"* … As it can *"occur that a client doesn't feel that they are getting the promised value and then we have to amend"* in order to reach that expectation. *"At some point the contract expires and then renegotiation happens and that is mainly the cycle"* of the journey. *"When it comes to enterprise clients our retention is really high. Our segmentation we've categorized as; large, extra-large and strategic. There the retention is almost at a 100%, but their need for airline tickets can vary a lot. In our smaller segments; small, medium companies, they shop to a larger extent."* The loyalty could then be argued to depend on the *"size of the enterprise and what travel pattern the enterprise has. E.g. due to our destinations it can be hard for us to land a client who has a large export market in south America and in that sense, we aren't relevant for them."*

When it comes to the buying process *"90% is price oriented and the last 10% is oriented towards the value proposition."*

In order to be competitive in the airline industry on the B2B market it is important to have a *"traffic program that is stable and a broad number of frequencies and then further attractive time slots. Then further when it comes to price, it is not necessarily important to be the cheapest but the difference in price towards other companies"* and the price competitiveness in general is important.

Generalizing the customer journey on the B2B enterprise market, in my opinion, *"it is important to have a customer journey that seems individualized or tailormade either on the individual level or the client level. But the art is as a supplier to deliver something, which to some extent is automated and a standard model but the receiving part (the client) experiences it as an individualized service."* Meaning, a core service from the firm's perspective, but from the client's perspective it is experienced as something unique. Regardless of industry *"I think that in the future it is going to be crucial to be able to keep your expenses down and create broad solutions but the experience of it"* is unique. The way to get there is by *"using the technology and data"* to become smarter. Further it is important to also be smart *"timewise. What a company offers should feel convenient and easy."* Give the customer the control back in the sense of *"e.g. self-service because the dependency on others"* nowadays is not attractive and consequently companies are willing to pay for *"independent solutions."*

Continuing in that mantra, *"I think it is important to make the solutions simpler, as the client doesn't have time for complex solutions."* Meaning making the solution user friendly regardless of the complexity of the solution behind it. *"Do not ask clients or require too much of them."* What companies then have to do in order to make the solutions simpler, is to become better *"at using the available data to generate the solutions instead of asking the clients whether they want to reply to a survey or not."* For the companies also *"to think about, what data is super relevant for us to know"* and therefore the client to enter, asking the questions *"is it important for us to know e.g. your client's birthday, and if not, then don't make it mandatory. Because the more time and effort it requires from a client the less willingness"* there will be to go through a process *"and the risk of the client opting out is higher."* In general, a lot of technical solutions to the data input. Simplify the single touchpoint and design the entire journey with as few as possible.

"In the perfect world, any company should be aware of the suppliers that a company enters an agreement with, that the price doesn't become a controlling factor. Being aware of price vs. quality, meaning having focus on what is important in the process" e.g. the service level rather than having a mere focus on the cheapest solution. Further it is important *"to have focus on the training and communication amongst our suppliers. Meaning how are our suppliers to know how to handle e.g. an SAS boarding"* when they have not been trained properly. Further, *"it is important to treat the supplier in the same spirit"* as you would do with your own employees and create a partnership. *"Which again is hard, because much of what we do in SAS, is within our DNA, and training a third party and expect them to have the same DNA, as us, is unreasonable. Meaning changing supplier all the time might not be a great outcome either, because, when the supplier is so close to finally doing great, don't swap them with a new one and start*

over." The problem then again goes back to client and their willingness to pay. *"The client does want to have the SAS experience from end-to-end, but they are not willing to pay accordingly and that is also applicable on the B2B market."*
Going back, onboarding and training is important, at all areas of the B2B enterprise market, *"because they don't have the same ownership and they don't have the same pride compared to"* touchpoints not being outsourced. When it comes to organizational culture and DNA, the match ability amongst clients and partners, *"I would say is mostly determined through a mutual respect towards each other."*
On a different note, what covid-19 really has shown and what *"reoccurs when SAS in other aspects have met misfortune is that our partners and clients show that they care through sympathy. We move closer together."* This is also where we are fortunate to operate in *"a culture, which is mutual embracive and therefore have an understanding"* that we can agree to disagree and still show mutual respect towards each other and create long lasting partnerships.

Appendix H – Data collected from surveys

Initial Delphi process – 1. Round of survey questions

Themes are market in Yellow

Respondent 1 – Lasse Kallesøe

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

Knowledge sharing = cooperation, communication, understanding

Sp2

Based on these definitions I would like to ask the following questions: In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

Aware, Learn, Purchase, Use, Evaluate, Loyalty.

Sp3

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PRE: Aware, Learn.

- DURING: Purchase, Use.
- AFTERE: valuate, Loyalty

Sp4

In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

Use is the most important. I assume many companies skip this because they focus more on sales and profit optimization than delivering a good product. I think the gap between technology and businesspeople is an interesting thing to look at here. = execution ➔ firm centric vs. customer centric

Respondent 2 – HH

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

COVID-19 and consequences both to our employees and business is taking most of my time = Corona

Sp2

Based on these definitions I would like to ask the following questions: In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

Respondent sprang dette spørgsmål over.

Sp3

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

Respondent sprang dette spørgsmål over.

Sp4

In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

Respondent sprang dette spørgsmål over.

Respondent 3 – Thomas Holm

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

Calculating the right price which still work in an environment where small changes can cause a change in the price calculation module = adaptation within pricing

Sp2

Based on these definitions I would like to ask the following questions: In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

attractive price Trust in the negotiation phase = Relevance, TRUST

Sp3

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PRE: attractive reputation

- DURING: good atmosphere during the negotiations
- AFTER: trustworthy deliverances and correct invoicing

Sp4

In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

Price, price, price

Respondent 4 – Samuel Rude

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

Currently the COVID-19 crisis, and the consequences of it, is at the top of my mind. It is all about scaling down and ensuring that we are not damaged too much in the long term. Just before the Corona outbreak, balancing resources between operations (short term) and projects (long term) was my most important priority. Including the costumer perspective, to ensure that our customers "voice" was reflected in the projects. Another theme that have needed some energy is change management, and optimization.

Sp2

Based on these definitions I would like to ask the following questions: In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

Extremely interesting discussion. In my field, in the airport, our most important costumer relationship is that between us and ground handlers. Based on the model. I would describe the customer journey as an ongoing corporation. Where each task, case or request has three phases: 1. Pre - definition: the task is defined, and expectations are shared. 2. During - execution: the task is executed, i.e. a new physical installation is made, or a new process is implemented. 3: After - evaluation: the task has been execution, and the solution is evaluated, together with the corporation.

Sp3

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PRE: the task/project is defined, and expectations are shared. Typically, ongoing meetings with our costumers/partners.

- DURING: the task is executed, i.e. a new physical installation is made, or a new process is implemented.
- AFTER: the task has been execution, and the solution is evaluated, similar is the corporation evaluated which defines expectations for future interactions.

Sp4

In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

In my opinion the "after" stage is the most important as it is the base for future cases.

Respondent 5 – Simon Svegaard

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

Besides corona. The shift towards digital in many touch points = Digital, Tech ➔ The internet of things

Sp2

Based on these definitions I would like to ask the following questions: In your opinion, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

Awareness, consideration, search, dialogue, Decision, transition, implementation, evaluation, service, requests / complaints, renewal

Sp3

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PRE: Awareness, consideration, search, dialogue
- DURING: decision, transition, implementation
- AFTER: evaluation, service, requests, renewal

Sp4

In linkage to the previous questions are there any of these components or stages you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

All stages are important - one can't live without the other. But I would say that the most overlooked in my opinion is the transition stage. = onboarding ➔ communication

Amended survey process – three rounds

Themes are market in Yellow

Round 1

Respondent 1 – Helle Haurum:

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

To understand the customers' behaviors = Understand ➔ Communication

Respondent 2 – Kasper Lahn Mathiesen:

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

1. Corona COVID-19... 2. Economic downgrade, which initiative can responsibly be cut down, and wich must go on. How to run a growing business in a compettive market. 3. Customer satisfaction. Especially passenger expirience from aircraft to metro/train/taxi/car etc. = CORONA ➔ Agility and cost efficiency

Respondent 3 – Jonna Søe Andersen

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

Right now - corona 😞. Beside that - inside out thinking. More economic thinking and not that much customer orientation. = Corona, economic focus ➔ Agility and firm centricity

Respondent 4 – Rene O. Jensen

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

Using data to reliably predict consumer patterns such as churn, purchases, trends, etc. (AI). Turning insight in to actions that matters right away. = DATA ➔ adaptive usage of data

Respondent 5 – Signe Madsen

Sp1

Based on your experience, what problems are at the top interest for you as a business practitioner/academic at the moment?

the balance between innovative development of the business long term compared with the short term optimisation of existing capabilities. = Short term vs. long term orientation ➔ The bigger picture

Round 2

Respondent 1 – Helle Haurum:

Sp1

Based on these definitions I would like to ask the following questions:In your opinion/experience, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

Professional SoMe - LinkedIn The Account Manager = Digital but close communication ➔ communication ➔ shorten the v.c.

Sp2

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PRELinkedIn

- DURINGAccount Manager
- AFTERAccount Manager

Respondent 2 – Rene O. Jensen

Sp1

Based on these definitions I would like to ask the following questions:In your opinion/experience, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

-Information regarding the product (could be website our account management) -Delivery (could be the transportation, the construction, our the advisory meeting) -Knowledge, service etc. = knowledge ➔ communication

Sp2

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PRE-Information regarding the product (could be website our account management)

- DURING-Delivery (could be the transportation, the construction, our the advisory meeting)
- AFTER-Knowledge, service etc.

Respondent 3 – Kasper Lahn Mathiesen

Sp1

Based on these definitions I would like to ask the following questions:In your opinion/experience, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

I don´t understand the question, which make me unable to answer

Sp2

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PREdo

- DURINGdo
- AFTERdo

Respondent 4 – Signe Madsen:

Sp1

Based on these definitions I would like to ask the following questions:In your opinion/experience, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

to a large extent i would imaginge the same. however, in the post purchase stage i would assume there will be more focus on service agreements, customer service, ease of re-purchase etc depending on type of purchase. = governance ➔ control

Sp2

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PREpitch, sales,

- DURINGcustomer service
- AFTERservice agreement, customer support, follow up, re-purchase

Respondent 5 – Jonna Søe Andersen:

Sp1

Based on these definitions I would like to ask the following questions:In your opinion/experience, given the definition on Customer Journeys, what are the main components (touch points), of the B2B customer journey?

Our definition re. customer Journey is more based on a daily user journey, where we have defined the interactions/touchpoints between our employees and the customers employees. So we have defined where we perform the services directly towards the customers employees on a workday - from you entering the building - during the day - and until you leave = User vs. buyer ➔ customer centric ➔ the bigger picture but the understanding of C.J. is very firm centric.

Sp2

Further, classify these components (touch points) in a PRE, DURING and AFTER stage.

- PREnone at the moment

- DURINGEntering the building, beeing in the building, having coffee, going for lunch, having a meeting, leaving the building.
- AFTERnone at the moment

Round 3

Respondent 1 – Helle Haurum

Sp1

In linkage to the previous questions are there any of these components (touch-points) or stages (pre, during, after) you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

During and after are crucial. In BtB we put a lot of efforts into landing a customer no matter what, so it is crucial to keep existing customers in the loop = not giving the customer any reason to obt out ➔ customer centric ➔ the bigger picture

Respondent 2 – Rene O. Jensen

Sp1

In linkage to the previous questions are there any of these components (touch-points) or stages (pre, during, after) you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

Yes. During, delivering the product is the most important. = Delivery, the promise, execution ➔ relevance

Respondent 3 – Signe Madsen:

Sp1

In linkage to the previous questions are there any of these components (touch-points) or stages (pre, during, after) you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

i would expect that i high degree of professionalism is important in the B2B market, hence the importance of service and professional followup must be key to a sustainable relationship = high level of professionalism ➔ expectations

Respondent 4 – Jonna Søe Andersen:

Sp1

In linkage to the previous questions are there any of these components (touch-points) or stages (pre, during, after) you would define as most important for the customer journey on a B2B market? If no, please elaborate why this is not the case.

According to my answers in 2nd round, we have defined the during phase as moste important - as we in that phase deliver on our service promises. We are currently looking into the stage pre and after as well as we know those are important as well. = Delivery ➔ execution ➔ relevance

Coding done post interviews – hence axial coding is done with the bias of the knowledge of the interviews.

Theme / Open coding	**Themes / axial coding**	**Number of occurrences**
Knowledge Sharing = cooperation	Cooperation	7
Focus on profit vs. delivery = firm centric vs. C.c	Firm vs. customer centric	3
Corona	Corona	6
Adaptation within pricing	Adaptation	3
Attractive price	Relevance	1
Trust	Empowerment	2
Short term vs. long-term	The bigger picture	2
Customer perspective and 'voice'	Customer centricity	3
Change management = agile	adaptation	
Optimization = smarter not harder	Shorten the v.c.	1
Customer relationship	Retention	5
Ongoing cooperation	cooperation	
Align expectations = Pre	cooperation	
Execution = during	Execution	3
Evaluation in cooperation = post	Cooperation & retention	
After stage important = retention	Retention	
Digital touchpoints = digitalization	Digitalization	2
Transition = onboarding	Training → empowerment	

Dialogue and evaluation = communication	Communication	2
Understand behavior = customer centricity	Customer centricity	
Cost efficiency = due to corona	Corona	
Agility	adaptation	
Economic focus vs. customer focus	Firm vs. customer centric	
Data = adaptive usage of data	digitalization	
Short term vs. long term	The bigger picture	
Knowledge and communication	Cooperation/communication	
Service agreements = control	cooperation	
Our definition = firm centric	Firm vs. customer centric	
User vs. buyer	Customer centricity	
Retention	retention	
Execution = During	Execution	
High level of professionalism	cooperation	
Sustainable relationship	Retention	
Delivering most important = during	Execution	

Appendix I – Codebook & References

Table of content

Themes derived from semi-transcribed interviews

Name	Description	Files	References
Agility - Continuous Adaptation - Development	Continuous adaptation towards, market, customers etc.	15	145
CORONA		5	13
Buying Process - Decision process		15	115
Communication - Listen - Understanding	Internal, eksternal etc. Listening	15	146
Complexity - Level of Expertise and Expectation	Level of expertise, level of expectation etc.	15	173
Cooperation	Amongst partners, suppliers, customers etc.	15	141
Customer Centric vs. Firm Centric		15	234
Digital - Tech - Data		13	60
Governance - Control		14	61
Industry - Maturity		10	68
Matchability - non-comprimize	How a company matches with a client and how they are able to say no to client and not compromise internal values etc.	13	50
Partnership - Stakeholder	This can be stakeholders, customers again suppliers etc.	15	168
Personal - Human Touch	The human touch	13	65
Relevance		7	69
Simple Customer Journey - Shorten the Value Chain	Shorten the Value Creation	14	94
The Bigger Picture - Common Purpose - Ideal World	Common purpose, the ideal world	15	206
Timeframe		8	41
Training - Onboarding		8	31

Name	Description	Files	References
Trust - Empowerment	Trust in the other to do the job with the good intent	13	58

Open coding	Axial coding	Selective coding – 1. 2. & 3. Order		
		1. Order	2. Order	3. Order
Agility - Continuous Adaptation - Development	Adaptation	Continuous Customer Centricity	Simplify the C.J.	The bigger picture
CORONA	Adaptation	Continuous customer centricity	Simplify the C.J.	The bigger picture
Buying Process - Decision process	Decision process	-	Simplify the C.J.	The Bigger picture
Communication - Listen – Understanding	Communication	-	Simplify the C.J.	The bigger picture
Complexity - Level of Expertise and Expectation	Complexity	-	Simplify the C.J.	The bigger picture
Cooperation	Cooperation	-	Simplify the C.J.	The bigger picture
Customer centric / Customer Centric vs. Firm Centric	Customer Centricity	Continuous Customer Centricity	Simplify the C.J.	The bigger picture
Digital - Tech – Data	The internet of things	Continuous customer centricity	Simplify the C.J.	The bigger picture
Governance – Control	Shorten the V.C.		Simplify the C.J.	The Bigger Picture
Industry – Maturity	Relevance	Continuous Customer	Simplify the C.J.	The Bigger Picture

Open coding	Axial coding	Selective coding – 1. 2. & 3. Order		
		1. Order	2. Order	3. Order
		centricity		
Match ability - non-compromise	Shorten the V.C.	-	Simplify the C.J.	The bigger Picture
Partnership – Stakeholder	Cooperation	-	-	The Bigger Picture
Personal - Human Touch	Personality	Continuous customer centricity	Simplify the C.J.	The Bigger Picture
Relevance	Relevance	Continuous customer centricity	Simplify the C.J.	The Bigger Picture
Simple Customer Journey - Shorten the Value Chain	Shorten the V.C.	-	Simplify the C.J.	The Bigger picture
The Bigger Picture - Common Purpose – Ideal World	Common Purpose	-	-	The Bigger Picture
Timeframe	Relevance	Continuous customer centricity	Simplify the C.J.	The bigger picture
Training – Onboarding	adaptation	Continuous customer centricity	Simplify the C.J.	The Bigger Picture
Trust – Empowerment	Shorten the V.C.	-	Simplify the C.J.	The bigger picture

References from open coding

Theme: Agility – continuous adaptation – development

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 4 references coded [24.27% Coverage]

Reference 1 - 4.44% Coverage

Matching expectations – SLA's – "SLA's are something hellish troublesome" … "they are difficult to interpret." – KAM are taking care of SLA's
Rather KPI focus than SLA's

Reference 2 - 5.87% Coverage

Deviation of the CJ and not having control over the different touchpoints is "not applicable in the B2B market." "The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control."

Reference 3 - 8.43% Coverage

The two points of control (touchpoints), through the KAM and the Duty Station Manager, rather than one is chosen to "To make the chain of command as short as possible." Hence, we want to keep the control … "and we have one that at the end of the line, has the authority to take the decisions needed, without too much bureaucracy."

Reference 4 - 5.53% Coverage

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele "I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis."

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 11 references coded [33.95% Coverage]

Reference 1 - 0.35% Coverage

Digital tools.

Reference 2 - 1.62% Coverage

The more silo thinking the harder it is to streamline across the company.

Reference 3 - 3.89% Coverage

The whole consensus of it all “circles back to how we are as a company” and how our organization is structured in regard to “practicalities, responsibilities and functions”.

Reference 4 - 4.26% Coverage

“The CJ mindset is a really good framework to understand how the customer acts, the difficult part is to comply with that mindset internally when it comes to build the organization around it.”

Reference 5 - 1.94% Coverage

McKinsey’s loyalty loop basically ‘says’ “do not give the customer a reason to opt out.

Reference 6 - 2.40% Coverage

Which is also a good guidance, to “continuously govern that we do not give our customers a reason to opt out.”

Reference 7 - 5.38% Coverage

it should be a constant reminder to your organization and your employees not to deviate and make the huge mistakes and further as a reminder to constantly work on ‘not’ giving your customers a reason to opt out. It is more a tool for governance.”

Reference 8 - 2.98% Coverage

So, where the companies within the B2B market does it well and succeeds with this usage of framework is when they “are non-stationary.

Reference 9 - 5.70% Coverage

They do not put the CJF in the drawer and say ‘well now we mapped the customers touchpoints’. It is the companies who constantly use the development of technology and it is also the ones who are capable of leaving technologies when they are no longer relevant.

Reference 10 - 2.13% Coverage

The keyword again is, it is more of a monitoring tool than it is to reach a certain result with it.”

Reference 11 - 3.30% Coverage

Conclusively; constantly remind yourself and the company to not work against the framework and further not give customers an incentive to opt out.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 5 references coded [9.94% Coverage]

Reference 1 - 2.16% Coverage

“First we need to create the interest in coming to Copenhagen and then there is the continuous dialogue with the different customers and clientele.”

Reference 2 - 2.11% Coverage

That is definitely a greater focus with this new strategy, and we are more flexible towards our partners in comparison to what we have been before.

Reference 3 - 2.46% Coverage

Key competencies that are required now and, in the future, to be competitive in an enterprise B2B market, “are the insights into what directions the markets are moving.”

Reference 4 - 2.25% Coverage

The competency to look forward and anticipate how the markets are changing and where the customers are going becomes more and more important in the future.

Reference 5 - 0.97% Coverage

“Being close to the customer and understand what matters for them”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 6 references coded [13.55% Coverage]

Reference 1 - 2.34% Coverage

The only thing that I negotiate at this point in time is a discount… NDC (new distribution capabilities). Development of distribution channels towards distribution capabilities?

Reference 2 - 2.57% Coverage

In general, we have very loyal customers and the trust towards SAS as a provider, as we have continuous follow-up meetings, to ensure that the client is happy with the negotiated terms and our delivery.

Reference 3 - 0.79% Coverage

“If needed we can adjust the terms over the course of the year.”

Reference 4 - 3.27% Coverage

When it comes to these online booking tools, it is mostly the agents who facilitates the tool for the companies, but some corporate companies do invest in this online tool themselves, to be able to flexible in case of transitioning from one agent to another.

Reference 5 - 0.75% Coverage

Dependent either on a yearly basis or route specific etc.”

Reference 6 - 3.83% Coverage

What we then do to secure a good customer journey for our clients and their flyers is that we have “three-part meetings with the agent, the client and ourselves” to follow up and see how the negotiated terms are, “what we then call SBV; sale ability, buy ability and visibility”, available on all levels.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 10 references coded [23.69% Coverage]

Reference 1 - 0.94% Coverage

Also, in relevance to how “the customer needs changes all the time.”

Reference 2 - 2.45% Coverage

In the effort of making the organization more customer centric, we “research the market and the market trends but we also test the user friendliness of our products and services.

Reference 3 - 2.53% Coverage

“Then we have a whole design team” sitting on the digital platform and “analyzing through this data to create a customer centric design and platform”, which is then the third part of it.

Reference 4 - 3.28% Coverage

Lastly, we have the fourth and maybe the most influential part, that we are “making an agile transformation to the organization. Which is also seen in other industries. This agile transformation is then based upon the customer insight.”

Reference 5 - 1.93% Coverage

Whit that said, we then of course still have an interest in finding new ways to earn money and with that trying to generate new income sources.

Reference 6 - 1.63% Coverage

in our industry, is innovation a key capability that is important, in the sense of “understanding the customers user.

Reference 7 - 1.38% Coverage

In the sense that, we need to be more flexible and more agile when it comes to our terms and conditions.

Reference 8 - 4.31% Coverage

There is definitely a trend of or a need of closer collaboration in the sense “that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.”

Reference 9 - 2.83% Coverage

Further when we talk about the industry specificness of customer journeys on the B2B market, “we also need to recognize that maturity has a say when it comes to innovation within the technical parameters.”

Reference 10 - 2.40% Coverage

The tough thing is just to implement the innovation in larger enterprise corporation which at the end will have a difficulty in being as agile as the B2C brand oriented market.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 17 references coded [25.64% Coverage]

Reference 1 - 1.27% Coverage

Hence, the loyalty doesn’t lie and rely upon the fact that we negotiate a contract once, but the fact that we continuously renegotiate when the agreed contracts are ending.

Reference 2 - 2.85% Coverage

For the customers that goes into loop when it comes to the customer journey then “it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies.

Reference 3 - 2.17% Coverage

With that said, we are a center of excellence where we also advice our operation to continuously deliver a better service, so that it’s not just a service delivery but an experience… so it is a very close collaboration amongst those three departments to ensure” a great experience at each stage.

Reference 4 - 1.30% Coverage

We have defined a customer experience journey “as a sense of how we in the day-to-day operation can ensure some of the greater experiences for the customer and their employees.

Reference 5 - 1.07% Coverage

As our contracts are usually bound by some sort of user satisfaction, “we then organize our services, deliveries and experiences accordingly.

Reference 6 - 0.89% Coverage

Depending on the touchpoints we then work thoroughly with “how we can create a good experience around that touchpoint.

Reference 7 - 0.52% Coverage

So, we are actually bundling our services” within these touchpoints.

Reference 8 - 0.65% Coverage

So, in that sense, our services and our performance can indeed be very differentiated.

Reference 9 - 1.87% Coverage

hrough our services we want to understand on the single touchpoint what is important for the user at that touchpoint how are we making the work environment attractive at all points and then further also helping our customers retaining their employees.

Reference 10 - 1.49% Coverage

On the other hand, it is also very dependent on the customer and their needs, e.g. “if we have a smaller client who is perfectly fine with us, just cleaning” and that fulfills their need, then just do that.

Reference 11 - 2.73% Coverage

The measures that we need to focus on in the future, in order to ensure the best customer journey, “we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees.”

Reference 12 - 1.75% Coverage

Then further, on the environmental development of focus, we try to “accommodate our clients in their goals to e.g. become more sustainable and greener, can we have cleaning products that are greener and is our supplies sustainable etc.

Reference 13 - 0.92% Coverage

What we then do within e.g. “our excellence center is to look inside our operation and see how we can do it smarter and better.”

Reference 14 - 1.34% Coverage

We are also having a partnership with e.g. “Syddansk University where we are a part of some pilot tests on innovative products and solutions where we then are the ones testing these.

Reference 15 - 1.85% Coverage

We have our own system where we can see occupancy of meeting rooms and can work with the data through that system in order to see which meeting rooms are not used and what is the cause of that etc. Which then is the way that we work innovative,” through data.

Reference 16 - 1.29% Coverage

How we work together is important and there is a collective reward across the partnership where we “in a reasonable manner are able to adjust the relationship continuously.”

Reference 17 - 1.69% Coverage

Clear agreements and trust are pivotal to how we work together on a day-to-day level” because regardless of what we write into a contract the good relationship and partnership is determined through our day-to-day partnership.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 1 reference coded [3.68% Coverage]

Reference 1 - 3.68% Coverage

Further, the choices of solutions that we have “to meet the needs of the customer can change after the negotiations are done.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 3 references coded [28.94% Coverage]

Reference 1 - 10.79% Coverage

So regardless of the touchpoint is within our control, have the understanding whether it is a critical point for the customer and invest the time into meeting the customer where the customer is at a critical moment of decision in the journey and through negotiation with partners secure the touchpoint and not give the customer a reason to opt out.

Reference 2 - 7.69% Coverage

In the sense that the feedback option developed into the tool constantly will generate live data from the customers down to the difference on a daily basis whether one employee is performing to goals set etc. and then solve them based on that data."

Reference 3 - 10.46% Coverage

In that same context, when we talk B2B enterprise companies, there are for sure employees in charge of continuous evaluation of a suppliers delivery etc. so to incorporate the tool on both sides and through that have a clear live dialogue (on a daily basis) on what goes well and what does not will be a tremendous benefit for both parties.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 8 references coded [21.71% Coverage]

Reference 1 - 1.71% Coverage

Throughout the DURING phase, "which can be a two-year agreement, we then further meet the client in what we call quarterly meetings.

Reference 2 - 3.99% Coverage

Where we follow up in the larger aspects of the agreement, did the client get the prices agreed upon, does the product live up to their expectations, is there any feedback we need to take into consideration or reaction from the clients employees with SAS in general, have our traffic program been inadequate etc.

Reference 3 - 1.85% Coverage

As it can "occur that a client doesn't feel that they are getting the promised value and then we have to amend" in order to reach that expectation.

Reference 4 - 5.20% Coverage

Generalizing the customer journey on the B2B enterprise market, in my opinion, "it is important to have a customer journey that seems individualized or tailormade either on the individual level or the client level. But the art is as a supplier to deliver something, which to some extent is automated and a standard model but the receiving part (the client) experiences it as an individualized service."

Reference 5 - 1.65% Coverage

Meaning, a core service from the firm’s perspective, but from the client’s perspective it is experienced as something unique.

Reference 6 - 2.70% Coverage

Give the customer the control back in the sense of “e.g. self-service because the dependency on others” nowadays is not attractive and consequently companies are willing to pay for “independent solutions.”

Reference 7 - 1.79% Coverage

Continuing in that mantra, “I think it is important to make the solutions simpler, as the client doesn’t have time for complex solutions.”

Reference 8 - 2.82% Coverage

What companies then have to do in order to make the solutions simpler, is to become better “at using the available data to generate the solutions instead of asking the clients whether they want to reply to a survey or not.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 11 references coded [19.98% Coverage]

Reference 1 - 1.97% Coverage

This is done through “collaboration with the existing airlines on new routes and existing routes with higher load factor and then further to work with airline companies who is not a customer base yet and work on routes that are not offered yet.”

Reference 2 - 1.48% Coverage

All in all, to increase the attractiveness of having airlines routes going in and out of Copenhagen. Attractiveness in the sense of load factor and yield dependent on the load factor.

Reference 3 - 2.31% Coverage

Primary competitors are Arlanda and Oslo, due to the fact that they are large bases for Norwegian and SAS and on that note “it is delight to see that SAS is getting more threshold in CPH, due to our very good operations” and further examples such as a lower ‘flight shame’ compared to Sweden

Reference 4 - 1.27% Coverage

Further we try to make it attractive through… previously it was more relational based selling strategies, whereas we today work more on a data-based model…

Reference 5 - 2.01% Coverage

We developed a model, which through macro and micro economic data, ranks new potential destinations… The amount of data we have access to is incredible and that is possible because the ticketing suppliers, such as Amadeus, are selling their data.

Reference 6 - 2.15% Coverage

But what we do not have data on is the yield. So, we try to calculate through all these data inputs" what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don't lose income or yield somewhere else.

Reference 7 - 0.77% Coverage

"E.g. we have come way closer in our relationship with SAS through" this sparring of analysis.

Reference 8 - 1.54% Coverage

While we still are "making detailed business cases to establish the relation between businesses interest in cargo routes etc. … so we try to lift the job on every aspect that we possibly can."

Reference 9 - 3.18% Coverage

On short-haul routes it is a bit different, there it is primarily our long time established carriers who have a say and try to figure out what routes are interesting in regards to feeding of our long-haul destinations and further how to generate cheap weekend possibilities at new destinations within Europe, "and there it's mostly eastern Europe where the network are developing right now."

Reference 10 - 1.46% Coverage

When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive" etc.

Reference 11 - 1.85% Coverage

To sum it up, the key competencies for businesses are to "understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them."

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 2 references coded [7.78% Coverage]

Reference 1 - 1.12% Coverage

"The operational cooperation," first of all, "has changed a lot over the years.

Reference 2 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and "not just point fingers towards our cooperating parties" but through transparency and this narrative, create some sort of "an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 22 references coded [31.21% Coverage]

Reference 1 - 1.26% Coverage

In comparison, "when we talk customers on the B2C market they are at a larger spam a homogeneous market, whereas the B2B market is significantly more a heterogeneous market.

Reference 2 - 0.98% Coverage

Because they require more it will naturally cost more, and therefore we need to have the continuous inductive spiral of development.

Reference 3 - 0.73% Coverage

Their income at risk becomes more important and we, therefore accommodate them better and better."

Reference 4 - 2.01% Coverage

Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that "the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client.

Reference 5 - 1.36% Coverage

Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored.

Reference 6 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 7 - 2.20% Coverage

Which is also a difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities.”

Reference 8 - 1.48% Coverage

With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more “tailored and the complexity of the product becomes higher.”

Reference 9 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 10 - 0.86% Coverage

It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at.

Reference 11 - 0.37% Coverage

In order to get more coherent customer journeys.”

Reference 12 - 2.14% Coverage

We still see it in the way that we evaluate and measure our performance, because our delivered performance is getting evaluated over “working days and not factual time or days, which in essence is the driving evaluating factor for a customer” nowadays regardless if it is a B2B or a B2C customer.

Reference 13 - 1.32% Coverage

“That is one of the parameters that we are changing and where we are putting a lot of emphasis on calculating on actual number of days” where our customers deliverance is not optimal.

Reference 14 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 15 - 3.07% Coverage

As our size and "our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier" and therefore it again, "might be easier to influence a supplier to join our vision" of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 16 - 0.99% Coverage

Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies.

Reference 17 - 0.81% Coverage

Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income."

Reference 18 - 0.58% Coverage

With that being said, there is change happening and "there is a change of focus.

Reference 19 - 0.65% Coverage

But that is mainly within younger companies, who started with a different perspective.

Reference 20 - 0.92% Coverage

They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in."

Reference 21 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then "some of the companies who have solved this well is Oticon and NNIT."

Reference 22 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 29 references coded [37.77% Coverage]

Reference 1 - 1.02% Coverage

There is too much tunnel vision on the fact that companies only look upon their approach" to the customer journey and not the customers.

Reference 2 - 1.60% Coverage

Taking covid-19 pandemic into consideration, shows that some companies are really good at managing the unexpected in this sense, that how do we as a company manage when the planned customer journey is disrupted

Reference 3 - 1.55% Coverage

E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc.

Reference 4 - 2.37% Coverage

So to think about what happens when the customer journey is disrupted, “what do we do when a products is shipped and it is not the right product arriving or something is not right” is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client.

Reference 5 - 1.38% Coverage

To also understand “what kind of service is our customer demanding alongside the product we are offering” and what do we specifically do when our designed customer journey deviate.

Reference 6 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn’t know what to do in that situation.

Reference 7 - 1.17% Coverage

In that sense, “empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company’s behalf.

Reference 8 - 0.66% Coverage

That touchpoint I generally feel that most companies does not capture that part of it.”

Reference 9 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late “the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 10 - 1.28% Coverage

Not being aware that the client’s needs change and not caring about the agreed terms during the contractual period” has been negatively conclusive for many companies.

Reference 11 - 1.33% Coverage

Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential.

Reference 12 - 0.54% Coverage

Given that, the PAST stage for sure starts way earlier on the B2B market.

Reference 13 - 1.51% Coverage

The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent.

Reference 14 - 1.09% Coverage

“The expectations in the same sense, evolves as the delivery of service is done over time. Hence, the future expectations,” are ever changing.

Reference 15 - 1.82% Coverage

Compared to the B2C market, “when buying a Coca Cola, I do not expect Coca Cola to deliver something different or better the next time, I expect the same product and thereby a repeated experience, but that changes when we within the B2B market.

Reference 16 - 0.78% Coverage

On one side because of the personal interaction but also because the level of complexity is different.

Reference 17 - 0.56% Coverage

It requires that you as a B2B company maintain the relevance by the client.

Reference 18 - 1.95% Coverage

As the client's needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client" throughout the journey then "you lose the relevance and then the client will decline as the risk of staying is too high."

Reference 19 - 0.88% Coverage

This is where change management comes into play, as we need to adapt our organization to live this customer journey.

Reference 20 - 0.53% Coverage

So, how do you make this simple and usable for the entire organization.

Reference 21 - 1.38% Coverage

The key competencies which is needed when it comes to applying customer journeys in the B2B market is then to be able to "adjust our services so that we are meeting the customer's needs.

Reference 22 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 23 - 1.06% Coverage

The key competencies are in that sense, then "to be able to translate the knowledge about the market to what kind of needs the customers have.

Reference 24 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs."

Reference 25 - 2.10% Coverage

"There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn't work with it prior.

Reference 26 - 0.99% Coverage

Further one needs to continuously be ready for change because the customers change." The agility has a huge impact on the success.

Reference 27 - 0.37% Coverage

That is “even the agility on the personal level.”

Reference 28 - 0.77% Coverage

The change management model ADKAR is mentioned as an important reference to being agile as a company.

Reference 29 - 2.54% Coverage

But it is important to understand that “it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is ‘interested in me’ and that product or service delivered should give me what I deserve.”

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 1 reference coded [3.15% Coverage]

Reference 1 - 3.15% Coverage

These customer satisfaction surveys have been amended over time and nowadays “we do not do as often as before, because some of the answers weren’t credible in comparison to the departments of operations we deliver to.”

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 15 references coded [47.65% Coverage]

Reference 1 - 4.65% Coverage

“When the contract is signed and we go into operations or productions, then there are deliveries every single day and then the contact goes from the procurement departments in our client companies to their operational departments e.g. airport managers or area managers.

Reference 2 - 2.98% Coverage

From their point of view, then there is follow up on whether we’re delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA.”

Reference 3 - 2.67% Coverage

Over time we have more touchpoints in the DURING stage compared to the PRE stage so “the most important touchpoint or task is then the follow up on deliveries.

Reference 4 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors", to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 5 - 3.39% Coverage

When our clients then have raising dissatisfying feedback on our subcontractors, then "I have a close collaboration with our subcontractor to ensure that end-user is satisfied with the changes."

Reference 6 - 4.08% Coverage

"Further, we also have clients who doesn't go into tender after e.g. 3 years, but they go out to make a price review, so that the tender round is avoided, and the contract could continue where the price is adapted to accommodate both parties."

Reference 7 - 4.16% Coverage

Retention of our clients is in general ensured by, "two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations" etc.

Reference 8 - 2.63% Coverage

Further we, take action directly and come with "corrective action plans and create focus upon the mistakes made, to ensure that they don't happen again."

Reference 9 - 1.88% Coverage

But still "a lot of the same things, follow up on touchpoints" along the journey and "follow up on the contract.

Reference 10 - 2.10% Coverage

Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically.

Reference 11 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same" it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 12 - 2.45% Coverage

The key competencies are then; "continuously ensure a competitive price and again, deliver on the agreed terms and create a good relationship

Reference 13 - 2.27% Coverage

I think the company that makes a contract and then doesn't open that until it is time for renegotiations" they'll lose in the long run.

Reference 14 - 1.39% Coverage

"It is essential that there is some sort of relation during the contract period."

Reference 15 - 3.39% Coverage

In the most industries the needs are so changeable that "there is some sort of contact encounter during the contract period" where the contracts might be amended according to the changing needs etc.

Theme: Corona (Sub Theme from Agility)

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 3 references coded [4.48% Coverage]

Reference 1 - 1.50% Coverage

Corona will for sure have an impact on how the markets are changing and how we need to focus in the future. "

Reference 2 - 1.35% Coverage

We need to move closer to each other as an industry if we shall land properly after this crisis.

Reference 3 - 1.63% Coverage

"So, the strategical approach to how we collaborate and work together will be challenge in retrospect of this."

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 1 reference coded [2.15% Coverage]

Reference 1 - 2.15% Coverage

In general there is a focus on the price, also in the private sector, but again that is very much "dependent on how well the businesses are doing, when they are doing well they are able to afford more and the other way given the situation today we need to be prepared for what comes after" covid-19.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 1 reference coded [2.41% Coverage]

Reference 1 - 2.41% Coverage

On a different note, what covid-19 really has shown and what “reoccurs when SAS in other aspects have met misfortune is that our partners and clients show that they care through sympathy.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 7 references coded [11.35% Coverage]

Reference 1 - 1.48% Coverage

As a commercial responsible for the airlines in CPH the problems are at a top priority right now, that we and our airlines at the end of this pandemic are coming safe out on the other side.

