



Contents lists available at ScienceDirect

## Journal of Business Research

journal homepage: [www.elsevier.com/locate/jbusres](http://www.elsevier.com/locate/jbusres)

# Customer experience management in B2B markets: CXM value propositions and archetypical CXM strategies<sup>☆</sup>

Jochen Wirtz<sup>a,1</sup> , Christian Kowalkowski<sup>b,1</sup> , Elina Jaakkola<sup>c,1</sup>, Maria Holmlund<sup>d,1</sup>, Wolfgang Ulaga<sup>e,1</sup>, Tanvir Ahmed<sup>b</sup>

<sup>a</sup> Department of Marketing, National University of Singapore, Singapore

<sup>b</sup> CBMI—Centre for Business Model Innovation, Department of Management and Engineering, Linköping University, Linköping, Sweden

<sup>c</sup> Turku School of Economics, University of Turku, Turku, Finland

<sup>d</sup> Department of Marketing, CERS—Centre for Relationship Marketing and Service Management, Hanken School of Economics, Helsinki, Finland

<sup>e</sup> INSEAD Middle East Campus, Abu Dhabi, The United Arab Emirates

## ARTICLE INFO

## Keywords:

B2B  
Customer experience  
CX  
Customer experience management  
CXM  
Strategy

## ABSTRACT

The business-to-business (B2B) customer experience (CX) literature tends to promote a one-size-fits-all approach, advocating the undifferentiated goal of exceptional CX with the view that ‘more is better’ in CX management (CXM). In contrast, we identify three universal customer goal categories and their associated CXM value propositions that underpin both collective and individual experiences. These categories are: (1) *Relieving CX* to promote organizational efficiency and individual convenience; (2) *Enabling CX* to facilitate organizational differentiation and individual empowerment; and (3) *Enriching CX* to foster organizational association and individual relationships. We also contend that firms may adopt different strategic approaches to CXM depending on their customers’ goals and related value propositions. Specifically, we introduce four archetypical CXM strategies that differ in impact and scope: *CXM Champion*, *Cherry Picker*, *Minimalist*, and *Fashionista*. Finally, we propose a research agenda on CXM strategy drivers and contextual factors. For practitioners, we offer a four-step CXM strategy guide.

## 1. Introduction

Competing on customer experience (CX) in business-to-business (B2B) markets is widely recognized as a topic of utmost interest in both the academic and practitioner literature (Hague & Hague, 2023; McColl-Kennedy et al., 2019; Sharma & Dass, 2021; Witell et al., 2020). According to recent research, managers in B2B companies increasingly consider CX management (CXM) as pivotal for securing customer satisfaction and loyalty (Homburg & Tischer, 2023) as well as a source of competitive advantage (Homburg et al., 2017; Wetzels et al., 2023). The chief digital officer (CDO) at truck manufacturer Scania emphasized this, stating, “Customer experience is *the* capability to drive profits and growth” (Witell et al., 2020). Recent managerial publications reflect this interest and have shown a lively debate, primarily focusing on individual stakeholders within client organizations and their customer journeys, the role of technology as an enabler for seamless integration

and effortless CX, and the structure and operation of the CXM function (e.g., Forrester Research, 2024; Maechler et al., 2017). These highlight the growing interest and potential for developing the B2B CX research field. Understanding more deeply how companies can leverage CXM to achieve a sustainable competitive advantage (SCA) would benefit both managers and academics.

To achieve this, a better grasp of the alternative strategic approaches to creating value through CX is necessary. Current research and managerial literature, whether explicitly or implicitly, often address differences in CXM approaches only in terms of maturity (e.g., Wetzels et al., 2023), assuming that all firms should aim for the highest level of CX, promoting the idea that ‘more is better.’ In contrast, this article seeks to advance the understanding of different CXM value propositions and the related strategic postures firms can take. Specifically, our study provides a more strategic understanding of CXM in B2B by aligning CXM value propositions with alternative strategic positions.

<sup>☆</sup> This article is part of a special issue entitled: ‘Service Research in B2B’ published in Journal of Business Research.

