WHICH FACTORS COMPRISE TO A

SUSTAINABLE CUSTOMER EXPERIENCE

IN A B2B SETTING?

A CUSTOMER CENTRIC APPROACH

TO THE CASE OF KLS PUREPRINT

Master Thesis | MSc in Brand and Communication Management

Copenhagen Business School

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Date of Submission: 15th July 2020

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Characters (including spaces): 206610

Pages: 103

Abstract

As the importance of sustainability is becoming increasingly relevant both for business and society, it begins to affect traditional strategic practices, which in this paper entails sustainability's impact on customer experience. The emerging concept of the Sustainable Customer Experience has only recently been explored in academia, meaning existing research on the subject is still minimal, wherefore, this thesis has set out to contribute to said research gap, by investigating which factors comprise to the Sustainable Customer Experience from the customer's point of view in a B2B context.

Taking an interpretivist philosophical stance, a case study approach was pursued with KLS PurePrint as the selected case company. Regarding the data collection methods, both quantitative and qualitative elements were applied. Two surveys were sent out in order to gather enough data, gathering 26 responses through Survey A sent to KLS PurePrint customers and 123 responses through Survey B sent to general consumers. Further, six in-depth semi-structured interviews were conducted, the first set of interviews being with the CMO and COO of the case company, and the second set with three KLS PurePrint customers in addition to one with an expert on sustainability.

Through data triangulation, significant insights from the customer's point of view were gathered and several factors comprising to the Sustainable Customer Experience in the B2B context were identified. Those factors include transparency, credibility, knowledge, communication, personal relations, and trust. Subsequently, the thesis extends the currently limited knowledge on the, as the research further implies the relevance of these factors in the Sustainable Customer Experience, and how they contribute to the understanding of the concept.

In summary, this thesis contributions are twofold: one for business through the generated managerial implications, being a proposed Sustainable Customer Experience Checklist, and one through the research's theoretical contribution. Additionally, implications for future research have been made. Through both the case study approach as well as the interpretivist stance everything observed is embedded in the specific case context thus the transfer of the findings to other contexts is restricted.

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List of Abbreviations

WOM	Word of Mouth
B2B	Business to Business
B2C	Business to Consumer
SDGs	Sustainable Development Goals

1   Introduction

This chapter aims to clearly introduce the backdrop of this thesis. It provides the reader with an overview of the touched upon topics, the problem statement as well as an explanation of the research purpose and research question. Further, the delimitation describing the scope of the thesis and an illustration and explanation of the outline of the thesis will be provided.

Against the background of the global climate crisis, the topic of sustainability – tackling the need for change in regard to how people and business handle the finite resources on earth – has gained traction and relevance.

Together with the recent developments through the introduction of the UN Sustainable Development Goals as well as the general media attention the topic has gotten, sustainability has come to play an increasingly important role from a business perspective. Organizations are noting the market opportunities coming with adopting sustainable practices, as the evidence for the economic and social value this entails becomes more evident (Porter & Kramer, 2006, 2011; Signori, Gozzo, Flint, Milfeld, & Satinover Nichols, 2019). Combined with the increased pressure on companies to finally start acting on the SDGs with the end date of 2030 approaching, the future development of the relevance will only be increasing (Christian Honoré, personal communication, July 03, 2020).

With the expectations of more climate legislation to come, and the increased awareness of the ethical responsibility organizations have for people and planet (Latapí Agudelo, Jóhannsdóttir, & Davídsdóttir, 2019), an impact of sustainability on markets is undeniable. Furthermore, with the increase of available information, and rise in general knowledge, comes a new sustainable consumer conscience, which increasingly has the capability of influencing market dynamics (Nielsen, 2018; Signori et al., 2019). Many consumers value sustainability greatly which is reflected in the willingness to pay a price premium for sustainable products and solutions (McKinsey & Company, 2019).

With the increase in available information and media coverage, sustainability has become a mainstream topic, leading to more sensitivity towards sustainability efforts as well as heightened consciousness around consumption. Consumers are increasingly attracted by sustainable behavior and principles (Signori et al., 2019). However, this generally positive attitude towards sustainability

bears risk for organizations. If the efforts are interpreted as superficial or untrue, consumers will develop distrust leading to a negative impact on the businesses (Kim, Hur, & Yeo, 2015).

Authors' note: The world was able to witness a new kind of solidarity when the COVID-19 pandemic hit. Individuals and companies are re-evaluating the impact they have on the planet and each other. We believe this sentiment will not be forgotten, moreover will it further impact the relevancy of sustainability in everyday life and in regard to decision making – both in the business context and in private lives.

One relevant way to relate to customer's needs, such as sustainability can, is through the Customer Experience. Offering a favorable Customer Experience has been proven to positively affect marketing relevant outcomes such as customer satisfaction, loyalty as well as Word of Mouth (WOM) behavior (Kranzbühler, Kleijnen, Morgan, & Teerling, 2018). Providing customers with exceptional experiences that evoke positive sentiment subsequently carries great potential to instill competitive advantages for a business. The significance of customer experience can be further highlighted when looking at the influence a negative experience can have. Especially in combination with the global influence of digitalization, bad experiences combined with the transparency of the internet can easily lead to negative implications for organizations and brands.

Both sustainability and customer experience, if correctly utilized by organizations, have the influence to positively impact a business and lead to competitive advantages. Especially in the current global setting it will be of increased relevance to get closer to the customer, if businesses want to unlock their full potential.

1.1 Problem Statement & Research Purpose

With the increased awareness of the importance of customer experience in creating value for both organizations and customers, as well as research showing that consumers seek compelling experiences, as part of the product or service they are consuming, the notion of creating unique and valuable customer experiences is becoming progressively relevant for businesses.

Further, due to consumers increased bargaining power and heightened expectations towards companies regarding sustainability, combined with the external pressure due to the global crisis, sustainability has recently become a key topic for organizations to address.

In front of the background of customer experience and the influence and relevance it carries for brands, as well as the relevance sustainability carries today, there is a link to be made between the two fields. However, a lack in connecting sustainability to customer experience is found in related publications, especially in regard to the sustainability related customer needs in the customer journey. The question arises which factors impact the emerging concept of the Sustainable Customer Experience from the customer point of view.

This thesis sets out to investigate the link between customer experience and sustainability to understand the relevant factors and sustainable stimuli. The focus will lie on the Sustainable Customer Experience at all types of customer touchpoints from the customers point of view. Through this, the authors seek to expand upon the limited existing knowledge of the Sustainable Customer Experience in the context of the case company KLS PurePrint. The objective lies in deepening the available knowledge in order to further understand the characteristics of a Sustainable Customer Experience and generating real insight as well as identifying areas for focus.

The paper will have a twofold contribution, one for business through generated managerial implications, and one through the research's theoretical contribution.

1.2 Research Question

Based on the elaboration of the research purpose and problem statement above, this paper sets out to answer the following research question from the specified point of view of the case company KLS PurePrint and its customers:

"Which factors comprise to a Sustainable Customer Experience in the B2B setting?"

1.3 Delimitation

This master thesis is subject to several delimitations since an in-depth exploration of the emerging concept of the Sustainable Customer Experience is conducted.

Foremost, the research will be conducted through applying the case study approach as research strategy. Subsequently, by selecting KLS PurePrint as the point of analysis, no absolute generalizations can be made in regard to the findings and managerial implications uncovered as they primarily concern the specific case at hand. However, the choice for this organization was made as

the researchers deemed it as a case that will help to elucidate the research question due to the company's way of conducting sustainable business. As the selected case company is not only a sustainable business but has sustainability at the core of their brand through Cradle to Cradle, the findings have limited applicability to other sustainable companies where the matter is not integral to the business model.

As the case company finds itself in the Business to Business (B2B) context this could be reason for further delimitation. However, the traditional notion of having to strictly separate the B2B and Business to Consumer (B2C) context has given way to a more holistic approach as recently the boundaries between the two is becoming more blurred (Pine & Gilmore, 2011). Most traditional features of the B2B context have disappeared due to the rapid digitalization and change in the generations of the general workforce (Almquist, 2018). Generally, a bigger search for information can be noted. This often falls onto online channels such as company websites and social media, with an increased relevance of peers and colleagues' recommendations, both online and offline (Almquist, 2018).

"Digital natives have brought their consumer habits to the B2B world" with the older generation adopting their ways (Almquist, 2018). Subsequently, this thesis does not limit itself in this regard. Instead, it follows the perception of a Human to Human approach, where both in the B2B and B2C context it is a human which act as the decision maker, and who are equally subject to both rational and irrational motivation in either context.

Moreover, given the Danish location of the case company, the findings are geographically limited to the Scandinavian market. Further, all interviews were conducted in Denmark, with existing customers of KLS PurePrint making up the demographic delimitations. Thus, findings may not be directly generalizable due to possible differences in culture, as well as relevancy and impact on market dynamics caused by sustainability efforts.

Further, as this thesis focuses on the customer's point of view it will not focus on the business perspective, such as the internal perception of the (Sustainable) Customer Experience, product offerings or the business model of the analyzed case company. Nor are competitors or market structures considered in detail.

Due to the limited time and resources available to conduct this research, additional methodological limitations apply. Firstly, only a limited number of informants could be interviewed for this part of the primary data collection, making the findings not representative of all consumers. However, still providing interesting insights that can be assessed in regard to the applicability to a wider scope. Secondly, the survey conducted with the general consumers are limited to the convenience sample accessed through the authors networks. The limitations of the methodological choices made will be elaborated on in the methodology Chapter 4.

Lastly, as this thesis follows the interpretivist philosophical stance, this research represents a snapshot in time and accepts not being an absolute truth nor necessarily broadly applicable.

1.4 Research Outline

In order to give a better overview of the research at hand, the overall research outline is presented in *Figure 1* below. It summarizes the core processes followed in order to approach the research in general and subsequently answer the research question investigated at hand.
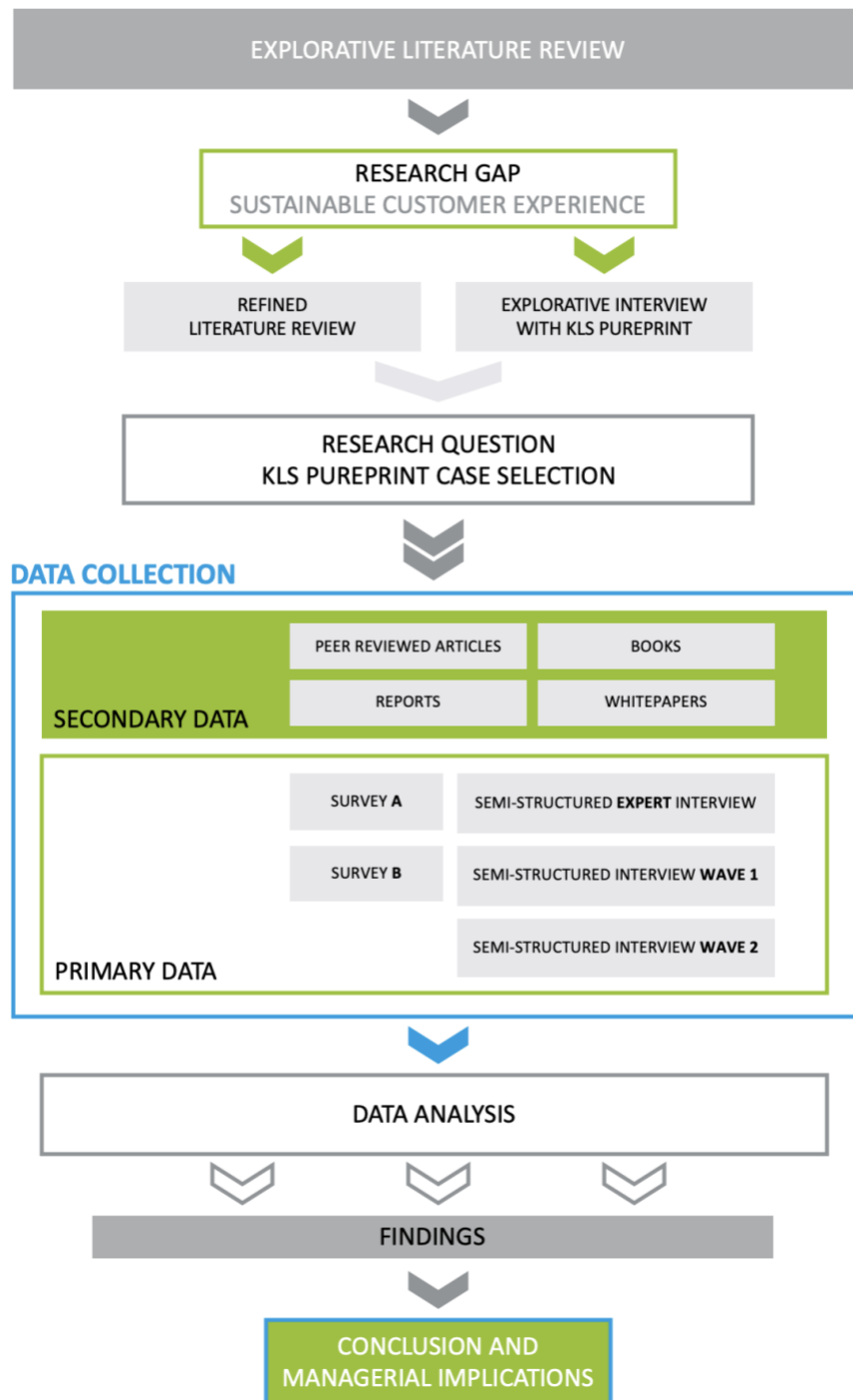
Figure 1: Research outline, own creation.

2   The Case Company - KLS PurePrint

In order to analyze the research question at hand, KLS PurePrint was selected as case company to illustrate the explored concept of a Sustainable Customer Experience. In the following, the company's background, its relationship with sustainability as well as the current market dynamics the company is situated in, will be portrayed in order to deepen the reader's knowledge.

2.1   Company History

The 74-year old family owned company was founded in 1946 under the name K. Larsen & Søn and is today one of Denmark's largest offset printing companies.

In the 1990s the company first adopted a more environmentally conscious strategy in order to modernize and prepare for the future, achieving first ISO certifications communicating the effective environmental management system as well as the Nordic Swan ecolabel. By 2007, with a new professional board, the green initiative of the organization was embedded in the company vision with them setting out to become "the world's greenest printing company" (Bent Hübertz, personal communication, June 04, 2020; Kasper Larsen, personal communication, June 18, 2020).

The company commits to achieve the uncompromising Cradle to Cradle certification in order to fulfill the highest ecological standards possible. As no 100% biodegradable, harmful chemical free and heavy metal free printing matter of packaging is available on the market, it was therefore seen as necessary to develop these in-house and in collaboration with other future focused suppliers (Bent Hübertz, personal communication, June 04, 2020). In order to achieve 100% CO2 neutrality, the company makes effort to reduce all form of negative environmental impact such as the exclusive use of electric cars, the investment in a share in a wind turbine, as well as a white, climate-friendly roof (Kasper Larsen, personal communication, June 18, 2020).

In 2015, PurePrint is fully developed and first used for print, fulfilling sustainable ambition. With the development and use of this sustainable printing matter, the company becomes the first printing company in the world to achieve the Cradle to Cradle certification (Kasper Larsen, personal communication, June 18, 2020). The following year, the company decides to highlight the commitment to the new sustainable vision by incorporating the product name PurePrint into the brand by changing the name from KLS Grafisk Hus to KLS PurePrint. Thus, combining the company's history with the innovative product (Bent Hübertz, personal communication, June 04, 2020). In 2018 KLS PurePrint receives the Cradle to Cradle level of silver, with a platinum level certification (highest

Cradle to Cradle certificate level) for energy, as the third company worldwide, further strengthening their sustainability position. Moving forward, and up to this day, the company uses the Cradle to Cradle certification guidelines to develop their roadmap to platinum certification in all aspects, aligning the company strategy accordingly. From the interviews done with the COO and CMO with KLS PurePrint it became clear that the Cradle to Cradle certificate is seen as a holistic trademark for the whole company, not only a product trademark used for marketing purposes.

2.2 Company Vision and Values

As introduced above, the core strategic vision of KLS PurePrint is to become the world's greenest (and most sustainable) printing company. More specifically, they state: "We want to contribute to a better future for people and nature. This must be done through a deliberate application of the circular mindset, Cradle to Cradle and the UN's World Goal" ("KLS PurePrint Website," n.d.). Part of this vision is to achieve platinum level Cradle to Cradle certification in all areas, including the development of products, in order to live up to the principles of a circular economy. Sustainability is one of the core internal values and beliefs, shaping the organizational culture.

Cradle to Cradle thoroughly shapes the company strategy, as it acts as a holistic trademark to look towards, when developing the company (Kasper Larsen, personal communication, June 18, 2020). And according to Bent Hübertz, it adds to the product offering *"When other printing companies are trying to get new customers, they're talking about they're having a better price. We're talking about all these sustainable and Cradle to Cradle matters."* (Bent Hübertz, personal communication, June 04, 2020).

Further important values stated by the company are focused on their customers on the one hand and on their employees on the other. Here, the vision for KLS PurePrint lies in being a credible and close partner to its customers through having service-oriented values. As Kasper Larsen explains "we try to be the company where we have time for personal dialogue" preferably by having customers visit the facilities in Hvidovre (Kasper Larsen, personal communication, June 18, 2020). KLS PurePrint's aims to be seen as a resource for professional knowledge and expertise, both for their products as well as sustainability. Therefore, KLS are actively engaged in trying to set an example for other companies and industries to also follow a green agenda and to help with achieving a Cradle to Cradle certification (Kasper Larsen, personal communication, June 18, 2020).

The vision and values seep through to the employees, who actively engage in discussion about environmental issues beyond KLS, and even occasionally change their car to an electric one. The

belief is that a good and safe workplace for all the company employees contributes positively to the fulfillment of the vision ("KLS PurePrint Website," n.d.). Further, Kasper Larsen believes that current and future employees will favor companies which has a sustainable value base and are willing to make a positive difference.

The dedication to sustainability and Cradle to Cradle is genuine, and entirely embedded in the persona of Kasper Larsen, as he explains one of his motivations for changing the world: *"I think the best test is, if you can imagine yourself having grandchildren and if they ask you if you've done everything possible. And you can say yes, then I think you have done quite well and if you cannot say yes then I think you should try to do better now"* (Kasper Larsen, personal communication, June 18, 2020).

2.3   Market Dynamics: Print Industry

The global print industry has undergone significant changes throughout recent years. According to research by the Japanese print company Konica Minolta, demand for the core product, being conventional printing, has seen a severe decline, due to the emergence of digital solutions (Konica Minolta, 2015). These changes have also affected the Danish print industry, where Kasper Larsen explains that there were around 2.000 print companies in Denmark ten years ago, while today, there are only 80 left. On a yearly basis, companies in the Danish print industry therefore do not ask whether the industry will decline, but rather how much it will decline. In the better years, Danish paper consumption declines by 3-5%, whereas in the worse years it is between 10-12% (Kasper Larsen, personal communication, June 18, 2020).

While digitalization has a significant impact on the industry, so has the fact that the industry is a source of volatile organic compound emissions, which has a negative impact on the environment (Government of Canada, 2016), consequently affecting the perception of the industry negatively. Within the Danish print industry, it has therefore been agreed that companies should at least obtain the Nordic Ecolabel.

Operating in the industry is extremely expensive, as it entails a high degree of investments and a large workforce, which, according to Porter's 5 Forces would imply a less competitive industry. However, the industry is highly competitive, due to very aggressive pricing strategies employed by various competitors, and due to the low switching costs for consumers (Kasper Larsen, personal communication, June 18, 2020).

The main competitive factor is price, but KLS has secured their survival through differentiation, by offering a much more sustainable product. A testament to the aggressiveness of the companies in the Danish print industry is the fact that several competitors actively tried to invalidate the Cradle to Cradle certification, in order to diminish the differentiation advantage (Kasper Larsen, personal communication, June 18, 2020). There are no foreign print companies on the Danish market, due to the fierce competition (Bent Hübertz, personal communication, June 04, 2020).

As for the demand in the market, this has changed from being very cyclical, with high sales around autumn and winter, and low sales during the summer, to being more unpredictable (Kasper Larsen, personal communication, June 18, 2020).

Despite the bleak future of the print industry, opportunity can be found by focusing production towards packaging, as similar practices apply. The demand for packaging and print is increasing from the food and medical industry, moreover, McKinsey reports that 50% of consumers would pay a 16% premium for green packaging (McKinsey & Company, 2019).

3 Literature Review

As a first step, the review will look into the two main logics enabling the emergence of today's customer experience – the Service Dominant logic (S-D logic) and the concept of Experience Economy. Subsequently, a deeper look into the concept of customer experience, its relevance as well a concrete definition as basis for this paper, will be provided.

As a second step, the review's focus will lie on the topic of sustainability. In particular, its increased relevance for both society and business. Providing clarity on the role of the SDGs and competitive advantages of adopting a sustainability focused strategy as well as the current perception of sustainability by the consumer.

Lastly, the two concepts will be looked at from the combined angle of a Sustainable Customer Experience.

For additional clarity the literature review ends with a summary highlighting the insights carrying the greatest relevance for the thesis at hand.

3.1 The Experience Economy and Service Dominant Logic

Customer experience is signified by the rising interest in the concept, both in academia and in general. This interest manifests itself through the exponentially growing body of literature found in databases. The concept has also widely been picked up by the general public, leading influential magazines such as Forbes, and research institutes such as Forrester, to contribute to the conversation around customer experience with a wide array of published white papers and articles.

With the notion of creating unique and valuable customer experiences becoming a central strategic focus, a move to customer centricity and customer experience as a new marketing paradigm can be observed (Jain, Aagja, & Bagdare, 2017; Palmatier, Moorman, & Lee, 2019; Pine & Gilmore, 2011; Skard, Nysveen, & Pedersen, 2011).

As a first step, the focus will lie on the fundamental shifts in paradigms enabling the emergence of the concept of customer experience in order to enable an understanding of the current setting.

The two key drivers analyzed in the development of customer experience are the concepts of the *Service-Dominant logic* (S-D logic) and *Experience Economy*, which formed off the previously prevalent *Goods-Dominant logic* (G-D logic) of economic exchange.
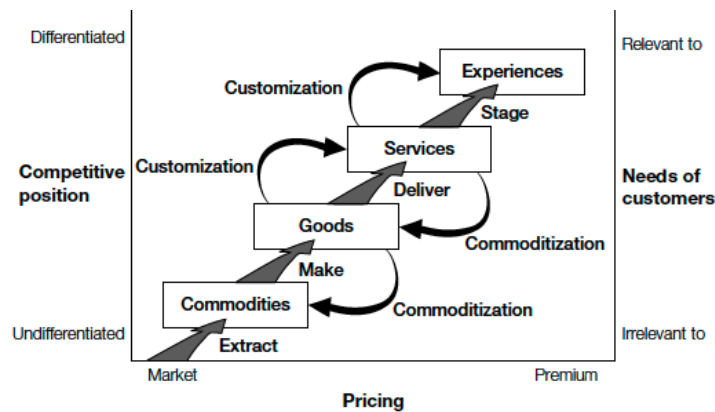
Figure 2: Progression of Economic Value (Pine & Gilmore, 2011, p.111)

Pine and Gilmore (2011) visualized these shifts in paradigms in the above depicted *Figure 2*. Through customization (creating offerings matching the needs of individual customers), companies differentiate their goods and services. Successively increasing their competitive position, the value they provide and subsequently the price premium that is charged.

In order to fully grasp the extent of experiences, an effort is made to highlight relevant aspects of these logics leading up to today's notion of customer experience.

In the previously dominant G-D logic, the organizations were seen as the value creating entity and the customer as the consumer of said value (Lusch & Vargo, 2014; Merz, He, & Vargo, 2009). Following this, 'units of output' or goods were seen as the fundamental component of exchange (Merz et al., 2009). Further, an organization was seen as a closed entity, bounded by economic transactions, with the purpose of the company being "to produce and sell value-laden goods to existing markets" (Lusch & Vargo, 2014, p. 17).

First fundamental shift in marketing away from this G-D logic, is known as *Service-Dominant logic* (S-D logic) and was introduced by Vargo and Lush in an article titled *Evolving to a New Dominant Logic for Marketing* in 2004 (Vargo & Lusch, 2008).

Basis of the in 2004 introduced S-D logic are eight foundational premises (FP). However, sparked by the interest in the concept in academia, Vargo and Lush took the surfacing comments, critiques and misunderstandings as an opportunity to refine and enhance aspects of the logic and its premises, expanding them to ten (Vargo & Lusch, 2008).

Following the premises, the S-D logic presents an evolution and revised logic in marketing, shifting the focus to more intangible and dynamic factors, away from the focus on production and distribution of goods (Vargo & Lusch, 2008).

Contrasting to the preceding G-D logic, this results in service (with its operant resources) taking over as the fundamental premises of exchange (FP1). Tangible goods are seen as the distribution mechanism to providing service (FP3) taking place in the form of indirect exchange as part of value networks (FP2). According to the authors, this shift in logic towards operant resources builds the foundation for businesses to preserve or achieve competitive advantage (FP4). The authors posit that within the S-D logic, an organization uses its available resources in order to serve another actor, making service the company's value proposition (FP7). Making all economies service economies (FP5).

Merz et al. (2009), who further elaborated on the S-D logic within the research area of branding, summarize that opposing to the G-D logic where the 'producer' creates value and the 'consumer' uses value, here both are viewed as resource integrators (FP9) who are co-creating value (FP6). Further emphasizing the relevance of value networks and relational customer orientation (FP8). Subsequently, any of the value created through service is "uniquely and phenomenologically determined by the beneficiary" (FP10) (Vargo & Lusch, 2008, p. 9), highlighting the relational nature of the S-D logic. Further, this underlines the understanding that companies can only make value propositions which are then experienced by customers, who, from within their own social context, define the level of value received.

As a whole, the FPs established by Vargo and Lusch (2008) strongly indicate value and service to be part of a complex network comprised of organizations, customers and other stakeholders within a dynamic ecosystem (Merz et al., 2009). Merz et al. (2009) further conclude that this shift in logic is equally visible in branding, signifying that brand value should be seen as endogenously created by all stakeholders. Meaning that the concept of the S-D logic is applicable to various fields.

Through the conceptualization of the S-D logic, the authors Vargo and Lusch (2008) provided ground for the development of the concept of customer experience by placing experience as a service-marketing initiated concept. Supporting this, the authors Jain et al. (2017) specifically place the concept of customer experience to be nested within the S-D logic. Additionally, a number of experts

have contributed to the connection of the S-D logic and experience (e.g. Johnston & Kong, 2011; Kranzbühler et al., 2018; Ponsignon, Durrieu, & Bouzdine-Chameeva, 2017).

Further, several of the fundamental premises carry over to the second fundamental shift in paradigms analyzed within this context – the concept of experience economy.

Whilst the first shift away from the G-D logic focuses on service as a form of differentiation and move towards increasingly concentrating on the needs of the customers, the second important shift was the one identifying experience as a central value proposition.

The generally credited authors to first adopt a more holistic perspective on consumption were consumer behavior researchers Morris Holbrook and Elizabeth Hirschman who argued for the recognition of important experiential aspects of consumption in their paper from 1982 (Lemon & Verhoef, 2016; Skard et al., 2011). The authors recognized the relevance of emotional aspects in decision making and consumption experiences, resulting in promoting a broader view on human behavior. Through this contrasting the preceding perspective of consumers as information processors. This perspective on consumer behavior was a fundamental break with the traditional approaches, due to the argumentation of consumers actions not only being rationally but emotionally and narcissistically determined as well (Østergaard & Jantzen, 2000).

This emerging *Experience Economy*, was then conceptualized and introduced by Pine and Gilmore in their influential article in 1998 and subsequent book, after which a significant part of literature on customer experience has emerged (Jain et al., 2017).

The then developed new central position of experience was characterized by the observed growing intensity of competition, leading organizations to search for alternative value propositions in the search of differentiation (Pine & Gilmore, 2011). Additional influence can be attributed to the rise of technology and the ongoing digitalization. Technology as such, on the one hand enables various experiences whilst on the other hand further increasing competition and the search for differentiation (Pine & Gilmore, 2011). Pine and Gilmore (2011) point out that the concept of experiences is by no means a novel one, but that a lacking consciousness of the relevance and significance of experiences lead to the lacking distinction from goods and services.

Within the Experience Economy, experiences are recognized as distinct economic offering making them a new source of value-creation for companies and "the key to future economic growth" (Pine & Gilmore, 2011, p. 292). As introduced with the S-D logic's FP4, such operant resources enable

competitive advantage and are represented by resources such as knowledge, skills as well as all stakeholders (Vargo & Lusch, 2008). The authors Pine and Gilmore (2011) present an economic distinction between commodities, goods, services and experiences.

Compared to goods, experiences lack tangibility and do not concern physical need. Compared to services, experiences do not solve material or intellectual problems (Pine & Gilmore, 2011). However, the value of experiences is longer lasting than those of goods and services as *"the value of experiences lies within them"* (Pine & Gilmore, 2011, p. 19). The authors identify a great significance in enabling consumers to create memorable experiences associated with the consumption of a company's goods and services. Surrounding a company's goods and services with outstanding experiences through consciously staging experiences whenever engaging with consumers, will render the experience itself as a core product with direct positive impact on company performance. This notion is again intertwined with the S-D logic. Both with FP4 as elaborated above as well as underlining the notion that organizations can only provide customers with value propositions (FP7), enabling value creation via experiences.

According to Pine and Gilmore (2011) one of the most apparent approaches to augment and improve experiences is to enhance senses and emotions, as they play a central part in the evaluation process of experiences. Further, they specified four experience realms; entertainment, educational, escapist and aesthetic. Incorporating all of them as a company, result in rich experiences for the consumer (Pine & Gilmore, 2011). Here they further point out that the focal point should always lie on experiences as perceived by the customer, highlighting the increased importance of co-creation as a concept (Pine & Gilmore, 2011). The evaluation of experienced value as well as the customer experience as a whole lie in the discretion of the customer. Again, this can be linked back to the S-D logic where the created value is solely determined by the experiencing entity (FP10), directly linking value to experience.

Conclusively Pine and Gilmore (2011) argue that the experience surrounding goods and services to engage customers will ultimately enable a business to successfully compete in a saturated market. Even though the authors focus on consumers, they specify that as businesses are made up of people their insights are equally applicable to a B2B setting.

Pine and Gilmore (2011) further elaborate on the topic of customer satisfaction and its relation to customer expectations. They conclude that customer satisfaction results from the value the customer expects from an experience, deducted from what he perceives to have received. The gap between what the customer expected and what he settles for as customer experience is seen as customer sacrifice. Here the goal of a company should be to for the customer experience to generate as little sacrifice as possible. Within the conceptualization of the experience by Pine and Gilmore (2011, p. 125) the authors further acknowledged that "most customers remain unable to articulate the gaps between what they settle for and what it is, exactly, that they want". The more knowledge a company acquires on their customers and their expectations the better a more compelling experience can be provided, subsequently making it harder for competitors to "steal" customers (Pine & Gilmore, 2011). This provides a basis for the argument that organizations need to pay attention to how their customer experience is perceived by their target group and customers.

3.2 Conceptualization and Definition of Customer Experience

Since the publication of the seminal articles and books introduced above, the importance of consumer experience has only increased, with reports declaring that "experience is everything" in today's modern society (Clarke & Kinghorn, 2018, p. 2). The available research confirms that consumers seek to buy the experience around the product and service they are purchasing and no longer simply a product or service on its own (Jain et al., 2017; Skard et al., 2011). Various bodies of literature recognize the importance of experience in delivering value both to businesses and their customers (Frow & Payne, 2007; Lemon & Verhoef, 2016; Pine & Gilmore, 2011; Pullman & Gross, 2004; Wall & Berry, 2007).

Given the relevance of understand the scope and definition of the concept of customer experience to effectively oversee the topic, the following section will focus on providing a clear understanding of customer experience.

Investigating the concept at hand, a diversity of definitions of customer experience are found in today's literature. Some even refer to customer experience as an 'umbrella construct' due to the broad and fragmented nature of the topic (Kranzbühler et al., 2018).

One of the often cited definitions is the one developed by the driving authors in the field, Lemon and Verhoef (2016). Here, customer experience is seen as "multidimensional construct focusing on a customer's cognitive, emotional, behavioral, sensorial, and social responses to a firm's offerings during the customer's entire purchase journey" (Lemon & Verhoef, 2016, p. 71). Apart from pointing out the relevance of customer experience for the entire customer journey, the authors further make the important point that it includes both pleasurable and un-pleasurable experiences, resulting in both positive or negative responses from the customers (Lemon & Verhoef, 2016).

To create clarity in the fragmented pool of definitions, a number of authors have made attempts to formulate an inclusive definition by aggregating and generalizing the available academia on the concept. In such an effort to create clarity around the available definitions, the authors Skard et al. (2011) mapped and summarized formal definitions of customer experience found in marketing literature. The author's analysis showed great variation in regard to scope and focus of the analyzed material, whilst also showing congruence in certain aspects. They conclude in a holistic approach where experiences consist of multiple underlying dimensions and occur at any contact point with a customer (regardless if that touchpoint is controlled by the firm or not).

Similarly, Jain et al. (2017) extensively reviewed literature on the topic in order to develop a clearer understanding of customer experience. The authors additionally conceptualized customer experience by analyzing determinants and moderating effects found in academia. By taking a more managerial view on the concept, the authors Jain et al. (2017) summarize their review with the definition of customer experience as: *"a strategic process for creating holistic customer value, achieving differentiation and sustainable competitive advantage"* (Jain et al., 2017, p. 642). They further define the concept as *"a holistic concept, representing sum total of feelings, perceptions and attitudes created during successive stages of consumption process as a result of interactive process"* (Jain et al., 2017, p. 658). The thesis at hand follows these assertions.

In the following, the individual building-blocks that make up the customer experience definition, inferred from the above, will be elaborated on.

First, we refer to customer experience as a *strategic process* for creating *holistic* customer value.

This is in line with what Dhebar (2013) pointed out in the article published in the Business Horizon Journal, where he investigated the relationship between customers and organizations at various touchpoints. The author places the strategic aspect in the role of the company designing,

implementing and managing possible customer experiences with the strategic goal being to develop universal and positive customer experience. Similarly, Jain et al. (2017) name customer experience a holistic strategic process due to the many different aspects it impacts, and organizations can or should manage this strategically.

When looking at the scope of customer experience, it becomes clear that it encompasses the entire customer journey, which is referred to above through mentioning it being relevant to *the successive stages of consumption processes*. Dhebar (2013) specified this by defining that Customer Experience accounts for multiple channels (both offline and online) resulting in all touchpoints over the entire customer relationship being relevant. Further, these direct or indirect interactions on the numerous involved touchpoints, happen during the customer's entire journey (Jain et al., 2017). Correspondingly, Kranzbühler et al. (2018, p. 446) detailed that "consumers' experiences are formed through experiencing and evaluating single touchpoints and entire journeys with a firm through their senses, emotions and cognition", again confirming the relevance of including this comprehensive perception in the definition of customer experience.

Even as the literature points out that all touchpoints play a role in the resulting customer experience, one is found to be emphasized by several authors. For example, both Pine and Gilmore (2011) as well as Skard et al. (2011) make a point to draw attention to the significant impact employee touchpoints have on the perceived customer experience by consumers.

Further, we highlight the subjective nature of experiences by the holistic concept representing the *sum of total feelings, perceptions and attitudes*. Both rational and experiential aspects heavily influence the way customer experience is perceived as from the customer (Dalmoro, Isabella, Almeida, & Dos Santos Fleck, 2019; Frow & Payne, 2007; Kranzbühler et al., 2018). Frow and Payne (2007) disclose that it is relevant for companies to adopt a suitable combination of both the rational and emotional perspective when managing the creation of customer experience. Whereas Jain et al. (2017) specify that every experience is formed as a conclusion of the sum of cognitive and emotional processes during the complete customer journey. It is important for companies to acknowledge the large number of moderating variables influencing both aspects (Jain et al., 2017). The authors further specify some relevant determinants such as the organizations marketing mix, its processes as well as objects, people and environment (Jain et al., 2017). Here it is important to point out that every customer is influenced by a different set of moderators resulting in different subjective experiences.

To further shed light on the relevance of objective and subjective moderator effects, Dalmoro et al. (2019) conducted an integrative analysis within the physical retail sector in order to develop a more holistic understanding of customer experience. The authors identified that the physical and sensory triggers equally interact with subjective aspects within the experience production, emphasizing the importance of the impact of subjective consumer evaluations (Dalmoro et al., 2019).

To take this multitude of aspects into account, researchers such as Brakus, Schmitt and Zarantonello (2009) made efforts to build a multidimensional conceptualization of experience, further uncovering the extent of influence by experiential aspects as well as highlighting the holistic nature of customer experience. The authors identified four key dimensions underlying any consumer at all stages of a customer journey still relevant today. These dimensions (sensory, affective, intellectual and behavioral) conceptualize the experience and allow organizations to manage consumer satisfaction and loyalty directly through the direct influence they carry (Brakus et al., 2009).

An additional point to highlight is the customer experience being seen as an *interactive process*. Jain et al. (2017) summarized that interaction is significant in experience formation and both co-creation and open innovation are becoming more and more relevant in today's setting. The relevance as well as connection to customer experience lies in the power of integrating and engaging customers into relevant processes of an organization as it enables companies to support and offer positive customer experiences backed with knowledge from their target audience (Frow & Payne, 2007). This further links back to what was established within the S-D logic, where customers were identified as co-creators of value as well as being the determinant of said value at the same time as (Lusch & Vargo, 2014).

Lastly, the above introduced definition further highlights the capability to achieving *differentiation* and *sustainable competitive advantage* by fostering positive customer experiences.

Following the above exploration, this thesis puts emphasis on the absolute customer experience, attributing for the reality in which all or many of the touchpoints between organization and consumer results in the final subjectively perceived experience. Customer experience is thus understood as a multidimensional construct taking place through direct or indirect interactions of a customer with a company at all touchpoints of the customer journey.

Further, the above analysis of available definitions of customer experience has shed light on other closely linked relevant concepts such as the *customer journey* and *customer rouchpoints*, as well as the notion of *intended and realized customer experience*. As these concepts are an integral part of customer experience and deemed relevant to the objective of this paper, they will be further elaborated on below.

3.2.1   Customer Journey and Customer Touchpoints

As mentioned above, the aspects of the customer journey concept as well as customer touchpoints emerge as critical for this thesis's context. In the following, these dominant concepts within the realm of customer experience will be contrasted with additional information to allow a seamless integration.

Taking on the view of Lemon and Verhoef (2016), customer experience is made up of all stages of a customer's journey with a firm or brand across multiple touchpoints. In other words, any interaction between a customer and a company is considered a touchpoint making the customer journey the total sum of customer touchpoints (Stein & Ramaseshan, 2016). Together forming the customer's experience. The customer journey involves all stages of the customer's purchase cycle: pre-purchase, purchase and post-purchase stage (Lemon & Verhoef, 2016; Stein & Ramaseshan, 2016; Vandermerwe, 2000). As introduced before, at each of these touchpoints, consumers experience an uncertain value, which can be positive or negative and can be influenced by the experience exposed to at previous touchpoints (Lemon & Verhoef, 2016).

Previously the customer journey was seen as more static and through the traditional funnel metaphor, in which it is assumed that the consumers journey starts with many potential brands in mind which are methodically and systematically reduced in order to make a purchase decision (Court, Elzinga, Mulder, & Vetvik, 2009). In this view, the post-purchase phase represents a trial period that is focused on the use of the product or service, determining both the customer's loyalty towards the brand as well as the probability of re-purchase (Court et al., 2009).

The rise of the notion of the customer journey as a continuum on the one hand, as well as the decision making process as a circular journey on the other hand gave way to a more holistic view (Court et al., 2009). Newer research showed that in reality consumers engage in an extended evaluation phase where the brands under consideration frequently change (Court et al., 2009; Edelman, 2010). Here, the post-purchase phase is signified by an open-ended brand relationship where consumers enter a deeper connection through the interaction with the product and the brand's touchpoints, implying that

the customer relationship is ongoing (Edelman, 2010). Subsequently, Edelman (2010) defined the consumer decision journey as one entailing a so-called loyalty loop, which states that as customers move through the customer journey, their relationship to the brand grows closer. This process of bonding with a brand, highlights that through an enjoyable experience customer are led to repurchase a product or service without entering the pre-purchase phase. It follows, that when the customer repeats a purchase thanks to a positive customer experience, less touchpoints are needed to arrive at the purchase decision. Customer journeys are non-linear, evolving cycles and organizations should keep in mind that there is the possibility of customers having various journeys fully dependent on the currently established customer-brand relationship (Edelman, 2010).

Nowadays, against the backdrop of digitalization, customers have to be served across several touchpoints and multiple channels in every phase of their journey, leading to more and more complex customer journeys. Additionally, the multiple touchpoints a customer is exposed to each, directly and indirectly, influence the customer journey and customer behavior (Lemon & Verhoef, 2016).
It should be mentioned that not all of these touchpoints are designed and managed by the organization. Lemon and Verhoef (2016) differentiate between brand owned, partner owned, customer owned as well as social/external touchpoints to highlight this. However, even if not directly owned by the organization, key touchpoints should be investigated in regard to how they can be influenced regardless (Lemon & Verhoef, 2016).

To help organizations gain an understanding of the relevant touchpoint elements that affect the customer experience, Stein and Ramaseshan (2016) identified, categorized and defined the distinct relevant touchpoint elements that enhance consumers experience. The authors define seven recurring customer experience touchpoint elements with significance; *atmospheric, technological, communicative, process, employee-customer interaction, customer-customer interaction* and *product interaction*, which should be assessed with a customer centric approach (Stein & Ramaseshan, 2016). Every touchpoint provides information, from both the consumer's and organization's point of view, and mapping these touchpoints from the relevant customer segment's perspective will provide organizations with tangible insights (Hogan, Almquist, & Glynn, 2005; Stein & Ramaseshan, 2016). Additionally, it allows companies to identify critical touchpoints or "moments of truth" with significant influence on the Customer Experience as well as impact on marketing relevant outcomes and brand equity (Hogan et al., 2005; Lemon & Verhoef, 2016). This further highlights that

touchpoints have individual levels of impact, both positive or negative, and should be analyzed accordingly in order to prioritize actions when managing the Customer Experience (Hogan et al., 2005).

3.2.2 Intended vs. Realized Customer Experience

Beyond the above elaborated definition of customer experience, the available literature reveals an additional relevant aspect when investigating or applying the concept; the gap in perception between companies and customers (Frow & Payne, 2007; Pine & Gilmore, 2011).

As previously introduced, this gap, from a customer point of view, is considered as customer sacrifice, which a company should set out to minimize in order to enable favorable customer experience. This divergence between the two perspectives of company and consumer is an inhibitor of enabling positive customer experience as a company. Organizations must understand that to successfully create exceptional experiences, they must be viewed and interpreted as such by the customers (Frow & Payne, 2007; Pine & Gilmore, 2011). In order to succeed, companies have to align their initial intended experience with the expected experience of customers in order to minimize customer sacrifice in regard to the realized customer experience.

Investigating this difficulty, Ponsignon et al. (2017) explored the alignment between an organizations intended experience and the actual realized experience of customers in a cultural context and uncovered experience design areas relevant for improvement. The authors concluded in a conceptual framework for an improved experience design in regard to intended and realized Customer Experience, including the areas of customer touchpoints, the customer journey, physical elements and social elements (Ponsignon et al., 2017). Subsequently, further highlighting the holistic aspect of Customer Experience as introduced by the concept's definition.

3.2.3 Relevance and Management of Customer Experience

Regardless of service or product a company is offering, it inevitably leads to customers having an experience (Johnston & Kong, 2011). Herein, experiences can be positive, negative or neutral.
Skard et al. (2011, p. 7) highlight this by citing Klaus and Maklan (2007), who stated that "companies do not have the luxury to decide whether or not to engage with Customer Experience. (Klaus & Maklan, 2007, p.119)". This emphasizes both the relevance of customer experience as a concept as well as the notion that any customer contact with your brand can create a subjective experience. This

signifies that even touchpoints outside the control of the company can be relevant and noteworthy to a positive customer experience.

It follows that companies cannot manage their customers without taking their experience into consideration as these two things are inseparable (Johnston & Kong, 2011; Lemon & Verhoef, 2016; Skard et al., 2011).

Apart from the inseparable nature of customers and experience being one of the key drivers of relevance of the customer experience concept, the direct correlation between a company's ability to create experiences and their ability of creating economic value has an additional significant impact.

This increased possibility of creating economic value falls back onto several key aspects of which companies can benefit from by instilling effective and positive customer experience. They are summarized in *Figure 3* below.

Key Aspects Influenced by Customer Experience	References
Competitive Advantage	(Jain et al., 2017) (Lemon & Verhoef, 2016) (Frow & Payne, 2007)(Duncan, Freundt, Johnson, Brown, & Yu, 2017)
Customer Satisfaction	(Jain et al., 2017) (Lemon & Verhoef, 2016) (Brakus et al., 2009)
Differentiation	(Jain et al., 2017)
Brand Image	(Jain et al., 2017) (Lemon & Verhoef, 2016)
Customer Loyalty	(Jain et al., 2017) (Lemon & Verhoef, 2016) (Brakus et al., 2009) (Frow & Payne, 2007)
Word of Mouth	(Jain et al., 2017) (Lemon & Verhoef, 2016) (Brakus et al., 2009)
Perceived Value/Quality	(Lemon & Verhoef, 2016)
Brand Personality	(Brakus et al., 2009) (Frow & Payne, 2007)

Figure 3: Key Marketing Relevant Aspects Influenced by Customer Experience

All the above aspects have the ability to impact a business both positively and negatively. Organizations can directly influence this outcome by how they manage the intended customer experience.

It becomes apparent, that customer experience has become an important element to understand as an organization. Attaining perfect customer experience is an enticing objective for companies that set out to improve loyalty among its consumers as well as increase profitability (Frow & Payne, 2007). Many companies attempt to focus on customer experience by attempting to achieve customer centricity throughout the organization. However, not many companies are equipped with the capabilities to achieve this objective (Palmatier et al., 2019). This uncovers the need for companies to develop or improve competencies allowing to manage and create the perfect customer experience to customers and subsequently fostering stable and longstanding relationships with them (Jain et al., 2017; Kranzbühler et al., 2018). Additional pertinence lies in the increased complexity of touchpoints relevant to the customers' experiences and journeys, driven by digitalization, which organizations have to be equipped to manage (Lemon & Verhoef, 2016).

In order for companies to adequately manage customer experience executives need to sufficiently understand what the expected customer experience is in order to minimize customer sacrifice and strategically align the realized customer experience accordingly (Jain et al., 2017; Johnston & Kong, 2011; Pine & Gilmore, 2011). Here the first point is to identify and understand customer's needs and perspectives in order to identify the areas of improvement leading to creating value across the company (Duncan et al., 2017). The experts in the McKinsey & Company Customer Experience Service Line, further acknowledged the relevance of a holistic approach measuring customer journeys. Through this targeting the end-to-end experience including all purchase stages in convergence with the above introduced definition, instead of individual touchpoints, to generate this knowledge (Duncan et al., 2017). Analyzing the market in regard to how companies conduct customer experience, the publication highlights the value of an integrated view on experiences, showcasing that companies who comprehended the holistic and interconnected nature of products, services and their environments are correspondingly among the highly successful ones (Duncan et al., 2017).