Reference 2 - 1.08% Coverage

“That we can reduce our expenses, postpone investments as cash is king right now” and without that a business is not going to survive.

Reference 3 - 0.81% Coverage

Further, the priority is to “secure the employees that we have, that we do not have to lay someone off.

Reference 4 - 2.61% Coverage

On the broader spectra my first priority not the traffic and the business right now, because right now it is catastrophic anyway and we are running on a 1-2% of what our normal departing passenger load is. Then we have 2-4 arriving passengers and I think that we will go down to 1% departing” as more and more routes are closing.

Reference 5 - 0.59% Coverage

My focus right now is to help with that the entire ecosystem is surviving.

Reference 6 - 2.14% Coverage

Securing our airlines are surviving to the extent that we can help with and further parties in our ecosystem is surviving, that is everything from ground handling to catering etc. … so that as many of us as possible comes through this without going into bankruptcy.”

Reference 7 - 2.64% Coverage

We try to minimize the costs for the airline companies as well as much as possible for the expenses that we can regulate on, “e.g. we will not charge the airlines for parked flights for the ones who have base here in Copenhagen” in order to meet the airlines where we can. “The first priority is trying to help the industry survive.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 1 reference coded [1.60% Coverage]

Reference 1 - 1.60% Coverage

Taking covid-19 pandemic into consideration, shows that some companies are really good at managing the unexpected in this sense, that how do we as a company manage when the planned customer journey is disrupted

Theme: Buying Process – decision process

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 5 references coded [18.99% Coverage]

Reference 1 - 4.06% Coverage

Regulatory effects on the market that is a part of the definition of buying processes now a days. “There is something modern about going into tender rounds,

Reference 2 - 1.72% Coverage

tender rounds are a common denominator across all experts so far.

Reference 3 - 1.84% Coverage

Tender rounds have “within the last 5 years become more significant.”

Reference 4 - 4.50% Coverage

The negotiation part usually goes through client’s procurement departments but “the relation that our KAM had with the department made the negotiation process easier.”

Reference 5 - 6.87% Coverage

The trend when it comes to buying rounds are moving towards “price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher.”

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 8 references coded [26.70% Coverage]

Reference 1 - 4.53% Coverage

Simplistic we can of course use the SLA’s but when it comes down to it “it is hard to define in a contract how an employee shall ‘act and behave’ towards our customer. Where the training is a really good idea.”

Reference 2 - 4.55% Coverage

So, in contrary to the rational decision-making for most parts of the b2b market it is still the human touch and the fact that people who sits with the power to decide at the end, are “also driven by emotions.”

Reference 3 - 3.19% Coverage

Or at the other end, that the employee “might be afraid of making mistakes and in that sense resistant towards finding or trying new suppliers.”

Reference 4 - 2.72% Coverage

And further it can also have something to do with the “relation you have to a supplier – relational selling – has an impact.”

Reference 5 - 2.08% Coverage

The psychological factor internally has a say when it comes to the decision-making process.

Reference 6 - 3.97% Coverage

On the next level is therefor, if we “as a seller wants to understand the customer on a deeper level and how are their incentive structure internally in this buying organization”.

Reference 7 - 1.38% Coverage

Then it gives us an idea of how we should approach this company.

Reference 8 - 4.29% Coverage

It doesn’t necessarily mean that our organization needs to comply with our customers, but we need to understand how they make decisions and what their incentives and “subtle mechanisms” are.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 3 references coded [5.50% Coverage]

Reference 1 - 2.16% Coverage

“First we need to create the interest in coming to Copenhagen and then there is the continuous dialogue with the different customers and clientele.”

Reference 2 - 1.59% Coverage

But it is not the deciding factor and it probably never will be, as cost and quality come into play before that."

Reference 3 - 1.75% Coverage

In bigger companies it is required and a necessity that we have "clear and definite interfaces and agreements (SLA's)."

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 5 references coded [15.61% Coverage]

Reference 1 - 2.34% Coverage

The only thing that I negotiate at this point in time is a discount… NDC (new distribution capabilities). Development of distribution channels towards distribution capabilities?

Reference 2 - 4.03% Coverage

"An outcome of this online booking tool is then the visual guilt when the employee is booking a business ticket over an economy ticket, which again is not as present when the agent is the one booking a business rather than an economy ticket. The employee disclaims the responsibility of what kind of ticket was booked."

Reference 3 - 4.00% Coverage

The online tool is then another link or partner to the distribution of this negotiated ticket that the clients then have. "I have a big task to succeed in" when it comes to manage 'un-controlled' touchpoints "in corporation with the client to look in these online tools and see if the negotiated price is available."

Reference 4 - 3.47% Coverage

When we then move further on in the journey of the customers 'flyer' to the "finance department where the settlement of the total travel costs come into play, such as meal costs, amendment fees due to prolonged meetings etc. that the final costs might have been more costly.

Reference 5 - 1.77% Coverage

That again will loop back to procurement at the client company because the flyer shows the appreciation internally in the client company.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 8 references coded [18.95% Coverage]

Reference 1 - 1.37% Coverage

and for both of these segments you go into tender rounds when the contracts need to be renegotiated.

Reference 2 - 1.55% Coverage

The last segment because they are so diverse, they usually go as a subscription-based model for a period of time.

Reference 3 - 2.19% Coverage

“Price definitely has an overall denominating factor” in the first two segments, “when it comes to the PRE stages and the buying experience of these clients.”

Reference 4 - 1.71% Coverage

The buying experience is characterized by more rational and the human based interactions,” when it comes to negotiations.

Reference 5 - 2.80% Coverage

Rational is then understood in the sense that, for these preliminary stages, companies usually “invites the procurement department in to evaluate and structured go through” the negotiation process.

Reference 6 - 1.63% Coverage

“Further, we are an industry where the prices are dropping so economies of scale are also important in this industry.”

Reference 7 - 3.39% Coverage

Securing a great customer journey across companies, suppliers and customer “is very much dependent on what kind of supplier we are talking about. From our point of view, it is very important to continuously push on the prices from our point of view

Reference 8 - 4.31% Coverage

There is definitely a trend of or a need of closer collaboration in the sense “that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.”

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 19 references coded [25.67% Coverage]

Reference 1 - 1.16% Coverage

On the other hand, we have our public customers who by law needs to go into tender rounds, which then requires us to propose a delivery based upon their tender.

Reference 2 - 1.27% Coverage

Hence, the loyalty doesn’t lie and rely upon the fact that we negotiate a contract once, but the fact that we continuously renegotiate when the agreed contracts are ending.

Reference 3 - 1.08% Coverage

“It can also occur that the private sector goes into tender rounds, but with the public sector it is just a requirement by law” which needs to be met.

Reference 4 - 0.95% Coverage

It can certainly also be in the public sector and a customer we’ve had for years who just wants to see what the market has to offer.”

Reference 5 - 1.07% Coverage

As our contracts are usually bound by some sort of user satisfaction, “we then organize our services, deliveries and experiences accordingly.

Reference 6 - 1.20% Coverage

Again, that is embedded in the contracts that we have with our clients, as it is usually specified that the client does not want to feel that a service is outsourced.

Reference 7 - 1.93% Coverage

SLA’s are as a rule of thumb something that again “is specified depended on the single client is, we have our own KPI’s and standards for what we want to deliver, we want to be the consulting part with our clients and talk about what KPI’s makes sense for the client.”

Reference 8 - 2.26% Coverage

When it comes to price of the specific service delivery and the negotiation upon price is very dominant, “especially in the public sector, but I do see a tendency that quality in the public sector does have an impact” and therefore there is a development focus wise towards the quality for money aspect of it.

Reference 9 - 2.15% Coverage

In general there is a focus on the price, also in the private sector, but again that is very much “dependent on how well the businesses are doing, when they are doing well they are able to afford more and the other way given the situation today we need to be prepared for what comes after” covid-19.

Reference 10 - 2.22% Coverage

The facility industry itself is very price dominant and therefore also very competitive, “for us though, it is still important that our employees are under covenant (agreed by unions) etc. Which of course again costs on our part, if you want to be able to give a reasonable, pay and working conditions.

Reference 11 - 1.36% Coverage

That of course has an impact on our capability to be price competitive but when it comes to that we just don’t want to compromise on those levels and compromise our own ethical standards.

Reference 12 - 1.43% Coverage

In the PRE phase when it comes to sales on an economical level, we do look further into “can we and do we want to be a part of this. Sometimes we then chose to say no thank you” to a business opportunity.

Reference 13 - 1.19% Coverage

Customer journeys on the B2B marked have “different decision criteria, a customer relationship is dictated more by the SLA’s and the economy of what is offered.

Reference 14 - 1.07% Coverage

But on the other hand, again, it is “dependent on the client, as we also have clients where we in joint sessions sit down and discuss what is needed.

Reference 15 - 0.96% Coverage

Our newer agreements definitely focus on the partnership vested relationship, where the joint KPI’s and vision are dominating.

Reference 16 - 0.76% Coverage

“It is already defined” in the PRE stage “how we work with this client and how we work together over time.

Reference 17 - 0.96% Coverage

Which again, is all defined through the preliminary stages of the agreements, what does the client want, a supplier or a partner.

Reference 18 - 1.69% Coverage

Clear agreements and trust are pivotal to how we work together on a day-to-day level” because regardless of what we write into a contract the good relationship and partnership is determined through our day-to-day partnership.

Reference 19 - 0.94% Coverage

further with our suppliers, we try to make these back-to-back agreements, meaning, we look into the contract with our client”

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 1 reference coded [7.43% Coverage]

Reference 1 - 7.43% Coverage

Securing the standards and levels of quality that are in the hands of the subcontractors is done through; “airline sales are negotiating the terms with the airlines, so those terms are sent to our department and we then make sure that these terms are met.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 1 reference coded [10.79% Coverage]

Reference 1 - 10.79% Coverage

So regardless of the touchpoint is within our control, have the understanding whether it is a critical point for the customer and invest the time into meeting the customer where the customer is at a critical moment of decision in the journey and through negotiation with partners secure the touchpoint and not give the customer a reason to opt out.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 11 references coded [20.74% Coverage]

Reference 1 - 4.39% Coverage

From my point of view the customer journey starts with the travel agency, where a reservation that suits the customer, is made, where we in SAS actually let go of the customer and the customer is through that process handled by the agent. Meaning, everything PRE travel is managed by the agent and we then meet the customer again in the airport.”

Reference 2 - 1.02% Coverage

“When the corporate deal is made with a client, that’s when we’re very present.

Reference 3 - 1.08% Coverage

What kind of travel policy does the client want, what kind of prices do we negotiate.

Reference 4 - 1.45% Coverage

“At some point the contract expires and then renegotiation happens and that is mainly the cycle” of the journey.

Reference 5 - 1.05% Coverage

In our smaller segments; small, medium companies, they shop to a larger extent.”

Reference 6 - 1.53% Coverage

When it comes to the buying process “90% is price oriented and the last 10% is oriented towards the value proposition.”

Reference 7 - 2.53% Coverage

Then further when it comes to price, it is not necessarily important to be the cheapest but the difference in price towards other companies” and the price competitiveness in general is important.

Reference 8 - 2.70% Coverage

Give the customer the control back in the sense of “e.g. self-service because the dependency on others” nowadays is not attractive and consequently companies are willing to pay for “independent solutions.”

Reference 9 - 2.07% Coverage

“In the perfect world, any company should be aware of the suppliers that a company enters an agreement with, that the price doesn’t become a controlling factor.

Reference 10 - 0.93% Coverage

The problem then again goes back to client and their willingness to pay.

Reference 11 - 2.00% Coverage

“The client does want to have the SAS experience from end-to-end, but they are not willing to pay accordingly and that is also applicable on the B2B market.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 12 references coded [14.94% Coverage]

Reference 1 - 2.29% Coverage

“Legacy companies such as SAS who focuses on a combination of the load factor and yield for a given seat, whereas companies such as Ryanair first and foremost focuses on load factor and then their operational costs are so low that they know that they will get a reasonable yield as well.

Reference 2 - 1.22% Coverage

Due to the fact that we are a regulated airport that has a tariff agreement that runs over a certain amount of years, these tariffs need to be negotiated.

Reference 3 - 1.49% Coverage

They are usually negotiated across the airlines but if that agreement is not reached amongst the airlines and the airport then the Danish transport authority has the conclusive vote.

Reference 4 - 1.15% Coverage

When we then talk new companies (airlines) then “we have something that we call CPH delivery model, that guides new airlines for the airport.”

Reference 5 - 0.98% Coverage

We then only function as the impartial information into Danish standards and operations based upon quantitative data.

Reference 6 - 1.82% Coverage

We also participate in conferences where we kind of “speed date new potential costumers” to come to Copenhagen and “usually the long-haul customers take way more time to negotiate and convince to start flying to Copenhagen.

Reference 7 - 0.57% Coverage

E.g. it took us 9 years to convince Air India” to open their Delhi route.

Reference 8 - 0.60% Coverage

Meaning the buying process are far longer and way more resource draining.

Reference 9 - 1.30% Coverage

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties.

Reference 10 - 1.19% Coverage

It is a larger investment when it comes to new clients and it’s a typical range of 3-4 year” DURING-stage activities “before there is any breakeven.

Reference 11 - 0.86% Coverage

We have “incentive modules that we are very transparent about and therefore also are presented on online.

Reference 12 - 1.46% Coverage

When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive” etc.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 2 references coded [5.90% Coverage]

Reference 1 - 2.94% Coverage

The airport in itself is quite unique in the sense of ecosystem and that ground handlers cannot chose another airport in that sense hence; the perspective is a bit different compared to the rest of the B2B market.

Reference 2 - 2.96% Coverage

Meaning there is a whole other aspect of choice when it comes to the buying process in the sense of “tender rounds and a more complex process leading up to an actual contract and cooperation with a partner or client.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 19 references coded [24.31% Coverage]

Reference 1 - 1.22% Coverage

Meaning, the expectations and willingness to pay, as we are serving from a small scale of B2B customers, such as the local hairdresser, to a larger scale, such as Mærsk.

Reference 2 - 0.84% Coverage

“Whereas the larger clients are far more rational in their overall behavior and professional in their approach.”

Reference 3 - 2.17% Coverage

What I see other businesses do, in case they “aren’t so mature in the usage of customer journeys, they focus on the decision maker, because the process often to go through the Key Account manager and then the clients are recruited through the KAM and that’s where you usually reach the decision maker.

Reference 4 - 0.93% Coverage

On another note, “it is the entrepreneurial segment which lacks focus and where we aren’t targeting that segment efficiently.

Reference 5 - 2.57% Coverage

Because they are a business customer" and are therefore under the same departmental responsibility and further "create solutions that are targeted for the enterprise customer" but the smaller business doesn't comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses.

Reference 6 - 2.01% Coverage

Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that "the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client.

Reference 7 - 2.20% Coverage

Which is also a difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities."

Reference 8 - 1.60% Coverage

"In the private sector (B2C market), the brand and brand identity have a higher impact on the choice of supplier compared to the enterprise market where price and quality has a way higher impact on the choice of supplier.

Reference 9 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 10 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 11 - 0.88% Coverage

Which again, only is applicable for the private sector. As the public sector" by law is required to go into tender rounds.

Reference 12 - 0.78% Coverage

"There is also a slight difference when it comes to the stimuli" of the PRE phase compared to the B2C market.

Reference 13 - 0.99% Coverage

As the private single consumer usually wants one thing and expresses the importance in sustainability but then act according to price.

Reference 14 - 1.24% Coverage

Where on the B2B enterprise market, there is more a sense of “no bullshit, because the one making the decision is not irrational or emotionally controlled in the same way.

Reference 15 - 1.19% Coverage

Going back to the relational part of the expectation of “the perceived value, which becomes a proxy in the risk assessment” when choosing a supplier in the future.

Reference 16 - 1.19% Coverage

Hence, the risk is lower, and a company becomes secure in their decision process, as “it becomes more of a non-monetary parameter within the evaluation process.”

Reference 17 - 1.17% Coverage

Given the that the prior assumption is made, that within any evaluation process, the monetary, non-monetary and emotional parameters are part of the process.

Reference 18 - 1.30% Coverage

Then “some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,” which then has an impact on their decision parameters.

Reference 19 - 0.48% Coverage

Expenses and sale are shortsighted income and revenue drivers.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 8 references coded [13.20% Coverage]

Reference 1 - 1.47% Coverage

“In my experience, regardless of B2B or B2C market, the customer in a very early stage, even before a business might be aware, then the customer makes some sort of considerations of what they want

Reference 2 - 1.61% Coverage

What kind of service or what kind of product is it that we are interested in and why are we interested, what kind of providers are there on the market etc. and that is even before I as a supplier or partner gets involved.

Reference 3 - 2.03% Coverage

Again, based on my experience, that part of the customer journey the businesses do not really manage well" and maybe even especially on the B2B market. What has typically been the approach on the B2B market "has been, this functional approach" to the sales parameters.

Reference 4 - 2.16% Coverage

What we see way more on the B2C market is that the emotional approach of landing a customer is played way more than on the B2B market, but what I think is underrated, "because the emotional factors are equally as present on the B2B market", we are just not that focused on them than we could be.

Reference 5 - 2.00% Coverage

There are so many parameters of an offering "that is emotionally determined that you also need to consider" in corporation with the customer, "do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 6 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 7 - 1.09% Coverage

"The risks when entering agreements" on the B2B market are usually dependent at more "levels and aspects therefore a greater risk is involved."

Reference 8 - 1.27% Coverage

Further, it is important to understand that the customer might be in a PRE stage evaluating the needs, before an organization even is aware of the potential customer."

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 2 references coded [3.63% Coverage]

Reference 1 - 1.63% Coverage

Because this is defined through SLA's what we should deliver, but the form of how it is delivered is what matters."

Reference 2 - 2.00% Coverage

What we renegotiate with our clients about is our tax agreements and is in that sense, where the journey goes back into a negotiation phase.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 11 references coded [29.87% Coverage]

Reference 1 - 1.10% Coverage

Every contract is made 2-year, 3-year or no-end date contracts.

Reference 2 - 3.41% Coverage

For new clients after an assessment visit and tender round, then “the actual contractual negotiation starts where the proposal is negotiated in every link etc. and further on price, price and price.

Reference 3 - 1.41% Coverage

Further insurance claims and SLA’s are the next thing which is discussed the most.

Reference 4 - 3.12% Coverage

A new trend arising amongst airline customers are the consequential cost where airlines tries to put the responsibility of e.g. EU compensations for delays onto the ground handler.

Reference 5 - 3.16% Coverage

These contractual “negotiations can take between 1 month and go all the way up to a year” of negotiations, making the PRE stage for customers significantly longer than on the B2C market.

Reference 6 - 2.08% Coverage

Back to the PRE stage when it comes to the pricing mechanism, “is the marginal point of view or not” when it comes to pricing.

Reference 7 - 1.82% Coverage

The pricing is set per departure hence, the price mechanism is based upon the booking factor on the flight.

Reference 8 - 1.27% Coverage

In the industry there is a general agreement that “billing goes per call.”

Reference 9 - 2.55% Coverage

In reference to “how it is now (covid-19), then as long as we are not handling flights” and cannot bill, per handled flight, “there is no income for us.”

Reference 10 - 2.90% Coverage

A lot of companies have a policy saying “every three years we need to set our contracts in tender” regardless of the loyalty and satisfaction we have with a given supplier.

Reference 11 - 7.04% Coverage

With that said, there is still a personal reference, as “some of our clients I have negotiated with for 15 years” where there is a difference in the relation there is amongst us and where we’re not discarded “if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other” compared to a company where we do not have that relation.

Theme: Communication – listen – understanding

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 6 references coded [24.87% Coverage]

Reference 1 - 2.50% Coverage

Then the day-to-day contact “goes through our duty station manager or the local supervisors.”

Reference 2 - 4.81% Coverage

AFTER – evaluation
“It is again through the KAM where the evaluation happens and where we try to find solutions to how to make it cheaper and how we can accommodate in a different manner.”

Reference 3 - 3.19% Coverage

“I focus a lot on making it ‘low-practical’ as possible” – So make the SLA’s fair and reasonable by talking in simple terms.

Reference 4 - 5.87% Coverage

Deviation of the CJ and not having control over the different touchpoints is “not applicable in the B2B market.” “The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control.”

Reference 5 - 2.97% Coverage

“The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments.”

Reference 6 - 5.53% Coverage

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele “I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis.”

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 4 references coded [13.23% Coverage]

Reference 1 - 4.53% Coverage

Simplistic we can of course use the SLA’s but when it comes down to it “it is hard to define in a contract how an employee shall ‘act and behave’ towards our customer. Where the training is a really good idea.”

Reference 2 - 1.94% Coverage

McKinsey’s loyalty loop basically ‘says’ “do not give the customer a reason to opt out.

Reference 3 - 5.38% Coverage

it should be a constant reminder to your organization and your employees not to deviate and make the huge mistakes and further as a reminder to constantly work on ‘not’ giving your customers a reason to opt out. It is more a tool for governance.”

Reference 4 - 1.38% Coverage

Then it gives us an idea of how we should approach this company.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 3 references coded [8.65% Coverage]

Reference 1 - 2.16% Coverage

“First we need to create the interest in coming to Copenhagen and then there is the continuous dialogue with the different customers and clientele.”

Reference 2 - 3.58% Coverage

When the customer is “onboarded, then it’s the operational department that secures that they fit into our daily rhythm and that requires a lot of coordination and planning according to our different operational departments and handling agents.

Reference 3 - 2.91% Coverage

“invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 4 references coded [10.34% Coverage]

Reference 1 - 3.21% Coverage

This is unfortunately something that is not present enough yet, “we try to voice and articulate it, of course companies and departments have their own goals etc. but we would like that this got pulled to a higher level and compiled across departments.”

Reference 2 - 1.36% Coverage

Travelling for business is “such a sensitive subject. Because the flyer wants to decide for themselves.”

Reference 3 - 1.94% Coverage

Not only for the clients to cooperate better across departments but also for us as a provider to “ensure that there something in it for the single flyer.”

Reference 4 - 3.83% Coverage

What we then do to secure a good customer journey for our clients and their flyers is that we have “three-part meetings with the agent, the client and ourselves” to follow up and see how the negotiated terms are, “what we then call SBV; sale ability, buy ability and visibility”, available on all levels.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 7 references coded [17.37% Coverage]

Reference 1 - 2.52% Coverage

Interests that concerns this expert is creating a customer centric organization. “Understand how you make the customer need, visible and relevant for the operational employees.”

Reference 2 - 1.88% Coverage

Even when we talk our very technical departments and developers, “how do you make the customers need relevant and visible” even for them

Reference 3 - 1.68% Coverage

To obtain customer knowledge, both quantitative and qualitative and secure the right dialogues, is another part of it.”

Reference 4 - 0.94% Coverage

secure the right dialogue with the customer is another aspect of it.

Reference 5 - 5.22% Coverage

Not necessarily what the customer wants but what they need is prioritized through this insight, which are determined through different methods such as "qualitative and quantitative research where we e.g. evaluate on different scores that our call centers typically, user tests on products and services and that can then again be through observational test and interviews."

Reference 6 - 3.51% Coverage

At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into.

Reference 7 - 1.63% Coverage

in our industry, is innovation a key capability that is important, in the sense of "understanding the customers user.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 18 references coded [26.63% Coverage]

Reference 1 - 1.00% Coverage

On that note, "we focus a lot on our people and Human Resources in that sense and management in general as the employees are our product."

Reference 2 - 0.84% Coverage

"We put a lot of effort into the fact that our employees understand what the important things are for the customer.

Reference 3 - 1.04% Coverage

So, that we not just deliver a service but, that our employees deliver a service, which makes sense in compliance with the customers mission"

Reference 4 - 1.04% Coverage

E.g. are you cleaning in a hospital, then you are not just cleaning, but you are ensuring that the patients are getting healthy again, faster.

Reference 5 - 1.20% Coverage

so that they understand the greater impact their job has to the company and the customer without necessarily understanding the greater strategical work behind.

Reference 6 - 1.58% Coverage

A good example “is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us” and how do we manage the different tasks the best way possible.

Reference 7 - 2.17% Coverage

With that said, we are a center of excellence where we also advice our operation to continuously deliver a better service, so that it’s not just a service delivery but an experience… so it is a very close collaboration amongst those three departments to ensure” a great experience at each stage.

Reference 8 - 1.30% Coverage

We have defined a customer experience journey “as a sense of how we in the day-to-day operation can ensure some of the greater experiences for the customer and their employees.

Reference 9 - 2.65% Coverage

In a practical matter, we’ve mapped out where is it on a daily basis that our employees meet the customers employees, or the users, as we differentiate between the customer and the actual user, where the user is the customers employee and those are actually the ones that we need to satisfy even though the contract is made with the corporation as the customer.”

Reference 10 - 1.66% Coverage

When it comes to the control of these touchpoints, all of the touchpoints that our user meets are controlled by us, therefore, furtherly “it is very important that our employees understand what is important for the customer.

Reference 11 - 1.50% Coverage

Given that focus, we are then in general working a lot with, training within the different touchpoint, so that the single employee understands specifically what is important for our user at this point.

Reference 12 - 1.87% Coverage

hrough our services we want to understand on the single touchpoint what is important for the user at that touchpoint how are we making the work environment attractive at all points and then further also helping our customers retaining their employees.

Reference 13 - 1.25% Coverage

E.g. with our great clients “we make a joint value proposition, in the sense that what is the vision for the client and then how do we support that in the best possible way.”

Reference 14 - 0.89% Coverage

With that said, we define our customers very thoroughly and are very accurate when it comes to defining their needs etc.

Reference 15 - 1.93% Coverage

SLA’s are as a rule of thumb something that again “is specified depended on the single client is, we have our own KPI’s and standards for what we want to deliver, we want to be the consulting part with our clients and talk about what KPI’s makes sense for the client.”

Reference 16 - 2.73% Coverage

The measures that we need to focus on in the future, in order to ensure the best customer journey, “we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees.”

Reference 17 - 0.81% Coverage

Regardless of we have a relation or not there needs to be an understanding that “we need to want this together.”

Reference 18 - 1.18% Coverage

and figure out what deliverables are needed and what do we need to “set as requirements with our business partners. So that there is a red thread through it all.”

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 5 references coded [36.94% Coverage]

Reference 1 - 11.43% Coverage

The process of negotiations of who gets what etc. “is reversed in the sense that the handlers aren’t actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport.

Reference 2 - 5.19% Coverage

hat we then chose to treat the handler as our customers is because the handlers function as the prolonged arm of the airline and it’s the airlines that we have our contracts with.”

Reference 3 - 6.73% Coverage

When it comes to key capabilities to ensure these things and at the same time be competitive in the market, it is important to “engage in a dialogue with the customer and the corresponding parties” at the other end of the value chain.

Reference 4 - 3.79% Coverage

“Operations need to match the customers operations” in relation to levels within the organization and lines of communication.

Reference 5 - 9.81% Coverage

“Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn’t just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 6 references coded [39.47% Coverage]

Reference 1 - 3.32% Coverage

So, through the tool, being able to collect the data and conduct customer surveys through the Journey Tool

Reference 2 - 5.68% Coverage

“The idea with the workshops in regard to the Journey Tool is to figure out whether it makes sense to send out surveys through the tool after the ones customer journey has been mapped.”

Reference 3 - 3.66% Coverage

For the ones who had a product launched it visualized a lot of issues they weren’t aware of throughout their journey.”

Reference 4 - 8.63% Coverage

Again, having the client focus and understanding that the customer journey goes beyond the firms control and for the company create the understanding and knowledge and then center that around how to run the Customer Journey overall will be a great capability for any company.

Reference 5 - 10.46% Coverage

In that same context, when we talk B2B enterprise companies, there are for sure employees in charge of continuous evaluation of a suppliers delivery etc. so to incorporate the tool on both sides and through that have a clear live dialogue (on a daily basis) on what goes well and what does not will be a tremendous benefit for both parties.

Reference 6 - 7.73% Coverage

Further also being able to access the tool for the implied parties within the company, so the employees linked to the different touchpoints can give the overall journey feedback through their touchpoint and on sight knowledge with the customers.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 7 references coded [13.99% Coverage]

Reference 1 - 1.08% Coverage

What kind of travel policy does the client want, what kind of prices do we negotiate.

Reference 2 - 1.37% Coverage

Given that all of the communication platforms are managed, owned and controlled by the travel agencies.”

Reference 3 - 1.71% Coverage

Throughout the DURING phase, “which can be a two-year agreement, we then further meet the client in what we call quarterly meetings.

Reference 4 - 3.99% Coverage

Where we follow up in the larger aspects of the agreement, did the client get the prices agreed upon, does the product live up to their expectations, is there any feedback we need to take into consideration or reaction from the clients employees with SAS in general, have our traffic program been inadequate etc.

Reference 5 - 1.25% Coverage

Further it is important “to have focus on the training and communication amongst our suppliers.

Reference 6 - 1.46% Coverage

Meaning how are our suppliers to know how to handle e.g. an SAS boarding” when they have not been trained properly.

Reference 7 - 3.11% Coverage

This is also where we are fortunate to operate in “a culture, which is mutual embracive and therefore have an understanding” that we can agree to disagree and still show mutual respect towards each other and create long lasting partnerships.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 10 references coded [15.01% Coverage]

Reference 1 - 2.75% Coverage

It is interesting and rewarding to be a part of these discussions, due to the inputs coming from politicians “e.g. saying that it could be super interesting to have a route to Rio” but then being able to make the calculations in that forum and explaining “that we need to have a load factor and yield that needs to be met for this to be profitable.”

Reference 2 - 1.56% Coverage

Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well.”

Reference 3 - 0.75% Coverage

I then give my input, but it is handled and responsible owned by the operations department.”

Reference 4 - 1.34% Coverage

“Then, based on these calculations, we actually have conversations with the airlines in order to see if it can be profitable for the existing customers (airlines).

Reference 5 - 1.87% Coverage

We even sometimes through the data “go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines.

Reference 6 - 1.41% Coverage

Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth.

Reference 7 - 1.30% Coverage

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties.

Reference 8 - 0.86% Coverage

We have “incentive modules that we are very transparent about and therefore also are presented on online.

Reference 9 - 1.33% Coverage

Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department.”

Reference 10 - 1.85% Coverage

To sum it up, the key competencies for businesses are to “understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them.”

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 17 references coded [45.57% Coverage]

Reference 1 - 2.04% Coverage

The contact usually goes through the ground handler, then sometimes there are single airlines here and there who then have a direct contact to us.

Reference 2 - 3.38% Coverage

In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities.”

Reference 3 - 2.16% Coverage

When it comes down to it, “it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other’s worlds.

Reference 4 - 1.17% Coverage

So, availability, trust, and transparency, is very important from my standpoint.

Reference 5 - 2.81% Coverage

Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward.”

Reference 6 - 1.57% Coverage

“Regardless of the airlines talk to us or the ground handlers, it will pretty much be the same story they get told.

Reference 7 - 0.84% Coverage

It is the same narrative that we base our communication on.”

Reference 8 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we’ve created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and “not just point fingers towards our cooperating parties” but through transparency and this narrative, create some sort of “an ideal world, that we want to be known for and that we want to work towards. That is our aspiration.”

Reference 9 - 2.41% Coverage

Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency.”

Reference 10 - 3.49% Coverage

The measures to ensure, the ideal world and the greatest customer journey for the clients “are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders.

Reference 11 - 2.61% Coverage

It is important to articulate that the entire team who has the contact towards our partners and what the vision is when it comes to values and what key words, do we want to be associated with.

Reference 12 - 1.71% Coverage

The other thing is, invite our clients to a very open and honest feedback and be good at receiving constructive criticism.

Reference 13 - 2.89% Coverage

In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed.”

Reference 14 - 3.04% Coverage

The clear lines of responsibility, from a sales purpose moving on to an operational responsibility once a contract is negotiated," are in that sense far more well-defined through departments and roles in that sense.

Reference 15 - 2.34% Coverage

Ensuring a great interaction amongst parties to further secure a great customer journey is done through understanding of the customer journey in the bigger picture.

Reference 16 - 3.34% Coverage

Understanding that; "the joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey.

Reference 17 - 3.11% Coverage

Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey" and understand that there in all supply chains are an end-consumer we need to have in mind.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 18 references coded [23.82% Coverage]

Reference 1 - 0.84% Coverage

"Whereas the larger clients are far more rational in their overall behavior and professional in their approach."

Reference 2 - 1.07% Coverage

When we do our research upon our customer segments, on the B2B market, "we triangulate our research into the buyer, the user and the decision maker.

Reference 3 - 0.58% Coverage

Because all of these parts have a different perspective on what is delivered."

Reference 4 - 2.57% Coverage

Because they are a business customer" and are therefore under the same departmental responsibility and further "create solutions that are targeted for the enterprise customer" but the smaller business doesn't comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses.

Reference 5 - 0.98% Coverage

Because they require more it will naturally cost more, and therefore we need to have the continuous inductive spiral of development.

Reference 6 - 1.36% Coverage

Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored.

Reference 7 - 0.74% Coverage

So, when they say that they focus on quality and price, then they’ve already done their due diligence.

Reference 8 - 0.95% Coverage

What you then need to meet the client upon is ‘what you see is what you get’ because it’s easier for them to articulate what they want.

Reference 9 - 1.04% Coverage

Line of communication goes through YouSee and their subcontractors “comes as representation for YouSee” when interacting with the client.

Reference 10 - 1.33% Coverage

“This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected.”

Reference 11 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 12 - 0.70% Coverage

“It is a new thing for them”, having to be aware of that, “when you talk about choosing a supplier.

Reference 13 - 0.37% Coverage

In order to get more coherent customer journeys.”

Reference 14 - 1.34% Coverage

Going back to the size of our company, it sometimes “can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers.

Reference 15 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 16 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then “some of the companies who have solved this well is Oticon and NNIT.”

Reference 17 - 0.89% Coverage

Hence, an understanding of one’s own position in the bigger chain of value who eventually always ends at an end-consumer.

Reference 18 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 21 references coded [31.76% Coverage]

Reference 1 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 2 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company” when we do this.

Reference 3 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time,” which are again parameters that aren’t necessarily “tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."

Reference 4 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 5 - 1.55% Coverage

E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc.

Reference 6 - 1.38% Coverage

To also understand "what kind of service is our customer demanding alongside the product we are offering" and what do we specifically do when our designed customer journey deviate.

Reference 7 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in that situation.

Reference 8 - 0.66% Coverage

That touchpoint I generally feel that most companies does not capture that part of it."

Reference 9 - 1.95% Coverage

As the client's needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client" throughout the journey then "you lose the relevance and then the client will decline as the risk of staying is too high."

Reference 10 - 2.56% Coverage

The measure that needs to be taken into account in the future when talking customer journeys is split in "two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard.

Reference 11 - 0.53% Coverage

So, how do you make this simple and usable for the entire organization.

Reference 12 - 1.82% Coverage

The other point is that ‘pain is good’ which means that everything doesn’t have to be equally good” and therefore is it okay to say no and in that sense to say no to being a full service provider if that contradicts what you’re good at as a company.

Reference 13 - 1.17% Coverage

In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly.

Reference 14 - 1.10% Coverage

In a larger sense, businesses and their employees need to understand their own needs and what needs is represented throughout the stakeholders.

Reference 15 - 1.69% Coverage

Using the customer journey on the B2B market it is “important to understand that it needs to take a point of departure in the customer and not the journey we as a company is a part of and we might just be a small part of that journey.

Reference 16 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 17 - 1.06% Coverage

The key competencies are in that sense, then “to be able to translate the knowledge about the market to what kind of needs the customers have.

Reference 18 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs.”

Reference 19 - 1.86% Coverage

Ensuring a great customer journey across parties could in my opinion be closely linked to “when we talk about omni-channels. In the sense, regardless where our customer is interacting with us, then the customer should have the same experience.”

Reference 20 - 1.41% Coverage

The important factor in all of this “is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time.”

Reference 21 - 1.63% Coverage

Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 10 references coded [34.98% Coverage]

Reference 1 - 6.00% Coverage

When primarily talking on a strategical level, from a customer’s perspective, the important parameters are to “work with CJ in a low-practical sense… we have mapped the CJ’s with different types of airlines, where SAS is a network base carrier, to ensure the right stakeholder management with e.g. SAS. We have regular meetings to ensure that the right things are taken care of, because that is important to deal with.

Reference 2 - 6.59% Coverage

When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them (SAS), what is important for their back-office and what can we deliver… so in that sense, that is how we’ve been working with it (it being the CJM).”

Reference 3 - 2.43% Coverage

When it comes down to the meeting with our clients and how we deliver our services throughout the journey “we don’t sit with clients and talk customer journeys with them.

Reference 4 - 2.63% Coverage

When we mapped the journey, we then “interviewed our clients and got an insight into what is their emotional experience with some of the things we deliver and the interactions we have.

Reference 5 - 1.43% Coverage

But that is not something that we then discuss with them, that is only something we use internally.”

Reference 6 - 3.04% Coverage

Meaning, the answers the customers (airlines came with) didn’t match the operations departments we delivered to and we then stopped conducting the surveys that often so, “we work with it in a different way now.”

Reference 7 - 1.67% Coverage

In the sense, there are B2B companies who have one contact throughout a year, so in that sense it is not very complex.”

Reference 8 - 5.92% Coverage

“When it comes to ensure an efficient operation, then we have co-operational meetings with the handlers, that by principle doesn’t have much to do with the airlines, but when it comes to SAS then we listen quite much, but then at the same time we are not allowed to discriminate, so it is a question of balance to ensure that all the handlers have the experience that the collaboration with CPH happens on a fair basis.

Reference 9 - 0.96% Coverage

In that sense, we have a very close cooperation with the handlers” …

Reference 10 - 4.32% Coverage

“On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal.” Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 10 references coded [29.62% Coverage]

Reference 1 - 3.04% Coverage

Whenever we get complains, “I evaluate these complaints” and figure out whether it is enough to have a one-time conversation about this or “if it needs more attention than that.”

Reference 2 - 4.29% Coverage

“When is a mistake a mistake? In our mentality” the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client’s needs in some cultures differs a lot.

Reference 3 - 4.16% Coverage

Retention of our clients is in general ensured by, “two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations” etc.

Reference 4 - 2.72% Coverage

More specifically we “have our customer managers, who is the client’s single point of contact, so the client always knows who to contact regardless of issue.”