E-mail addresses: [jochen@nus.edu.sg](mailto:jochen@nus.edu.sg) (J. Wirtz), [christian.kowalkowski@liu.se](mailto:christian.kowalkowski@liu.se) (C. Kowalkowski), [elina.jaakkola@utu.fi](mailto:elina.jaakkola@utu.fi) (E. Jaakkola), [maria.holmlund@hanken.fi](mailto:maria.holmlund@hanken.fi) (M. Holmlund), [wolfgang.ulaga@insead.edu](mailto:wolfgang.ulaga@insead.edu) (W. Ulaga).

<sup>1</sup> All authors contributed equally to this article.

<https://doi.org/10.1016/j.jbusres.2024.115165>

Received 31 January 2024; Received in revised form 15 December 2024; Accepted 21 December 2024

Available online 6 January 2025

0148-2963/© 2024 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

Against this backdrop, our article makes the following contributions. First, we provide strategic direction by delineating how companies can craft value propositions for their CXM at both the organizational and individual level. Specifically, we propose three universal CX customer goals and related value propositions: (1) *Relieving CX* to promote efficiency for the organization and convenience for individuals; (2) *Enabling CX* to facilitate differentiation for the organization and empowerment for individuals; and (3) *Enriching CX* to foster association for the organization and relationships for individuals. This contribution advances existing B2B CX research by analyzing CX in terms of supplier value propositions, which has not previously been done. Instead, previous research has mostly concentrated on B2B purchase journeys, with little attention paid to the organizational and individual outcomes of CXM. Our study connects established research on value with the emerging concept of B2B CX and related goals at the individual and collective levels (cf., Becker et al., 2023). It thereby helps to bring CXM to a more central position in B2B marketing.

Second, we outline alternative strategic postures companies may adopt in relation to CXM. Specifically, we introduce four archetypical organization-level CXM strategies that B2B firms can implement, distinguished by their degrees of CXM impact and scope. They are: *CXM Champion*, *Cherry Picker*, *Minimalist*, and *Fashionista*. Rather than presuming a ‘more is better’ approach, our study recognizes that B2B firms may require distinct strategic postures for their market segments, underscoring the need for a more nuanced understanding of CXM as a corporate strategy.

Third, this study establishes the groundwork for understanding the variety of CX-related value propositions and strategic postures, thereby offering a rich agenda for further research. Specifically, we propose a range of company-related and contextual factors that may impact a firm’s choice of CXM-related value propositions and strategic posture. For practitioners, this study offers a four-step CXM strategy guide. Table A1 in the Appendix summarizes our contributions and contrasts them with the extant B2B CX(M) literature.

## 2. Conceptual background

Existing knowledge of CX(M) in B2B settings remains underdeveloped (Witell et al., 2020). Specifically, our understanding of the key premises of B2B CX is still fragmented. Emerging literature has thus far focused on the unique characteristics of B2B compared to business-to-consumer (B2C) CX, agreeing that organizational experiences cannot be managed like consumer CX (e.g., Witell et al., 2020; Zolkiewski et al., 2017). At the same time, many CX studies apply B2C measures to organizational settings (e.g., Lemke et al., 2011; Kuppelwieser & Klaus, 2021; Wetzels et al., 2023) without problematizing potential differences.

Additionally, the academic CX literature uses inconsistent definitions and scopes (Becker & Jaakkola, 2020; De Keyser et al., 2020), which is further complicated by varying practitioner interpretations (Panina, 2022). This inconsistency has led to academics and managers effectively speaking ‘different languages.’ Therefore, a more *integrative view* is needed to advance CX(M) research in the B2B setting. This section reviews and synthesizes existing CX(M) research to provide consolidated definitions as a foundation for developing universal CXM value propositions. First, we review the general marketing and service literature to delineate the concepts of CX and CXM. We then examine special features of B2B CX that inform the development of CXM-based value propositions in the subsequent section.

### 2.1. The concepts of CX and CXM

Marketing scholars increasingly view CX as a fundamental basis for marketing management (Becker & Jaakkola, 2020; Homburg et al., 2017; Lemon & Verhoef, 2016). CX is a subjective and context-specific construct characterized as *non-deliberate, spontaneous responses* to

specific stimuli encountered at different touchpoints along the customer journey (Becker & Jaakkola, 2020). It comprises various cognitive, emotional, behavioral, sensorial, and social elements (De Keyser et al., 2015; Lemon & Verhoef, 2016). Importantly, this view separates CX from the stimuli and implies that evaluative metrics—whether forward-looking like net promoter score (NPS) or backward-looking like customer satisfaction (Zeithaml et al., 2006)—should be distinguished from the experience. Accordingly, companies cannot create the CX, but they can “design and manage a range of stimuli that affect such experiences” (Becker & Jaakkola, 2020, p. 642).