Appropriate mapping tools can be used to improve a company's customer experience and to design suitable strategies to do so (Frow & Payne, 2007; Jain et al., 2017). Mapping out the perfect customer experience allows for understanding and identifying opportunities for improvement (Frow & Payne, 2007). Frow and Payne (2007) identified several tools and techniques available, such as process mapping or customer-firm touchpoint analysis, to help determine opportunities and risks within the existing customer experience as well as helping to rethink needed processes. As part of the McKinsey

Insights series, Maechler, Neher and Park (2016) highlight the fundamental nature of undertaking the process of mapping the relevant customer journeys from the customer's point of view. The process should allow organizations to build an understanding of how customers navigate the company's touchpoints and what is or is not functioning appropriately (Maechler et al., 2016). The objective lies in detecting the most significant and influential gaps between the expected and experienced customer experience as well as any open opportunities (Maechler et al., 2016). Subsequently, it further allows to identify touchpoints and interactions with the most influence on your brand performance (Hogan et al., 2005).

Finally, the significance for a company to adopt and apply such mapping efforts is spurred by the aforementioned inability of customers to articulate the expected or perfect customer experience. With greater knowledge of customers and their expectations the more attractive the possible customer experience an organization can provide (Pine & Gilmore, 2011). This provides further basis for the argument that organizations need to pay attention to how their customer experience is perceived by their target group and customers and strategically apply and implement this gathered knowledge accordingly.

3.3 Sustainability

The two terms of sustainability and sustainable development are often used synonymously (Kassel, 2012, p. 134). As a policy concept, the definition of both terms stems from 1987 (Kuhlman & Farrington, 2010, p. 3438), when the World Commission on Environment and Development (WCED) in their report for the UN titled *Our Common Future* defined sustainable development as "development that meets the needs of the present without compromising the ability of the future generations to meet their own needs" (WCED, 1987, p. 41).

According to Dresner (2008), the findings of the report, concerning especially the connections between the environment and economic development, resulted in the launch of the sustainability debate, as governments and international agencies were finally forced to address the issues (Dresner, 2008, p. 39).

Inevitably, the increased attention on sustainability had an effect on the world of business, wherefore a definition suited towards company strategies was proposed, such as in Dyllick and Hockerts (2002) who defined corporate sustainability as "meeting the needs of a firm's direct and indirect stakeholders

without compromising its ability to meet the needs of future stakeholders as well*"* (Dyllick & Hockerts, 2002, p. 131).

Consequently, this lead to the discussion of the business case for corporate sustainability, with managers becoming concerned with its influence on company profits (Salzmann, Ionescu-Somers, & Steger, 2005).

As a response, new frameworks and perspectives were introduced. Some of the more dominant perspectives include the Triple-Bottom Line (Elkington, 1998), the link between Corporate Social Responsibility (CSR) and competitive advantage (Porter & Kramer, 2006), and the Sustainability Balanced Scorecard (Figge, Hahn, Schaltegger, & Wagner, 2002).

In relation to the critics of sustainable business, Elkington (1998) calls the clash of the mindsets of companies and campaigners a battle between black and white, to portray the difficulty and rigidness of making a sustainable transition. Nevertheless, the authors of these three perspectives agreed on the importance of implementing a sustainable business model, by emphasizing it as a potential competitive and strategic advantage for a company (Elkington, 1998; Figge et al., 2002; Porter & Kramer, 2006).

3.3.1 The Sustainable Development Goals

In 2014, the Sustainable Development Goals, or the SDGs, succeeded the Millennium Development Goals (MDG's) as reference for the international development community for the period 2015 – 2030 (Le Blanc, 2015, p. 176). The UN calls the SDGs *"the blueprint to achieve a better and more sustainable future for all"* (UN, 2014). Additionally, Bernstein (2017) as cited in Kanie & Biermann (2017), defines the purpose of the SDGs as "mobilizing action to address systematic challenges across economic, social, and ecological dimensions of sustainable development" (Kanie & Biermann, 2017, p. 213).

Concern has been raised in regard to the interconnectivity of the SDGs and whether choosing specific goals would result in "silo" policies (Le Blanc, 2015, p. 184). However, according to Le Blanc (2015), the 17 SDGs are more interconnected than their predecessor, enabling synergies and integrated core strategies, potentially encouraging companies to work towards more than one goal (Le Blanc, 2015, p. 185). Moreover, Bernstein (2017) notes that the SDGs act as a guiding light towards the pursuit of sustainable development and does not just by virtue of existing provide the authority required for such a pursuit. Instead they need appropriate governance arrangements to be integrated in organizations (Kanie & Biermann, 2017, p. 213).

This argument is supported by Sachs (2015), who mentions that good governance will be integral to the eventual success or failure of the SDGs (Sachs, 2015). He further elaborates that good governance is not limited to governments, but also includes private organizations, who will need to partake in certain shared principles including accountability, transparency, participation, responsibility, and commitment to sustainable development (Sachs, 2015).

Regarding good governance, a recent report by Edelman (2019) shows that despite an overall decline in the trust that people have in governments, businesses, NGOs and media, there is an increase in people who believe that companies can attain both economic profits and improve societal conditions in the communities in which they operate (Edelman, 2019). Furthermore, if people think a company acts ethically, they are three times as likely to trust said company (Edelman, 2019).

Finally, a concern on behalf of companies relates to the aforementioned possibility and interdependency of achieving profit while committing to sustainable development. This relation was investigated in a report by Deloitte (2017), who found that by articulating a clear purpose linked to the SDGs a company may benefit from such an interdependency (Deloitte, 2017). In 2019, McKinsey introduced a framework for doing so with their McKinsey Sustainability Compass, as a part of their guide to the SDGs, where they emphasized sustainability and the SDGs as a core part of the company strategy (McKinsey & Company, 2019).

3.3.2 Corporate Social Responsibility and Creating Shared Value

In the late 1980's, corporate social responsibility, or CSR, was pushed further up the company agenda, as a result of globalization and the WCED's *Our Common Future* report, as mentioned earlier (Latapí Agudelo et al., 2019).

Eventually, by the 2000's the definition of CSR began to include having corporations be responsive to social expectations and motivated to search for sustainability, consequently making CSR a strategic decision for the organization (Latapí Agudelo et al., 2019). An early insight to strategic CSR, or SCSR, is McWilliams & Siegel (2001), which looked into how much a firm should spend on CSR. Their paper reveals that there is a level of CSR that will maximize profit while also satisfying the demand for CSR from multiple stakeholders (McWilliams & Siegel, 2001). McWilliams & Siegel (2001) hypothesizes that there are two sources of CSR demand at the firm level: consumer demand and stakeholder demand, and that both of these can be utilized in a differentiation strategy. By e.g. using signals on the product to portray that the company is concerned with certain environmental or

social issues consumers can be convinced to purchase said product, as it can make them feel rewarded. for supporting a cause (McWilliams & Siegel, 2001). Furthermore, McWilliams & Siegel (2001) emphasises making potential customers fully aware of the company's CSR efforts through advertising, for the differentiation strategy to be successful.

Further exploration into the link between strategy and CSR comes from Porter & Kramer (2006) which urged companies to apply the same frameworks that guide their core business choices to their social responsibility endeavours, as this would allow CSR to become a source of innovation and competitive advantage, rather than a constraint, and result in the creation of shared value (Porter & Kramer, 2006).

The creation of shared value was further examined by Porter & Kramer (2011), claiming that the purpose of the corporation must be redefined as creating shared value, and that the concept of Creating Shared Value, CSV, should replace CSR (Porter & Kramer, 2011).

Latapí Agudelo et al. (2019) argues that the evolution of CSR as a concept can be tied to society's continuously evolving expectations of corporate behaviour. Subsequently, Latapí Agudelo et al. (2019) support the CSV argument by Porter & Kramer (2011), as it seems to fit "to the social expectations of corporate behaviour of the 2010's as well as by those set later by the SDGs adopted in 2015" (Latapí Agudelo et al., 2019, p. 18). This notion is further supported by the McKinsey & Co (2019) white paper, which mentions that the SDGs in collaboration with CSR will contribute to creating shared value (McKinsey & Company, 2019).

Finally, Latapí Agudelo et al. (2019) argues that the SDGs contributes to the furthering of CSR, as the SDGs presents an opportunity for the continued growth regarding conceptualization and implementation, as businesses can adopt the SDGs as a strategic framework, with the objective of creating shared value (Latapí Agudelo et al., 2019).

3.3.3   Cradle to Cradle & Circular Economy

The concept of Cradle to Cradle (C2C) was coined in 2002 by Braungart & McDonough. The concept draws on inspiration from nature, where leftover material from one season is included in the following season as nutrients (Braungart & McDonough, 2002). Products designed after the C2C design principles should be able to be separated and each of the materials used in the product should be able to either be decomposed as a *biological nutrient* or recycled as a *technical nutrient* (Braungart & McDonough, 2002). Thus including all materials in a continuous biological or technological circuit,

allowing future generations to access the same raw materials as today (Braungart & McDonough, 2002).

In order to receive certification, the product needs to be assessed across five sustainability categories: material health, material reuse, renewable energy and carbon management, water stewardship, and social fairness (Cradle to Cradle Products Innovation Institute, 2020). The product is then assigned an achievement level (Basic, Bronze, Silver, Gold, Platinum) for each category, and the category with the lowest score will represent the overall certification level (Cradle to Cradle Products Innovation Institute, 2020).

According to the Danish consultancy Vugge til Vugge, such a certification will provide a company with a competitive advantage (Vugge til Vugge, n.d.). However, it is worth noting that following a C2C model entails having the company follow a strategy which is entirely coherent with the C2C rules, which in turn can decrease the flexibility of a company, as they cannot make certain products if they are not in line with said rules (Braungart & McDonough, 2002). Furthermore, it is worth to note that the C2C Certification offers a pathway for companies to make progress towards certain SDGs (Cradle to Cradle Products Innovation Institute, 2014).

The continuous circuit mindset is also shared in the field of circular economy. According to De Angelis (2018), C2C was one of the founding theories in the development of circular economy (De Angelis, 2018). Though initially introduced in the 1990's, circular economy first began to gain worldwide recognition in 2010 through the Ellen MacArthur Foundation (De Angelis, 2018). Essentially, circular economy is a sustainable business model, aimed towards the elimination of waste and a continuous use of the scarce resources (Macarthur, 2012). Circular economy operates with three principles: Energy and Resources Are Gold, Following Nature's Cycles and Designs and All In With the Renewables (Macarthur, 2012). An illustration of these principles alongside a further explanation can be found in Appendix A.

Both concepts have garnered increased attention as business models in the recent years, and while they may not be perfect, according to some researchers (Stål & Corvellec, 2018), they do incorporate important attention to both the people and resources of the future.

3.3.4   Consumer Perception on Sustainability

As mentioned in section 3.3.3, there can be significant advantages associated with the correct implementation of a sustainable strategy in a company. This section further investigates such advantages, as well as disadvantages, in regard to how consumers perceive a sustainable company. A plethora of academic articles look into how consumers perceive companies which employ sustainability within their corporate strategy (Marquina Feldman & Vasquez-Parraga, 2013; Stolz, Molina, Ramírez, & Mohr, 2013). Moreover, these articles outline the aforementioned advantages and disadvantages related to the impact which a sustainable strategy has on consumer perception. One such advantage is consumer loyalty. If consumers have positive CSR beliefs about a company, said consumers are more likely to be loyal to the company for a longer period of time (Du, Bhattacharya, & Sen, 2007). Secondly, Du et al. (2007) find that such consumers are more likely to advocate for the companies' product, as well as having a greater likelihood of purchase, an argument which is further supported by (Schlegelmilch & Pollachi, 2005).

Recent research by Whelan & Kronthal-Sacco (2019) found that consumers not only say that they prefer to buy sustainable products, but that they act on this matter, as the sale of sustainable products has increased by 29% from 2013 to 2018. Additionally, a survey by Nielsen (2018) discovers that 73% of the respondents would "either definitely or probably change their consumption habits to reduce their impact on the environment" (Nielsen, 2018).

Moreover, research suggest that consumers feel greater satisfaction purchasing sustainable products, as opposed to unsustainable products, as they feel rewarded for supporting a good cause, as mentioned in section 3.3.3 (Choi & Ng, 2011; McWilliams & Siegel, 2001). A factor which also influences the consumer perception is an ecolabel. Ecolabels exist in many shapes, and have been proved to increase the awareness of sustainability, as well as strengthen the perception of the brand, if employed correctly (Grunert, Hieke, & Wills, 2014; Seifert, 2012). Nevertheless, it should be noted that the large amount of different ecolabels can be a source of confusion, wherefore ensuring that the proper information is available for the consumer is essential in order for the ecolabel to provide credibility, and potentially a competitive advantage (Seifert, 2012).

Another relevant facet of the consumer's perception on sustainability is the relationship between the price and sustainability of a product. Early research showed that price was a more important factor than sustainability, when deciding which product to purchase (Ha-Brookshire & Norum, 2011). However, recent studies have suggested a shift in this knowledge, as there has been an increase in

aspirations to purchase more eco-friendly products (Accenture, 2019), a new willingness to pay more for such products (Nielsen, 2018) and an increase in the actual purchase of said products (Whelan & Kronthal-Sacco, 2019). Choi & Ng (2011) further mention that while price is an important factor, a low price does not compensate for a company's poor environmental sustainability (Choi & Ng, 2011).

Finally it is worth noting that how consumers perceive a company's sustainable practices depends on how the strategy is implemented, communicated, and acted upon (Kim et al., 2015; Schlegelmilch & Pollachi, 2005). If the company is seemed as opportunistic in applying a sustainable strategy, its consumers will distrust the company, leading to distrust, and a feeling of betrayal (Kim et al., 2015). According to Schlegelmilch & Pollachi (2005) credibility and trust are essential in communication, due to consumers' mistrust of business, and the cynicism in corporate ethics (Schlegelmilch & Pollachi, 2005). These findings are especially relevant to the concept of "greenwashing", where certain companies seek to exploit the advantages of portraying being sustainable (Kim et al., 2015). Expanding on the concept of trust, Kim et al. (2015, p. 3683) finds that "consumer perception of CSR is an antecedent to corporate brand trust, which fully mediates the relationship between consumer perception of CSR and corporate reputation", which further emphasizes the importance of companies thoroughly implementing, communicating, and acting upon their sustainable promises, as to not appear to be greenwashing.

3.4 Customer Experience & Sustainability: Sustainable Customer Experience

The above sections comprised of *customer experience* and *sustainability* will be followed by investigating and exploring the two subject's symbiosis in form of the concept of the *Sustainable Customer Experience*.

Having identified the relevance of both customer experience and sustainability, the logical next step is to investigate the topic of a Sustainable Customer Experience. However, only very limited literature exists that has examined the role of sustainability in regard to customer experience.

This whole new topic of Sustainable Customer Experience is framed by opinion pieces such as Pinn (2016) stating that sustainability is indeed a customer experience issue. The author states, that even with the growth in green products and the move to more environmental consciousness, which has been elaborated on in the chapter above, it can't be assumed that sustainable choices are made solely

based on altruistic reasons (Pinn, 2016). Companies need to know what the motivation behind sustainable purchases are and provide customers with the right incentives to follow through (Pinn, 2016). Accumulating this consumer knowledge, through the lens of sustainability, enables an organization to offer a customer experience that is in line with sustainability (Pinn, 2016).

Digging deeper into the concept of a Sustainable Customer Experience uncovers the novel research done by Signori, Gozzo, Flint, Milfeld and Satinover-Nichols (2019). Through three sets of studies, Signori et al. (2019) set out to bridge the gap between practice and theory and commence to offer a first theoretical contribution to the conceptualization of the Sustainable Customer Experience.
As this is the only body of literature specifically addressing the concept this thesis is aiming to investigate, a closer look at the studies by Signori et. al (2019) will be provided.

The authors recognize the relevance of engaging experiences, as consumers are attracted by such, as well as the increased evaluation of brands (with their products and services), in regard to sustainability (Signori et al., 2019). Following this logic, customers require the combination of sustainability and experience (Signori et al., 2019). Subsequently, in addition to defining the concept, the authors research to what extent firms that claim to be sustainable are actively engaged in creating a Sustainable Customer Experience. Further, they set out to understand the critical touchpoints.

The first of the three studies conducted by Signori et al. (2019), an extensive literature review, confirmed the above-mentioned theoretical gap within the analyzed business literature.
In the second study, the authors conducted a case study analysis to identify critical touchpoints by applying the touchpoint element lens introduced by Stein and Ramaseshan (2016) (Signori et al., 2019). Their findings reveal that some firms are already undertaking a certain form of Sustainable Customer Experience, with many firms actively communicating their sustainable efforts in order to improve the customer experience. Further, apart from the above-mentioned communication elements, most analyzed firms adopted some sustainable employee-customer interaction elements. However, these efforts could still be significantly improved for all firms, due to a lack of correctly applying sustainable stimuli to all touchpoints (Signori et al., 2019). Signori et al. (2019) find that it is essential to offer a Sustainable Customer Experience that is directly aligned with the organization's sustainable business model. The findings shed light on the need for more integrated and innovative touchpoints

and suggest that in order to improve customer response more sustainability-focused touchpoints are needed to form a holistic Sustainable Customer Experience (Signori et al., 2019). Especially a lack of technological/process elements was identified for the analyzed touchpoints (Signori et al., 2019). The third study adds to the importance of touchpoints in a practical setting. For instance, it is not sufficient to solely communicate sustainability through the company website or on the product (Signori et al., 2019).

Ultimately, the authors recognize a new link developing between sustainability and customer experience, and consequently, through their own research, introduce and define the concept of Sustainable Customer Experience as follows:

"Sustainable Customer Experience is a process that creates holistic value thanks to the customer's engagement derived by sensations, feelings, cognitions and behaviors *evoked by sustainable stimuli*, based on economic, social and environmental sustainability" (Signori et al., 2019, p. 161).

They introduce this new concept as "an evolution of the traditional Customer Experience one, due to the higher sensitivity of customers to sustainability" (Signori et al., 2019, p. 161). Here a link to Pine and Gilmore's (2011) argument that experiences can be augmented and improved through enhancing senses and emotions becomes apparent. Subsequently, sustainable stimuli should be a suitable way to improve the customers' experiences.

Concluding, Signori et al. (2019) clearly identify the need for companies to focus on Sustainable Customer Experience. They state that even adding small but tactical details to a company's customer journey, "that reflect an understanding of unique customer sustainability desires, can powerfully influence emotional responses" (Signori et al., 2019, p. 139). Companies need to understand these details taking place in the customer journey as they have an impact on customer satisfaction, purchase intentions as well as the general customer evaluation process. It is essential to understand customer's needs in general and in regard to sustainability specifically in order to offer a holistic (sustainable) brand experience (Signori et al., 2019).

3.5 Literature Review Summary

To enhance the clarity of the thesis at hand, a short summary of the literature review will be provided, highlighting key aspects as well as the uncovered research gap addressed by the research question at hand.

The literature review looking into customer experience uncovered several important aspects.

From a business perspective, customer experience has revealed an undeniable influence on achieving differentiation as well as competitive advantage. Enabling for favorable experiences positively affects marketing relevant outcomes such as customer loyalty and satisfaction as well as WOM (Kranzbühler et al., 2018). Further deemed as relevant to highlight is the holistic nature of the concept of customer experience, on the one hand in regard to covering the entire customer journey with all its touchpoints and on the other hand through it being a holistic strategic process relevant to management.

It becomes clear that having more knowledge on customers and customer's expectations is key in order to achieve a (more) compelling customer experience. This is especially relevant in front of the backdrop of the often-identifiable gap between the intended customer experience from the organizational point of view and the realized customer experience from the consumer point of view. As customer experience looks into both subjective, emotional and rational, cognitive aspects the review showed, that it is essential for organizations and brands to pay attention to how their customer experience is perceived by customers. This is one of the reasons this thesis takes on the customer centric point of view.

Reviewing the available knowledge on sustainability clearly highlighted the rising impact sustainable development has on both society and business. For the consumer side, the increased influence of sustainability comes through the heightened awareness and increased knowledge of its relevance for people and planet. Sustainability has become a key aspect in many people's lives, subsequently affecting their consumer behavior and mindset which consequently has a direct effect on organizations. Looking at the rise and influence of the SDGs, this further poses a direct external stimulus, both as threat and opportunity for companies to act upon.

Initially, companies were worried of the forthcoming investments and their effect on profits, but both academics and businesses found that embracing sustainability as a company is an opportunity to gain competitive advantages (Porter & Kramer, 2006). A similar concern was shared when the SDGs were introduced, but they too became a subject of utilization, although the issue still lies in them needing to be governed appropriately to yield the coveted effects (Deloitte, 2017; Kanie & Biermann, 2017). As the guiding principles they are, the SDGs present the opportunity to be employed to properly integrate CSR into a company's strategy, which has been shown as a further way to achieve competitive advantage (Latapí Agudelo et al., 2019). Similarly, the sustainable business model Cradle

to Cradle is capable of supplying just that. Although it should be noted that employing C2C is a great commitment for a company as a whole, asking for a completely aligned strategy with sustainability at its core.

Regardless of the upside of utilizing sustainability as a competitive advantage, if it is simply used as a way to capitalize on sustainability as consumer trend and not as a thoroughly employed strategy, organizations run the risk of tarnishing their reputation and brand.

As for acting on the chosen sustainable strategy, the literature review showed it is essential to properly communicate and employ said strategy, as it can lead to several advantages, while failing to do so would instead lead to distrust from customers (Du et al., 2007; Kim et al., 2015). As many of the benefits of implementing a sustainable strategy are linked to trust and loyalty, it is essential for organizations to holistically approach the topic and properly embed it into all company activities.

The importance of both customer experience and sustainability has clearly been established in recent years and is only growing in significance, as emphasized in the above summary. With the increased importance of sustainability, the literature review further suggests the concept having evolved to also impact the customer experience.

In order for companies to properly address this increased influence, consumer knowledge is needed to enable the right sustainable stimuli to be present in the offered customer experience (Pinn, 2016). The very limited research on Sustainable Customer Experience underpins that the combination of sustainability and experience is required more by customers and in order for companies to improve their customer experience more sustainability-focused touchpoints are needed (Signori et al., 2019).

As it has been established in the literature review, only very limited research is thus far available. The study by Signori et al. (2019), being the only peer-reviewed research available, makes up the basis of the available knowledge at the point this thesis was written. However, as with any study, limitations apply. A strong focus on the managerial perspective disregards the importance of the customer perspective highlighted by available knowledge on customer experience. Further, there generally remains the need for more clarity and knowledge around Sustainable Customer Experience and the relevant factors comprising to it.

This paper therefore aims to explore the role of sustainability within the customer journey of a sustainable company, and thus the company's customer experience. Through this, the paper intends

to enhance understanding of the relevant factors that are creating the Sustainable Customer Experience by taking on the consumer's perspective in a B2B setting.

4   Methodology

Chapter 4 outlines the methodology and research design of the underlying study. First, the research philosophy regarding ontological and epistemological considerations is discussed before the research approach is introduced. Subsequently, the research design and the case study approach are explained, followed by methodological considerations regarding semi-structured interviews. Lastly, data quality with regards to validity and reliability are discussed.
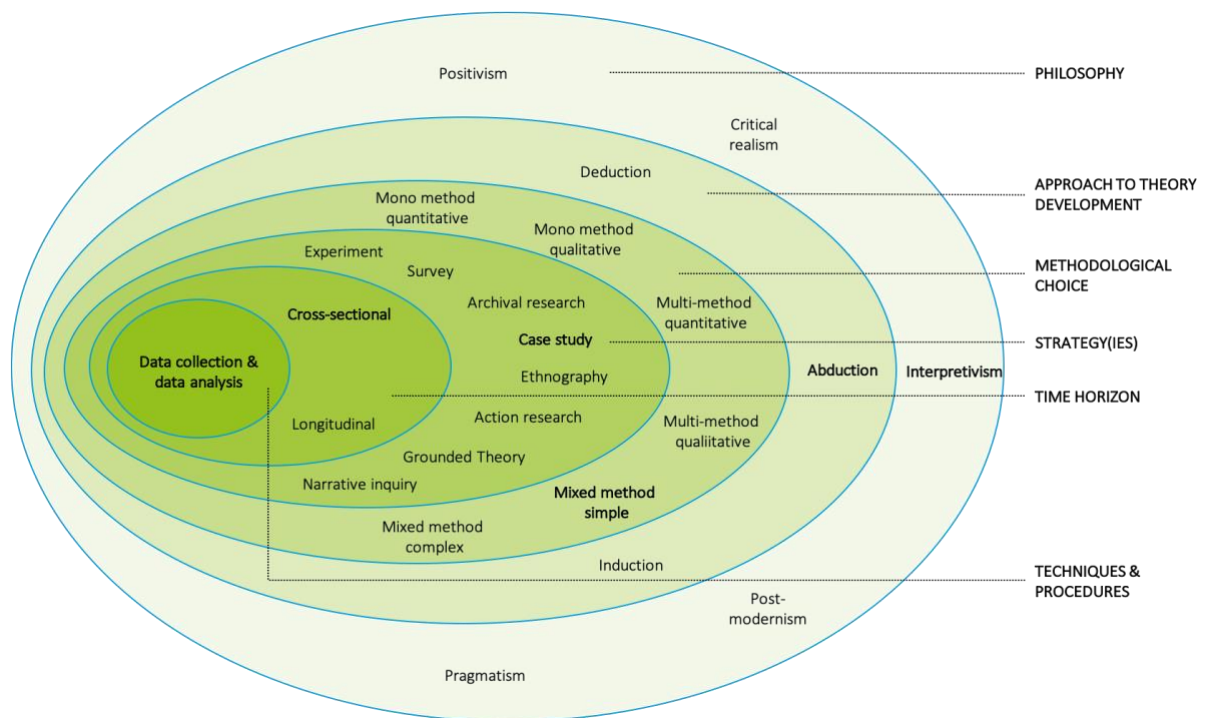
Figure 4: The research Onion (Saunders et al., 2016, p.164), own adaption.

Since there is a multitude of definitions and approaches to research philosophy, the research onion diagram (see *Figure 4*) developed by Saunders, Lewis and Thornhill (Saunders, Lewis, & Thornhill, 2016) is applied as the primary source. It allows for an additional level of clarity when elaborating on the overall strategy of the research at hand.

The diagram illustrates "the issues underlying the choice of data collection techniques and analysis procedures" (Saunders et al., 2016, p. 122). It offers a step by step approach of explaining the reasoning behind the underlying choices of research. The aim lies on explaining what kind of knowledge is produced as well as how it is interpreted, collected and analyzed. The methodological choices made in this thesis have been highlighted in bold in *Figure 4* and will be individually addressed in the following sub-chapters.

Figure 5 further presents the complete methodology overview, additionally specifying the data collection and data analysis approach of the thesis.
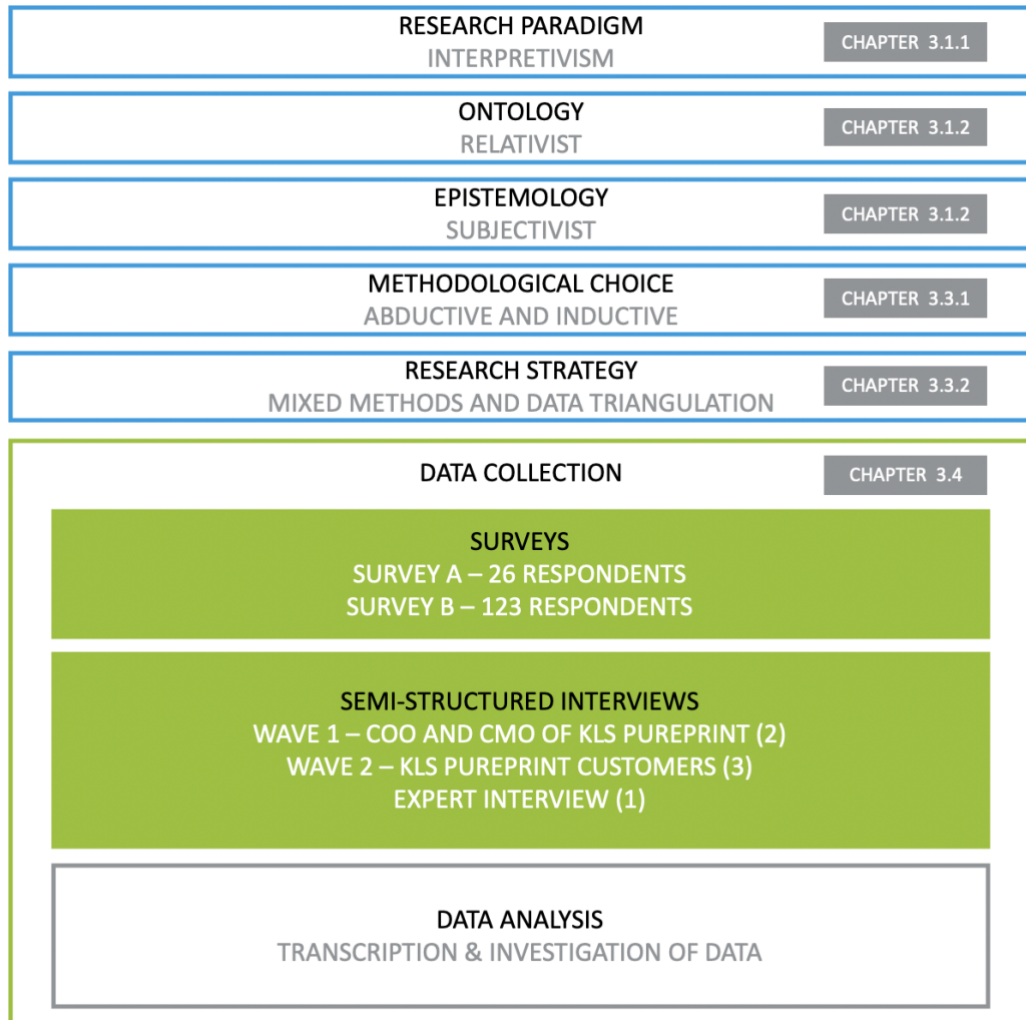
Figure 5: Methodology Overview, own creation.

4.1 Research Philosophy

As a first step, the following subsections will shed light on the philosophy of science applied in this paper. To then elaborate on the methodology choices made in the thesis at hand.

4.1.1 Research Paradigm

The research philosophy paradigm of interpretivism is applied as the scientific approach to address the research question at hand.

Interpretivism was established as a critique of positivism, and focuses on people as social actors that create meaning (Saunders et al., 2016). Within this philosophical stance, the subjective meaning of social interaction as part of understanding human behavior is emphasized (Saunders et al., 2016). The interpretivist approach allows to "create new, richer understandings and interpretations of social worlds and contexts" (Saunders et al., 2016). As interpretivism seeks to understand human behavior, it asks to take different realities into considerations, making the approach especially suitable as a paradigmatic foundation for the thesis' research question that takes on a customer centric view. This is underlined by customers assessing the level of value received from a customer experience from within their own social context (Lusch & Vargo, 2014). Goal is to create knowledge and understanding of the emerging concept of a Sustainable Customer Experience from the consumer's point of view in order to derive actionable insights.

4.1.2 Ontology and Epistemology

The philosophical stance taken plays a significant part in the subsequent determination and selection of research objects and methodology, in conjunction with how this thesis approaches research (Saunders et al., 2016).

Creating new or adapted theories of knowledge require to be based on considerations of the perception of the nature of the world (ontology) and how knowledge relates to it (epistemology) (Bryman, 2012; Saunders et al., 2016). More specifically, ontology concerns assumptions about the nature of reality and human beings, which shape the way research objects are perceived and studied and the assumptions made (Saunders et al., 2016). Epistemology is concerned with knowledge; "what constitutes acceptable, valid and legitimate knowledge, and how we can communicate knowledge to others" (Saunders et al., 2016). These ontological and epistemological assumptions made are nested within the research philosophy mentioned above.

As this thesis is operating within the interpretivist paradigm, the ontological position taken in this thesis is the one of relativism. This position entails the understanding of reality being something that there are multiple versions of, as they are intangible products of mental constructions, contrasting the view of one single universal reality (Guba & Lincoln, 1994). Reality is based upon meanings and understandings on a social and experiential level, and cannot be more or less true, but rather be different on an individual level, depending on the context and individual degree of information (Guba & Lincoln, 1994). Following this, reality and knowledge is seen as being relative and subjective, opposed to the ontology of positivism which perceives reality as a set of absolute truths.

Further, as part of an interpretivist philosophical stance, the epistemological assumptions made in regard to knowledge are subjectivist. This further addresses the stance taken in which social reality is heavily influenced by individual perceptions and actions of all social actors (Saunders et al., 2016). The position is supported where people are seen as inseparable from their knowledge, including researchers, thus making knowledge social constructions agreed upon by people (Saunders et al., 2016). Following this, knowledge can be gathered through interpretation of socially constructed meaning within a given context. Further, this perspective suggests a link between the researched subject and the researcher(s) itself (Bryman, 2012; Saunders et al., 2016).

As for this thesis, understanding human action is essential, wherefore interpretations, narrations, and stories are more favorable as scientific evidence than facts (Saunders et al., 2016). The social actors in this research are primarily the current customers of the case company, who will have different interpretations of the experienced Sustainable Customer Experience. Through this, different perspectives are accessed, subsequently creating subjective knowledge which in line with relativism accepts the actors having subjective views and individual realities.

An essential part of interpretivism is phenomenology (Bryman, 2012). Phenomenology refers to how individuals make sense of the world (Bryman, 2012). Furthermore, in phenomenology the behavior of an individual is tied to the experience, said individual has had as a consequence of their direct interaction with the phenomena (Saunders et al., 2016). For the case at hand, the phenomena of the Sustainable Customer Experience of KLS PurePrint, and how customers react to this, is being explored. Moreover, this is the reasoning for creating Survey B based on a vignette, as this would

partly expose non- customers to the phenomena of the Sustainable Customer Experience of KLS PurePrint. In turn, this makes their replies more applicable to the case.

Adding to the elaborations above, this thesis subsequently seeks to investigate and understand the factors comprising to a Sustainable Customer Experience. The specific approach chosen follows the authors beliefs that the social world differentiates from natural science and physical phenomena, as humans are complex beings that create subjective meaning. Therefore, this complexity has to be accounted for throughout the research. The findings produced should not be acknowledged as universal facts but rather as an exploration of the understanding of the Sustainable Customer Experience from the customers point of view.

The assumptions of the chosen philosophy of science influence all the deeper-lying levels of the research onion, hereby shaping the methodological choices as well as the way the findings are interpreted (Saunders et al., 2016).

4.2   Approach to Theory Development

Following Saunders et al. (2016), there are three reasoning approaches to theory development; deductive, inductive and abductive.

Deductive reasoning approaches theory development through testing a set of proposed theoretical premises concluding a theory, which is true in the case all premises are accurate (Saunders et al., 2016). The deductive approach is often theory driven and conducted through quantitative methods, where data is collected in order to test the proposed theoretical position (Bryman, 2012; Saunders et al., 2016). Literature is used to help identify the theoretical position which will be verified or falsified using data (Saunders et al., 2016).

Contrasting to the deductive approach where theory is guiding the research, inductive reasoning has theory as the outcome of research (Bryman, 2012). Inductive reasoning involves the development of theory resulting from observed premises; observations and findings are used to draw generalizable interpretations and explanations (Saunders et al., 2016). The inductive approach is often data driven and of qualitative nature in order to explore a topic, allowing to develop theoretical explanation based on the identified patterns and relationships derived from the data as it is collected (Bryman, 2012; Saunders et al., 2016). Existing literature is used to formulate the research question and to identify explorable concepts which are used to generate theory (Saunders et al., 2016).

The third approach of abductive reasoning is often stated as the symbiosis between deductive and inductive reasoning. Taking on an abductive approach combines deduction and induction, making the resulting (new or modified) theory neither purely empirically generalized nor methodologically rigid (Saunders et al., 2016). When following abductive reasoning, both deduction and induction will be employed throughout the research, with quantitative and qualitative methods used, to test a new or modified theory in order to achieve a deeper theoretical understanding (Saunders et al., 2016). Existing theory can be used where appropriate to provide direction for research as well as to generate new or modify existing theory, which allows research to remain flexible whilst strengthening the case analysis (Saunders et al., 2016).

As for the case at hand, the existing theory by Signori et al. (2019) will be utilized in collaboration with the collected data in order to gain a deeper understanding of the factors comprising to the specific Sustainable Customer Experience of KLS.

In order to generate the needed knowledge to answer the research question partly abductive reasoning is applied, in line with the interpretivist research philosophy.

4.3 Research Design

After Saunders et al. (2016, p. 163) the research design can be defined as "the general plan of how you will go about answering your research question". As such, the research design provides the link between the collected data and the subsequent conclusion to the research question (Yin, 2018). The research design contains the methodological choices made, the research strategy followed to generate knowledge, as well as the time horizon the research is set in (Saunders et al., 2016). In the following, these three aspects are addressed in detail.

4.3.1 Methodological Choice

In line with the approach to theory development, the deliberate methodological choice falls on a mixed method research design. A mixed method research design combines both quantitative and qualitative research as a mean to address a research question (Saunders et al., 2016). According to Guba & Lincoln (1994), mixing quantitative and qualitative data is possible within any research paradigm, as long as the methods are used appropriately.

The thesis at hand will employ a simple, concurrent triangulation design as both qualitative and quantitative data are collected in the same phase and then compared uncovering supporting overlays

(Saunders et al., 2016). Additionally, embedded mixed methods are applied during the data collection via survey, where most questions within the questionnaire are accompanied by an open question requiring a qualitative response.

The benefit of applying a mixed method research design is the possibility to collect richer and stronger data, which in return allows to better address the research question (Saunders et al., 2016; Yin, 2018). By utilizing different research methods i.e. applying a mixed methods research design, more comprehensive data is available allowing for comparison, with the aim further being to maximize the thesis' validity.

4.3.2   Research Strategy

As this thesis sets out to further investigate and understand the concept of a Sustainable Customer Experience, an exploratory case study was selected as the research strategy (Saunders et al., 2016). Employing the strategy of a single-case "can represent a significant contribution to knowledge and theory building by confirming, challenging, or extending the theory" (Yin, 2018, p. 97).

Case study research can draw on both quantitative or qualitative methods, with one prevalent approach being the one of mixed methods in order to account for the dynamics in a case, as well as offering a way to achieve an in-depth analysis (Saunders et al., 2016). This allowed for a combination of different strategies within mixed methods, as will be elaborated upon in Chapter 4.4. on data collection.

Empowered by the statement of Yin (2018, p. 79) to think of the "case study as the opportunity to shed empirical light on some theoretical concepts or principles" this research sets out to better understand what makes up the Sustainable Customer Experience from the customers point of view. Case studies allow to investigate a contemporary phenomenon (such as the Sustainable Customer Experience) in its real-life context, whilst further allowing to gather understanding of the interaction between a phenomenon and said context (Dubois & Gadde, 2002; Yin, 2018). This is in line with the adopted interpretivist philosophical stance of seeing subjects as inseparable from their context. It follows, that the importance lies in creating an understanding of the research question by means of looking at a real-world case and its contextual setting.

As with every research strategy, some limitations apply to the choice of a single case study. Since only one case is used as the unit of analysis the biggest limitation stems from the findings not necessarily being generalizable, as it naturally is delimited to the scope of the case (Saunders et al.,

2016). However, some generalization can still be made if carefully interpreted and adequately argued for. Nonetheless, the results will only be applicable to specific cases. Further, case studies come with a degree of dependence on secondary information, which can include subjective assumptions, that can have some implications on the data quality (Saunders et al., 2016).

KLS PurePrint was purposefully selected as the case, utilized holistically as part of a single case study. The reasoning behind selecting KLS PurePrint as the case company lies in their capabilities of supplying a Sustainable Customer Experience, coherent to the one explained by Signori et al. (2019). Therefore, allowing for direct insight into the practices of a sustainable business, rather than basing the findings on secondary data.

KLS actively use sustainability as a competitive advantage, further making them relevant for the research question at hand. As KLS PurePrint has stayed relevant in a declining industry through said differentiation, they were deemed as a suitable case in order to investigate comprising factors. Additionally, the company primarily deals in a B2B context, which indicated potential new findings about the Sustainable Customer Experience from a different, yet equal angle, as Signori et al. (2019) are primarily concerned with the Sustainable Customer Experience in a B2C context.

The choice for this organization was made as the researchers deemed it as a case thaw with high probability will serve to illuminate the research question, which after Yin (2018) should be a main argument to consider when selecting a case.

4.3.3   Time Horizon

As this thesis is focusing on investigating a particular phenomenon (the Sustainable Customer Experience) at a given point in time (as restricted by the time horizon available for the thesis creation), the time horizon at hand is cross-sectional.

The data collection was conducted over a short period of time, subsequently only capturing a "snapshot" of a particular instance.

4.4   Data Collection

In the following, the data collection process for the thesis at hand will be specified.

For this purpose, the primary data collection is presented in detail in the two respective sub-chapters concerning the use of both surveys and semi-structured interviews.

The secondary data used includes peer-reviewed research journals, books as well as some white papers concerning the under-researched topic of the Sustainable Customer Experience.

4.4.1 Survey(s)

In order to gather the necessary quantitative data for the case at hand, a survey was deemed suitable. The reasoning behind the choice of a survey lies in the purpose of the paper (Wilson, 2013). As this paper sets out to understand the factors making up the Sustainable Customer Experience, it was essential to explore the current KLS customer experience by asking the current customers.

According to Wilson (2013) it is necessary to determine whether a survey is the appropriate data collection method before conducting one. With the aforementioned purpose in mind, conducting a survey became the most fitting method, as one of the strengths of the survey as a method is the possibility of administering it to a large number of people. Distributing the survey to a larger number of customers means an increase in sample size, which in turn increases the validity of the research (Saunders et al., 2016).

The specific questions in the surveys were primarily Likert-scale rating questions, spanning across seven levels from "Strongly Agree" to "Strongly Disagree". Every Likert-scale question was succeeded by a voluntary option to add a comment explaining the respondents Likert-scale rating, prompted by a "why/why not" question. The final two questions were both different, with the first being a ranking question, to discover the relative importance of the options to the respondent (Saunders et al., 2016), and the second one being a check-box question, asking respondents to checkmark three keywords associated with a sustainable business.

When designing the survey questions, the checklist on wording by Saunders et al. (2016, p. 463) was consulted, to avoid questions being confusing, leading, or unclear. Additionally, the sampling process was convenience sampling, as the paper is not demographically restrictive, and rather seeks to understand the general relevance of different factors in the Sustainable Customer Experience.

The initially planned survey, hereafter referred to as Survey A, was conducted in cooperation with KLS PurePrint, as the company was about to send out their yearly customer satisfaction survey. An advantage of conducting the survey in cooperation with KLS PurePrint comes in the form of lending authority from the company. Had the survey been distributed to the customers independently of the company, it is likely that fewer would have responded, or volunteered for a follow-up interview.

Nonetheless, a disadvantage was that due to the questions being placed after KLS PurePrint's own survey, the survey became quite long, ensuing in a drop off in responses after the company's own questions.

As KLS PurePrint's customer satisfaction survey from 2019 only had 26 respondents, it was deemed necessary to support the findings from the new survey with additional data, as to avoid basing the findings on a small sample size which would impact validity and reliability of the results. Therefore, an additional survey, targeting the general consumer, was distributed through the social networks of the authors. This survey, hereafter referred to as Survey B, addresses a B2C context and consists of mostly the same questions as Survey A, which is set in the B2B context. One question, concerned with internal company policies, was omitted as it was not applicable to the general B2C setting Survey B was targeting. As elaborated in the delimitation chapter, this thesis applies the perception that there are great similarities between B2B and B2C, wherefore the findings from both surveys are comparable (Pine & Gilmore, 2011).

After having conducted interviews with Kasper Larsen and Bent Hübertz, it became apparent that the Cradle to Cradle business model was unknown to many people. Conducting the Survey B would therefore allow to further investigate this point through the survey being directed at the general consumer, contrasting with most KLS PurePrint customers which should be accustomed to said business model.

As the purpose was to understand the specific Sustainable Customer Experience at KLS PurePrint, a vignette was inserted at the beginning of Survey B, as to expose the B2C survey respondents to the phenomena (Saunders et al., 2016). This should provide the desired data, in line with the interpretivist research philosophy. Additionally, Survey B was distributed to seven people to be pilot tested, in order to further refine the survey (Saunders et al., 2016).

For additional clarity, *Figure 6*, found on the following page, summarizes the two survey approaches followed in Survey A and Survey B in detail. The actual survey design with the specific questions and order of both Survey A and B can be found in Appendix B.

SURVEY OVERVIEW

Figure 6: Survey A and B Overview, own creation.

4.4.1.1 Survey Data Analysis Approach

After having both surveys active for two weeks, they were subsequently closed for respondents, and the collected data was exported from used programs, SurveyMonkey and Qualtrics. As both surveys contained the data of incomplete respondents, the first step was to filter these out, so only completed survey results were left. For survey A, 11 responses were filtered out, amounting to a total of 26 completed surveys, and for survey B, 66 responses were incomplete, which put the total to 123 completed surveys. Then, the questions were renamed, as to make them more manageable when transferred to SPSS for further analysis.

Within SPSS, the different variables needed to be defined, in order to properly analyze the responses. This was approached by defining the different responses to the Likert scale questions with a number from 1 to 7, 1 being "strongly agree" and 7 "strongly disagree.

Next, the descriptive data from the Likert scale questions was assessed, and the means were cross-checked for plausibility. An anomaly was identified in Q2, as the Likert scale itself was incorrectly

coded from 8-14, instead of from 1-7, which lead to a mean value which would not be comparable with the other responses. The issue was due to the question having an incorrect value in Qualtrics, and it was consequently corrected by adjusting the Likert scale within SPSS.

Thus, the descriptive data was prepared, and subsequently used to produce the charts which allow for a clearer overview of the responses. The overview of the survey results can be found in Appendix C. Ideally, both surveys would have been conducted in the same program if not for the preference of the case company, but as the questions were ensured to be the same in both survey software's, the results are still comparable.

4.4.1.2 Survey Limitations

Although the survey method does provide advantages in data collection, some limitations are also associated with the method (Saunders et al., 2016; Wilson, 2013). One concern lies in the limited flexibility compared to interviews, where the possibility exists to ask follow-up questions. Despite having added the possibility for the respondent to explain their reply in order to counteract this limitation, many respondents might decide against doing so, as they can be fatigued from having to fill out an additional question (Wilson, 2013).

Moreover, it is difficult to ensure a diverse demographic when sharing the survey through social media, as many of the respondents will share similar demographic characteristics with the authors.

Finally, certain biases can be prevalent in surveys, including recency bias, where respondents choose either the first or last option in an unordered list, or central tendency bias, where respondents avoid extreme choices such as "strongly agree" (Wilson, 2013).

4.4.2 Semi-structured Interviews

The semi-structured approach to interviews was chosen to conduct further research as it is an open framework that allows for flexibility (Bryman, 2012). Adopting a semi-structured set-up allows for a relaxed conversational yet focused interview, given that the specific questions, as well as the order thereof, can vary following the flow of the conversation (Saunders et al., 2016). Nonetheless, the process follows a list of themes and key questions to generate data. By creating an open dialogue, it allows the researchers to better explore the research question as depending on the responses additional questions can be added to further investigate the rationale and relevancy of sustainable stimuli in the Customer Experience (Saunders et al., 2016). This approach was deemed especially relevant as the philosophical perspective of interpretivism was applied; social actors attribute meaning to both

experiences and their environment (Bryman, 2012). Through conducting semi-structured interviews, an understanding of the world – or the customer experience in this case – could be investigated and better understood from the perspective of the studied consumer.