Reference 5 - 2.63% Coverage

Further we, take action directly and come with “corrective action plans and create focus upon the mistakes made, to ensure that they don’t happen again.”

Reference 6 - 1.88% Coverage

But still “a lot of the same things, follow up on touchpoints” along the journey and “follow up on the contract.

Reference 7 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same” it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 8 - 2.27% Coverage

I think the company that makes a contract and then doesn’t open that until it is time for renegotiations” they’ll lose in the long run.

Reference 9 - 1.39% Coverage

“It is essential that there is some sort of relation during the contract period.”

Reference 10 - 3.29% Coverage

Ensuring the good journey across parties are done through, “communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge.”

Theme: Complexity – level of expertise & expectations

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 3 references coded [14.15% Coverage]

Reference 1 - 4.44% Coverage

Matching expectations – SLA's – "SLA's are something hellish troublesome" … "they are difficult to interpret." – KAM are taking care of SLA's
Rather KPI focus than SLA's

Reference 2 - 5.87% Coverage

Deviation of the CJ and not having control over the different touchpoints is "not applicable in the B2B market." "The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control."

Reference 3 - 3.84% Coverage

"It is also in the airports interest to gain new customers" Hence, the partnership and working towards a common goal is also a denominating factor.

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 7 references coded [25.69% Coverage]

Reference 1 - 4.13% Coverage

"There is a huge gray area in between the lawfully agreed and the intentional agreed that makes it difficult in the 'real world' to accommodate and control the outsourced touchpoints."

Reference 2 - 6.07% Coverage

In general subcontractors usually try to take as little responsibility as possible, because the employees of these subcontractors/sub suppliers unfortunately get "completely schizophrenic if they have to jump in and out and 'live' the different roles of brands" etc.

Reference 3 - 4.53% Coverage

Simplistic we can of course use the SLA's but when it comes down to it "it is hard to define in a contract how an employee shall 'act and behave' towards our customer. Where the training is a really good idea."

Reference 4 - 1.62% Coverage

The more silo thinking the harder it is to streamline across the company.

Reference 5 - 3.89% Coverage

The whole consensus of it all "circles back to how we are as a company" and how our organization is structured in regard to "practicalities, responsibilities and functions".

Reference 6 - 2.77% Coverage

Further it is also difficult due the fact that “customers have different customer journeys within the same organization.”

Reference 7 - 2.69% Coverage

The intangible factors do have a say at the end, as “they internally might appear more professional to a certain extend.”

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 6 references coded [16.51% Coverage]

Reference 1 - 2.68% Coverage

“An attractive airport for the airline companies that we want to attract” We need to generate a VP that the airlines cannot get other places and “we focus a lot on service and efficiency.”

Reference 2 - 0.88% Coverage

Key competence for Copenhagen airport is their operations.

Reference 3 - 3.84% Coverage

And this is where it gets interesting when you talk cross-company journeys because there are so many parties involved in this (referencing to the operations). And this is what makes it super complex but at the same time super interesting to work with at the airport.”

Reference 4 - 4.31% Coverage

In the sense of weather, a company seeks partnerships that comply with the visions and goals for one’s company or if that emerges on its own is a great question and here it is clear that “to the extent it is possible one looks for compatible partners, when it comes to technical and cultural background.

Reference 5 - 3.27% Coverage

Definition on the B2B customer journey when we talk enterprise corporations then, “there is no doubt about that it is driven by a certain amount of complexity and it is always harder when there are more than to parties involved”

Reference 6 - 1.54% Coverage

regardless of our customer relationship e.g. with SAS, there are so many parameters that comes into play.

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 6 references coded [13.33% Coverage]

Reference 1 - 2.86% Coverage

There are many ways to interpret how an NDC should be implemented, and SAS has chosen an IT provider to create this system, so when defining how this data within the system shall be used can again differ from company to company.

Reference 2 - 1.54% Coverage

“So, if it is a jungle today to negotiate and calculate prices it most definitely will become more complex in the future.”

Reference 3 - 1.45% Coverage

When talking about corporate customers there is a difference in ‘buyer’ and ‘flyer’, so there is an issue arising

Reference 4 - 3.47% Coverage

When we then move further on in the journey of the customers ‘flyer’ to the “finance department where the settlement of the total travel costs come into play, such as meal costs, amendment fees due to prolonged meetings etc. that the final costs might have been more costly.

Reference 5 - 1.36% Coverage

Travelling for business is “such a sensitive subject. Because the flyer wants to decide for themselves.”

Reference 6 - 2.66% Coverage

Credit card companies are also a part of this supply chain, because the “buyer and flyer should experience as seamless a process as possible” and then at the end not sit with the economic aftermath and cleanup.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 14 references coded [36.63% Coverage]

Reference 1 - 0.86% Coverage

The payments that the end-consumer doesn’t even know exists.

Reference 2 - 1.81% Coverage

It is a piece of engineering art, very far from the end-consumers’ needs to a customer who doesn’t necessarily know what they need.”

Reference 3 - 3.54% Coverage

Our customers have “one primary touchpoint through the KAM and then we have operational touchpoint when technical issues occur etc. and a billing touchpoint and then manual or digital touchpoints where the client then can amend their service offerings."

Reference 4 - 1.83% Coverage

When it comes to outsourced services it is "primarily our IT development that is outsourced and that again is controlled though us."

Reference 5 - 2.45% Coverage

In the effort of making the organization more customer centric, we "research the market and the market trends but we also test the user friendliness of our products and services.

Reference 6 - 1.68% Coverage

To obtain customer knowledge, both quantitative and qualitative and secure the right dialogues, is another part of it."

Reference 7 - 5.22% Coverage

Not necessarily what the customer wants but what they need is prioritized through this insight, which are determined through different methods such as "qualitative and quantitative research where we e.g. evaluate on different scores that our call centers typically, user tests on products and services and that can then again be through observational test and interviews."

Reference 8 - 4.38% Coverage

Customer journeys on an enterprise level in the B2B market, "in order for it not to become to conceptual, is a series of experiences that the customers are demanding and is getting through the demand, in their lifecycle" whether they want to become a customer or not, from interest until they end their customer journey.

Reference 9 - 3.19% Coverage

What would be significantly different from the B2C market is that the experience with us, in the development phase and onboarding "is exceptional complex, which it probably will be for a lot more in the B2B market than the B2C market.

Reference 10 - 2.09% Coverage

We have customers who also struggles in understanding their own customers, so when we can help with that, then that is clearly one of the key parameters"

Reference 11 - 1.63% Coverage

“Further, we are an industry where the prices are dropping so economies of scale are also important in this industry.”

Reference 12 - 2.72% Coverage

What we sometimes need from our suppliers is something that only 1500 people are capable of doing in the world, hence it requires that there is a close collaboration and understanding for our needs.

Reference 13 - 2.83% Coverage

Further when we talk about the industry specificness of customer journeys on the B2B market, “we also need to recognize that maturity has a say when it comes to innovation within the technical parameters.”

Reference 14 - 2.40% Coverage

The tough thing is just to implement the innovation in larger enterprise corporation which at the end will have a difficulty in being as agile as the B2C brand oriented market.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 10 references coded [12.33% Coverage]

Reference 1 - 0.73% Coverage

As we are a big company with over 7.000 employees there can be quite far in the sense of management,”

Reference 2 - 2.65% Coverage

In a practical matter, we’ve mapped out where is it on a daily basis that our employees meet the customers employees, or the users, as we differentiate between the customer and the actual user, where the user is the customers employee and those are actually the ones that we need to satisfy even though the contract is made with the corporation as the customer.”

Reference 3 - 0.89% Coverage

Depending on the touchpoints we then work thoroughly with “how we can create a good experience around that touchpoint.

Reference 4 - 0.65% Coverage

So, in that sense, our services and our performance can indeed be very differentiated.

Reference 5 - 1.28% Coverage

We consider our users as important as our employees, because without sense of belonging and cohesion, we will not live up to our vision and the expectations from our clients.

Reference 6 - 2.18% Coverage

“We further then also segment our customers, e.g. banking is one segment because their needs usually are very similar, so that we also utilize our economy of scale. Another segment is, e.g. our public sector where they then have different needs when it comes to punctuality and documentation.”

Reference 7 - 1.07% Coverage

Sometimes it is even specified that we need to train our subcontracted suppliers in the same service training that we do with our own employees.”

Reference 8 - 1.12% Coverage

If we then find a need within our own processes “we then go to our suppliers and business partners and collaborate on solutions” that would fit the needs.

Reference 9 - 1.24% Coverage

At the same time, it is very dependent on the personal collaborator and through that quickly dependent on the relation we have with the client” on the different levels.

Reference 10 - 0.53% Coverage

The bigger clients are more partnership focused but, is also very hard.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 5 references coded [31.16% Coverage]

Reference 1 - 7.43% Coverage

Securing the standards and levels of quality that are in the hands of the subcontractors is done through; “airline sales are negotiating the terms with the airlines, so those terms are sent to our department and we then make sure that these terms are met.”

Reference 2 - 6.52% Coverage

In general, working across parties and subcontractors, a customer journey is defined “very closely linked to the model shown (in the introductory survey) through stages such as, pre-sale, sale, execution, post-sale.”

Reference 3 - 3.68% Coverage

Due to the fact that I don’t have any experience with the pre- and postal stages I only know what is done in the executional stage

Reference 4 - 9.74% Coverage

So, within that stage, it is important to “deliver the product/service as demanded, but also promised so that the customer feels that they get more than just negotiated… in the sense that the customer has the feeling of ‘this is value for money’ but at the same time we within our operations” are smart when it comes to execution of this.

Reference 5 - 3.79% Coverage

“Operations need to match the customers operations” in relation to levels within the organization and lines of communication.

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 4 references coded [27.07% Coverage]

Reference 1 - 6.12% Coverage

It is hard to classify the relevant touchpoints and which stages might be more important than the other, when you do not have a reference point. Hence, it is hard to generalize that in the B2B market.

Reference 2 - 4.52% Coverage

Right now, the depth of the tool is not aimed as far as the aim of the complexity of an enterprise corporation which the thesis is revolving around.

Reference 3 - 8.70% Coverage

“The complexity is of the tool is not there yet, but it is something that I have been thinking about. So, I’ve developed the workspace, so that you open it up and have the overall journey and then you’re able to click on the different touch points and then it opens up another journey.”

Reference 4 - 7.73% Coverage

Further also being able to access the tool for the implied parties within the company, so the employees linked to the different touchpoints can give the overall journey feedback through their touchpoint and on sight knowledge with the customers.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 7 references coded [12.23% Coverage]

Reference 1 - 1.62% Coverage

Given, that we talk within a B2B focus then “there is automatically three parts who are involved when that service is offered.

Reference 2 - 1.85% Coverage

As it can “occur that a client doesn’t feel that they are getting the promised value and then we have to amend” in order to reach that expectation.

Reference 3 - 0.86% Coverage

“When it comes to enterprise clients our retention is really high.

Reference 4 - 2.70% Coverage

Give the customer the control back in the sense of “e.g. self-service because the dependency on others” nowadays is not attractive and consequently companies are willing to pay for “independent solutions.”

Reference 5 - 1.79% Coverage

Continuing in that mantra, “I think it is important to make the solutions simpler, as the client doesn’t have time for complex solutions.”

Reference 6 - 1.28% Coverage

Meaning making the solution user friendly regardless of the complexity of the solution behind it.

Reference 7 - 2.13% Coverage

Because the more time and effort it requires from a client the less willingness” there will be to go through a process “and the risk of the client opting out is higher.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 6 references coded [7.82% Coverage]

Reference 1 - 1.49% Coverage

They are usually negotiated across the airlines but if that agreement is not reached amongst the airlines and the airport then the Danish transport authority has the conclusive vote.

Reference 2 - 1.70% Coverage

When it comes to commercial and operational departments, then the ground handling agencies goes under the operational responsibility, where it previously was under the commercial responsibility as well.

Reference 3 - 0.60% Coverage

Meaning the buying process are far longer and way more resource draining.

Reference 4 - 1.54% Coverage

While we still are “making detailed business cases to establish the relation between businesses interest in cargo routes etc. … so we try to lift the job on every aspect that we possibly can.”

Reference 5 - 1.19% Coverage

It is a larger investment when it comes to new clients and it’s a typical range of 3-4 year” DURING-stage activities “before there is any breakeven.

Reference 6 - 1.30% Coverage

Further when we talk about being essential across both parties “when it comes to the long run” it is also important that the parties align on a strategical level.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 13 references coded [38.91% Coverage]

Reference 1 - 3.86% Coverage

So, it is three-parted in the sense that “the airlines are the airports customer and the airlines are the ground handlers customer and then we are ensuring the corporation amongst us (the airport) and the ground handlers to further ensure the operation across the companies.”

Reference 2 - 4.01% Coverage

On a daily level, our customers “(the passengers) are meeting the handlers in the check-in counters. So, in that sense what we deliver is an effective execution. Further meaning, we are never praised or noticed when it goes well” and then further actively noticed and met as a touchpoint.

Reference 3 - 1.42% Coverage

So, in a larger sense “on a daily level, we never actually meet our customers (being the passengers).”

Reference 4 - 1.27% Coverage

This taken further onto the tactical and strategical level needs to be equally addressed.

Reference 5 - 2.81% Coverage

Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward."

Reference 6 - 1.92% Coverage

In order for us as a company to succeed in the long run, we need to have our partners and parties that we cooperate with, with us at all levels.

Reference 7 - 2.96% Coverage

Meaning there is a whole other aspect of choice when it comes to the buying process in the sense of "tender rounds and a more complex process leading up to an actual contract and cooperation with a partner or client.

Reference 8 - 3.04% Coverage

The clear lines of responsibility, from a sales purpose moving on to an operational responsibility once a contract is negotiated," are in that sense far more well-defined through departments and roles in that sense.

Reference 9 - 3.43% Coverage

Hence, "the airport differs slightly, but all in all there are different lines of expectations and understands the line of delivery in a higher sense, because the people at the other end is far more professional, than a consumer in the B2C market.

Reference 10 - 2.53% Coverage

You have a very high level of transparency due to the level of expertise in the B2B market" and there is a clear understanding of where the parties are 'failing' when they are failing.

Reference 11 - 2.37% Coverage

"Compared to you not having a professional client at the other end, then it would be far more difficult to understand" where and who is responsible for a possible mistake.

Reference 12 - 5.94% Coverage

The key competencies are in that sense, are very dependent on your value proposition, "commodities are more dependent on effective sales departments and a more efficient way to control your expenses in order to deliver a competitive price for your client, compared to specialized" B2B value propositions "then the knowledge within the specialized field and being able to compete on the quality is a key competence there."

Reference 13 - 3.34% Coverage

Understanding that; “the joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 47 references coded [62.29% Coverage]

Reference 1 - 0.58% Coverage

Based on the research area according to my experience, “there is differences.

Reference 2 - 2.17% Coverage

There are clear similarities and synergies where a company should not differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier.

Reference 3 - 1.19% Coverage

When it comes to suppliers it is not only on the B2B market e.g. we have customer journeys in the B2C market where our customers cross a bunch of different suppliers.”

Reference 4 - 0.87% Coverage

Partially there is a “higher standard when it comes to suppliers on the B2B market, but it depends a lot on target group.”

Reference 5 - 1.26% Coverage

In comparison, “when we talk customers on the B2C market they are at a larger spam a homogeneous market, whereas the B2B market is significantly more a heterogeneous market.

Reference 6 - 1.22% Coverage

Meaning, the expectations and willingness to pay, as we are serving from a small scale of B2B customers, such as the local hairdresser, to a larger scale, such as Mærsk.

Reference 7 - 0.70% Coverage

An important factor to remember is that we cannot look at the B2B market as a homogeneous market.

Reference 8 - 1.35% Coverage

As the smaller B2B customers are far more similar to the private consumer in their entire pattern of behavior, expectations and service need and equally irrational" in their decision.

Reference 9 - 1.07% Coverage

When we do our research upon our customer segments, on the B2B market, "we triangulate our research into the buyer, the user and the decision maker.

Reference 10 - 0.58% Coverage

Because all of these parts have a different perspective on what is delivered."

Reference 11 - 2.17% Coverage

What I see other businesses do, in case they "aren't so mature in the usage of customer journeys, they focus on the decision maker, because the process often to go through the Key Account manager and then the clients are recruited through the KAM and that's where you usually reach the decision maker.

Reference 12 - 1.11% Coverage

But the decision maker is often no the, the higher you get up and the larger the company you interact with, the one that sits with all the insight on usage."

Reference 13 - 0.45% Coverage

The focus though in the research is enterprise B2B companies.

Reference 14 - 0.93% Coverage

On another note, "it is the entrepreneurial segment which lacks focus and where we aren't targeting that segment efficiently.

Reference 15 - 2.57% Coverage

Because they are a business customer" and are therefore under the same departmental responsibility and further "create solutions that are targeted for the enterprise customer" but the smaller business doesn't comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses.

Reference 16 - 0.77% Coverage

Hence, "there are a lot of 'moment of truth' that are missed in the smaller companies' customer journeys.

Reference 17 - 1.58% Coverage

So, when it comes to differentiating it is important to understand the difference in complexity on the B2B market and a further interesting field to dig deeper in “would in my opinion be the entrepreneurial segment.”

Reference 18 - 2.96% Coverage

Further the B2B enterprise segment differentiates from the rest of the B2B segment and the B2C segment when it comes to a “higher possible income source, due to the size of the companies, and further they have a higher level of expectations, they are far more professional in their setup, hence it requires more to attend their needs, they become more critical, hence the cost of service is equally increased.

Reference 19 - 0.98% Coverage

Because they require more it will naturally cost more, and therefore we need to have the continuous inductive spiral of development.

Reference 20 - 0.73% Coverage

Their income at risk becomes more important and we, therefore accommodate them better and better.”

Reference 21 - 2.01% Coverage

Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that “the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client.

Reference 22 - 0.57% Coverage

So, both income at risk and their expectations are differentiating factors.

Reference 23 - 0.67% Coverage

Further there is also a differentiating factor when it comes to organizational structure.

Reference 24 - 1.36% Coverage

Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored.

Reference 25 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 26 - 2.20% Coverage

Which is also a difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities."

Reference 27 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 28 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 29 - 0.99% Coverage

As the private single consumer usually wants one thing and expresses the importance in sustainability but then act according to price.

Reference 30 - 1.24% Coverage

Where on the B2B enterprise market, there is more a sense of "no bullshit, because the one making the decision is not irrational or emotionally controlled in the same way.

Reference 31 - 0.74% Coverage

So, when they say that they focus on quality and price, then they've already done their due diligence.

Reference 32 - 0.95% Coverage

What you then need to meet the client upon is 'what you see is what you get' because it's easier for them to articulate what they want.

Reference 33 - 1.19% Coverage

Going back to the relational part of the expectation of "the perceived value, which becomes a proxy in the risk assessment" when choosing a supplier in the future.

Reference 34 - 1.19% Coverage

Hence, the risk is lower, and a company becomes secure in their decision process, as "it becomes more of a non-monetary parameter within the evaluation process.”

Reference 35 - 0.92% Coverage

The overall consensus is that “enterprise companies are very much aware of which parameters are important for them and why.”

Reference 36 - 0.66% Coverage

Whereas, as mentioned before, “the private consumers say one thing and act differently.”

Reference 37 - 1.33% Coverage

“This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected.”

Reference 38 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 39 - 0.70% Coverage

“It is a new thing for them”, having to be aware of that, “when you talk about choosing a supplier.

Reference 40 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 41 - 0.98% Coverage

The access to data, on our customers’ needs and experiences are related to that also far more “complex in comparison to the B2C market.

Reference 42 - 1.34% Coverage

Going back to the size of our company, it sometimes “can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers.

Reference 43 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 44 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 45 - 2.14% Coverage

The important thing to understand is, “if your primary strategical target point, is to prioritize the overall customer journey over economic impact, then the problems arise in the moment where the shortsighted goals of sale and costs take over and create a contradiction within the company…

Reference 46 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then “some of the companies who have solved this well is Oticon and NNIT.”

Reference 47 - 1.39% Coverage

Even though we are a part of a bigger chain” of B2B supply chain, “eventually there is always an end-consumer” and we need to have in sight, “what is it this end-consumer needs help for or wants.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 29 references coded [43.03% Coverage]

Reference 1 - 2.16% Coverage

What we see way more on the B2C market is that the emotional approach of landing a customer is played way more than on the B2B market, but what I think is underrated, “because the emotional factors are equally as present on the B2B market”, we are just not that focused on them than we could be.

Reference 2 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 3 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company" when we do this.

Reference 4 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say "when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 5 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time," which are again parameters that aren't necessarily "tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."

Reference 6 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 7 - 1.60% Coverage

Taking covid-19 pandemic into consideration, shows that some companies are really good at managing the unexpected in this sense, that how do we as a company manage when the planned customer journey is disrupted

Reference 8 - 2.37% Coverage

So to think about what happens when the customer journey is disrupted, "what do we do when a products is shipped and it is not the right product arriving or something is not right" is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client.

Reference 9 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in that situation.

Reference 10 - 1.17% Coverage

In that sense, “empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company’s behalf.

Reference 11 - 0.66% Coverage

That touchpoint I generally feel that most companies does not capture that part of it.”

Reference 12 - 0.88% Coverage

That phase in itself can provide great frustration and sometimes so big that the customer ends up leaving you again.

Reference 13 - 1.33% Coverage

Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential.

Reference 14 - 1.09% Coverage

“The risks when entering agreements” on the B2B market are usually dependent at more “levels and aspects therefore a greater risk is involved.”

Reference 15 - 1.51% Coverage

The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent.

Reference 16 - 1.09% Coverage

“The expectations in the same sense, evolves as the delivery of service is done over time. Hence, the future expectations,” are ever changing.

Reference 17 - 1.82% Coverage

Compared to the B2C market, “when buying a Coca Cola, I do not expect Coca Cola to deliver something different or better the next time, I expect the same product and thereby a repeated experience, but that changes when we within the B2B market.

Reference 18 - 0.78% Coverage

On one side because of the personal interaction but also because the level of complexity is different.

Reference 19 - 1.95% Coverage

As the client's needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client" throughout the journey then "you lose the relevance and then the client will decline as the risk of staying is too high."

Reference 20 - 1.03% Coverage

Compared to the B2C market where the brand promise are the expectations, the expectations on the B2B market are higher and more complex.

Reference 21 - 2.56% Coverage

The measure that needs to be taken into account in the future when talking customer journeys is split in "two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard.

Reference 22 - 1.42% Coverage

It doesn't only come down to the one department working with customer journeys, just because one department are experts doesn't equal that an organization is geared to work accordingly.

Reference 23 - 1.17% Coverage

Hence, be better at saying no to customers and further "understand that there are multiple stakeholders" in a customer journey when we talk B2B cliental.

Reference 24 - 1.13% Coverage

Understanding the bigger picture. "The more complex an organization is the harder it is to understand, but again, no one said that it should be easy."

Reference 25 - 1.16% Coverage

It might not be possible to make it so generic that it would fit" to the entire B2B market, "but at least, there are some main headings that are represented.

Reference 26 - 1.52% Coverage

Such as," PRE, DURING and PAST stages. But, "as soon as you get down to the lower layers it is very dependent on the organization but also further dependent on how mature the market is and where is it going.

Reference 27 - 1.48% Coverage

In a sense that, maturity plays a role when it comes to expectations, the maturity of a market is equally linked to the amount of expectations and knowledge there is amongst the parties in a market."

Reference 28 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 29 - 2.10% Coverage

"There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn't work with it prior.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 9 references coded [38.77% Coverage]

Reference 1 - 4.68% Coverage

When it comes to defining the customer journey from the perspective of the position and company it is hard to 'define' a customer journey from her perspective. The customer journey and their end-to-end service delivery "is a million services. So, when it comes to end-to-end service delivery, I cannot answer that question.

Reference 2 - 4.83% Coverage

We deliver a piece of infrastructure." Further the touchpoints that the customers (in this sense the airlines) and partner companies meet throughout the journey, which of these are in the airports control? "We have hundreds of millions of touchpoints, so I cannot define that, so it depends on the organizational level talked about."

Reference 3 - 3.37% Coverage

If we were to talk at all levels, our touchpoints are endless, so it is hard to describe and define when the range is not set. "The touchpoints are looked upon both at the strategical, tactical and operational level of the organization."

Reference 4 - 6.59% Coverage

When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them (SAS), what is important for their back-office and what can we deliver… so in that sense, that is how we've been working with it (it being the CJM)."

Reference 5 - 0.50% Coverage

It doesn’t need to be more complex.

Reference 6 - 1.67% Coverage

In the sense, there are B2B companies who have one contact throughout a year, so in that sense it is not very complex.”

Reference 7 - 4.68% Coverage

The key competencies that are important when you work with customer journeys and need to be competitive on the B2B market – “the premises of the question is again impossible, are you sure that you understand what you mean, because I do not” – so, again “it is dependent on the type of company and what the purpose of that company is.

Reference 8 - 7.77% Coverage

I cannot answer upon the question of what key competencies a company should have if I don’t know their challenges are.” – counter question is then asked to the interviewer in order to establish an understanding of what is wanted out of the question, the answer given is then not competencies according to the interviewee and further counterargued to the sense of what a company should focus on in order to secure their customers interest in the future – “we need to deliver an infrastructure that works.” (the question asked is very unspecific)

Reference 9 - 4.68% Coverage

So how it is ensured that this infrastructure is working optimal is defined through “someone who paints the platforms, it needs security workers who makes sure that we are complying with the rules, then we need to secure that the operations are effective for the parties we have, I could answer in three days on that question.” …

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 7 references coded [24.09% Coverage]

Reference 1 - 4.65% Coverage

“When the contract is signed and we go into operations or productions, then there are deliveries every single day and then the contact goes from the procurement departments in our client companies to their operational departments e.g. airport managers or area managers.

Reference 2 - 2.98% Coverage

From their point of view, then there is follow up on whether we’re delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA."

Reference 3 - 2.67% Coverage

Over time we have more touchpoints in the DURING stage compared to the PRE stage so "the most important touchpoint or task is then the follow up on deliveries.

Reference 4 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors", to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 5 - 3.04% Coverage

Whenever we get complains, "I evaluate these complaints" and figure out whether it is enough to have a one-time conversation about this or "if it needs more attention than that."

Reference 6 - 1.82% Coverage

The pricing is set per departure hence, the price mechanism is based upon the booking factor on the flight.

Reference 7 - 3.29% Coverage

Ensuring the good journey across parties are done through, "communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge."

Theme: Cooperation – collaboration

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 10 references coded [45.42% Coverage]

Reference 1 - 3.44% Coverage

"It is always easier to renegotiate with an existing client rather than new ones and that is applicable in all lines of industries."

Reference 2 - 3.00% Coverage

Long term goals or initiatives are then managed through, “with the local management teams” in a broader spectrum.

Reference 3 - 2.50% Coverage

Then the day-to-day contact “goes through our duty station manager or the local supervisors.”

Reference 4 - 4.81% Coverage

AFTER – evaluation
“It is again through the KAM where the evaluation happens and where we try to find solutions to how to make it cheaper and how we can accommodate in a different manner.”

Reference 5 - 5.87% Coverage

Deviation of the CJ and not having control over the different touchpoints is “not applicable in the B2B market.” “The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control.”

Reference 6 - 2.97% Coverage

“The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments.”

Reference 7 - 8.43% Coverage

The two points of control (touchpoints), through the KAM and the Duty Station Manager, rather than one is chosen to “To make the chain of command as short as possible.” Hence, we want to keep the control … “and we have one that at the end of the line, has the authority to take the decisions needed, without too much bureaucracy.”

Reference 8 - 5.53% Coverage

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele “I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis.”

Reference 9 - 5.03% Coverage

Customer centricity is definitely something where the general understanding is that, as long as we stay customer centric then that is way more important than superficial client parties etc.

Reference 10 - 3.84% Coverage

“It is also in the airports interest to gain new customers” Hence, the partnership and working towards a common goal is also a denominating factor.

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 5 references coded [20.74% Coverage]

Reference 1 - 4.13% Coverage

“There is a huge gray area in between the lawfully agreed and the intentional agreed that makes it difficult in the ‘real world’ to accommodate and control the outsourced touchpoints.”

Reference 2 - 6.07% Coverage

In general subcontractors usually try to take as little responsibility as possible, because the employees of these subcontractors/sub suppliers unfortunately get “completely schizophrenic if they have to jump in and out and ‘live’ the different roles of brands” etc.

Reference 3 - 4.53% Coverage

Simplistic we can of course use the SLA’s but when it comes down to it “it is hard to define in a contract how an employee shall ‘act and behave’ towards our customer. Where the training is a really good idea.”

Reference 4 - 2.72% Coverage

And further it can also have something to do with the “relation you have to a supplier – relational selling – has an impact.”

Reference 5 - 3.30% Coverage

Conclusively; constantly remind yourself and the company to not work against the framework and further not give customers an incentive to opt out.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 16 references coded [40.12% Coverage]

Reference 1 - 0.88% Coverage

Key competence for Copenhagen airport is their operations.

Reference 2 - 1.12% Coverage

Collaboration with other parties in Copenhagen e.g. Wonderful Copenhagen.

Reference 3 - 3.58% Coverage

When the customer is “onboarded, then it’s the operational department that secures that they fit into our daily rhythm and that requires a lot of coordination and planning according to our different operational departments and handling agents.

Reference 4 - 3.84% Coverage

And this is where it gets interesting when you talk cross-company journeys because there are so many parties involved in this (referencing to the operations). And this is what makes it super complex but at the same time super interesting to work with at the airport."

Reference 5 - 2.23% Coverage

What we then see that we succeed in, is to cooperate across these parties so well and that is not just us but also the parties that we work in cooperation with.

Reference 6 - 3.23% Coverage

"There is an incredible will and spirit in Copenhagen Airport" to cooperate and "that is what we then benefit from because it makes it possible for us to then offer this great product" where efficiency is a great part of the VP.

Reference 7 - 2.35% Coverage

Weather it is the ecosystem of an airport or specifically just Copenhagen Airport who has this understanding of "in order for me to succeed we all need to succeed."

Reference 8 - 2.68% Coverage

In comparison to other industries "I have been in shipping and logistics" there is just something in this industry "where parties stand closer together and a greater will to cooperate"

Reference 9 - 3.27% Coverage

"If we need to succeed in the future the cooperation is just one of the important parameters we need to focus on as the competition only gets tougher and tougher and in order to lift that task and win, then we need to do it together."

Reference 10 - 3.27% Coverage

Definition on the B2B customer journey when we talk enterprise corporations then, "there is no doubt about that it is driven by a certain amount of complexity and it is always harder when there are more than to parties involved"

Reference 11 - 2.02% Coverage

“The interaction and the cooperation will, in my opinion, for sure have changed, we will need to work far closer together than previously.”

Reference 12 - 1.35% Coverage

We need to move closer to each other as an industry if we shall land properly after this crisis.

Reference 13 - 1.63% Coverage

“So, the strategical approach to how we collaborate and work together will be challenge in retrospect of this.”

Reference 14 - 4.03% Coverage

“if we need to succeed in a seamless and efficient customer journey across companies, who independently have their own corporate culture, data facilities, historical development etc. then we need to cooperate not only operational and tactical levels but also strategical.”

Reference 15 - 1.73% Coverage

As a company “you need to move up in perspective and take some of these development processes across of these companies”

Reference 16 - 2.91% Coverage

“invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 7 references coded [20.28% Coverage]

Reference 1 - 2.37% Coverage

Within the airline industry the agents are the prolonged arm for the corporate clients that they have to go through in order to reach the product they negotiated with a specific airline.

Reference 2 - 2.46% Coverage

“I have a big task to succeed in” when it comes to manage ‘un-controlled’ touchpoints “in corporation with the client to look in these online tools and see if the negotiated price is available.”

Reference 3 - 2.76% Coverage

“when the procurement department, who I only meet, are focused more on internal KPI’s regarding price reduction and travel policy, which only allows economy tickets, rather than looking at the total travel costs."

Reference 4 - 3.34% Coverage

What I also think could be interesting if the HR departments where more active when it comes to the corporate travel policy, because it further could be an incentive when hiring and retaining employees that, when you work for us, we care for you while travelling."

Reference 5 - 3.57% Coverage

We do not only show our appreciation for the single flyer but also on a corporate level. Today we have the risk of showing two flyers a different level of appreciation, "because one might fly more often than the other, even though it has been the same client paying for the two flyers."

Reference 6 - 1.94% Coverage

Not only for the clients to cooperate better across departments but also for us as a provider to "ensure that there something in it for the single flyer."

Reference 7 - 3.83% Coverage

What we then do to secure a good customer journey for our clients and their flyers is that we have "three-part meetings with the agent, the client and ourselves" to follow up and see how the negotiated terms are, "what we then call SBV; sale ability, buy ability and visibility", available on all levels.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 7 references coded [20.10% Coverage]

Reference 1 - 1.68% Coverage

To obtain customer knowledge, both quantitative and qualitative and secure the right dialogues, is another part of it."

Reference 2 - 3.51% Coverage

At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into.

Reference 3 - 4.12% Coverage

In the sense that our KAM then have the insight into what our customers want, as an example, "with our banks we then facilitate these co-creation session where service design as an operational tool are done as a preliminary stage and then we create a solution, which we then again is tested by the user."

Reference 4 - 2.80% Coverage

Rational is then understood in the sense that, for these preliminary stages, companies usually “invites the procurement department in to evaluate and structured go through” the negotiation process.

Reference 5 - 0.97% Coverage

at the same time we try to create a cooperation that is closer than it is.

Reference 6 - 2.72% Coverage

What we sometimes need from our suppliers is something that only 1500 people are capable of doing in the world, hence it requires that there is a close collaboration and understanding for our needs.

Reference 7 - 4.31% Coverage

There is definitely a trend of or a need of closer collaboration in the sense “that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.”

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 13 references coded [17.42% Coverage]

Reference 1 - 1.58% Coverage

A good example “is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us” and how do we manage the different tasks the best way possible.

Reference 2 - 2.85% Coverage

For the customers that goes into loop when it comes to the customer journey then “it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies.

Reference 3 - 2.17% Coverage

With that said, we are a center of excellence where we also advice our operation to continuously deliver a better service, so that it’s not just a service delivery but an experience… so it is a very close collaboration amongst those three departments to ensure” a great experience at each stage.

Reference 4 - 1.25% Coverage

E.g. with our great clients “we make a joint value proposition, in the sense that what is the vision for the client and then how do we support that in the best possible way.”

Reference 5 - 1.93% Coverage

SLA’s are as a rule of thumb something that again “is specified depended on the single client is, we have our own KPI’s and standards for what we want to deliver, we want to be the consulting part with our clients and talk about what KPI’s makes sense for the client.”

Reference 6 - 1.12% Coverage

If we then find a need within our own processes “we then go to our suppliers and business partners and collaborate on solutions” that would fit the needs.

Reference 7 - 0.42% Coverage

Also, different criteria’s on how to work with a client.”

Reference 8 - 1.07% Coverage

But on the other hand, again, it is “dependent on the client, as we also have clients where we in joint sessions sit down and discuss what is needed.

Reference 9 - 0.77% Coverage

Which is our dream scenario, that we are building the partnerships amongst ourselves and our clients.”

Reference 10 - 0.96% Coverage

Our newer agreements definitely focus on the partnership vested relationship, where the joint KPI’s and vision are dominating.

Reference 11 - 1.29% Coverage

How we work together is important and there is a collective reward across the partnership where we “in a reasonable manner are able to adjust the relationship continuously.”

Reference 12 - 0.76% Coverage

“It is already defined” in the PRE stage “how we work with this client and how we work together over time.

Reference 13 - 1.24% Coverage

At the same time, it is very dependent on the personal collaborator and through that quickly dependent on the relation we have with the client” on the different levels.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 3 references coded [23.13% Coverage]

Reference 1 - 5.19% Coverage

Cooperation across the customer and client “is determined mostly by SLA’s. So, we only meddle in the sense where two handlers cannot live up the agreed terms amongst each other.

Reference 2 - 11.43% Coverage

The process of negotiations of who gets what etc. “is reversed in the sense that the handlers aren’t actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport.

Reference 3 - 6.52% Coverage

In general, working across parties and subcontractors, a customer journey is defined “very closely linked to the model shown (in the introductory survey) through stages such as, pre-sale, sale, execution, post-sale.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 1 reference coded [10.46% Coverage]

Reference 1 - 10.46% Coverage

In that same context, when we talk B2B enterprise companies, there are for sure employees in charge of continuous evaluation of a suppliers delivery etc. so to incorporate the tool on both sides and through that have a clear live dialogue (on a daily basis) on what goes well and what does not will be a tremendous benefit for both parties.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 4 references coded [10.52% Coverage]

Reference 1 - 1.71% Coverage

Throughout the DURING phase, “which can be a two-year agreement, we then further meet the client in what we call quarterly meetings.

Reference 2 - 3.99% Coverage

Where we follow up in the larger aspects of the agreement, did the client get the prices agreed upon, does the product live up to their expectations, is there any feedback we need to take into consideration or reaction from the clients employees with SAS in general, have our traffic program been inadequate etc.

Reference 3 - 1.70% Coverage

Further, “it is important to treat the supplier in the same spirit” as you would do with your own employees and create a partnership.

Reference 4 - 3.11% Coverage

This is also where we are fortunate to operate in “a culture, which is mutual embracive and therefore have an understanding” that we can agree to disagree and still show mutual respect towards each other and create long lasting partnerships.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 23 references coded [38.14% Coverage]

Reference 1 - 2.13% Coverage

We have separated into what is commercial and what is operational, so that “my primary role is to do everything my power for the existing customers (airlines) that we have at CPH today to maintain a route network and at the same time increase this network of routes.”

Reference 2 - 1.97% Coverage

This is done through “collaboration with the existing airlines on new routes and existing routes with higher load factor and then further to work with airline companies who is not a customer base yet and work on routes that are not offered yet.”

Reference 3 - 1.62% Coverage

“In collaboration with different ministries in Denmark,” I have created a list of routes “where we in cooperation discuss what would be interesting for Denmark, when it comes to attracting routes.”

Reference 4 - 2.75% Coverage

It is interesting and rewarding to be a part of these discussions, due to the inputs coming from politicians “e.g. saying that it could be super interesting to have a route to Rio” but then being able to make the calculations in that forum and explaining “that we need to have a load factor and yield that needs to be met for this to be profitable.”