Hence, while companies cannot dictate customer reactions, they can strive to influence the stimuli that elicit desired responses through CXM. CXM generally refers to a set of activities firms employ to stimulate and renew CXs that meet or exceed customer expectations and preferences (Lemon & Verhoef, 2016). It entails customer-centric efforts to gain insights into customer behavior and value creation (Homburg & Tischer, 2023; McColl-Kennedy et al., 2019) and using these insights to develop aspects of the customer journey (i.e., experience stimuli) that facilitate positive experiences (Athaide et al., 2024; Kuehnl et al., 2019; Zolkiewski et al., 2017).

These experience stimuli can be analyzed at different levels of aggregation: *cues, touchpoints, and customer journeys* (Kranzbühler et al., 2018). First, *cues* are anything the customer can perceive or sense, serving as the most basic unit of stimulus that can impact the customer experience (Becker & Jaakkola, 2020). For the purpose of CXM, cues can be designed to prompt positive responses from customers (Berry et al., 2002; McColl-Kennedy et al., 2019). For example, references and peer recommendations, client success stories, industry awards and certifications, publications in industry journals, interactive webinars, and tailored training programs can serve as important cues signaling quality and industry leadership.

Second, *touchpoints* reflect the various direct and indirect interactions between a company and its customers. CXM necessitates designing touchpoints and measuring and monitoring customer feedback and behavior at the various touchpoints (McColl-Kennedy et al., 2019; Homburg & Tischer, 2023). Touchpoints are versatile in nature, ranging from customer interactions with frontline employees to customer-facing technology (such as websites, apps, and self-service machines) and physical servicescapes (like branches and workshops) (De Keyser et al., 2020). They also vary in terms of who exerts control over them.

Third, the *customer journey* encompasses all touchpoints throughout its stages, with individual experiences converging into the overall journey (Zolkiewski et al., 2017). Designing and managing customer journeys is a key part of CXM, involving activities to structure the composition and order of touchpoints in the customer journey. This aims to enable well-connected and cohesive journeys (Homburg & Tischer, 2023; Kuehnl et al., 2019). It typically unfolds in four key phases: pre-bid engagement, negotiation, implementation, and operations—with the last being the most extensive and crucial for CXM (Witell et al., 2020). Notably, in the context of organizational customers, involving various buying and usage center members, the customer journey encompasses multiple individual paths. These paths may partly overlap and are driven by shared organizational goals as well as individual goals (Purmonen et al., 2023; Zolkiewski et al., 2017). Finally, in B2B settings, a customer relationship encompasses all business exchanges between a customer and supplier, thereby involving *multiple customer journeys* (Purmonen et al., 2023) that may occur simultaneously as the customer organization acquires a range of offerings from the same supplier (Witell et al., 2020).

Table A2 in the Appendix summarizes the key constructs discussed in this section, providing the background for developing our integrative definitions of B2B CX and CXM in the following section. Next, we will elaborate on the special features of B2B settings to provide definitions for CX and CXM adjusted to this context.

## 2.2. What is so special about CX and CXM in the context of B2B?

There are several reasons why B2C-focused findings cannot easily be transferred to the B2B context. The complexity of B2B offerings and interactions necessitates a tailored approach as they often involve a broader scope, diverse business needs, and interdependencies that require interfirm adaptation (Holmlund, 2004).

First, B2B customer journeys are more *multifaceted, long-term, and relationally embedded*, involving a variety of channels and diverse digital and personal touchpoints (Homburg & Tischer, 2023; Purmonen et al., 2023; Witell et al., 2020). The scope of the offering is more extensive, and due to heterogeneous business needs and interdependencies between the parties, interfirm adaptation (unilateral or mutual) is often needed (Hallén et al., 1991). Many buyer–supplier relationships are contractually governed, meaning more touchpoints and journeys must comply with contractual terms (Homburg & Tischer, 2023). Special emphasis should be placed on the usage or operations stage, which encompasses all activities and touchpoints occurring throughout the contractual period of a service offering or, in the case of procurement of goods, throughout the product lifecycle—often spanning years or even decades (Brady et al., 2005). While the CX(M) literature tends to focus on the purchase stage and the buying center (e.g., Homburg & Tischer, 2023), it is the usage stage that has proven to be critical for CXM effectiveness and customer success. As Purmonen et al. (2023) point out, usage center members play a pivotal role in determining the overall CX.