The semi-structured interviews were held in two waves, in addition to one expert interview. Given the limitation of not being able to hold any interviews in person due to the COVID-19 pandemic, all the interviews were held remotely via telephone. The data was audio-recorded and then transcribed with the help of the transcription tool *otter.ai*. The full transcripts of the interviews can be found in Appendix D.

In order to provide a structured approach to semi-structured interviews, that ensures the uncovering of relevant knowledge and data in order to answer the research question, interview guides were developed. The interview guides were structured with a logical flow in mind, starting with a general introduction to the interview highlighting the broad goal of the interview to avoid unnecessary bias. It was highlighted that all information would be treated confidentially and anonymous to create an environment the respondents felt comfortable providing the sought for information whilst reducing the possibility of response or interviewee bias (Saunders et al., 2016). The questions were then grouped into the main topics that were paired with the correlating key questions. The interview guides slightly differed between the two waves and the expert interview but followed the same guidelines in order to allow for some comparison between them. Whilst preparing the interview guide, any leading or proposing questions were tried to be avoided to allow for the uncovering of what the interviewees truly see, further minimizing any bias (Saunders et al., 2016).

Following the semi-structural approach, the interview guides were loosely applied following the natural flow of the held conversations, allowing the researcher to be reactive to any unexpected information being uncovered. They can be found in Appendix E.

All interviews started with the researchers specifying the background, namely that the interviews are part of the data collection process for the master thesis at hand. Subsequently, the purpose of the study was introduced to give the respondents a broad idea of what to expect, but not elaborating to detailed in order to avoid confusion or bias. The expected duration of the interviews where specified which was between 1-1.5 hours for the first wave of interviews and 30-50 minutes for the second wave of

interviews and the expert interview. These details were deemed important in order to provide sufficient information to appropriately manage the respondent's expectations and provide a clear understanding of the implication of participation. Informed consent was gathered before commencing with the questions investigating sustainability and customer experience.

The first wave entails the interviews with the COO and CMO of the case company KLS PurePrint. The main goal was to further investigate the nature of the case company. Additionally, the personal perception of the company could be investigated, uncovering topics that could be of additional interest during the second wave of interviews. At the same time, this sequence of interviews offered the opportunity to sense-check the flow and questions of the interviews and further confirming the selected aspects that are investigated.

Before continuing the data collection process, reflections and notes from the first set of interviews were taken into consideration to improve the flow and details of the interview guide.

The second wave of interviews was conducted with current customers of KLS PurePrint, which was needed to take on the customer centric approach to the investigated theoretical concept of the Sustainable Customer Experience. The interviewees were identified through the previously sent out questionnaire, which 92 current KLS PurePrint customers had received. Four customers had volunteered to be approached for an interview, of which three eventually were interviewed as one of them stopped responding. As any current customer is able to provide the sought-after insights, no additional selection criteria were applied to the sample.

Additionally, an interview was conducted with an expert in managing sustainability and sustainable business. Through this enriching the accessed knowledge in regard to sustainability and achieving an updated standpoint on business implications and market influence thereof. The interviewee was selected based on his rich background, specifically with this engagement in managing impact and sustainability in businesses, alongside the knowledge on the SDGs and the Danish market.

An overview of the respondents can be found in *Figure 7* on the following page.

PRESENTATION OF INFORMANTS

NAME	GENDER	TIME AT KLS	DESCRIPTION
KASPER LARSEN	MALE	19 YEARS	KLS PUREPRINT COO
BENT HÜBERTZ	MALE	4 YEARS	KLS PUREPRINT CMO

WAVE 1

NAME	GENDER	KLS CUSTOMER FOR	TIME IN CURRENT POSITION	DESCRIPTION
INFORMANT A	MALE	1.5 Years	8 Years	Graphic Designer: Non-profit Danish based event and networking society for C-suite executives.
INFORMANT B	MALE	13-15 Years	12 Years	Secretary General: Company arranging events and workshops for companies working with geographical data.
INFORMANT C	FEMALE	2 Years	3 Years	Head of product development: Danish company producing baby security equipment.

WAVE 2

NAME	GENDER	DESCRIPTION
CHRISTIAN HONORE	MALE	Over 22 years of experience in working with managing impact and sustainability in businesses. Working with the SDGs in Danish and international companies.

EXPERT INTERVIEW

Figure 7: Presentation of Interview Informants, own creation.

4.4.2.1 Interview Data Analysis Approach

All the recorded interviews were subsequently transcribed in order to allow for further analysis of the gathered information. The transcribing was conducted with utmost care to ensure the transcription was accurate. Where the audio was unclear, the sequence was re-listened to several times until accurately understood or marked as inaudible. Any excess repetition was carefully omitted to arrive

at a readable end result without changing the meaning. The transcription process was deemed as necessary in order to uphold transferability as well as to allow a quicker data analysis. Further, the process enables to get familiar with the collected data, allowing for a better analysis overall (Bryman, 2012).

In order to generate meaningful results, it is important to approach qualitative data methodically. The interviews with the current customers of KLS PurePrint were thus analysed in detail by individually informally mapping the higher-level topics mentioned including the key points made in order to identify the factors comprising to a Sustainable Customer Experience. As a second step, these were compared to further identify common themes as well as important statements in regard to the research at hand. As this data, was gathered from the customer's point of view, it will build the basis for analysis in combination with the gathered survey data.

Regardless the different nature of information accessed in the interviews with KLS PurePrint as well as the expert interview, the same mapping of data was followed.

On the one hand, the information gathered from KLS PurePrint was used to further build the general knowledge around the case company, the market dynamics and the role sustainability currently plays both internally and externally. The information gathered from the expert interview, on the other hand, was applied to the general context of case and to contrast points made by the respondents.

The insights generated here do not account for the customers perception of reality, however they nevertheless play an essential role in the analysis of the research question at hand.

4.4.2.2   *Semi-structured Interview Limitations*

As with any methodology, there are some limitations applying to the use of semi-structured interviews. First and foremost, those limitations stem from the lack of standardization and subjective nature when conducting this type of interview. However, in line with the philosophical stance taken, this research reflects a time and context specific reality, meaning the reproducibility by other researchers is not necessarily given. As such, in the interpretivist view, the research results are inherently slightly limited in regard to reliability. Nevertheless, as chapter 4 explicitly documents the methodological choices made, including specific methods and argumentation thereof, it is expected that even though not intended to be repeatable, the applicability of the research results can be

evaluated and applied to other contexts. The discussion of data quality in general will be further elaborated on in Chapter 4.4.4.

When conducting interviews, logistical and resource issues go hand in hand with the approach (Saunders et al., 2016). The setting in which the interviews are conducted can have a great influence on the collected data (Saunders et al., 2016). In the research at hand this could not be accounted for as the researchers had no control of this aspect due to the global COVID-19 pandemic. All interviews had to be conducted as telephone interviews in order to adhere to the official guidelines of social distancing. It follows, that the researchers had no influence on the context in which the interviewees found themselves during the interview and therefore this could not be accounted for. For example, it was not possible to ensure a private surrounding where there would be no disturbances and no chance of being overheard, thus there was no guarantee to ensure they speak liberally.

Further, through the necessity of conducting remote interviews, no personal contact could be made, thus minimizing the relationship and trust that could be established with the respondents. This limits the extent to which participants responses, and their underlying meanings, can be explored (Saunders et al., 2016). Hence, the limitations herein lie in a potentially reduced reliability as it cannot be guaranteed that all respondents spoke freely. However, no reluctancy to engage was experienced during the conversations held, therefore, this limitation is deemed to be marginal at best.

An additional practical limitation going hand in hand with the utilization of telephone interview is the limited ability to control the pace and the lack of access to non-verbal cues from the respondents (Saunders et al., 2016). Especially the lack of non-verbal cues has made it difficult to avoid interruptions when there was merely a short break of thought, as well as complicating the determination of the extent to which the questioning of a specific topic could be pursued.

4.4.3 Triangulation of Data Sources

Through the application of the mixed methods approach, both qualitative and quantitative research results are used to generate the findings. By comparing and contrasting the data generated through both methods, an additional level of insights is added with the methods and resulting data sets supplementing each other (Bryman, 2012). This so-called triangulation of data sources is used to enhance the generated findings and ensure that the results, interpreted from the data, can be better

confirmed (Saunders et al., 2016). For example, as only a specific part of the population has been investigated, triangulation offers a more sufficient coverage whilst further adding value to each other by highlighting potential different angles to uncover the customer's point of view, increasing the research's validity (Bryman, 2012; Saunders et al., 2016).

This approach of using a variety of data from multiple sources is further particularly applicable to case study research as after Yin (2018, p. 197) it "relates to the basic motive for doing a case study in the first place: to do an in-depth study of a phenomenon in its real-world context". By applying triangulation, the research results can be improved as it offers the possibility to add complexity to the result through enhanced data richness (Bryman, 2012; Saunders et al., 2016; Yin, 2018). After Saunders et al. (2016) this advantage of triangulation is in line with the here followed interpretivist philosophical stance.

4.4.4 Data Quality

Essential to the traditional discussion of data quality, is the discussion of reliability and validity (Bryman, 2012; Saunders et al., 2016). Reliability is concerned with the consistency and the possible replication of the data collection, where a high level of reliability would indicate that a reproduction of the data collection would yield the same results. (Bryman, 2012; Saunders et al., 2016). Validity refers to whether the methods used to study the phenomenon are actually capable of measuring what they are intended to (Saunders et al., 2016). The main concerns of both terms relates to the adequacy of the measures utilized, which is primarily a concern for quantitative methods (Bryman, 2012), which for this paper entails the assessment of the data collection from survey A and B. To ensure reliability for the surveys, our supervisor Helle Haurum and a checklist specifically for surveys by Wilson (2013) were consulted, as to avoid including ambiguous questions, terms not understood by the respondents, and double questions (Wilson, 2013). The validity of the surveys were assessed through content validity, which ensures that the contents of the survey are relevant for the purpose, and convergent validity, where the replies to the surveys were compared and confirmed to be correlated (Wilson, 2013).

According to Saunders et al. (2016) both terms are also relevant in qualitative research as they can be used to assess data quality of semi-structured interviews (Saunders et al., 2016).

For reliability, there is a concern that respondents would not reveal similar information, if they were to be interviewed again. Moreover, three types of bias, being interviewer bias, response bias, and participation bias may also affect the reliability (Saunders et al., 2016). Saunders et al. (2016) explains

that the reliability issue of semi-structured interviews can be overcome by implying that the interview is not intended to be repeated, as it reflects reality at a specific point in time (Saunders et al., 2016). For the biases, these can be circumvented by properly preparing and conducting the interview (Saunders et al., 2016).

For validity, Saunders et al. (2016) claims that semi-structured interviews can reach high levels of validity, by utilizing *"clarifying questions, probing meanings and by exploring responses from a variety of angles"* (Saunders et al., 2016, p. 400). The main concerns are bias and cultural differences which may still impact the validity (Saunders et al., 2016). Triangulation helps to strengthen the validation of this paper, as conducting a mixed-methods study, in this case using surveys and interviews, ensures that what the data is telling the researchers can be verified from different angles (Saunders et al., 2016). Further, as a this paper employs an interpretivist research philosophy, triangulation adds depth, breadth, complexity, and richness to the research (Saunders et al., 2016).

However, Bryman (2012) mentions that some qualitative researchers believe that qualitative data should be evaluated by different criteria (Bryman, 2012). Lincoln and Guba (1985), as cited in Bryman (2012), propose *trustworthiness* as a criterion for assessing qualitative research. Trustworthiness in turn entails four factors: *credibility, transferability, dependability,* and *confirmability* (Bryman, 2012).

Credibility shares similarities with validity, in that it is concerned with how believable the findings are (Bryman, 2012). To ensure this, considerable amount of time was spent on becoming immersed in the customer experience of KLS PurePrint, as to be able to ask relevant questions in the semi-structured interview. This was done by first becoming acquainted with the responses to the last customer survey conducted by KLS in 2019, and subsequently through the Wave 1 interviews with Kasper Larsen and Bent Hübertz. The questions were then created accordingly and previewed by two unbiased individuals to guarantee clarification.

Transferability relates to whether the findings are applicable in other contexts (Bryman, 2012). By presenting rich, detailed descriptions, or as termed *thick descriptions* in Bryman (2012), of the sustainable customer experience of KLS, future researchers can decide whether the findings are transferable to another context (Bryman, 2012).

The description of dependability is similar to the one of reliability above, as it shares the same concern of whether it is possible to recreate qualitative research (Bryman, 2012; Saunders et al., 2016). Throughout the data collection, ensuring the gathering of high-quality data has been very important,

as to give the most precise description of the Sustainable Customer Experience. Further, the process has been documented thoroughly, in order to allow others to further evolve the knowledge of the Sustainable Customer Experience, as it may serve as inspiration for similar studies on the subject (Bryman, 2012).

Finally, confirmability relates to the behaviour of the researchers (Bryman, 2012). While complete objectivity is impossible in qualitative research (Bryman, 2012), the researchers have done their utmost to act in good faith, and not let bias or personal values impact the research (Bryman, 2012). This has been done by following guidelines on how to avoid asking leading questions and by solely asking follow-up questions related to the case at hand. Nonetheless, some bias may apply regardless.

4.5   Optimal Scenario for Data Collection & COVID-19 Limitations

A comprehensive force majeure being the outbreak of the COVID-19 pandemic caused extensive limitations for the process of this paper.

First and foremost, the COVID-19 had, and still has, a severe impact on the business world. This meant that the authors had to rethink the approach selected for this research. A solution had to be found where collecting the necessary data would not compromise the health of anyone involved, whilst still be applicable for the case at hand. As it was already established before the COVID-19 pandemic that the thesis would revolve around the Sustainable Customer Experience, with KLS PurePrint as the case company. Dealing with the imposed restrictions meant finding a solution of how to further uncover this specific phenomenon without being in physical proximity to anyone.

In collaboration with our supervisor Helle Haurum on the one hand, and KLS COO Kasper Larsen on the other hand, gathering data through an online survey was deemed as most suitable for collecting the relevant data, without exposing neither the respondents nor the researchers to any kind of health hazards.

Kasper Larsen proposed that the survey would be included as an extension of KLS' own customer satisfaction survey. However, it would have to be postponed until June, as Kasper Larsen expressed that distributing a customer satisfaction survey at an earlier time would be inappropriate with COVID-19 in mind.

Therefore, the entirety of the data collection took place online and via telephone. Thus, a set of limitations were applied for the semi-structured interviews, as also mentioned in Chapter 4.4.2.2. These limitations relate to establishing trust between the interviewers and the interviewee, which can lead to reduced reliability, and the lack of being able to read the body language of the interviewee,

which affects the timing of asking probing and reflective questions (Saunders et al., 2016), which were essential for the case at hand.

In an optimal scenario, data would have been collected both online and via face-to-face interviews, and thus, the authors would have strived to conduct more semi-structured face-to-face interviews to base the findings on.

The inability to be in physical contact with both KLS PurePrint and the customers further restrained the data collection by making it impossible to follow a real customer journey through the different touchpoints, as it was not possible to go to the KLS PurePrint headquarters, nor be a part of potential meetings that would have been held with customers. These things had initially been agreed upon as being part of the optimal methodological approach, meaning contacting customers independently outside of the survey would have been possible.

Furthermore, conducting the survey in collaboration with KLS PurePrint also proved to lead to some limitations. The final edition of the survey had 42 questions, and as the thesis questions came after the KLS customer satisfaction questions, 11 out of 37 respondents skipped them, most likely due to survey fatigue (Wilson, 2013).

Being able to send the survey out through KLS PurePrint, but independent from their own survey would have been possible if it was not for COVID-19 and would potentially have led to a higher response rate. Moreover, it would not have been necessary to wait until June to distribute it.

The authors were also to attend a round-table meeting about the future strategy of small-to-medium sized sustainable businesses by VL on the 5th of April, which included one of the board members of KLS and several other experts in the area (see Appendix F). In an optimal scenario, this meeting would not be cancelled, and would instead have supplied the data collection with more expert knowledge.

In general, COVID-19 caused continuous uncertainty and delay in the process, and potentially unconsciously affected the respondents. Uncertainty and delay especially applied to the communication of when the survey was to be completed and distributed, which would not have happened if not for COVID-19, as KLS PurePrint, understandably, had other prioritized commitments to tend to.

5 Findings and Analysis

Based on the preliminary understanding introduced in the preceding sections, this next section will present and analyze the primary findings of both the quantitative Surveys A and B as well as the qualitative interviews. The findings are presented in sub-sections representing the identified relevant factors of a Sustainable Customer Experience and are related to the bigger picture.

These factors have been gathered and grouped as result of being an analyzed reaction to the sustainable stimuli present in the Sustainable Customer Experience of KLS PurePrint. Summarized, the stimuli the consumers are exposed to at different touchpoints during the customer journey in this case, are related to the employees, company issued communication, the company website, eco-labels as well as certain external stimuli uncovered during the research, such as the KLS PurePrint issued diploma or employer values.

In line with this, there are two overarching general key findings which will be highlighted in the following as these are linked to all the subsequent findings following in the sub-sections.

One key finding is the data showing a high relevance of the KLS PurePrint employees in the whole Customer Journey. The gathered information indeed emphasizes the significance of the employee touchpoint as a key stimulus in allowing for a Sustainable Customer Experience.

One respondent states:

> *Informant A:* « The work with Bent and the company. I think it's been a very good process, and we've learned a lot and they've been very supportive and understanding. »

> *Informant A:* « Trustwise it's very nice to have some people you have met and that you can always reach out to to get it right »

Whilst another reflects on the employee relevance by asserting:

> *Informant B:* « If you ask me about what is the most significant thing, I think it's my dialogue with Kasper, it has been great for me. »

This is further highlighted by the survey results. Both survey A and B showed that employees are expected to carry out an informing role in regard to sustainability with 61% of Survey B and 81% of Survey A respondents specifying 'agree' or 'strongly agree'.

The aspect of the employee touchpoint relevance as sustainable stimulus will be continuously picked up in the more granular analysis of individual findings, relating it to the thematic sub-sections, to further underline the different ways this factor plays into achieving a favorable Sustainable Customer Experience.

Second overarching finding concerns the confirmation of the initial delimitation made in regard to the B2B context.
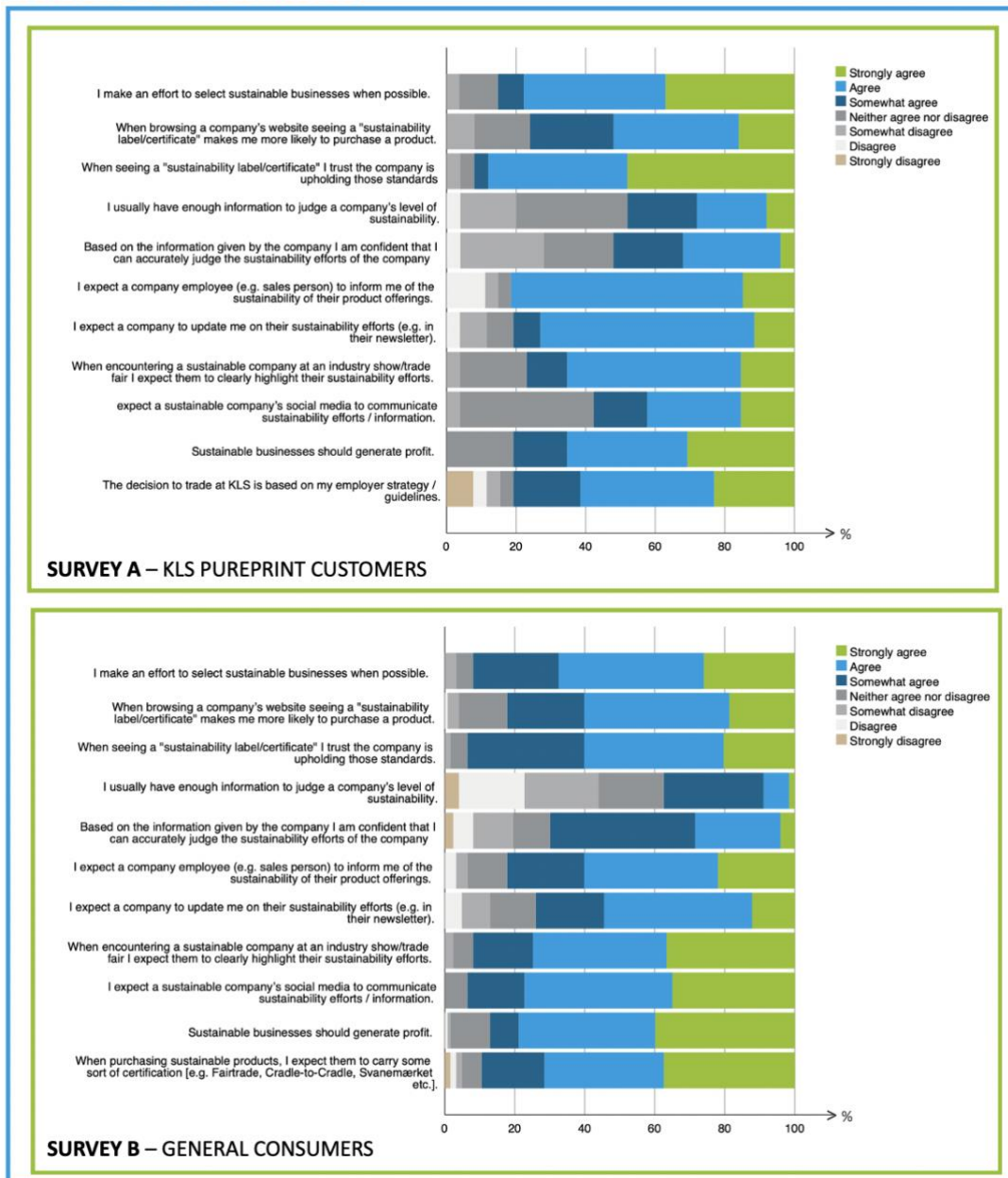
Figure 8: Survey Data Result Overview, own creation.

This thesis stated that it is following the modern approach of not distinguishing between B2B and B2C, as nowadays this traditional separation has become blurred. Taking this holistic Human to Human approach is fully confirmed as both Survey A, addressed to the KLS PurePrint customers (B2B), and Survey B, addressed to the general consumer (B2C), show very similar responses.

Indeed, as seen in the survey data result overview in *Figure 8* above, there are slight variances. However, these are assumed to stem from the different survey settings as well as the difference in sample size, and not from the different market context. Survey A has a considerably smaller sample size than Survey B due to the limited target population of KLS PurePrint customers. Additionally, as Survey A was following the general customer feedback survey of the case company, there is a chance the respondents endured survey fatigue, leading to potentially altered results.

5.1 Transparency Factor

One key factor regarding the Sustainable Customer Experience that surfaces is the one of transparency.

On the one hand, this becomes evident through the survey respondents, as one of the most important keywords associated with doing sustainable business is transparency.

Reasoning for this can be manifold and can be linked to the high degree of uncertainty when engaging with sustainable organizations, as the level of available information varies greatly. Several respondents highlighted this opinion about the lack of transparency:

> *RB4:* « The information is not always clear enough and not always there. »

> *RB6:* « Mostly it's not so easily available. »

> *RB8:* « Very rarely is a company publishing traceable data, identifiers etc. »

In general, the survey results strongly indicate that consumers have their doubts in regard to the current state of available information.

At the same time, judging from the responses, it shows that there is a high expectation in regard to what kind of transparency would be wanted:

> *Informant A:* « It has to be something practical. Not buzzwords. If it's just fun buzzwords, then I can't use it for anything. It has to be something practical, that they are not using certain chemicals in the printing process. And, what exactly they are using as reused paper and reused cardboard for packaging. »

This correlates with another opinion voiced regarding the ability to judge sustainability efforts by a company, stating:

> *RB4:* « It depends – if it's a clear guideline of the company's production policy with sources, names and locations – yes. Otherwise – no. »

Clearly demonstrating that transparency is an essential element in the Sustainable Customer Experience. This transparency is further needed to empower consumers to identify whether a company is credible:

> *RA5:* « Companies can use their sustainability efforts as a competitive advantage, so it's also about getting closer to unveiling if there is action behind the words. »

Subsequently, additional relevance in the factor of transparency lies in the distrust that is risked if companies do not transparently communicate their sustainability impact (Christian Honoré, personal communication, July 03, 2020).

Informant A (see quote above) clearly mentions the need for more in-depth transparency regarding individual aspects of the company's supply chain. This is further established by a survey response that even points out that transparency is more credible than the use of certificates:

> *RB7:* « I much prefer transparency from the company about the supply chain, which show what efforts they're really doing to become sustainable. »

This further closely relates to the statement by *RB4* above.

Additionally, when asked whether certificates are expected in a sustainable company, one respondent stated:

> *RB6:* « Yes, because it makes it easily visible. »

Further indicating that this kind of visible transparency, that allows consumers to more easily assess the sustainability aspects, is sought after.

Subsequently, the insights from the interviews as well as both survey responses show that there is an increased need for transparency in regard to different aspects of a company. Additionally, through the above presentation of findings, it becomes evident that transparency is further linked to other factors such as credibility and communication and will be further highlighted in the following sub-sections. This can be highlighted by another respondent's reply:

> *RB2:* « Even though I have a bit of skepticism, I want to believe these certifications because proving them is a too complex process from a customer point of view. »

Where the fact that there is not enough transparency around the specific example of eco-labels, creates skepticism in the consumer.

5.2 Credibility Factor

A close connection can be drawn between transparency and credibility, accordingly the transparent access to information is one aspect that allows for a credible Sustainable Customer Experience. As by unveiling whether there is action behind the words of a company, consumers judge the credibility thereof.

> *RA5:* « So it's also about getting closer to unveiling if there is action behind the words. »

It can be inferred, that transparency is needed to create a certain level of credibility. However, other than that, the findings on the credibility factor mainly concern the aspect of certifications such as C2C.

Many respondents mentioned credibility when the topic of eco-labels/certification was investigated:

> *RB1:* « I read that these certifications cost a lot of money and that is a bit of a shame. But I see them as my assurance that someone else checked these products as I do not have the knowledge to do this. »

> *RB2:* « I am afraid of greenwashing, so certifications give credibility to the green claims. »

> *RB5:* « Certifications heightens the credibility. »

These statements clearly show that utilizing certificates as sustainable stimuli in the Sustainable Customer Experience can clearly evoke a sense of credibility in the consumers.

Where there is a lack of knowledge or information of the certificate it leads to uncertainty if it conveys a correct or believable message regarding the level of sustainability. Subsequently, a big part of the credibility factor is also the concern around credibility within itself. This has become evident through both the survey and the interview insights:

> *RB7:* « Not all certifications are created equal, some require little effort to obtain. »

> *RB8:* « Certification in itself often means too little or is difficult to gauge in terms of value. Some certifications however are valuable. »

On the one hand, certificates can serve as a valuable sustainable stimulus. On the other hand, the credibility thereof is directly influenced by the belief in such labels. Where there is no knowledge or information about the value of the certificate in regard to sustainability, it becomes difficult for the consumers to use them as an indicator to evoke credibility within the Sustainable Customer Experience. This is deemed as an indicator for a further link between credibility and transparency. This aspect of knowledge surfaced more concretely during the interviews with KLS customers, it was uncovered that in one specific case the C2C certificate of KLS PurePrint was the convincing factor for the choice of the company:

> *Informant A:* « Yeah, I read the certificates, and also with the information form other people working with KLS. It seems to me that they're the most sustainable company in the Copenhagen area. »

In this supporting the credibility value as a sustainable stimulus. However, that same customer also stated that it was still unclear to him what exactly is entailed in this certificate and that he still had a lack of knowledge around it.

This became surprisingly evident when after two thirds of the interview the respondent stated:

> *Informant A:* « Yeah. But I mean, if I have to answer that question, then somebody has to explain specifically what Cradle to Cradle is. »

Here, the certificate and the way the company employs it (as well as WOM which will be picked up at a later point), conveyed enough credibility regardless of the uncertainty or lack of knowledge that still persisted.

Where knowledge and information are available on the other hand, it can become a highly impactful sustainability stimulus as accentuated by another KLS PurePrint customer:

> *Informant C:* « My specific reason was the Cradle to Cradle issue that I thought was perfect. And I have no objection really, because they could make the design we wanted, there wasn't really any restriction on what they can't do and of course, in the end maybe it is a bit more expensive but that was the primary reason to choose them, the Cradle to Cradle. »

The C2C certificate of KLS PurePrint, combined with the available knowledge of the customer, has played a crucial influence. Part of this knowledge was further provided by the company itself in the ongoing customer journey. The aspects will be further elaborated on in Chapter 5.3 and 5.5.

One point supporting these findings is the input by the consulted sustainability expert (Christian Honoré, personal communication, July 03, 2020), who specifically highlighted the relevancy of labels in the B2B sector as a signaling effect because it provides an easy understanding to the involved in regard to what is to be expected. Further, he relates to the above uncovered findings in regard to the uncertainty accompanying the credibility stimulus of an eco-label, by mentioning that trust in the label has to be built and that this legitimacy and knowledge would ideally pe provided by the certifying body (Christian Honoré, personal communication, July 03, 2020). However, not all eco-labels have achieved this, subsequently this task can fall into the hands of the companies utilizing the certificates (Christian Honoré, personal communication, July 03, 2020).

Taking a step back, another additional level of credibility that surfaced during the analysis of the findings is the aspect of whether it is credible that a company is sustainable in general. One noteworthy insight in regard to this point links credibility to both the core value of the company as

well as the role COO Kasper Larsen plays in it:

> ***Informant B:*** « And the reason is that he was doing this many years before it was
>
> really politically correct. It was just coming from the inside. »

Here Informant B refers to the difference to other sustainable companies he has worked with, stating that KLS differ in their sincerity and motivation at being truly sustainable, and the that sustainability is placed directly at the core through the acting COO. The credibility hereof subsequently directly influences *Informant B's* trust in the company, this aspect will be picked up in Chapter 5.6.

Beyond this, both surveys show that consumers are more likely to purchase a product, if a company has a sustainability certificate on its website. With 76% of Survey A and 81% of Survey B agreeing that a sustainability label affects their purchase behavior to some extent. This further emphasizes the relevance of this aspect as sustainable stimulus.

The findings show that credibility is very important, yet hard to achieve. Further, credibility is closely linked to transparency (as specified in the sub-section before), communication and knowledge. With the concerns around credibility directly stemming from these factors.

5.3   Knowledge Factor

During the analysis of the findings, it became apparent that knowledge plays a big role in the Sustainable Customer Experience, and, that this factor is closely linked to both transparency and credibility as well as communication. This last point will be further looked into in Chapter 5.4.

One insight here stems from the question whether the respondents feel like there is enough available information to judge a company's level of sustainability. Respondents pointed out:

> ***RB4:*** « The information is not always clear enough and not always there. »

> ***RB9:*** « Not at all, because usually you just have to go by what a company says and
>
> whatever certificate or label they've paid for and a lot of that is just creative
>
> marketing. »

Generally, this uncertainty is reflected by the overall responses. In both surveys, the majority of

answers, 72% for Survey A and 68% for Survey B, are nested between 'somewhat agree' and 'somewhat disagree'. The presented comments above showcase the link to transparency through the lack of clarity mentioned.

Comparing this experienced lack of knowledge to the expectations of receiving knowledge, makes the relevance of the sustainable knowledge stimulus that much more evident. 74% Survey A and 54% Survey B 'agree' or 'strongly agree' in regard to the expectation of gaining continuous knowledge on sustainability efforts.

Turning to the close-knit connection to the factor of transparency, it shows that on the one hand, the expected knowledge targets the need for transparent knowledge (as highlighted in Chapter 5.1) on how a company conducts sustainable business (e.g. supply chain, products). On the other hand, this knowledge need surfaces in regard to the eco-labels. More specifically, C2C in the case at hand.

A point made targeting both the transparency and knowledge factor hints at the fact that not always the right knowledge transfer is being made. *Informant A* stated:

> *Informant C:* « I only see the words from Cradle to Cradle. I don't see anything about the platinum or, you know, what happens if you're a company that doesn't have any of these requirements or certificates. […] So maybe they should start focusing on that they are platinum instead of only focusing on Cradle to Cradle. »

As pointed out in Chapter 5.2 focusing on the credibility factor, the available knowledge plays a crucial role when it comes to labels such as C2C. *Informant C* had specified that what the C2C certificate entails was the primary reason to choose KLS PurePrint. When explaining on how it came to this decision, she mentions research on the internet on certifications in general, the external factor of her colleagues, and Bent Hübertz, CMO of KLS PurePrint:

> *Informant C:* « I was not specific because I was just in product development, so I didn't know what was the best. I was just looking into different ways to go. »

> *Informant C:* « First, I actually asked our internal department, the buying department to do that, but they didn't. So, I did it myself. I learned about Cradle to Cradle in general and the company. »

> *Informant C:* « I was just researching on the internet, and then meetings with Bent. And he told me more about this concept, Cradle to Cradle. »

Just like in a B2C context, research is conducted in the B2B context too, in order to gain enough knowledge to make a decision. The knowledge that is available for the consumer is not only in the hands of the own organization. This knowledge can be found through friends or colleagues, the own employer values, from reviews online and more. As well as the company website or through company employees.

Especially the sustainability knowledge transfer via the employee touchpoint has been emphasized by the informants:

> *Informant B:* « Kasper was very good at explaining in what direction they were actually heading in, what it meant. Both to our products and also to the economy, that it was not necessarily going to become more expensive to do it that way. »

> *Informant C:* « Yeah, it must be Bent. He is very good in telling us, who don't know about the concept of Cradle to Cradle. He's very good at explaining the history behind the company and about Cradle to Cradle in general. »

Clearly, the knowledge transferred via the employees has shown to be a positive stimulus in regard to the sustainability aspect of the Sustainable Customer Experience. Here, with the first part of the reply, *Informant C* further highlighted that the employee touchpoint has had the most significant impact in regard to sustainability from her point of view. This aspect will be picked up and elaborated on in Chapter 5.5.

When asked about when it would be most relevant to be presented with such knowledge from the employee, it was stated that this is deemed most relevant at the beginning of the customer journey.

> *Informant A:* « I think if you should talk about it you should start with it. So as soon as you get a new customer, it doesn't have to be an hour, you know. But you should discuss what you're doing any way you're different as a company. »

It is inferred, that providing such knowledge in the beginning of the Sustainable Customer Experience would have the ability to influence the rest of the customer relationship as it allows an organization to empower the customers with relevant knowledge.

Taking a step back, one respondent related the relevancy of available knowledge to the greater picture. Stating:

> **RA6:** « I expect information to be available when I need it. »

This highlights that a company should be aware of where this knowledge should be present to meet customer expectations in order to allow for a Sustainable Customer Experience.

The research further suggests a possible positive correlation between the amount of knowledge shared about the sustainability practices of a company and the perception of the Sustainable Customer Experience. However, given the limitation of the small sample size of interview respondents, this would have to be confirmed by future research and will be contrasted with some detail in Chapter 6.4.

The findings show that information/knowledge is both stimulus and factor within the Sustainable Customer Experience. Company driven, it can be used as a concrete stimulus to further evoke the sense of knowing, through this directly influencing the perception of the experience as a whole.

5.4 Communication Factor

As it was established in the preceding chapters, communication is a central aspect of conveying transparency, credibility and knowledge. In the following, the findings indicating that communication can enable or unlock sustainable stimuli within a Sustainable Customer Experience will be looked into.

First and foremost, if a company conducts sustainable business and has set this as an important value, consumers expect this to be communicated accordingly:

> **RB2:** « If it's part of their brand they need to embed it in their communication. »

> **RB9:** « If they are talking about this a lot and it's part of their business model, I'd expect them to keep the public informed. »

One respondent advocated for the use of social media to communicate sustainable stimuli by stating:

> **RB9:** « This should be a primary use of their social. Fast, quick info that someone doesn't have to go searching for on their own. »

Here, it again connects back to the transparency factor discussed in Chapter 5.1, where it was highlighted that it is usually very hard to access relevant knowledge about a company's sustainability efforts, underlining that communication via social media could be a valid way to increase the transparency. Subsequently, it is equally important that the communication is perceived as credible. The suitability of social media to do so is contrasted by another respondent pointing out that social media should still be used in a targeted thought through way:

> **RA9:** « Only if it makes sense in regard to the target audience. »

The importance hereof is further highlighted by another respondent, as, if the communication is not approached in a suitable way, it can lead to doubt and possibly a negative experience:

> **RB4:** « Sometimes when the company's social media communicates the sustainability efforts too much, I start to doubt whether it is a marketing act or a real endeavor. »

An interesting difference surfaces between Survey A and Survey B in regard to the expectation of being exposed to sustainability efforts or information from a sustainable company's social media. Whilst in Survey B, 94% have a positive response and 4% remain neutral, in Survey A, 57% have a positive response, 38% remain neutral and 4% 'somewhat disagree'. The data results for this question showcased the biggest difference between the two surveys. The lower affinity towards social media as communication channel in this setting could be related to the B2B context, however, given the overall positive response this hints at the possibility of it being a generational difference, as the older generations are more and more adopting social media in all aspects of life. This will be further elaborated on in the discussion in Chapter 6.1.

One other form of (marketing) communication addressed is the one of the newsletter. This form of communication is currently employed by KLS PurePrint and is made up by case studies, general sustainability information as well as a minor part on company specific news. However, the insights show a somewhat mixed attitude towards newsletters.

First, it became clear that not everyone is aware of the newsletter's existence. However, as KLS PurePrint has a very limited marketing budget, this can be expected. Further the approach towards newsletters by different informants varied highly.

One counter argument made to newsletters as communication channel simultaneously strengthens the case for social media:

> ***Informant A:*** « I would prefer LinkedIn as a platform instead of, you know, getting a newsletter for example. And it's because I get enough emails. I get enough spam. »

However, even if in a B2B setting the reality is the one of an ever-full email inbox, a connection back to the expected knowledge can be made:

> ***Informant B:*** « To me it's always a matter of is it relevant. And I subscribe to say 50 different newsletters because I have to be aware of what's going on all over the world also in our domain. […] But it's just good that I know and I'm oriented about what is going on, because then I can maybe use it in further discussions with the board or with members, or with some of the volunteers in our organization. »

Even though *Informant B* has a very positive attitude towards the newsletter, and also specifically states that newsletters are the right way to communicate general sustainability aspects, he additionally specified the shortcoming compared to actual conversations:

> ***Informant B:*** « The dialogue with Kasper is actually where I learn from because I had the opportunity also to ask him questions and ask deeper than you will ever get into with the newsletter. »

The finding here further lies in the employees as being an additional adequate communication channel, which is also confirmed in Chapter 5.3. This aspect in form of the personal relationship factor will be further elaborated on in Chapter 5.5.

Subsequently, the overall finding here lies in offering the right communication for the different customer personas present in the own customer base, suggesting that a holistic approach to communication is needed to allow for the sustainable stimuli to reach customers within the Sustainable Customer Experience.

As we uncovered in the chapter concerned with credibility, one other central part of communication regards the C2C certification where it was pointed out that in an ideal world, the certificating body would ensure the credibility, knowledge and awareness around a given label. However, as this is not the case for most labels, and not yet the case for C2C in the Danish market, it follows that it lies within the power of the company using a certain label to adequately communicate the relevant sustainable aspects needed to evoke the wanted awareness and reaction in consumers.

Further, the communication of the sustainability vision of the company and the tangible impacts that follow from the C2C certification and what it entails offer a great sustainable stimulus within the Sustainable Customer Experience. This is accentuated when looking at this point in relation to Chapter 5.3 where *Informant C* elaborated on that the communication thereof influenced her purchase decision.

Beyond the aforementioned points, findings regarding how a sustainable business should ideally communicate could be collected from the expert interview with Christian Honoré:

> *Christian Honoré:* « They should focus on their impact. »

He elaborates that up to this day, most companies focus on their input and on their activities instead of communicating the specific impact they have regarding sustainability. Ideally, an organization precisely communicate their actions and the impact these decisions or products have in the bigger picture. However, he also states that doing this is not easy for many companies, but that it is what every sustainable business should aim for. This closely connects to transparency and credibility, as through communicating impact the two factors can directly be positively influenced.

Conclusively, communication also serves as a way to avoid distrust.

5.5   Personal Relations and Trust Factor

Finally, another key factor regarding the Sustainable Customer Experience that surfaced is the one of trust. In the analysis at hand, this factor mainly manifests itself in two ways: first, the trust concerning eco-labels such as C2C, and second, the trust in the sustainable business itself which is notably made up by the personal relations factor at employee touchpoints.

The survey results show that a very high amount of trust is placed on companies upholding the rules which apply to their sustainable certification. If a company was exposed as marketing themselves

with such a certification without living up to the entailed rules, they would face backlash from their consumers:

> **RB9:** «Unless I've read somewhere about a specific company NOT upholding these, I tend to trust until something comes out that I shouldn't. »

With the possibility for greenwashing present in consumer's heads, the trust, and in this case credibility, are highly influenced by knowledge and transparency provided by both the company and the certificates.

Concerning the trust regarding the C2C label of KLS PurePrint, it was positively noted that because the label entails the whole company it increases the trust regarding both:

> **Informant C:** «It's very much the whole company that is measured when they get to this Cradle-2-Cradle certification. »

Hence, the trustworthiness of the label is further based on knowledge stemming from communication, credibility and transparency.

This trust seems to be influenced by external factors, and as became apparent in the preceding analysis, it is influenced by transparency, credibility and knowledge, whilst also influencing the relevance thereof. For instance, *Informant A* and *C* indicated that they trusted the credibility of the certificate and the company so much, the lack of knowledge of the actual label was irrelevant.

The close link to communication, and it being a way to avoid distrust as a sustainable business, provides the link to the trust in the company being highly influenced by the personal relations factor. Especially in the B2B context, personal relations play a big role in the trust, whilst subsequently building on the credibility and transparency provided as part of the personal relations factor.

> **Informant B:** «I think it's my dialogue with Kasper, it has been great for me. »

> **Informant B:** «I know he's serious and that is also a sign for me that it is trustworthy. »

This becomes further clear with statements such as the ones from *Informant B* above, where when asked about the most significant touchpoint in the Sustainable Customer Experience, he pointed to

the personal relation with Kasper Larsen from which he inferred the trustworthiness of KLS PurePrint as a whole. Here, the integrity and sincerity experienced at the employee touchpoint were key. Especially meeting in person was further highlighted as a positive aspect in regard to the trust factor in combination with personal relations:

> ***Informant C:*** «It's very much about having faith in the company and we didn't know them before. I didn't anyway. It was good to meet up with Bent and later on with Grethe. »

Further into the customer journey, the communication stemming from the personal relations provided customers with reassurance leading to trust between them and the company. Furthermore, it was mentioned several times during the interviews that the employees – especially COO Kasper Larsen and CMO Bent Hübertz – had a central role in the Sustainable Customer Experience.

Another finding that presented itself is that the personal relations within the customer experience encourage communication and increase the amount of knowledge present in the customer journey. Subsequently, influencing trust.

This was already highlighted in Chapter 5.2, where the credibility of the company's truly sustainable vision and values directly stemmed from the sincerity and motivation met at the employee touchpoint.

Additionally, the aspect of collaboration, as part of personal relations, was brought up several times. The personal contact with KLS PurePrint employees allowed for smooth and positive processes with collaboration and conversations, and in one case the actual co-development of a new sustainable product. Through these personal experiences with the company, the customers learned a lot about the company as well as the sustainable aspects of it. Further fostering trust in the company.

Many of these revelations of trust towards the company and its eco-label stem from sustainable stimuli affected and affecting the other discussed factors; transparency, credibility, knowledge and communication.

It has become evident through the analysis of the other identified factors, that the personal relationship via the employee touchpoints is relevant in regard to many facets of the Sustainable Customer Experience, especially regarding trust.

5.6 Relation to Marketing Relevant Aspects

Additional findings in relation to the marketing relevant aspects of customer loyalty and WOM have been uncovered during the analysis and will be expanded on below.

5.6.1 Loyalty Aspect

One finding shows the effect sustainable stimuli, with regard to the analyzed factors, can have on marketing relevant aspects such as the one of customer loyalty.

The finding here lies in a positive Sustainable Customer Experience resulting in high customer satisfaction and loyalty. From the information gathered from *Informant B* it becomes clear that this sense of loyalty has been directly influenced by the factors discussed above.

The informant pointed out that he is not looking at even getting any comparable offers from other print companies:

> *Informant B:* «And I haven't, I have not by myself been interested in getting comparable offers from other parties. »

He even elaborated that getting offers from competitors to get the best price is what a normal businessman would do, but as he is satisfied and convinced by the company's strategy and the products, he does not feel the need to:

> *Informant B:* «To me it's important that we have a good cooperation that works. And the product is good quality, the desired quality and that they are flexible making new ways of doing things. And they also are innovative to make things happen another direction. Fortunately, it has always been a very climate friendly and ecological drive from primarily Kasper Larsen. »

Subsequently, apart from the positive cooperation, which is also driven by personal relations and the trustworthiness of both Kasper Larsen and the company as a whole, *Informant B* highlights the necessity of aligned values, which he has learned of through the dialogue with the employees and the knowledge shared with him.

As he sees it as them feeling the same way about the relevance of nature and the future of our planet, he highlights the alignment in values leads to getting the right experience, which for him is more important than saving marginally on price:

> *Informant B:* « It makes, of course, our cooperation much more easy because, you know, when we are aligned on this, and we are aligned on a lot of things, you're just getting the right experience in doing this business. I mean that's what drives me more than that I could save, say, 10% on the price. »

By evoking this sense of loyalty, the findings suggest that the price sensitivity of the customer has decreased through experiencing a positive Sustainable Customer Experience.

Further, all these statements show a direct link to KLS PurePrint somewhat fulfilling the factors of a Sustainable Customer Experience; transparency, credibility, knowledge, communication, personal relations and trust. It indicates that when the holistic experience carries relevant sustainable stimuli in regard to the aforementioned factors the marketing relevant factor of customer loyalty is influenced:

> *Informant B:* «I don't have any other companies that I cooperate with or buy products from that are caring so much about our future. »

Achieving that level of customer satisfaction, especially in comparison to competitors, should be the desired outcome for any company, which are engaged in Sustainable Customer Experience.

5.6.2 Word of Mouth Aspect

Another aspect found during the analysis, which is considered marketing relevant, is the one of WOM. Here the implications are twofold. On the one hand, WOM affects customers before entering the actual customer journey, and on the other hand the experience at KLS PurePrint affects the WOM the customers will carry out at a later stage themselves.

First, the findings show that WOM is a powerful aspect, *Informant B* declared that the choice for KLS PurePrint was highly driven by WOM:

> *Informant B:* «It was recommended by […], my boss. »

> *Informant B:* «She had a colleague, that was trying to push for a more sustainable printing company. »

Where his boss recommended to look at KLS PurePrint as a supplier, whilst she was directly influenced by another colleague. Here the significance lies in the awareness that WOM has a direct impact on businesses.