Reference 5 - 1.93% Coverage

The change of responsibility however “does not change the fact that I have an interest in the ground handling agencies still, because of the simple reason, that the airlines and the airport would not function without the handling agents.

Reference 6 - 0.88% Coverage

But again, there is no direct commercial agreement or relation between the airport and the ground handlers.

Reference 7 - 1.56% Coverage

Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well.”

Reference 8 - 1.64% Coverage

When it comes to existing relationships between airlines and handlers, we actually do not intervene at all, as the relationship and the operational impacts are handled so closely amongst themselves.

Reference 9 - 1.31% Coverage

When airlines are changing handlers, we might sometimes” stand on the sideline “with a challenge when it comes to allocation of check-in parking of flights etc.

Reference 10 - 0.75% Coverage

I then give my input, but it is handled and responsible owned by the operations department.”

Reference 11 - 1.74% Coverage

Securing customer journeys across parties such as “ministries, tourism organizations and founds etc. are done more in a supplier function where they support e.g. when opening new routes when they do campaign etc.

Reference 12 - 2.15% Coverage

But what we do not have data on is the yield. So, we try to calculate through all these data inputs” what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don’t lose income or yield somewhere else.

Reference 13 - 1.87% Coverage

We even sometimes through the data “go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines.

Reference 14 - 0.79% Coverage

In that sense, we are lifting the burden for many of our customers by doing the analysis” that we do.

Reference 15 - 1.41% Coverage

Depending on the size of the company and what recourses they have when it comes to analyzing new routes etc., we either do it for them or use it as sparring amongst our customers.

Reference 16 - 2.18% Coverage

So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers.

Reference 17 - 1.41% Coverage

Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth.

Reference 18 - 1.54% Coverage

While we still are “making detailed business cases to establish the relation between businesses interest in cargo routes etc. … so we try to lift the job on every aspect that we possibly can.”

Reference 19 - 3.18% Coverage

On short-haul routes it is a bit different, there it is primarily our long time established carriers who have a say and try to figure out what routes are interesting in regards to feeding of our long-haul destinations and further how to generate cheap weekend possibilities at new destinations within Europe, “and there it’s mostly eastern Europe where the network are developing right now.”

Reference 20 - 1.30% Coverage

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties.

Reference 21 - 1.46% Coverage

When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive” etc.

Reference 22 - 1.24% Coverage

Where the latter has “quite high incentive percentage, as we rather would grow with our existing customers” than generating new customers all the time.

Reference 23 - 1.33% Coverage

Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department.”

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 13 references coded [33.96% Coverage]

Reference 1 - 0.95% Coverage

But primarily it is the ground handler who represents the airline.”

Reference 2 - 3.86% Coverage

So, it is three-parted in the sense that “the airlines are the airports customer and the airlines are the ground handlers customer and then we are ensuring the corporation amongst us (the airport) and the ground handlers to further ensure the operation across the companies.”

Reference 3 - 1.96% Coverage

In that sense, the ground handler is stepping in the customers place “meaning the ground handlers should be treated equally to a customer.”

Reference 4 - 1.12% Coverage

“The operational cooperation,” first of all, “has changed a lot over the years.

Reference 5 - 1.12% Coverage

In the sense that our finest purpose is to make it easy to be ground handler at CPH.

Reference 6 - 2.16% Coverage

When it comes down to it, “it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other’s worlds.

Reference 7 - 2.81% Coverage

Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward.”

Reference 8 - 1.92% Coverage

In order for us as a company to succeed in the long run, we need to have our partners and parties that we cooperate with, with us at all levels.

Reference 9 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and "not just point fingers towards our cooperating parties" but through transparency and this narrative, create some sort of "an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."

Reference 10 - 3.31% Coverage

Hence, our operation has moved towards a more data focused output and that all airlines are treated equally and fair, based upon these factual numbers of capacity etc. "This is an example on how we shape our cooperation with the airlines.

Reference 11 - 3.49% Coverage

The measures to ensure, the ideal world and the greatest customer journey for the clients "are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders.

Reference 12 - 1.71% Coverage

The other thing is, invite our clients to a very open and honest feedback and be good at receiving constructive criticism.

Reference 13 - 2.89% Coverage

In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed."

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 11 references coded [16.52% Coverage]

Reference 1 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 2 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 3 - 1.04% Coverage

Line of communication goes through YouSee and their subcontractors “comes as representation for YouSee” when interacting with the client.

Reference 4 - 1.33% Coverage

“This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected.”

Reference 5 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 6 - 1.34% Coverage

Going back to the size of our company, it sometimes “can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers.

Reference 7 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 8 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 9 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then “some of the companies who have solved this well is Oticon and NNIT.”

Reference 10 - 1.39% Coverage

Even though we are a part of a bigger chain” of B2B supply chain, “eventually there is always an end-consumer” and we need to have in sight, “what is it this end-consumer needs help for or wants.”

Reference 11 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 9 references coded [14.59% Coverage]

Reference 1 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 2 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company” when we do this.

Reference 3 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say “when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 4 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time,” which are again parameters that aren’t necessarily “tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer.”

Reference 5 - 1.57% Coverage

Being able to understand the customer’s needs are “sometimes something that the customer is willing to pay for because it has so much value for the customer,” that you as a business might not consider at first.

Reference 6 - 0.66% Coverage

That touchpoint I generally feel that most companies does not capture that part of it.”

Reference 7 - 0.88% Coverage

That phase in itself can provide great frustration and sometimes so big that the customer ends up leaving you again.

Reference 8 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late “the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 9 - 1.95% Coverage

As the client’s needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client” throughout the journey then “you lose the relevance and then the client will decline as the risk of staying is too high.”

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 4 references coded [12.62% Coverage]

Reference 1 - 1.43% Coverage

But that is not something that we then discuss with them, that is only something we use internally.”

Reference 2 - 5.92% Coverage

“When it comes to ensure an efficient operation, then we have co-operational meetings with the handlers, that by principle doesn’t have much to do with the airlines, but when it comes to SAS then we listen quite much, but then at the same time we are not allowed to discriminate, so it is a question of balance to ensure that all the handlers have the experience that the collaboration with CPH happens on a fair basis.

Reference 3 - 0.96% Coverage

In that sense, we have a very close cooperation with the handlers” …

Reference 4 - 4.32% Coverage

“On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal.” Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 15 references coded [51.71% Coverage]

Reference 1 - 4.65% Coverage

“When the contract is signed and we go into operations or productions, then there are deliveries every single day and then the contact goes from the procurement departments in our client companies to their operational departments e.g. airport managers or area managers.

Reference 2 - 2.98% Coverage

From their point of view, then there is follow up on whether we're delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA."

Reference 3 - 2.67% Coverage

Over time we have more touchpoints in the DURING stage compared to the PRE stage so "the most important touchpoint or task is then the follow up on deliveries.

Reference 4 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors", to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 5 - 3.39% Coverage

When our clients then have raising dissatisfying feedback on our subcontractors, then "I have a close collaboration with our subcontractor to ensure that end-user is satisfied with the changes."

Reference 6 - 3.04% Coverage

Whenever we get complains, "I evaluate these complaints" and figure out whether it is enough to have a one-time conversation about this or "if it needs more attention than that."

Reference 7 - 7.04% Coverage

With that said, there is still a personal reference, as "some of our clients I have negotiated with for 15 years" where there is a difference in the relation there is amongst us and where we're not discarded "if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other" compared to a company where we do not have that relation.

Reference 8 - 4.16% Coverage

Retention of our clients is in general ensured by, "two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations" etc.

Reference 9 - 2.72% Coverage

More specifically we "have our customer managers, who is the client's single point of contact, so the client always knows who to contact regardless of issue."

Reference 10 - 2.63% Coverage

Further we, take action directly and come with "corrective action plans and create focus upon the mistakes made, to ensure that they don't happen again."

Reference 11 - 1.88% Coverage

But still "a lot of the same things, follow up on touchpoints" along the journey and "follow up on the contract.

Reference 12 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same" it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 13 - 2.27% Coverage

I think the company that makes a contract and then doesn't open that until it is time for renegotiations" they'll lose in the long run.

Reference 14 - 1.39% Coverage

"It is essential that there is some sort of relation during the contract period."

Reference 15 - 3.29% Coverage

Ensuring the good journey across parties are done through, "communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge."

Theme: Customer Centric / Customer Centric vs. Firm Centric

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 7 references coded [30.12% Coverage]

Reference 1 - 2.06% Coverage

“When it comes to the contractual part of it, then we have a KAM for every client”

Reference 2 - 4.81% Coverage

AFTER – evaluation
“It is again through the KAM where the evaluation happens and where we try to find solutions to how to make it cheaper and how we can accommodate in a different manner.”

Reference 3 - 5.87% Coverage

Deviation of the CJ and not having control over the different touchpoints is “not applicable in the B2B market.” “The fact that we have a KAM, a Product Manager and a Duty Station Manager, makes it easy to maintain the control.”

Reference 4 - 2.97% Coverage

“The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments.”

Reference 5 - 5.53% Coverage

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele “I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis.”

Reference 6 - 5.03% Coverage

Customer centricity is definitely something where the general understanding is that, as long as we stay customer centric then that is way more important than superficial client parties etc.

Reference 7 - 3.84% Coverage

“It is also in the airports interest to gain new customers” Hence, the partnership and working towards a common goal is also a denominating factor.

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 10 references coded [31.15% Coverage]

Reference 1 - 1.54% Coverage

Customer behavior as a focus point to look into, derived from survey.

Reference 2 - 1.30% Coverage

Focus on retention and the account management of clients.

Reference 3 - 4.26% Coverage

“The CJ mindset is a really good framework to understand how the customer acts, the difficult part is to comply with that mindset internally when it comes to build the organization around it.”

Reference 4 - 2.77% Coverage

Further it is also difficult due the fact that “customers have different customer journeys within the same organization.”

Reference 5 - 1.94% Coverage

McKinsey’s loyalty loop basically ‘says’ “do not give the customer a reason to opt out.

Reference 6 - 2.40% Coverage

Which is also a good guidance, to “continuously govern that we do not give our customers a reason to opt out.”

Reference 7 - 5.38% Coverage

it should be a constant reminder to your organization and your employees not to deviate and make the huge mistakes and further as a reminder to constantly work on ‘not’ giving your customers a reason to opt out. It is more a tool for governance.”

Reference 8 - 3.97% Coverage

On the next level is therefor, if we “as a seller wants to understand the customer on a deeper level and how are their incentive structure internally in this buying organization”.

Reference 9 - 4.29% Coverage

It doesn’t necessarily mean that our organization needs to comply with our customers, but we need to understand how they make decisions and what their incentives and “subtle mechanisms” are.

Reference 10 - 3.30% Coverage

Conclusively; constantly remind yourself and the company to not work against the framework and further not give customers an incentive to opt out.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 8 references coded [16.67% Coverage]

Reference 1 - 2.68% Coverage

“An attractive airport for the airline companies that we want to attract” We need to generate a VP that the airlines cannot get other places and “we focus a lot on service and efficiency.”

Reference 2 - 2.16% Coverage

“First we need to create the interest in coming to Copenhagen and then there is the continuous dialogue with the different customers and clientele.”

Reference 3 - 2.87% Coverage

“we focus on melting the physical and the digital journey together… Further to think way more digital and then shape the journey around that… the overall customer journey should get more seamless.”

Reference 4 - 0.85% Coverage

“take the stress factor out of e.g. the security process.”

Reference 5 - 2.89% Coverage

Further we are working on how we can push notifications to the customers as soon as they enter the airport, so again “to think in the data and make it personalized and relevant for the single passenger.”

Reference 6 - 2.46% Coverage

Key competencies that are required now and, in the future, to be competitive in an enterprise B2B market, “are the insights into what directions the markets are moving.”

Reference 7 - 0.97% Coverage

“Being close to the customer and understand what matters for them”

Reference 8 - 1.80% Coverage

the tactical part of it has always been important but that alone is not what companies are going to succeed with in the future.

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 16 references coded [44.52% Coverage]

Reference 1 - 1.48% Coverage

“New way to send data and a new way to negotiate” personalized offers for the corporate customers in a greater sense.

Reference 2 - 3.47% Coverage

Meaning, now the only way to negotiate and offer is through discounting for the products we have, but with the NDC we will be able to personize the products to the customers in such a way that we depending on their needs are able to personalize their needs according to routes.

Reference 3 - 2.84% Coverage

E.g. a customer might have a lot of business in both ARN and CDG and in ARN they then need fast track access without necessarily the full product of a plus ticket and for CDG the customer then needs a meal on their go-tickets etc.

Reference 4 - 2.93% Coverage

“It is done to accommodate the specific need of the customer and not just a nice discount on the price…There are so many possibilities in NDC, due to the ability of recognizing our customers in a whole new way and on a whole new level.”

Reference 5 - 1.47% Coverage

Hence, even cheaper in the total costs to buy a flexible plus ticket including meals rather than an economy ticket.

Reference 6 - 2.57% Coverage

In general, we have very loyal customers and the trust towards SAS as a provider, as we have continuous follow-up meetings, to ensure that the client is happy with the negotiated terms and our delivery.

Reference 7 - 4.14% Coverage

We cannot avoid that the flyer also have a huge impact on what they want… “even though I don’t speak with the flyer directly, they do have their personal preferences” whether that is determined by loyalty cards at the airlines or schedules that works best for particular needs or specific airports that we do or do not fly to etc.

Reference 8 - 4.43% Coverage

In the future, we would like to have focus on the flyer and “in every way become more personal and personalized. Both on the higher level when we talk negotiations and being able to customize in regard to additional services dependent on the routes” in the PRE stages but also to be able to “recognize the customer on the personal flyers preferences.”

Reference 9 - 4.84% Coverage

Further to be able to recognize our passenger through "corporate recognition" e.g. our frequent flyer programs, so that our corporate clients are recognized as frequent flyer "because the company who booked the ticket is such a valued client that we want to recognize the single flyer, regardless if that one flyer flies one time a year or 50 times a year." Loyalty goes both ways.

Reference 10 - 3.57% Coverage

We do not only show our appreciation for the single flyer but also on a corporate level. Today we have the risk of showing two flyers a different level of appreciation, "because one might fly more often than the other, even though it has been the same client paying for the two flyers."

Reference 11 - 1.77% Coverage

That again will loop back to procurement at the client company because the flyer shows the appreciation internally in the client company.

Reference 12 - 1.36% Coverage

Travelling for business is "such a sensitive subject. Because the flyer wants to decide for themselves."

Reference 13 - 1.94% Coverage

Not only for the clients to cooperate better across departments but also for us as a provider to "ensure that there something in it for the single flyer."

Reference 14 - 3.13% Coverage

When it comes to sustainability, SAS has a corporate sustainability program – and that can again be negotiated in different terms. "What we offer corporate clients is that they can buy biofuel and that can again be negotiated in different terms.

Reference 15 - 0.75% Coverage

Dependent either on a yearly basis or route specific etc."

Reference 16 - 3.83% Coverage

What we then do to secure a good customer journey for our clients and their flyers is that we have "three-part meetings with the agent, the client and ourselves" to follow up and see how the negotiated terms are, "what we then call SBV; sale ability, buy ability and visibility", available on all levels.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 13 references coded [34.63% Coverage]

Reference 1 - 2.52% Coverage

Interests that concerns this expert is creating a customer centric organization. “Understand how you make the customer need, visible and relevant for the operational employees.”

Reference 2 - 1.88% Coverage

Even when we talk our very technical departments and developers, “how do you make the customers need relevant and visible” even for them

Reference 3 - 0.94% Coverage

Also, in relevance to how “the customer needs changes all the time.”

Reference 4 - 1.81% Coverage

It is a piece of engineering art, very far from the end-consumers’ needs to a customer who doesn’t necessarily know what they need.”

Reference 5 - 2.45% Coverage

In the effort of making the organization more customer centric, we “research the market and the market trends but we also test the user friendliness of our products and services.

Reference 6 - 2.53% Coverage

“Then we have a whole design team” sitting on the digital platform and “analyzing through this data to create a customer centric design and platform”, which is then the third part of it.

Reference 7 - 3.28% Coverage

Lastly, we have the fourth and maybe the most influential part, that we are “making an agile transformation to the organization. Which is also seen in other industries. This agile transformation is then based upon the customer insight.”

Reference 8 - 5.22% Coverage

Not necessarily what the customer wants but what they need is prioritized through this insight, which are determined through different methods such as “qualitative and quantitative research where we e.g. evaluate on different scores that our call centers typically, user tests on products and services and that can then again be through observational test and interviews.”

Reference 9 - 1.63% Coverage

in our industry, is innovation a key capability that is important, in the sense of “understanding the customers user.

Reference 10 - 2.09% Coverage

We have customers who also struggles in understanding their own customers, so when we can help with that, then that is clearly one of the key parameters”

Reference 11 - 2.72% Coverage

What we sometimes need from our suppliers is something that only 1500 people are capable of doing in the world, hence it requires that there is a close collaboration and understanding for our needs.

Reference 12 - 4.31% Coverage

There is definitely a trend of or a need of closer collaboration in the sense “that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.”

Reference 13 - 3.26% Coverage

The markets just think that the manual way is still the way to go, but when it comes down to it, it is still the end-consumer equal to the B2C market who works with these tools and they want equally smart tools when they work as they want at home.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 25 references coded [34.06% Coverage]

Reference 1 - 1.07% Coverage

“The value proposition for ISS is that through service performance we support our clients in their purpose, and we do that through empowerment.

Reference 2 - 0.89% Coverage

So, our value proposition is very clear, that everything we do is done with a purpose of supporting our client’s purpose.

Reference 3 - 0.84% Coverage

“We put a lot of effort into the fact that our employees understand what the important things are for the customer.

Reference 4 - 1.04% Coverage

So, that we not just deliver a service but, that our employees deliver a service, which makes sense in compliance with the customers mission"

Reference 5 - 1.58% Coverage

A good example "is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us" and how do we manage the different tasks the best way possible.

Reference 6 - 2.85% Coverage

For the customers that goes into loop when it comes to the customer journey then "it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies.

Reference 7 - 1.30% Coverage

We have defined a customer experience journey "as a sense of how we in the day-to-day operation can ensure some of the greater experiences for the customer and their employees.

Reference 8 - 2.65% Coverage

In a practical matter, we've mapped out where is it on a daily basis that our employees meet the customers employees, or the users, as we differentiate between the customer and the actual user, where the user is the customers employee and those are actually the ones that we need to satisfy even though the contract is made with the corporation as the customer."

Reference 9 - 1.07% Coverage

As our contracts are usually bound by some sort of user satisfaction, "we then organize our services, deliveries and experiences accordingly.

Reference 10 - 0.96% Coverage

In the sense that we organize our touchpoints according to the customers users, being the employees and the customers customer."

Reference 11 - 0.89% Coverage

Depending on the touchpoints we then work thoroughly with "how we can create a good experience around that touchpoint.

Reference 12 - 1.97% Coverage

On a day-to-day basis we have then also structured and mapped the journey for the single user and mapped from arriving at the office to leaving the office, what kinds of touchpoints are our user going through and how can we make the daily experience better for that user.

Reference 13 - 0.71% Coverage

It very much revolves around the fact the we focus on the user and thereby are very user oriented.

Reference 14 - 1.66% Coverage

When it comes to the control of these touchpoints, all of the touchpoints that our user meets are controlled by us, therefore, furtherly “it is very important that our employees understand what is important for the customer.

Reference 15 - 0.65% Coverage

So, in that sense, our services and our performance can indeed be very differentiated.

Reference 16 - 1.87% Coverage

hrough our services we want to understand on the single touchpoint what is important for the user at that touchpoint how are we making the work environment attractive at all points and then further also helping our customers retaining their employees.

Reference 17 - 1.49% Coverage

On the other hand, it is also very dependent on the customer and their needs, e.g. “if we have a smaller client who is perfectly fine with us, just cleaning” and that fulfills their need, then just do that.

Reference 18 - 0.89% Coverage

With that said, we define our customers very thoroughly and are very accurate when it comes to defining their needs etc.

Reference 19 - 1.93% Coverage

SLA’s are as a rule of thumb something that again “is specified depended on the single client is, we have our own KPI’s and standards for what we want to deliver, we want to be the consulting part with our clients and talk about what KPI’s makes sense for the client.”

Reference 20 - 2.73% Coverage

The measures that we need to focus on in the future, in order to ensure the best customer journey, “we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees.”

Reference 21 - 1.75% Coverage

Then further, on the environmental development of focus, we try to “accommodate our clients in their goals to e.g. become more sustainable and greener, can we have cleaning products that are greener and is our supplies sustainable etc.

Reference 22 - 0.54% Coverage

So how we on every level e.g. can support a sustainable and green agenda.”

Reference 23 - 0.96% Coverage

Which again, is all defined through the preliminary stages of the agreements, what does the client want, a supplier or a partner.

Reference 24 - 1.13% Coverage

Key competencies within the B2B market to ensure a competitive customer journey is “completely dependent on the single company, but it requires trust.

Reference 25 - 0.65% Coverage

So, we try to mirror the organizational structure the client has, in our organization.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 5 references coded [35.16% Coverage]

Reference 1 - 5.19% Coverage

hat we then chose to treat the handler as our customers is because the handlers function as the prolonged arm of the airline and it’s the airlines that we have our contracts with.”

Reference 2 - 3.68% Coverage

Further, the choices of solutions that we have “to meet the needs of the customer can change after the negotiations are done.”

Reference 3 - 9.74% Coverage

So, within that stage, it is important to “deliver the product/service as demanded, but also promised so that the customer feels that they get more than just negotiated… in the sense that the customer has the feeling of ‘this is value for money’ but at the same time we within our operations” are smart when it comes to execution of this.

Reference 4 - 6.73% Coverage

When it comes to key capabilities to ensure these things and at the same time be competitive in the market, it is important to “engage in a dialogue with the customer and the corresponding parties” at the other end of the value chain.

Reference 5 - 9.81% Coverage

“Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn’t just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 6 references coded [34.35% Coverage]

Reference 1 - 3.32% Coverage

So, through the tool, being able to collect the data and conduct customer surveys through the Journey Tool

Reference 2 - 5.68% Coverage

“The idea with the workshops in regard to the Journey Tool is to figure out whether it makes sense to send out surveys through the tool after the ones customer journey has been mapped.”

Reference 3 - 5.34% Coverage

For some of the workshop attendants “it was super hard to generate a customer journey as they didn’t have a product on the market yet. So, everything was very hypothetical.

Reference 4 - 3.66% Coverage

For the ones who had a product launched it visualized a lot of issues they weren’t aware of throughout their journey.”

Reference 5 - 8.63% Coverage

Again, having the client focus and understanding that the customer journey goes beyond the firms control and for the company create the understanding and knowledge and then center that around how to run the Customer Journey overall will be a great capability for any company.

Reference 6 - 7.73% Coverage

Further also being able to access the tool for the implied parties within the company, so the employees linked to the different touchpoints can give the overall journey feedback through their touchpoint and on sight knowledge with the customers.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 16 references coded [36.67% Coverage]

Reference 1 - 1.62% Coverage

The point of focus is then redirected to the client interaction per say and what phases they go through and how that is handled.

Reference 2 - 1.08% Coverage

What kind of travel policy does the client want, what kind of prices do we negotiate.

Reference 3 - 3.99% Coverage

Where we follow up in the larger aspects of the agreement, did the client get the prices agreed upon, does the product live up to their expectations, is there any feedback we need to take into consideration or reaction from the clients employees with SAS in general, have our traffic program been inadequate etc.

Reference 4 - 2.82% Coverage

I would then say dependent on the size of the client's company, we then have quarterly meetings or ever 6 months in order to follow up on the agreements and ensure that the value proposition lives up to their expectations"

Reference 5 - 1.85% Coverage

As it can "occur that a client doesn't feel that they are getting the promised value and then we have to amend" in order to reach that expectation.

Reference 6 - 0.86% Coverage

"When it comes to enterprise clients our retention is really high.

Reference 7 - 2.13% Coverage

Our segmentation we've categorized as; large, extra-large and strategic. There the retention is almost at a 100%, but their need for airline tickets can vary a lot.

Reference 8 - 3.52% Coverage

The loyalty could then be argued to depend on the "size of the enterprise and what travel pattern the enterprise has. E.g. due to our destinations it can be hard for us to land a client who has a large export market in south America and in that sense, we aren't relevant for them."

Reference 9 - 2.54% Coverage

In order to be competitive in the airline industry on the B2B market it is important to have a “traffic program that is stable and a broad number of frequencies and then further attractive time slots.

Reference 10 - 2.53% Coverage

Then further when it comes to price, it is not necessarily important to be the cheapest but the difference in price towards other companies” and the price competitiveness in general is important.

Reference 11 - 2.79% Coverage

Generalizing the customer journey on the B2B enterprise market, in my opinion, “it is important to have a customer journey that seems individualized or tailormade either on the individual level or the client level.

Reference 12 - 1.65% Coverage

Meaning, a core service from the firm’s perspective, but from the client’s perspective it is experienced as something unique.

Reference 13 - 2.24% Coverage

Regardless of industry “I think that in the future it is going to be crucial to be able to keep your expenses down and create broad solutions but the experience of it” is unique.

Reference 14 - 2.70% Coverage

Give the customer the control back in the sense of “e.g. self-service because the dependency on others” nowadays is not attractive and consequently companies are willing to pay for “independent solutions.”

Reference 15 - 1.28% Coverage

Meaning making the solution user friendly regardless of the complexity of the solution behind it.

Reference 16 - 3.07% Coverage

For the companies also “to think about, what data is super relevant for us to know” and therefore the client to enter, asking the questions “is it important for us to know e.g. your client’s birthday, and if not, then don’t make it mandatory.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 14 references coded [18.21% Coverage]

Reference 1 - 1.93% Coverage

The change of responsibility however “does not change the fact that I have an interest in the ground handling agencies still, because of the simple reason, that the airlines and the airport would not function without the handling agents.

Reference 2 - 1.56% Coverage

Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well.”

Reference 3 - 0.79% Coverage

In that sense, we are lifting the burden for many of our customers by doing the analysis” that we do.

Reference 4 - 2.18% Coverage

So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers.

Reference 5 - 1.41% Coverage

Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth.

Reference 6 - 1.87% Coverage

What we need to have focus on when we talk customer journeys on the B2B market, is “first and foremost a service or product that is relevant for both parties, so what we do needs to be essential for the customer and the supplier itself.”

Reference 7 - 1.33% Coverage

Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department.”

Reference 8 - 1.41% Coverage

“If we can earn more, while they save more then it’s a win-win… So, having the mindset that it needs to benefit the customer in the total cost spectra, then it will benefit us too.

Reference 9 - 1.85% Coverage

To sum it up, the key competencies for businesses are to “understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them.”

Reference 10 - 0.53% Coverage

Being cost effective while, creating the value for the customer.

Reference 11 - 0.78% Coverage

“So, we all need to put ourselves in the customers place and what is essential for the passenger.”

Reference 12 - 0.78% Coverage

Again, defining our customer, understand them and their needs in order to be “cost-efficient.

Reference 13 - 0.58% Coverage

There is no need to clean an aircraft more than the customer cares about.

Reference 14 - 1.20% Coverage

We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain.”

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 15 references coded [37.61% Coverage]

Reference 1 - 1.81% Coverage

When it comes to the bigger sense of it for Copenhagen Airport it is the passengers and the airlines as that is our source of income.

Reference 2 - 1.22% Coverage

But within my department, “we’ve chosen to define our customer as the ground handlers.

Reference 3 - 1.49% Coverage

On a day-to-day level, the ground handlers are our most important parties and our customers in that sense.

Reference 4 - 1.96% Coverage

In that sense, the ground handler is stepping in the customers place “meaning the ground handlers should be treated equally to a customer.”

Reference 5 - 1.12% Coverage

In the sense that our finest purpose is to make it easy to be ground handler at CPH.

Reference 6 - 3.38% Coverage

In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."

Reference 7 - 2.16% Coverage

When it comes down to it, "it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other's worlds.

Reference 8 - 1.17% Coverage

So, availability, trust, and transparency, is very important from my standpoint.

Reference 9 - 2.81% Coverage

Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward."

Reference 10 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and "not just point fingers towards our cooperating parties" but through transparency and this narrative, create some sort of "an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."

Reference 11 - 2.76% Coverage

Previously our operation has worked based upon experience and how things are managed and done in other airports around the world, but not based upon an actual factual based number on what is needed.

Reference 12 - 3.31% Coverage

Hence, our operation has moved towards a more data focused output and that all airlines are treated equally and fair, based upon these factual numbers of capacity etc. “This is an example on how we shape our cooperation with the airlines.

Reference 13 - 2.89% Coverage

In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed.”

Reference 14 - 3.34% Coverage

Understanding that; “the joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey.

Reference 15 - 1.54% Coverage

Only in that sense the single employee has the understanding of the value creation towards the end-consumer.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 24 references coded [31.28% Coverage]

Reference 1 - 1.07% Coverage

When we do our research upon our customer segments, on the B2B market, “we triangulate our research into the buyer, the user and the decision maker.

Reference 2 - 0.58% Coverage

Because all of these parts have a different perspective on what is delivered.”

Reference 3 - 1.11% Coverage

But the decision maker is often no the, the higher you get up and the larger the company you interact with, the one that sits with all the insight on usage.”

Reference 4 - 2.57% Coverage

Because they are a business customer” and are therefore under the same departmental responsibility and further “create solutions that are targeted for the enterprise customer” but the smaller business doesn’t comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses.

Reference 5 - 0.57% Coverage

So, both income at risk and their expectations are differentiating factors.

Reference 6 - 1.36% Coverage

Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored.

Reference 7 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 8 - 2.20% Coverage

Which is also a difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities."

Reference 9 - 1.48% Coverage

With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more "tailored and the complexity of the product becomes higher."

Reference 10 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 11 - 0.95% Coverage

What you then need to meet the client upon is 'what you see is what you get' because it's easier for them to articulate what they want.

Reference 12 - 1.33% Coverage

"This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected."

Reference 13 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it "will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role" when it comes to technical deliverance "and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 14 - 2.14% Coverage

We still see it in the way that we evaluate and measure our performance, because our delivered performance is getting evaluated over “working days and not factual time or days, which in essence is the driving evaluating factor for a customer” nowadays regardless if it is a B2B or a B2C customer.

Reference 15 - 1.32% Coverage

“That is one of the parameters that we are changing and where we are putting a lot of emphasis on calculating on actual number of days” where our customers deliverance is not optimal.

Reference 16 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 17 - 0.92% Coverage

They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in.”

Reference 18 - 0.72% Coverage

Linked to many of the evolving tech-companies who all “started in the era of costumer centricity.”

Reference 19 - 1.08% Coverage

It is “not a question of the single component” or technical part that we deliver, it “is a question of whether Ms. Jensen can hear the doorbell or not.”

Reference 20 - 0.44% Coverage

They (Oticon and NNIT) have managed to make it very personal.

Reference 21 - 0.59% Coverage

Where it then also works best “to have the consumer segment in sight, eventually.

Reference 22 - 1.39% Coverage

Even though we are a part of a bigger chain” of B2B supply chain, “eventually there is always an end-consumer” and we need to have in sight, “what is it this end-consumer needs help for or wants.”

Reference 23 - 0.89% Coverage

Hence, an understanding of one’s own position in the bigger chain of value who eventually always ends at an end-consumer.

Reference 24 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 51 references coded [75.57% Coverage]

Reference 1 - 1.52% Coverage

“The challenges” when talking B2B companies and how they use costumer journeys “nowadays, is that many of them think in ‘their’ end-to-end customer journey and not the customers end-to-end journey.

Reference 2 - 1.02% Coverage

There is too much tunnel vision on the fact that companies only look upon their approach” to the customer journey and not the customers.

Reference 3 - 0.58% Coverage

“The companies are interested in ‘their’ products and ‘their’ viewpoints.

Reference 4 - 1.55% Coverage

You see it in so many aspects, when you sign up for newsletters from the company, it is a one-sided focus as they want something from you as a customer, but they don’t tell you ‘what is in it for me’ as a customer.

Reference 5 - 0.87% Coverage

The very thought of the customer is often very narrow based on the company’s needs and not the customers interest.”

Reference 6 - 1.47% Coverage

“In my experience, regardless of B2B or B2C market, the customer in a very early stage, even before a business might be aware, then the customer makes some sort of considerations of what they want

Reference 7 - 1.61% Coverage

What kind of service or what kind of product is it that we are interested in and why are we interested, what kind of providers are there on the market etc. and that is even before I as a supplier or partner gets involved.

Reference 8 - 2.03% Coverage

Again, based on my experience, that part of the customer journey the businesses do not really manage well" and maybe even especially on the B2B market. What has typically been the approach on the B2B market "has been, this functional approach" to the sales parameters.

Reference 9 - 2.16% Coverage

What we see way more on the B2C market is that the emotional approach of landing a customer is played way more than on the B2B market, but what I think is underrated, "because the emotional factors are equally as present on the B2B market", we are just not that focused on them than we could be.

Reference 10 - 2.00% Coverage

There are so many parameters of an offering "that is emotionally determined that you also need to consider" in corporation with the customer, "do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 11 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company" when we do this.

Reference 12 - 1.05% Coverage

It means that we need to know our customer on a deeper level and not just offer a service but offer our value proposition based on their needs.

Reference 13 - 1.65% Coverage

An example of emotional parameters that goes into play is on the B2C market e.g. Coca Cola and their way of communication in regard to what they offer as an experience when you drink Coca Cola, the community you enter etc.

Reference 14 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say "when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 15 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time," which are again parameters that aren't necessarily "tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."

Reference 16 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 17 - 1.60% Coverage

Taking covid-19 pandemic into consideration, shows that some companies are really good at managing the unexpected in this sense, that how do we as a company manage when the planned customer journey is disrupted

Reference 18 - 1.55% Coverage

E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc.

Reference 19 - 2.37% Coverage

So to think about what happens when the customer journey is disrupted, "what do we do when a products is shipped and it is not the right product arriving or something is not right" is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client.

Reference 20 - 1.38% Coverage

To also understand "what kind of service is our customer demanding alongside the product we are offering" and what do we specifically do when our designed customer journey deviate.

Reference 21 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in that situation.

Reference 22 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late “the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 23 - 1.28% Coverage

Not being aware that the client’s needs change and not caring about the agreed terms during the contractual period” has been negatively conclusive for many companies.

Reference 24 - 1.33% Coverage

Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential.

Reference 25 - 1.51% Coverage

The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent.

Reference 26 - 1.09% Coverage

“The expectations in the same sense, evolves as the delivery of service is done over time. Hence, the future expectations,” are ever changing.

Reference 27 - 1.82% Coverage

Compared to the B2C market, “when buying a Coca Cola, I do not expect Coca Cola to deliver something different or better the next time, I expect the same product and thereby a repeated experience, but that changes when we within the B2B market.

Reference 28 - 1.95% Coverage

As the client’s needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client” throughout the journey then “you lose the relevance and then the client will decline as the risk of staying is too high.”

Reference 29 - 1.10% Coverage

Hence, one needs to be aware of that” … and in the same spectra figure out who we want to be relevant for and in that regard also cut some customers off.

Reference 30 - 1.33% Coverage

Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don't want to excel in.

Reference 31 - 0.88% Coverage

This is where change management comes into play, as we need to adapt our organization to live this customer journey.

Reference 32 - 1.82% Coverage

The other point is that 'pain is good' which means that everything doesn't have to be equally good" and therefore is it okay to say no and in that sense to say no to being a full service provider if that contradicts what you're good at as a company.

Reference 33 - 0.24% Coverage

IKEA is mentioned as an example

Reference 34 - 1.17% Coverage

In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly.

Reference 35 - 1.69% Coverage

Using the customer journey on the B2B market it is "important to understand that it needs to take a point of departure in the customer and not the journey we as a company is a part of and we might just be a small part of that journey.

Reference 36 - 1.52% Coverage

Such as," PRE, DURING and PAST stages. But, "as soon as you get down to the lower layers it is very dependent on the organization but also further dependent on how mature the market is and where is it going.

Reference 37 - 1.09% Coverage

What customer journeys does is to give a company a clearer idea of what the customer needs and thereby are able to deliver competitive solutions.

Reference 38 - 1.38% Coverage

The key competencies which is needed when it comes to applying customer journeys in the B2B market is then to be able to "adjust our services so that we are meeting the customer's needs.

Reference 39 - 1.27% Coverage

Further, it is important to understand that the customer might be in a PRE stage evaluating the needs, before an organization even is aware of the potential customer."

Reference 40 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 41 - 1.06% Coverage

The key competencies are in that sense, then "to be able to translate the knowledge about the market to what kind of needs the customers have.

Reference 42 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs."

Reference 43 - 1.86% Coverage

Ensuring a great customer journey across parties could in my opinion be closely linked to "when we talk about omni-channels. In the sense, regardless where our customer is interacting with us, then the customer should have the same experience."

Reference 44 - 1.16% Coverage

Meaning, that you need to figure out what the need is regardless of which touchpoint the customer is at. How do we ensure that we get a seamless experience?

Reference 45 - 1.07% Coverage

Which then, is done through specific defined training and development of employees so that every case scenario is trained and prepared for.

Reference 46 - 1.41% Coverage

The important factor in all of this "is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time."

Reference 47 - 1.26% Coverage

Summed up, don’t make the touchpoint irrelevant for the client in the sense that if the client doesn’t get any value from meeting the touchpoint, then don’t design it.

Reference 48 - 2.10% Coverage

“There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn’t work with it prior.

Reference 49 - 1.63% Coverage

Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference.

Reference 50 - 2.54% Coverage

But it is important to understand that “it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is ‘interested in me’ and that product or service delivered should give me what I deserve.”

Reference 51 - 1.39% Coverage

When the organizations in a holistic sense understands the customer that is when the job is done right. The ones understanding their own concept and therefore their customers as well.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 4 references coded [21.14% Coverage]

Reference 1 - 6.00% Coverage

When primarily talking on a strategical level, from a customer’s perspective, the important parameters are to “work with CJ in a low-practical sense… we have mapped the CJ’s with different types of airlines, where SAS is a network base carrier, to ensure the right stakeholder management with e.g. SAS. We have regular meetings to ensure that the right things are taken care of, because that is important to deal with.

Reference 2 - 6.59% Coverage

When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them (SAS), what is important for their back-office and what can we deliver… so in that sense, that is how we’ve been working with it (it being the

CJM).”

Reference 3 - 2.63% Coverage

When we mapped the journey, we then “interviewed our clients and got an insight into what is their emotional experience with some of the things we deliver and the interactions we have.