Second, the *multi-person* nature of CX in B2B settings includes diverse individuals from both the supplier and customer sides, engaging at various stages of the customer journey (Zolkiewski et al., 2017). Customers are often represented by buying and usage centers, involving individuals from multiple departments and levels with varied functions and skills as standard practice (Purmonen et al., 2023; Witell et al., 2020). For example, a customer might sign a maintenance framework agreement concurrently with purchasing a software integration package and conducting various training activities. Each of these customer journeys may involve different decision-makers and users, as well as distinct cues and touchpoints that the actors interact with.

Third, CX in B2B operates on *multiple levels*, requiring a distinction between individual and collective experiences and their respective goals (Becker et al., 2023). While different members of an organization may hold varied perceptions (Biedenbach & Marell, 2010), they pursue shared goals that drive their collective actions. It is often assumed that B2B customers prioritize rationality and economic outcomes over hedonic satisfaction (Homburg & Tischer, 2023). However, collective and individual goals are interdependent, with each contributing to the other's achievement (Kleinaltenkamp et al., 2022). Within any organization, siloed experiences can arise—not only between individual actors from different departments but also between the individual and collective levels—highlighting the need for CXM to address both dimensions (Kleinaltenkamp et al., 2022; Witell et al., 2020).

To summarize the meaning and nature of CX and CXM in the B2B context, we propose the following integrative definitions:

- *B2B CX is the cumulative cognitive, emotional, behavioral, sensorial, and social responses of individuals within a client organization, stemming from their direct and indirect interactions with a supplier through various cues, touchpoints, and journeys, and manifesting at both individual and collective levels over time.*
- *B2B CXM is the process of designing, analyzing, and orchestrating customer journeys, including their associated cues and touchpoints, to foster experiences that support the achievement of customer goals at both individual and collective levels over time.*

## 3. B2B CXM value propositions

Despite CXM being considered a critical means to create superior value for customers (Homburg & Tischer, 2023), the connection

between CX and B2B-specific *customer value* remains largely unexplored. Except for Homburg and Tischer (2023), research tends to focus more on individual outcomes of CXM than on organizational outcomes. While many CX(M) studies acknowledge that focusing solely on individuals is insufficient in B2B (e.g., Witell et al., 2020; Becker et al., 2023), few expand on the distinction between individual and collective levels. This underscores the need to recognize both individual and collective CX and examine their relation to suppliers' CXM value propositions. Accordingly, in this section, we first outline what individual and collective experiences mean in B2B. We then discuss the customers' collective (organizational) and individual (personal) CX goals and how they translate into three types of universal value propositions of a firm's CXM efforts.

### 3.1. Individual vs organizational CX

Customer journeys and experiences in the B2B context occur at both the individual and collective level. Consequently, B2B CX relates to individuals within an organization, the groups they belong to, and the overall organization. However, experiences fundamentally rely on individuals' perceptions, thoughts, emotions, and specific actions (cf., Smith, 2003). Researchers adopting a phenomenological lens argue that collective entities lack a collective consciousness, rendering them incapable of having experiences (Becker et al., 2023; Burns, 2016). Therefore, collective experiences manifest within individual consciousness, akin to any phenomenological experience (e.g., Chelstrom, 2012; Mathiesen, 2005), and only individual employees can have collective experiences (Becker et al., 2023).

Becker et al. (2023) argue that collective experiences are formed when individual employees project their experiences onto their team and the organization as a whole. In other words, an employee experiences something alongside others in the organization, and this shared experience is best described using the first-person plural form (i.e., 'we experienced') rather than the first-person singular (i.e., 'I experienced') (see also Burns, 2016; Chelstrom, 2012; Mathiesen, 2005). Consequently, individual employees perceive a CX as being shared by their department and the entire organization. Depending on how extensively this shared experience is felt among employees, CX can be categorized as either collective (when employees have similar and aligned experiences) or individual (when experiences differ significantly and lack alignment) (Becker et al., 2023). Therefore, it is reasonable to suggest that a collective organizational CX emerges when a client's employees share highly similar experiences.