Second, the findings show the way the Sustainable Customer Experience influences the WOM customers initiate. Prime example for this is the insights gathered from *Informant C*, she directly mentioned that the experience of KLS PurePrint being able to offer the C2C certified sustainable products to an acceptable price led to her wanting to tell others about it:

> *Informant C:* «It's very positive that they seem to be able to do this. So it was great telling others about it. »

> *Informant C:* «When you hear about the concept and the company that's a big deal. »

The C2C certificate, all the sustainability aspects of the products as well as the price made her excited about the concept and the company. From previous quotes it becomes clear, that this is highly facilitated by knowledge, credibility and trust.

Additionally, when asked about an especially significant moment, the customer mentioned the 'sustainability diploma' customers can receive from KLS PurePrint showcasing proof of their contribution to the reduction of harmful substances. More concretely she stated:

> *Informant C:* « I thought it was fantastic, and a great way to communicate. »

The diploma, acting as a sustainable stimulus within the Sustainable Customer Experience, evoked a highly positive reaction by the customer. Here the experience was so positive, she posted about receiving the diploma on LinkedIn, from the company profile, to say thank you for the great cooperation as well as to highlight the sustainability efforts made in collaboration with KLS PurePrint. Subsequently, carrying out valuable WOM. The concrete example hereof appears in Appendix G.

5.7 Additional Findings

Apart from the findings that can be grouped into the identified relevant factors, some additional findings have been generated from the collected data.

5.7.1 Views on Sustainable Business

The responses to the first question showcase a dedication towards selecting sustainable businesses when such an opportunity is present. Respondents in both Survey A and B reports that they are making such an effort, with 86% of the Survey A respondents and 90% of the Survey B respondents agreeing to the sentiment. The findings further show that both in a personal and in a business setting, the respondents are aiming at favoring sustainable businesses:

> *Informant A:* « Individually, I can only speak for myself, and I am very green. I wash and sort my plastic every day. So, I do what I can. But, yeah, and the company as a whole. Yes, to a certain extent. Like, to the extent it is possible. »

It is further evident that some respondents let their personal beliefs on sustainable business influence their choices in a business setting, in order to push for a greener company agenda:

> *RA5:* « First and foremost, it's my personal belief which impacts the choice, and that I expect that our members encourage this choice. »

> *RB8:* « I can probably influence company policy, but the price of sustainable print material might override environmental impact. »

These findings confirm the relevance and continuous development of sustainability in the modern-day society, and are further supported by expert Christian Honoré, when asked about the importance of sustainability for customers:

> *Christian Honoré:* « I've been doing sustainability for 22 years, so I've been following this very closely, and now is the time where I really believe that, there's nothing that can roll this back, it will be more important for consumers & customers in the future. »

Moreover, the responses regarding the dedication towards sustainable business over non-sustainable business can be tied together with the attitude towards believing that sustainable businesses should generate profit, with one reasoning being:

> ***RB7:*** « This allows them to succeed in the market, ideally taking profit away from non-sustainable competitors. It also allows them to reinvest their profits into further innovation of their sustainable business model. »

This aspect clearly highlights the level of awareness from customers towards the sustainability issue as a whole, as respondents were aware of the benefits of sustainable business being profitable through them reinvesting that into their business model.

When Christian Honoré was asked to why the demand for sustainability has increased, he named several reasons, including how consumers perceived themselves or wished to be perceived. Further, he points at company policies that are starting to include more and more SDGs which is confirmed by *Informant B* who points out that sustainability is not yet fully part of the company strategy, but that they regardless align with certain SDGs:

> ***Informant C:*** « It is really not the major strategy of the company that is driving this. But of course, in our strategy from 2018 the United Nations Sustainability Goals was also part of that. And we have to be aligned . »

Informant A further believed it was a necessity to demand more sustainable business in general, due to the current state of the environment:

> ***Informant A:*** « I think all human's that have a gram of intelligence can understand that we need to change things in a more positive environmental way. »

This additionally links back to the general awareness present in consumers. *Informant C* mentions that environmental concerns were the reason for looking for a new supplier, which consequently became KLS PurePrint:

> ***Informant C:*** « I was researching on how can we make this more sustainable? How could we choose something else than plastic? Could we do something better for the environment? »

Cradle to Cradle was an important factor in this choice and, despite not being aware of the term before doing her research, it has since become an aspect of the company strategy.

Additionally, she sees the certification as something holistic, which positively impacts the whole business:

> *Informant C:* « Now it's part of our strategy to choose Cradle to Cradle. […] I have very much respect for companies that have products that are Cradle to Cradle »

And further states that the term is gaining traction in Denmark:

> *Informant C:* « I think it [KLS' work] has helped to spread the Cradle to Cradle in Denmark. […] It's very much the whole company that is measured when they get to this Cradle to Cradle certification. »

Generally, the findings show that the personal views on sustainable business have an influence on the perception of the Sustainable Customer Experience.

5.7.2 Employer Value Factor

Another finding of the interviews and surveys was the impact which the respondents employer had on the choice of KLS as a supplier. A question to uncover this was only proposed in Survey A, as it would not have applied to the hypothetical situation of Survey B, and unveiled that 61% of the respondents either "strongly agreed" or "agreed" to that the decision of working with KLS PurePrint was due to the strategy of their employer, while 19% "somewhat agreed". One respondent who had replied "agree" said:

> *RA10:* « The Cradle to Cradle certification fits with our company. »

Another respondent who had replied "somewhat agree" explained this choice was partly related to the strategy of his company, but that the choice of KLS PurePrint was primarily due to his personal beliefs regarding sustainability:

> *RA5:* « First and foremost, it's my personal belief which impacts the choice, and that I expect that our members encourage this choice.

> *RA5:* « Our strategy is, amongst other things, inspired by the UN Global Goals for sustainable development (SDGs) wherefore a natural strategic backing of dealing with KLS occurs, due to their sustainability efforts. »

Moreover, this question received the largest amount of "strongly disagree" replies. While none of the "strongly disagree" respondents explained why, it could potentially be explained through a response by *Informant C*.

She explained that she initially found KLS PurePrint in her search to become more sustainable in her department, and subsequently that her company was already doing business with KLS PurePrint, by having their brochures and catalogs printed by them. Nevertheless, it had not translated to the strategy of the employer, until *Informant A* explained the benefits of Cradle to Cradle to the management:

> *Informant C:* « It was driven by me. […] The buying department had some other company they traditionally used. […] if the price had been higher [compared to other print houses] I wouldn't have succeeded. […] It was pretty easy to convince the management group. […] Now it's part of our strategy to choose Cradle to Cradle. »

Finally, *Informant B* explains that initially, it was his drive for sustainable solutions which had facilitated the deal with KLS PurePrint. However, the strategy of his company became inspired by the UN SDG's in 2018, wherefore the choice of KLS PurePrint has also become justified from his employer's standpoint:

> *Informant B:* « It is really not the major strategy of the company that is driving but of course, in our strategy from 2018. United Nations Sustainability Goals was also a part of that. And we have to be aligned. The main reason is more a drive from [my background]. »

The findings show, that the choice for working with sustainable business are influenced by the employer values, which can either work as an additional motivator to do so, or as shown through the statements of *Informant C* can be an obstacle that has to be overcome.

5.7.3 Product Aspect

A third additional finding relates to the KLS PurePrint products role within the Sustainable Customer Experience. Both the informants and the Survey A respondents highlights that they are very content with the products they receive, and not solely because they are sustainable.

Informant A recalls a specific positive reaction to the sustainable stimuli of a big sign that had been ordered. The product in itself was well made, and the fact that it was made sustainably added to that experience:

> ***Informant A:*** « I was pretty impressed because the front was printed nicely. And then the back was, you know, reused cardboard. The side you don't see it anyway, so I thought that was a pretty ingenious way of doing it. And I haven't, seen that before. »

Further, two survey respondents replied that their decision to work with KLS PurePrint was based in more than the sustainable product offering of the company:

> ***RA3:*** « Quality and service are more important. »

> ***RA4:*** « On the print market, price and solution means a lot. Sustainability is something extra, but a huge plus. »

A similar quote also appeared in the Survey B responses, where a respondent noted that sustainability in itself is not enough to warrant a purchase:

> ***RB9:*** « I don't generally buy things based on this sustainability merit alone. »

Moreover, the product aspect is highlighted by *Informant B* who declared his affection for the annual Christmas gift he receives from KLS PurePrint, as it on the one hand showcases the possibilities of a PurePrint product, while on the other hand still emphasizes the sustainability factor:

> ***Informant B:*** « It's the most unconventional Christmas Calendar we receive. »

> ***Informant B:*** « It is very much aligned. We can give something to each other – but it does not have to be material. […] It just stresses the fact that they are caring for the environment. »

Here, the statement by *Informant B* further points at how by being unconventional it serves as a differentiating point from competitors as well as other brands in general.

Finally, another sustainable stimulus exists in the form of the diploma provided by KLS PurePrint to certain customers. The diploma is awarded to specific customers, as a proof of their environmental impact by choosing KLS PurePrint as their supplier. This is very well perceived, as it can be gathered from *Informant B* as well as *Informant C* to which this touchpoint is the highlight:

> ***Informant C:*** « The diploma. When Bent first came with the diploma. […] I thought
> it was fantastic, and a great way to communicate. »

Informant C had already posted this on LinkedIn, as shown in Appendix F, showing that this specific sustainable stimulus from this product element directly attributes to WOM.

5.7.4 KLS PurePrint Point of View

The fourth additional finding concerns the point of view KLS PurePrint has on the discussed topics. As the researchers wanted to uncover the concept of the Sustainable Customer Experience, questions about this were directed towards both Kasper Larsen and Bent Hübertz as well.
Their responses revealed that their intended customer experience is not documented in physical form, but that they are continuously holding sales meetings, and occasional strategic seminars:

> ***Bent Hübertz:*** « We'll discuss many of these things [customer experience aspects], to
> be sure that everybody is presenting KLS the right way, and that everybody is thinking
> sustainability and being trustworthy, when they are out there. »

The intended customer experience of KLS consists informing all customers about their sustainable ambition of becoming the greenest print house in the world, for instance by informing customers with facts, without being perceived as preachy, and advising customers to make the right choice:

> ***Kasper Larsen:*** « We try to help our customers with facts, but we don't want to be
> loud about the fact because to be honest, it's a lot about how you make the
> calculations. […] I think it is important to know that you should not make something
> digital because you want to be more environmentally friendly. Because that is a very
> difficult calculation. You should do something digital because it is the best way to
> impact your customer. »

Differentiating themselves through sustainability, but also through relying heavily on personal dialogue and holding themselves to the highest standards, to appear as trustworthy as possible:

> ***Kasper Larsen:*** « We try to be the company where we have time for personal dialogue. »

Moreover, during the process of writing this paper, KLS PurePrint changed their website, by modernizing it and increasing the focus on sustainability and packaging for this touchpoint:

> ***Bent Hübertz:*** « The first reason was to make a cooler website. The second is that we wanted to tell that that we are also making packaging. […] And the third reason for changing is that we wanted to tell more about sustainability topics »

All these points feed into the perception of the Sustainable Customer Experience becoming holistic due to the feelings and sensations evoked by the sustainable stimuli, as described by Signori et al. (2019). KLS PurePrint is adding value to their entire customer experience through these steps, without consciously knowing about the concept of the Sustainable Customer Experience. In turn, this hints at immense potential upside, if they were to actively, consciously employ this concept when designing their touchpoints throughout the customer experience.

5.7.5   Competitors

A fifth additional finding of the study came to the attention of the researchers after having interviewed CMO Bent Hübertz. He mentioned that KLS had faced adversity from their competitors and the Organization for Danish Printers, GRAKOM, when embarking on their Cradle to Cradle strategy. This was due GRAKOM having agreed that the Nordic Ecolabel was the official sustainability certification in Denmark, which instigated employees of GRAKOM and KLS' competitors to spread negative discourse around Cradle to Cradle, for instance by directly contacting KLS customers:

> ***Bent Hübertz:*** « They [GRAKOM] are not so happy that we are going out on market and telling that we have found a certification that we think is better and more sustainable than the Nordic Svanemærke. […] In fact, we have a kind of fight between this format and us and they are directly going out, telling negative things about Cradle-2-Cradle, and KLS PurePrint as an organization. »

Even actual KLS PurePrint customers have been faced by this external factor brought on by competitors as *Informant C* tells of such an incident:

> ***Informant C:*** « I have had some bad experience from that. That people have contacted me to explain me that Cradle to Cradle is just communication and not sustainable. And I have talked with Bent, frustrated, I've called him "They are telling me this and that" and that other environmental certifications are better. […] And then they contact, my colleagues. And then the colleagues tell me, and then I have to explain to my colleagues that Cradle to Cradle is wonderful, and why it is. »

Summed up, the findings tell that KLS are not only competing with other companies, but even organizations, with different sustainability ambitions. Kasper Larsen mentioned this as a reason for why competing in the Danish print industry is especially difficult, as compared to other countries.

6   Discussion

In this section, the key findings will be discussed in relation to existing knowledge. By doing so, the theoretical contribution as well as managerial implications will be derived and subsequently elaborated upon. This is concluded by the limitations applying to the thesis at hand as well as the suggested future research uncovered by the study.

By applying the lens of interpretivism a new understanding of the Sustainable Customer Experience is explored by taking on the customer's point of view. Here, it is pointed out again that reality is seen as relative and subjective, subsequently this applies to our findings which entail them not being presented as universal facts. Through the discussion, the research questions of "Which factors comprise to a Sustainable Customer Experience in the B2B setting?" will be answered.

As mentioned throughout this paper, the relevance of sustainability has only increased in today's world. Ignited by the Brundtland-report from 1987, the concept of sustainable development and its importance has spread to heavily impact both business and consumer. Since 2015, this is especially attributed to the definition of the 17 UN SDGs. The literature review conducted on the subject emphasized this relevance, and highlighted other factors, which contributes to this relevance, including the potential competitive advantages to gain from employing a sustainable strategy (Porter & Kramer, 2006, 2011). The findings of this study, both qualitative and quantitative, regarding the increased demand and preference for interacting with sustainable businesses serves as further consolidation of this increased relevance and justifies the sustainability focus of this paper.

Intertwined with the relevance of sustainability is the consumer perception of it, as outlined in Chapter 3.3.4. Both existing theory as well as the findings of this paper shows that consumers have a positive perception of sustainable businesses, although a general concern is present in the sense of whether companies act upon those promises (Kim et al., 2015; Schlegelmilch & Pollachi, 2005).

An additional factor in the consumer percept is the emergent trend of demand for brand authenticity (Jolly, A., Skiles, B., Cousins, L., Grobbel, W., Sandoz, A., Williams, 2020). A trend which resonates with the findings of this paper, as factors such as transparency and creditability, which play into brand authenticity, are highlighted as important for consumers. The emergence of this trend further adds legitimacy and relevancy to the research conducted in this thesis.

Having incorporated this perception from the consumers in this study, a set of factors has been revealed to be of significance to the Sustainable Customer Experience in the B2B setting.

The first factor is transparency. The *transparency factor* is essential for the sustainability-conscious consumer, as it proves to him that the company is actually doing what they promise. The findings show that while they do indeed support the idea of sustainable businesses, they do not always feel as they have enough information about the sustainability efforts of the company, they are doing business with. Allowing the consumer to gain information of these efforts, can in turn prove fruitful. Such strategies can entail giving insights to the supply chain, as Wal-Mart has worked on through blockchain technology, or simply actively communicating those efforts through your marketing channels, as KLS PurePrint intends to do. The expert interview with Christian Honoré provided further insights to the potential distrust which can be created, if a sustainable company lacks transparency, including negative WOM, which could prove fatal in a B2B setting, due to its reliance on networks.

Schlegelmilch and Pollachi (2005) explains that in order to appear fully transparent, confirmation of the sustainable business practices is required from a third party. This serves as a bridge between the transparency factor and the *credibility factor* as well as the *trust factor*, as the third party in this case is the Cradle to Cradle certification.

Despite the fact that Cradle to Cradle is still relatively unknown to the general consumer, and even to one interviewed customer, it still provides legitimacy and credibility to the business, in turn providing the customer with a sense of trust. In regard to the Sustainable Customer Experience, as defined by Signori et al. (2019), the certificate acts as sustainable stimuli, as it evokes feelings and sensations with the customer, which adds to the overall customer experience of KLS PurePrint. Essentially, the Cradle to Cradle certification is capable of ensuring potentially concerned customers that there is action behind the words. This was also addressed in the findings, which showcased that the feeling of trust was manifested through both the C2C certification, as well as through the personal relations at the employee touchpoints. Every interviewee mentioned trust as a factor throughout their customer experience with KLS PurePrint, especially rooted in the communication with Kasper Larsen and Bent Hübertz. Alas, before a company devotes itself to Cradle to Cradle, it should contemplate whether this rigid business model is worth following over other sustainable models, as it is rather extensive, and the incorrect adherence to it could lead to distrust from customers, and still somewhat unfamiliar

amongst customers, meaning a substantial amount of communication is required, which leads to the fourth essential factor uncovered by this paper: the *knowledge factor*.

Knowledge is an impactful sustainable stimulus, which the company can provide to add additional value to the Sustainable Customer Experience, by spreading information about, for instance the Cradle to Cradle certification. Moreover, the findings of this study show that consumers expect to be provided with knowledge from the company itself. When it is not present, it leads to customer sacrifice, which should be avoided (Pine & Gilmore, 2011).

Knowledge is further intertwined with the three aforementioned factors, as it has the capabilities of providing for all three. If the consumer is not provided with the proper knowledge of for instance Cradle to Cradle, the advantages provided by transparency, credibility, and trust will be neglected.

In this case, knowledge has shown to empower customers, making them feel confident in their choice, when presented with other information, as the example by Informant B proved, when one of KLS' competitors tried to poach her as a customer.

Additionally, it provides reasoning for choosing a certain company as the supplier, as another example by Informant B showed, when she used her knowledge about KLS and Cradle to Cradle, in order to convince management of changing supplier.

This aspect can be linked to the theory behind the B2B Buying Center, as knowledge affects the different actors within the buying department of the company (Robinson, Faris, & Wind, 1967). As more knowledge transfer is required in a B2B buying setting, i.e. the decision of making the purchase has to be approved by more than one person, providing both current and potential customer with more knowledge seems increasingly beneficial. Furthermore, it can link to the theory of Kelley (2013), which proves that improving the customers knowledge and awareness may lead to an increase in customer purchases, as it is an important factor in the purchase intentions. Nevertheless, the discussion continues regarding when enough knowledge has been provided. De Pelsmacker et al. (2006) look into the aspect of overloading the customer with too much information, which in turn may result in the opposite, i.e. a decrease in purchases.

Knowledge around the additionally identified *communication factor* has been presented by Schlegelmilch and Pollachi (2019), the authors showed that communication is essential to counter consumer's mistrust of sustainable business. As it was further elaborated on by Kim et al. (2015). In line with this, our findings support this in the context of the Sustainable Customer Experience.

Furthermore, the essentialness of communication to counter mistrust is highlighted by the finding that consumers expect communication in regard to sustainability efforts.

After Kim et al. (2015) and Schlegelmilch and Pollachi (2019), how consumers perceive a company's sustainable practices depends on how the strategy is communicated, conforming to this our analysis uncovered the communication of the sustainable company values evoked loyalty in the consumer.

In some regard, Signori et al. (2019) had highlighted the relevancy of communication as one aspect of possible sustainable stimuli already present from organizations, as sustainable business generally tend to actively communicate their sustainable efforts. This was confirmed by our findings as the communication of KLS PurePrint's environmental focus was something that was noted by all respondents. Additionally, in line with Signori et al. (2019) who stated that there was still significant room for improvement for all firms to holistically apply sustainability stimuli across all touchpoints, the findings uncover concrete insights on potential focus areas in regard to communication. Concerned with what to communicate on the one hand, and where to communicate on the other in order to facilitate a Sustainable Customer Experience.

In specific for the B2B setting, but also in general, communication should focus on the impact. Thus, more concretely, what should be communicated is the specific impact the sustainability focus of a business has for its customers. By providing concrete impact, the communication is more likely to lead to a positive Sustainable Customer Experience as well as action or reaction from customers.

Adding to this, our findings additionally highlight the close connection to the other discussed factors, suggesting communication as central aspect for conveying transparency, credibility and knowledge. Here, communication works as a facilitator of sustainable stimuli within the Sustainable Customer Experience. The connection to, and relevancy of, credibility within the communication factor is further supported by the findings of Schlegelmilch and Pollachi (2019). Additionally, when connecting it to the above-mentioned necessity for impact within communication, transparency provides the possibility of being the additional aspect needed to successfully leverage the positive impact the communication factor can have on the Sustainable Customer Experience.

Sticking to the lens of the B2B context adds to the implications of where to communicate. The research uncovered insights on both the currently employed newsletter as form of communication as well as in regard to social media, and LinkedIn more specifically.

The knowledge introduced in the delimitations regarding the modern features of the B2B context having adapted to the digitalization and shift in generations, where a bigger search for information both online (e.g. websites and social media) and offline (e.g. colleagues recommendations) has become reality (Almquist, 2018), has been supported by our findings. Subsequently, confirming the choice of making that delimitation. Apart from the general survey data of Survey A (B2B respondents) and B (B2C respondents) very much supporting this standpoint by showcasing marginal differences, this could be uncovered during the semi-structured interviews.

Especially LinkedIn was highlighted as a fitting medium to communicate as a sustainable business. Here, it should be pointed out that, in the B2B context, LinkedIn is one of the most effective networks to reach several parties involved in the purchasing decision at once, including the decision makers ("LinkedIn Marketing Solutions," n.d.). This could provide further support for a study on the impact of the Sustainable Customer Experience on the B2B Buying Center. Compared to the newsletter channel, where it was found that knowledge is only positively received when it is actively looked for, on LinkedIn a large number of customers can be caught during their normal browsing behavior during breaks, commutes and private life (Almquist, 2018; "LinkedIn Marketing Solutions," n.d.).

Subsequently, the overall finding here lies in offering the right communication for the different customer personas present in the own customer base, suggesting that a holistic approach to communication is needed to allow for the sustainable stimuli to reach customers within the Sustainable Customer Experience. Companies have to communicate to their target audience where they want to receive those stimuli. Accordingly, just like the approach of customer experience in general, the Sustainable Customer Experience is of a holistic including all touchpoints within a customer journey (Jain et al., 2017; Skard et al., 2011). Thus, the communication factor should be employed universally within the company's internal and external communication strategy.

Following that, such a holistic communication approach should especially be picked up for the sustainability certificate the business carries, the C2C certificate in the case at hand. Certificates and the credibility they bring can play a significant role in the Sustainable Customer Experience. Consequently, communicating this highly relevant sustainable stimulus at all touchpoints offers itself in order to fully leverage the communication factor.

In their research, Skard et al. (2011) draw attention to the significant impact employee touchpoints have on the perceived Customer Experience by consumers. Similarly, Signori et al. (2019) identified the adoption of some sustainable employee-customer interaction elements within their analysis of firms. Correspondingly, the knowledge on the sustainable employee-customer interaction elements could be expanded in form of the conceptualized *personal relation factor* (which is closely linked to trust, as earlier elaborated on). This uncovered factor equally shows a significant impact in the Sustainable Customer Experience. Personal attention and room for dialogue and collaboration surfaced as essential for a positive experience and subsequently for the possibility of creating improved economic value for the business through an improved Sustainable Customer Experience. Further the personal relation factor proved to be the facilitator for the transfer of company values to customers. Specifically in the B2B setting, having the sustainability values transmitted onto the business model heightens the credibility thereof in the consumer's eyes (Törmälä & Gyrd-Jones, 2017).

The aforementioned possibility of creating improved economic value and competitive advantage through an improved (Sustainable) Customer Experience has been researched by both researched focused on Customer Experience (Jain et al., 2017; Lemon & Verhoef, 2016) as well as research dedicated to sustainability (Latapí Agudelo et al., 2019; Porter & Kramer, 2006; Seifert, 2012). Subsequently, the competitive advantage is also linked to the differentiation factor of sustainability, whereas here a connection to the communication factor can be made, as it is emphasized that such a differentiation strategy is only successful if the customers are fully aware of it (McWilliams & Siegel, 2001). In the case at hand, the differentiation factor of the sustainable business model and the C2C certification could be identified. This was highlighted with customers stating that the Sustainable Customer Experience has evoked loyalty to such a degree as to not look for offers from competitors or with another pointing at the C2C certification as being essential in the choice of KLS Pureprint. This competitive advantage is further facilitated by the knowledge provided by the employees, especially COO Kasper Larsen whose communication of knowledge and company values acted as an operant resource (Lusch & Vargo, 2014).

Other marketing related aspects being influenced as the outcome of a positive customer experience, specifically customer loyalty and WOM have been seen to be directly influenced by sustainable stimuli governed within the identified relevant factors comprising the Sustainable Customer

Experience. For instance, Informant B explained how her employer was very content with the choice of KLS PurePrint, and how that choice has impacted her company's sustainability strategy. Moreover, WOM was created through LinkedIn, where she shared the diploma her company received from KLS, as it appears in Appendix G.

Taking a step back, our findings support the essential notion of the experience economy this research is based in and shows that it is not only the product that is judged by the consumers (Jain et al., 2017). As shown in Chapter 5.1.3, the product aspect is on the one hand represented by quality and skill but on the other hand complemented by service and sustainability.

Conclusively, it should be added that as the findings unfolded and the further the discussion evolved, the cleared did the interconnectedness of the factors comprising the Sustainable Customer Experience get. The authors see this as support of the perception and definition of a holistic Sustainable Customer Experience, unfolding at all touchpoints within a customer journey. Within this it was regardless shown that certain aspects, such as knowledge are more relevant in certain purchase phases in comparison to others.

Relating the findings to the choice of KLS PurePrint as the case company the research is based on, it confirms that through focusing on the case at hand, direct insights into the practices of a sustainable business from the customer's point of view could be made. It allowed to generate knowledge by looking at a real-world case in its contextual setting. As showcased above, the company's use of sustainability as competitive advantage was supported by our data, confirming our reasoning of the company's choice as case company. Additional motivation for the choice of KLS PurePrint was the assumption of them having the capabilities of supplying a Sustainable Customer Experience in place through their sustainable business model. Indeed, the research at hand was able to identify key factors comprising the Sustainable Customer Experience based on the case study research approach. However, it was also uncovered that KLS PurePrint is not consciously engaged in designing these factors to achieve a more positive Sustainable Customer Experience. This results in differences in regard to the experienced customer experience.

It is being inferred that the factors and sustainable stimuli should be consciously planned with, in order to maximize a company's Sustainable Customer Experience.

6.1 Theoretical Contribution

The theoretical contributions of this paper are primarily concerned with expanding upon the existing knowledge of the Sustainable Customer Experience concept, as initially explored by Signori et al. (2019). As the paper by Signori et al. (2019) is the first peer-reviewed research on said concept, it provided a set of different approaches for potential future research. One such approach was through exploring the Sustainable Customer Experience in a specific product and service context, and how touchpoints work together to truly impact the concept. This approach has become the theoretical contribution of this paper, as it has attempted to uncover the Sustainable Customer Experience in the specific context of the Danish print industry.

The significance and impact related to the concept of the Sustainable Customer Experience was confirmed through the findings, and a particular set of factors which specifically affected the customers in a B2B setting were identified, consequently adding to the current knowledge of the Sustainable Customer Experience. Moreover, the holistic aspect entailed by the definition of the concept was confirmed through the findings of such factors, as they are factors derived by the interaction which customers has with sustainable stimuli. In this case, a substantial sustainable stimulus was the existence of the C2C certificate, and the positive influence of this, which further adds to the theoretical contribution, as none of the companies explored by Signori et al. (2019) engaged with such a business practice.

In the specific case of KLS PurePrint and the B2B context, the findings showed that many of the feelings evoked with customers were connected to the personal relations that the customer had with employees. However, the authors are aware that this factor may differ for another company or context, subsequently passing the baton to conducting studies regarding the Sustainable Customer Experience in other specific contexts.

6.2 Managerial Implications

The findings of this thesis have implications for sustainable businesses trying to improve their Sustainable Customer Experience. Given the context of the research at hand, the findings are especially relevant for the B2B context, however it is not excluded that some insights might apply to organizations with a sustainable agenda in general.

The identification of the relevant factors enables a holistic approach to the design of a company's Sustainable Customer Experience in order to maximize the chances of offering a positive experience to customers. Offering a, from the customer's point of view, favorable customer experience can result in business relevant outcomes such as increased customer loyalty and WOM.

First, in light of the research's findings, we offer a Sustainable Customer Experience Checklist of questions to ask in order to identify a path of action to improve or enable the factors comprising the Sustainable Customer Experience. Subsequently, improving the odds of offering a favorable Sustainable Customer Experience. By answering the questions from the checklist presented in *Figure 9* on the following page, appropriate managerial actions for managers working in sustainable business looking into their experience management can be derived and subsequently sustainable stimuli improved to increase the positivity of the experienced customer journey. The analysis made clear that the factors are furthermore enabling each other, hence the reason to suggest an impactful checklist for managers covering all factors as they cover both emotional and rational aspects within the Sustainable Customer Experience. The nature of the questions further ensures that the customer point of view is included. Further implication here, is that it is critical that the Sustainable Customer Experience is aligned and holistically approached, and that the factors and sustainable stimuli are consciously planned for within the company strategy. Concretely, the checklist will allow a sustainability focused company, such as KLS PurePrint, to more easily improve the Sustainable Customer Experience, whilst keeping the customer's perspective in mind, in order to benefit from the positive impact this can have on the business performance.

Second, the findings of this thesis have implications in regard to the current perception of the C2C certificate. As highlighted in the discussion, ideally the legitimacy and knowledge of a label would be provided and built by the certifying body. However, unfortunately that is not the case in the current point in time, and a consumer knowledge gap was identified both in general and in the customer base. Hence, the concrete managerial implication here lies in conducting a multi-touchpoint marketing campaign, addressed to the company's target audience, in order to increase consumer knowledge and foster both awareness as well as credibility. The relevance hereof is given through the positive impact certificates can have on the Sustainable Customer Experience on the one hand, as well as possible benefits of exposing potential new customers to the value-adding touchpoint of C2C on the other hand.

SUSTAINABLE CUSTOMER EXPERIENCE CHECKLIST

TRANSPARENCY FACTOR

☐ ARE WE TRANSPARENT ABOUT OUR BUSINESS PROCESSES? (E.G. SUPPLY CHAIN, CHEMICALS USED ETC.)

☐ ARE WE ENABLING OUR CUSTOMERS TO EASILY JUDGE OUR SUSTAINABILITY EFFORTS?

☐ ARE WE TRANSPARENTLY SHARING HOW WE ARE UPHOLDING OUR CLAIMS?

CREDIBILITY FACTOR

☐ ARE OUR CUSTOMERS ABLE TO JUDGE OUR CREDIBILITY?

☐ ARE WE USING A CERTIFICATE AS SUSTAINABLE STIMULUS TO EVOKE CREDIBILITY?

☐ ARE OUR BUSINESS VALUES CREDIBLE FROM THE CUSTOMER'S POINT OF VIEW?

KNOWLEDGE FACTOR

☐ ARE WE OFFERING RELEVANT KNOWLEDGE RELATED TO THE TOUCHPOINT AND TARGET GROUP?

☐ ARE THERE CONSUMER KNOWLEDGE GAPS WE CAN FILL AS A COMPANY?

☐ DO OUR CUSTOMERS KNOW OUR VALUES AND MISSION (AND HOW IT AFFECTS THEIR BUSINESS)?

COMMUNICATION FACTOR

☐ ARE WE COMMUNICATING IMPACT OUR INPUT?

☐ ARE WE COMMUNICATING WHERE OUR TARGET GROUPS SEEK INFORMATION ACROSS ALL TOUCHPOINTS?

☐ ARE WE POTENTIALLY OVERLOADING OUR CUSTOMERS WITH COMMUNICATION?

PERSONAL RELATIONS FACTOR

☐ DO EMPLOYEES HAVE ENOUGH KNOWLEDGE/TRAINING TO OFFER RICH DIALOGUE WITH SUSTAINABLE STIMULI?

☐ ARE EMPLOYEES ENGAGED WITH THE SUSTAINABLE MINDSET OF THE COMPANY AND CAPABLE OF TRANSFERING THIS?

☐ DO EMPLOYEES UNDERSTAND THE SIGNIFICANT IMPACT OF SUSTAINABLITY ON THE SUSTAINABLE CUSTOMER EXPERIENCE?

TRUST FACTOR

☐ ARE WE PERCEIVED AS A TRUSTWORTHY COMPANY BY OUR CUSTOMERS AND THE MARKET?

☐ IF YES, WHY? CAN WE DO MORE OF IT?

☐ IF NO, WHY NOT? WHAT FACTORS ARE IMPACTING THIS?

Figure 9: Sustainable Customer Experience Checklist, own creation.

6.3 Limitations

This thesis is potentially subject to a set of limitations. Regarding the data collection limitations, had the sample size for Survey A been larger, so had the reliability of the results, in turn potentially strengthening the generalizability, albeit with the interpretivist philosophy approach in mind. Generalizability is further affected by the case study approach, as it is concerned with a very specific setting. Here one limitation lies in KLS PurePrint having sustainability embedded as a core value, thus making the findings mainly applicable to organizations with a sustainability purpose.

Additionally, a limitation exists due to the restricted availability of interviewees for the semi-structured interviews, which impacts the data collection and findings. A different composition could potentially reveal additional or different findings from the ones in the paper (Saunders et al., 2016). Furthermore, potential bias, although an attempt to diminish these have been made, may have still occurred during the interviews. Response bias was, for instance, difficult to account for, as conducting the interviews over the telephone limited the access to properly reading the body language of the interviewee (Saunders et al., 2016). Moreover, due to the explorative approach, bias may occur in the interpretation of the findings (Saunders et al., 2016).

The research was largely based on the work by Signori et al. (2019) which currently is the only peer-reviewed paper on the Sustainable Customer Experience concept. The availability of more knowledge on the subject would have undoubtedly added to the research and findings.

6.4 Future Research

This paper encourages the further development of the Sustainable Customer Experience concept both academically and in practice.

Further, even though not covered in this research, the analyzed literature suggests that from the Sustainable Customer Experience at hand other marketing relevant aspects such as customer satisfaction and brand image could be been additionally influenced. However, as this initial research has only uncovered the factors of customer loyalty and WOM, future research would be needed to further uncover the concrete business outcome relevant aspects resulting from adding sustainable stimuli within the Sustainable Customer Experience.

In line with this, future research on the Sustainable Customer Experience could help to argue for a more sustainable business model, however in order to use the concept of the Sustainable Customer Experience to convince stakeholders to adopt long-term sustainable change, the concrete impact on the financial performance is often the only thing certain board members/investors care about. Hence, future research should investigate the concrete financial impact resulting from the effect SCX has on the marketing relevant aspect such as customer loyalty and WOM.

Additionally, the findings spark the idea for future research in line with Hogan, Almquist and Glynn's (2005) approach to the upside and downside potential individual touchpoints have through their positive or negative impact on the behavior of customers. Through this identifying the most relevant touchpoints in regard to profitability (Hogan et al., 2005). Increasing individual the factors as well as sustainable stimuli within the Sustainable Customer Experience should showcase potential differences in regard to how strong they individually weigh in regard to upside and downside potential regarding profitability relevant customer behavior such as loyalty. Through this, the future research could highly contribute to actional managerial implications in regard to how to better allocate investment on the factors that will impact profitable demand the most.

One additional finding, striking as promising for future research, is the impact the core values or founder values of B2B businesses can have. Existing research shows that sustainability principles which have been transmitted onto the business model via those values faced higher credibility in the eyes of the consumers (Törmälä & Gyrd-Jones, 2017). Here, future research would be needed in order to look into the potential impact those values can have in regard to the potential of additional sustainable stimuli or factors to be uncovered around values. With the case company KLS PurePrint being such a strong case through the deeply in the core of the brand embedded drive for sustainability, these findings might be replicated, leading to more knowledge of how values and branding play into the Sustainable Customer Experience. Alternatively, it could also be shown that results vary greatly dependent on the values that are present within a company.

Another point brought up through the discussion is the impact of the several stakeholders present in a B2B purchase decision, meaning several different personas can be involved from the same customer. Here, the concept of the B2B Buying Center comes into play, which addresses the importance of providing the adequate knowledge respective to the different actors involved (Robinson, Faris, & Wind, 1967). Future research would be required concerning the implications

sustainable business actors and their expectations towards knowledge might have. Mapping those needs according to the B2B Buying Center could be highly beneficial for any sustainable business in the B2B context as well as further uncovering findings regarding the impact of, and on, the Sustainable Customer Experience.

Further, as uncovered in the literature review, an actionable way to work with an organization's customer experience is through mapping relevant customer journeys from the customer point of view (Maechler et al., 2016). By mapping through the lens of the Sustainable Customer Experience, the uncovered factors and available sustainable stimuli could potentially provide additional insights and understanding on the most relevant touchpoints in regard to sustainability as well as locate points with room for improvement.

Overall, given the limitations in the thesis at hand, generalizability is affected by the case study approach and the very specific setting that subsequently influenced the research outcomes. Additional limitations exist regarding the sample, especially employee interviews. In order to increase the reliability of the research at hand, future research should seek to further confirm the uncovered aspects of this research by repeating the research with a larger sample size and investigating other industries. This might also generate different results in regard to potential additional factors or a different prioritization regarding aspects. Future researche can decide whether the findings are transferable to another context.

Still, as the concept of the Sustainable Customer Experience has only very limited been researched, more research in general is needed to get a complete understanding of the concept.

7 Conclusion

On the basis of its rising importance for both business and society, sustainability has seeped into the strategy development of many companies. As investigated by Signori et al. (2019), and throughout this paper, sustainability has now also impacted the development of the traditional practice of customer experience, paving the way for the emerging concept of the Sustainable Customer Experience.

The relevancy of this paper stems from the aforementioned increasing importance of sustainability, and the gap which it has since developed between the literature concerning sustainability and customer experience, as also mentioned by Signori et al. (2019).

The investigation of the Sustainable Customer Experience was undertaken by working with the Danish print company KLS PurePrint as the specific case. By conducting surveys and interviews with the current customers and comparing these findings with those of the general consumers, a set of factors were identified as the comprising factors to the Sustainable Customer Experience in the B2B setting.

Specific for this case, it was uncovered that two sustainable stimuli had essential importance for adding additional value for the customers. Those stimuli were the personal relations customers had with KLS employees and the certificate for working with the Cradle to Cradle business model. Moreover, the findings conclude the importance of a holistic alignment of communication and actions, both internally and externally.

In turn, it is concluded that the factors and the sustainable stimuli should be planned consciously by the company, to ensure that the value added by the Sustainable Customer Experience is optimized. Such a procedure could potentially result in the Sustainable Customer Experience becoming a competitive advantage for the company.

For managerial implication, a checklist has been developed for companies similar to KLS PurePrint, to ascertain that they are properly engaged in the Sustainable Customer Experience. The nature of the questions in the checklist includes the customers point of view, based on the uncovered factors, thereby considering both emotional and rational aspects. Essentially, the proposed checklist addresses the need for companies to develop competencies allowing them to manage the Sustainable Customer

Experience whilst at the same ensuring an understanding of the holistic interconnected nature of the products, services and experiences.

Regarding the theoretical implications, the concept of the Sustainable Customer Experience has been further developed in a new specific context, which was suggested as future research by Signori et al. (2019). This approach encourages future research to attend to other specific contexts, furthering the knowledge of the concept.

As the importance of sustainability is to increase in the future, so should the importance of the Sustainable Customer Experience. Whether a company is adhering to the Cradle to Cradle model, or another sustainable strategy, it is essential for said company to evaluate its Sustainable Customer Experience, ensuring that it is capable of adding value.

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Appendices

Appendix A – Circular Economy Principles

OUTLINE OF A CIRCULAR ECONOMY

PRINCIPLE 1

Preserve and enhance natural capital by controlling finite stocks and balancing renewable resource flows
ReSOLVE levers: regenerate, virtualise, exchange

Renewables   Finite materials

Regenerate   Substitute materials   Virtualise   Restore

Renewables flow management   Stock management

PRINCIPLE 2

Optimise resource yields by circulating products, components and materials in use at the highest utility at all times in both technical and biological cycles
ReSOLVE levers: regenerate, share, optimise, loop

Regeneration   Biosphere   Farming/collection[1]

Biochemical feedstock

Parts manufacturer

Product manufacturer

Service provider

Biogas

Cascades

Consumer   User

Collection   Collection

Extraction of biochemical feedstock[2]

Share   Recycle

Refurbish/remanufacture

Reuse/redistribute

Maintain/prolong
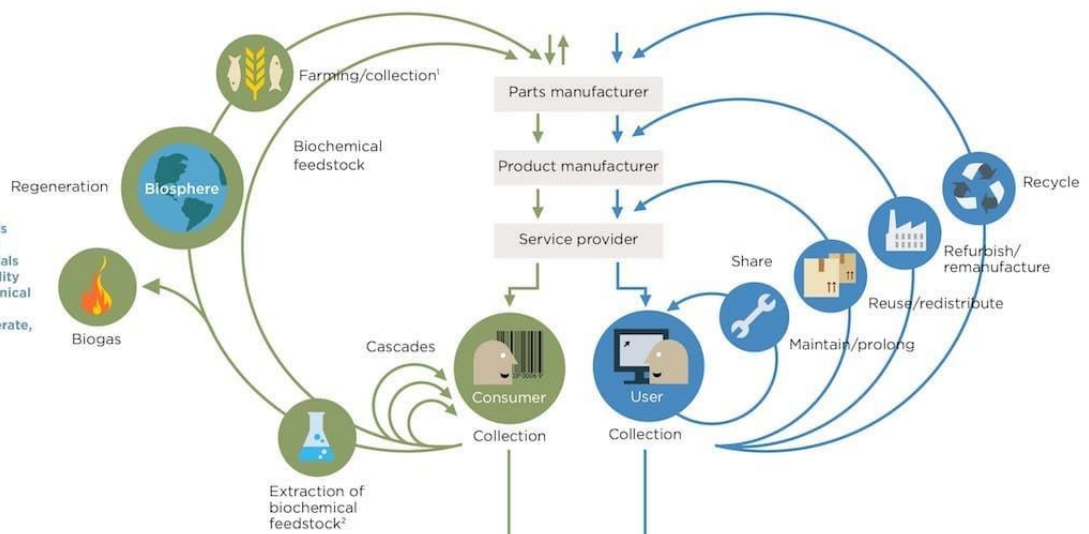
PRINCIPLE 3

Foster system effectiveness by revealing and designing out negative externalities
All ReSOLVE levers

Minimise systematic leakage and negative externalities
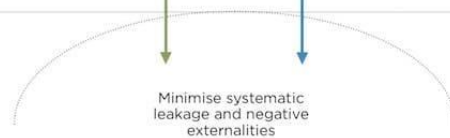
1. Hunting and fishing
2. Can take both post-harvest and post-consumer waste as an input

Source: Ellen MacArthur Foundation, SUN, and McKinsey Center for Business and Environment; Drawing from Braungart & McDonough, Cradle to Cradle (C2C).

Survey Design A

The actual questions and order of the **Survey A** can be found in form of screenshots, from the program Survey Monkey, on the following pages.

Kundetilfredshedsanalyse 2020

Kundetilfredshedsanalyse 2020

Kære kunde,

Vi ønsker hele tiden at forbedre vores samarbejde med vores kunder, med henblik på at blive en endnu bedre leverandør.

Derfor håber vi, at du vil bruge lidt tid på at udfylde nedenstående korte kundetilfredshedsanalyse.

Vi har i øjeblikket to specialestuderende fra CBS tilknyttet, som skriver om kundeoplevelsen i KLS PurePrint.

De vil blive meget glade hvis du vil bruge en smule ekstra tid på at udfylde deres spørgeskema sidst i undersøgelsen.

Hver del tager ca. 5-7 minutter at besvare.

På forhånd tak!

Mange hilsner
Kasper Larsen
COO

OK

Survey Page 1 - Welcome Message Survey A

Kundetilfredshedsanalyse 2020

CBS Speciale Spørgsmål

Vi er to CBS studerende, som er ved at skrive vores speciale, som omhandler bæredygtighed og kundeoplevelse ved KLS.

De følgende spørgsmål tager omkring 5-7 minutter at udfylde, og kommentarfelterne er alle valgfrie at udfylde.

Vi sætter kæmpe stor pris på alle former for kommentarer og feedback.

OK

Survey Page 2 - Welcome Message Survey A

17. Jeg gør en indsats for at handle hos bæredygtige virksomheder når dette er muligt.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

18. Eventuel kommentar:

19. Når jeg på en virksomheds hjemmeside ser, at virksomheden har et officielt certifikat for at være bæredygtige, er det mere sandsynligt, at jeg vil vælge at købe et af deres produkter.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

20. Eventuel kommentar:

21. Når jeg bemærker, at en virksomhed har et bæredygtighedscertifikat, stoler jeg på, at virksomheden opretholder de pågældende standarder.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

22. Eventuel kommentar:

23. Jeg har tilstrækkelig tilgængelig information til at kunne vurdere en virksomheds niveau af bæredygtighed.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

24. Eventuel kommentar:

Survey Page 3 – Likert Scale Questions 1

25. Jeg er overbevist om, at jeg kan bedømme en virksomheds bæredygtighedsindsats på baggrund af den information jeg har fået fra virksomheden.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

26. Eventuel kommentar:

27. Jeg forventer, at min salgskontakt informerer mig om produktudvalgets bæredygtighed.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

28. Eventuel kommentar:

29. Jeg forventer, at virksomheden opdaterer mig om deres bæredygtige indsatser.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

30. Eventuel kommentar:

Survey Page 4 – Likert Scale Questions 2

31. Når jeg møder en bæredygtig virksomhed ved en industrimesse forventer jeg, at de tydeligt fremhæver deres bæredygtige indsatser.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

32. Eventuel kommentar:

33. Jeg forventer, at en bæredygtig virksomhed kommunikerer dennes bæredygtighedsindsats gennem sociale medier.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

34. Eventuel kommentar:

35. Beslutningen om at handle hos KLS bunder i min arbejdsgivers strategi/retningslinjer.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

36. Eventuel kommentar:

37. Bæredygtige virksomheder bør generere overskud.

Meget enig	Enig	Delvist enig	Hverken enig eller uenig	Delvist uenig	Uenig	Meget uenig
○	○	○	○	○	○	○

38. Eventuel kommentar:

Survey Page 4 – Likert Scale Questions 3

39. Hvornår er det mest relevant for dig at blive informeret omkring en virksomheds
bæredygtighedsindsats/certificering? (Klik på drop-down menuen for at rangere fra 1-5)

≡	↕	Igennem reklamer
≡	↕	Igennem virksomhedens egen kommunikation
≡	↕	Igennem virksomhedens hjemmeside
≡	↕	Igennem de ansatte
≡	↕	Andet

40. Eventuel kommentar:

Survey Page 5 – Ranking Question: Relevancy of Sustainable Communication Question

41. Hvilke 3 nøgleord/udtryk forbinder du mest med en bæredygtig virksomhed?

- ☐ Genbrug
- ☐ CO2-udledning
- ☐ FN's Verdensmål
- ☐ Triple Bottom Line
- ☐ Greenwashing
- ☐ Innovation
- ☐ At redde planeten
- ☐ Miljøet
- ☐ Cirkulær økonomi
- ☐ Partnerskaber
- ☐ Stakeholders/Interessenter
- ☐ Responsible business
- ☐ Gennemsigtighed
- ☐ Purpose/formål
- ☐ Cradle-2-Cradle
- ☐ Andet (angiv venligst)

Survey Page 5 – Check-Box Question: Most Relevant Keywords

Survey Design B

The actual questions and order of the **Survey B** can be found in form of screenshots, from the program Qualtrics, on the following pages.