Reference 4 - 5.92% Coverage

“When it comes to ensure an efficient operation, then we have co-operational meetings with the handlers, that by principle doesn’t have much to do with the airlines, but when it comes to SAS then we listen quite much, but then at the same time we are not allowed to discriminate, so it is a question of balance to ensure that all the handlers have the experience that the collaboration with CPH happens on a fair basis.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 20 references coded [65.17% Coverage]

Reference 1 - 2.98% Coverage

From their point of view, then there is follow up on whether we’re delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA.”

Reference 2 - 2.67% Coverage

Over time we have more touchpoints in the DURING stage compared to the PRE stage so “the most important touchpoint or task is then the follow up on deliveries.

Reference 3 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors”, to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 4 - 3.39% Coverage

When our clients then have raising dissatisfying feedback on our subcontractors, then “I have a close collaboration with our subcontractor to ensure that end-user is satisfied with the changes.”

Reference 5 - 4.29% Coverage

“When is a mistake a mistake? In our mentality” the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client’s needs in some cultures differs a lot.

Reference 6 - 3.43% Coverage

Within what we do “we need to put on different hats” and have clients with different sets of expectations hence, in some cases “we need to set the aspirations higher” and meet the client’s expectations.

Reference 7 - 7.04% Coverage

With that said, there is still a personal reference, as “some of our clients I have negotiated with for 15 years” where there is a difference in the relation there is amongst us and where we’re not discarded “if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other” compared to a company where we do not have that relation.

Reference 8 - 4.08% Coverage

“Further, we also have clients who doesn’t go into tender after e.g. 3 years, but they go out to make a price review, so that the tender round is avoided, and the contract could continue where the price is adapted to accommodate both parties.”

Reference 9 - 4.16% Coverage

Retention of our clients is in general ensured by, “two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations” etc.

Reference 10 - 2.72% Coverage

More specifically we “have our customer managers, who is the client’s single point of contact, so the client always knows who to contact regardless of issue.”

Reference 11 - 2.63% Coverage

Further we, take action directly and come with “corrective action plans and create focus upon the mistakes made, to ensure that they don’t happen again.”

Reference 12 - 3.14% Coverage

Defining the customer journey on a B2B level would be “dependent from industry to industry” where there are different tricks used in different industries to ensure customer loyalty.

Reference 13 - 1.88% Coverage

But still “a lot of the same things, follow up on touchpoints” along the journey and “follow up on the contract.

Reference 14 - 0.71% Coverage

Are we delivering the things we promised?

Reference 15 - 2.10% Coverage

Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically.

Reference 16 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same” it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 17 - 2.27% Coverage

I think the company that makes a contract and then doesn’t open that until it is time for renegotiations” they’ll lose in the long run.

Reference 18 - 1.39% Coverage

“It is essential that there is some sort of relation during the contract period.”

Reference 19 - 3.39% Coverage

In the most industries the needs are so changeable that “there is some sort of contact encounter during the contract period” where the contracts might be amended according to the changing needs etc.

Reference 20 - 3.29% Coverage

Ensuring the good journey across parties are done through, “communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge.”

Theme: Digital – Data – Tech

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 3 references coded [7.45% Coverage]

Reference 1 - 0.35% Coverage

Digital tools.

Reference 2 - 5.70% Coverage

They do not put the CJF in the drawer and say ‘well now we mapped the customers touchpoints’. It is the companies who constantly use the development of technology and it is also the ones who are capable of leaving technologies when they are no longer relevant.

Reference 3 - 1.41% Coverage

It is the ones who understands the nature in social media tools.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 4 references coded [12.17% Coverage]

Reference 1 - 4.31% Coverage

In the sense of weather, a company seeks partnerships that comply with the visions and goals for one’s company or if that emerges on its own is a great question and here it is clear that “to the extent it is possible one looks for compatible partners, when it comes to technical and cultural background.

Reference 2 - 2.11% Coverage

“where most of it is data driven, because time is money nowadays. Not to point fingers at anyone but in order to optimize in everybody’s interest.”

Reference 3 - 2.87% Coverage

“we focus on melting the physical and the digital journey together… Further to think way more digital and then shape the journey around that… the overall customer journey should get more seamless.”

Reference 4 - 2.89% Coverage

Further we are working on how we can push notifications to the customers as soon as they enter the airport, so again “to think in the data and make it personalized and relevant for the single passenger.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 6 references coded [17.06% Coverage]

Reference 1 - 1.48% Coverage

“New way to send data and a new way to negotiate” personalized offers for the corporate customers in a greater sense.

Reference 2 - 2.93% Coverage

“It is done to accommodate the specific need of the customer and not just a nice discount on the price…There are so many possibilities in NDC, due to the ability of recognizing our customers in a whole new way and on a whole new level.”

Reference 3 - 2.86% Coverage

There are many ways to interpret how an NDC should be implemented, and SAS has chosen an IT provider to create this system, so when defining how this data within the system shall be used can again differ from company to company.

Reference 4 - 4.06% Coverage

Online booking tools are then a complimentary touchpoint to the agent where more and more corporate clients are moving in a direction where they want their employees to buy through this online tool, which then has a lot of advantages for the client as they can control their corporate travel policies through this tool.

Reference 5 - 2.46% Coverage

“I have a big task to succeed in” when it comes to manage ‘un-controlled’ touchpoints “in corporation with the client to look in these online tools and see if the negotiated price is available.”

Reference 6 - 3.27% Coverage

When it comes to these online booking tools, it is mostly the agents who facilitates the tool for the companies, but some corporate companies do invest in this online tool themselves, to be able to flexible in case of transitioning from one agent to another.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 6 references coded [13.84% Coverage]

Reference 1 - 1.76% Coverage

Describing our “existing portfolio of products and services is, technical deliveries, that secures the backend of payments.

Reference 2 - 1.83% Coverage

When it comes to outsourced services it is “primarily our IT development that is outsourced and that again is controlled though us.”

Reference 3 - 2.53% Coverage

“Then we have a whole design team” sitting on the digital platform and “analyzing through this data to create a customer centric design and platform”, which is then the third part of it.

Reference 4 - 1.63% Coverage

in our industry, is innovation a key capability that is important, in the sense of “understanding the customers user.

Reference 5 - 2.83% Coverage

Further when we talk about the industry specificness of customer journeys on the B2B market, “we also need to recognize that maturity has a say when it comes to innovation within the technical parameters.”

Reference 6 - 3.26% Coverage

The markets just think that the manual way is still the way to go, but when it comes down to it, it is still the end-consumer equal to the B2C market who works with these tools and they want equally smart tools when they work as they want at home.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 2 references coded [2.61% Coverage]

Reference 1 - 0.76% Coverage

We also work a lot with data e.g. in sensors, the internet of thing, were everything is more data driven.

Reference 2 - 1.85% Coverage

We have our own system where we can see occupancy of meeting rooms and can work with the data through that system in order to see which meeting rooms are not used and what is the cause of that etc. Which then is the way that we work innovative,” through data.

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 8 references coded [47.42% Coverage]

Reference 1 - 4.41% Coverage

The usage of CJM through data and how that could be interesting to get live data on whether it is applicable for the company’s customers or not.

Reference 2 - 3.32% Coverage

So, through the tool, being able to collect the data and conduct customer surveys through the Journey Tool

Reference 3 - 3.66% Coverage

For the ones who had a product launched it visualized a lot of issues they weren’t aware of throughout their journey.”

Reference 4 - 8.70% Coverage

“The complexity is of the tool is not there yet, but it is something that I have been thinking about. So, I’ve developed the workspace, so that you open it up and have the overall journey and then you’re able to click on the different touch points and then it opens up another journey.”

Reference 5 - 5.75% Coverage

That is exactly where the Journey Tool will benefit the enterprise companies and come into play and have a huge impact on future decisions on where a company should focus its recourses.

Reference 6 - 3.44% Coverage

The investors reaction to the Journey Tool, is that the “data collection, actually occurs through live data.

Reference 7 - 7.69% Coverage

In the sense that the feedback option developed into the tool constantly will generate live data from the customers down to the difference on a daily basis whether one employee is performing to goals set etc. and then solve them based on that data.”

Reference 8 - 10.46% Coverage

In that same context, when we talk B2B enterprise companies, there are for sure employees in charge of continuous evaluation of a suppliers delivery etc. so to incorporate the tool on both sides and through that have a clear live dialogue (on a daily basis) on what goes well and what does not will be a tremendous benefit for both parties.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 6 references coded [12.72% Coverage]

Reference 1 - 2.41% Coverage

But the art is as a supplier to deliver something, which to some extent is automated and a standard model but the receiving part (the client) experiences it as an individualized service.”

Reference 2 - 0.97% Coverage

The way to get there is by “using the technology and data” to become smarter.

Reference 3 - 2.70% Coverage

Give the customer the control back in the sense of “e.g. self-service because the dependency on others” nowadays is not attractive and consequently companies are willing to pay for “independent solutions.”

Reference 4 - 2.82% Coverage

What companies then have to do in order to make the solutions simpler, is to become better “at using the available data to generate the solutions instead of asking the clients whether they want to reply to a survey or not.”

Reference 5 - 3.07% Coverage

For the companies also “to think about, what data is super relevant for us to know” and therefore the client to enter, asking the questions “is it important for us to know e.g. your client’s birthday, and if not, then don’t make it mandatory.

Reference 6 - 0.76% Coverage

In general, a lot of technical solutions to the data input.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 12 references coded [19.10% Coverage]

Reference 1 - 2.75% Coverage

It is interesting and rewarding to be a part of these discussions, due to the inputs coming from politicians “e.g. saying that it could be super interesting to have a route to Rio” but then being able to make the calculations in that forum and explaining “that we need to have a load factor and yield that needs to be met for this to be profitable.”

Reference 2 - 0.98% Coverage

We then only function as the impartial information into Danish standards and operations based upon quantitative data.

Reference 3 - 1.27% Coverage

Further we try to make it attractive through… previously it was more relational based selling strategies, whereas we today work more on a data-based model…

Reference 4 - 2.01% Coverage

We developed a model, which through macro and micro economic data, ranks new potential destinations… The amount of data we have access to is incredible and that is possible because the ticketing suppliers, such as Amadeus, are selling their data.

Reference 5 - 2.15% Coverage

But what we do not have data on is the yield. So, we try to calculate through all these data inputs” what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don’t lose income or yield somewhere else.

Reference 6 - 1.34% Coverage

“Then, based on these calculations, we actually have conversations with the airlines in order to see if it can be profitable for the existing customers (airlines).

Reference 7 - 1.08% Coverage

As we do not have any interest in having too many frequencies,” of half full flights as the yield needs to be profitable and make sense.

Reference 8 - 1.87% Coverage

We even sometimes through the data “go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines.

Reference 9 - 1.41% Coverage

Depending on the size of the company and what recourses they have when it comes to analyzing new routes etc., we either do it for them or use it as sparring amongst our customers.

Reference 10 - 0.77% Coverage

“E.g. we have come way closer in our relationship with SAS through” this sparring of analysis.

Reference 11 - 2.18% Coverage

So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers.

Reference 12 - 1.30% Coverage

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 2 references coded [6.07% Coverage]

Reference 1 - 2.76% Coverage

Previously our operation has worked based upon experience and how things are managed and done in other airports around the world, but not based upon an actual factual based number on what is needed.

Reference 2 - 3.31% Coverage

Hence, our operation has moved towards a more data focused output and that all airlines are treated equally and fair, based upon these factual numbers of capacity etc. “This is an example on how we shape our cooperation with the airlines.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 5 references coded [7.18% Coverage]

Reference 1 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 2 - 0.98% Coverage

The access to data, on our customers’ needs and experiences are related to that also far more “complex in comparison to the B2C market.

Reference 3 - 0.61% Coverage

As it is a far more regulated market when it comes to competition and access to data.”

Reference 4 - 0.72% Coverage

Linked to many of the evolving tech-companies who all “started in the era of costumer centricity.”

Reference 5 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then “some of the companies who have solved this well is Oticon and NNIT.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 4 references coded [5.31% Coverage]

Reference 1 - 0.77% Coverage

Where the IT companies” are the ones were the transition phase has proven to be unsuccessful at times.

Reference 2 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 3 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs.”

Reference 4 - 1.63% Coverage

Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 1 reference coded [4.32% Coverage]

Reference 1 - 4.32% Coverage

“On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal.” Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 1 reference coded [2.10% Coverage]

Reference 1 - 2.10% Coverage

Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically.

Theme: Governance – Control

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 3 references coded [9.90% Coverage]

Reference 1 - 2.40% Coverage

Which is also a good guidance, to “continuously govern that we do not give our customers a reason to opt out.”

Reference 2 - 5.38% Coverage

it should be a constant reminder to your organization and your employees not to deviate and make the huge mistakes and further as a reminder to constantly work on ‘not’ giving your customers a reason to opt out. It is more a tool for governance.”

Reference 3 - 2.13% Coverage

The keyword again is, it is more of a monitoring tool than it is to reach a certain result with it.”

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 1 reference coded [3.65% Coverage]

Reference 1 - 3.65% Coverage

We are of course mapping our customer journeys and I’m sure Morten does so as well and maps out “where are the points where the handlers have an impact and which measures and interactions that needs to be in place to secure an optimal B2B customer journey.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 5 references coded [14.23% Coverage]

Reference 1 - 2.12% Coverage

As our corporate customers usually, in a practical sense and on a day to day basis, go through an agent, the agents then equally need to match what the airlines develop.

Reference 2 - 4.06% Coverage

Online booking tools are then a complimentary touchpoint to the agent where more and more corporate clients are moving in a direction where they want their employees to buy through this online tool, which then has a lot of advantages for the client as they can control their corporate travel policies through this tool.

Reference 3 - 4.03% Coverage

“An outcome of this online booking tool is then the visual guilt when the employee is booking a business ticket over an economy ticket, which again is not as present when the agent is the one booking a business rather than an economy ticket. The employee disclaims the responsibility of what kind of ticket was booked.”

Reference 4 - 2.46% Coverage

“I have a big task to succeed in” when it comes to manage ‘un-controlled’ touchpoints “in corporation with the client to look in these online tools and see if the negotiated price is available.”

Reference 5 - 1.56% Coverage

Hence, it again has a high impact on transition costs for any corporate company to change agents given these online tools.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 5 references coded [14.02% Coverage]

Reference 1 - 3.54% Coverage

Our customers have “one primary touchpoint through the KAM and then we have operational touchpoint when technical issues occur etc. and a billing touchpoint and then manual or digital touchpoints where the client then can amend their service offerings.”

Reference 2 - 1.83% Coverage

When it comes to outsourced services it is “primarily our IT development that is outsourced and that again is controlled though us.”

Reference 3 - 4.12% Coverage

In the sense that our KAM then have the insight into what our customers want, as an example, “with our banks we then facilitate these co-creation session where service design as an operational tool are done as a preliminary stage and then we create a solution, which we then again is tested by the user.”

Reference 4 - 1.74% Coverage

And then there can be some who opts out” throughout this journey, “which then will be defined through a series of touchpoints.”

Reference 5 - 2.80% Coverage

Rational is then understood in the sense that, for these preliminary stages, companies usually “invites the procurement department in to evaluate and structured go through” the negotiation process.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 7 references coded [9.33% Coverage]

Reference 1 - 0.68% Coverage

Further we are a very decentralized company, hence our empowerment is an important factor.

Reference 2 - 0.73% Coverage

As we are a big company with over 7.000 employees there can be quite far in the sense of management,”

Reference 3 - 1.66% Coverage

When it comes to the control of these touchpoints, all of the touchpoints that our user meets are controlled by us, therefore, furtherly “it is very important that our employees understand what is important for the customer.

Reference 4 - 1.83% Coverage

When it comes to services that we provide that again are dependent on another supplier, e.g. “we have a service that we offer, which is handling of mail or service on elevators which are outsourced, but most of the services are we managing ourselves.

Reference 5 - 1.49% Coverage

But clearly, we are taking the responsibility of the overall delivery and therefore the touchpoint is again controlled and managed by us and we are the ones having the direct contact with the supplier.

Reference 6 - 1.85% Coverage

We have our own system where we can see occupancy of meeting rooms and can work with the data through that system in order to see which meeting rooms are not used and what is the cause of that etc. Which then is the way that we work innovative,” through data.

Reference 7 - 1.09% Coverage

Ensuring the partnership and great customer journey across parties is “typical done through governance structure and peer-to-peer structure.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 1 reference coded [4.45% Coverage]

Reference 1 - 4.45% Coverage

Again, only in the scenarios where the handlers have an effect on each other’s performances and quality of their product for the worse, then we meddle.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 3 references coded [25.24% Coverage]

Reference 1 - 8.70% Coverage

“The complexity is of the tool is not there yet, but it is something that I have been thinking about. So, I’ve developed the workspace, so that you open it up and have the overall journey and then you’re able to click on the different touch points and then it opens up another journey.”

Reference 2 - 10.79% Coverage

So regardless of the touchpoint is within our control, have the understanding whether it is a critical point for the customer and invest the time into meeting the customer where the customer is at a critical moment of decision in the journey and through negotiation with partners secure the touchpoint and not give the customer a reason to opt out.

Reference 3 - 5.75% Coverage

That is exactly where the Journey Tool will benefit the enterprise companies and come into play and have a huge impact on future decisions on where a company should focus its recourses.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 6 references coded [12.04% Coverage]

Reference 1 - 2.04% Coverage

Once those agreements are made, then they're logged in the agent's system and we are at that point not managing" the touchpoints throughout the DURING phase.

Reference 2 - 1.56% Coverage

In that part, where the agent is in the primary control of the touchpoints of the DURING phase, is very industry specific.

Reference 3 - 1.54% Coverage

Because, "the client actually doesn't meet an SAS controlled touchpoint until the passenger is onboard our aircraft.

Reference 4 - 1.37% Coverage

Given that all of the communication platforms are managed, owned and controlled by the travel agencies."

Reference 5 - 2.70% Coverage

Give the customer the control back in the sense of "e.g. self-service because the dependency on others" nowadays is not attractive and consequently companies are willing to pay for "independent solutions."

Reference 6 - 2.84% Coverage

Going back, onboarding and training is important, at all areas of the B2B enterprise market, "because they don't have the same ownership and they don't have the same pride compared to" touchpoints not being outsourced.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 2 references coded [3.09% Coverage]

Reference 1 - 1.49% Coverage

They are usually negotiated across the airlines but if that agreement is not reached amongst the airlines and the airport then the Danish transport authority has the conclusive vote.

Reference 2 - 1.60% Coverage

I have a huge respect for the LCC's (low cost carriers) because, that is what they excel in" they have a clear overview of the total costs and know how to navigate that in a balance with their customers.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 3 references coded [11.74% Coverage]

Reference 1 - 2.04% Coverage

The contact usually goes through the ground handler, then sometimes there are single airlines here and there who then have a direct contact to us.

Reference 2 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and "not just point fingers towards our cooperating parties" but through transparency and this narrative, create some sort of "an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."

Reference 3 - 3.04% Coverage

The clear lines of responsibility, from a sales purpose moving on to an operational responsibility once a contract is negotiated," are in that sense far more well-defined through departments and roles in that sense.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 12 references coded [15.62% Coverage]

Reference 1 - 1.19% Coverage

When it comes to suppliers it is not only on the B2B market e.g. we have customer journeys in the B2C market where our customers cross a bunch of different suppliers."

Reference 2 - 0.77% Coverage

Hence, "there are a lot of 'moment of truth' that are missed in the smaller companies' customer journeys.

Reference 3 - 2.01% Coverage

Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that "the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client.

Reference 4 - 0.67% Coverage

Further there is also a differentiating factor when it comes to organizational structure.

Reference 5 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 6 - 0.88% Coverage

When touchpoints are outsourced, the control of the touchpoint and management always goes through YouSee themselves.

Reference 7 - 1.04% Coverage

Line of communication goes through YouSee and their subcontractors "comes as representation for YouSee" when interacting with the client.

Reference 8 - 1.33% Coverage

"This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected."

Reference 9 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA's but also through more qualitative "surveys of the experienced delivery" in order to have a close overview over our supplier's performance.

Reference 10 - 0.61% Coverage

As it is a far more regulated market when it comes to competition and access to data."

Reference 11 - 3.07% Coverage

As our size and "our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier" and therefore it again, "might be easier to influence a supplier to join our vision" of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 12 - 0.81% Coverage

Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 5 references coded [7.04% Coverage]

Reference 1 - 1.52% Coverage

“The challenges” when talking B2B companies and how they use costumer journeys “nowadays, is that many of them think in ‘their’ end-to-end customer journey and not the customers end-to-end journey.

Reference 2 - 1.02% Coverage

There is too much tunnel vision on the fact that companies only look upon their approach” to the customer journey and not the customers.

Reference 3 - 0.87% Coverage

The very thought of the customer is often very narrow based on the company’s needs and not the customers interest.”

Reference 4 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 5 - 1.63% Coverage

Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 2 references coded [6.47% Coverage]

Reference 1 - 4.83% Coverage

We deliver a piece of infrastructure.” Further the touchpoints that the customers (in this sense the airlines) and partner companies meet throughout the journey, which of these are in the airports control? “We have hundreds of millions of touchpoints, so I cannot define that, so it depends on the organizational level talked about.”

Reference 2 - 1.63% Coverage

“The touchpoints are looked upon both at the strategical, tactical and operational level of the organization.”

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 6 references coded [21.62% Coverage]

Reference 1 - 4.65% Coverage

“When the contract is signed and we go into operations or productions, then there are deliveries every single day and then the contact goes from the procurement departments in our client companies to their operational departments e.g. airport managers or area managers.

Reference 2 - 2.98% Coverage

From their point of view, then there is follow up on whether we’re delivering what we signed for e.g. the services in general and the quality of service that we signed, the SLA.”

Reference 3 - 2.67% Coverage

Over time we have more touchpoints in the DURING stage compared to the PRE stage so “the most important touchpoint or task is then the follow up on deliveries.

Reference 4 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors”, to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 5 - 3.04% Coverage

Whenever we get complains, “I evaluate these complaints” and figure out whether it is enough to have a one-time conversation about this or “if it needs more attention than that.”

Reference 6 - 2.63% Coverage

Further we, take action directly and come with “corrective action plans and create focus upon the mistakes made, to ensure that they don’t happen again.”

Theme: Industry – Maturity

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 4 references coded [9.74% Coverage]

Reference 1 - 2.88% Coverage

The key capabilities that companies then should have on an enterprise B2B level is then dependent on the industry. The industry is in this sense a bigger differentiator than the difference between B2B and B2C.

Reference 2 - 1.63% Coverage

“Further, we are an industry where the prices are dropping so economies of scale are also important in this industry.”

Reference 3 - 2.83% Coverage

Further when we talk about the industry specificness of customer journeys on the B2B market, “we also need to recognize that maturity has a say when it comes to innovation within the technical parameters.”

Reference 4 - 2.40% Coverage

The tough thing is just to implement the innovation in larger enterprise corporation which at the end will have a difficulty in being as agile as the B2C brand oriented market.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 6 references coded [7.68% Coverage]

Reference 1 - 2.18% Coverage

“We further then also segment our customers, e.g. banking is one segment because their needs usually are very similar, so that we also utilize our economy of scale. Another segment is, e.g. our public sector where they then have different needs when it comes to punctuality and documentation.”

Reference 2 - 2.22% Coverage

The facility industry itself is very price dominant and therefore also very competitive, “for us though, it is still important that our employees are under covenant (agreed by unions) etc. Which of course again costs on our part, if you want to be able to give a reasonable, pay and working conditions.

Reference 3 - 1.19% Coverage

Customer journeys on the B2B marked have “different decision criteria, a customer relationship is dictated more by the SLA’s and the economy of what is offered.

Reference 4 - 0.42% Coverage

Also, different criteria’s on how to work with a client.”

Reference 5 - 0.53% Coverage

The bigger clients are more partnership focused but, is also very hard.

Reference 6 - 1.13% Coverage

Key competencies within the B2B market to ensure a competitive customer journey is “completely dependent on the single company, but it requires trust.

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 1 reference coded [5.34% Coverage]

Reference 1 - 5.34% Coverage

For some of the workshop attendants “it was super hard to generate a customer journey as they didn’t have a product on the market yet. So, everything was very hypothetical.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 5 references coded [12.14% Coverage]

Reference 1 - 1.56% Coverage

In that part, where the agent is in the primary control of the touchpoints of the DURING phase, is very industry specific.

Reference 2 - 2.82% Coverage

I would then say dependent on the size of the client’s company, we then have quarterly meetings or ever 6 months in order to follow up on the agreements and ensure that the value proposition lives up to their expectations”

Reference 3 - 3.52% Coverage

The loyalty could then be argued to depend on the “size of the enterprise and what travel pattern the enterprise has. E.g. due to our destinations it can be hard for us to land a client who has a large export market in south America and in that sense, we aren’t relevant for them.”

Reference 4 - 2.24% Coverage

Regardless of industry “I think that in the future it is going to be crucial to be able to keep your expenses down and create broad solutions but the experience of it” is unique.

Reference 5 - 2.00% Coverage

“The client does want to have the SAS experience from end-to-end, but they are not willing to pay accordingly and that is also applicable on the B2B market.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 2 references coded [3.06% Coverage]

Reference 1 - 2.31% Coverage

Primary competitors are Arlanda and Oslo, due to the fact that they are large bases for Norwegian and SAS and on that note "it is delight to see that SAS is getting more threshold in CPH, due to our very good operations" and further examples such as a lower 'flight shame' compared to Sweden

Reference 2 - 0.76% Coverage

There is though still an overall cultural difference when we talk airlines across the world.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 4 references coded [11.27% Coverage]

Reference 1 - 2.94% Coverage

The airport in itself is quite unique in the sense of ecosystem and that ground handlers cannot chose another airport in that sense hence; the perspective is a bit different compared to the rest of the B2B market.

Reference 2 - 3.43% Coverage

Hence, "the airport differs slightly, but all in all there are different lines of expectations and understands the line of delivery in a higher sense, because the people at the other end is far more professional, than a consumer in the B2C market.

Reference 3 - 2.53% Coverage

You have a very high level of transparency due to the level of expertise in the B2B market" and there is a clear understanding of where the parties are 'failing' when they are failing.

Reference 4 - 2.37% Coverage

"Compared to you not having a professional client at the other end, then it would be far more difficult to understand" where and who is responsible for a possible mistake.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 24 references coded [30.92% Coverage]

Reference 1 - 0.58% Coverage

Based on the research area according to my experience, "there is differences.

Reference 2 - 1.22% Coverage

Meaning, the expectations and willingness to pay, as we are serving from a small scale of B2B customers, such as the local hairdresser, to a larger scale, such as Mærsk.

Reference 3 - 1.35% Coverage

As the smaller B2B customers are far more similar to the private consumer in their entire pattern of behavior, expectations and service need and equally irrational” in their decision.

Reference 4 - 0.84% Coverage

“Whereas the larger clients are far more rational in their overall behavior and professional in their approach.”

Reference 5 - 2.17% Coverage

What I see other businesses do, in case they “aren’t so mature in the usage of customer journeys, they focus on the decision maker, because the process often to go through the Key Account manager and then the clients are recruited through the KAM and that’s where you usually reach the decision maker.

Reference 6 - 1.11% Coverage

But the decision maker is often no the, the higher you get up and the larger the company you interact with, the one that sits with all the insight on usage.”

Reference 7 - 0.45% Coverage

The focus though in the research is enterprise B2B companies.

Reference 8 - 2.57% Coverage

Because they are a business customer” and are therefore under the same departmental responsibility and further “create solutions that are targeted for the enterprise customer” but the smaller business doesn’t comprehend or understand the value proposition offered, because their need is a complete different compared to enterprise businesses.

Reference 9 - 0.77% Coverage

Hence, “there are a lot of ‘moment of truth’ that are missed in the smaller companies’ customer journeys.

Reference 10 - 1.58% Coverage

So, when it comes to differentiating it is important to understand the difference in complexity on the B2B market and a further interesting field to dig deeper in “would in my opinion be the entrepreneurial segment.”

Reference 11 - 2.96% Coverage

Further the B2B enterprise segment differentiates from the rest of the B2B segment and the B2C segment when it comes to a “higher possible income source, due to the size of the companies, and further they have a higher level of expectations, they are far more professional in their setup, hence it requires more to attend their needs, they become more critical, hence the cost of service is equally increased.

Reference 12 - 1.36% Coverage

Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored.

Reference 13 - 1.60% Coverage

“In the private sector (B2C market), the brand and brand identity have a higher impact on the choice of supplier compared to the enterprise market where price and quality has a way higher impact on the choice of supplier.

Reference 14 - 0.88% Coverage

Which again, only is applicable for the private sector. As the public sector” by law is required to go into tender rounds.

Reference 15 - 0.58% Coverage

Lastly, there is less social desirability bias on the B2B enterprise market.”

Reference 16 - 0.66% Coverage

Whereas, as mentioned before, “the private consumers say one thing and act differently.”

Reference 17 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 18 - 2.14% Coverage

We still see it in the way that we evaluate and measure our performance, because our delivered performance is getting evaluated over “working days and not factual time or days, which in essence is the driving evaluating factor for a customer” nowadays regardless if it is a B2B or a B2C customer.

Reference 19 - 0.61% Coverage

As it is a far more regulated market when it comes to competition and access to data.”

Reference 20 - 1.40% Coverage

Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year.

Reference 21 - 0.81% Coverage

Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income.”

Reference 22 - 0.65% Coverage

But that is mainly within younger companies, who started with a different perspective.

Reference 23 - 0.92% Coverage

They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in.”

Reference 24 - 0.72% Coverage

Linked to many of the evolving tech-companies who all “started in the era of costumer centricity.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 11 references coded [14.50% Coverage]

Reference 1 - 1.47% Coverage

“In my experience, regardless of B2B or B2C market, the customer in a very early stage, even before a business might be aware, then the customer makes some sort of considerations of what they want

Reference 2 - 1.65% Coverage

An example of emotional parameters that goes into play is on the B2C market e.g. Coca Cola and their way of communication in regard to what they offer as an experience when you drink Coca Cola, the community you enter etc.

Reference 3 - 0.77% Coverage

Where the IT companies" are the ones were the transition phase has proven to be unsuccessful at times.

Reference 4 - 1.51% Coverage

The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent.

Reference 5 - 1.03% Coverage

Compared to the B2C market where the brand promise are the expectations, the expectations on the B2B market are higher and more complex.

Reference 6 - 1.17% Coverage

Hence, be better at saying no to customers and further "understand that there are multiple stakeholders" in a customer journey when we talk B2B cliental.

Reference 7 - 1.69% Coverage

Using the customer journey on the B2B market it is "important to understand that it needs to take a point of departure in the customer and not the journey we as a company is a part of and we might just be a small part of that journey.

Reference 8 - 1.16% Coverage

It might not be possible to make it so generic that it would fit" to the entire B2B market, "but at least, there are some main headings that are represented.

Reference 9 - 1.52% Coverage

Such as," PRE, DURING and PAST stages. But, "as soon as you get down to the lower layers it is very dependent on the organization but also further dependent on how mature the market is and where is it going.

Reference 10 - 1.48% Coverage

In a sense that, maturity plays a role when it comes to expectations, the maturity of a market is equally linked to the amount of expectations and knowledge there is amongst the parties in a market."

Reference 11 - 1.06% Coverage

The key competencies are in that sense, then "to be able to translate the knowledge about the market to what kind of needs the customers have.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 3 references coded [10.53% Coverage]

Reference 1 - 6.59% Coverage

When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them (SAS), what is important for their back-office and what can we deliver… so in that sense, that is how we've been working with it (it being the CJM)."

Reference 2 - 1.98% Coverage

When it comes to capabilities within the B2B market, the ones important in order to secure a great customer journey is industry specific.

Reference 3 - 1.96% Coverage

"There is not two B2B companies who are alike" so, what capabilities one needs depends on who you are, what you do and what it is needed for.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 8 references coded [21.50% Coverage]

Reference 1 - 1.57% Coverage

Usually within the industry everyone works with a standard contract defined through IATA.

Reference 2 - 3.41% Coverage

For new clients after an assessment visit and tender round, then "the actual contractual negotiation starts where the proposal is negotiated in every link etc. and further on price, price and price.

Reference 3 - 3.16% Coverage

These contractual "negotiations can take between 1 month and go all the way up to a year" of negotiations, making the PRE stage for customers significantly longer than on the B2C market.

Reference 4 - 4.29% Coverage

"When is a mistake a mistake? In our mentality" the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client's needs in some cultures differs a lot.

Reference 5 - 1.27% Coverage

In the industry there is a general agreement that “billing goes per call.”

Reference 6 - 2.55% Coverage

In reference to “how it is now (covid-19), then as long as we are not handling flights” and cannot bill, per handled flight, “there is no income for us.”

Reference 7 - 3.14% Coverage

Defining the customer journey on a B2B level would be “dependent from industry to industry” where there are different tricks used in different industries to ensure customer loyalty.

Reference 8 - 2.10% Coverage

Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically.

Theme: Match ability – Non-compromise

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 2 references coded [10.09% Coverage]

Reference 1 - 3.22% Coverage

Stepping out of the tender round because “those guys we do not want as clients, because they do not want to pay what it costs”.

Reference 2 - 6.87% Coverage

The trend when it comes to buying rounds are moving towards “price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher.”

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 4 references coded [17.36% Coverage]

Reference 1 - 3.12% Coverage

Organizational and vision wise it would be “ideal to find a good match” in order to limit the amounts of ‘role’ that a company need to act upon.

Reference 2 - 4.26% Coverage

“The CJ mindset is a really good framework to understand how the customer acts, the difficult part is to comply with that mindset internally when it comes to build the organization around it.”

Reference 3 - 5.70% Coverage

They do not put the CJF in the drawer and say ‘well now we mapped the customers touchpoints’. It is the companies who constantly use the development of technology and it is also the ones who are capable of leaving technologies when they are no longer relevant.

Reference 4 - 4.29% Coverage

It doesn’t necessarily mean that our organization needs to comply with our customers, but we need to understand how they make decisions and what their incentives and “subtle mechanisms” are.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 1 reference coded [4.31% Coverage]

Reference 1 - 4.31% Coverage

In the sense of weather, a company seeks partnerships that comply with the visions and goals for one’s company or if that emerges on its own is a great question and here it is clear that “to the extent it is possible one looks for compatible partners, when it comes to technical and cultural background.

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 3 references coded [8.45% Coverage]

Reference 1 - 2.12% Coverage

As our corporate customers usually, in a practical sense and on a day to day basis, go through an agent, the agents then equally need to match what the airlines develop.

Reference 2 - 3.13% Coverage

When it comes to sustainability, SAS has a corporate sustainability program – and that can again be negotiated in different terms. “What we offer corporate clients is that they can buy biofuel and that can again be negotiated in different terms.

Reference 3 - 3.19% Coverage

But that needs to “be matched organizational wise at all levels” so that credit card companies can send the bills to the respective responsible parties. It is another “touchpoint which again should be as seamless as possible for the buyer and flyer.”

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 6 references coded [9.96% Coverage]

Reference 1 - 2.22% Coverage

The facility industry itself is very price dominant and therefore also very competitive, “for us though, it is still important that our employees are under covenant (agreed by unions) etc. Which of course again costs on our part, if you want to be able to give a reasonable, pay and working conditions.

Reference 2 - 0.89% Coverage

We are quite ethical when it comes to how we treat our customers and are complying with all guidelines and legislations."

Reference 3 - 1.36% Coverage

That of course has an impact on our capability to be price competitive but when it comes to that we just don't want to compromise on those levels and compromise our own ethical standards.

Reference 4 - 1.43% Coverage

In the PRE phase when it comes to sales on an economical level, we do look further into "can we and do we want to be a part of this. Sometimes we then chose to say no thank you" to a business opportunity.

Reference 5 - 2.96% Coverage

Going a little bit back to doing what we are best at, "we then have decided that we are not the ones who are going to invent the new deep plate, but we let other organizations be the innovative ones and then support them in their work, e.g. if our suppliers on cleaning products are trying to innovate their products and supply, then we collaborate with them in order to let them excel in what they are good at."

Reference 6 - 1.09% Coverage

Ensuring the partnership and great customer journey across parties is "typical done through governance structure and peer-to-peer structure.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 1 reference coded [3.79% Coverage]

Reference 1 - 3.79% Coverage

"Operations need to match the customers operations" in relation to levels within the organization and lines of communication.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 1 reference coded [2.30% Coverage]

Reference 1 - 2.30% Coverage

When it comes to organizational culture and DNA, the match ability amongst clients and partners, "I would say is mostly determined through a mutual respect towards each other."

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 3 references coded [3.43% Coverage]

Reference 1 - 1.30% Coverage

Further when we talk about being essential across both parties “when it comes to the long run” it is also important that the parties align on a strategical level.

Reference 2 - 1.40% Coverage

“E.g. it is essential for me that SAS has growth in passenger, it is essential for SAS that we have an airport with enough capacity” so it becomes more of an ecosystem mindset.

Reference 3 - 0.74% Coverage

“In a lengthy customer supplier relation there will be some sort of value chain alignment.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 2 references coded [6.05% Coverage]

Reference 1 - 2.94% Coverage

The airport in itself is quite unique in the sense of ecosystem and that ground handlers cannot chose another airport in that sense hence; the perspective is a bit different compared to the rest of the B2B market.

Reference 2 - 3.11% Coverage

Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey” and understand that there in all supply chains are an end-consumer we need to have in mind.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 12 references coded [13.71% Coverage]

Reference 1 - 0.67% Coverage

Further there is also a differentiating factor when it comes to organizational structure.

Reference 2 - 1.60% Coverage

“In the private sector (B2C market), the brand and brand identity have a higher impact on the choice of supplier compared to the enterprise market where price and quality has a way higher impact on the choice of supplier.

Reference 3 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 4 - 1.24% Coverage

Where on the B2B enterprise market, there is more a sense of “no bullshit, because the one making the decision is not irrational or emotionally controlled in the same way.

Reference 5 - 0.74% Coverage

So, when they say that they focus on quality and price, then they’ve already done their due diligence.

Reference 6 - 1.19% Coverage

Hence, the risk is lower, and a company becomes secure in their decision process, as “it becomes more of a non-monetary parameter within the evaluation process.”

Reference 7 - 1.17% Coverage

Given the that the prior assumption is made, that within any evaluation process, the monetary, non-monetary and emotional parameters are part of the process.

Reference 8 - 1.30% Coverage

Then “some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,” which then has an impact on their decision parameters.