### 3.2. CXM value propositions related to individual and organizational goals

For CXM to facilitate value creation for customers (Homburg & Tischer, 2023) and ultimately support the supplier's competitive advantage in B2B markets (Ulaga, 2018), CX should be aligned with and reinforce the supplier's value proposition. A value proposition conveys what superior value the customer can expect when engaging with a supplier (Payne et al., 2017).

It is therefore crucial for B2B companies to take stock: What do customers truly want in terms of CX? We contend that understanding the nature of customer goals is essential for managers to comprehend customer expectations and value perceptions related to CX. To achieve this, we develop a categorization of potential CX-related value propositions, drawing insights from service literature and B2B research on key types of value that suppliers can offer. We then apply these insights to illustrate how these value goals manifest both collectively and individually as customers engage in goal-oriented buying and usage behaviors (cf., Purmonen et al., 2023).

#### 3.2.1. Categories of generic CXM value propositions

Generic strategic goals relate to gaining differentiation or

productivity enhancements, aligning with the widely accepted strategy postures of differentiation and cost-leadership (Porter, 1980). Relatedly, the service literature highlights that providers can craft competitively compelling value propositions by either *relieving* customers of certain tasks or *enabling* them to achieve novel outcomes (Grönroos, 2011; Lusch et al., 2010; Michel & Brown, 2005; Michel et al., 2008; Normann, 2001; Normann & Ramirez, 1994). For instance, a provider might streamline the customer journey by leveraging economies of scale to conduct tasks more efficiently. This could involve automating customer service touchpoints through self-service products or AI-powered customer support, thereby relieving customers of time-consuming interactions (Kowalkowski et al., 2024; Wirtz & Kowalkowski, 2023). Conversely, providers can enable customers by generating new knowledge within the client firm to conduct innovative tasks. For example, a software provider may empower client employees with the skills and knowledge to use the software in new and more creative ways by offering personalized training sessions at various touchpoints along the customer journey.

Furthermore, while the B2B literature has traditionally focused on the rational aspects of decision-making (Iyer et al., 2015), it increasingly recognizes the importance of relationships, association, and the ‘warm glow’ they provide (Campbell et al., 2010). Emotional and relational elements play a significant role in buyer decisions and evaluations (Leek & Christodoulides, 2012). These elements represent a third type of value proposition, which we label as *enriching experiences*. For instance, a supplier might host exclusive events and workshops for selected clients, fostering a sense of community and belonging. These events not only provide valuable industry insights but also strengthen the emotional bonds between the parties at both the organizational and individual level (Mitchell et al., 2016).

In sum, experiences are closely tied to the alignment and attainment of both individual and collective goals. A supplier’s CXM value propositions can be categorized into relieving, enabling, and enriching CX.

### 3.2.2. CXM value propositions and B2B customer goals

In this section, we translate the three universal value propositions—relieving, enabling, and enriching—to both corporate and individual levels. Just as an organization itself cannot have experiences, collective entities such as teams and firms also do not possess inherent desires that underpin their goals. Instead, it is the individual employees who share an interest in the collective and typically develop an understanding of what is desirable for the team and the firm. These organizational desires manifest as collective goals, goal hierarchies, and endpoint representations that the organization should pursue (Huber & Kleinaltenkamp, 2020; Kleinaltenkamp et al., 2022; Macdonald et al., 2016; Tuli et al., 2007).

Suppliers typically can address customers’ *collective corporate goals* in

one or more of the following three categories: *efficiency* (e.g., reducing operational or administrative costs), *differentiation* (e.g., strengthening the client’s growth- and revenue-generating capacity), and *association* (boosting brand perception, reputation, and cultural fit) (Grönroos, 2011; Minerbo et al., 2021; Payne et al., 2017). While the first two types of value-creating effects can be measured in monetary terms (Grönroos, 2011), the third category can only be assessed through perceptions and cognitive effects.

Additionally, beyond collective corporate goals, we apply the same goal categories to the individual level, where CX reflects the *individual goals of employees*. These goals can be grouped into three categories: *convenience* (e.g., job ease and seamless interactions), *empowerment* (e.g., skill enhancement and learning), and *relationship* benefits (e.g., enjoyable interactions, quality relationships, and high levels of trust) (Purmonen et al., 2023).