Thank you for participating in our survey!

This survey will be used as part of a **master thesis for the Copenhagen Business School** in Denmark.

As part of our research project we need your help and would like to thank you in advance for supporting us in our work by participating. The survey will take you around 5-10 minutes to complete.

The **Survey will start with a Scenario, please read it before starting the survey.**

Answer all questions intuitively, there are no right or wrong answers. Any information provided to us is very valuable and will be treated confidentially and evaluated anonymously.

→

Survey Page 1 - Welcome Message Survey B

Please read the following text carefully before moving on to the questions.

You are in charge of ordering printed materials for your company.

You are in contact with a printing company which carries several certifications of their sustainable efforts, including a Cradle-to-Cradle certification*.

To get a better idea about the company and its offers and values, **please study the following visual example of their website as well as the information summarized below.**
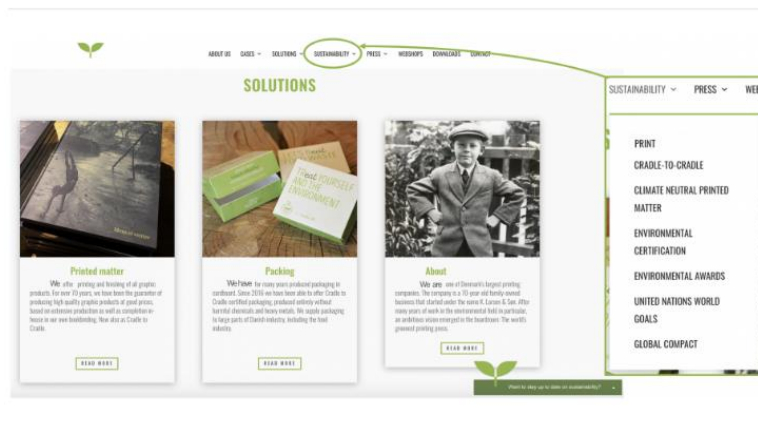
Summary:

- One of Denmark's largest and greenest printing companies.
- One of only three Cradle-to-Cradle certified printing companies in Europe.
- Offers sustainable classic printing goods (e.g. posters etc.) as well as sustainable packaging.
- The enlarged tab summarizes the company's sustainability efforts.
- Share sustainability knowledge on the website and their newsletter.

Please use this information, alongside your own experiences, to answer the following questions!

The why/why not explanatory questions are optional, but any additional information you can provide is highly appreciated.

[*Cradle-to-Cradle is a holistic environmental certification that ensures that a product does not pollute the planet, does not consume the earth's resources and is part of nature's own cycle - see Circular Economy.]

Survey Page 2 – Introduction including vignette.

Gender:

Male

Female

Other

Done

Age:

| 0 | 10 | 20 | 30 | 40 | 50 | 60 | 70 | 80 | 90 | 100 |

Age:

Country of origin:

Highest level of education:

Employment status:

→

Survey Page 3 - Demographic questions.

Please indicate your level of agreement with the following statements:

(Remember you are taking the point of view of buying print material for the company you are employed at)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I make an effort to select sustainable businesses when possible.	O	O	O	O	O	O	O

Done

Why or why not? (optional)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
When purchasing sustainable products, I expect them to carry some sort of certification (e.g. Fairtrade, Cradle-to-Cradle, Svanemærket etc.).	O	O	O	O	O	O	O

Why or why not? (optional)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
When browsing a company's website seeing a "sustainability label/certificate" makes me more likely to purchase a product.	O	O	O	O	O	O	O

Why or why not? (optional)

Done

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
When seeing a "sustainability label/certificate" I trust the company is upholding those standards.	O	O	O	O	O	O	O

Why or why not? (optional)

Survey Page 4 – Likert Scale Questions 1

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I usually have enough information to judge a company's level of sustainability.	O	O	O	O	O	O	O

Done

Why or why not? (optional)

[   ]

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Based on the information given by the company I am confident that I can accurately judge the sustainability efforts of the company	O	O	O	O	O	O	O

Why or why not? (optional)

[   ]

→

Survey Page 4 – Likert Scale Questions 2

Please indicate your level of agreement with the following statements:

(Remember you are taking the point of view of buying print material for the company you are employed at)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I expect a company employee (e.g. sales person) to inform me of the sustainability of their product offerings.	○	○	○	○	○	○	○

Done

Why or why not? (optional)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I expect a company to update me on their sustainability efforts (e.g. in their newsletter).	○	○	○	○	○	○	○

Why or why not? (optional)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
When encountering a sustainable company at an industry show/trade fair I expect them to clearly highlight their sustainability efforts.	○	○	○	○	○	○	○

Why or why not? (optional)

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
I expect a sustainable company's social media to communicate sustainability efforts / information.	○	○	○	○	○	○	○

Why or why not? (optional)

Survey Page 5 – Likert Scale Questions 3

	Strongly agree	Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Sustainable businesses should generate profit.	O	O	O	O	O	O	O

Done

Why or why not? (optional)

→

Survey Page 5 – Likert Scale Questions 4

Please **sort** the following options **from most to least relevant** (1 most - 5 least relevant).

When would it be most relevant to you to gain knowledge of a company's sustainability certificates / sustainability efforts?

	1	2	3	4	5
In their advertisment	O	O	O	O	O
In all company issued communication	O	O	O	O	O
The company website	O	O	O	O	O
From the company's employees	O	O	O	O	O
Other	O	O	O	O	O

Survey Page 6 – Ranking Question: Relevancy of Sustainable Communication Question

What **3 keywords** do you <u>most associate</u> with a sustainable company?

Recycling

Emissions

UN Global Goals

Tripple Bottom Line

Greenwashing

Innovation

Saving the planet

Circular economy

Partnerships

Stakeholders

Responsible business

Transparency

Purpose

Cradle - to - Cradle

Other

Survey Page 6 – Check-Box Question: Most Relevant Keywords

We thank you for your time spent taking this survey.
Your response has been recorded.

Powered by Qualtrics ⎘

Survey Page 7 - Thank You Message

Appendix C – Survey Results

Survey Data A

The following Appendix contains the summarized results of **Survey A**, conducted with customers of KLS PurePrint. The description of the survey methodology can be found in Chapter 4. The actual questions and order of the survey can be found in form of screenshot from the program Survey Monkey in Appendix B.

Q1: I make an effort to select sustainable businesses when possible

Why/Why not Open Answers:

RA1: I think sometimes "sustainability" is being misused. There DOESN'T exist many who can deliver sustainable solutions.

RA2: But compared to price and quality.
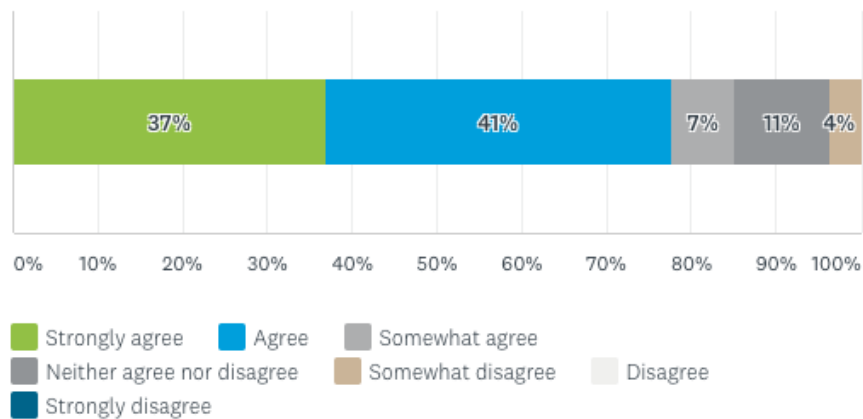
Q2: When browsing a company's website seeing a *"sustainability label/certificate"* **makes me more likely to purchase a product.**

Why/Why not Open Answers:

RA2: But compared to price and quality.

RA3: Less relevant.

16%	36%	24%	16%	8%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
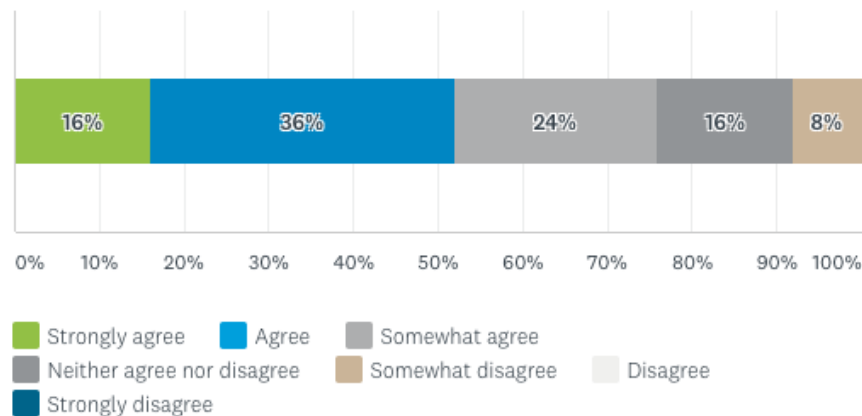
Q3: When seeing a "*sustainability label/certificate***" I trust the company is upholding those standards.**

Why/Why not Open Answers:

RA4: Anything else would be cheating.

48%	40%	4%	4%	4%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

- Strongly agree
- Agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Disagree
- Strongly disagree
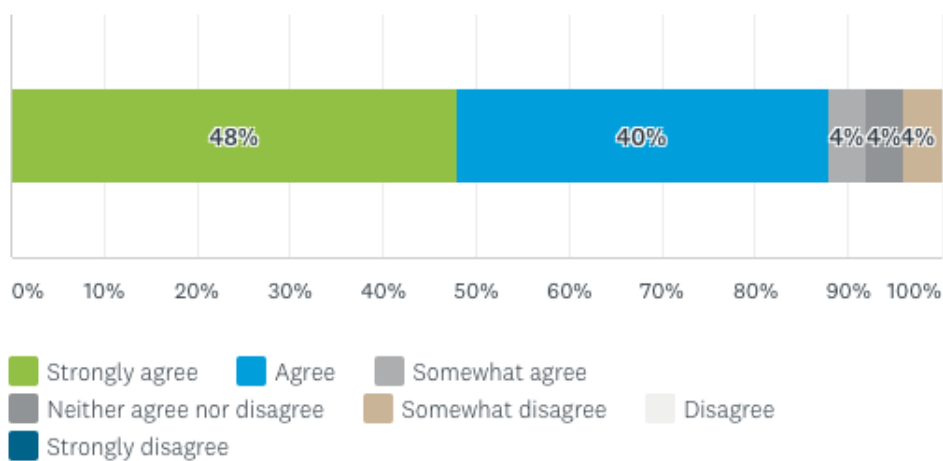
Q4: I have enough information to judge the company's level of sustainability.

Why/Why not Open Answers:

RA5: Companies can use their sustainability efforts as a competitive advantage, so it's also about getting closer to unveiling if there is action behind the words.
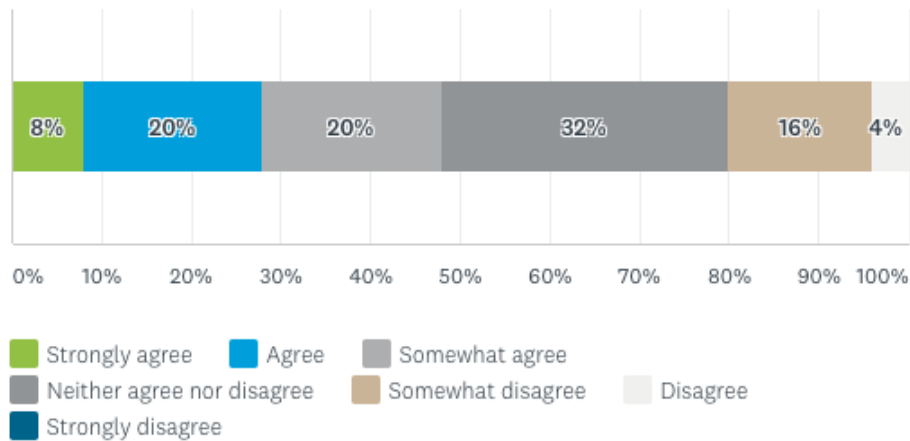
Q5: Based on the information given by the company I am confident that I can accurately judge the sustainability efforts of the company.

Why/Why not Open Answers:

N/A
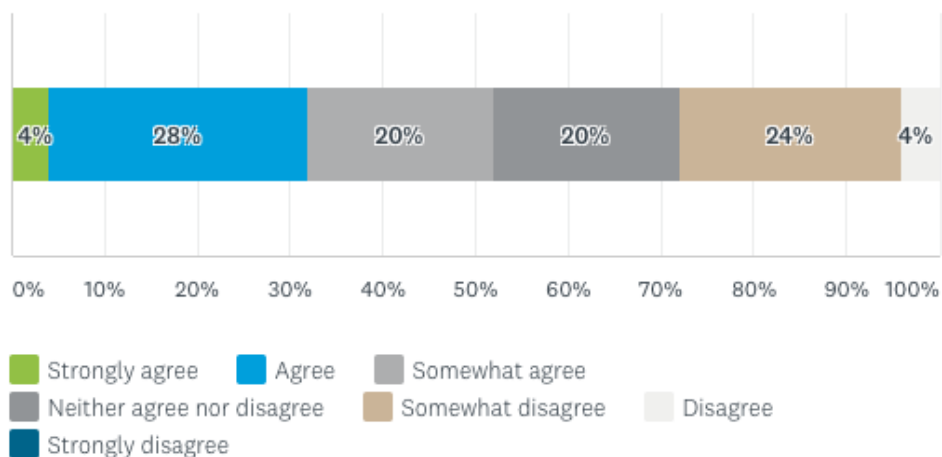
Q6: I expect a sales contact to inform me of the sustainability of their product offerings.

Why/Why not Open Answers:

RA6: I inform myself before taking contact.
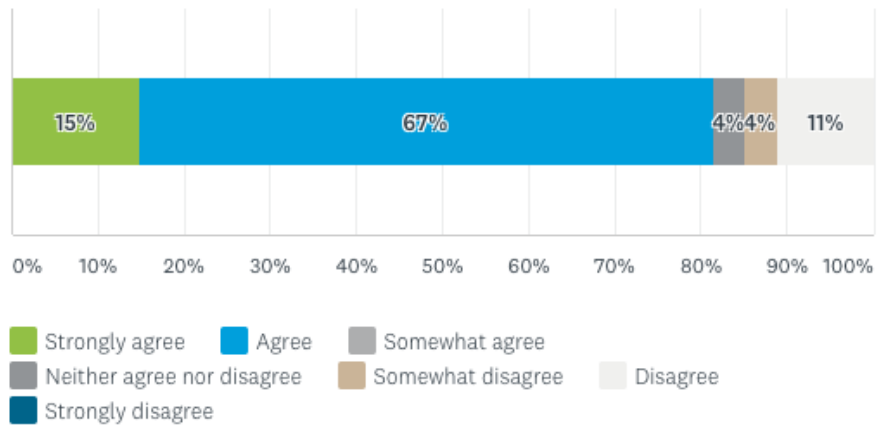
Q7: I expect a company to update me on their sustainability efforts.

Why/Why not Open Answers:

RA6:

I expect information to be available when I need it.
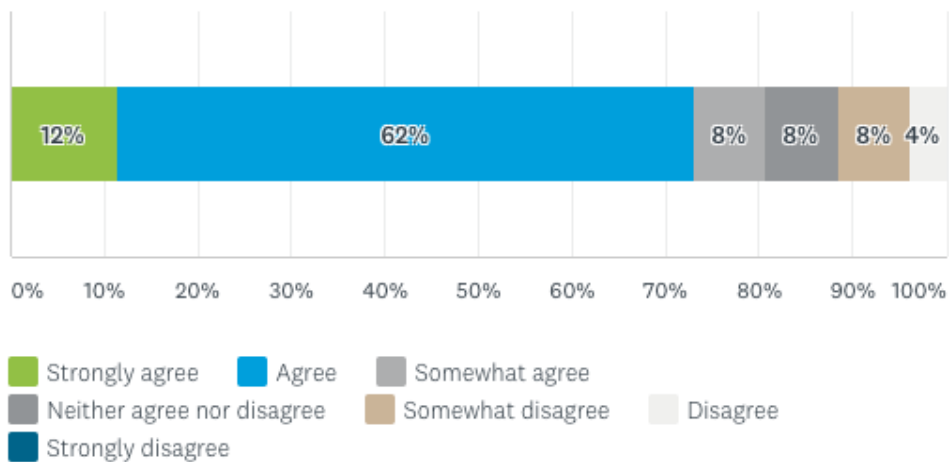
Q8: When encountering a sustainable company at an industry show/trade fair I expect them to clearly highlight their sustainability efforts.

Why/Why not Open Answers:
RA7:

I don't expect it, but I think it would be "dumb" of the company, if they don't emphasize it. (replied "neither agree nor disagree")
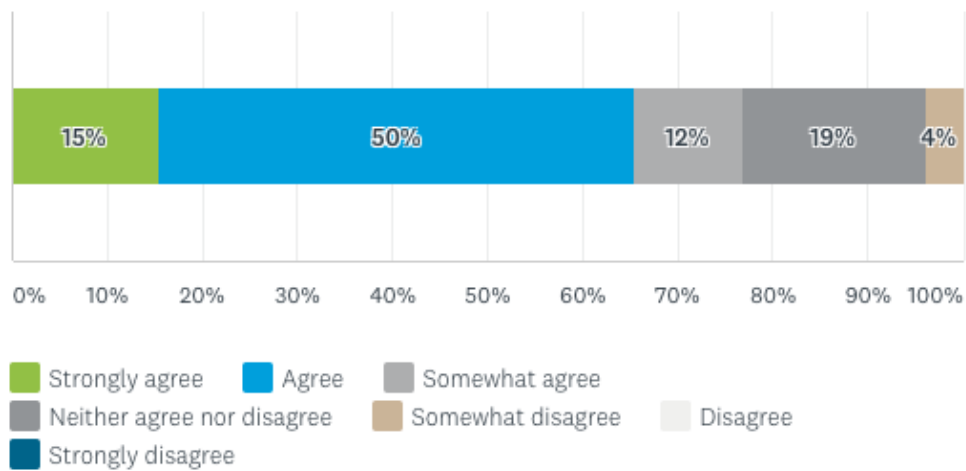
Q9: I expect a sustainable company's social media to communicate sustainability efforts / information.

Why/Why not Open Answers:

RA5: This could occur, but not an expectation I have (replied neither agree nor disagree)

RA9: Only if it makes sense in regard to the target audience (replied "neither agree nor disagree")
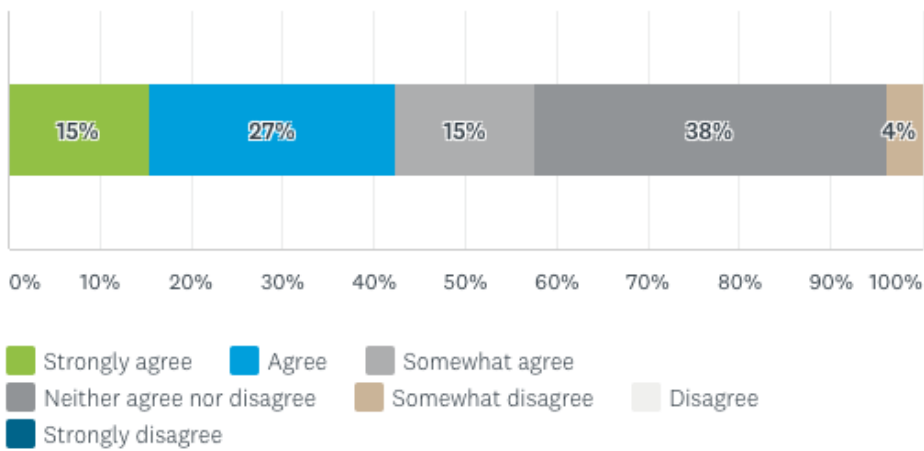
Q10: The decision of working with KLS is due to the strategy of my employer.

RA3: Quality and service are more important (replied neither agree nor disagree)

RA4: On the print market, price and solution means a lot. Sustainability is something extra, but a huge plus.

RA5: First and foremost, it's my personal belief which impacts the choice, and that I expect that our members encourage this choice. Our strategy is, amongst other things, inspired by the UN Global Goals for sustainable development (SDG's) wherefore a natural strategic backing of dealing with KLS occurs, due to their sustainability efforts.

RA10: The cradle-to-cradle certification fits with our company (replied "Agree)
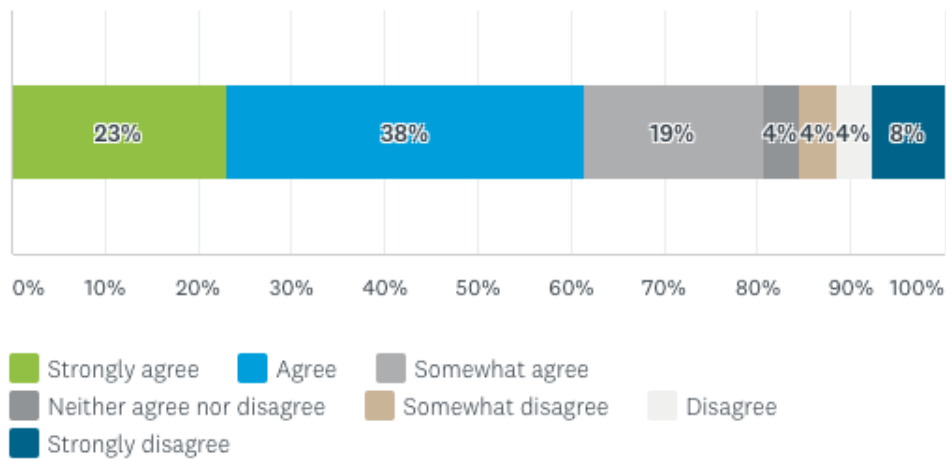
Q11: Sustainable businesses should generate profit.

Why/Why not Open Answers:

RA5: Otherwise they won't stay in the market (replied "agree")

RA7: If not, then they don't exist very long? (Replied somewhat agree)
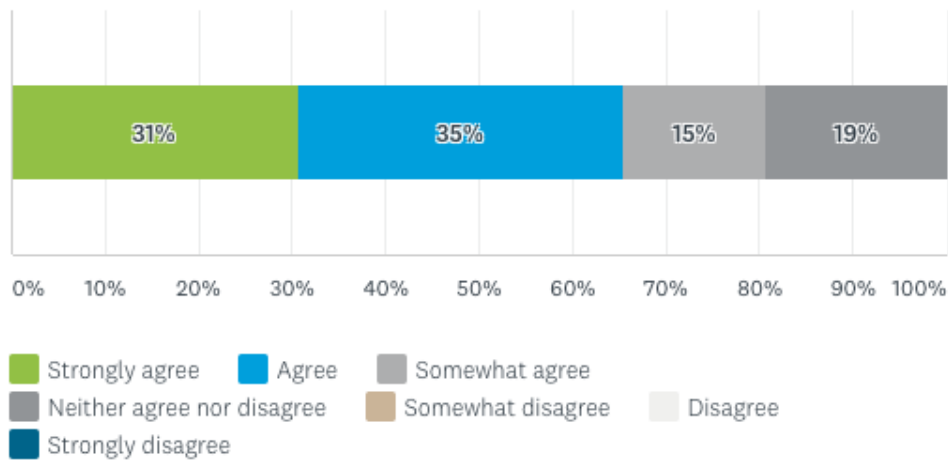
Q12: When would it be most relevant to you to gain knowledge of a company's sustainability certificates / sustainability efforts?

Legend:
- In their advertisement
- In all company issued communication
- The company website
- From the company's employee
- Other

Q13: What 3 keywords do you most associate with a sustainable company?

Keyword	Percentage
Genbrug	25%
CO2-udledning	75%
FN's Verdensmål	50%
Triple Bottom Line	
Greenwashing	
Innovation	25%
At redde planeten	
Miljøet	50%
Cirkulær økonomi	25%
Partnerskaber	
Stakeholders/Interessenter	
Responsible business	
Gennemsigtighed	50%
Purpose/formål	
Cradle-2-Cradle	
Andet (angiv venligst)	
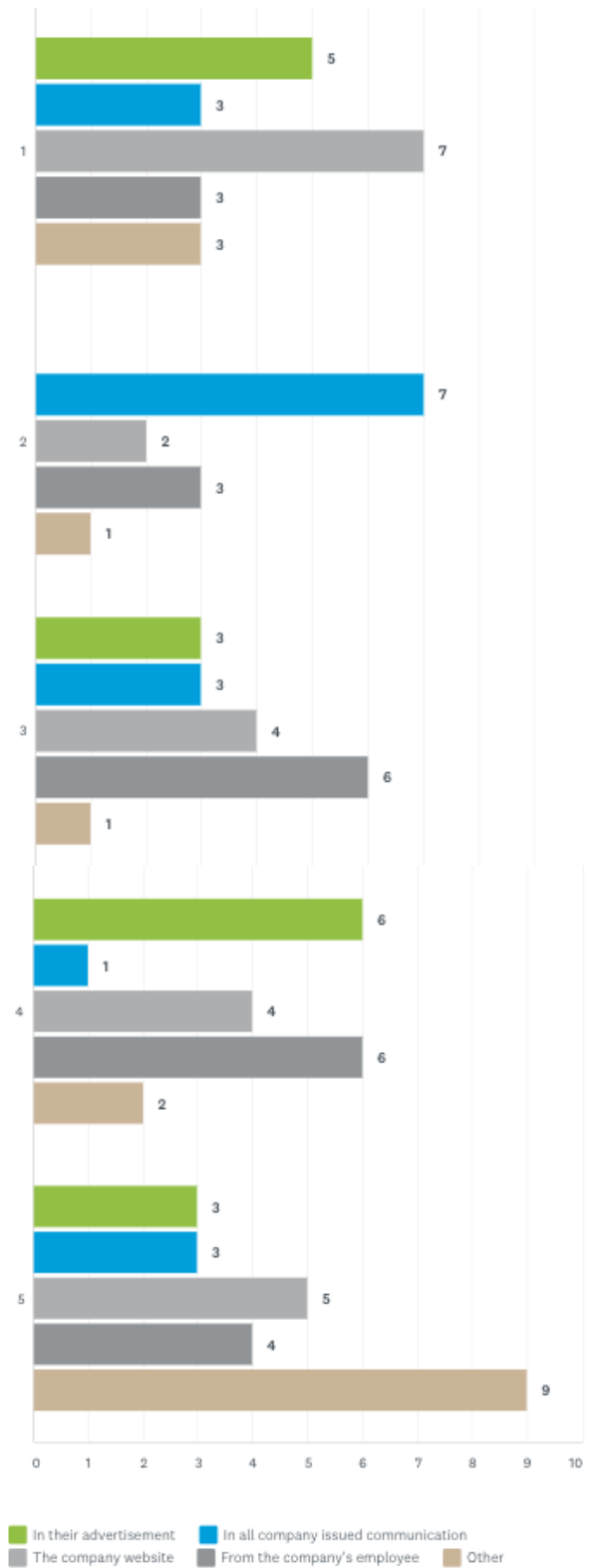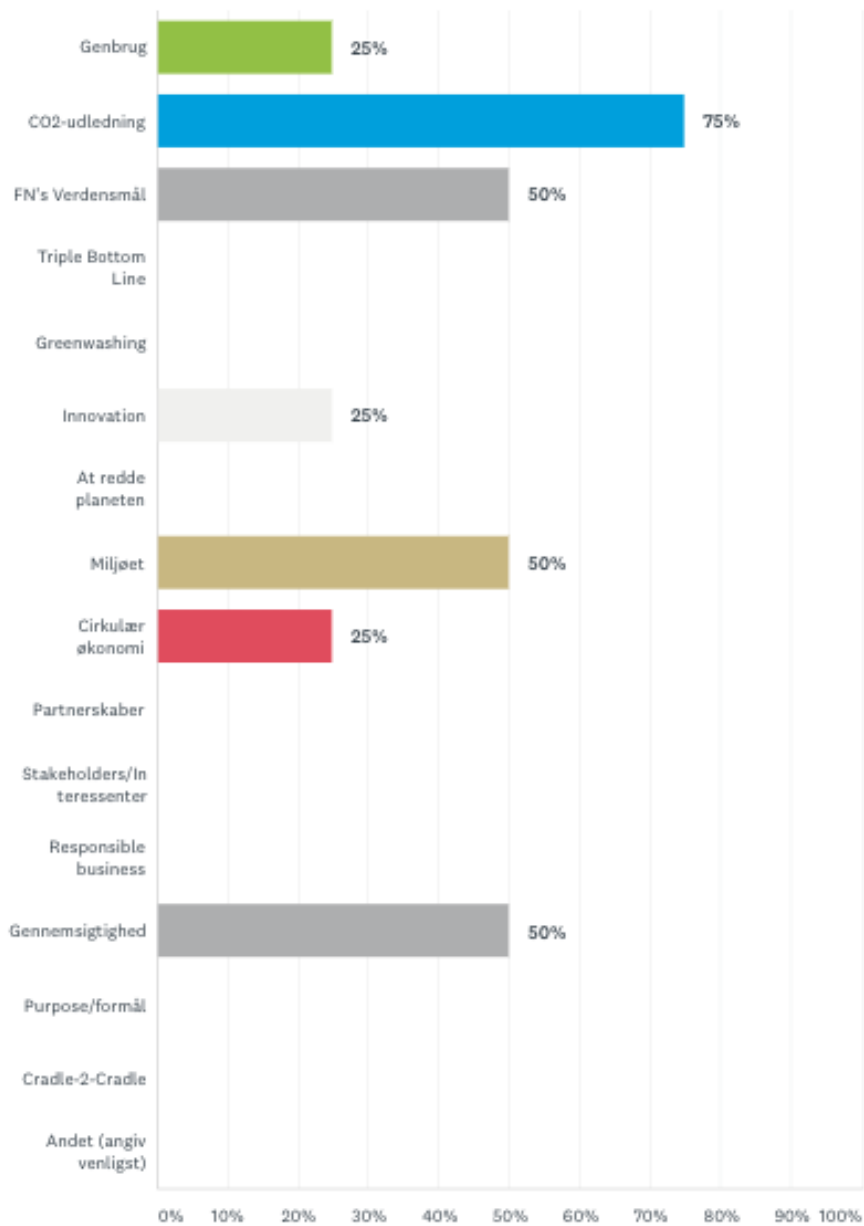
<p align="center">**Survey Data B**</p>

The following Appendix contains the summarized results of **Survey B**, conducted with general consumers. The description of the survey methodology can be found in Chapter 4. The actual questions and order of the survey can be found in form of screenshot from the program Qualtrics in in Appendix B.

Q1: I make an effort to select sustainable businesses when possible.

Why/Why not Open Answers:

RB6: sometimes it's not possible or I don't know about a company that offers a sustainable solution

RB8: I can probably influence company policy, but the price of sustainable print material might override environmental impact.

I make an effort to select sustainable businesses when possible:

25% Strongly agree	41% Agree	24% Somewhat agree		

■ Strongly agree (25%)　■ Agree (41%)　■ Somewhat agree (24%)　■ Neither agree nor disagree (5%)　■ Somewhat disagree (3%)

■ Disagree (0%)　■ Strongly disagree (1%)
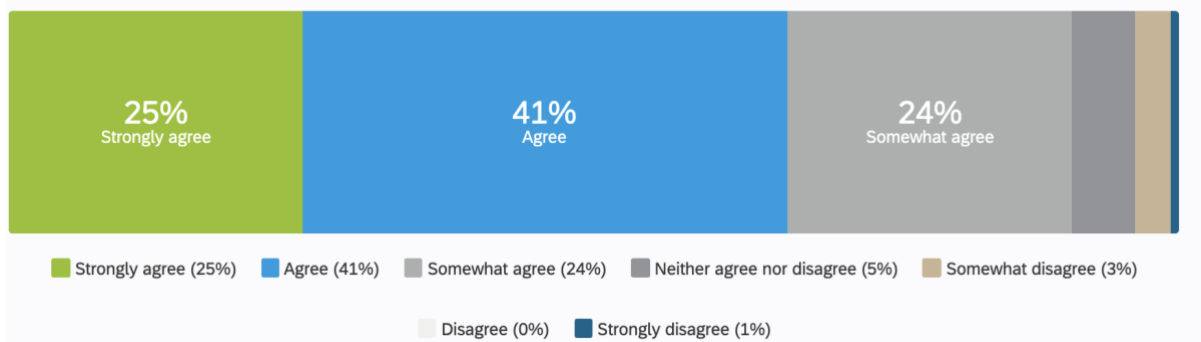
Q2: When purchasing sustainable products, I expect them to carry some sort of certification [e.g. Fairtrade, Cradle-to-Cradle, Svanemærket etc.].

Why/Why not Open Answers:

RB1: I read that these certifications cost a lot of money and that is a bit of a shame. But, I see them as my assurance that someone else checked these products as I do not have the knowledge to do this.

RB2: I'm afraid of greenwashing, so certifications give credibility to the green claims.

RB3: To make sure that they are actually sustainable, and not just labeled as sustainable for marketing reasons.

RB4: The ecological trend is growing so to make sure businesses are not forging "eco-friendliness", they should be certified by a reliable external controller.

RB5: Certifications heightens the credibility.

RB6: Yes, because it makes it easily visible.

RB7: Not all certifications are created equal, some require little effort to obtain. I much prefer transparency from the company about the supply chain, which show what efforts they're really doing to become sustainable.

RB8: Certification in itself often means too little or is difficult to gauge in terms of value. Some certifications however are valuable.

RB9: I perceive those brands as more credible.

When purchasing sustainable products, I expect them to carry some sort of certification [e.g. Fairtrade, Cradle-to-Cradle, Svanemærket etc.].

36% Strongly agree
35% Agree
17% Somewhat agree

Strongly agree (36%) • Agree (35%) • Somewhat agree (17%) • Neither agree nor disagree (5%) • Somewhat disagree (2%)

Disagree (2%) • Strongly disagree (2%)
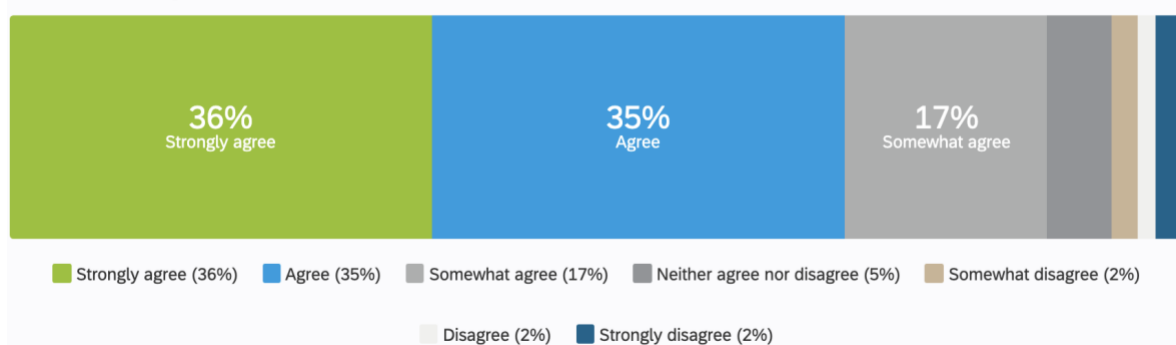
Q3: When browsing a company's website seeing a "sustainability label/certificate" makes me more likely to purchase a product.

Why/Why not Open Answers:

RB2: Definitely, it makes them look more authentic to my eyes.

RB9: I don't generally buy things based on this sustainability merit alone

When browsing a company's website seeing a "sustainability label/certificate" makes me more likely to purchase a product.

| 18% Strongly agree | 40% Agree | 23% Somewhat agree | | | |

Strongly agree (18%) ■ Agree (40%) ■ Somewhat agree (23%) ■ Neither agree nor disagree (15%) ■ Somewhat disagree (3%)

Disagree (1%) ■ Strongly disagree (1%)
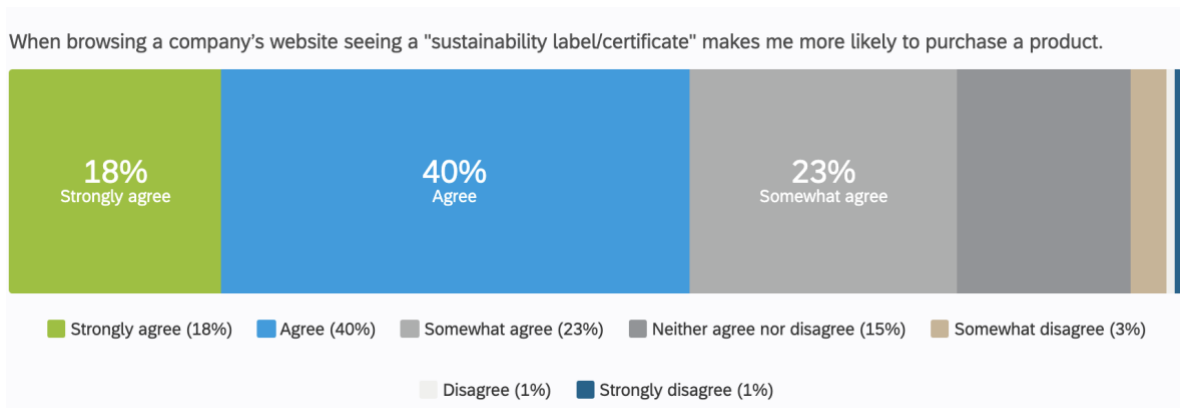
Q4: When seeing a "sustainability label/certificate" I trust the company is upholding those standards.

Why/Why not Open Answers:

RB1: I believe that companies must follow a standard and maybe even should be checked if they want to keep this label/certification.

RB2: Even though I have a bit of skepticism, I want to believe these certifications because proving them is a too complex process from a customer point of view.

RB8: Depends on the strictness and approach the certification has to imposing limits, mandatory compliance objectives etc.

RB9: Unless I've read somewhere about a specific company NOT upholding these, i tend to trust them until something comes out that I shouldn't**.**

When seeing a "sustainability label/certificate" I trust the company is upholding those standards.

| 20% Strongly agree | 41% Agree | 32% Somewhat agree | | | |

Strongly agree (20%) Agree (41%) Somewhat agree (32%) Neither agree nor disagree (5%) Somewhat disagree (2%)

Disagree (0%) Strongly disagree (1%)
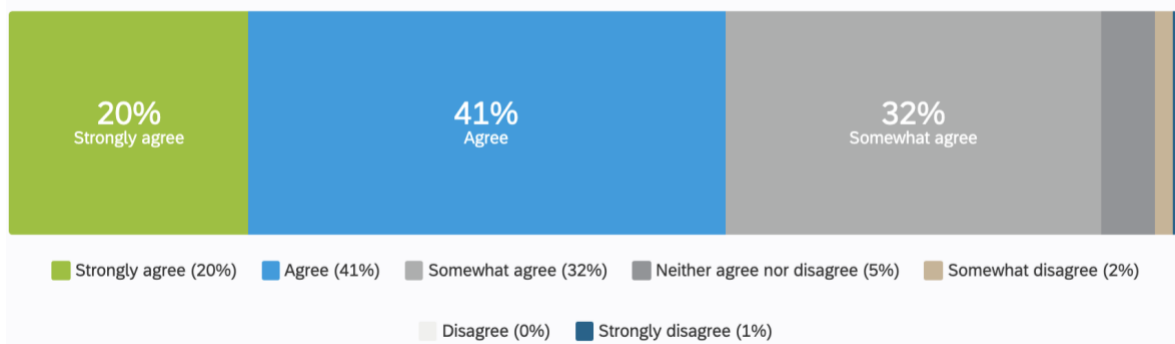
Q5: I usually have enough information to judge a company's level of sustainability.

Why/Why not Open Answers:

RB2: Usually you can find more details about their sustainability on their website, even though it's still surface level and impossible to verify.

RB4: The information is not always clear enough and not always there.

RB6: Mostly it's not so easily available.

RB8: Very rarely is a company publishing traceable data, identifiers etc.

RB9: Not at all, because usually you just have to go by what a company says and whatever certificate or label they've paid for and a lot of that is just creative marketing.

I usually have enough information to judge a company's level of sustainability.

| 28% Somewhat agree | 18% Neither agree nor disagree | 22% Somewhat disagree | 18% Disagree |

Strongly agree (2%) Agree (9%) Somewhat agree (28%) Neither agree nor disagree (18%) Somewhat disagree (22%)

Disagree (18%) Strongly disagree (4%)
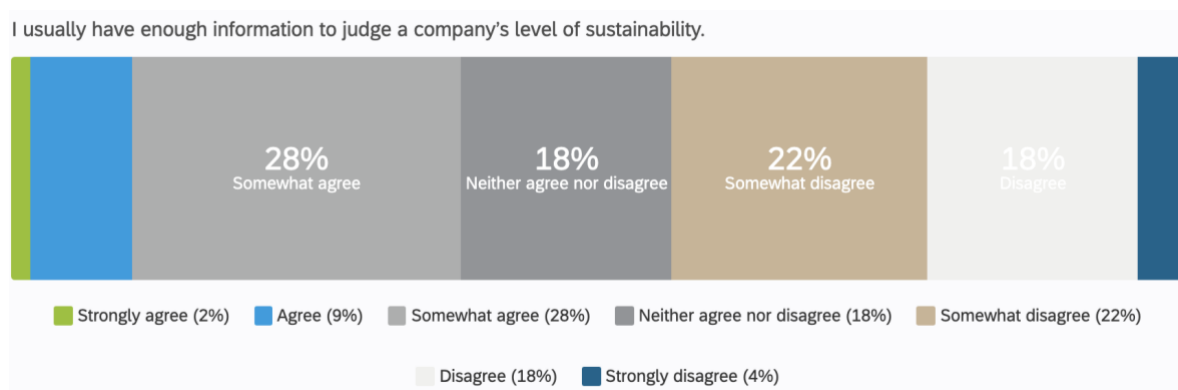
Q6: Based on the information given by the company I am confident that I can accurately judge the sustainability efforts of the company

Why/Why not Open Answers:

RB4: It depends - if it's clear guidelines of the company's production policy with sources, names and locations - yes. Otherwise – no.

RB5: Sustainability is a very vague term and most companies present themselves in a better light than how they actually are, in my opinion.

Based on the information given by the company I am confident that I can accurately judge the sustainability efforts of the company.

25% Agree

41% Somewhat agree

■ Strongly agree (4%) ■ Agree (25%) ■ Somewhat agree (41%) ■ Neither agree nor disagree (11%) ■ Somewhat disagree (11%)

■ Disagree (5%) ■ Strongly disagree (3%)
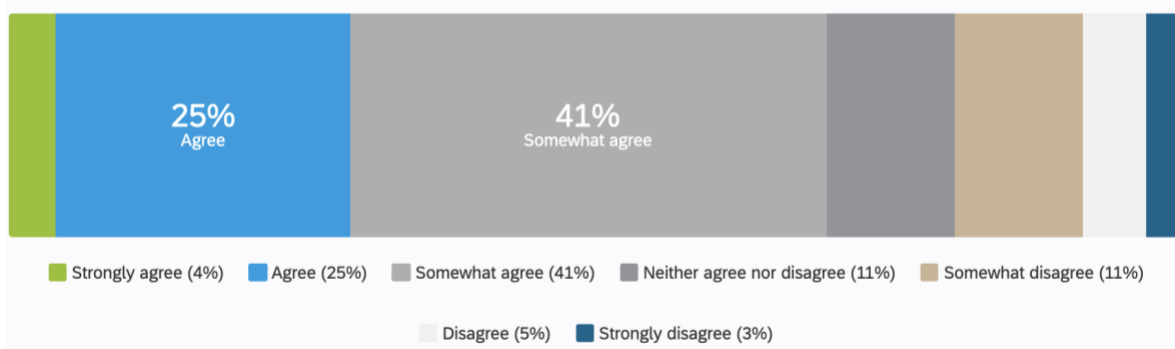
Q7: I expect a company employee (e.g. sales person) to inform me of the sustainability of their product offerings.

Why/Why not Open Answers:

RB2: I sometimes ask questions to make sure it's not just a fake claim.

RB9: Seems that the company puts a lot of weight behind this, so I'd expect it to be in their sales pitch as well.

I expect a company employee (e.g. sales person) to inform me of the sustainability of their product offerings.

22% Strongly agree

38% Agree

21% Somewhat agree

■ Strongly agree (22%) ■ Agree (38%) ■ Somewhat agree (21%) ■ Neither agree nor disagree (11%) ■ Somewhat disagree (3%)

■ Disagree (4%) ■ Strongly disagree (0%)
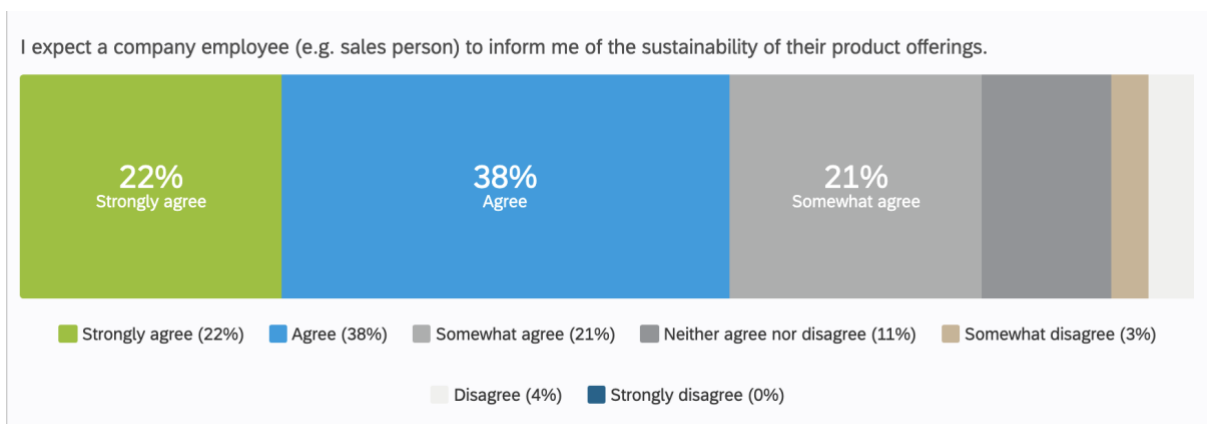
Q8: I expect a company to update me on their sustainability efforts (e.g. in their newsletter).

Why/Why not Open Answers:

RB3: I never subscribe to newsletters but if I did, I guess that would be one of the things I would be interested in.

RB5: I hate newsletters.