Reference 9 - 0.92% Coverage

The overall consensus is that “enterprise companies are very much aware of which parameters are important for them and why.”

Reference 10 - 2.14% Coverage

The important thing to understand is, “if your primary strategical target point, is to prioritize the overall customer journey over economic impact, then the problems arise in the moment where the shortsighted goals of sale and costs take over and create a contradiction within the company…

Reference 11 - 1.40% Coverage

Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year.

Reference 12 - 0.99% Coverage

Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 13 references coded [17.75% Coverage]

Reference 1 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 2 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say “when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 3 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time,” which are again parameters that aren’t necessarily “tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer.”

Reference 4 - 1.57% Coverage

Being able to understand the customer’s needs are “sometimes something that the customer is willing to pay for because it has so much value for the customer,” that you as a business might not consider at first.

Reference 5 - 1.14% Coverage

The transition phase is also “very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on.

Reference 6 - 1.15% Coverage

The interesting part is weather the direction that a company works in when it comes to vision and goals, does that need to comply on a greater level or not?

Reference 7 - 1.16% Coverage

It is hard to answer, “but what makes it tough to create a vision or a goal is that if we need to be relevant at the same time, then we cannot be relevant for all.

Reference 8 - 1.10% Coverage

Hence, one needs to be aware of that” … and in the same spectra figure out who we want to be relevant for and in that regard also cut some customers off.

Reference 9 - 1.33% Coverage

Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don’t want to excel in.

Reference 10 - 1.82% Coverage

The other point is that ‘pain is good’ which means that everything doesn’t have to be equally good” and therefore is it okay to say no and in that sense to say no to being a full service provider if that contradicts what you’re good at as a company.

Reference 11 - 0.24% Coverage

IKEA is mentioned as an example

Reference 12 - 1.17% Coverage

In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly.

Reference 13 - 1.17% Coverage

Hence, be better at saying no to customers and further “understand that there are multiple stakeholders” in a customer journey when we talk B2B cliental.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 1 reference coded [3.04% Coverage]

Reference 1 - 3.04% Coverage

Meaning, the answers the customers (airlines came with) didn’t match the operations departments we delivered to and we then stopped conducting the surveys that often so, “we work with it in a different way now.”

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 1 reference coded [4.29% Coverage]

Reference 1 - 4.29% Coverage

“When is a mistake a mistake? In our mentality” the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client’s needs in some cultures differs a lot.

Theme: Partnerships – Stakeholders – parties

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 10 references coded [38.11% Coverage]

Reference 1 - 3.91% Coverage

“Proud of our longtime close relationship and we would love to honor that relationship going forward” – when talking about Thai as a customer for SGH.

Reference 2 - 3.44% Coverage

“It is always easier to renegotiate with an existing client rather than new ones and that is applicable in all lines of industries.”

Reference 3 - 2.06% Coverage

“When it comes to the contractual part of it, then we have a KAM for every client”

Reference 4 - 3.00% Coverage

Long term goals or initiatives are then managed through, “with the local management teams” in a broader spectrum.

Reference 5 - 2.50% Coverage

Then the day-to-day contact “goes through our duty station manager or the local supervisors.”

Reference 6 - 4.50% Coverage

The negotiation part usually goes through client’s procurement departments but “the relation that our KAM had with the department made the negotiation process easier.”

Reference 7 - 6.87% Coverage

The trend when it comes to buying rounds are moving towards “price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher."

Reference 8 - 2.97% Coverage

"The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments."

Reference 9 - 5.03% Coverage

Customer centricity is definitely something where the general understanding is that, as long as we stay customer centric then that is way more important than superficial client parties etc.

Reference 10 - 3.84% Coverage

"It is also in the airports interest to gain new customers" Hence, the partnership and working towards a common goal is also a denominating factor.

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 4 references coded [14.22% Coverage]

Reference 1 - 1.30% Coverage

Focus on retention and the account management of clients.

Reference 2 - 4.13% Coverage

"There is a huge gray area in between the lawfully agreed and the intentional agreed that makes it difficult in the 'real world' to accommodate and control the outsourced touchpoints."

Reference 3 - 6.07% Coverage

In general subcontractors usually try to take as little responsibility as possible, because the employees of these subcontractors/sub suppliers unfortunately get "completely schizophrenic if they have to jump in and out and 'live' the different roles of brands" etc.

Reference 4 - 2.72% Coverage

And further it can also have something to do with the "relation you have to a supplier – relational selling – has an impact."

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 14 references coded [34.65% Coverage]

Reference 1 - 1.12% Coverage

Collaboration with other parties in Copenhagen e.g. Wonderful Copenhagen.

Reference 2 - 3.58% Coverage

When the customer is “onboarded, then it’s the operational department that secures that they fit into our daily rhythm and that requires a lot of coordination and planning according to our different operational departments and handling agents.

Reference 3 - 3.84% Coverage

And this is where it gets interesting when you talk cross-company journeys because there are so many parties involved in this (referencing to the operations). And this is what makes it super complex but at the same time super interesting to work with at the airport.”

Reference 4 - 2.23% Coverage

What we then see that we succeed in, is to cooperate across these parties so well and that is not just us but also the parties that we work in cooperation with.

Reference 5 - 3.23% Coverage

“There is an incredible will and spirit in Copenhagen Airport” to cooperate and “that is what we then benefit from because it makes it possible for us to then offer this great product” where efficiency is a great part of the VP.

Reference 6 - 2.35% Coverage

Weather it is the ecosystem of an airport or specifically just Copenhagen Airport who has this understanding of “in order for me to succeed we all need to succeed.”

Reference 7 - 2.68% Coverage

In comparison to other industries “I have been in shipping and logistics” there is just something in this industry “where parties stand closer together and a greater will to cooperate”

Reference 8 - 4.10% Coverage

After we changed owners and, in that regard also our strategy, we decided that we should be “far more purpose driven, with focus on sustainability and the environment etc. but also far more focused on partnerships in regard to the will to cooperate and the spirit that surrounds that.”

Reference 9 - 2.11% Coverage

That is definitely a greater focus with this new strategy, and we are more flexible towards our partners in comparison to what we have been before.

Reference 10 - 1.54% Coverage

regardless of our customer relationship e.g. with SAS, there are so many parameters that comes into play.

Reference 11 - 2.02% Coverage

“The interaction and the cooperation will, in my opinion, for sure have changed, we will need to work far closer together than previously.”

Reference 12 - 1.21% Coverage

“Approaching the partnerships is what will make companies succeed in the future.”

Reference 13 - 1.73% Coverage

As a company “you need to move up in perspective and take some of these development processes across of these companies”

Reference 14 - 2.91% Coverage

“invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 4 references coded [14.39% Coverage]

Reference 1 - 2.37% Coverage

Within the airline industry the agents are the prolonged arm for the corporate clients that they have to go through in order to reach the product they negotiated with a specific airline.

Reference 2 - 4.84% Coverage

Further to be able to recognize our passenger through “corporate recognition” e.g. our frequent flyer programs, so that our corporate clients are recognized as frequent flyer “because the company who booked the ticket is such a valued client that we want to recognize the single flyer, regardless if that one flyer flies one time a year or 50 times a year.” Loyalty goes both ways.

Reference 3 - 3.57% Coverage

We do not only show our appreciation for the single flyer but also on a corporate level. Today we have the risk of showing two flyers a different level of appreciation, “because one might fly more often than the other, even though it has been the same client paying for the two flyers.”

Reference 4 - 3.60% Coverage

If we are able to succeed with this corporate recognition, so that all employees within a client company are treated equally due to the loyalty level of the client, so that the employee who travel once a year experiences the same sets of benefits because of the corporate recognition.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 2 references coded [5.20% Coverage]

Reference 1 - 4.12% Coverage

In the sense that our KAM then have the insight into what our customers want, as an example, “with our banks we then facilitate these co-creation session where service design as an operational tool are done as a preliminary stage and then we create a solution, which we then again is tested by the user.”

Reference 2 - 1.09% Coverage

“We have a significantly lower turnover than you would have in the B2C market.”

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 17 references coded [21.87% Coverage]

Reference 1 - 1.58% Coverage

A good example “is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us” and how do we manage the different tasks the best way possible.

Reference 2 - 1.28% Coverage

We consider our users as important as our employees, because without sense of belonging and cohesion, we will not live up to our vision and the expectations from our clients.

Reference 3 - 2.73% Coverage

The measures that we need to focus on in the future, in order to ensure the best customer journey, “we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees.”

Reference 4 - 2.96% Coverage

Going a little bit back to doing what we are best at, “we then have decided that we are not the ones who are going to invent the new deep plate, but we let other organizations be the innovative ones and then support them in their work, e.g. if our suppliers on cleaning products are trying to innovate their products and supply, then we collaborate with them in order to let them excel in what they are good at.”

Reference 5 - 1.12% Coverage

If we then find a need within our own processes “we then go to our suppliers and business partners and collaborate on solutions” that would fit the needs.

Reference 6 - 1.34% Coverage

We are also having a partnership with e.g. “Syddansk University where we are a part of some pilot tests on innovative products and solutions where we then are the ones testing these.

Reference 7 - 1.07% Coverage

But on the other hand, again, it is “dependent on the client, as we also have clients where we in joint sessions sit down and discuss what is needed.

Reference 8 - 0.77% Coverage

Which is our dream scenario, that we are building the partnerships amongst ourselves and our clients.”

Reference 9 - 0.96% Coverage

Our newer agreements definitely focus on the partnership vested relationship, where the joint KPI’s and vision are dominating.

Reference 10 - 1.29% Coverage

How we work together is important and there is a collective reward across the partnership where we “in a reasonable manner are able to adjust the relationship continuously.”

Reference 11 - 0.81% Coverage

Regardless of we have a relation or not there needs to be an understanding that “we need to want this together.”

Reference 12 - 0.66% Coverage

In the bigger sense, to not just see your supplier as a supplier but “as a business partner.

Reference 13 - 0.96% Coverage

Which again, is all defined through the preliminary stages of the agreements, what does the client want, a supplier or a partner.

Reference 14 - 0.53% Coverage

The bigger clients are more partnership focused but, is also very hard.

Reference 15 - 1.69% Coverage

Clear agreements and trust are pivotal to how we work together on a day-to-day level" because regardless of what we write into a contract the good relationship and partnership is determined through our day-to-day partnership.

Reference 16 - 0.94% Coverage

further with our suppliers, we try to make these back-to-back agreements, meaning, we look into the contract with our client"

Reference 17 - 1.18% Coverage

and figure out what deliverables are needed and what do we need to "set as requirements with our business partners. So that there is a red thread through it all."

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 4 references coded [33.16% Coverage]

Reference 1 - 11.43% Coverage

The process of negotiations of who gets what etc. "is reversed in the sense that the handlers aren't actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport.

Reference 2 - 5.19% Coverage

hat we then chose to treat the handler as our customers is because the handlers function as the prolonged arm of the airline and it's the airlines that we have our contracts with."

Reference 3 - 6.73% Coverage

When it comes to key capabilities to ensure these things and at the same time be competitive in the market, it is important to "engage in a dialogue with the customer and the corresponding parties" at the other end of the value chain.

Reference 4 - 9.81% Coverage

"Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn't just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective."

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 1 reference coded [10.79% Coverage]

Reference 1 - 10.79% Coverage

So regardless of the touchpoint is within our control, have the understanding whether it is a critical point for the customer and invest the time into meeting the customer where the customer is at a critical moment of decision in the journey and through negotiation with partners secure the touchpoint and not give the customer a reason to opt out.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 10 references coded [17.87% Coverage]

Reference 1 - 1.62% Coverage

Given, that we talk within a B2B focus then "there is automatically three parts who are involved when that service is offered.

Reference 2 - 1.11% Coverage

hose three parts are then, the enterprise (customer), the travel agency and then SAS.

Reference 3 - 0.86% Coverage

"When it comes to enterprise clients our retention is really high.

Reference 4 - 2.07% Coverage

"In the perfect world, any company should be aware of the suppliers that a company enters an agreement with, that the price doesn't become a controlling factor.

Reference 5 - 1.70% Coverage

Further, "it is important to treat the supplier in the same spirit" as you would do with your own employees and create a partnership.

Reference 6 - 2.36% Coverage

Meaning changing supplier all the time might not be a great outcome either, because, when the supplier is so close to finally doing great, don't swap them with a new one and start over."

Reference 7 - 2.30% Coverage

When it comes to organizational culture and DNA, the match ability amongst clients and partners, “I would say is mostly determined through a mutual respect towards each other.”

Reference 8 - 2.41% Coverage

On a different note, what covid-19 really has shown and what “reoccurs when SAS in other aspects have met misfortune is that our partners and clients show that they care through sympathy.

Reference 9 - 0.34% Coverage

We move closer together.”

Reference 10 - 3.11% Coverage

This is also where we are fortunate to operate in “a culture, which is mutual embracive and therefore have an understanding” that we can agree to disagree and still show mutual respect towards each other and create long lasting partnerships.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 30 references coded [49.22% Coverage]

Reference 1 - 0.59% Coverage

My focus right now is to help with that the entire ecosystem is surviving.

Reference 2 - 2.14% Coverage

Securing our airlines are surviving to the extent that we can help with and further parties in our ecosystem is surviving, that is everything from ground handling to catering etc. … so that as many of us as possible comes through this without going into bankruptcy.”

Reference 3 - 2.64% Coverage

We try to minimize the costs for the airline companies as well as much as possible for the expenses that we can regulate on, “e.g. we will not charge the airlines for parked flights for the ones who have base here in Copenhagen” in order to meet the airlines where we can. “The first priority is trying to help the industry survive.”

Reference 4 - 2.13% Coverage

We have separated into what is commercial and what is operational, so that “my primary role is to do everything my power for the existing customers (airlines) that we have at CPH today to maintain a route network and at the same time increase this network of routes."

Reference 5 - 1.97% Coverage

This is done through "collaboration with the existing airlines on new routes and existing routes with higher load factor and then further to work with airline companies who is not a customer base yet and work on routes that are not offered yet."

Reference 6 - 1.62% Coverage

"In collaboration with different ministries in Denmark," I have created a list of routes "where we in cooperation discuss what would be interesting for Denmark, when it comes to attracting routes."

Reference 7 - 1.93% Coverage

The change of responsibility however "does not change the fact that I have an interest in the ground handling agencies still, because of the simple reason, that the airlines and the airport would not function without the handling agents.

Reference 8 - 0.88% Coverage

But again, there is no direct commercial agreement or relation between the airport and the ground handlers.

Reference 9 - 1.56% Coverage

Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well."

Reference 10 - 1.64% Coverage

When it comes to existing relationships between airlines and handlers, we actually do not intervene at all, as the relationship and the operational impacts are handled so closely amongst themselves.

Reference 11 - 1.31% Coverage

When airlines are changing handlers, we might sometimes" stand on the sideline "with a challenge when it comes to allocation of check-in parking of flights etc.

Reference 12 - 2.31% Coverage

Primary competitors are Arlanda and Oslo, due to the fact that they are large bases for Norwegian and SAS and on that note "it is delight to see that SAS is getting more threshold in CPH, due to our very good operations" and further examples such as a lower 'flight shame' compared to Sweden

Reference 13 - 2.66% Coverage

There is a lot of history with SAS and CPH Airport hence, there is a lot of traffic still feeding of that history. 80% of our traffic is European so when it comes to that our transfer traffic is very low but "we are building up a good long-haul network were the feed from the smaller European destinations are transferring through CPH."

Reference 14 - 1.74% Coverage

Securing customer journeys across parties such as "ministries, tourism organizations and founds etc. are done more in a supplier function where they support e.g. when opening new routes when they do campaign etc.

Reference 15 - 2.15% Coverage

But what we do not have data on is the yield. So, we try to calculate through all these data inputs" what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don't lose income or yield somewhere else.

Reference 16 - 1.87% Coverage

We even sometimes through the data "go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines.

Reference 17 - 0.79% Coverage

In that sense, we are lifting the burden for many of our customers by doing the analysis" that we do.

Reference 18 - 1.41% Coverage

Depending on the size of the company and what recourses they have when it comes to analyzing new routes etc., we either do it for them or use it as sparring amongst our customers.

Reference 19 - 0.77% Coverage

"E.g. we have come way closer in our relationship with SAS through" this sparring of analysis.

Reference 20 - 2.18% Coverage

So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers.

Reference 21 - 3.18% Coverage

On short-haul routes it is a bit different, there it is primarily our long time established carriers who have a say and try to figure out what routes are interesting in regards to feeding of our long-haul destinations and further how to generate cheap weekend possibilities at new destinations within Europe, “and there it’s mostly eastern Europe where the network are developing right now.”

Reference 22 - 1.30% Coverage

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties.

Reference 23 - 1.00% Coverage

Because, it simply just is longer processes and the parties that we work with on short haul typical are existing customers.

Reference 24 - 1.46% Coverage

When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive” etc.

Reference 25 - 1.24% Coverage

Where the latter has “quite high incentive percentage, as we rather would grow with our existing customers” than generating new customers all the time.

Reference 26 - 1.87% Coverage

What we need to have focus on when we talk customer journeys on the B2B market, is “first and foremost a service or product that is relevant for both parties, so what we do needs to be essential for the customer and the supplier itself.”

Reference 27 - 1.40% Coverage

“E.g. it is essential for me that SAS has growth in passenger, it is essential for SAS that we have an airport with enough capacity” so it becomes more of an ecosystem mindset.

Reference 28 - 0.74% Coverage

“In a lengthy customer supplier relation there will be some sort of value chain alignment.

Reference 29 - 1.33% Coverage

Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department."

Reference 30 - 1.41% Coverage

"If we can earn more, while they save more then it's a win-win… So, having the mindset that it needs to benefit the customer in the total cost spectra, then it will benefit us too.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 21 references coded [54.21% Coverage]

Reference 1 - 1.49% Coverage

On a day-to-day level, the ground handlers are our most important parties and our customers in that sense.

Reference 2 - 0.95% Coverage

But primarily it is the ground handler who represents the airline."

Reference 3 - 3.86% Coverage

So, it is three-parted in the sense that "the airlines are the airports customer and the airlines are the ground handlers customer and then we are ensuring the corporation amongst us (the airport) and the ground handlers to further ensure the operation across the companies."

Reference 4 - 1.96% Coverage

In that sense, the ground handler is stepping in the customers place "meaning the ground handlers should be treated equally to a customer."

Reference 5 - 1.12% Coverage

In the sense that our finest purpose is to make it easy to be ground handler at CPH.

Reference 6 - 3.38% Coverage

In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."

Reference 7 - 1.27% Coverage

This taken further onto the tactical and strategical level needs to be equally addressed.

Reference 8 - 2.16% Coverage

When it comes down to it, “it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other’s worlds.

Reference 9 - 1.17% Coverage

So, availability, trust, and transparency, is very important from my standpoint.

Reference 10 - 2.81% Coverage

Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward.”

Reference 11 - 1.92% Coverage

In order for us as a company to succeed in the long run, we need to have our partners and parties that we cooperate with, with us at all levels.

Reference 12 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we’ve created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and “not just point fingers towards our cooperating parties” but through transparency and this narrative, create some sort of “an ideal world, that we want to be known for and that we want to work towards. That is our aspiration.”

Reference 13 - 2.41% Coverage

Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency.”

Reference 14 - 3.49% Coverage

The measures to ensure, the ideal world and the greatest customer journey for the clients “are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders.

Reference 15 - 2.61% Coverage

It is important to articulate that the entire team who has the contact towards our partners and what the vision is when it comes to values and what key words, do we want to be associated with.

Reference 16 - 1.71% Coverage

The other thing is, invite our clients to a very open and honest feedback and be good at receiving constructive criticism.

Reference 17 - 2.89% Coverage

In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed.”

Reference 18 - 2.94% Coverage

The airport in itself is quite unique in the sense of ecosystem and that ground handlers cannot chose another airport in that sense hence; the perspective is a bit different compared to the rest of the B2B market.

Reference 19 - 2.96% Coverage

Meaning there is a whole other aspect of choice when it comes to the buying process in the sense of “tender rounds and a more complex process leading up to an actual contract and cooperation with a partner or client.

Reference 20 - 3.34% Coverage

Understanding that; “the joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey.

Reference 21 - 3.11% Coverage

Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey” and understand that there in all supply chains are an end-consumer we need to have in mind.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 21 references coded [28.79% Coverage]

Reference 1 - 1.19% Coverage

When it comes to suppliers it is not only on the B2B market e.g. we have customer journeys in the B2C market where our customers cross a bunch of different suppliers.”

Reference 2 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 3 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 4 - 1.30% Coverage

Then “some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,” which then has an impact on their decision parameters.

Reference 5 - 1.33% Coverage

“This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected.”

Reference 6 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 7 - 0.70% Coverage

“It is a new thing for them”, having to be aware of that, “when you talk about choosing a supplier.

Reference 8 - 0.86% Coverage

It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at.

Reference 9 - 0.37% Coverage

In order to get more coherent customer journeys.”

Reference 10 - 1.32% Coverage

“That is one of the parameters that we are changing and where we are putting a lot of emphasis on calculating on actual number of days” where our customers deliverance is not optimal.

Reference 11 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 12 - 1.34% Coverage

Going back to the size of our company, it sometimes “can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers.

Reference 13 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 14 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 15 - 1.40% Coverage

Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year.

Reference 16 - 0.99% Coverage

Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies.

Reference 17 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then “some of the companies who have solved this well is Oticon and NNIT.”

Reference 18 - 1.81% Coverage

“Their point of departure has been, that the ones being out there and delivering” whatever service it might be, “they are still people. They have made it personal in the sense that, what is it really we deliver what kind of job is it that we are” a part of.

Reference 19 - 1.39% Coverage

Even though we are a part of a bigger chain” of B2B supply chain, “eventually there is always an end-consumer” and we need to have in sight, “what is it this end-consumer needs help for or wants.”

Reference 20 - 0.90% Coverage

Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees.”

Reference 21 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 13 references coded [20.37% Coverage]

Reference 1 - 1.61% Coverage

What kind of service or what kind of product is it that we are interested in and why are we interested, what kind of providers are there on the market etc. and that is even before I as a supplier or partner gets involved.

Reference 2 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 3 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company” when we do this.

Reference 4 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say “when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 5 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time," which are again parameters that aren't necessarily "tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."

Reference 6 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 7 - 1.14% Coverage

The transition phase is also "very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on.

Reference 8 - 0.88% Coverage

That phase in itself can provide great frustration and sometimes so big that the customer ends up leaving you again.

Reference 9 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late "the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 10 - 1.28% Coverage

Not being aware that the client's needs change and not caring about the agreed terms during the contractual period" has been negatively conclusive for many companies.

Reference 11 - 1.17% Coverage

Hence, be better at saying no to customers and further "understand that there are multiple stakeholders" in a customer journey when we talk B2B cliental.

Reference 12 - 1.10% Coverage

In a larger sense, businesses and their employees need to understand their own needs and what needs is represented throughout the stakeholders.

Reference 13 - 2.10% Coverage

“There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn’t work with it prior.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 2 references coded [10.32% Coverage]

Reference 1 - 6.00% Coverage

When primarily talking on a strategical level, from a customer’s perspective, the important parameters are to “work with CJ in a low-practical sense… we have mapped the CJ’s with different types of airlines, where SAS is a network base carrier, to ensure the right stakeholder management with e.g. SAS. We have regular meetings to ensure that the right things are taken care of, because that is important to deal with.

Reference 2 - 4.32% Coverage

“On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal.” Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 15 references coded [54.41% Coverage]

Reference 1 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors”, to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 2 - 3.39% Coverage

When our clients then have raising dissatisfying feedback on our subcontractors, then “I have a close collaboration with our subcontractor to ensure that end-user is satisfied with the changes.”

Reference 3 - 3.04% Coverage

Whenever we get complains, “I evaluate these complaints” and figure out whether it is enough to have a one-time conversation about this or “if it needs more attention than that.”

Reference 4 - 4.29% Coverage

“When is a mistake a mistake? In our mentality” the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client’s needs in some cultures differs a lot.

Reference 5 - 3.43% Coverage

Within what we do “we need to put on different hats” and have clients with different sets of expectations hence, in some cases “we need to set the aspirations higher” and meet the client’s expectations.

Reference 6 - 2.90% Coverage

A lot of companies have a policy saying “every three years we need to set our contracts in tender” regardless of the loyalty and satisfaction we have with a given supplier.

Reference 7 - 7.04% Coverage

With that said, there is still a personal reference, as “some of our clients I have negotiated with for 15 years” where there is a difference in the relation there is amongst us and where we’re not discarded “if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other” compared to a company where we do not have that relation.

Reference 8 - 4.08% Coverage

“Further, we also have clients who doesn’t go into tender after e.g. 3 years, but they go out to make a price review, so that the tender round is avoided, and the contract could continue where the price is adapted to accommodate both parties.”

Reference 9 - 4.16% Coverage

Retention of our clients is in general ensured by, “two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations” etc.

Reference 10 - 2.72% Coverage

More specifically we “have our customer managers, who is the client’s single point of contact, so the client always knows who to contact regardless of issue.”

Reference 11 - 2.63% Coverage

Further we, take action directly and come with “corrective action plans and create focus upon the mistakes made, to ensure that they don’t happen again.”

Reference 12 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same" it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 13 - 2.45% Coverage

The key competencies are then; "continuously ensure a competitive price and again, deliver on the agreed terms and create a good relationship

Reference 14 - 1.39% Coverage

"It is essential that there is some sort of relation during the contract period."

Reference 15 - 3.29% Coverage

Ensuring the good journey across parties are done through, "communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge."

Theme: Personal – The Human Touch

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 5 references coded [17.56% Coverage]

Reference 1 - 2.06% Coverage

"When it comes to the contractual part of it, then we have a KAM for every client"

Reference 2 - 2.50% Coverage

Then the day-to-day contact "goes through our duty station manager or the local supervisors."

Reference 3 - 4.50% Coverage

The negotiation part usually goes through client's procurement departments but "the relation that our KAM had with the department made the negotiation process easier."

Reference 4 - 2.97% Coverage

"The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments."

Reference 5 - 5.53% Coverage

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele “I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis.”

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 7 references coded [22.18% Coverage]

Reference 1 - 4.53% Coverage

Simplistic we can of course use the SLA’s but when it comes down to it “it is hard to define in a contract how an employee shall ‘act and behave’ towards our customer. Where the training is a really good idea.”

Reference 2 - 1.94% Coverage

McKinsey’s loyalty loop basically ‘says’ “do not give the customer a reason to opt out.

Reference 3 - 3.17% Coverage

The b2b CX is nowadays a “good representation of that the companies that are a part of this b2b market also entails employees of flesh and bone.”

Reference 4 - 4.55% Coverage

So, in contrary to the rational decision-making for most parts of the b2b market it is still the human touch and the fact that people who sits with the power to decide at the end, are “also driven by emotions.”

Reference 5 - 3.19% Coverage

Or at the other end, that the employee “might be afraid of making mistakes and in that sense resistant towards finding or trying new suppliers.”

Reference 6 - 2.72% Coverage

And further it can also have something to do with the “relation you have to a supplier – relational selling – has an impact.”

Reference 7 - 2.08% Coverage

The psychological factor internally has a say when it comes to the decision-making process.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 3 references coded [5.72% Coverage]

Reference 1 - 2.01% Coverage

The SLA’s are basically just a means to the end within a regulated industry, but “the culture and the approach is the deciding factor here.”

Reference 2 - 2.87% Coverage

“we focus on melting the physical and the digital journey together… Further to think way more digital and then shape the journey around that… the overall customer journey should get more seamless.”

Reference 3 - 0.85% Coverage

“take the stress factor out of e.g. the security process.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 5 references coded [15.73% Coverage]

Reference 1 - 4.03% Coverage

“An outcome of this online booking tool is then the visual guilt when the employee is booking a business ticket over an economy ticket, which again is not as present when the agent is the one booking a business rather than an economy ticket. The employee disclaims the responsibility of what kind of ticket was booked.”

Reference 2 - 4.14% Coverage

We cannot avoid that the flyer also have a huge impact on what they want… “even though I don’t speak with the flyer directly, they do have their personal preferences” whether that is determined by loyalty cards at the airlines or schedules that works best for particular needs or specific airports that we do or do not fly to etc.

Reference 3 - 4.43% Coverage

In the future, we would like to have focus on the flyer and “in every way become more personal and personalized. Both on the higher level when we talk negotiations and being able to customize in regard to additional services dependent on the routes” in the PRE stages but also to be able to “recognize the customer on the personal flyers preferences.”

Reference 4 - 1.77% Coverage

That again will loop back to procurement at the client company because the flyer shows the appreciation internally in the client company.

Reference 5 - 1.36% Coverage

Travelling for business is “such a sensitive subject. Because the flyer wants to decide for themselves.”

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 2 references coded [5.33% Coverage]

Reference 1 - 3.51% Coverage

At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into.

Reference 2 - 1.83% Coverage

So, when we then talk human-based interactions, “it is more the trust built amongst parties” than the personal relationships made.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 4 references coded [4.49% Coverage]

Reference 1 - 1.00% Coverage

On that note, “we focus a lot on our people and Human Resources in that sense and management in general as the employees are our product.”

Reference 2 - 0.67% Coverage

Sometimes that is a hard task to manage, but “we have a service education with a human touch.

Reference 3 - 1.58% Coverage

A good example “is Nordea, where they also talk greatly about our collaboration with them in the sense, that there is no, they and us talk, but solely us” and how do we manage the different tasks the best way possible.

Reference 4 - 1.24% Coverage

At the same time, it is very dependent on the personal collaborator and through that quickly dependent on the relation we have with the client” on the different levels.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 4 references coded [7.57% Coverage]

Reference 1 - 2.79% Coverage

Generalizing the customer journey on the B2B enterprise market, in my opinion, “it is important to have a customer journey that seems individualized or tailormade either on the individual level or the client level.

Reference 2 - 2.04% Coverage

“Which again is hard, because much of what we do in SAS, is within our DNA, and training a third party and expect them to have the same DNA, as us, is unreasonable.

Reference 3 - 2.41% Coverage

On a different note, what covid-19 really has shown and what “reoccurs when SAS in other aspects have met misfortune is that our partners and clients show that they care through sympathy.

Reference 4 - 0.34% Coverage

We move closer together.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 1 reference coded [1.41% Coverage]

Reference 1 - 1.41% Coverage

Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 1 reference coded [2.89% Coverage]

Reference 1 - 2.89% Coverage

In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed.”

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 14 references coded [17.58% Coverage]

Reference 1 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 2 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 3 - 1.19% Coverage

Going back to the relational part of the expectation of “the perceived value, which becomes a proxy in the risk assessment” when choosing a supplier in the future.

Reference 4 - 1.34% Coverage

Going back to the size of our company, it sometimes “can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers.

Reference 5 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 6 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 7 - 0.99% Coverage

Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies.

Reference 8 - 0.92% Coverage

They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in.”

Reference 9 - 1.81% Coverage

“Their point of departure has been, that the ones being out there and delivering” whatever service it might be, “they are still people. They have made it personal in the sense that, what is it really we deliver what kind of job is it that we are” a part of.

Reference 10 - 1.08% Coverage

It is “not a question of the single component” or technical part that we deliver, it “is a question of whether Ms. Jensen can hear the doorbell or not.”

Reference 11 - 0.44% Coverage

They (Oticon and NNIT) have managed to make it very personal.

Reference 12 - 1.39% Coverage

Even though we are a part of a bigger chain" of B2B supply chain, "eventually there is always an end-consumer" and we need to have in sight, "what is it this end-consumer needs help for or wants."

Reference 13 - 0.90% Coverage

Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees."

Reference 14 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 13 references coded [20.66% Coverage]

Reference 1 - 2.16% Coverage

What we see way more on the B2C market is that the emotional approach of landing a customer is played way more than on the B2B market, but what I think is underrated, "because the emotional factors are equally as present on the B2B market", we are just not that focused on them than we could be.

Reference 2 - 2.00% Coverage

There are so many parameters of an offering "that is emotionally determined that you also need to consider" in corporation with the customer, "do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 3 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company" when we do this.

Reference 4 - 1.65% Coverage

An example of emotional parameters that goes into play is on the B2C market e.g. Coca Cola and their way of communication in regard to what they offer as an experience when you drink Coca Cola, the community you enter etc.

Reference 5 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say "when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 6 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time," which are again parameters that aren't necessarily "tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer."

Reference 7 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 8 - 1.55% Coverage

E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc.

Reference 9 - 1.17% Coverage

In that sense, "empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company's behalf.

Reference 10 - 0.78% Coverage

On one side because of the personal interaction but also because the level of complexity is different.

Reference 11 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs."

Reference 12 - 0.37% Coverage

That is "even the agility on the personal level."

Reference 13 - 2.54% Coverage

But it is important to understand that "it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is 'interested in me' and that product or service delivered should give me what I deserve.”

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 2 references coded [7.74% Coverage]

Reference 1 - 2.63% Coverage

When we mapped the journey, we then “interviewed our clients and got an insight into what is their emotional experience with some of the things we deliver and the interactions we have.

Reference 2 - 5.11% Coverage

So, where the key competencies “are not lying within the company. Competencies are something people can have. It is something that the employees have, you cannot say that the company has any competencies. E.g. if an airline is having trouble with an engine starting then it doesn’t matter whether having a pilot or not, then you need other employees first.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 4 references coded [16.37% Coverage]

Reference 1 - 7.04% Coverage

With that said, there is still a personal reference, as “some of our clients I have negotiated with for 15 years” where there is a difference in the relation there is amongst us and where we’re not discarded “if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other” compared to a company where we do not have that relation.

Reference 2 - 4.16% Coverage

Retention of our clients is in general ensured by, “two factors which is; follow-up on the contractual agreements and try to keep a good relationship with our client representatives, so that they are positive in regard to renegotiations” etc.

Reference 3 - 2.72% Coverage

More specifically we “have our customer managers, who is the client’s single point of contact, so the client always knows who to contact regardless of issue.”

Reference 4 - 2.45% Coverage

The key competencies are then; “continuously ensure a competitive price and again, deliver on the agreed terms and create a good relationship

Theme: Relevance – value proposition

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 4 references coded [10.89% Coverage]

Reference 1 - 3.52% Coverage

The loyalty could then be argued to depend on the “size of the enterprise and what travel pattern the enterprise has. E.g. due to our destinations it can be hard for us to land a client who has a large export market in south America and in that sense, we aren’t relevant for them.”

Reference 2 - 2.54% Coverage

In order to be competitive in the airline industry on the B2B market it is important to have a “traffic program that is stable and a broad number of frequencies and then further attractive time slots.

Reference 3 - 2.70% Coverage

Give the customer the control back in the sense of “e.g. self-service because the dependency on others” nowadays is not attractive and consequently companies are willing to pay for “independent solutions.”

Reference 4 - 2.13% Coverage

Because the more time and effort it requires from a client the less willingness” there will be to go through a process “and the risk of the client opting out is higher.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 21 references coded [37.42% Coverage]

Reference 1 - 2.13% Coverage

We have separated into what is commercial and what is operational, so that “my primary role is to do everything my power for the existing customers (airlines) that we have at CPH today to maintain a route network and at the same time increase this network of routes.”

Reference 2 - 1.48% Coverage

All in all, to increase the attractiveness of having airlines routes going in and out of Copenhagen. Attractiveness in the sense of load factor and yield dependent on the load factor.

Reference 3 - 2.29% Coverage

“Legacy companies such as SAS who focuses on a combination of the load factor and yield for a given seat, whereas companies such as Ryanair first and foremost focuses on load factor and then their operational costs are so low that they know that they will get a reasonable yield as well.

Reference 4 - 1.01% Coverage

For both airlines the same requirements of load factor and yield needs to be reachable” for them to have an attractive route.

Reference 5 - 1.62% Coverage

“In collaboration with different ministries in Denmark,” I have created a list of routes “where we in cooperation discuss what would be interesting for Denmark, when it comes to attracting routes.”

Reference 6 - 2.75% Coverage

It is interesting and rewarding to be a part of these discussions, due to the inputs coming from politicians “e.g. saying that it could be super interesting to have a route to Rio” but then being able to make the calculations in that forum and explaining “that we need to have a load factor and yield that needs to be met for this to be profitable.”

Reference 7 - 2.31% Coverage

Primary competitors are Arlanda and Oslo, due to the fact that they are large bases for Norwegian and SAS and on that note “it is delight to see that SAS is getting more threshold in CPH, due to our very good operations” and further examples such as a lower ‘flight shame’ compared to Sweden

Reference 8 - 1.86% Coverage

In general, “even though our hourly rates are higher in Denmark compared to the Nordics, then there is a larger set of social responsibility taxes in the other countries” that makes CPH equally competitive price wise to ARN and OSL

Reference 9 - 2.66% Coverage

There is a lot of history with SAS and CPH Airport hence, there is a lot of traffic still feeding of that history. 80% of our traffic is European so when it comes to that our transfer traffic is very low but “we are building up a good long-haul network were the feed from the smaller European destinations are transferring through CPH.”

Reference 10 - 1.27% Coverage

Further we try to make it attractive through… previously it was more relational based selling strategies, whereas we today work more on a data-based model…

Reference 11 - 2.01% Coverage

We developed a model, which through macro and micro economic data, ranks new potential destinations… The amount of data we have access to is incredible and that is possible because the ticketing suppliers, such as Amadeus, are selling their data.

Reference 12 - 2.15% Coverage

But what we do not have data on is the yield. So, we try to calculate through all these data inputs" what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don't lose income or yield somewhere else.

Reference 13 - 1.34% Coverage

"Then, based on these calculations, we actually have conversations with the airlines in order to see if it can be profitable for the existing customers (airlines).

Reference 14 - 3.18% Coverage

On short-haul routes it is a bit different, there it is primarily our long time established carriers who have a say and try to figure out what routes are interesting in regards to feeding of our long-haul destinations and further how to generate cheap weekend possibilities at new destinations within Europe, "and there it's mostly eastern Europe where the network are developing right now."

Reference 15 - 1.30% Coverage

So, all in all there is definitely a trend when it comes to data-driven decisions and future business possibilities and a closer collaboration across parties.

Reference 16 - 1.00% Coverage

Because, it simply just is longer processes and the parties that we work with on short haul typical are existing customers.

Reference 17 - 1.19% Coverage

It is a larger investment when it comes to new clients and it's a typical range of 3-4 year" DURING-stage activities "before there is any breakeven.

Reference 18 - 1.46% Coverage

When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive" etc.