RB9: If they are talking about this a lot and its part of their business model, I'd expect them to keep the public informed.
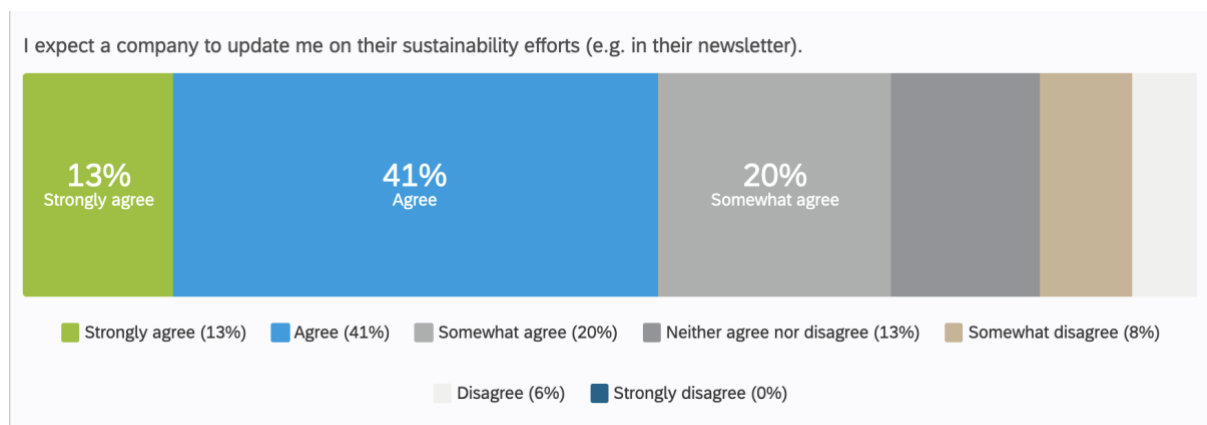
Q9: When encountering a sustainable company at an industry show/trade fair I expect them to clearly highlight their sustainability efforts.

Why/Why not Open Answers:

RB2: Yes, if the company brands itself as a sustainable company, then I need them to highlight it.

RB5: They should be proud of what they are doing in that regard and inspire others.
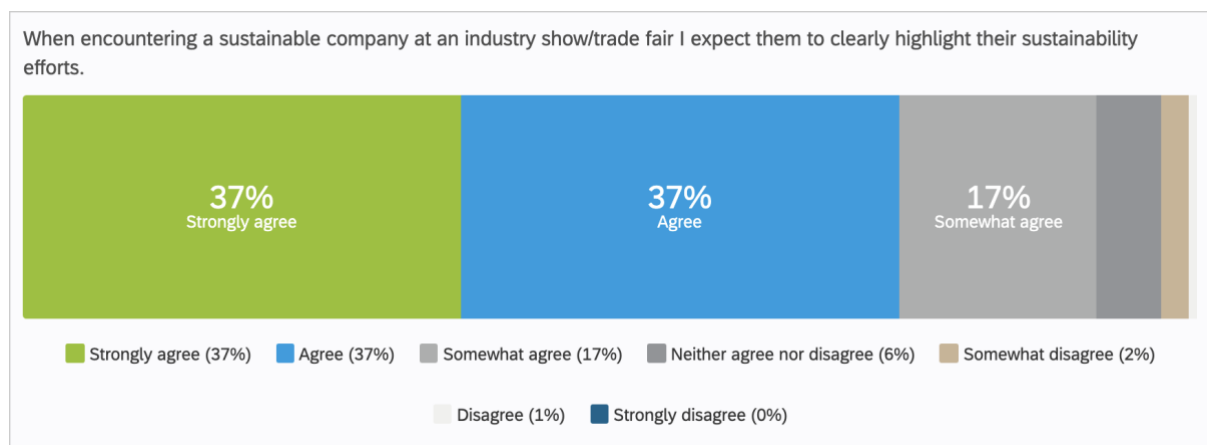
Q10: I expect a sustainable company's social media to communicate sustainability efforts / information.

Why/Why not Open Answers:

RB2: If it's part of their brand they need to embed it in their communication.

RB4: Sometimes when the company's social media communicates the sustainability efforts too much, I start to doubt whether it is a marketing act or a real endeavor.

RB5: They should be proud of what they are doing in that regard and inspire others.

RB6: Because in this visible medium it's easy and playful to communicate.

RB9: This should be a primary use of their social. Fast, quick info that someone doesn't have to go searching for on their own.

I expect a sustainable company's social media to communicate sustainability efforts / information.

35% Strongly agree	43% Agree	16% Somewhat agree	

Strongly agree (35%)　Agree (43%)　Somewhat agree (16%)　Neither agree nor disagree (6%)　Somewhat disagree (0%)

Disagree (0%)　Strongly disagree (0%)
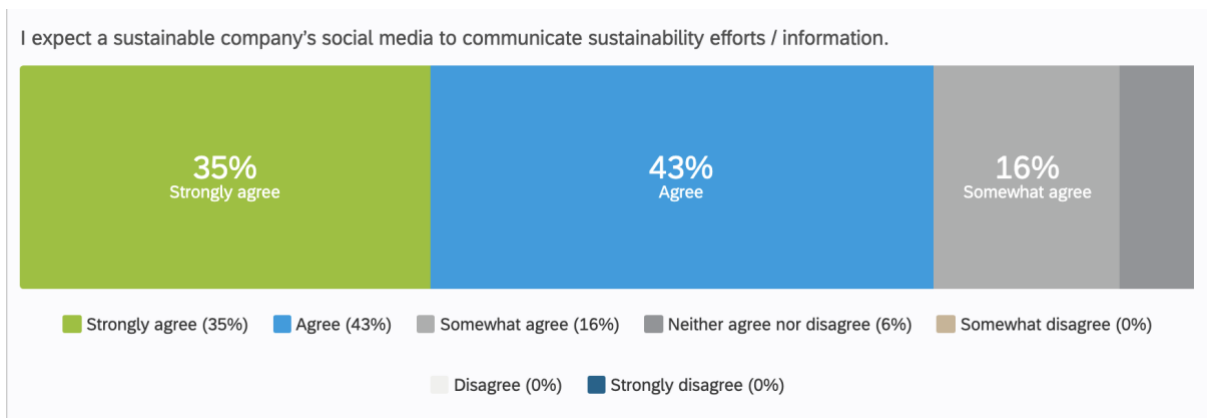
Q11: Sustainable businesses should generate profit.

Why/Why not Open Answers:

RB2: Sustainability should be looked at from the three dimensions of environmental, social and economic (profits) aspects.

RB7: This allows them to succeed in the market, ideally taking profit away from non-sustainable competitors. It also allows them to reinvest their profits into further innovation of their sustainable business model.

RB9: Absolutely; they are still a business and just because they are green doesn't mean the business can't make money just that they are trying to do it a bit more responsibly than others.
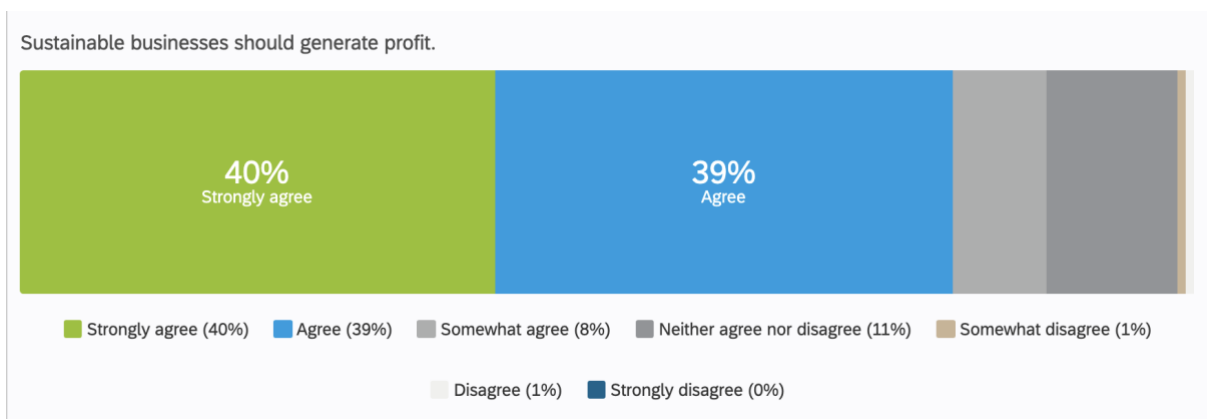
Sustainable businesses should generate profit.

40% Strongly agree | 39% Agree

Strongly agree (40%) ■ Agree (39%) ■ Somewhat agree (8%) ■ Neither agree nor disagree (11%) ■ Somewhat disagree (1%)

Disagree (1%) ■ Strongly disagree (0%)

Q12: Please sort the following options from most to least relevant (1 most - 5 least relevant). When would it be most relevant to you to gain knowledge of a company's sustainability certificates / sustainability efforts?

Legend:
- In their advertisment
- In all company issued communication
- The company website
- From the company's employees
- Other
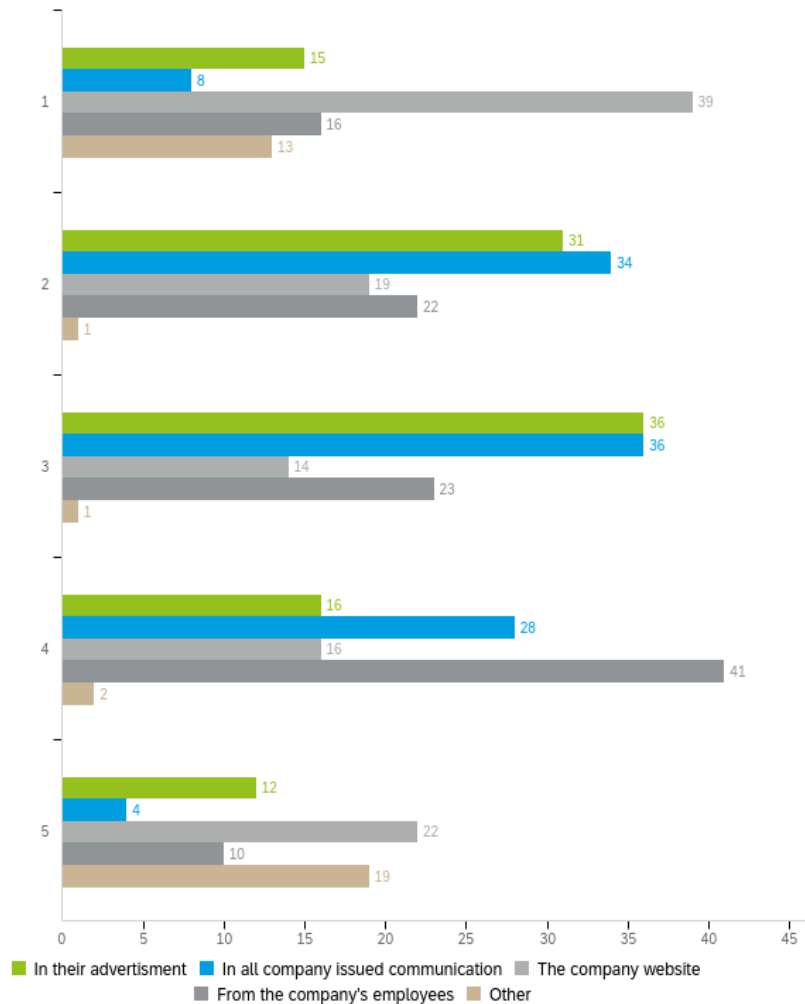
Q13: What 3 keywords do you most associate with a sustainable company?
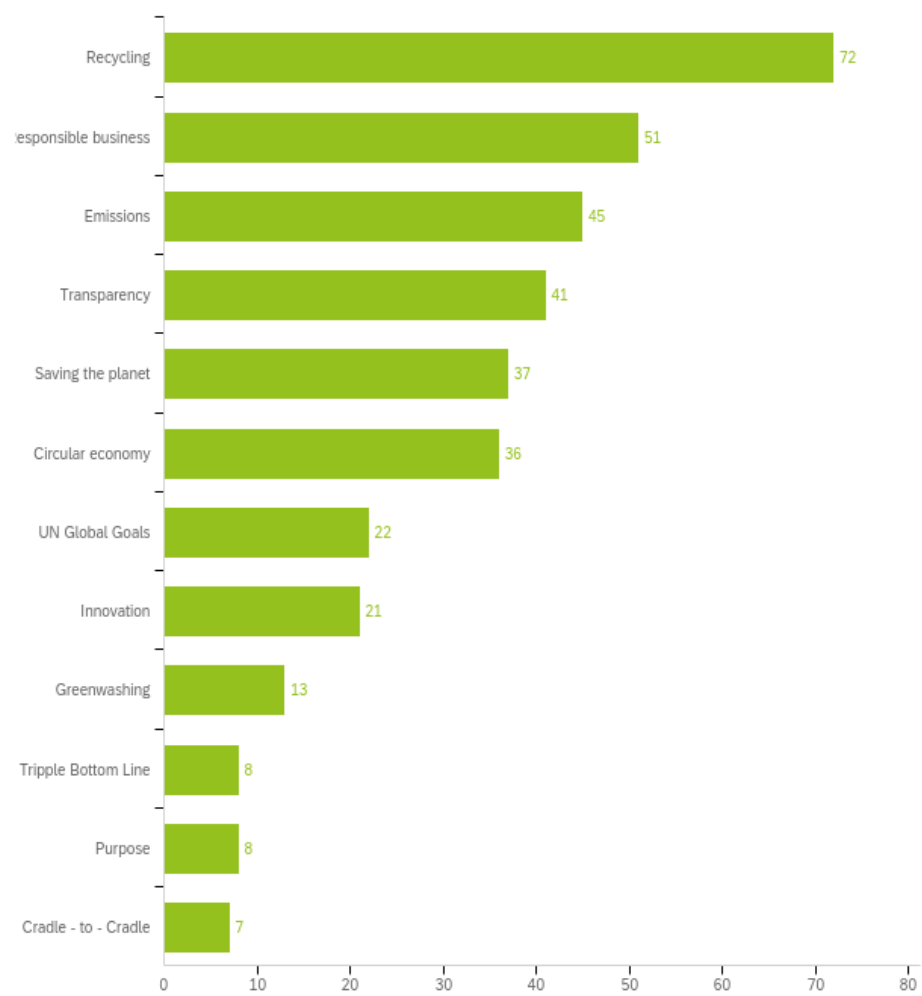
Wave 1 – Kasper Larsen (COO KLS PurePrint) Transcript

MWP
So, first of all, we want to ask the basic questions. So, what is your name?

Kasper Larsen
Kasper Larsen

MWP
And where are you working at?

Kasper Larsen
At KLS PurePrint, as the commercial director.

MWP
Fantastic, and how long have you been with the company?

Kasper Larsen
Probably since I could walk, no I have been with the company since 2001, and then owner since 2007.

MWP
Okay, great. We are moving into the little more into the big matters of our research. To start off, what is your understanding of sustainability in general?

Kasper Larsen
Oh, that is a big question. For me the really broad definition of sustainability, I think, for me I would say the main focus would be the environment and the climate focus but also, I think sustainability is also [inaudible] the sustainable development goals as the broad perspective. And above all that being sustainable as a company, meaning that that is not philanthropy. I think it has to live up to all this and still be a good business case to be truly sustainable.

MWP
Yes.

Kasper Larsen
For me, it's something: a way to produce that you don't produce waste and don't harm anybody during the process. Don't use any more material than this planet has - sustainable. Use it in a manner that there is respect. For me it is the broad definition including all 17 goals.

MWP

Fantastic. For the next question we would like to know, do you consider sustainability an important matter?

Kasper Larsen
Yes. I would say a crucial matter for the company

MWP
And in your daily life? Do you also see it as an important matter?

Kasper Larsen
In my private life? Yes absolutely. As a business matter i see it as a unique potential for the Danish a lot of Danish industry in general. But as a person, I also believe that we need to rapidly begin to produce and consume sustainable, because otherwise we will go through the consequences. If not us, then our children or maybe our grandchildren. But we will see the consequences, right.

MWP
So, for example, if you are out in the supermarket or similar. Do you check out the sustainable attributes of the products you are purchasing?

Kasper Larsen
Yeah, I try to buy ecological but yeah, but in the same way I'm also you know, have a lot of double standards in some cases and sometimes I laugh a little bit about myself. Because, we believe a lot in reducing harmful chemicals and controlled production sites and all that you know all that from the cradle to cradle certification and sometimes when I see a good bargain you know, and I have no control of anything and I think wait are they trying to cheat me with the more expensive one and I know the answer. It is probably either better quality or better environmental standard or better work or labor conditions. Probably all of them, but I think it is so fundamental in many that you really hate if you pay too much for certain goods. But you know for the cheap one there is usually an explanation.

AB
And if you evaluate the sustainable attributes of a product, how do you gather that information usually?

Kasper Larsen
I try to look at the environmental labels that I know and that I trust. I try to look at materials used that I know that are more sustainable. But I also look at the packaging. I think as a consumer, I'm just as easily fooled by something that looks sustainable even though I know better. I think it is a lot of information and it depends on what I'm looking at. Is it something I buy day to day? Then I'm not that more focused. As if for instance it is a car then I would look deeper into which sustainable car it should be.

MWP
How about something like clothes for example, would you rather purchase something from let's say for example, Patagonia, which is a very sustainable brand, or for example, H&M? What is your opinion there?

Kasper Larsen

I think in general I would prefer to buy less items, but from better quality. And then I just you know until it is completely unusable. But I think i might be a little different from anybody else. But i prefer a few good items compared to a lot of cheaper items. And to be honest I hate shopping clothes. Now it is getting personal, but when I was working as an auditor, I bought seven pair of the same black trouser so I did not have to consider what to wear.

MWP

That makes it much easier yeah.

AB

And so, would you say that you evaluate the sustainability practices of a brand? Either if you know you will purchase something of a brand or one you regularly purchase from? Do you look at what they are doing and what they are communicating?

Kasper Larsen

I try, I think both, and I would love to say that I only go for Patagonia, but I don't. For me also living in a smaller city, I am also trying to be sustainable in the matter that I support the local stores. That's important for me, also. So, I also try to do a lot of shopping locally.

MWP

Then the next question we have is, would you say that sustainability affects your purchase behavior?

Kasper Larsen

Yes, a lot!

MWP

So, moving back to the business perspective, what is your understanding of doing sustainable business?

Kasper Larsen

In my company?

MWP

Yes, or also in general.

Kasper Larsen

It is the again the broad definition. Equality and fair work labor agreements and materials using no harmful chemicals. Its fairness to suppliers. It has to be all the way around. Also, in the local community. And maybe also just as simple as being the good example.

MWP

Yeah. So, do you think its as much, environmental sustainability as well as something as social responsibility?

Kasper Larsen

Yeah, and then I think, to me, the main goal was still the environment and climate change, as I hear some of the really major issues that we need to solve. I think right now we need to focus a lot on

climate changes without focusing on the other issues. But I think I'm terrified with what I see as climate change right now is doing to us. And I think we only see the beginning of it.

AB
Okay, then what keywords would you associate, or do you associate with a sustainable company from the top of your head?

Kasper Larsen
Sustainable Company I would say a climate focus or preferably climate neutral. Responsible purchase, responsible use of materials and sustainable and responsible behavior towards employees.

MWP
How about some terms like, the triple bottom line or the SDGs. Is this important to associate that with a sustainable company? What do you think?

Kasper Larsen
Yeah yes, I think the framework of the entire SDGs are the ones I was trying to mention.

MWP
Yeah.

Kasper Larsen
Triple Bottom Line yeah also, but I think it is it's more than that. I think it's more something that covers it all today. But again, I also think it's dangerous just to look at the communication of the company. I prefer to dig a little deeper. Especially some of the large corporations, they are really good at communicating. Small improvements can be communicated really loudly. I'm also maybe a little biased by some dialogues I had with some of the bigger companies. Where, you know, they don't care at all. I think I experienced that a couple of times. So yes, the SDGs but the SDG's in action not in communication.

AB
Then we would move on and take on KLS's point of view and focus a bit more on that. The first question would be, in your own words, how would you describe the vision and the values of KLS?

Kasper Larsen
The vision is to be the greenest print house in the world. Not to be the most humble. But that is the aim of the vision, because we want to be at the very forefront of sustainability. Again, you can never measure it, you can never be sure that you are because you don't know all the other print companies in the world. But we don't want to hear about anybody who has done better than us. Then we would have failed on some level. And that's important for us to tell our employees, our customers, our suppliers, what we aim at. And then at the same time, also [inaudible] Trying to be transparent, and accepting that it is a process. And it is better to do something and fail a little bit than not doing anything at all. But that is our vision, and also maybe not to be afraid to fail a little bit. The values are pretty much the same. Trying to be responsible, sustainable, and the good example. Try to get other companies and other industries to follow into the green agenda.

MWP

And then we want to ask a little bit about the key activities of KLS. So, in which areas are you most active? For example, is it marketing or is focusing a lot on the production itself or how do you see the distribution in the organization? Where do you think you're putting the most effort in.

Kasper Larsen

I think, and I hope that we put the most effort into the production and developing of new material and sustainable solutions and then hopefully marketing will follow. That is my main focus to do something substantial. And not just talk about it. I think the projects that we have done have backed me up a little bit on that one it has been some huge projects also to use for KLS, but we really want to document and get new information and set new standards in our industry.

MWP

That's the marketing part of it?

Kasper Larsen

I think back in 2007 we decided that want to spend our marketing budget on doing something and hopefully then somebody will write about us and not spend the marketing budget on ads. And I think that is still our main focus. To be ambitious and hope we are so ambitious that we are interesting enough, so people write about us. So, I guess we made it to the news a couple of times and a lot of times in magazines and newspaper.

MWP

And then moving on to a little bit about how the market dynamics are so how is how the market that KLS is competing in currently?

Kasper Larsen

It has been a rough market. We are in an industry that is extremely expensive in the investment perspective. We have a lot of manual work also still so a high degree of investment and a high degree of workforce. A high degree of digitalization and a lot of competition from the companies with low production cost. It is a competitive industry.

AB

Could you elaborate a bit on the digitalization and how that affects you?

Kasper Larsen

We can see that our market is declining every year. It is not the matter if it declines, it is about how much it declines. On the rough years we have seen a reduction of paper consumption in Denmark between 10-12% and in the better years only 3-5% decline.

AB

And that is also why you had mentioned that you are focusing a lot more on packaging now?

Kasper Larsen

Yes exactly! So, I think the main production for KLS is marketing materials, but it is declining together with the market. [Inaudible] The strategic focus now is packaging in the food industry and it is packaging in the medical industry. So that is our main focus now. Packaging and anything and print used with the product. Print used with the product. For example, the tray liners from

McDonald's. Every time a meal is served, they have a tray liner used. That's the kind of production we prefer. They cannot digitalize that.

AB

And have you seen a connection with the declining print materials happy on the one hand and on the other hand seen an increase interest in your sustainability offers? Would you say this decline is not only the price war but also the sustainability perception of paper then?

Kasper Larsen

I think paper is doing quite well in some areas at least when we compare it to business. I still think we have a lot misinformation for instance, the whole "email think of the rainforest whatever" I see so many variations of. I think the biggest misunderstanding as long as you are online you don't have any climate footprints and it couldn't be more wrong. I think that's the biggest problem for the print is actually that the truth is not out there about the market impact of online news. I am not saying we should go back to paper, but I think it is important to know that you should not say to make something digital because you want to be more environmental friendly. Because that is a very difficult calculation. You should do something digital because it is the best way to impact your customer. Unfortunately, we often see that somebody writes that now we moved our magazines online because we want to be more environmentally friendly. Then I can tell them if readers use more than 8 to 10 minutes reading the magazines then we actually we should make that in print because that will be more climate friendly.

AB

Have you thought about using facts like that in your communication? Both of us never even heard about that. So, have you ever tried to take that angle of communication?

Kasper Larsen

A little bit. But I think it's difficult because we are in the printing industry also. We try to help our customers with facts, but we don't want to be loud about the fact because to be honest, it's a lot about how you make the calculations. So, when the plastic industry made some calculations, they were that plastic bags were the most environmentally friendly, the scope of the calculations was so far stretched I think it more damaged the plastic industry than did good because there were a lot of misunderstandings. I'm really careful not to be loud about this. Oh yeah and I forgot to mention this, there was a Swedish test of schoolbooks documented, that was around where the whole dialog about the use of iPads in the school instead of textbooks and the overall lifecycle analysis was that because schoolbooks are used a lot of times and the carbon emission is in the production and not in the lifecycle of the books used and if at the end of the lifecycle you burn it it is actually just the wood you burn. And if you use iPads you have a continuously climate footprint, I think it was 2.4 or 2.7 times as high using electric or digital books compared to printed books. [Inaudible]

AB

Okay perfect, then in your own words what is KLS's main differentiation point from the competition?

Kasper Larsen

I would definitely say out sustainable solutions and the knowledge that we have being able to advise our customers making the right choices and not just marketing easy choices.

MWP

Do you feel like some of your competitors are trying to follow how KLS does business or are you still in a league of your own in that regard?

Kasper Larsen

I think you should ask the competitors about that and probably they will say they are just as good as us but I think if you ask them who they consider the best two or three companies in Denmark I am pretty sure they would be mentioning KLS as one of them. I think the Danish printing industry is doing quite well. I have an email from one of the biggest print houses in Denmark where our customer asked the salesperson if she was hundred percent certain that they knew all about the chemicals because this was for school children. And he replied yes, he was pretty sure but he will go to ask the CEO. And then the CEO said "yes, we are doing everything by the book, and everything is okay - But if you really want the **highest standard** then call Kasper at KLS".

AB

Wow that is great marketing for you! Yeah, but you know I would never use it because I think that would not be fair, but I really laughed when I received the email! I know him because we are in the environmental group in the graphic industry and he know what we stand for.

MWP

Then, how would you say that KLS is communicating the values and vision and how you differentiate yourself?

Kasper Larsen

I would say that sometimes we need to remember that we also actually do print and are not only a sustainable company. So, I think it is always dangerous to be known for a lot of thing. Trying to be the cheapest and the fastest and the best quality and the most sustainable and all the things. All of us would say that we are all of the above, but we try to communicate just one thing.

MWP

Then we also wanted to ask you what your role has been with KLS and the overall strategy?

Kasper Larsen

Defining the strategy together with the board of directors and the management group. So being the one implementing it and also reading up on what are the facts and what are the do's and the don'ts and also everything in between. I have always been involved in every Project.

AB

Okay great then we would look at the customer experience and there we would want to ask you what are the touchpoints that a new customer is facing or that they are going through in their customer journey with you at KLS.

Kasper Larsen

Mostly the touchpoint will be the project manager. It will be the salesperson and maybe also someone from the graphics department if we do their design or layout. And I think that's the main touchpoints. But then they also send the documents into production automatically. Online.

AB

And how would that differ from a first-time customer to someone that is a returning customer? What would be relevant for a returning customer?

Kasper Larsen

When producing a job, the touchpoints would be the same. For new customers, it's also because they are reading about us on our website maybe and a more intense dialogue with the salesperson. When production is moving forward, and we produce for them in a continuously matter then the project manager takes over the dialogue.

MWP

Right. We also talked a little bit with bent about this that the way when you're in search of new customers that you for example are reading about a certain company that might be interested in your services and then you take excess contact to them, is that correctly Understood?

Kasper Larsen

Yeah that is. But we also have customers calling us directly. But we are in an industry where we used to make a lot of hard calls. So, push and pull.

MWP

Did you design your customer experience with any specific framework in mind if any?

Kasper Larsen

No, I think you know looked into how to differentiate us from some of the bigger companies because we can compete with them in large scale production. So, we want to be the alternative where it is more personalized dialogues and then you know. We can't beat for example [inaudible competitor] at being you know an online platform. So, we would just you know, die trying, so we try to be the opposite we try to be the company where we have time for personal dialogue. So, we are around the same customer with the same sales person or the same project manager the same from the graphic department.

MWP

So, for example, does that mean that something like trust is an important thing between you and your customers?

Kasper Larsen

Yeah. Trust and also knowing the customer and do they want us to question that choice of paper or do they not want us to question their choice of paper. Do they need us to look a little bit extra on the document before we print it or do, they just want us to print whatever they send us? So yeah, it is important for us. And if you ask if we are good at that we could of course always be better.

MWP

Great. That's actually kind of a little bit of our next question here because we wanted to just simply ask you how important you think the customer experience is in your work?

Kasper Larsen

I think it's really important, and if there is bad experiences you need good experiences to even that out. We also lose customers because they have had bad experiences and that is never nice. But in

thinking in general in the graphic industry we don't really have unsatisfied customers because they just switch to a new printing house because they are so often called by other printers that they know where they can get their products made when they don't want to use you anymore. So when we ask customers they usually rate us quite high, so there we are more focused on the lower score or the ones who do not answer.

AB

If you think about your customers and the feedback that you have gotten so far, which of the touchpoints you have mentioned would you say has the most positive impact on their experience with KLS?

Kasper Larsen

That varies a little bit over time. I think in the beginning, it's the salesperson but later on in the project management.

AB

And then would it at the same time also have the most negative possible impact? So, in the end, it's really in the hands of the employees in your case?

Kasper Larsen

Yes, it is. We also try to have some management focus on the bigger customers, so they know at least one person from the management to hopefully get the call if they are not satisfied. So, we define A customers and B customers. Absolutely some management focus on A customer which are the biggest customers, but also partially on the B customers which are the midsize companies, but the companies will have a big focus on sustainability. We try to once in a while be in dialogue with them.

AB

Do you have some strategy or steps in place if you get negative feedback?

Kasper Larsen

We simply try to get a dialogue started about what the problem has been and then try to find a solution to see if we can get do it better. Sometimes when we have some quality management issues where some customers were not satisfied. We always put them in the system, no matter if it's because of the customer itself or if the problem is because of our production. Because even if it is not fair, if the customer has expected it to be different, we should be better to advise them in the process. So really try to have a dialogue with them to find out was the problem is. For example, some years back when we were producing something for the Copenhagen Zoo, we got a really low score for print quality and we heard that that was their experience. And the salesperson tried to talk it down a little bit not move in to the dialogue and my uncle heard about this during a meeting and he took action and found out that it was the pictures actually they used in the design on the layout that has a poor quality, but the pictures are often take by amateurs and you know and having a poor quality of the picture gives a poor print quality and instead we actually ended up by selling them some of our graphic hours. Improving the print quality. And actually, we ended up selling a few hours in production from the graphic department. We also made a before and after. So, when the salesperson went out to the zoo, he also had this print with before and after. And then they could choose if they wanted to keep the photo or if they want to use the one, we improved or manipulated. I think that's a really good solution. Because often it it's our job to find out what is the problem. It can be the paper quality; it can be a lot of things. But of course, it can also be just, you know, poor performance in production or

misunderstanding in the sales department when defining the job or whatever, but it's important to find out what the problem is and then starting to find a solution. And we prefer to do it that way instead of just finding a discount.

MWP
Then, moving on, from your point of view, which touch points are the most important in regard to sustainability?

Kasper Larsen
All the touchpoints! Sustainability is most important in the beginning of the dialogue. And then I think it's more something that is expected that we do and then the dialogue changes into the production of the product. So, I think the sales department has a huge responsibility to inform correctly but of course if whoever they talk to in the organization is not standing up on the strategy then everything will fall. But the most focus is in the beginning.

AB
You mentioned before in the very beginning, when you talked about the vision that you make sure that all the stakeholders, so also your employees, are very informed? How do you make sure, what are you doing in that regard?

Kasper Larsen
Trying to inform and communicate a lot about what we do and also trying to talk a lot about what's expected and do's and don'ts. Also discuss some bigger environmental issues, not necessarily about KLS and our production but for example we've heard from a lot of employees that they have reduced their electricity consumption at home because of the dialogues that we had at KLS. And we are also trying to build on credibility. We try to motivate them to change their car into electric car if possible. And then just a fun fact. But anyway, on the t-shirts in the production they all have the KLS PurePrint logo and the sentence "responsible for the quality and environmental focus as KLS".

AB
That's great. And for new employees, is there a specific onboarding part that focuses on sustainability in general? And also, do you try to hire people that already have a certain level of awareness or affinity to sustainability? And do you stress that in job postings whenever wo you have an open position?

Kasper Larsen
I think we try to educate our employees. If we want to hire a new printer in the book binding department. Then our main focus is the technical skills, and the way they behave production wise. And then we will make sure that they understand the strategy. But I think the other way around a lot of employees that are looking at KLS are doing it because they think we have an interesting strategy and they will be proud of being part of that. Yes, for sure, I think we write are you our new sustainable project manager or sustainable printer. Even Actually, we were looking for a salesperson we wrote that they would have to drive an electric car. And we had one guy who was quite promising and then at the end of the interview regarding the electric car that was never going to happen because he didn't want to drive electric cars. And yeah then we said okay that is fair. But then you are not the right person to come to KLS with that mindset. And he was not chosen.

MWP

So, the salespersons they go out to companies with their electric cars to do presentations but do you also invites customers to your site in Hvidovre.

Kasper Larsen

Well not in the last months thanks to COVID, but we really prefer to have customers to have visiting us in general. To see the site and the electric cars and the windmill and whatever we have done.

AB

Have you adopted any the surroundings and like decorations specifically because you know customers come and see things?

Kasper Larsen

Yes, and for example when we signed the contract with McDonalds, we placed a lot, you know, small items on pictures, so we have a picture of my granddad at his first school day, you know he has such a determined look in his eyes. But then took a happy meal in colors, it was quite obvious, and put it in his hand. And later on, we had a picture with him outside the company with five other guys that are having a break. And then placed a McDonalds cup in his hand. We made a little fun just to show that we appreciated that they visited us.

MWP

So that is the personalization again, playing into the whole thing.

Kasper Larsen

Yeah, but we don't do it to that extent with a lot of customers. Only for the biggest ones.

AB

Is there some things you do for the smaller customers? Or just the general standard of things?

Kasper Larsen

I think in general I think we have put a lot of environmental data around our company. So, for example "did you know that" and then a fact. So, we have a lot of information to make sure that our visitors are then more knowing about climate change or environmental issues when they leave than when they came.

MWP

You maybe touched upon this a little earlier, but are there any activities or touchpoints which you feel like could be improved from KLS?

Kasper Larsen

Yeah, a lot. For instance, a some of our decoration in our building are a bit outdated. So, we probably should look up new facts. But you know there is lot of things we couldn't do better but for now that's what we have done. But as I mentioned before you will never hear me say that I am satisfied with everything what we do or have done. We can always improve.

AB

Would you wish for more knowledge around the whole Cradle to Cradle topic and sustainability and do you think the government should be held accountable to also spread that kind of knowledge.

Kasper Larsen

I think it's really important that we all bear the responsibility to make a difference. And not just you know, being around. And that goes for big companies. Mostly, I think they're really good at communicating and they are not always doing a lot of difference. And I also think that accounts for a lot of organizations if they lose focus on what they actually should be doing. I think there is a lot of responsibility for instance the Nordic ecolabel. And they should strive to be the leading organization in all sustainable matters and trying to go for the highest standards and not just being around and trying to bully everybody else. You know I am not impressed when the CEO, for instance of the Nordic ecolabel is the third one to like a Facebook post that criticizes cradle to cradle. You should have higher standards than other brands being criticized. Especially if you know that it is actually wrong accusations. Because then I think you are doing what you are doing for the wrong reasons. But that is just my personal opinion.

MWP

We've actually arrived at the last question here. Can you describe what KLS is still in need of in order to offer a sustainable customer experience?

Kasper Larsen

Yeah, a lot of stuff, I would love to have more materials certified to have them be at a higher certification level and all the other things on our roadmap done. And I would love to be the company in the world to reach platinum. But that is more vision. For me again, I think the goal is not the goal, the goal is the process. To be motivated to try to do better. supporting the company? Yeah. I think the best test is you know, if you can imagine yourself having grandchildren and if you talk to them and if they ask you if you done everything possible. And you can say yes then I think you have done quite well and if you cannot say yes then I think you should try to do better now. Those are the people you don't want to lie to. friends So if you can look them in the eye and say you have done everything possible you are doing quite well.

AB

But if you would think in the way of departments and your product is one part of it but then you also have your website and any digital touch points or your employees. In that regard, is there anything like a sustainable stimulus you would want to add to any of those parts?

Kasper Larsen

Actually, I want to be challenged. What do you think?

AB

That's the goal of our thesis. We were just curious if you already had something in mind, which, we would then use for the things we would conclude in. That's why we asked the question.

Kasper Larsen

I think I am too involved in what we are doing to judge that from the outside.

MWP

Okay, Kasper, thanks a lot for your time we will get back to you. So thank you very much.

Kasper Larsen

No problem, and if you have anything just you know write me or call me.

MWP
First of all, what is your name?

Bent Hübertz
My name is Bent Hübertz

MWP
And your nationality?

Bent Hübertz
Danish

MWP
Your current employer?

Bent Hübertz
KLS pure print.

MWP
And how long have you been with your current employer?

Bent Hübertz
Four and a half years.

MWP
What is your understanding of sustainability in general?

Bent Hübertz
That was a very large question.
I think in general, maybe it is to make it possible for the world's population to survive in in the way we live right now. I think

MWP
And if you would apply this this notion to the business context that you find yourself in?
How would you then redefine sustainability, from the business point of view?

Bent Hübertz
I think that this this vision that we have in KLS, the sustainability vision is the reason that we are here, right now. Because, if, if there's this… the printing business has been through a very, very large disruption started in the middle of the 90s I think when the computer came up and everything that

could be digitalized is going to be digitalized in a way and our business is one of them, where it's easiest to digitalize, because everything that is printed is also made first in a way that could also be sent out on the phone on the PC or the iPad. So that's the reason why I think it's been very hard for the printing business. So, we decided that if we should be one of the survivors. We had to make a choice, and we took the choice that we wanted to be the world's most sustainable printing company.

MWP
Why do you consider sustainability an important matter?

Bent Hübertz
Well, there's two sides of it, the business one. It's important because that is the reason why we're here that is the reason why we have the possibility to be on the market. If not, we haven't (hadn't) been here, right now. And then there is the larger one for the, for the human being and for, and for the world as such, which is also important. But of course, seen from a very narrow business point of view, it is survival for us. That has been the reason that we started up.

AB
Do you make an effort to select sustainable business when possible? If you're for example in the supermarket, are you looking for something specific, just in your daily life?

Bent Hübertz
Yes, I've done that or we have done that in my family for the past 30 years. In fact, we yesterday we talked with, with some friends we were with them, you know, we have this "Aarstiderne" We were in fact one of the first customers at "Aarstiderne" We were even invited to a focus group, I think, I don't know when it was, was 20 years ago or something like that. So that has always been important for us. I also have been the managing director in a large printing company "Scan Print".
Where we worked very much with, with the environment, and sustainability and was even chosen as the greenest company, not printing company the green company in Aarhus at that time.

MWP
So, there's a there's a very clear connection between why you're working for Pure Print and your personal sustainability efforts?

Bent Hübertz
That is the only reason that I'm working for KLS. As I've been in the in the printing industry for well, 20 years - 25 years. And when we talked about me joining KLS. First, I wouldn't do it because I was so tired of this offset printing business because everybody's dying and only had problems all the time. So, as I started to say no, until I heard about this, sustainable vision and, and where we were at that time four years ago because it was just after that we got this Cradle-2-Cradle certification.
So that is the reason why I'm here.

MWP
Would say that sustainability affects your purchase behavior in general?

Bent Hübertz
Yes.

MWP

Do you also look at the general practices of the brands so the sustainability practices of the brand, does that also play a role in in your purchase behavior and innovation or is it simply on a product level that you make those decisions?

Bent Hübertz

I think, maybe, to be honest, it is mostly I think when we're talking about food. For example, if you talk about clothing or if you talk about other non-food products that we use. We're not so focused on buying sustainable products.

MWP

Why or why not?

Bent Hübertz

Maybe because we don't think that there are so many products on these markets or at least, we are not. Well, if there are any products, we are not aware of the products and maybe also it is easier maybe to, to understand that when we talk about physical food products that you eat. Maybe it's more important for you as a person and for your health than it is to buy sustainable jeans, for example.

AB

What is your understanding of doing sustainable business?

Bent Hübertz

It is a combination of acting sustainably. In all that you do. When you buy machines, you buy the most sustainable machines with the lowest carbon impacts. When you make products, we make the Cradle to Cradle products which are without any harmful chemicals or, or heavy metals. When you buy cars you buy electric cars, the surroundings around the premises in Hvidovre. We have to think them also in a sustainable way. So, everything you have to do, must be in a sustainable way. I think that is important because, especially for us, that we have a very, very good image in the market.

And everybody believes that if we say that something is sustainable and that we do things in a sustainable way. They believe that it is so, so we cannot do anything that is not sustainable in the right way. Because that would harm our branding and our image, and also our own understanding.

AB

Which keywords or phrases, do you associate with sustainable company?

Bent Hübertz

Not harmful, green, carbon neutral. And also, the way that you treat. For example, employees, the products that you sell things like that.

MWP

How about something like the Sustainable Development Goals. I mean, this is obviously me fishing. Because as we know, it's something that KLS is very actively engaged in, but have you, for example, have you noticed that more companies have begun to become engaged with the Sustainable Development Goals, or something similar to that?

Bent Hübertz

Very much. It is in fact it is a little interesting, because we are working with six, six or seven of the Sustainable Development Goals. And, and I've been out making talks about how we use the Sustainable Development Goals, how we came as long as we've come as maybe the most sustainable printing company in the world in connection with the Sustainable Development Goals. But when the SDG's came in September 2015. We got our Cradle-2-Cradle certificate in May 2015.

So, all the things that we have done, which merges perfectly with the SDGs have been done before they (SDG's) were launched. So, but it's very interesting for us because we can put all our efforts directly into these six or seven different goals, and it gives good meaning of why we did it because we did it for the same reason that the United Nations wants to have these SDGs because we want to make a better world we want to make products that are that are less harmful, etc. So, it fits perfectly to us, but we have not, our development has not been because of the SDGs.

MWP

After having worked with the SDGs does that borrow some kind of legitimacy to, to what KLS is doing?

Bent Hübertz

Oh, I don't think so, because I think that we have the thoughts that we have, or they had, because it was before my time that they had in KLS are very perfect. And they've gone in depth with all the sustainable possibilities, how can we improve our company, the world, the product. and all these things were decided in the board of KLS. Before the SDGs came. So, just as an incident it just showed up to be perfect for us because we can identify our work with many of the SDGs.

So, that is that is perfect in the way and that is also why we are invited to make talks about it. Because the match is very good. But it is two independent things.

MWP

How does your position influence the sustainable business as part of your job?

Bent Hübertz

I'm responsible for marketing and responsible, therefore also for the way we make our strategy and how we market our brand. So, I think I have a big influence on how is KLS PurePrint to look on the market, what we have to do to be serious about what we're saying, and how we show it. I started when I came to KLS. The name of the company was KLS Grafisk Hus. We had the product "PurePrint". And then I had some to 2-3 hard months convincing the board to change the name, it should only have one name. To change the KLS Grafisk Hus, which is a very old-fashioned name, and combine it with PurePrint. So we, that's why we're today called KLS PurePrint, which I think still is the perfect combination of the word KLS, we got the history. And then we have pure print, which does tell what it is that we're doing.

MWP

So, it's the branding and the image of the company and the whole connection with sustainability you are responsible for.

Bent Hübertz

Yes.

AB

So, just to start off with, if you could explain to us the vision, and values of KLS.

Bent Hübertz

The vision is to be the world's most sustainable printing company. And we're working hard on that. And the it is of course; it is very good to have the Cradle-2-Cradle Certificate. Because I suppose you already know about the Cradle-2-Cradle. And there are five different themes that you're working on, and for each, each theme. We have to make a plan; you have to have a roadmap. How can you come to platinum? And that, and that is a very good way for us to work, because it helps us, you have when you have to make this.

This path to the optimum which is platinum. You have to find out how can we, how can we be the world's best on all these different five themes, and that is the way we make our product development. This way we change the production, we always only use windmill energy for example, the cars we are driving in, etc. And in many different areas. We get the answer from Cradle-2-Cradle. How should we develop our company? That is that is very good because Cradle-2-Cradle is a holistic trademark. And not only your product trademark. And that makes a very large difference with all these CSR, for example, is a part of Cradle-2-Cradle, which is not from for example the Nordic Svanemærke. That is not a part of it. So, we think Cradle-2-Cradle for us at least is the perfect certification.

AB

So, you would say that you took this Cradle-2-Cradle certification as part of the company values so you integrated that into your being, so that's why you do business?

Bent Hübertz

Yes, because then that is what drives us in the direction of being the world's most sustainable printing company. The rules of Cradle-2-Cradle We have to follow them and we know the way because of Cradle-2-Cradle.

MWP

And in this setting, what are the key business activities that KLS is doing to achieve this goal as well so more on the business side now what are the key activities happening within this vision?

Bent Hübertz

Well, the most important is, is of course the product. We have to, to have a product, which is 100% sustainable. 100% biodegradable without any harmful chemicals or heavy metals and also combustible. That is the most hardcore part of it, because that is the most difficult part. As you know, there are five levels, and we are on the silver level right now. But to be a 100% totally free of harmful chemicals, we have to go on the gold, and that we're working on.

We also have to get more products because we still have many products. Just an example is envelopes. We have customers who are using a lot of envelopes, hundred thousands of envelopes and they really want to have sustainable envelopes, but we are not able to do that yet. Because it is so difficult to find a Cradle-2-Cradle solution without chemicals in the glue. So, we're working on many different products also cardboard we want to have more cardboards. So, before we have a total range of products so that we can solve every graphical industry product with Cradle-2-Cradle. We are not there. I think that that is the, the most important part of it. Then there are the others there are the CSR, there is this carbon neutral part of it and there is the whole circular thinking, which is also a part of it. So I think all of the five parts of Cradle-2-Cradle are important, but the product, the material is, I think the most important.

MWP
So, are there some technical difficulties which complicates at the current stage, KLS getting to for example, gold or platinum?

Bent Hübertz
Yes, yes, it is.
It is very difficult to solve the products. Many of the products, especially those where glue is involved, adhesive, because many of our customers would like to have, for example labels. Why can you not supply labels to us? we want to have sustainable labels. We cannot solve it envelopes we cannot solve it hardcover books we haven't solved that yet, because it is it is difficult if you want to make for example, an adhesive, glue, without harmful chemicals. You have to take out these harmful chemicals that is part of the product. But if you do that, it will not glue anymore.
So, then you don't have the product. So therefore, we got the Cradle-2-Cradle certification in 2015, but it took more than a year extra to get the first glues so that we could make packaging also. Because it is so difficult to make some of the products is for example, glue, it is so difficult. And then another problem is also to find companies who are interested in making this development with us. If we come to very large, for example, paper mill and say would you like to make this cardboard together with us a 100% sustainable, a 100% free of harmful chemicals and heavy metals, but we are only a very, very small player, then the volume that we, and maybe also our two partners in Austria and Switzerland can buy from them is such a little part of their total volume that they think that the job of making this sustainable product is a so large that many has said no, that would not do it.

AB
Why do you think they think that way? Is it because they fear that they cannot sell it otherwise and they're not willing to take that risk? Even though, probably in today's market setting that wouldn't happen or what do you think is the main inhibition for them?

Bent Hübertz
I think it is much better now than it was 10 years ago when we started. At that time, it was very difficult to convince them to make this development, because they don't think that the volume would be large enough, and that others would be interested in paying a little extra because the product is a little more expensive. Today it is easier, but right now we were discussing with a large paper mill to make one of their cardboards, sustainable and Cradle-2-Cradle. And they returned to us and said they're not interested. Then, even if we say that we are ready to pay the costs to make the certification. They are not interested.

AB
Then we would move along to the market dynamic that KLS is competing in currently. So, in regard to the market development and influences and the threats, and also opportunities obviously you already mentioned that the sustainability aspect was a big opportunity for you. Within a declining market back then but like more of the current setting.

Bent Hübertz
I think that the, as I said before, our sustainable position, our Cradle-2-Cradle position is the reason why we are here. I think we were telling when we are having talks that 10 years ago there were 2.000 printing companies in Denmark. And now, we are about 80. So, 1.920 have died for the last 10 years. But we haven't. And that that is only because we took this decision of being the most sustainable and the fact, that we did it.

And we used all our funds to put into this development. And that is why we for many years will not make a plus (profit). Because it costs so much to make this development. But now, for the last two years, we have made a surplus (profit). So, if we hadn't been sustainable and were able to go on the market, telling the market that we have a product that in fact, is different from others. We wouldn't have been here.

We have got, I think more than 150 new customers, the last four or five years. And, to start with, it was, of course, these were where it was obvious because sustainability is part of their DNA. World Wildlife Foundation, Økologisk Landforening, Aarstiderne, Greenpeace these kinds of companies or organizations. But today it is all kinds of companies that are interested in having a sustainable image, and therefore, when they make the printing, they're also interested in in having sustainable brochures and catalogs and etc.

So, I think maybe we're the only printing company that have got 150 new customers from the last four or five years.

And what is good for us is that now when we are talking with potential customers. We're talking about SDGs, sustainable solutions we're talking about waste. We're talking about all these sustainable and Cradle-2-Cradle matters. When other printing companies are trying to get new customers, they're talking about they're having a better price.

MWP
That would be my next question the 80 companies that you mentioned that still exists, you would say that their reason for existing is that they were bigger, they had a better price point. And that was just like the general dynamic of them, like buying up others etc?

Bent Hübertz
On the market in general. On the printing market. All printing companies can make the same product they have the same machines they buy the same paper. They all have skilled printers. So, they of course there is a little possibility of making a difference in in the service that you make, of course. But, when it comes to an end, it is the price. So, if you have, maybe better or faster machines or larger volume that is a reason why they are still on the market the 80 or the 79, others. We are not the less expensive. We are a little more expensive than others, but we are surviving anyway, because the customers like our product and are ready to pay a little more, not so much more because then we lose the orders.

MWP
Do you see any other opportunities in the markets, other than the sustainability factor at the moment?

Bent Hübertz
I think there's price and sustainability. I don't see others. Large factors.

AB
When you are talking about the other competitors on the market. Are there any other companies who are trying to copy what you're doing, at KLS, or are there anyone who's a little more sustainability or are they all price focused?

Bent Hübertz
I think all the others are as sustainable as they can be with the Nordic Svanemærke. that is the most important for them. They have the Nordic Svanemærke and they have the FCC certification. And that's it. And I don't think that there are others that are more sustainable than that.

But we have had discussions with others about them coming to Pure Print and to Cradle-2-Cradle. And we're ready to include them in our party. But of course, they have to pay some of expenses that we've paid for the last 10 years to get these products. So, for the moment there are nobody in Denmark who are working, seriously, to get this Cradle-2-Cradle certification, I think.

MWP
How about internationally because like you know with globalization and digitalization there's also a lot of very either cheap international vendors, also in China, there's a lot of those super big factories that have an extremely competitive price as well. What is your opinion on that?

Bent Hübertz
In the printing industry you have two kinds of printing companies.
There is the sheet fed offset printing company, which we are so you get the paper. Paper in the end then we'll do one paper at a time, come through the machine and get printed.
And then you have the rotation printers, which are the large ones. If you've seen maybe a newspaper printing machine. The paper comes in large rolls and is put through the machine, and then it goes very fast when it's has started up. In Denmark we only have one large rotation printing machine company, Stibo. And the reason why I'm saying this is that this rotation printing part is all the large circulations, for example, all the Netto papers coming out every week. All very large, magazines, everything with the circulation of 200,000-500,000-1,000,00-2,000,000 is everything is made, but on this rotation. There you have a very much international setting between borders.
But on the offsets market, where we are, the import, or is very low. I don't think there are any Swedish or German offset printers that are printing or that are selling on the Danish market.
And very few only Danish printers are selling abroad. This competition from abroad, we don't have so much.

AB
And how would you say, consumers see KLS within the Danish market in your own perception?

Bent Hübertz
I think they see us as a very different printing company. And I think they see us as very sustainable, the most sustainable as possible. And I think they believe that we are so.
I think we have a position for ourselves in the market. I think that we are in the blue ocean.
And that is that is a reason why we are here.

MWP
How is KLS communicating these company values and vision and this differentiation factor currently?

Bent Hübertz
I think, we have a website. We just made a new one here, two months ago. And then we have the newsletter, which is a very important part of it I think. We have more than 1500 who're receiving our newsletter. And we're sending it out four, five, six times a year. And then we have a magazine, which we're printing which is called CSR. It is one of our large customers who are printing a lot of magazines, and one of them is this magazine that we're printing for a very very low price. And then we get advertisement in this CSR magazine. But then, but we don't have any other marketing activities, then these. Of course, we're also invited to come out and make many talks Kasper has been out. And I've also been out many times, maybe 10-15 times a year. Because many people think that

our case is a very interesting case, because we as a rather small Danish company have succeeded in being maybe the world's most sustainable and green printing company. That is interesting because when you go to large seminars or conferences, you hear what Lego has done or Grundfos has done or Danfoss or Ørsted. But many of those sitting and listening to this. They have smaller companies. So, it's more much for them it's much more interesting to hear what a small Danish company in a disrupted business can do without having 15 engineers and the CSR people, but only ourselves, and we have to do the day to day work together with developing this most sustainable printing company.

MWP
Would you say that being invited to those talks and spreading your view and your message does, do you see an impact on sales or leads and do you measure that?

Bent Hübertz
We do not measure it, we had a plan to measure it, but we cannot. It's too difficult. But we know that the companies are telling us "we heard about KLS and this and this talk or this seminar".
Some are contacting us, but we don't know how much and how many.

MWP
Then if we're jumping back to you mentioning that you changed your website which is for a lot of businesses nowadays a very important touch point. How did you come upon that change? What were you focusing on? Could you explain that process a bit?

Bent Hübertz
Well focusing on the two main things. The first was three maybe. The first was to make a more cool website. Because the new one is much cooler than the old one was.
The second is that we wanted to tell that that we are also make making packaging. On the old one we were talking about printing brochures, but we are doing a lot of packaging, and in the future we hope we're doing much more packaging because packaging will not be put on the internet.
It will not be digitalized, as many brochures and catalogs will. That is our future.

MWP
Looping back to the market dynamics, would packaging be an opportunity you see?

Bent Hübertz
Yes. And the third reason for changing is that we wanted to tell more about sustainability topics.
So, these are three reasons why we changed the website.

So, to inform the customers?
MWP

Bent Hübertz
Yeah.

AB
Would you both use that to inform your current customers, and potentially new ones?

Bent Hübertz

Both, maybe more new ones, new ones. Because I think many of the current customers know what we're standing for because many of them, many customer relationships start with, we're having a meeting with them, where we tell them the story. What we have done and how we did it and all the reasons why we did it, so they know it. I think many of many of our current customers know it. So, it is maybe more important for potential customers.

MWP

Why then do you not have any other marketing activities for example to push the new website or just generally. Your stance on like your USP of being the first Cradle to Cradle certified?

Bent Hübertz

We have, we have this newsletter that we're sending out. And we're doing a lot of social media with all the, the articles that we have in the that may have been in the newsletter or used on, especially Facebook and LinkedIn, which is very good. But we do not have a lot of advertisements on social media or in general. And that is also a budget reason. Because we have a limited budget. And we know that we have to use a lot of money, improving our portfolio of products. It is very very expensive to get new products Cradle-2-Cradle. So that's where we're using our money. And then we're not using it so much on advertisements.

MWP

So, within the marketing budget in general, how would you say, what are the main cost points you're spending your budget on by then, the marketing sector, advertising activities would be at the bottom then?

Bent Hübertz

The expenditure that we have is to make the newsletter. To make the simulation in the social media.

MWP

For the circulation on social media, what does that entail for the newsletter?

Bent Hübertz

We were just making stories.

AB

Do you rely on word of mouth?

Bent Hübertz

Yeah. I think it's very important for us. We are getting a lot of customers, because they heard about us both from advertisements and talks but maybe other customers, and maybe also, that when they go on the internet and look for sustainable packaging or sustainable print products. We are rated relatively high on the search machines. So that also helps.

AB

Do you do SEO or is that a result of how you set up everything?

Bent Hübertz

A combination. We also do SEO.

AB

So, it's not like a big budget point? It's just something you just take care of?

Bent Hübertz

Yeah.

MWP

If you think from a KLS customer's point of view, which touchpoints are they facing in their customer journey?

Bent Hübertz

First a salesperson.

MWP

So, if you think of a new customer. What would the different stages be you would imagine that person going through?

Bent Hübertz

The same person is having an idea that this company would be interested in sustainable packaging or sustainable printing. We see it on LinkedIn, or an article in the newspaper, or we hear it in the TV. Or we see many of these analyses that are made, which are the most sustainable companies in Denmark, etc. And then we take contact to the company, and hopefully get them so much interested that they want to have a meeting with us and within this meeting make a whole presentation of our journey. What is our intention with the company, what did we do, Cradle-2-Cradle. Showing them examples of what we have printed for other, showing also what others are writing in their brochures for example about sustainability. More and more customers are thinking that it's good for branding, to show in the brochures that they, this brochure is printed sustainably. So, when we show that to others they hopefully also get interested in printing, their process with Cradle-2-Cradle, and then be able to tell their customers that they have made it sustainably.

That's more or less the sales process. Then there is of course we have to make an offer. And sometimes, it's too expensive. If it's not, they maybe start with a smaller order. And if they're satisfied with the printing quality and the service. Then they, they are a customer that will stay, hopefully for many years, because it is also the chance that we had. If we were a normal printing company. Tomorrow they could be contacted by another company, which is even less expensive. But if they start with us and they start to tell their customers that this is a Cradle-2-Cradle product and it is a 100% sustainable it is very difficult for them to go back to normal, not sustainable printing company. I think that the loyalty that we have is better than normal printing companies in general.

AB

Do you feel like when you go out to a new customer that they know much about Cradle to Cradle or are you doing a very active job of telling what that means in terms of sustainability?

Bent Hübertz

Very few know anything about Cradle-2-Cradle.

It's a new certification, and it's not very well known. So, we have to explain them, what it is, what is the reason why we we chose Cradle-2-Cradle as our certification. And then of course they find, Cradle-2-Cradle interesting because we think it is the most severe certification from a sustainability point of view, much more than for example the Nordic Svanemærke.

AB

So, they are very positive after you tell about it?

Bent Hübertz

Yes. And maybe that is also a reason why they want to tell so much about it in their brochures, because they have also to explain their customers. Why it is Cradle-2-Cradle and what is Cradle-2-Cradle, because no one knows it. Until now.

MWP

So back to the salespeople as being, from what I understood, pretty much guiding along the whole journey the customer is having. Just for clarification. So, usually the first contact would be via phone or email. Is there any point that customers will usually also visit you, for example, or are there any other points of contact?

Bent Hübertz

Hopefully, we get a meeting, often at the customers place, but sometimes they also come to you. Today I have had a meeting here at the office with a potential customer. But the most normal is that we are going out to the customers. I know that in Copenhagen. I think more are visiting the factory there because there is a factory to see. I'm sitting here just in an office, it's not very interesting for them to come here.

MWP

Does your office reflect the sustainability you stand for? Is there any information or something like that visible to customers?

Bent Hübertz

Have you visited KLS in Hvidovre? I think you're welcome to visit now. Because there you can see that there are many things that tell that it is a sustainable printing company. Because where I am, it's only an office, we have a meeting room. But then of course I take many brochures examples of everything with me to the meeting.

MWP

What is the biggest difference from a first-time customer to a returning customer?

Bent Hübertz

When they have become a customer, it's more normal day to day relationship where every time they want to have printed a new brochure or newsletter or whatever. They just call you or send me a mail and get a price and they send it over. That is of course, what we like, that they just come to us every time they need to have something printed because then we don't have to use our sales-time every time to hear if they are interested in printing. Some we have contracts with. They only come to us when they have to get something printed, some of the others are still asking other big companies about price. So sometimes we get the order, sometimes we don't. And then they decide well, is it worth making a sustainable solution which is more expensive. Or should we just make it all at once, this time. We hope that sometime they will only buy at KLS.

MWP

How is KLS approaching the whole customer experience topic? Is it something that you have already implemented Is it something you're actively thinking about?

Bent Hübertz

We have had sales meetings, we've had strategic seminars, were also the employees, both the salespersons, and the project management, which are those who, who are handling the direct contact with the customers, practical things about getting the files and deciding how to do everything.

And they're talking about, what is the image that we want to have with the customers. How quickly should we answer when the phone rings? How quickly should we return with a price? How should we make the presentation when we are meeting with them?

So, we'll discuss many of these things, to be sure that everybody is presenting KLS, the right way and that everybody is thinking sustainably and be trustworthy, when they are out there.

AB

Is there like a documentation of those goals, or is it just an informal meeting setting where you update all of the employees?

Bent Hübertz

We don't have a special white book or something, where it's all written down. But every month we have sales meetings. We also have PowerPoint presentations that everybody's using more or less, so that we assure that they get the same story, every time it is presented to a customer, but it's not written down in that way.

AB

If you're thinking about customers, and the feedback that you receive. Do you think that there are any touch points which are more important than others, when interacting with customers?

Bent Hübertz

I think the most important is the physical contact. To visit the customer to have physical meetings. We've seen it here in the Corona situation that is very difficult to contact new customers, if you're not able to make meetings. It's so easy for them to say, "Well, we cannot meet, but can you send me an email, or send me some samples by post." But the success rate of that is much, much smaller than by having a physical meeting, and that is not only with potential new customers, it is also with customers that you have. Because if you only talk by phone and emails, you don't get this close relationship, which is so important to have a long-lasting relationship with the customer.

AB

And then you also you mentioned the newsletter, was an important factor too. Can you just briefly tell us a little bit about what you are talking about in the newsletter? Is it the sustainability effort or for example a new product?

Bent Hübertz

In every newsletter we present some small cases. At least one case with packaging, at least one case with normal printing. And then, if there are something new from ourselves, new products, product development or news from the markets. That is interesting seen from the sustainable point of view. We try to make it very general, so not sales oriented. And then in every newsletter we also have a competition. So, if for example we present a case with a new customer to make some packaging for coffee. Then, you can get you can win one of these coffee packages with coffee. And many are sending back. Maybe just because they want to win something, and that's okay, but it's always related to one of the cases we have had.

AB

Do you check the open rate and all those things?

Bent Hübertz

Yes, we have a very big opening rate, about 36%.

MWP

In regard to that. And I guess the newsletter is also evolving over time. Was there any change you made that impacted this open rate or the signups or something like that, where you found it to make an impact?

Bent Hübertz

I think the most important is to find the right cases. And the more you have of a known brand, the better. So, for example, we have a case with Hummel, a very large Danish brand. We have many clicks. So, we try to find relevant stories, and interesting stories, and we think 90% of the case of the story is interesting from a general point of view, and then there may be 10% about KLS in the bottom. So, you can have a very good, a nice interesting story about companies starting off or a company making some new things with a sustainable angle. And then just at the bottom, that they have decided that their packaging should also be sustainable for example.

MWP

Do you feel that there's a big deal of trust between you and your customers? When you're doing something is it very important to you that your customers can trust what you're doing and that it is in line with the values of KLS?

Bent Hübertz

That is essential. This so important, and maybe that is the most important. Because there is a very large extended trust, I believe there is. And that is that is the reason why we are here. So, that is very important. That is also why we have to have one, which is me, to decide what are we putting in the newsletter what are we putting on the website, because it is very important that in everything that you do is so much aware of that you send the right signals sent to the customer.

AB

So, throughout the whole process of both getting new customers but also just attending to current customers, you're very much aligned in your activities?

Bent Hübertz

Yeah.

MWP

If you would have to decide what is most important in regard to sustainability, so what activity are doing, and carries most significance in portraying the sustainability, to the current or potential customers, what touch point would that be?

Bent Hübertz

I think it would be the newsletter, the social media. The use of the newsletter articles or cases in the social media, and then meetings with new customers, which is the most important.

MWP

And is there any activity or touch point that you would like to adapt or improve?

Bent Hübertz

If we had a larger marketing budget, we would have many good ideas. On the internet, we could do a lot of things, but not really until we have a certain budget for it. I don't think it will start up.

MWP

If you would want to get another 150 customers would that even be feasible for you at this point?

Bent Hübertz

We wouldn't do it ourselves. We would need to have some marketing specialist social media specialists to help us. And then it would be possible. But there is another angle. That is also the reason why we're not advertising much, because we, the best for us in fact is to find the potential customers ourselves. And then try to get them interested in our sustainable product, because if we make a mass communication. We get a lot of very small customers, small companies who are very interested in sustainable solutions, many upcoming, small startup companies. And we can use a lot of time talking with them and helping them and making solutions for them. And then they would have an order of 50,000 DKK a year or 10,000. And we do not have the capacity to that. Both from a sales point of view and the KLS organizations point of view. So, we're not interested in having so much so many small customers and if we could go on a broader marketing effort we will be contacted by a lot of customers that we would not be interested in handling.

AB

So, could you say that there's sort of a profile that you're more interested in?

Bent Hübertz

Yeah. Larger companies, companies that would buy for 2-3-4-500,000 DKK a year are the main group of companies that we're looking for.

MWP

Are you also targeting the big ones? For example, Lego in Denmark are actively communicating how sustainable they are.

Bent Hübertz

Yes, the bigger the better. Because not only from a sales point of view, but also because they know so much about branding and how important it is for them to make branding, that is sustainable, because they can see the society and the future customers. That it is so important to them that it is sustainable. So, then we can have a much more even discussion about these topics than with a small customer.

MWP

Are you then very careful in selecting companies which are actually engaged in sustainable efforts, or are you not differentiating?

Bent Hübertz

That's where we're starting, we start by finding companies who are interested or engaged in sustainable development, because then we know that from the start, they are interested in our product,

because it fits perfectly into their own branding, because it will come out to other companies who are not at all interested in sustainability, but only price. So, they only ask if it is the same price as other printing companies or is it more expensive.

AB
You said that people don't really know a lot about the Cradle to Cradle certification etc. Would you wish for more knowledge or even, let's say support from the State, and the SDGs in that regard, of educating the customers for you?

Bent Hübertz
Yes, we are in fact discussing it. There is a company that we're using as consultant Cradle-2-Cradle Consult. Who is also consultant for all other Cradle-2-Cradle companies in Denmark. Maybe we have 30 Cradle-2-Cradle companies in Denmark. And I asked if we, why should we not go out together on the market and tell the market about Cradle-2-Cradle? Because Cradle-2-Cradle is the same even if you're a company making houses or tissues or whatever. Cradle-2-Cradle is the same and the principles are the same, so we put together go out on the market, telling about Cradle-2-Cradle.
They've tried to make a meeting, but it has been canceled twice. So, it's not so easy to get everybody interested in making such a mutual effort. Yeah, but it would be a good idea.

MWP
Do you get any support from the sustainability department in Denmark? Do you feel like you're supported by the government in any way?

Bent Hübertz
On the contrary. Because, Denmark has chosen the Nordic Svanemærke as the official Danish sustainability certification. And they're not so happy that we are going out on market and telling that we have found a certification that we think is better and more sustainable than the Nordic Svanemærke. So, in fact we have a kind of fight between this format and us, and the consultants. The Cradle-2-Cradle consultants, because they don't believe that Cradle-2-Cradle is better. And we know that it's better. In fact, that is a little difficult.

AB
So, there is some lobbying going on?

Bent Hübertz
Yes, also from the Danish Printers Organization, GRAKOM. All the large printing companies in Denmark, are sitting in the board. Even if it should be an independent organization. They are deciding when they meet in the organization.
And they are directly going out, telling negative things about Cradle-2-Cradle, and KLS PurePrint as an organization. Very unfair. So, two years ago we decided to change from GRAKOM to Dansk Industry.

MWP
We are looking into a new concept called the sustainable customer experience, which is a mix of sustainability and the customer experience. And the way that this concept is defined, is that the sustainable customer experience is a process that creates holistic value evoked by sustainable stimuli. And are you aware of how your customers perceive the KLS strategy through newsletters and sales contact? Are they, positive or how do they react to that?

Bent Hübertz

I'm sure that they are positive. That is the reason why they are customers, I think.

But we haven't measured. We made this analysis last year, as the one we're going to do now. Also, we know that they are positive about that we are sustainable, and that they have a supplier that can supply sustainable products to them. And when we are making stories for the newsletter, and, I'm not talking to a lot of customers myself, but the person we have to do it, see that they (customers) are very engaged and very interested and very positive about sustainability and about KLS.

So, I believe that the customers are very positive.

AB

Have you ever gotten any negative feedback in regard to sustainability efforts you make?

Bent Hübertz

Not with the efforts. But we had some problems with the Printer's Organization (GRAKOM). The organization started to contact, directly, our customers to prove that what they have written in their brochures is correct about Cradle-2-Cradle. That has given us some problems because they came to us and said we don't want to be contacted by your organization. But I know that the Printer's Organization and Dansk Industri have talked about it and it has stopped. But it was totally foolish.

MWP

They were interfering in your work with because of the Svanemærket vs. Cradle-2-Cradle problematic?

Bent Hübertz

Yes.

MWP

But that's not a threat anymore at the current time?

Bent Hübertz

Well, it still is. The Svanemærke Institute, I think they're the ones who are reading most on our website, to find that we've written something that was not totally 100% correct or something that could be misunderstood. It's crazy.

MWP

Do you feel how the customers act have changed throughout the years?

Bent Hübertz

They have definitely become more interested in sustainability and the SDG's in the last two years. Until the Corona situation we had a very good momentum for everything about sustainability and SDG's, and I think it will come back.

AB

You mentioned early, that you have some partners in Austria and Switzerland.

Bent Hübertz

Yeah, partners and partners. We are three in the world who has this Cradle-2-Cradle certification, and they are the two others. We have meetings, several times a year, where we discuss how can we

develop other Cradle-2-Cradle products. We have divided the product development for different products. Some of them for example are making envelopes development and we are making cardboard development and so on.

AB
So, you basically split the innovation investments?

Bent Hübertz
Yes.

MWP
What are the names of those partners?

Bent Hübertz
It's Gugler, the Austrian one. And the Swiss one is called Vögeli.

MWP
Thank you so much for your time, we have arrived at the end.

Bent Hübertz
Thank you.

SPEAKERS
Informant A, MWP (Wandel-Petersen), AB (Alina Bally)

MWP
Okay great, then we'll just go ahead and start recording. To begin with, we have some basic questions. First could you state your name.

Informant A
Informant A

MWP
And what's your nationality.

Informant A
I'm Danish.

MWP
Then, who's your current employer?

Informant A
The DMS - Danish Management Society.

MWP
Fantastic, and how long have you been in that position?

Informant A
Eight years.

MWP
Okay, and now we move on to the KLS specific questions. How long have you been a customer with KLS PurePrint

Informant A
Oh, when did we start? I think we started three years ago. Yeah. I will double check Just a second. I can see the first contact email is actually sent from KLS. And that was the start of 2019. So, it's only been a year and a half.

MWP
And how did you find out about KLS?

Informant A
It was recommended by […], my boss.

MWP

And do you know how she heard about them?

Informant A

I think colleagues, if I remember correctly. She had a colleague, that was trying to push for a more sustainable printing company.

MWP

Okay, great. And so, word of mouth, pretty much?

Informant A

Word of mouth yeah.

MWP

And which service from KLS have you been using?

Informant A

Most of their printing services, actually. I can maybe go through the things we made at the VL summit last year, because I made a list so I could just, read from that actually. Yeah, so we had some posters made in different format for different purposes, usually like guiding our guests, around the UN city. When it was held out there. And then we've also made some flags. Also, for touring guests; different colors and different locations. And what else, some plaques. I think it's called outside plaques. So, they're two meters high, made out of cardboard for sponsors, and for showing the venues. That's pretty much it. The rest was made, outside of KLS.

MWP

And then, is there a specific reason for you to be working with KLS PurePrint?

Informant A

Yeah, I read the certificates, and also with the information from other people working with KLS. It seems to me that they're the most sustainable printing company in the Copenhagen area. I haven't seen anybody work as hard as that. You know, having the right certificates and everything in order.

MWP

So, you were aware about the Cradle to Cradle before you were you did business with them.

Informant A

When, when I first heard of KLS. It was also mentioned that they were very environmentally friendly.

MWP

But you yourself, were you familiar with the concept of Cradle to Cradle or was that elaborated upon after talking with them.

Informant A

To be honest I haven't heard of Cradle to Cradle before I could kind of figure out that it was, you know, reduce, as much as possible and reduce waste and the whole mentality, but it wasn't actually directly explained to me no.

AB

Um, when you said that some things were printed outside of KLS. What was the reason for that?

Informant A

Time constraints, usually or it would be a specific job that KLS couldn't partake. For example; roll up posters, is something that care KLS isn't specialized in.

AB

So, it wasn't because it was more expensive than, let's say un-sustainable printers?

Informant A

Skill level I think was kind of more important than value. Because the other stuff that we got printed outside of KLS was a bag to carry and the roll ups I mentioned, and some name tags that you could wear around your neck. And that was things that KLS didn't have it ready, like I'm sure they could produce it, but they didn't have it ready, and the we were in time constraint. We had one and a half months to figure this out. So, we just went with a company that already had the capabilities of producing this.

AB

Okay. Then, in general, how was your KLS customer experience?

Informant A

I would say the first year really good. I got a personal contact and he he's kind of from the same world as I am, like graphic design and printing. So, we understand each other. But yeah, I don't know what happened like six months ago before Corona, we sent a bunch of jobs, some photos, we need to have made and a special newsletter had to be made. A special envelope with logos. And, yeah, I'm not sure what happened but we actually didn't get what we wanted. We didn't get an offer. And we didn't get the product. And then Corona hit, and then everybody forgot about it. And I think the reason we didn't get what we wanted was that either had one idea about how it should look, and the company could produce it, not the same, but almost the same. And, yeah, basically, we kept asking if they would change their production instruments. And for a fee, so we could get the solution we wanted, but to no avail. They didn't.

AB

And there was also not process where you together were looking for a solution?

Informant A

If it's happened before, or?

AB

No, in that case was there not, I don't know like, management stepping in to find a solution or something like that?

Informant A

That's an interesting question because no, it was still only myself, my boss and the technical department. So yeah, it's a good question why management wasn't in contact with either. Especially because I understand that KLS has a partnership with VL more is going to have a partnership with VL, going forward. So, it's a big question mark for me why management hasn't taken over.

MWP

Other than that, can you trace back the steps of the customer experience. So, for example, did you contact them, or did they contact you. When you first talked with KLS.

Informant A

I started the contact, I already knew my contact from previous assignments so I thought it would just be a slam dunk to write them again and be like hey, you can make this.

AB

And the very first time in the beginning of 2019 was it them who reached out, or did you research them first, or how did that go down.

Informant A

As soon as we got the contract we gave them a small job, I can't remember right now what it was. I think it was a postcard, something along the lines of a postcard. Just to see, like, how they would handle the assignment. You know, with printing companies, it's very clear to, like, you know if they make mistakes you can see it right away, yeah.

MWP

Okay and have they done anything, for example, to keep you engaged, are you receiving the newsletter for example or have you gotten any other kinds of follow up from KLS while being a customer.

Informant A

I know I have. Yes, I have actually received follow up from some kind of department in KLS, asking me if I want the newsletter, and I think that was it.

MWP

Do you recall feeling any emotions during the KLS customer journey?

Informant A

No, yeah, I did, because I was kind of disappointed and confused because we worked with him for a year. And then, we give them, like to me a simple assignment. And then, in just one month after the other basically don't get a reply.

MWP

Would you say that, maybe some distrust has been generated?

Informant A

Yeah, I mean for me personally, yes.

MWP

And then at the beginning. How did you feel then, before they didn't follow up? So, when you did the first job with them?

Informant A

I was very confident and comfortable with the company.

AB

Was there a specific touch point that you felt specifically positive or negative about?

Informant A

Yeah, I think, for a positive, I would say that correspondence with my contact, because he's very precise, I could say, like he, knows what he needs from me to get a good product. And that's very important. And that relationship has been fine, but it's just confusing when a company stops answering your work emails, then you start thinking why are they too busy or don't they want us as a customer and all these questions.

MWP

Yeah Okay. Then another question. So, throughout your customer experience with KLS. Did you feel like there were any touch points where you could really see that this was a sustainable company you're dealing with.

Informant A

Yeah. One time, I looked at our big signs that they made out of a special re-used cardboard. And it was a it was a lot bigger than we thought. But it was also very stable, so it wouldn't fall over if there was wind or something like that. And so that I was pretty impressed because the front was printed nicely. And then the back was, you know, reused cardboard. The side you don't see it anyway, so I thought that was a pretty ingenious way of doing it. And I haven't, seen that before. But other than that, I have to admit I haven't really seen any other good sustainable ideas. Maybe because I wasn't in the, you know, production process. But, you know, to my knowledge.

MWP

When you spoke with your contact for example, did he put any emphasis on that it was a cradle to cradle company?

Informant A

He put emphasis that they would try and help the environment as much as possible, but he didn't mention Cradle to Cradle or explain that in any way.

AB

Would you have expected him to?

Informant A

Like, would I have liked him too, or?

AB

Yeah, like, were you surprised that he didn't, or would you still be positively interested in it, if he had?

Informant A

I mean I would only be interested in it if it's, you know. It has to be something practical. Not buzzwords. If it's just fun buzzwords, then I can't use it for anything. It has to be something practical, that they are not using certain chemicals in the printing process. And, what exactly they are using as

reused paper and reused cardboard for packaging. I mean, that I can understand. But if it's just a talk about, you know, how much co2, we can save if we turn off the light, then I'm not interested.

MWP
Okay then if there was a thing you could change in your current customer experience at KLS, what would that be?

Informant A
Yeah, I think that KLS should do as many other printing companies. Usually, it's a teamwork between some kind of, you know, marketing guy, management guy and a technical staff. Where I only talked to the technical personnel, which makes sense, because that's what I am, but sometimes you'll also need the other, you know, the marketing part. For an exchange of ideas, and maybe they have different input that I hadn't thought about, stuff like that. And a lot of other printing companies have like a team, where you get, you know, a management person and a technical person. And maybe it's resources, money issues, but it seems like at KLS you get you get one person as a contact.

MWP
Okay then we wanted to ask where slash how would you want to be updated about KLS's sustainability efforts?

Informant A
That's a good question. I don't think I would say newsletter, but maybe they should consider informing people over social media like LinkedIn. I think LinkedIn is actually pretty good platform for that because they already have their clientele on LinkedIn. And it's easy to advertise. And if people aren't interested, they could just unfollow.

AB
In general, you would say that you also kind of miss marketing activities from KLS?

Informant A
Can I get the question again?

AB
Would you say that you also, when you mention LinkedIn advertising, that you generally miss some sort of social media activity?

Informant A
Yeah it is just me personally, I would prefer LinkedIn as a platform, instead of, you know, getting a newsletter for example. And it's because I get enough emails. I get enough spam. So, yeah, I keep a very tight ship. So, any spam will get deleted.

MWP
This is also along those lines, but are there any touch points where you wouldn't want to receive information about sustainability efforts. You said email, but are there any other points where you're thinking, I don't want this?

Informant A
Phu, physical mail if that's still a thing. But yeah that wouldn't be very sustainable. I don't know any other, to be honest, I can't right now think of one.

AB

But if even if you think about you know the customer journey within KLS. Now you said that you only had one person you were in contact in. But even in that process so for example when you talk about the beginning of the project, maybe it's more appropriate for you to then be confronted with the sustainability efforts versus in the end, when you already bought it maybe wouldn't be interested anymore?

Informant A

I think that's a very good point to be honest. I think if you should talk about it you should start with it. So as soon as you get a new customer, It doesn't have to be an hour, you know. But, but you should discuss what you're doing and why you're different. As a company.

MWP

Okay. And then, in your position, are you doing business with any other sustainable companies?

Informant A

Not at the moment right now. Actually. But I would say most likely the future.

MWP

Have you done before?

Informant A

Yeah, not really. We had a partnership about a pen last VL summit that you could plant outside, because one end had seeds and the other one had had like a writing pen. That was kind of it sort of.

MWP

Was a very different from your experience with KLS when you made a deal with them?

Informant A

Yeah, because it was because it was a Danish company that had production in Poland. And that always makes it interesting when you have production in a different country, because then it's, you know, it's always a gamble of how the result is going to be in the end.

AB

But that company how did they communicate or present their sustainability efforts?

Informant A

They didn't. And when I called them to ask why they didn't give me any information. I got the response that the contact person, I had been in contact with, she was fired. And they just hired a new one. And that's why I didn't get any response. So yeah, it was not the best company.

MWP

Okay. Other than that. Now that you know a little about the cradle to cradle certificate. Is that something you support, both from a business standpoint but also a personal standpoint?

Informant A

Yeah. But I mean, if I have to answer that question, then somebody has to explain specifically what Cradle to Cradle is.

MWP

So, you still feel like you haven't properly been explained?

Informant A

Not, not in detail no.

MWP

So, it pretty much is that the product of KLS has been reviewed across five different categories. And then they get assigned a rating for every single one of these categories. And then, if it's lives up to the, you know, criteria. then it gets a certain rating from basic to platinum, I believe. And then the goal is that there's no harmful chemicals and that as many things are reused or recycled if not possible to reuse in your own business. To fulfill this circular economy dream, or that's the goal and the end.

Informant A

That all make sense. But here's something I don't understand from a person looking in. I only see the words from cradle to cradle. I don't see anything about the platinum or, you know, what happens if you're a company that doesn't have any of these, requirements or certificates. Like it to me it's kind of like the smiley-ordning with Danish restaurants where if you have good hygiene you get a happy smiley and if you have bad hygiene you get an angry smiley. It sounds like that, you know, I don't know that there's that part that you can be a platinum company. So maybe they should start focusing on that they are platinum instead of only focusing on cradle to cradle. I'm just thinking if you have a YouTube channel, then the first thing you will say is, I am a gold YouTuber. It's kind of like getting a medal. Yeah, but instead of showing the medal you're showing a flyer for the Olympics. That's kind of how I view it. I feel like they need to get some focus and marketing on that part.

AB

So, to better explain the extent of their certificates?

Informant A

Yeah, I think all humans that have a gram of intelligence they can understand that we need to change things in a more, positive environmental way. But, I think we have to focus on the medal and not the concepts, because from cradle to cradle can be anything I feel like.

MWP

So, you feel like for example, if you see Cradle to Cradle or Svanemærket you would be "okay that's pretty much the same thing"?

Informant A

Yeah. Yes, actually yes.

MWP

So then if you saw that a product is cradle to cradle certified. Would that change your purchase behavior?

Informant A

Yeah, now because now I know what it is. But if I, if I just saw it, I would just think that's not interesting. But if I understood that you know KLS has this premium silver thing, and I like started

to recognize that, then it would work like the Svanemærket, or Økologisk or, all those other logos we put on.

MWP
And then you would be positive about it?

Informant A
Yes, that would be a positive signal, I think.

MWP
Would you then be willing to pay more?

Informant A
Yeah, for the product? Yes. Because I feel like we're already doing that with so many other like organic and so on, so on.

AB
And then one more thing. From the beginning, you said that you found KLS because of a recommendation from within your own team. But in general, do you as a company, try to be as sustainable as possible? Is there a company guideline and how to order certain things or concerning suppliers or choose?

Informant A
We don't have company guidelines. Because DMS is simply too small with only six employees and and a hundred freelancers. So yeah, we don't have guidelines.

AB
It doesn't have to be written guidelines, it can also be more like a company spirit, let's say that you live out or that it's not written out but lived.

Informant A
I mean we have that. For the past two years, the whole company theme that we are pushing the topic in Denmark that is responsible business. And then, that's kind of our buzzwords instead of saying from cradle to cradle, we are saying responsible business. Because that's basically the same thing. If you're a business you need to be responsible, and you need to be responsible to your employees your clients, the environment. The whole umbrella.

AB
And then you just you just try to the best of your abilities, let's say, to be as responsible as possible. So given what you mentioned that you had a time restraints so it wasn't possible. But if you would have had more time you would have tried to take the more sustainable option. Is that what you imply?

Informant A
Yes, if time allows, we would always go for the more environmental conscious solution. Yes.

AB
And that is also something that you individually would push? Or would you say it's trickled from the company to you and now you adopted that?

Informant A

Individually, I can only speak for myself, and I am very green. I wash and sort by plastic every day. So I do what I can. But, yeah, and the company as a whole. Yes, to a certain extent. Like, to the extent it is possible. But yeah it's hard to see right now because there's so much disruption with Corona, because nobody's working at the office for the last four months. So, Yeah, everything's changing

MWP

Yeah, we experienced that firsthand. Well, we have actually arrived at the end here. So, thank you so much.

AB

Thank you.

Informant A

You're welcome.

MWP

I don't know if there's anything you want to ask us about but if you do feel free to.

Informant A

I'm interested once you're done. What the reception is going to be. So yeah, please write an email and let me know.

MWP

We will do that. Great. Yeah, thank you so much.

MWP
Perfect. There we go. The first questions are just the basic ones. So, what is your name?

Informant B
Informant B

MWP
And your nationality?

Informant B
I'm Danish.

MWP
And your current employer?

Informant B
Geographical Data Company

MWP
And your position with Geographical Data Company?

Informant B
I'm Secretary General.

MWP
Right. And how long have you been in your current position?

Informant B
For 12 years.

MWP
Great. And now we'll move on to the questions about KLS. And so, first of all, how long have you at Geographical Data Company been a customer with KLS?

Informant B
I can definitely say it's more than 12 years, but I'm uncertain, it's between 12 and 15 years.

MWP
Fantastic. So, you were a customer before the whole Cradle to Cradle thing?

Informant B

Yes.

MWP

Okay. And do you know how at Geographical Data Company found out about KLS then?

Informant B

Yeah, the guy that was the secretary general before me was keen on getting better prices or better products. And they, I know that they had another print facility to make the job at that point in time, but then they had the KLS as one of the options and it turned out, At that point in time that it was probably cheap and a good offer, as I see it. And I haven't, I have not by myself, been interested in in getting comparable offers from other parties.

MWP

Okay. So ever since choosing KLS you've always stuck with them?

Informant B

Yeah. To me it's important that we have a good cooperation that works. And the product is good quality, the desired quality and that they are flexible making new ways of doing things and they also are innovative to make things happen in another direction. Fortunately, it has always been with a very climate friendly and ecological drive from primarily Kasper Larsen. And well I'm a Master of Engineering of the environment. So, I've always been careful about that we have to be aligned with nature. And this is definitely a production form. Traditionally, making quite some pollution and also problems with the workers' environment. And I think this is, this is the right strategy for somebody like me, that we head in that direction. But Kasper is just very much in front of me. Looking into new opportunities for instance with the sustainability goals and with stuff like production. I mean the deficits from the production. The remaining things and turn them into valuable products rather than waste.

MWP

And along those lines, which services I then using from KLS?

Informant B

The main product that we use is that we have our monthly magazine printed and distributed from KLS.

MWP

And the reasons for choosing KLS specifically, where those reasons related to the strategy of your company?

Informant B

It is really not the major strategy of the company that is driving this. But of course, in our strategy from 2018 the United Nations Sustainability Goals was also a part of that. And we have to be aligned. The main reason is more a drive from, you can say from my background my environmental background that this is something that is always keen on Casper and the whole manufacturing. And I think it's, it's probably more. The driver has been seen over many years, rather than in the current strategy. But of course, the current strategy supports it very much. Yeah, it's a mixed answer I know.

MWP

But it's a reason to stay with them as your supplier, due to your current strategy?

Informant B

Yes, definitely.

AB

And before you started working with KLS. Where are you already aware of the Cradle to Cradle concept when they introduced it.

Informant B

No. Of course there were some, some thoughts on that when I was educated in the 90s and late 80's there were some environmental concepts, that you had to look into this circle of life of products. But the formulation Cradle to Cradle is something that I learned from KLS.

AB

Did you get a lot of information or education from KLS?

Informant B

Yeah, quite some.

AB

In what way?

Informant B

I had good discussions with Kasper on this. I had this background so it was quite obvious for me what it meant. Kasper was very was very good at explaining in what direction they were actually heading in, what it meant. Both to our products, and to also to the economy, that it was not necessarily going to become more expensive, to do it that way. That was part of what we were talking about. And he was, he also told me of his quiet, energetic, drive for a substitution of current products with more environmentally friendly products for instance or climate friendly products, and he was looking very much into that. And I just supported.

MWP

Great. And, and then more, you might you have touched a little upon this already, but how would you say your customer experience with KLS has been so far?

Informant B

Oh, it's absolutely great. I mean, I don't have any other companies that I cooperate with or buy products from that are caring so much about our future. And that's, I think that's why it's, it's pretty natural that every time I have a meeting with Kasper we always talk about what are the news in environmental or climate friendly production or reproduction.

MWP

And has this experience developed over the years?

Informant B

In the beginning, it was more an ordinary print facility. And of course we knew that they were taking care of substitution of hazardous substances used in the production, like in old times they used [inaudible] to clean up and they are really brain damaging like that, and I knew from the beginning that they were very focused on that everybody in the in the production should have a healthy life, and should not be exposed to any risk from the working environment. So, by that you can say okay. It has been ongoing from the beginning. But the Cradle-to-Cradle was introduced. I don't recall how many years ago it was, we had in a time period where they couldn't really make a zero-carbon footprint. So, they bought quotas from other countries, to make sure that it was actually a sustainable production. I have for many years had a certificate telling me that I have invested in sustainable energy somewhere else in the world. It has been ongoing for many years.

MWP

When you're doing business with KLS, who are you in contact with or are you on the website?

Informant B

Yeah. Regarding the production, we are in contact with Peter Fuglsang. But we also have a contact for the addresses or the mailing lists. I don't recall the name. I think it's Lonnie. And then, my main contact is Kasper.

MWP

Great. So, which would you say of these touchpoints is most significant to you? Are these the personal contact us or the website, or the newsletter for example, at any one that is more significant than others?

Informant B

I read the newsletter, not every time. But I do frequently. And it's interesting to learn this way. It's also good for me to know that. Primarily my colleague, being an editor of the magazine is having a good contact with the production and also with the distribution coordinator. And I mean that's just fine. Those things work, and I, personally, encourage the personal contract. Because it is of interest to me. I'm talking to Kasper maybe two or three times a year, something like that. And it's not necessarily that you have any issues. But it's, like, you know, what are the next steps to take and it could also be like a status for how are we doing currently? Is there any change also in the economy over the years? And what means things to that? To the current agreement. But, I mean, it's definitely, if you ask me about what is the most significant thing, I think it's my dialogue with Kasper, it has been great for me.

AB

And you already mentioned, the newsletter and that that you actually like and enjoy reading it. But do you think there's a more suitable way of them to share their sustainability message?

Informant B

I think it's the right way to do it through the newsletter. But it supports very much and it's more. You know, it's more dialogue. The dialogue with Kasper is actually where I learn more from because I had the opportunity also to ask him questions, and ask deeper, than you will ever get into with the newsletter. But as in general information, it's just fine with the newsletter.

AB

I guess that your email inbox is pretty full every day as well. How do you feel about you know another newsletter?

Informant B
To me it's always a matter of is it relevant. And I subscribe to say, 50 different newsletters, because I have to be aware of what's going on all over the world also in our domain. And there are international organizations that sends me newsletters and some of them we're taking a membership of, some of them are more commercial. Some of the newsletters, I just look into very briefly, but it's just good that I know and I'm oriented about what is going on, because then I can maybe use it in further discussions with the board or with members, or with some of the volunteers in our organization.

MWP
And if there are any things throughout the customer experience with KLS, you could change. What would that be?

Informant B
Personally, I don't like, you know, we have to make a proof of the magazine, every month. And normally we do it that way, that the editor and I, in common, do the proof thing. And it is pretty annoying because, it has been open, just for a short or limited time, and then it crashes, and it does that, say five or six times during the proof process, and that's annoying. So that's the only thing that doesn't work very well. I mean, we also face some issues, but it has nothing to do with KLS, and has to do with PostNord, the Danish distributor, you know. And I cannot really blame them that they have an operator that is not very flexible. But, of course, it reminds me every time, because it has to do with, you know, the deadline for putting stuff into the print process. What is the implication? It's not the print. That takes the time. But we cannot really, really say when the magazine is actually hitting people's mailboxes. And that has to do with the distribution. So, every time we have this process. It of course reminds me that there's something that has nothing to do with KLS or our Corporation, but it has to do with the product that, that we actually deliver to our customers.

MWP
So, when you're doing business with KLS throughout the customer experience. Do you get a feeling that sustainability is a big factor?

Informant B
Yes, I do. Yeah.

MWP
You have also already pretty much answered that I guess with your conversation with Kasper and newsletter interactions. That's great.

Informant B
It's always on Kasper's mind, I'm not doubting that.

AB
And maybe in a yearly perspective, we know that sometimes KLS also sends out small Christmas examples of what they could be doing. Do you recall any of those?

Informant B

Yes, it's the most unconventional Christmas Calendar that we receive. Everybody else will just sent you something, a box of chocolate or whatever. But this is really something that you have to use your brain, or "make a conversation with somebody you know on specific topics" and it's always a great fun.

AB

And how do you interpret like the way they, they gift, the Christmas presents in line with KLS' positioning as a brand, how would you like place that?

Informant B

It's very much. It's very much aligned. I mean we can give something to each other - but it does not have to be material. It is much more the, you know, this giving a thought for instance during Christmas that that really matters. And I mean that is really what they are good at. It just stresses the fact that they are caring for the environment.

MWP

So, trust also plays a huge factor there, between you and KLS?

Informant B

Yes, definitely.

MWP

How would you want to be updated about the sustainability efforts of KLS?

Informant B

I mean we talked about the newsletter update. That is in general fine by me. And of course, I have many things to do during the year. So I think it's at a suitable or appropriate level that we do have those certain discussions with Kasper, maybe a couple of times during the year.

AB

And if you would think about, more in general, as a consumer, so not specifically as a customer that you already are, but more thinking outside of that relationship, where do you think it would be of interest in general to you to find out about those sustainability efforts?

Informant B

I'm not sure I understand this is if I was not part of this customer relationship?

MWP

Yes, so if you're just thinking of yourself in the, in the daily life. Would you for example want to see, you know banner ads?

Informant B

I mean, do, do you think of where I get my information in general?

MWP

Exactly.

Informant B

So apart from, from the relationship with Kasper and KLS. Normally I get my information from public news, like media. And of course, I've been reading a lot of literature on this. I started with the "Limits of Growth" back in the 70's and I was very much into that. And I listened to Greenpeace and I listened to, you know, the Danish Nature Association, and it was, you know, I saw that something was going very much wrong and I took my study at the University during that time I was, of course, informed, or maybe challenged by literature and some of the courses that I attended to. And so, in general, I haven't really got the time to where to go deeper into that. So, it is more or less on my background and it's on my knowledge of where to search for information. Where I get my experience and of course I'm aware that there are somebody trying to manipulate. And some of that kind of information is also in general is connected to a fake or to beliefs. It is of course very interesting what do we generally believe in. And one of the things that I believe in is that we do not see a bright future, if we do not take action on these matters. Maybe it's okay for yourself, but will it be for your children?

AB

Are you also doing business with any other like sustainable sustainability focused companies?