Reference 19 - 1.24% Coverage

Where the latter has “quite high incentive percentage, as we rather would grow with our existing customers” than generating new customers all the time.

Reference 20 - 1.87% Coverage

What we need to have focus on when we talk customer journeys on the B2B market, is “first and foremost a service or product that is relevant for both parties, so what we do needs to be essential for the customer and the supplier itself.”

Reference 21 - 1.30% Coverage

Further when we talk about being essential across both parties “when it comes to the long run” it is also important that the parties align on a strategical level.

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 1 reference coded [5.94% Coverage]

Reference 1 - 5.94% Coverage

The key competencies are in that sense, are very dependent on your value proposition, “commodities are more dependent on effective sales departments and a more efficient way to control your expenses in order to deliver a competitive price for your client, compared to specialized” B2B value propositions “then the knowledge within the specialized field and being able to compete on the quality is a key competence there.”

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 13 references coded [17.86% Coverage]

Reference 1 - 2.17% Coverage

There are clear similarities and synergies where a company should not differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier.

Reference 2 - 1.26% Coverage

In comparison, “when we talk customers on the B2C market they are at a larger spam a homogeneous market, whereas the B2B market is significantly more a heterogeneous market.

Reference 3 - 1.36% Coverage

Enterprise companies are, again, far more professional in their setup, which makes the point of contact equally more professional and the solutions therefore need to be more tailored.

Reference 4 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 5 - 2.20% Coverage

Which is also a difference (from the B2C market), meaning if we were to roll out a one size fits all value propositions out, then their willingness to pay is more rational because they do have the capabilities inhouse and we as a provider would miss out on the possible income and business opportunities.”

Reference 6 - 1.48% Coverage

With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more “tailored and the complexity of the product becomes higher.”

Reference 7 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 8 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 9 - 1.24% Coverage

Where on the B2B enterprise market, there is more a sense of “no bullshit, because the one making the decision is not irrational or emotionally controlled in the same way.

Reference 10 - 1.19% Coverage

Going back to the relational part of the expectation of “the perceived value, which becomes a proxy in the risk assessment” when choosing a supplier in the future.

Reference 11 - 1.19% Coverage

Hence, the risk is lower, and a company becomes secure in their decision process, as “it becomes more of a non-monetary parameter within the evaluation process.”

Reference 12 - 1.17% Coverage

Given the that the prior assumption is made, that within any evaluation process, the monetary, non-monetary and emotional parameters are part of the process.

Reference 13 - 1.30% Coverage

Then “some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,” which then has an impact on their decision parameters.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 15 references coded [20.57% Coverage]

Reference 1 - 0.87% Coverage

The very thought of the customer is often very narrow based on the company’s needs and not the customers interest.”

Reference 2 - 1.82% Coverage

Compared to the B2C market, “when buying a Coca Cola, I do not expect Coca Cola to deliver something different or better the next time, I expect the same product and thereby a repeated experience, but that changes when we within the B2B market.

Reference 3 - 0.56% Coverage

It requires that you as a B2B company maintain the relevance by the client.

Reference 4 - 1.95% Coverage

As the client’s needs changes over time you as a business has to adapt as well… if you as a business do not understand to listen to your client” throughout the journey then “you lose the relevance and then the client will decline as the risk of staying is too high.”

Reference 5 - 1.16% Coverage

It is hard to answer, “but what makes it tough to create a vision or a goal is that if we need to be relevant at the same time, then we cannot be relevant for all.

Reference 6 - 1.10% Coverage

Hence, one needs to be aware of that” … and in the same spectra figure out who we want to be relevant for and in that regard also cut some customers off.

Reference 7 - 1.33% Coverage

Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don't want to excel in.

Reference 8 - 1.17% Coverage

In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly.

Reference 9 - 1.09% Coverage

What customer journeys does is to give a company a clearer idea of what the customer needs and thereby are able to deliver competitive solutions.

Reference 10 - 1.38% Coverage

The key competencies which is needed when it comes to applying customer journeys in the B2B market is then to be able to "adjust our services so that we are meeting the customer's needs.

Reference 11 - 1.27% Coverage

Further, it is important to understand that the customer might be in a PRE stage evaluating the needs, before an organization even is aware of the potential customer."

Reference 12 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 13 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of Social Media, conferences etc. Overall to listen what are the developing needs."

Reference 14 - 1.41% Coverage

The important factor in all of this "is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time."

Reference 15 - 2.54% Coverage

But it is important to understand that "it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is ‘interested in me’ and that product or service delivered should give me what I deserve.”

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 8 references coded [20.24% Coverage]

Reference 1 - 2.36% Coverage

When it comes to being aligned on the customer journey throughout time “we’ve mapped these journeys once and then we have customer satisfaction surveys ongoing.”

Reference 2 - 1.96% Coverage

“There is not two B2B companies who are alike” so, what capabilities one needs depends on who you are, what you do and what it is needed for.

Reference 3 - 1.31% Coverage

“There is also a million ways to use customer journeys… so it really depends on the purpose.

Reference 4 - 1.57% Coverage

So, if we were to generate something, we need to generate it through the companies “which purposes are alike.

Reference 5 - 2.12% Coverage

What you need to do is dependent on what you need it for. But that again is also applicable for B2C, the method depends on what you want to get out of it.”

Reference 6 - 4.68% Coverage

The key competencies that are important when you work with customer journeys and need to be competitive on the B2B market – “the premises of the question is again impossible, are you sure that you understand what you mean, because I do not” – so, again “it is dependent on the type of company and what the purpose of that company is.

Reference 7 - 5.11% Coverage

So, where the key competencies “are not lying within the company. Competencies are something people can have. It is something that the employees have, you cannot say that the company has any competencies. E.g. if an airline is having trouble with an engine starting then it doesn’t matter whether having a pilot or not, then you need other employees first.

Reference 8 - 1.15% Coverage

Therefore, it depends where the company is and where they have their struggles.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 7 references coded [20.21% Coverage]

Reference 1 - 2.55% Coverage

In reference to “how it is now (covid-19), then as long as we are not handling flights” and cannot bill, per handled flight, “there is no income for us.”

Reference 2 - 7.04% Coverage

With that said, there is still a personal reference, as “some of our clients I have negotiated with for 15 years” where there is a difference in the relation there is amongst us and where we’re not discarded “if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other” compared to a company where we do not have that relation.

Reference 3 - 0.71% Coverage

Are we delivering the things we promised?

Reference 4 - 2.10% Coverage

Again, dependent on industry there for sure are many industries where they have the ability to follow-up electronically.

Reference 5 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same” it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 6 - 2.45% Coverage

The key competencies are then; “continuously ensure a competitive price and again, deliver on the agreed terms and create a good relationship

Reference 7 - 1.39% Coverage

“It is essential that there is some sort of relation during the contract period.”

Theme: Simplify the Customer Journey – shorten the value chain

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 4 references coded [19.40% Coverage]

Reference 1 - 4.81% Coverage

AFTER – evaluation
“It is again through the KAM where the evaluation happens and where we try to find solutions to how to make it cheaper and how we can accommodate in a different manner.”

Reference 2 - 3.19% Coverage

“I focus a lot on making it ‘low-practical’ as possible” – So make the SLA’s fair and reasonable by talking in simple terms.

Reference 3 - 2.97% Coverage

“The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments.”

Reference 4 - 8.43% Coverage

The two points of control (touchpoints), through the KAM and the Duty Station Manager, rather than one is chosen to “To make the chain of command as short as possible.” Hence, we want to keep the control … “and we have one that at the end of the line, has the authority to take the decisions needed, without too much bureaucracy.”

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 4 references coded [9.93% Coverage]

Reference 1 - 1.30% Coverage

Focus on retention and the account management of clients.

Reference 2 - 3.12% Coverage

Organizational and vision wise it would be “ideal to find a good match” in order to limit the amounts of ‘role’ that a company need to act upon.

Reference 3 - 1.62% Coverage

The more silo thinking the harder it is to streamline across the company.

Reference 4 - 3.89% Coverage

The whole consensus of it all “circles back to how we are as a company” and how our organization is structured in regard to “practicalities, responsibilities and functions”.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 3 references coded [7.26% Coverage]

Reference 1 - 2.87% Coverage

“we focus on melting the physical and the digital journey together… Further to think way more digital and then shape the journey around that… the overall customer journey should get more seamless.”

Reference 2 - 1.50% Coverage

In the sense that the end-consumer (passenger) feels that the journey is effortless and less stressed.

Reference 3 - 2.89% Coverage

Further we are working on how we can push notifications to the customers as soon as they enter the airport, so again “to think in the data and make it personalized and relevant for the single passenger.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 2 references coded [5.85% Coverage]

Reference 1 - 2.66% Coverage

Credit card companies are also a part of this supply chain, because the “buyer and flyer should experience as seamless a process as possible” and then at the end not sit with the economic aftermath and cleanup.

Reference 2 - 3.19% Coverage

But that needs to “be matched organizational wise at all levels” so that credit card companies can send the bills to the respective responsible parties. It is another “touchpoint which again should be as seamless as possible for the buyer and flyer.”

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 4 references coded [10.47% Coverage]

Reference 1 - 3.54% Coverage

Our customers have “one primary touchpoint through the KAM and then we have operational touchpoint when technical issues occur etc. and a billing touchpoint and then manual or digital touchpoints where the client then can amend their service offerings.”

Reference 2 - 2.45% Coverage

In the effort of making the organization more customer centric, we “research the market and the market trends but we also test the user friendliness of our products and services.

Reference 3 - 3.51% Coverage

At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into.

Reference 4 - 0.97% Coverage

at the same time we try to create a cooperation that is closer than it is.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 4 references coded [7.95% Coverage]

Reference 1 - 1.20% Coverage

so that they understand the greater impact their job has to the company and the customer without necessarily understanding the greater strategical work behind.

Reference 2 - 2.85% Coverage

For the customers that goes into loop when it comes to the customer journey then “it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies.

Reference 3 - 2.96% Coverage

Going a little bit back to doing what we are best at, “we then have decided that we are not the ones who are going to invent the new deep plate, but we let other organizations be the innovative ones and then support them in their work, e.g. if our suppliers on cleaning products are trying to innovate their products and supply, then we collaborate with them in order to let them excel in what they are good at.”

Reference 4 - 0.94% Coverage

further with our suppliers, we try to make these back-to-back agreements, meaning, we look into the contract with our client”

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 5 references coded [32.07% Coverage]

Reference 1 - 1.79% Coverage

The handlers are “subcontractors in one sense or the other.”

Reference 2 - 6.52% Coverage

In general, working across parties and subcontractors, a customer journey is defined “very closely linked to the model shown (in the introductory survey) through stages such as, pre-sale, sale, execution, post-sale.”

Reference 3 - 9.74% Coverage

So, within that stage, it is important to “deliver the product/service as demanded, but also promised so that the customer feels that they get more than just negotiated… in the sense that the customer has the feeling of ‘this is value for money’ but at the same time we within our operations” are smart when it comes to execution of this.

Reference 4 - 4.21% Coverage

Meaning, “we do not necessarily spend 110kr to facilitate a 110kr product. Because it at the same time should be profitable for us as a company.”

Reference 5 - 9.81% Coverage

“Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn’t just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective.”

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 2 references coded [8.96% Coverage]

Reference 1 - 5.75% Coverage

That is exactly where the Journey Tool will benefit the enterprise companies and come into play and have a huge impact on future decisions on where a company should focus its recourses.

Reference 2 - 3.21% Coverage

Gather a company’s communication lines through a tool would shorten the journey internally at least.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 13 references coded [23.55% Coverage]

Reference 1 - 2.79% Coverage

Generalizing the customer journey on the B2B enterprise market, in my opinion, “it is important to have a customer journey that seems individualized or tailormade either on the individual level or the client level.

Reference 2 - 2.41% Coverage

But the art is as a supplier to deliver something, which to some extent is automated and a standard model but the receiving part (the client) experiences it as an individualized service."

Reference 3 - 1.65% Coverage

Meaning, a core service from the firm's perspective, but from the client's perspective it is experienced as something unique.

Reference 4 - 2.24% Coverage

Regardless of industry "I think that in the future it is going to be crucial to be able to keep your expenses down and create broad solutions but the experience of it" is unique.

Reference 5 - 0.97% Coverage

The way to get there is by "using the technology and data" to become smarter.

Reference 6 - 0.66% Coverage

Further it is important to also be smart "timewise.

Reference 7 - 0.72% Coverage

What a company offers should feel convenient and easy."

Reference 8 - 2.70% Coverage

Give the customer the control back in the sense of "e.g. self-service because the dependency on others" nowadays is not attractive and consequently companies are willing to pay for "independent solutions."

Reference 9 - 1.79% Coverage

Continuing in that mantra, "I think it is important to make the solutions simpler, as the client doesn't have time for complex solutions."

Reference 10 - 0.62% Coverage

"Do not ask clients or require too much of them."

Reference 11 - 2.82% Coverage

What companies then have to do in order to make the solutions simpler, is to become better "at using the available data to generate the solutions instead of asking the clients whether they want to reply to a survey or not."

Reference 12 - 3.07% Coverage

For the companies also "to think about, what data is super relevant for us to know" and therefore the client to enter, asking the questions "is it important for us to know e.g. your client's birthday, and if not, then don't make it mandatory.

Reference 13 - 1.11% Coverage

Simplify the single touchpoint and design the entire journey with as few as possible.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 10 references coded [9.50% Coverage]

Reference 1 - 1.41% Coverage

Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth.

Reference 2 - 0.74% Coverage

"In a lengthy customer supplier relation there will be some sort of value chain alignment.

Reference 3 - 0.43% Coverage

Having a holistic viewpoint to the value chain is key

Reference 4 - 1.11% Coverage

"The balance of how my costs are structured and have the overall look of how our total costs are spread throughout the supply chain" is key.

Reference 5 - 1.85% Coverage

To sum it up, the key competencies for businesses are to "understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them."

Reference 6 - 0.53% Coverage

Being cost effective while, creating the value for the customer.

Reference 7 - 0.87% Coverage

Regardless of what kind of link and role a company plays in the value-chain there is always an end-consumer.

Reference 8 - 0.78% Coverage

Again, defining our customer, understand them and their needs in order to be “cost-efficient.

Reference 9 - 0.58% Coverage

There is no need to clean an aircraft more than the customer cares about.

Reference 10 - 1.20% Coverage

We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain.”

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 8 references coded [19.90% Coverage]

Reference 1 - 1.22% Coverage

But within my department, “we’ve chosen to define our customer as the ground handlers.

Reference 2 - 1.49% Coverage

On a day-to-day level, the ground handlers are our most important parties and our customers in that sense.

Reference 3 - 1.12% Coverage

In the sense that our finest purpose is to make it easy to be ground handler at CPH.

Reference 4 - 1.57% Coverage

“Regardless of the airlines talk to us or the ground handlers, it will pretty much be the same story they get told.

Reference 5 - 2.41% Coverage

Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency.”

Reference 6 - 3.04% Coverage

The clear lines of responsibility, from a sales purpose moving on to an operational responsibility once a contract is negotiated,” are in that sense far more well-defined through departments and roles in that sense.

Reference 7 - 5.94% Coverage

The key competencies are in that sense, are very dependent on your value proposition, “commodities are more dependent on effective sales departments and a more efficient way to control your expenses in order to deliver a competitive price for your client, compared to specialized” B2B value propositions “then the knowledge within the specialized field and being able to compete on the quality is a key competence there.”

Reference 8 - 3.11% Coverage

Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey” and understand that there in all supply chains are an end-consumer we need to have in mind.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 13 references coded [16.59% Coverage]

Reference 1 - 2.17% Coverage

There are clear similarities and synergies where a company should not differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier.

Reference 2 - 1.74% Coverage

When it comes to the big enterprises, usually, what we deliver is actually only the core service and then they add everything onto the product depending on their needs, hence they take over a lot of the value chain, which we normally deliver.

Reference 3 - 1.48% Coverage

With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more “tailored and the complexity of the product becomes higher.”

Reference 4 - 2.22% Coverage

How they have solved this is then “by shrinking the value chain. So even though the value chain goes across different suppliers, the guiding star, there’s not a single one in doubt about, what you work for, what kind of value chain and what kind of customer experience you are a part of,” the vision is the same.

Reference 5 - 1.81% Coverage

“Their point of departure has been, that the ones being out there and delivering” whatever service it might be, “they are still people. They have made it personal in the sense that, what is it really we deliver what kind of job is it that we are” a part of.

Reference 6 - 1.08% Coverage

It is “not a question of the single component” or technical part that we deliver, it “is a question of whether Ms. Jensen can hear the doorbell or not.”

Reference 7 - 0.44% Coverage

They (Oticon and NNIT) have managed to make it very personal.

Reference 8 - 0.59% Coverage

Where it then also works best “to have the consumer segment in sight, eventually.

Reference 9 - 1.39% Coverage

Even though we are a part of a bigger chain” of B2B supply chain, “eventually there is always an end-consumer” and we need to have in sight, “what is it this end-consumer needs help for or wants.”

Reference 10 - 0.89% Coverage

Hence, an understanding of one’s own position in the bigger chain of value who eventually always ends at an end-consumer.

Reference 11 - 0.72% Coverage

“The collected value creation, the bigger picture, the greater purpose, to make it aspirational.

Reference 12 - 0.90% Coverage

Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees.”

Reference 13 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 18 references coded [26.83% Coverage]

Reference 1 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company" when we do this.

Reference 2 - 2.37% Coverage

So to think about what happens when the customer journey is disrupted, "what do we do when a products is shipped and it is not the right product arriving or something is not right" is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client.

Reference 3 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in that situation.

Reference 4 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late "the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 5 - 1.33% Coverage

Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential.

Reference 6 - 1.33% Coverage

Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don't want to excel in.

Reference 7 - 2.56% Coverage

The measure that needs to be taken into account in the future when talking customer journeys is split in "two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard.

Reference 8 - 1.42% Coverage

It doesn’t only come down to the one department working with customer journeys, just because one department are experts doesn’t equal that an organization is geared to work accordingly.

Reference 9 - 0.88% Coverage

This is where change management comes into play, as we need to adapt our organization to live this customer journey.

Reference 10 - 0.53% Coverage

So, how do you make this simple and usable for the entire organization.

Reference 11 - 1.17% Coverage

In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly.

Reference 12 - 1.10% Coverage

In a larger sense, businesses and their employees need to understand their own needs and what needs is represented throughout the stakeholders.

Reference 13 - 1.86% Coverage

Ensuring a great customer journey across parties could in my opinion be closely linked to “when we talk about omni-channels. In the sense, regardless where our customer is interacting with us, then the customer should have the same experience.”

Reference 14 - 1.16% Coverage

Meaning, that you need to figure out what the need is regardless of which touchpoint the customer is at. How do we ensure that we get a seamless experience?

Reference 15 - 1.07% Coverage

Which then, is done through specific defined training and development of employees so that every case scenario is trained and prepared for.

Reference 16 - 1.41% Coverage

The important factor in all of this “is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time.”

Reference 17 - 1.26% Coverage

Summed up, don’t make the touchpoint irrelevant for the client in the sense that if the client doesn’t get any value from meeting the touchpoint, then don’t design it.

Reference 18 - 2.54% Coverage

But it is important to understand that “it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is ‘interested in me’ and that product or service delivered should give me what I deserve.”

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 4 references coded [18.03% Coverage]

Reference 1 - 6.00% Coverage

When primarily talking on a strategical level, from a customer’s perspective, the important parameters are to “work with CJ in a low-practical sense… we have mapped the CJ’s with different types of airlines, where SAS is a network base carrier, to ensure the right stakeholder management with e.g. SAS. We have regular meetings to ensure that the right things are taken care of, because that is important to deal with.

Reference 2 - 1.12% Coverage

So, we are very low-practical when we look at it (it being customer journeys).

Reference 3 - 6.59% Coverage

When talking airports, it is a bit special as airports usually have 1 network base carrier who is the most important client, hence in regard to e.g. SAS we laid out on each level, where our touchpoints were, because on a strategical level most of the touchpoints are classified by meeting… What is important for them (SAS), what is important for their back-office and what can we deliver… so in that sense, that is how we’ve been working with it (it being the CJM).”

Reference 4 - 4.32% Coverage

“On a daily basis we cooperate with the equivalent contact points throughout the companies and through that we ensure that everything runs optimal.” Further we have a community app where we can communicate at all levels, so in general a super close relationship and cooperation amongst the parties.

Theme: The Bigger Picture – common purpose – ideal world

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 4 references coded [20.68% Coverage]

Reference 1 - 6.87% Coverage

The trend when it comes to buying rounds are moving towards “price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher.”

Reference 2 - 4.44% Coverage

Matching expectations – SLA’s – “SLA’s are something hellish troublesome” … “they are difficult to interpret.” – KAM are taking care of SLA’s
Rather KPI focus than SLA’s

Reference 3 - 5.53% Coverage

What is done to optimize the CJ on the B2B market in the longer run and secures a loyal clientele “I believe that the daily contact makes a difference, the fact that we personalize the interactions on a daily basis.”

Reference 4 - 3.84% Coverage

“It is also in the airports interest to gain new customers” Hence, the partnership and working towards a common goal is also a denominating factor.

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 5 references coded [15.23% Coverage]

Reference 1 - 1.30% Coverage

Focus on retention and the account management of clients.

Reference 2 - 4.26% Coverage

“The CJ mindset is a really good framework to understand how the customer acts, the difficult part is to comply with that mindset internally when it comes to build the organization around it.”

Reference 3 - 2.74% Coverage

“The customer journey framework is a beacon of light it is something we can strive for … to avoid the most obvious mistakes.”

Reference 4 - 2.64% Coverage

Again, “the customer journey mindset, and framework is ambitious, but there is nothing wrong with being ambitious.”

Reference 5 - 4.29% Coverage

It doesn’t necessarily mean that our organization needs to comply with our customers, but we need to understand how they make decisions and what their incentives and “subtle mechanisms” are.

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 10 references coded [27.84% Coverage]

Reference 1 - 2.68% Coverage

“An attractive airport for the airline companies that we want to attract” We need to generate a VP that the airlines cannot get other places and “we focus a lot on service and efficiency.”

Reference 2 - 3.23% Coverage

“There is an incredible will and spirit in Copenhagen Airport” to cooperate and “that is what we then benefit from because it makes it possible for us to then offer this great product” where efficiency is a great part of the VP.

Reference 3 - 2.35% Coverage

Weather it is the ecosystem of an airport or specifically just Copenhagen Airport who has this understanding of “in order for me to succeed we all need to succeed.”

Reference 4 - 4.10% Coverage

After we changed owners and, in that regard also our strategy, we decided that we should be “far more purpose driven, with focus on sustainability and the environment etc. but also far more focused on partnerships in regard to the will to cooperate and the spirit that surrounds that.”

Reference 5 - 2.11% Coverage

“where most of it is data driven, because time is money nowadays. Not to point fingers at anyone but in order to optimize in everybody’s interest.”

Reference 6 - 2.91% Coverage

Going back, “we cannot succeed in isolation, we need to bring in all the parties, conditions and parameters” especially in regard to external influential parameters that has an impact on the journey.

Reference 7 - 1.80% Coverage

the tactical part of it has always been important but that alone is not what companies are going to succeed with in the future.

Reference 8 - 4.03% Coverage

“if we need to succeed in a seamless and efficient customer journey across companies, who independently have their own corporate culture, data facilities, historical development etc. then we need to cooperate not only operational and tactical levels but also strategical.”

Reference 9 - 1.73% Coverage

As a company “you need to move up in perspective and take some of these development processes across of these companies”

Reference 10 - 2.91% Coverage

“invite these other parties in and develop these things together in order to generate an overall picture that makes sense from A-Z. Development in cooperation will be a critical key factor in future.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 8 references coded [27.14% Coverage]

Reference 1 - 1.48% Coverage

“New way to send data and a new way to negotiate” personalized offers for the corporate customers in a greater sense.

Reference 2 - 2.76% Coverage

“when the procurement department, who I only meet, are focused more on internal KPI’s regarding price reduction and travel policy, which only allows economy tickets, rather than looking at the total travel costs.”

Reference 3 - 3.47% Coverage

When we then move further on in the journey of the customers ‘flyer’ to the “finance department where the settlement of the total travel costs come into play, such as meal costs, amendment fees due to prolonged meetings etc. that the final costs might have been more costly.

Reference 4 - 3.34% Coverage

What I also think could be interesting if the HR departments where more active when it comes to the corporate travel policy, because it further could be an incentive when hiring and retaining employees that, when you work for us, we care for you while travelling.”

Reference 5 - 3.21% Coverage

This is unfortunately something that is not present enough yet, “we try to voice and articulate it, of course companies and departments have their own goals etc. but we would like that this got pulled to a higher level and compiled across departments.”

Reference 6 - 4.43% Coverage

In the future, we would like to have focus on the flyer and “in every way become more personal and personalized. Both on the higher level when we talk negotiations and being able to customize in regard to additional services dependent on the routes” in the PRE stages but also to be able to “recognize the customer on the personal flyers preferences.”

Reference 7 - 4.84% Coverage

Further to be able to recognize our passenger through “corporate recognition” e.g. our frequent flyer programs, so that our corporate clients are recognized as frequent flyer “because the company who booked the ticket is such a valued client that we want to recognize the single flyer, regardless if that one flyer flies one time a year or 50 times a year.” Loyalty goes both ways.

Reference 8 - 3.60% Coverage

If we are able to succeed with this corporate recognition, so that all employees within a client company are treated equally due to the loyalty level of the client, so that the employee who travel once a year experiences the same sets of benefits because of the corporate recognition.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 4 references coded [12.87% Coverage]

Reference 1 - 2.52% Coverage

Interests that concerns this expert is creating a customer centric organization. “Understand how you make the customer need, visible and relevant for the operational employees.”

Reference 2 - 1.88% Coverage

Even when we talk our very technical departments and developers, “how do you make the customers need relevant and visible” even for them

Reference 3 - 5.22% Coverage

Not necessarily what the customer wants but what they need is prioritized through this insight, which are determined through different methods such as “qualitative and quantitative research where we e.g. evaluate on different scores that our call centers typically, user tests on products and services and that can then again be through observational test and interviews.”

Reference 4 - 3.26% Coverage

The markets just think that the manual way is still the way to go, but when it comes down to it, it is still the end-consumer equal to the B2C market who works with these tools and they want equally smart tools when they work as they want at home.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 24 references coded [34.14% Coverage]

Reference 1 - 0.89% Coverage

So, our value proposition is very clear, that everything we do is done with a purpose of supporting our client’s purpose.

Reference 2 - 0.84% Coverage

“We put a lot of effort into the fact that our employees understand what the important things are for the customer.

Reference 3 - 1.04% Coverage

So, that we not just deliver a service but, that our employees deliver a service, which makes sense in compliance with the customers mission”

Reference 4 - 1.04% Coverage

E.g. are you cleaning in a hospital, then you are not just cleaning, but you are ensuring that the patients are getting healthy again, faster.

Reference 5 - 0.44% Coverage

Through that, we try to give purpose to the single employee”

Reference 6 - 1.20% Coverage

so that they understand the greater impact their job has to the company and the customer without necessarily understanding the greater strategical work behind.

Reference 7 - 2.17% Coverage

With that said, we are a center of excellence where we also advice our operation to continuously deliver a better service, so that it’s not just a service delivery but an experience… so it is a very close collaboration amongst those three departments to ensure” a great experience at each stage.

Reference 8 - 1.30% Coverage

We have defined a customer experience journey “as a sense of how we in the day-to-day operation can ensure some of the greater experiences for the customer and their employees.

Reference 9 - 2.65% Coverage

In a practical matter, we’ve mapped out where is it on a daily basis that our employees meet the customers employees, or the users, as we differentiate between the customer and the actual user, where the user is the customers employee and those are actually the ones that we need to satisfy even though the contract is made with the corporation as the customer.”

Reference 10 - 1.87% Coverage

hrough our services we want to understand on the single touchpoint what is important for the user at that touchpoint how are we making the work environment attractive at all points and then further also helping our customers retaining their employees.

Reference 11 - 1.86% Coverage

Again, we through our work makes it attractive for an employee to work for our customers and we then thereby are supporting our customers in being an attractive workspace,” whether it be defined through social responsibility and sustainability etc.

Reference 12 - 1.25% Coverage

E.g. with our great clients “we make a joint value proposition, in the sense that what is the vision for the client and then how do we support that in the best possible way.”

Reference 13 - 2.06% Coverage

What we then do to further unite and streamline our services are “regardless of which position your joining our company at, whether it be as for cleaning or as a manager, everyone needs to go through the same service training” and same onboarding when it comes to our core services.

Reference 14 - 1.47% Coverage

“The service is steeped into our organization so from even from our recruiting stages, we are very aware of the service-gen, because you can learn most things, but it is harder to learn the behavior.”

Reference 15 - 1.20% Coverage

Again, that is embedded in the contracts that we have with our clients, as it is usually specified that the client does not want to feel that a service is outsourced.

Reference 16 - 2.26% Coverage

When it comes to price of the specific service delivery and the negotiation upon price is very dominant, “especially in the public sector, but I do see a tendency that quality in the public sector does have an impact” and therefore there is a development focus wise towards the quality for money aspect of it.

Reference 17 - 2.15% Coverage

In general there is a focus on the price, also in the private sector, but again that is very much “dependent on how well the businesses are doing, when they are doing well they are able to afford more and the other way given the situation today we need to be prepared for what comes after” covid-19.

Reference 18 - 2.73% Coverage

The measures that we need to focus on in the future, in order to ensure the best customer journey, “we also look into the development of the market, especially when it comes to generational differences, wishes and demands to an employer, we take a stake in how can we support our clients in being an attractive company to work for and thereby attract and retain employees.”

Reference 19 - 1.75% Coverage

Then further, on the environmental development of focus, we try to “accommodate our clients in their goals to e.g. become more sustainable and greener, can we have cleaning products that are greener and is our supplies sustainable etc.

Reference 20 - 0.54% Coverage

So how we on every level e.g. can support a sustainable and green agenda.”

Reference 21 - 0.77% Coverage

Which is our dream scenario, that we are building the partnerships amongst ourselves and our clients.”

Reference 22 - 0.81% Coverage

Regardless of we have a relation or not there needs to be an understanding that “we need to want this together.”

Reference 23 - 0.66% Coverage

In the bigger sense, to not just see your supplier as a supplier but “as a business partner.

Reference 24 - 1.18% Coverage

and figure out what deliverables are needed and what do we need to “set as requirements with our business partners. So that there is a red thread through it all.”

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 3 references coded [27.76% Coverage]

Reference 1 - 11.43% Coverage

The process of negotiations of who gets what etc. “is reversed in the sense that the handlers aren’t actually our customer, we treat them as our customers, because we have a common interest in supplier relationship, but our customers are in fact the airlines and as they chose their handlers on their own, so in that sense there is no economical reference between the handlers and the airport.

Reference 2 - 9.60% Coverage

For some scenarios we also need to again, be the fair one and facilitate equal terms regardless if a handler says; “Our airline is the most important and we want three sorting belts for our passengers.” That of course has some practical implications in the sense that we need to make the decisions “based on what actually pays off.”

Reference 3 - 6.73% Coverage

When it comes to key capabilities to ensure these things and at the same time be competitive in the market, it is important to “engage in a dialogue with the customer and the corresponding parties” at the other end of the value chain.

Files\\Interview Process\\Transcribed interviews\\Lasse Kallesøe - Founder of JourneyTool - § 3 references coded [20.01% Coverage]

Reference 1 - 3.66% Coverage

For the ones who had a product launched it visualized a lot of issues they weren’t aware of throughout their journey.”

Reference 2 - 8.63% Coverage

Again, having the client focus and understanding that the customer journey goes beyond the firms control and for the company create the understanding and knowledge and then center that around how to run the Customer Journey overall will be a great capability for any company.

Reference 3 - 7.73% Coverage

Further also being able to access the tool for the implied parties within the company, so the employees linked to the different touchpoints can give the overall journey feedback through their touchpoint and on sight knowledge with the customers.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 6 references coded [10.42% Coverage]

Reference 1 - 2.53% Coverage

Then further when it comes to price, it is not necessarily important to be the cheapest but the difference in price towards other companies” and the price competitiveness in general is important.

Reference 2 - 1.28% Coverage

Meaning making the solution user friendly regardless of the complexity of the solution behind it.

Reference 3 - 2.07% Coverage

“In the perfect world, any company should be aware of the suppliers that a company enters an agreement with, that the price doesn’t become a controlling factor.

Reference 4 - 2.21% Coverage

Being aware of price vs. quality, meaning having focus on what is important in the process” e.g. the service level rather than having a mere focus on the cheapest solution.

Reference 5 - 2.00% Coverage

“The client does want to have the SAS experience from end-to-end, but they are not willing to pay accordingly and that is also applicable on the B2B market.”

Reference 6 - 0.34% Coverage

We move closer together.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 31 references coded [44.22% Coverage]

Reference 1 - 0.59% Coverage

My focus right now is to help with that the entire ecosystem is surviving.

Reference 2 - 2.14% Coverage

Securing our airlines are surviving to the extent that we can help with and further parties in our ecosystem is surviving, that is everything from ground handling to catering etc. … so that as many of us as possible comes through this without going into bankruptcy."

Reference 3 - 2.64% Coverage

We try to minimize the costs for the airline companies as well as much as possible for the expenses that we can regulate on, "e.g. we will not charge the airlines for parked flights for the ones who have base here in Copenhagen" in order to meet the airlines where we can. "The first priority is trying to help the industry survive."

Reference 4 - 1.93% Coverage

The change of responsibility however "does not change the fact that I have an interest in the ground handling agencies still, because of the simple reason, that the airlines and the airport would not function without the handling agents.

Reference 5 - 0.88% Coverage

But again, there is no direct commercial agreement or relation between the airport and the ground handlers.

Reference 6 - 1.56% Coverage

Our operation then is responsible for making sure their needs are met and how they are doing, and we are then working in close collaboration with them as we do have an interest in them doing well."

Reference 7 - 1.31% Coverage

When airlines are changing handlers, we might sometimes" stand on the sideline "with a challenge when it comes to allocation of check-in parking of flights etc.

Reference 8 - 1.86% Coverage

In general, "even though our hourly rates are higher in Denmark compared to the Nordics, then there is a larger set of social responsibility taxes in the other countries" that makes CPH equally competitive price wise to ARN and OSL

Reference 9 - 2.66% Coverage

There is a lot of history with SAS and CPH Airport hence, there is a lot of traffic still feeding of that history. 80% of our traffic is European so when it comes to that our transfer traffic is very low but "we are building up a good long-haul network were the feed from the smaller European destinations are transferring through CPH."

Reference 10 - 2.15% Coverage

But what we do not have data on is the yield. So, we try to calculate through all these data inputs" what would be not only possible new destinations based on the ticketing data but also profitable for the airlines, so that they don't lose income or yield somewhere else.

Reference 11 - 1.08% Coverage

As we do not have any interest in having too many frequencies," of half full flights as the yield needs to be profitable and make sense.

Reference 12 - 1.87% Coverage

We even sometimes through the data "go out to the airlines and present them if we can see that they would save money by having less frequency of a given destination, by making comparative analysis in collaboration with the airlines.

Reference 13 - 0.79% Coverage

In that sense, we are lifting the burden for many of our customers by doing the analysis" that we do.

Reference 14 - 1.41% Coverage

Depending on the size of the company and what recourses they have when it comes to analyzing new routes etc., we either do it for them or use it as sparring amongst our customers.

Reference 15 - 2.18% Coverage

So much of our relationship with our clients are far more based on the data analysis of possible profitable routes for our clients than before and we are far more working in a direction of data-based decisions to strengthen our relationships with our current customers.

Reference 16 - 1.54% Coverage

While we still are "making detailed business cases to establish the relation between businesses interest in cargo routes etc. … so we try to lift the job on every aspect that we possibly can."

Reference 17 - 1.46% Coverage

When it comes to that, we have incentives for e.g. unserved routes (based on IATA city codes), development in total transfer passenger, new hub passengers, growth incentive" etc.

Reference 18 - 1.24% Coverage

Where the latter has “quite high incentive percentage, as we rather would grow with our existing customers” than generating new customers all the time.

Reference 19 - 1.30% Coverage

Further when we talk about being essential across both parties “when it comes to the long run” it is also important that the parties align on a strategical level.

Reference 20 - 1.40% Coverage

“E.g. it is essential for me that SAS has growth in passenger, it is essential for SAS that we have an airport with enough capacity” so it becomes more of an ecosystem mindset.

Reference 21 - 0.74% Coverage

“In a lengthy customer supplier relation there will be some sort of value chain alignment.

Reference 22 - 1.33% Coverage

Further when it comes to the client aspect of it, it is important to have an overall view of the costs of the customer and not on the single cost through my department.”

Reference 23 - 0.43% Coverage

Having a holistic viewpoint to the value chain is key

Reference 24 - 1.41% Coverage

“If we can earn more, while they save more then it’s a win-win… So, having the mindset that it needs to benefit the customer in the total cost spectra, then it will benefit us too.

Reference 25 - 1.60% Coverage

I have a huge respect for the LCC’s (low cost carriers) because, that is what they excel in” they have a clear overview of the total costs and know how to navigate that in a balance with their customers.

Reference 26 - 1.11% Coverage

“The balance of how my costs are structured and have the overall look of how our total costs are spread throughout the supply chain” is key.

Reference 27 - 1.85% Coverage

To sum it up, the key competencies for businesses are to “understand their own operations and their own business and understand the key customers. Understanding; who is it that we earn our money on and what is essential for them.”

Reference 28 - 0.89% Coverage

Ensuring a great customer journey across parties within a B2B market is still having the end-consumer in mind

Reference 29 - 0.87% Coverage

Regardless of what kind of link and role a company plays in the value-chain there is always an end-consumer.

Reference 30 - 0.78% Coverage

“So, we all need to put ourselves in the customers place and what is essential for the passenger.”

Reference 31 - 1.20% Coverage

We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain.”

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 20 references coded [49.67% Coverage]

Reference 1 - 1.81% Coverage

When it comes to the bigger sense of it for Copenhagen Airport it is the passengers and the airlines as that is our source of income.

Reference 2 - 1.49% Coverage

On a day-to-day level, the ground handlers are our most important parties and our customers in that sense.

Reference 3 - 3.86% Coverage

So, it is three-parted in the sense that “the airlines are the airports customer and the airlines are the ground handlers customer and then we are ensuring the corporation amongst us (the airport) and the ground handlers to further ensure the operation across the companies.”

Reference 4 - 1.12% Coverage

In the sense that our finest purpose is to make it easy to be ground handler at CPH.

Reference 5 - 3.38% Coverage

In practical sense, we are accessible, we are available. Further, a direct contact to the responsible parties and that we are closely listening to the ground handlers needs and actively try to solve the issues beyond our responsibilities."

Reference 6 - 1.27% Coverage

This taken further onto the tactical and strategical level needs to be equally addressed.

Reference 7 - 0.67% Coverage

So that we at all keep the bigger picture in mind.

Reference 8 - 2.81% Coverage

Meaning, if we change something in our operation that might have an impact on the ground handlers and our partners, and that perspective stays in our considerations with any solutions going forward."

Reference 9 - 1.92% Coverage

In order for us as a company to succeed in the long run, we need to have our partners and parties that we cooperate with, with us at all levels.

Reference 10 - 1.57% Coverage

"Regardless of the airlines talk to us or the ground handlers, it will pretty much be the same story they get told.

Reference 11 - 0.84% Coverage

It is the same narrative that we base our communication on."

Reference 12 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we've created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and "not just point fingers towards our cooperating parties" but through transparency and this narrative, create some sort of "an ideal world, that we want to be known for and that we want to work towards. That is our aspiration."

Reference 13 - 2.41% Coverage

Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency."

Reference 14 - 3.49% Coverage

The measures to ensure, the ideal world and the greatest customer journey for the clients "are actually internally to communicate and express this aspiration so that my team understands our strategy and purpose on how we work with our stakeholders.

Reference 15 - 2.61% Coverage

It is important to articulate that the entire team who has the contact towards our partners and what the vision is when it comes to values and what key words, do we want to be associated with.

Reference 16 - 3.43% Coverage

Hence, "the airport differs slightly, but all in all there are different lines of expectations and understands the line of delivery in a higher sense, because the people at the other end is far more professional, than a consumer in the B2C market.

Reference 17 - 2.34% Coverage

Ensuring a great interaction amongst parties to further secure a great customer journey is done through understanding of the customer journey in the bigger picture.

Reference 18 - 3.34% Coverage

Understanding that; "the joint customer journey is dependent on so many parties within the supply chain, which requires that all suppliers and subcontractors in the supply chain understand their impact on the greater customer journey.

Reference 19 - 1.54% Coverage

Only in that sense the single employee has the understanding of the value creation towards the end-consumer.

Reference 20 - 3.11% Coverage

Further also understanding, the consequences of optimizing one part of the supply chain, might hurt the overall customer journey" and understand that there in all supply chains are an end-consumer we need to have in mind.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 37 references coded [47.15% Coverage]

Reference 1 - 2.17% Coverage

There are clear similarities and synergies where a company should not differentiate just to differentiate, but there are also areas where there is a clear need for differentiation, in some areas where it is harder, because the complexity is in a whole other level, but also areas where it is easier.

Reference 2 - 1.48% Coverage

With all those aspects playing a role, to some extent there is a far bigger need for customer centricity as the value proposition becomes more “tailored and the complexity of the product becomes higher.”

Reference 3 - 1.19% Coverage

Hence, the risk is lower, and a company becomes secure in their decision process, as “it becomes more of a non-monetary parameter within the evaluation process.”

Reference 4 - 1.17% Coverage

Given the that the prior assumption is made, that within any evaluation process, the monetary, non-monetary and emotional parameters are part of the process.

Reference 5 - 1.30% Coverage

Then “some enterprise companies have made it more of their niche to be more sustainable, green, or socially responsible,” which then has an impact on their decision parameters.

Reference 6 - 0.92% Coverage

The overall consensus is that “enterprise companies are very much aware of which parameters are important for them and why.”

Reference 7 - 1.33% Coverage

“This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected.”

Reference 8 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 9 - 0.70% Coverage

“It is a new thing for them”, having to be aware of that, “when you talk about choosing a supplier.

Reference 10 - 0.86% Coverage

It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at.

Reference 11 - 0.37% Coverage

In order to get more coherent customer journeys.”

Reference 12 - 2.14% Coverage

We still see it in the way that we evaluate and measure our performance, because our delivered performance is getting evaluated over “working days and not factual time or days, which in essence is the driving evaluating factor for a customer” nowadays regardless if it is a B2B or a B2C customer.

Reference 13 - 1.32% Coverage

“That is one of the parameters that we are changing and where we are putting a lot of emphasis on calculating on actual number of days” where our customers deliverance is not optimal.

Reference 14 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 15 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 16 - 0.93% Coverage

As the whole mindset around “CX, customer loyalty and so forth are really good income and revenue generator, but on the long run.

Reference 17 - 0.67% Coverage

Hence, for enterprise companies, the shortsighted vs. the long run goals becomes an issue.

Reference 18 - 2.14% Coverage

The important thing to understand is, “if your primary strategical target point, is to prioritize the overall customer journey over economic impact, then the problems arise in the moment where the shortsighted goals of sale and costs take over and create a contradiction within the company…

Reference 19 - 1.40% Coverage

Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year.

Reference 20 - 0.99% Coverage

Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies.

Reference 21 - 0.81% Coverage

Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income.”

Reference 22 - 1.79% Coverage

Within enterprise companies, when being listed, “there will always be investors who expects a return on their investment and therefore it depends in a large sense on the timeframe that the investors are setting for their return on investment.”

Reference 23 - 0.58% Coverage

With that being said, there is change happening and “there is a change of focus.

Reference 24 - 0.65% Coverage

But that is mainly within younger companies, who started with a different perspective.

Reference 25 - 0.92% Coverage

They started off with a customer focus and the idea of making the world, in a more philanthropical way, a better place to be in.”

Reference 26 - 0.72% Coverage

Linked to many of the evolving tech-companies who all “started in the era of costumer centricity.”

Reference 27 - 1.87% Coverage

Going back to the key competencies that corporations should have when working with customer journeys across different parties and partnerships to ensure a great customer journey, then “some of the companies who have solved this well is Oticon and NNIT.”

Reference 28 - 2.22% Coverage

How they have solved this is then “by shrinking the value chain. So even though the value chain goes across different suppliers, the guiding star, there’s not a single one in doubt about, what you work for, what kind of value chain and what kind of customer experience you are a part of,” the vision is the same.

Reference 29 - 1.81% Coverage

“Their point of departure has been, that the ones being out there and delivering” whatever service it might be, “they are still people. They have made it personal in the sense that, what is it really we deliver what kind of job is it that we are” a part of.

Reference 30 - 1.08% Coverage

It is “not a question of the single component” or technical part that we deliver, it “is a question of whether Ms. Jensen can hear the doorbell or not.”

Reference 31 - 0.44% Coverage

They (Oticon and NNIT) have managed to make it very personal.

Reference 32 - 0.59% Coverage

Where it then also works best “to have the consumer segment in sight, eventually.

Reference 33 - 1.39% Coverage

Even though we are a part of a bigger chain” of B2B supply chain, “eventually there is always an end-consumer” and we need to have in sight, “what is it this end-consumer needs help for or wants.”

Reference 34 - 0.89% Coverage

Hence, an understanding of one’s own position in the bigger chain of value who eventually always ends at an end-consumer.

Reference 35 - 0.72% Coverage

“The collected value creation, the bigger picture, the greater purpose, to make it aspirational.

Reference 36 - 0.90% Coverage

Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees.”

Reference 37 - 1.13% Coverage

The continuous commitment to the purpose of it all, so that never becomes a routine task, because that usually results in mistakes and lower the standards.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 39 references coded [57.35% Coverage]

Reference 1 - 2.00% Coverage

There are so many parameters of an offering “that is emotionally determined that you also need to consider” in corporation with the customer, “do we want an invisible partner, do we want a visible partner and to what extent do I (as a customer) want them to be visible.

Reference 2 - 1.20% Coverage

That is how companies not only offer a service but a value proposition that might say, we are not just a supplier, but we are a part of your company” when we do this.

Reference 3 - 1.05% Coverage

It means that we need to know our customer on a deeper level and not just offer a service but offer our value proposition based on their needs.

Reference 4 - 1.43% Coverage

Taken to the B2B market, what kind parameters has a say “when I e.g. need to get something shipped from China to Copenhagen, why do I then choose Mærsk to do it and not another shipping company.

Reference 5 - 2.48% Coverage

Is that because Mærsk signalize that we do something extra for you, with us you can be sure that your product arrives on time,” which are again parameters that aren’t necessarily “tangible parameters of getting something shipped from China to Copenhagen, but there can be other things that has a bigger value for me as customer.”

Reference 6 - 1.57% Coverage

Being able to understand the customer's needs are "sometimes something that the customer is willing to pay for because it has so much value for the customer," that you as a business might not consider at first.

Reference 7 - 1.55% Coverage

E.g. with customers having tickets to shows etc. and those shows being cancelled or moved, but the disrupted journey that the customers have to go through without knowing do I get my money back, do I not etc.

Reference 8 - 2.37% Coverage

So to think about what happens when the customer journey is disrupted, "what do we do when a products is shipped and it is not the right product arriving or something is not right" is the process then exhausting or to what extent, does the disrupted journey with an exhausting process to fix it, worth it for the client.

Reference 9 - 1.38% Coverage

To also understand "what kind of service is our customer demanding alongside the product we are offering" and what do we specifically do when our designed customer journey deviate.

Reference 10 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn't know what to do in that situation.

Reference 11 - 1.17% Coverage

In that sense, "empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company's behalf.

Reference 12 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late "the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 13 - 1.28% Coverage

Not being aware that the client's needs change and not caring about the agreed terms during the contractual period" has been negatively conclusive for many companies.

Reference 14 - 1.33% Coverage

Being aware that these stages within the customer journey, PRE, DURING, AND PAST, are way more fluid than expected and that PAST starts before usually expected, is essential.

Reference 15 - 0.54% Coverage

Given that, the PAST stage for sure starts way earlier on the B2B market.

Reference 16 - 1.15% Coverage

The interesting part is weather the direction that a company works in when it comes to vision and goals, does that need to comply on a greater level or not?

Reference 17 - 1.33% Coverage

Ørstad is mentioned, as an example of a business who restructures their value proposition and focuses on that and further cuts everything of in what they don't want to excel in.

Reference 18 - 2.56% Coverage

The measure that needs to be taken into account in the future when talking customer journeys is split in "two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard.

Reference 19 - 1.42% Coverage

It doesn't only come down to the one department working with customer journeys, just because one department are experts doesn't equal that an organization is geared to work accordingly.

Reference 20 - 0.88% Coverage

This is where change management comes into play, as we need to adapt our organization to live this customer journey.

Reference 21 - 0.53% Coverage

So, how do you make this simple and usable for the entire organization.

Reference 22 - 1.82% Coverage

The other point is that ‘pain is good’ which means that everything doesn’t have to be equally good” and therefore is it okay to say no and in that sense to say no to being a full service provider if that contradicts what you’re good at as a company.

Reference 23 - 1.17% Coverage

In that sense, it is okay that there are some peeks and pits as we need to focus on what is important for the customer and match the expectations accordingly.

Reference 24 - 1.17% Coverage

Hence, be better at saying no to customers and further “understand that there are multiple stakeholders” in a customer journey when we talk B2B cliental.

Reference 25 - 1.10% Coverage

In a larger sense, businesses and their employees need to understand their own needs and what needs is represented throughout the stakeholders.

Reference 26 - 1.13% Coverage

Understanding the bigger picture. “The more complex an organization is the harder it is to understand, but again, no one said that it should be easy.”

Reference 27 - 1.69% Coverage

Using the customer journey on the B2B market it is “important to understand that it needs to take a point of departure in the customer and not the journey we as a company is a part of and we might just be a small part of that journey.

Reference 28 - 1.09% Coverage

What customer journeys does is to give a company a clearer idea of what the customer needs and thereby are able to deliver competitive solutions.

Reference 29 - 1.15% Coverage

Hence, the intelligence of a company needs to be utilized in a greater sense through the business intelligence and business development departments.

Reference 30 - 1.76% Coverage

That knowledge can then be, both market analysis and or knowledge gained through the interaction with existing customers, LinkedIn or other types of

Social Media, conferences etc. Overall to listen what are the developing needs."

Reference 31 - 1.86% Coverage

Ensuring a great customer journey across parties could in my opinion be closely linked to "when we talk about omni-channels. In the sense, regardless where our customer is interacting with us, then the customer should have the same experience."

Reference 32 - 1.16% Coverage

Meaning, that you need to figure out what the need is regardless of which touchpoint the customer is at. How do we ensure that we get a seamless experience?

Reference 33 - 1.07% Coverage

Which then, is done through specific defined training and development of employees so that every case scenario is trained and prepared for.

Reference 34 - 1.41% Coverage

The important factor in all of this "is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time."

Reference 35 - 1.26% Coverage

Summed up, don't make the touchpoint irrelevant for the client in the sense that if the client doesn't get any value from meeting the touchpoint, then don't design it.

Reference 36 - 2.10% Coverage

"There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn't work with it prior.

Reference 37 - 1.63% Coverage

Apple is mentioned as an example of a company who really focused on the feedback from the customers experience and thereby really understand the difference in experience and what measures that make the difference.

Reference 38 - 2.54% Coverage

But it is important to understand that "it is not easy work. It is not just a left hand task… on the other hand you are not in doubt when you meet a company who excel in the usage of the customer journey as you really get the feeling that here is someone who is ‘interested in me’ and that product or service delivered should give me what I deserve.”

Reference 39 - 1.39% Coverage

When the organizations in a holistic sense understands the customer that is when the job is done right. The ones understanding their own concept and therefore their customers as well.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 1 reference coded [1.57% Coverage]

Reference 1 - 1.57% Coverage

So, if we were to generate something, we need to generate it through the companies “which purposes are alike.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 11 references coded [37.65% Coverage]

Reference 1 - 5.63% Coverage

To give an example; cleaning is within our responsibilities in the contract and we have then further sub-contracted the cleaning to Sodexo. So, it is further within our responsibility to make, what we call, audit on our subcontractors”, to ensure their level of delivery and whether it lives up to the agreed terms in the contract.

Reference 2 - 3.43% Coverage

Within what we do “we need to put on different hats” and have clients with different sets of expectations hence, in some cases “we need to set the aspirations higher” and meet the client’s expectations.

Reference 3 - 7.04% Coverage

With that said, there is still a personal reference, as “some of our clients I have negotiated with for 15 years” where there is a difference in the relation there is amongst us and where we’re not discarded “if we were to say come with a price that is 50% more expensive than the competition, then there is still a will to get closer to an agreement with each other” compared to a company where we do not have that relation.

Reference 4 - 4.08% Coverage

“Further, we also have clients who doesn’t go into tender after e.g. 3 years, but they go out to make a price review, so that the tender round is avoided, and the contract could continue where the price is adapted to accommodate both parties.”

Reference 5 - 2.72% Coverage

More specifically we “have our customer managers, who is the client’s single point of contact, so the client always knows who to contact regardless of issue.”

Reference 6 - 2.63% Coverage

Further we, take action directly and come with “corrective action plans and create focus upon the mistakes made, to ensure that they don’t happen again.”

Reference 7 - 1.88% Coverage

But still “a lot of the same things, follow up on touchpoints” along the journey and “follow up on the contract.

Reference 8 - 0.71% Coverage

Are we delivering the things we promised?

Reference 9 - 3.96% Coverage

The feedback might be constructed differently and come from different kinds of users or customers, but all in all it is the same” it is the feedback whether we are living up to our deliverables and the agreed terms within the contract.

Reference 10 - 2.27% Coverage

I think the company that makes a contract and then doesn’t open that until it is time for renegotiations” they’ll lose in the long run.

Reference 11 - 3.29% Coverage

Ensuring the good journey across parties are done through, “communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge.”

Theme: Timeframe

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 5 references coded [13.50% Coverage]

Reference 1 - 1.71% Coverage

Depending on the segments that our customers classify into, the contractual agreements and timespan of these differ a lot.

Reference 2 - 1.55% Coverage

For our “state clients the contracts usually span over 8-10 years, for our banks is it usually 4-year contracts”

Reference 3 - 1.55% Coverage

The last segment because they are so diverse, they usually go as a subscription-based model for a period of time.

Reference 4 - 4.38% Coverage

Customer journeys on an enterprise level in the B2B market, “in order for it not to become to conceptual, is a series of experiences that the customers are demanding and is getting through the demand, in their lifecycle” whether they want to become a customer or not, from interest until they end their customer journey.

Reference 5 - 4.31% Coverage

There is definitely a trend of or a need of closer collaboration in the sense “that we need to understand or at least acknowledge that there is a changing customer demand and flexible need, understanding that working closer together and not just negotiate terms that are renegotiated every 4 years, is important.”

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 3 references coded [4.89% Coverage]

Reference 1 - 1.27% Coverage

Hence, the loyalty doesn’t lie and rely upon the fact that we negotiate a contract once, but the fact that we continuously renegotiate when the agreed contracts are ending.

Reference 2 - 2.85% Coverage

For the customers that goes into loop when it comes to the customer journey then “it is managed by both the sales department and an operations department, which again ensures the operation on a day-to-day basis, and then we further have an excellence department, where we advise the different departments in order to ensure that the right offers are made according to our competencies.

Reference 3 - 0.76% Coverage

“It is already defined” in the PRE stage “how we work with this client and how we work together over time.

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 6 references coded [9.45% Coverage]

Reference 1 - 1.71% Coverage

Throughout the DURING phase, “which can be a two-year agreement, we then further meet the client in what we call quarterly meetings.

Reference 2 - 1.45% Coverage

“At some point the contract expires and then renegotiation happens and that is mainly the cycle” of the journey.

Reference 3 - 0.66% Coverage

Further it is important to also be smart “timewise.

Reference 4 - 0.72% Coverage

What a company offers should feel convenient and easy.”

Reference 5 - 1.79% Coverage

Continuing in that mantra, “I think it is important to make the solutions simpler, as the client doesn’t have time for complex solutions.”

Reference 6 - 3.11% Coverage

This is also where we are fortunate to operate in “a culture, which is mutual embracive and therefore have an understanding” that we can agree to disagree and still show mutual respect towards each other and create long lasting partnerships.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 7 references coded [8.71% Coverage]

Reference 1 - 2.66% Coverage

There is a lot of history with SAS and CPH Airport hence, there is a lot of traffic still feeding of that history. 80% of our traffic is European so when it comes to that our transfer traffic is very low but “we are building up a good long-haul network were the feed from the smaller European destinations are transferring through CPH.”

Reference 2 - 1.82% Coverage

We also participate in conferences where we kind of “speed date new potential costumers” to come to Copenhagen and “usually the long-haul customers take way more time to negotiate and convince to start flying to Copenhagen.

Reference 3 - 0.57% Coverage

E.g. it took us 9 years to convince Air India” to open their Delhi route.

Reference 4 - 0.60% Coverage

Meaning the buying process are far longer and way more resource draining.

Reference 5 - 0.86% Coverage

Then there is a “definite larger sale effort when it comes to long-haul operations compared to short haul.

Reference 6 - 1.00% Coverage

Because, it simply just is longer processes and the parties that we work with on short haul typical are existing customers.

Reference 7 - 1.19% Coverage

It is a larger investment when it comes to new clients and it’s a typical range of 3-4 year” DURING-stage activities “before there is any breakeven.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 8 references coded [9.09% Coverage]

Reference 1 - 2.01% Coverage

Meaning the agility is mutual across the client and the company but the inductive cycle is also done, in order to accommodate in such a way that “the client is curtained more, because the cost of losing one enterprise client harms more than losing a small-scale business client.

Reference 2 - 0.93% Coverage

As the whole mindset around “CX, customer loyalty and so forth are really good income and revenue generator, but on the long run.

Reference 3 - 0.48% Coverage

Expenses and sale are shortsighted income and revenue drivers.”

Reference 4 - 0.67% Coverage

Hence, for enterprise companies, the shortsighted vs. the long run goals becomes an issue.

Reference 5 - 1.40% Coverage

Further meaning, it is easier said than done, in the sense, dependent on the ownership structure of the company, being a listed company, then you are evaluated on the stock market 2 times a year.

Reference 6 - 0.99% Coverage

Given the investors and the stock exchange analytics still being very conservative and classical in their way of valuating companies.

Reference 7 - 0.81% Coverage

Resulting in, a company not being able to afford not to focus on the shortsighted sales parameters and income.”

Reference 8 - 1.79% Coverage

Within enterprise companies, when being listed, “there will always be investors who expects a return on their investment and therefore it depends in a large sense on the timeframe that the investors are setting for their return on investment.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 6 references coded [8.98% Coverage]

Reference 1 - 1.14% Coverage

The transition phase is also “very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on.

Reference 2 - 2.42% Coverage

The common mistake I further see businesses making is that the evaluation process starts way too late “the companies having a client does not start to think of the negotiation process and new offerings at the same time as the client might and through that the client might already be onto negotiations with a new provider.

Reference 3 - 1.28% Coverage

Not being aware that the client’s needs change and not caring about the agreed terms during the contractual period” has been negatively conclusive for many companies.

Reference 4 - 0.54% Coverage

Given that, the PAST stage for sure starts way earlier on the B2B market.

Reference 5 - 1.51% Coverage

The aspect of time when it comes to the B2B market is far greater compared to the B2C market, at all phases and the transition from one phase to another is way more fluid, because it is customer dependent.

Reference 6 - 2.10% Coverage

“There is a great value and reward in working with customer journeys as you get more satisfied customers, who stays longer, but it is also a challenge because it typical is something that needs some sort of change in the organization if the organization hasn’t work with it prior.

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 1 reference coded [2.87% Coverage]

Reference 1 - 2.87% Coverage

When it comes to the phases that in general are defined through the customer journey “I do not think at all that those phases are defined differently in the aspect of time in comparison to the B2C market.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 5 references coded [10.60% Coverage]

Reference 1 - 1.10% Coverage

Every contract is made 2-year, 3-year or no-end date contracts.

Reference 2 - 3.16% Coverage

These contractual “negotiations can take between 1 month and go all the way up to a year” of negotiations, making the PRE stage for customers significantly longer than on the B2C market.

Reference 3 - 2.67% Coverage

Over time we have more touchpoints in the DURING stage compared to the PRE stage so “the most important touchpoint or task is then the follow up on deliveries.

Reference 4 - 2.27% Coverage

I think the company that makes a contract and then doesn’t open that until it is time for renegotiations” they’ll lose in the long run.

Reference 5 - 1.39% Coverage

“It is essential that there is some sort of relation during the contract period.”

Theme: Training – Onboarding

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 2 references coded [10.22% Coverage]

Reference 1 - 5.70% Coverage

Training of the supplier employees and onboarding, to secure a seamless CJ regardless of outsourced touchpoints. “On the simple/easy end the solution is to offer training and education for our supplier’s employees, to secure the same level of service.”

Reference 2 - 4.53% Coverage

Simplistic we can of course use the SLA’s but when it comes down to it “it is hard to define in a contract how an employee shall ‘act and behave’ towards our customer. Where the training is a really good idea.”

Files\\Interview Process\\Transcribed interviews\\Jacob Stockmal Ditlevsen - § 1 reference coded [3.58% Coverage]

Reference 1 - 3.58% Coverage

When the customer is “onboarded, then it’s the operational department that secures that they fit into our daily rhythm and that requires a lot of coordination and planning according to our different operational departments and handling agents.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 5 references coded [6.77% Coverage]

Reference 1 - 0.67% Coverage

Sometimes that is a hard task to manage, but “we have a service education with a human touch.

Reference 2 - 1.50% Coverage

Given that focus, we are then in general working a lot with, training within the different touchpoint, so that the single employee understands specifically what is important for our user at this point.

Reference 3 - 2.06% Coverage

What we then do to further unite and streamline our services are “regardless of which position your joining our company at, whether it be as for cleaning or as a manager, everyone needs to go through the same service training” and same onboarding when it comes to our core services.

Reference 4 - 1.47% Coverage

“The service is steeped into our organization so from even from our recruiting stages, we are very aware of the service-gen, because you can learn most things, but it is harder to learn the behavior.”

Reference 5 - 1.07% Coverage

Sometimes it is even specified that we need to train our subcontracted suppliers in the same service training that we do with our own employees."

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 4 references coded [7.59% Coverage]

Reference 1 - 1.25% Coverage

Further it is important "to have focus on the training and communication amongst our suppliers.

Reference 2 - 1.46% Coverage

Meaning how are our suppliers to know how to handle e.g. an SAS boarding" when they have not been trained properly.

Reference 3 - 2.04% Coverage

"Which again is hard, because much of what we do in SAS, is within our DNA, and training a third party and expect them to have the same DNA, as us, is unreasonable.

Reference 4 - 2.84% Coverage

Going back, onboarding and training is important, at all areas of the B2B enterprise market, "because they don't have the same ownership and they don't have the same pride compared to" touchpoints not being outsourced.

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 1 reference coded [1.41% Coverage]

Reference 1 - 1.41% Coverage

Once the routes are established, we have a close communication with our customers to ensure that everything is going, and the onboarding of the operations are going smooth.

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 10 references coded [15.15% Coverage]

Reference 1 - 1.04% Coverage

Line of communication goes through YouSee and their subcontractors "comes as representation for YouSee" when interacting with the client.

Reference 2 - 1.33% Coverage

"This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected."

Reference 3 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it “will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role” when it comes to technical deliverance “and therefore a presence in our customers experience and journey”, hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 4 - 0.86% Coverage

It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at.

Reference 5 - 0.37% Coverage

In order to get more coherent customer journeys.”

Reference 6 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 7 - 1.34% Coverage

Going back to the size of our company, it sometimes “can be equally hard to change a behavior within a specific division of the company, as it can be to change that behavior of a suppliers.

Reference 8 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 9 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Reference 10 - 0.90% Coverage

Also, when it comes to onboarding, making sure to take part in all of the suppliers onboarding process of their employees.”

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 6 references coded [7.83% Coverage]

Reference 1 - 1.14% Coverage

The transition phase is also “very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on.

Reference 2 - 0.88% Coverage

That phase in itself can provide great frustration and sometimes so big that the customer ends up leaving you again.

Reference 3 - 0.77% Coverage

Where the IT companies” are the ones were the transition phase has proven to be unsuccessful at times.

Reference 4 - 2.56% Coverage

The measure that needs to be taken into account in the future when talking customer journeys is split in “two overall points, one is that we can make the customer journey as complex as we want to … my opinion is that you can only succeed with this if its simplistic and understandable as you have a whole organization that you need to get onboard.

Reference 5 - 1.07% Coverage

Which then, is done through specific defined training and development of employees so that every case scenario is trained and prepared for.

Reference 6 - 1.41% Coverage

The important factor in all of this “is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time.”

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 2 references coded [6.33% Coverage]

Reference 1 - 3.04% Coverage

Whenever we get complains, “I evaluate these complaints” and figure out whether it is enough to have a one-time conversation about this or “if it needs more attention than that.”

Reference 2 - 3.29% Coverage

Ensuring the good journey across parties are done through, “communication with all involved parties… where there across these parties is some sort of cooperation and sharing of knowledge.”

Theme: Trust – empowerment

Files\\Interview Process\\Transcribed interviews\\Hans-Henrik Spangenberg - CEO of SGH - § 7 references coded [33.83% Coverage]

Reference 1 - 3.44% Coverage

“It is always easier to renegotiate with an existing client rather than new ones and that is applicable in all lines of industries.”

Reference 2 - 4.50% Coverage

The negotiation part usually goes through client’s procurement departments but “the relation that our KAM had with the department made the negotiation process easier.”

Reference 3 - 6.87% Coverage

The trend when it comes to buying rounds are moving towards “price. But there are still some people who are reasonable and knows that the transitions costs might be too high compared to risk of not knowing what we get and that the price at the end might be even higher.”

Reference 4 - 4.44% Coverage

Matching expectations – SLA’s – “SLA’s are something hellish troublesome” … “they are difficult to interpret.” – KAM are taking care of SLA’s
Rather KPI focus than SLA’s

Reference 5 - 3.19% Coverage

“I focus a lot on making it ‘low-practical’ as possible” – So make the SLA’s fair and reasonable by talking in simple terms.

Reference 6 - 2.97% Coverage

“The KAM is important for the overall contract and our Duty Station Manager is important in here and now moments.”

Reference 7 - 8.43% Coverage

The two points of control (touchpoints), through the KAM and the Duty Station Manager, rather than one is chosen to “To make the chain of command as short as possible.” Hence, we want to keep the control … “and we have one that at the end of the line, has the authority to take the decisions needed, without too much bureaucracy.”

Files\\Interview Process\\Transcribed interviews\\Helle Haurum - § 4 references coded [16.80% Coverage]

Reference 1 - 4.13% Coverage

“There is a huge gray area in between the lawfully agreed and the intentional agreed that makes it difficult in the ‘real world’ to accommodate and control the outsourced touchpoints.”

Reference 2 - 6.07% Coverage

In general subcontractors usually try to take as little responsibility as possible, because the employees of these subcontractors/sub suppliers unfortunately get “completely schizophrenic if they have to jump in and out and ‘live’ the different roles of brands” etc.

Reference 3 - 3.89% Coverage

The whole consensus of it all “circles back to how we are as a company” and how our organization is structured in regard to “practicalities, responsibilities and functions”.

Reference 4 - 2.72% Coverage

And further it can also have something to do with the “relation you have to a supplier – relational selling – has an impact.”

Files\\Interview Process\\Transcribed interviews\\Jane Lauridsen - § 1 reference coded [2.57% Coverage]

Reference 1 - 2.57% Coverage

In general, we have very loyal customers and the trust towards SAS as a provider, as we have continuous follow-up meetings, to ensure that the client is happy with the negotiated terms and our delivery.

Files\\Interview Process\\Transcribed interviews\\Jeppe Kirkegaard Folling - § 2 references coded [5.33% Coverage]

Reference 1 - 3.51% Coverage

At the same time, we have a salesforce and KAM that in one way or another through their contact with the client, has an extent of knowledge and truth to what the client wants, which is then less methodologically processed, that they then have an insight into.

Reference 2 - 1.83% Coverage

So, when we then talk human-based interactions, “it is more the trust built amongst parties” than the personal relationships made.

Files\\Interview Process\\Transcribed interviews\\Jonna Søe Andersen - § 7 references coded [6.60% Coverage]

Reference 1 - 1.07% Coverage

“The value proposition for ISS is that through service performance we support our clients in their purpose, and we do that through empowerment.

Reference 2 - 0.68% Coverage

Further we are a very decentralized company, hence our empowerment is an important factor.

Reference 3 - 0.61% Coverage

so it is important for us to create the sense of ‘management with responsibility’.

Reference 4 - 0.81% Coverage

Regardless of we have a relation or not there needs to be an understanding that “we need to want this together.”

Reference 5 - 0.60% Coverage

Output based … and have trust in each other, even though we don’t know each other.”

Reference 6 - 1.13% Coverage

Key competencies within the B2B market to ensure a competitive customer journey is “completely dependent on the single company, but it requires trust.

Reference 7 - 1.69% Coverage

Clear agreements and trust are pivotal to how we work together on a day-to-day level” because regardless of what we write into a contract the good relationship and partnership is determined through our day-to-day partnership.

Files\\Interview Process\\Transcribed interviews\\Kasper Lahn Mathiesen - § 2 references coded [14.27% Coverage]

Reference 1 - 4.45% Coverage

Again, only in the scenarios where the handlers have an effect on each other’s performances and quality of their product for the worse, then we meddle.”

Reference 2 - 9.81% Coverage

“Figure out what kind of needs the customer has and find a solution to secure the best possible outcome… trying to break down the boarders between the parties so that it doesn’t just truck that backs up to a ramp and delivers a product but relation of understanding what kind of product is delivered based upon an operations perspective.”

Files\\Interview Process\\Transcribed interviews\\Mette Krath - § 6 references coded [12.09% Coverage]

Reference 1 - 0.86% Coverage

“When it comes to enterprise clients our retention is really high.

Reference 2 - 1.70% Coverage

Further, “it is important to treat the supplier in the same spirit” as you would do with your own employees and create a partnership.

Reference 3 - 2.04% Coverage

“Which again is hard, because much of what we do in SAS, is within our DNA, and training a third party and expect them to have the same DNA, as us, is unreasonable.

Reference 4 - 2.36% Coverage

Meaning changing supplier all the time might not be a great outcome either, because, when the supplier is so close to finally doing great, don’t swap them with a new one and start over.”

Reference 5 - 2.84% Coverage

Going back, onboarding and training is important, at all areas of the B2B enterprise market, “because they don’t have the same ownership and they don’t have the same pride compared to” touchpoints not being outsourced.

Reference 6 - 2.30% Coverage

When it comes to organizational culture and DNA, the match ability amongst clients and partners, “I would say is mostly determined through a mutual respect towards each other.”

Files\\Interview Process\\Transcribed interviews\\Morten Mortensen - § 3 references coded [4.15% Coverage]

Reference 1 - 1.64% Coverage

When it comes to existing relationships between airlines and handlers, we actually do not intervene at all, as the relationship and the operational impacts are handled so closely amongst themselves.

Reference 2 - 1.31% Coverage

When airlines are changing handlers, we might sometimes” stand on the sideline “with a challenge when it comes to allocation of check-in parking of flights etc.

Reference 3 - 1.20% Coverage

We need to put the end-consumer in center and focus, and then let the B2C businesses define the different levels of service within the supply chain.”

Files\\Interview Process\\Transcribed interviews\\Samuel Højlund Rude - § 6 references coded [18.60% Coverage]

Reference 1 - 2.16% Coverage

When it comes down to it, “it has a lot to do with trust and transparency towards are partners in any way possible, so that we understand each other’s worlds.

Reference 2 - 1.17% Coverage

So, availability, trust, and transparency, is very important from my standpoint.

Reference 3 - 6.66% Coverage

Further that we are able to look critically into our own operation and take responsibility for the journey that we’ve created in collaboration with the ground handlers and really figure out where a possible source of mismanagement might come from and “not just point fingers towards our cooperating parties” but through transparency and this narrative, create some sort of “an ideal world, that we want to be known for and that we want to work towards. That is our aspiration.”

Reference 4 - 3.31% Coverage

Hence, our operation has moved towards a more data focused output and that all airlines are treated equally and fair, based upon these factual numbers of capacity etc. “This is an example on how we shape our cooperation with the airlines.

Reference 5 - 2.41% Coverage

Further through that we create this transparency and clear communication that our customers (being the ground handlers) easily can execute on, given our transparency.”

Reference 6 - 2.89% Coverage

In that sense, my experience is, that we have a very close dialogue with the respective representatives that we cooperate with. Invite them in and create this trust-based space where feedback is welcomed."

Files\\Interview Process\\Transcribed interviews\\Sanne Hildegard Banggaard - YouSee - § 10 references coded [14.48% Coverage]

Reference 1 - 0.37% Coverage

Not to forget that the relation also has an impact.

Reference 2 - 1.20% Coverage

Meaning, have a company been able to deliver a stable service, with the right level of quality and the right price, then the chance of retaining that client is higher.

Reference 3 - 1.04% Coverage

Line of communication goes through YouSee and their subcontractors "comes as representation for YouSee" when interacting with the client.

Reference 4 - 1.33% Coverage

"This is where your thesis becomes interesting, because how is it that we actually are ensuring that the level of service, the experience and overall customer journey is connected."

Reference 5 - 3.01% Coverage

Due to our long time history of the organization and the age of the company itself, it "will be interesting to see how that develops over time as our subcontractors in a larger sense are becoming a vital role" when it comes to technical deliverance "and therefore a presence in our customers experience and journey", hence the importance for them to understand their impact on the overall journey becomes critical.

Reference 6 - 0.86% Coverage

It is also very new for us in general to look at it in this sense and it is certainly something that we need to get better at.

Reference 7 - 0.37% Coverage

In order to get more coherent customer journeys."

Reference 8 - 1.49% Coverage

Further we monetarize our suppliers not only through the SLA’s but also through more qualitative “surveys of the experienced delivery” in order to have a close overview over our supplier’s performance.

Reference 9 - 1.74% Coverage

I would argue, that in some cases it is even easier to change the behavior of a supplier, because you are able to strong arm them in a different way, than a division within the same enterprise company, by threatening to find another supplier.”

Reference 10 - 3.07% Coverage

As our size and “our market share for most suppliers are to have a sizable impact on the suppliers income opportunity we also have a large bargaining power going into a negotiation with a supplier” and therefore it again, “might be easier to influence a supplier to join our vision” of customer journeys and the delivery thereof compared to another division in the same company that might not be that far along in the mindset.

Files\\Interview Process\\Transcribed interviews\\Simon Svegaard - § 6 references coded [5.97% Coverage]

Reference 1 - 1.22% Coverage

As a customer regardless of industry, it is frustrating when the process of deviation is exhausting, and the employees doesn’t know what to do in that situation.

Reference 2 - 1.17% Coverage

In that sense, “empowerment is important. Meaning that the employee both has the competence and the authority to make a decision on the company’s behalf.

Reference 3 - 0.66% Coverage

That touchpoint I generally feel that most companies does not capture that part of it.”

Reference 4 - 1.14% Coverage

The transition phase is also “very neglected in my opinion as it for many companies can be hard, dependent on what has previously been offered and so on.

Reference 5 - 1.41% Coverage

The important factor in all of this “is that we empower people and give them some sort competence and authority to take action without having the need to go back to a supervisor every time.”

Reference 6 - 0.37% Coverage

That is “even the agility on the personal level.”

Files\\Interview Process\\Transcribed interviews\\Stine Ringvig Marsal - § 1 reference coded [5.92% Coverage]

Reference 1 - 5.92% Coverage

“When it comes to ensure an efficient operation, then we have co-operational meetings with the handlers, that by principle doesn’t have much to do with the airlines, but when it comes to SAS then we listen quite much, but then at the same time we are not allowed to discriminate, so it is a question of balance to ensure that all the handlers have the experience that the collaboration with CPH happens on a fair basis.

Files\\Interview Process\\Transcribed interviews\\Thomas Holm - § 3 references coded [9.96% Coverage]

Reference 1 - 3.04% Coverage

Whenever we get complains, “I evaluate these complaints” and figure out whether it is enough to have a one-time conversation about this or “if it needs more attention than that.”

Reference 2 - 4.29% Coverage

“When is a mistake a mistake? In our mentality” the 10% margin in difference for when we feel a job is done is not acceptable in some cultures, hence the trust towards completing a job to in compliance with the client’s needs in some cultures differs a lot.

Reference 3 - 2.63% Coverage

Further we, take action directly and come with “corrective action plans and create focus upon the mistakes made, to ensure that they don’t happen again.”