Informant B

Last year we had a keynote speaker from the United Nations. We also had a committee member from one of ours. We have this award. Every year, the GeoData award. And one of the committee members, judging the final prize was from the World's Best News, Verdens Bedste Nyheder, it was the Secretary General from there. So, we are also doing business with somebody else that really cares about the United Nations Sustainability Goals and stuff like that.

MWP

Would you say then the experience with those other companies differ from KLS?

Informant B

They differ in, in that way that normally I see this as, everybody talks about the Sustainability Goals, so I also need to take care of that direction. And many of the businesses in the GeoData business as we present, are of course, taking care of that because it is the politically right thing to do. And it's just fine. They care, but when it comes to really caring, I don't think you can you can find somebody like Kasper in many businesses. And the reason is that he was doing this, many years before it was really politically correct. It was just coming from the inside. I'm quite convinced, it is part of his way of living. And you cannot say that with many others.

AB

And does that increase the trust you have towards KLS? That you know that there's a person there that's personally so involved?

Informant B

Yes. What is the question?

AB

Just because you elaborated on how it's really driven by Kasper and him being so involved, so my question was if that increases the trust you feel towards ordering from the company?

Informant B

Yes indeed. I know he's serious and that is also a sign for me that it is trustworthy, so yes, definitely.

AB

And then you also mentioned that after all of the talks with Kasper you know what Cradle to Cradle is about, and a bit more just about the whole point of it. Does this influence your purchase behavior in a way that you are willing to pay more for products that are Cradle to Cradle certified?

Informant B

Yes, you can say it in that way that I didn't, I didn't look, look for other companies. If I was a serious businessman, I should probably take every two or three years, and say that now we're going with a say we're, making a tender. We are trying to make a cheaper price of course the evaluation criteria of a tender could be. Also, in, including this, but it would probably not be the main concern. That this is climate, or eco-friendly. It will probably be 50%, at least the economy. So, if I was looking into that, more reasonably, it could be that I could find cheaper offers from somebody else, but I didn't do that. And it has to do with, for me, it is important that things work. And as long as it works fine with the KLS. And then it is just a really nice and good add-on that we are actually feeling sort of the same way about the nature and the future. It makes, of course, our cooperation, much more easy because, you know, when we are aligned on this, and we are aligned on a lot of things. You're just getting the right experience, in doing this business. I mean that's what drives me more than that I could save, say, 10% on the price.

MWP

We've arrived at the at the end Jesper, I can see we are at 35 minutes and you have answered all our questions perfectly. So, thank you so much for your help.

Informant B

Is it possible to see your report afterwards?

MWP

Yes, of course we can, we can send it to you. After we've handed in all that stuff.

Informant B

Yeah, you can just send it when you have had your examination. Hopefully it will be a success for you. I'm wishing you all the best.

MWP

Thank you so much.

MWP
First of all, we have some of the simpler questions. So, first of all, what is your name?

Informant C
Informant C

MWP
And your nationality?

Informant C
I am from Denmark.

MWP
And your current employer?

Informant C
I work at Baby Security Equipment.

MWP
And how long have you been with Baby Security Equipment?

Informant C
Just about 3 years.

MWP
And now we move into the questions about KLS. How long have you been a customer with KLS?

Informant C
Well, it seems we have been for longer than I knew. Because when I started up with KLS two years ago, I struggled a little bit because our buying department, they had some other company they traditionally used. So, they just wanted to use the one they were used to. And then then we started up anyway, just here in product development. So, it's like all the projects, and then when it was up running, I find out that we, for some years already have bought the brochures for our product catalog from PurePrint. But that was just in another department. It was in marketing. So, in that sense, Baby Security Equipment have bought products from KLS for several years.

AB
Do you know how the collaboration with KLS first started?

Informant C

Yeah that is difficult, because they had probably just put in some prices, or offered a price for these product letters, and then let us have the order. And nobody thought much more about that, it was just the catalog, and the price was right.

AB

You don't know of any conscious decision of choosing KLS PurePrint?

Informant C

I believe it was not very conscious. It has been more conscious. Yes. But more price driven. Like it used to when you look into whatever offers you receive. [Inaudible] But for me it has been more than just price.

AB

Could you maybe summarize what services you're currently using from KLS?

Informant C

Yeah, well, we get these brochures [Inaudible] and these boxes for small safety items and then we also have the instructions for the products.

AB

Now that you are also in the decision making, and are there specific reasons for you to work with KLS?

Informant C

My specific reason was the Cradle-2-Cradle issue that I thought that was perfect. And I have no objection really, because they could make the design we wanted, there wasn't really any restriction on what they can't do and of course, in the end maybe it is a bit more expensive but that was the primary reason to choose them, the Cradle-2-Cradle.

AB

And is this reasoning for choosing them for their Cradle to Cradle certificate is that driven by you? Or is it related to something that Baby Security Equipment, your company, has in their strategy or in their goals or something like that?

Informant C

Well, it was driven by me because it was quite a struggle. [Inaudible] Of course, if the price had been very much up [compared to other print houses] I wouldn't have succeeded.

AB

Who was the main point getting in the way of it? And what was their reasoning?

Informant C

Yes, the reason was the buying department. They have their own team of suppliers they like and that they're very much enjoying working with these suppliers. It has been like that for many years. Maybe they in the start didn't really get the point in this. Why make it different?

AB

And do they understand by now?

Informant C

Well now it's part of our strategy to choose Cradle-to-Cradle so nobody really asks them anymore

AB

When you say its part of your strategy is it formalized somewhere that you are choosing sustainable materials for your marketing and packaging?

Informant C

Yeah, we're getting that. We would like to make it more formal. But then we're not there where it's really. It should be more formalized what we choose and who choose what. But it's definitely something we're working on as part of our strategy.

AB

Before you were doing business with KLS, were you already aware of the Cradle-to-Cradle concept?

Informant C

Not in depth. No, not really. I had heard of it. I was researching on how can we make this more sustainable? How could we choose something else than plastic? Could we do something better for the environment? I was not specific because I was just in product development, so I didn't know what was the best, I was just looking into different ways to go. I could choose others that had good stories behind, more than just Cradle-2-Cradle, but that was the very best way to go as I saw it. It was pretty easy to convince the management group that that was a great way to bring more new attention ... [Inaudible].

AB

Did you find KLS during that research when you were just looking into more sustainable options, or did you find Cradle to Cradle? And then it was that way around?

Informant C

I was just researching on the internet, and then meetings with Bent. And he told me more about this concept, Cradle-to-Cradle, and you know, I'm learning in that sense.

MWP

So, you reached out to Bent?

Informant C

Yes. First, I actually asked our internal department, the buying department to do that, but they didn't. So, I did it myself. I learned about the Cradle-to-Cradle in general and the company its [Inaudible] way around and then product development had to change the packaging. It's been a product development project. The work with Bent and the company. I think it's been a very good process, and we've learned a lot and they've been very supportive and understanding because I mean, me and product development are not used to buying things, we are not used to graphics, we are not professional really, so I think I've been very understanding that [Inaudible] this wrong department, so to say, [Inaudible] So it's just some internal conflicts between the company [Inaudible].

AB

How would you describe the customer experience you had?

Informant C

Yeah, I was looking into that before because it's very much about having faith in the company and we didn't know them before. I didn't anyway. It was good to meet up with Bent, and later on with Grethe. There's been a lot of people involved, because it's been a long process, but I think it's been a good process. There's been some misunderstanding on the way about maybe leaving about [Inaudible] but not huge issues at all. So, it has been very much okay.

AB

Could you elaborate on those misunderstandings a bit?

Informant C

I think it's all about that it's product development and they're not a marketing department or not a buying department. But product development trying the best we can to make this happen. And then there will be some "Oh, we should have told them that" Maybe you can't avoid it, because we did develop something new and when you do that, there will be some things to change along the way. So, I think it has been very positive.

AB

Do you recall having any emotions during your KLS customer journey? And if yes, which ones? Do you remember at what point and you felt Which way?

Informant C

First, I was very excited about the concept, and the Cradle-2-Cradle was like: "Wow, we got to do this" and when we get the price, it's very positive that they seem to be able to do this. So, it was great telling others about it. That's something that I remember and then as we got into what we really wanted to do somewhat design wise, I think also they made some really nice layouts for us. I remember it was a little struggle to get there because you can go so many places with graphics, so the process to get there is a little hard on us and on them, I think. Then I can remember we would like to have some prototypes with us for a fair. And the schedule was so tight, and it ended up that Bent had to drive the boxes out himself and go into our library and fold the boxes himself. In the last minute to get the boxes to the fair. But Bent did a great job.

MWP

[Connection issues]

AB

Could you pinpoint a significant moment that you would want to highlight within these touchpoints, positive or negative?

Informant C

The diploma. When Bent came with the diploma first. Maybe that's not a whole lot, because he did that before nobody ever know I don't know maybe I'm just the more enthusiastic people person. I thought it was fantastic, and a great way to communicate. The diploma is [Inaudible] but it's hard to find out what is more memorable than others.
When you hear about the concept and the company that's a big deal.

AB

We would also be interested in obviously also anything negative that you had experienced, you just mentioned the process of getting to the design you wanted which is a big part of graphics design, which you also mentioned was there anything else that you weren't really happy about?

Informant C

This is not what I'm not happy about it's just that I would like to them to have more, if the company had the chance to offer different kinds of boxes, you know, more scalable for our products that would have been perfect. Because now it's very limited, where we can use the boxes. And it was a little hard to understand for many in this company that that is, in fact, a problem that we can't just expect that to change overnight in a year. We would have other big boxes to make with Cradle-2-Cradle typically. It is probably not going to happen. So yeah, too bad.

AB

We'll see where they will develop. We heard that there are some plans for the future. So, let's hope that that includes more boxes and more scalable options there. And then we also wanted to ask about you're feeling of trust you have with KLS, could you elaborate a bit on if and how?

Informant C

Yeah, well, I think it's been a very positive process, because of the contact with Bent, who's always there, you can always reach him. And that's very nice and comfortable. But there's been a few crises where graphics, oh my god, what's happening, and can we get this as we wanted? That's because we [Inaudible]. And also, when we have to have the prototype, it's not Bent making the prototype. It's the production. And again, some other people and you're not sure you get the product in time. So, trust wise it's very nice to have some people you have met and that you can always reach out to get it right.

AB

From the different touch points, you had with the company so the graphics, the website or Bent, which one for you was the most important in regard to sustainability?

Informant C

Can you ask again?

AB

Of course. From the touch points that you have experienced. You mentioned the research website, you mentioned Bent, you mentioned productions, or the graphics, and others. Which ones would you say are most important in regard to sustainability?

Informant C

Yeah, it must be Bent. He is very good in telling us, who don't know about the concept of Cradle to Cradle. He's very good at explaining the history behind the company and about Cradle to Cradle in general. For me, it has been his way of doing that.

AB

If you could change something in the current customer experience with KLS what would it be and why?

Informant C

They should just make some more boxes.

AB

Did you get the impression that sustainability played a big factor throughout every stage in the whole process of working with KLS?

Informant C

Definitely. That's the big selling point. It also does work smoothly, it's creative people, they make it happen. And when you have some ideas come to life is very important.

AB

Are you aware of how KLS are also communicating their sustainability efforts?

Informant C

Yeah, I have had some bad experience from that. That people have contacted me to explain me that Cradle to Cradle is just communication and not sustainable. And I have talked with Bent, frustrated, I've called him "They are telling me this and that" and that other environmental certifications are better. But I think that's just it. Yeah. What is that? That's because it's not as known as others.

AB

Those people that contacted, were those competitors?

Informant C

Yeah. And then they contact, maybe not always me but colleagues. And then the colleagues tell me, and then I have to explain to my colleagues that Cradle to Cradle is wonderful, and why it is. And that's also something that I have been better and learned to do. In the beginning that was… It's not my field, communication. It's something I've learned.

AB

That's also a very harsh poaching strategy from the competitors?

Informant C

It is. And you're surprised that something like that happens in Denmark. But yeah, that's how it is. And I've seen Bent, he's all around the place telling about Cradle to Cradle, everywhere he goes. Yeah, it is starting to spread, and all the companies not working with KLS, but with other themes are also going into Cradle to Cradle and I think it has helped to spread the Cradle to Cradle in Denmark.

AB

On the topic of Bent also trying to communicate this concept very, very broadly. KLS also has, for example, a newsletter and they communicate some things on Facebook. Are you consuming that kind of information from?

Informant C

No, no, not actually doing something to follow up. I see it everywhere I go.

AB

So, you wouldn't want to be continuously updated in a regular way about any new concepts or new case studies they did, you'd much rather, whenever you need something, reach out to them and then see what's happening?

Informant C

Yeah, I think so. Because I'm just a product developer. Right now, I'm doing something completely else. Nothing about buying boxes. Just into a new safety product or two or three.

AB

Is there for example, a moment in the process of working with a company like KLS, that you would not want to hear about their sustainability efforts?

Informant C

Well, in the moment, I'm going to the fair, and have my prototypes ready. And my focus is only that things are ready. And the price we agreed.
But that's not different from any other company. It's problems you have. It ended out great, so it's not a problem. It's an experience.

AB

In your position, do you also do business with any other sustainable companies?

Informant C

Well, I always try to, when I have to find prices, and you know I develop a product, I have a design, I am going to send it out. What will this cost? Is it makeable? And I always try to get it as sustainable as possible. Of course, it needs to be for the right price. People have to want it also for the price.

AB

But is there any supplier you have that is also especially sustainable?

Informant C

Well, what do you mean about suppliers into packaging and such?

AB

Yes, for the things you are working with, so in your prototypes or in your actual production?

Informant C

Because if I do something in wood, I would contact an FSC certified supplier. If I do something in plastic, I would ask somebody who biodegrade, or do something in recyclable plastic.
It's just so different with the people you contact. It's not too much packaging. I did contact others, which also had FSC and some had the Nordic Svanemærket certification.

AB

And how was the experience with those people you reached out to, in comparison to KLS, for example?
Informant C

Well, I think positive but still, they are not used to being challenged that much in terms of sustainable solutions. So, they they've been very aggressive in that way. And they think it's all about price. It's also important, but they're more into the long-term customer, supplier, and
then they sell their service on that relation.
It was not so hard for me to see that Cradle-2-Cradle would be better for us in this case, but we also have the packaging boxes which I had to buy. And of course, I had to take one of the less sustainable suppliers, but still FSC and good to work with.

AB
Do you see a difference between Cradle-to-Cradle and Svanemærket?

Informant C
Well, I'm not too much into Svanemærket. I know that it's something that people know when they find and that it's quality, but to them, it's something good for the environment. And none of us, as consumers, are experts, we're not experts, so it's good enough for us to know that we can trust it.
And Cradle-2-Cradle, I've been doing a lot of explaining that it's not the perfect idea of the Cradle-2-Cradle that something is biodegradable, but more that it doesn't leave any harmful substances, in the soil or as we used to in Denmark. But it's been a little bit of a struggle to tell people that it's not much about this biodegradable, but more than that we don't have these harmful chemicals there.
And I think that's a really big difference as cradle to cradle, is about water consumption, it's about the energy you use. It's a lot of things. It's very much the whole company that is measured when they get to this Cradle-2-Cradle certification. So, there's a lot to tell, but maybe you just choose a one liner and hope that it sticks to explain it. It's still new, and people can be overloaded sometimes. And so, it's up to take the best out of it, hopefully.

AB
Does it affect your purchase behavior if you see such a label?

Informant C
Well, to be honest, I don't see it that much yet. I see it of course, when I see the boxes.
For specific products, they have a lot of companies that they deliver to now. So of course, it's something I see. I haven't purchased a lot myself with this label. Not yet. But of course, if I see it, I will know what it stands for. Then definitely I would find that positive of course.

AB
Would you also be willing to pay more for products that use packaging that are Cradle to Cradle certified or are Cradle to Cradle certified in general?

Informant C
Yes, I would definitely. I have very much respect for companies that have products that are Cradle-2-Cradle, for example Egetæpper in Denmark. I think they've done a great job, just an example. They are not into packaging. It's just carpets, but they're doing a great job also communicating Cradle-2-Cradle. So, I think that's very inspiring.

AB
That was our last question, so thank you very much.

MWP
We're going to start with the more general questions so first of all, what's your name.

Christian Honoré
Christian Honoré

MWP
And your nationality?

Christian Honoré
Danish

MWP
And your current employer and position?

Christian Honoré
I have a consulting company. Called 3B impact.

MWP
Great. And how long have you been working with 3B impact?

Christian Honoré
For the last two years.

MWP
And how does 3B impact address sustainability?

Christian Honoré
We are a consulting company focused on creating positive impact. Helping companies, investors organizations with sustainability strategies and communication. Everything we do is related to impact and sustainability.

MWP
So, then we move into the more specific question. Do you think that sustainability is becoming more important to the consumers.?

Christian Honoré
Yes, definitely think so. I think that it's very clear, the increasing demand, the challenge is - but maybe come back to that - is, you know, sustainability is many things for many different people. But in all I've been doing sustainability for 22 years, started in KPMG in '98. So, I've been following this very

closely, and I was saying that it's now is the time where I really believe that, you know, there's nothing that can roll this back, it will be more important for consumers and customers in the future.

MWP
And then what can you tell us about how sustainability influences the demand in the market?

Christian Honoré
Yeah, I can tell you about that, it is a difficult question again because sustainability is not one thing you know there are many different ways. If we leave out the professionals but look at consumers there are many different interpretations and assumptions around sustainability, and what is more sustainable. So, I don't think I can answer that question with one answer. But generally, again, depending on if you're communicating to private consumers or you communicate to professional consumers, that there are different kind of influences.

AB
What would the influences be in the professional consumers, specifically?

Christian Honoré
If we look at professional consumers, they will typically start developing criteria for the products that they are going to buy. Either as a weight criterion so they say okay sustainability weighs 30% of [Inaudible] or saying we don't want to, for example, buy certain products which includes cobalt from the mines in central Africa because it typically is picked up by child labor, so they can either be very specific criteria or more general. Whereas for consumers it is much more well you know what do people think. They might not know that, even though it's good to buy vegetable, buying tomato outside the season, Denmark is not a very sustainable choice for example.

AB
So then what role would the SDGs play into this change in the market?

Christian Honoré
Yeah for me the SDGs is very much a plan that we have agreed to live up to, and we have, you know, every government has committed to work towards this and what we can see general is that that starts to influence access to capital. It starts to influence Investors behavior. And at some point, we will also trickle down to consumer behavior. If your company and you for example have committed to certain SDGs or you want to communicate how you're living up to the SDGs, you will try to find suppliers to buy from who can help you enforce that story.

AB
So, you would say that this will only grow in the future? Because it's coming closer more and more companies will be more selective with suppliers and will change the market through this too?

Christian Honoré
Yes, the closer we will be getting to 2030. And the more obvious it is that we are not going to achieve most of the targets. The more the pressure, hopefully. Maybe it can happen that everybody can get fatigue and say okay we can do it anyway. But you also know that the closer you are to the deadline for your thesis. The harder you work to get the job done no?I think it is very much the same with this one. That's why the SDGs are so good that they have a deadline and say okay we have actually very concrete indicators and targets. We can measure that. And we actually have a deadline.

AB

Maybe just a bit outside of our topic but also just in general out of curiosity, the whole like COVID thing happening now and, it also uncovering several environmental issues, do you think that will influence it even more or will we just forget?

Christian Honoré

In my own opinion I say several things can happen. I think the most likely is, one thing now we have actually got the proof that we as a society are able to kind of direct our - we can we can influence our future. COVID has made it very clear that the actual decisions taken in the different countries will have a very different effect on the institution for the people in the country. So, countries with bad politicians and bad decisions, they will have suffered so much more. I think that's pretty obvious. Especially if you look at Brazil and USA. I think that's something new that that we haven't really seen before, that we are actually able to manage and control something like that. My hope is that we get the same attention around climate change. Another really, really big problem. And say, okay, we can actually do something around these things, if we actually take the right decision position. So, yeah, so that's my hope it will go that way. I think the other thing I have observed is that companies who were trying to benefit from the COVID situation, are being punished by the market. I think that's very clear. This is you know the time where we all are moving closer to the bonfire and help each other. And not the time when you say, cool I have something, now I raise the price because we have a COVID situation now. So, I would say that that form of solidarity is getting really obvious. And I think that we also see in Denmark that some of the big company saying, okay, we'll do the money we got, we'll give it back because we don't really need it or maybe somebody else is needing it more. So that start that reflection on how do we as a company act in society and balance expectations and society and our stakeholders, and hopefully that will enforce also our understanding of what is needed to be done when it comes to achieving the Sustainable Development Goals. And a just and fair world for the future.

MWP

Do you believe that the SDGs make more business aware of the importance of being sustainable?

Christian Honoré

Yes, I do. I know that a lot of companies are looking into the SDGs and saying what can we do related to the SDGs. For most of them still what they're doing, does not seem really, really professional or profound in their way of doing, it but like some marketing stuff. But there are also companies out there which say okay we need to set up some general targets, also large companies. Unilever has set some pretty bold targets. No doubt about that. We have other companies who said, okay we want to be neutral in 2030, and we even want to aim for being climate positive in 2050. Because, you know, it's not enough to just stop emitting CO_2 we actually also have to bring some of it back into the system. So yes, and I think that the overall impact of the SDGs has been big in the way of companies, understanding it and a lot of CEOs like to wear the pin. It is still in my opinion, managed very unprofessional inn most of the companies. That improves. It's a process. It takes time. When you start this journey in a company in my experience, it takes at least three to four years before you start getting the hang of it what this is really about and getting the internal competence built up to manage this.

AB

Perfect, and then what can you tell us about how the consumers see the SDGs and labels like cradle to cradle and Svanemærket?

Christian Honoré

I mean there's two sides of this coin. If you go for labels and certifications, you go for a kind of checklist approach, because that's what you do when you certify. You say we do this this and this. The really big opportunities in the SDGs lies in its potential for being innovative around your business model or product. Whereas I see labeled certifications are playing a very important role in making sure that you kind of list yourself over a certain standard. But they do not necessarily give you the innovative power to create a completely new business model.

MWP

Do you think it would be beneficial to promote things like Cradle to Cradle more?

Christian Honoré

In general, you can say it's the certifying body who should make sure that the certificate that they are - I mean that's their product -So, they're the ones who have to build trust and legitimacy to that product, so people understand when I buy cradle to cradle, What do I buy? I say again for business to business, it's good because it makes the world easier for the procurement departments. Saying okay I need to buy some packaging or I need to buy some point of sale or equipment, you know, and here I can see they got all the right certifications - check. So, in a business to business setting I think it's really good. I think for a business to consumer. I think still most consumers are very confused about what is what. So maybe something that the Svanemærket is good and it is on something, but there's other things it does not look at. It does not look at social, it only looks at environmental. And if you take the fair trade it only looks at social not on environmental. So, some of them are covering different aspects, and I think it's the fewest consumers who actually know what's behind these labels. And Sometimes you have like I want to say fair trade had 10 years ago, they had one scandal where somebody found out that some of the fair-trade products, they were not fair traded at all. There were some poor peasants working in the fields. You know, and that still circles around so it's very easy to lose your legitimacy. If you are a label and a certificate, which takes a long time to rebuild. But in the business to business setting I think it's a good thing because there you want to help the procurement people in an easy understanding of what they're getting.

AB

Okay, great. And then we have a little higher-level question. Do you believe that companies can and should operate with a profit, whilst pursuing the SDGs or a strong sustainability focus?

Christian Honoré

Yeah. I think they SDGs and sustainability in my opinion, does not change the general capitalist system. If there's no profit in it, people lose interest. I work with some of our clients, you know in Africa, and there you can see if you're just giving grants information and donations trying to make it a better world, that helps on something. But basically, there's a lot of things it doesn't help on, the best thing you can do in Africa, and the same goes all the places, is you can make a business model around a more sustainable world.

AB

So, in western countries, often it's the investment board or, and the very capitalistic focused people who are in the way of those sustainability changes. What is one of the most important arguments that you would bring there?

Christian Honoré

Why this this way is because we we've got a very short-sighted view. If we look at the history, if you take some of the big Danish companies who are owned by families who are owned by a foundation where the bylaws of the foundation's original founders. They had a long-term view on their business. You know, so they're typically also the most sustainable of our companies. And they're not, from a capitalistic point of view, they are not doing bad. They are making a "shitton "of money. Really really well driven good companies making a lot of money, but have long term vision for the business. Because you know the family can do that. What happened in the companies were the founders or families are getting out and they're getting on the market. And they hire a professional management professional CEO, you know, he can have this job today and another job tomorrow. He needs to show the shareholders, which are many and which doesn't really speak to, because there could be several thousand shareholders spread all over the world. He needs to show that he can create results, and the only results he can really show is the profit. So therefore, he sacrifice all long-term of often sacrifices long term vision for short term profit. And I think that's the biggest tension, because all these things around sustainability is about the long perspective. And you can always sacrifice a long perspective, you know for short term. You can also go out and fire a lot of people. And then next year maybe your profit was really good. After three years, you find out that you actually lack some very very important competence to the organization because you basically just sacked all these people. So, five years ago, it's shows to be a really bad decision. But then there's a new CEO on board and you know you and he has to rectify that. So, in general, I'd say the short term and the strong American focus on, which is implemented in US law, the fiduciary duty that a CEO is hired is not allowed to take any decisions which do not benefit the shareholders. That means that even though he wants to do something good. If he can't explain exactly how that benefits the shareholders. He can get fired and fined. So, and that's why I think it's important now that even some of the American industry organizations who for many years have said that, you know, the shareholder capitalism is the only way, are actually now acknowledging that they need a new form of stakeholder capitalism. That you can drive a really really profitable business with a long-term view to profit.

MWP

Do you think maybe another measuring metric or something like that and trying to aim towards that's o you can actually show something other than profit would help?

Christian Honoré

I think that is basically what has been going on the last 22 years. I mean i was hired by KPMG you know KPMG is an audit firm, I was hired to help Novo Nordisk to help do their first social report. You know the thinking was that they needed to demonstrate these things in another way. The problem is it's so complex, so the complexity is so high. So, you still after 22 years were Novo who are maybe the first company who did that. We still have to find out how can we actually measure success and progress. I see we're getting closer I think what we see happen is that I mean in the US, we have an organization where you can get certified, it also exists in Denmark, but it's actually also a law in some of the states, it started in Delaware. Basically, it meant that your fiduciary duty was not only towards your shareholders but towards your stakeholder. So basically, it allows companies to register legally registered where they are actually allowed to take broader considerations, like environmental, social considerations. So that is, you know, moving. The other thing is that we see more and more investors getting really interested in that. And that kind of changes the business case, you now. Because if you are again an American CEO you want to have a well-managed company you need access to capital. If you don't have access to capital it's a problem. And that's also when the consumers get more focus on this and as you can start proving that this is actually bad for business if you're not sustainable.

Then you will see a shift. Then it will become part of the fiduciary duty act sustainable in the long-term interest of the company.

AB
On that note. What would you like general assessment of the development of sustainability in the market context be for the future? So, for the next five to 10 years. So, for example, do you see enforced punishments as incentives in regard to the SDG's and so on?

Christian Honoré
I think we will see, I think we already have seen a lot. The problem is that as soon as you get into. If you take for example GDPR which has been a big thing in Europe, last couple of years. It's something that cost companies a huge amount of money in order to live up to these data rules and all that was basically coming from violation of the human rights, the right to privacy. But nobody sees GDPR as a sustainability issue, but it's actually raised by sustainability people, as you know, we have universal human rights to privacy. These companies with the way that they're managing our data is violating that right.

So, what we see is that a lot of these sustainability issues will become mainstream business issues in that respect. I think again one of the big things that I think will change on the sustainability side also is maybe not so much on the consumer, but I think if you think about the concept of stranded assets. I don't know if you've heard about that. It is actually coming from the oil industry. If we're going to live up to the Paris Agreement. We'll have to leave around 60 to 70%. of the know oil and coal in the ground And, that's the known. The problem is that, is an enormous value the 60-70%, of all the oil and coal we know.

But if we should live up to the Paris agreement, we can dig it up and use it for energy. But it still is on the balance sheet of these companies who have the exploration right for these. So, you have a huge amount of value, I'm talking trillions of dollars of value in the balance sheet on the companies like Shell, BP where we all have our pension. But basically, these balance sheets do not reflect the value, because they are probably not going to be allowed to take it up off the ground, because then we will not you know reach the Paris agreement. So that's an asset which is called a stranded asset. It's an asset that in a very short time due to some changes in your environment becomes worthless. But it still is on the balance sheet of the company. If you take the meat industry for example, we have a very huge Danish meat company.

If you look into the normal predictions in how will the demand be for meat in the next - towards 2030 2035. You will see that if you look at how much people earn more money, more people getting more money in China and yeah globally. And you just do a projection from that and say okay we know when people come up to this income bracket they start buying more meat. You'll see that the expected rise in demand. Over the next 20 years 15 years is around 35%. So that's very good so you go out and build a new factory. If you start factoring in again how much water, and co2 these things cost, and say okay we're going to live up to the SDGs. So, in this world there's no room for that kind of meat industry. That's one of the most intimidating industries. So, what do we see as alternative, we see plant based meat, and we see lab grown meat. And if you factor in what it cost, and the quality, and then the expectations of protein-based meat is that instead of the demand increase 35%. Over the next 15 years, it will fall 72% in global demand. And if you just invest in a huge factory doing meat. How much is that worth. When does the demand just start falling? And if you go in and you take the Sustainable Development Goals and sustainability in general and say okay what's going to happen with a lot of these assets that we invest in and we put money in, and we have to depreciate it over the next 30 years or something before that become, you know, real value to us, you will see that there

will be a lot of stranded assets, due to the changes in the expectations to a more sustainable world. And that will have a huge effect on the business.

And maybe that effect is, I mean, it's connected to, of course consumer behavior, because I think the first lab grown hamburger, they made five years ago, it costs a million dollars to produce a hamburger. And now the kilo price is at 11 dollar or something like that. And within one or two year, you will have a better quality of meat more healthy, and it will be cheaper than the meat from the cow going around. And you can actually decide as you want with how much fat and all these other things protein how you want it. So there the market will probably shift, due to this system, and I know it take it uses 99% less water, land and co2 emissions. So, It's only a you can say an emotional barrier to eat something that has been grown in a lab, instead of eating something that's been running around in a farm, or something like that.

MWP
You talked a little bit about this before. When you said that some companies were not very good at communicating through the SDGs. But how would you say that they should do it. How should they communicate that they're doing sustainable business?

Christian Honoré
I think they should focus on their impact. Most companies focus on their input or their activities. Saying yeah, we do this and this. There's still a lot of companies who don't really understand the impact of their products and their decisions. And before you understand your impact, you can't really be sure that your business is sustainable. So that's one thing. The other thing is, a lot of companies say yeah, we do this for this goal, and it's clear for me to see that they have never been reading up on the indicators all target under the goals. For example, if you take the climate goal. A lot of people say yeah, we'll produce less Co2 and support goal number 13 the climate goal. But if you look at that, it has nothing to do with your actual emissions, it is about the resilience, and change in society to be more resilient when the climate change is hitting us or now with climate change hitting us. So, there's a lot of companies who are communicating the goals, but you can clearly see that they've never read the targets and indicators below.

MWP
So, a shallow way of working with the goals?

Christian Honoré
Yeah. Or superficial. And that can create a lot of distrust. And again, I mean, the targets and indicators in the goals are very precise. And I think that is very very good. We want to reduce X percent. But what you really should explain is your impact. If we do this, you know, we are actually part of this kind of adoption as an impact. That's where it gets really, really complicated. I have noticed that. But at least I think that's what they should aim for.

AB
And on that note, what is the biggest no go, or mistake, you have seen a company do when communicating sustainable business?

Christian Honoré
I think the biggest mistake that many companies do, is that they don't understand, or demonstrate in their communication that they understand what is material for them as a company. I think that's the in general, that's a very few companies who really have been sitting down and analyzing what's

material for us. So, they go out and tell about something where you say okay. It's good you focused on this very very small problem, where you know you really didn't have to do anything, because it might be inherited in your design, for example, if you are producing windmills. You thought of as a green company. But, because you're selling windmills, you're not necessarily the way you produce them, the way you distribute them, the way you sell, does not have to be very sustainable. So, a lot of companies focusing on you know what they have inherited of sustainability stories a good sustainability story in their design or in their legacy, and not what they have designed or deliberately chosen. So, maybe you are solving a small problem and you tell a lot about that. While, next to you, there's a huge problem, which you're not even addressing.

AB
So that they have this certain blindness that we see a lot of multinational corporations portray?

Christian Honoré
Yeah for example I work with a big bank, and they said they did a materiality assessment with 20 customers on what was material. But for example, they didn't address financial inclusion. So, yeah, they might be serving ecological food in the cantina, and you know, have shifted their coffee to a more ecological coffee. But, for a bank I mean financial inclusion and, in a time, when they're closing all the small branch offices in small cities. That is huge and where older people cannot because they can't manage the computer and then suddenly there's no branch office they can go to where they live, and all that. That's a huge societal problem. But you know they're completely blind to that. So, the way and understanding of how material your issues are is very important. Another thing is that we see companies who, again a little bit with the food, talking about Danish crown, in the future if we want a sustainable society, there is no room for the kind of meat industry we have today. So, if I was the Danish crown or an investor in Danish crown, I think it would be a good idea to address that. Instead of just trying to close your eyes. So, start addressing, you know, okay, what should we do, should we invest in growing meat or should you try to do some more plant meat. What can we do to change the way? Because we need proteins, no doubt about that. When you look at how resource effective input output, very inefficient relationship in proteins. But growing meat is a very efficient way for us. And that should be them. But I'm pretty sure if you read their sustainability report that's not what they are addressing.

AB
What do you think hinders organizations from adopting that kind of radical change?

Christian Honoré
One thing, I mean, again, is that, shareholders probably don't like to hear about it. So, basically, it's you know who's has the monkey on his shoulder when the shit hits the fan. That's some part of it. And I think it's very normal for us as people to not really recognize our big problems. We can kind of close our eyes to that.

AB
On the relationship between, a purpose or a vision of a company. Do you think it would do company's good to place the SDGs as a purpose? Or should it be a supplement to the purpose?

Christian Honoré
I think that the purpose is something we talk about because, again, big companies need to write them down and medicine professionals need to communicate them to a lot of people and all that. I think

that a general purpose should reflect, you know, where you're coming from, what do you want to do with your business what is the problem that you're trying to solve. And then what's the purpose is long term and also longer than 2030 2030 and 2030 the SDGs is called something else. What we need at that time. So, I mean I founded a company called Goodwings, I don't know if you know it, but basically the purpose for Goodwings was to create funding to organizations who work for achieving the SDGs and the way we did it was to make a hotel portal, where we split the cost profit with organizations who work positively to the SDGs, like NGOs. So, the SDGs can't be part of the purpose but, honestly. Most companies are not started because they don't want to live up to the SDGs. I think we can talk about your purpose you need to be honest. And I say, what happened when we have gotten these professional management teams in and distributed ownership, through the stock market is that CEOs have forgotten what the original purpose was.

When I worked in Coloplast, a medical device company. It actually started because a nurse, had a sister who had an ostomy, and she was so sad about the system because she couldn't leave the house because it was smelling and there were no products. And that was at the time where plastic became more and normal. So, that company is actually founded on the basis of really trying to solve somebody's problem. And became hugely successful on that. We founded that company not to make a lot of money but to solve somebody's problem. And that's what we are focusing on and the profit, coming from that activity is a byproduct. Of course, you need to do it in the best way, the most efficient way, but what really drives us is that we want to solve somebody's problem. And that's what I mean, I think, purpose should reflect. Whose problem is it you want to solve.

MWP
Do you think that it's important for a company when they are designing the customer experience to portray throughout this customer experience that they are sustainable?

Christian Honoré
Important for who?

MWP
If we say in the stainable companies designing their own customer experience. Is it important that they portray that they're sustainable throughout the touchpoints?

Christian Honoré
Yeah, I do. Both from an educational point of view but also from a sales point of view. But of course. you have to do it the right way. I think in general what, I also work a lot with retail, and what I learned there is especially consumers, they do not still maybe not necessarily buy product because it's sustainable. You have to add other qualities into sustainability. But there's a lot of other qualities, for example, one of the things that took off is ecological food, and clothes is basically you know people experience that, hey, normally clothes that you put on your children are actually really really heavy with chemistry, which is not good for the children. Okay then, you know, get another quality to it than just being ecological.

AB
So that is linked back to the impact driven aspect of it?

Christian Honoré
Yeah, exactly.

MWP

Do you think that the sustainability is becoming a factor which is as important as price?

Christian Honoré

I don't think you can separate that, I don't think you can get a sustainability premium. I don't think you necessarily have to get a sustainability premium. Because, if you do things the right way, it's actually good business. If you, if you save energy you also save costs, if you save water you also save costs. If you have less health and safety accidents, you save costs. So, there's a lot of other you can say business drivers in sustainability than just get a price premium. There are of course, areas where you need to get a price premium, because you don't get the same out of the land for example, if we talk about agriculture. You can grow pig faster and much bigger by filling them with all kinds of drugs, which is not very sustainable and healthy. And, of course, if it takes longer time and they're not getting so big, you know, you need another price probably for your product. But, when you see that from, in the next phase, if you for example, run a canteen in a company. Find better meat more ecological, spending a little bit more than that. And for example, then replace 50 grams of the meat with 50 grams of vegetable. You can keep the price down on the whole meal. So, you will always when you talk about these price points and these, I think it is really difficult to get that clean price premium on a product, just because it's sustainable. But I think that, you know, if you look at it from a portfolio view or other views. You can of course get that, especially if you can add qualities to it.

MWP

Great. Well, I think we are pretty much at the end here. So, thank you for everything.

AB

Yeah thank you very very much.

Christian Honoré

No problem, I am happy that you are using your thesis to do something which is so meaningful. I wish you the best of luck.

MWP

Thank you. Thanks a lot. Bye.

Appendix E – Interview Guides

Wave 1 – Interview Guide

Background

Hello, thank you for joining this interview today and for taking the time to answer all our questions. We are two master students studying Brand and Communication Management at CBS and this interview is part of our data collection process for our master thesis analysis.

Purpose of the Study

Our master thesis concerns the concepts of Sustainability and Customer Experience, focusing on their symbiosis and the new concept of a Sustainable Customer Experience. We will be asking you questions about the topics both in general as well as in the context of KLS PurePrint, the case company at hand.

Duration

The duration of the interview is about 45-60 minutes. Please elaborate on your answers whenever possible. To stay within the scope of the interview, we will indicate when to move to the next topic. In case that the interview might exceed the timeframe, we might skip to certain questions.

Anonymity & Recording of the Interview

"The answers of this interview will be treated confidentially and used within the scope of the thesis only. In order to remember all the relevant information accessed during the interview accurately, this conversation will be recorded and transcribed.

We will start recording now. Do you have any questions before we start?

Part 1: General Sustainability

1. What is your understanding of sustainability in general?

    In the business context?"

2. Do you consider sustainability an important matter?

    Why?

3. In your daily life, do you make an effort to select sustainable businesses when possible?

    How? Why?

4. Do you check out the sustainable attributes of a product during your purchase journey?

    How? Why?

5. Do you evaluate the sustainability practices of a brand?

    How? Why?

6. Would you say sustainability affects your purchase behavior?

How? Why?"

7. What is your understanding of doing sustainable business?

8. What keywords/phrases do you associate with a sustainable company?

Part 2: KLS PurePrint Company Profile & Customer Experience

1. In your own words, what are KLS's vision and values?

2. In a short summary, how would you describe the current market dynamics KLS is competing in?

Market development and influences?

Market Threats & Opportunities?

How is it influenced by sustainability?"

3. How is KLS differentiating itself from the competition?

4. How is KLS communicating the company values, vision and diffenentiation factors?

5. What role do you play in KLS's overall strategy?

6. From a KLS customer's point of view, tell us what touchpoints they are facing in their customer journey?

How does this differ from a first time customer and a returning customer?

7. Please tell us about how KLS is approaching the Customer Experience?

Have you designed the customer experience with a specific framework in mind?

8. If you think about your customers and the feedback you have gathered, what touchpoint would you say matters most to achieve a favorable customer experience?

9. From your point of view, which touchpoints are the most important in regard to sustainability?

Why?

10. From your point of view, which activities/touchpoints would you like to adapt/improve?

Why?

11. Would you say trust is an important factor in the relationships your customers?

12. Would you wish for more knowledge around sustainability and cradle to cradle?

Potentially pushed from the state?

13. In your opinion, describe what KLS is still in need of to offer a completely sustainable customer experience?

<p style="text-align: center;">**Wave 2 – Interview Guide**</p>

Background

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We will start recording now. Do you have any questions before we start?

General information:

Name? (Only used by the researchers)

Nationality?

Current employer?

Time in current position?

Relation with KLS, sustainability and customer experience

1. How long have you been a customer with KLS?

2. How did you find out about KLS PurePrint?

3. Which service from KLS are you using?

4. Is there a specific reason for you to be working with KLS?

5. Is this reason/reasons related to the strategy of your company?

6. Before doing business with KLS, were you aware of the Cradle to Cradle concept?

    If yes, do remember why?

7. How was your KLS customer experience?

8. What are the steps/TPs you remember?

9. Do you recall feeling any emotions during your KLS Customer Journey?

    If yes, which ones, why and at what touchpoints?

10. Which touchpoints are the most important in regard to sustainability?

    Why?"

11. If you could change things in the current customer experience at KLS, what would it be?

    Why?

12. Did you get the impression that sustainability was a big factor of this customer experience?

13. What do you recall from your interaction with the sales contact at KLS?

14. How would you describe the interaction as a part of the whole customer experience?

    Did sustainability play a role? In what way?

15. Did the sales contact act in a way you would expect them to? Is there anything you would say could be improved?"

16. Where/how would you want to be updated about a company's/KLS's sustainability efforts?
 Why?

17. Are there any touchpoints you would never want to be confronted with information about sustainability efforts?

    Why?

18. Are you, in your position, doing business with any other sustainable companies?

    How do the experiences differ?

19. Is the Cradle to Cradle concept something you support?

    Both from a business and a personal standpoint.

20. Do you think there is a difference between Cradle to Cradle and Svanemærket?

21. Does it affect your purchase behavior when you see a Cradle to Cradle certification on a product?

22. Are you willing to pay more for a product with a Cradle-2-Cradle certification?

Background

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We will start recording now. Do you have any questions before we start?

General Questions

Name?

Nationality?

Current employer and position?

Time in current position?

How does 3B Impact address sustainability?

Sustainability & SDGs in general

1. Do you think that sustainability is becoming more important to the consumers?

     What can you tell us about how sustainability influences the demand in the market?

          Is there a change? If yes what is the bigger influence --> the SDGs, consumer knowledge/consumer demand?

2. Do you believe that the SDG's has made more businesses aware of the importance of being sustainable?

> Do you think that the SDG's has made people in general more aware of the importance of sustainability?

3. Generally, what can you tell us about how consumers see labels such as C2C and the SDGs? Does it influence them?

4. Do you believe that companies can still operate with a profit while pursuing the SDG's/a sustainability focus?

5. If you had to give your assessment of the development of sustainability in the market context, what

6. would your outlook for the future be?

7. Given the slow adoption of the SDG's and how little the climate crisis has actually changed so far, do you think that in the near future there will be enforced punishments as incentives?

Sustainability & SDG (Company POV)

8. How should companies communicate that they are doing sustainable business? Do you have any best practice (or worst practice) examples?

9. What is the biggest no-go / biggest mistakes you have seen companies make in how they do sustainable business/communication?

10. On the relationship between the purpose of the company, do you think that the SDG's can replace that or should they rather be used to supplement the purpose?

11. Is it important for a sustainable company to portray that they are sustainable, when they are designing their customer experience?

12. Do you think that being sustainable is becoming a factor as important as price?

Ny finansieringsmodel for Cirkulære Forretningsinitiativer i SMV'er

Baggrund

Klimamål, grøn omstilling, bæredygtighed, cirkulære produkter, Cradle to Cradle; der tales utroligt meget om behovet for mere bæredygtigt forbrug og produktion samt øget genanvendelse. Imidlertid er de konkrete tiltag vanskeligere at få øje på. Det skyldes at sammenhængen mellem indsatserne og effekten er vanskelig at fastslå, og at mange initiativer skaber langsigtede effekter på tværs af virksomheder og samfundet, og derfor vanskeligt kan retfærdiggøres i en traditionel ROI beregning for det enkelte projekt og virksomhed. Indregning af effekterne på det omgivende samfund og miljøet kan vise den totale effekt af nye initiativer og dermed optimere allokering af investeringerne.

Observation

Der findes i dag mange "grønne" ideer og forslag som aldrig gennemføres, fordi der ikke findes en måde at godtgøre den samlede nyttevirkning og derfor berettige de nødvendige investeringer. Der er mange midler, både offentlige og private, der har til formål at finansiere lønsomme grønne investeringer. Specielt SMV'er har imidlertid vanskeligt ved at skaffe finansiering både fordi ansøgningsprocessen er tung, og de har vanskeligt ved at godtgøre tilstrækkelig sikkerhed og ROI.

'Så længe lønsomhed alene bedømmes ud fra det cash flow der tilfalder den initiativtagende virksomhed, mangler man at tage hensyn til den impact initiativet har på omgivelserne dvs andre virksomheder, miljøregnskabet og samfundet. Grønne investeringer skal være lønsomme, eller økonomisk bæredygtige, men effekten på det omgivende samfund bør medregnes, når offentlige penge eller fondsmidler medinvesteres.'

Grønne investeringer er ofte omfattet af et langt tidsforløb, før effekterne slår igennem, til gengæld er effekterne essentielle for vores fremtid. Dette kræver ændrede krav til bedømmelseskriterierne. En eget risikovillighed, bare i nærheden af den der udvises tech start-ups, alternativt lavere renter, kan betyde at mange flere projekter igangsættes, selvom kun en delmængde ender med at bidrage i stor skala.

Et supplerende initiativ

For at nå længere ad den vej kræver det en ny økonomisk model for opgørelse af den totale impact fra grønne initiativer, som inkluderer effekten på det omgivende samfund og indregner de grønne effekter, både på klima og miljø, med en økonomisk målestok, som forsøgt gennem CO_2 kvotesystemet.

En egentlig beskatning af CO_2 udledning og negative miljøpåvirkning har lange udsigter, men det er en start at vurdere afkastet af grønne initiativer baseret på den totale effekt for virksomheden og det omgivende samfund. Det betyder i de fleste tilfælde, at finansieringskriterierne skal inkludere samfundseffekten og ikke kun tilbagebetaling med renter.

En udbredelse af denne tankegang kan skabe flere midler til de initiativer med størst total impact for pengene. Det kan endvidere åbne op for flere initiativer fra mindre og innovative virksomheder. Det er ofte fastslået at SMV'er er lettere at omstille og gode til at skabe arbejdspladser. Målsætningen må være at sikre flere grønne tiltag gennemføres med størst mulig effekt. Det kunne kaldes Grøn Impact investeringer.

Udbredelse

Next step er derfor at skabe kontakt til de eksisterende finansieringsmuligheder og skabe interesse og accept hos etablerede organisationer, finansieringskilder og politiske organer. Dernæst må metoden afprøves i praksis på en række projekter.

Februar 2020, notat udfærdiget af:
Bestyrelsesmedlem i Bording Group og KLS Pureprint m.fl. Hans Therp, VL2

Appendix G – KLS PurePrint Diploma LinkedIn Post