Thus, drawing from service and B2B marketing research, we posit that CX focuses on three universal objectives at both the organizational and individual level, as shown in Table 1. These objectives can guide the value propositions offered by CXM, which are (1) *relieving CX* to promote *efficiency* for the organization and *convenience* for individuals; (2) *enabling CX* to facilitate *differentiation* for the organization and *empowerment* for individuals; and (3) *enriching CX* to foster *association* for the organization and *relationship* benefits for individuals.

These CX categories are not mutually exclusive; consider the following illustrative scenarios: First, a software provider might offer seamless operations, leading the customer firm to adopt a new IT solution that allows employees to experience *convenient*, hassle-free processes while achieving organizational *efficiency* goals. Second, a consultancy firm could help a client *differentiate* its offerings by providing employees with access to top experts, best practices, and opportunities for gaining knowledge and skills. This can help *empower* employees and make them feel more skilled and motivated. Finally, a supplier might craft different CXM value propositions for various stakeholders within its client organization. For example, CXM for top management, business development, and sales might emphasize *differentiation*, whereas the focus for users could be on *convenience*. It is also important to recognize that individual employees’ goals may not always align with corporate objectives. For instance, a management consultant might assist a client with an AI-driven initiative to cut costs and improve efficiency, even if most of the workforce had hoped it would prioritize empowerment.

## 4. B2B CXM archetypes

CXM is a business strategy aimed at value creation for both the customer and its supplier (Grewal et al., 2009). However, despite a burgeoning body of literature, existing B2B CX research lacks

**Table 1**  
CXM Value Propositions for the Collective and Individuals in Client Organizations.

Customer Goals	CXM Value Propositions		
	Relieving CX	Enabling CX	Enriching CX
<b>Collective, Organizational Goals</b>	<p><b>Efficiency</b></p> <p>To reduce cost, improve productivity, and enhance process alignment and seamlessness for efficient simplicity (internal focus)</p> <p><i>E.g., to cut payroll, reduce inventory, and automate order processing and support processes</i></p>	<p><b>Differentiation</b></p> <p>To strengthen the client’s competitive advantage (external focus)</p> <p><i>E.g., to build unique and industry-leading capabilities that enable the client to achieve higher margins through customer-specific solutions</i></p>	<p><b>Association</b></p> <p>To support the client’s brand positioning and ensure a good cultural fit, enhancing brand reputation</p> <p><i>E.g., to partner with a vendor known for sustainability and boost the client’s brand and reputation</i></p>
<b>Individual, Personal Goals</b>	<p><b>Convenience</b></p> <p>To increase job ease and convenience, reduce friction and effort; reduce, perceived risk, provide peace of mind and a sense of control; be regarded as easy to do business with</p> <p><i>E.g., to make the supply chain team’s tasks effortless and provide them with visibility and control</i></p>	<p><b>Empowerment</b></p> <p>To enhance individual’s capabilities, learning, and skills; foster professional growth</p> <p><i>E.g., to teach client employees best practices from a leading consulting firm, inspiring them to become more skilled and motivated</i></p>	<p><b>Relationships</b></p> <p>To enhance positive emotions and satisfaction derived from mutual, rewarding personal bonds and trust between the client’s and supplier’s employees</p> <p><i>E.g., to build trust and personal relationships, make client employees feel committed to the supplier, and facilitate enjoyable social interactions</i></p>

comprehensive discussion on how companies can harness CXM to achieve a sustainable competitive advantage (SCA) and provides limited guidance on strategic approaches to CXM (for notable exceptions, see [Homburg et al., 2017](#); [Keiningham et al., 2020](#)). Current research often fails to capture the *diversity of CXM approaches* or consider alternative strategic routes for managers. Instead, much of the literature promotes ‘delivering excellent CX’ as a universal, ‘one-size-fits-all’ approach, irrespective of a firm’s unique strategy and context. Exceptions that address versatile CXM strategies typically categorize these approaches based on maturity, advocating for heavy investment in CXM ([Wetzels et al., 2023](#)). However, this perspective may not always adequately reflect firms’ competitive environments and managerial practices. Therefore, exploring when and how different strategies might be effective in B2B settings could provide deeper insights for CXM strategy design and implementation.

The customer value propositions outlined in [Table 1](#) can set the stage for vendors to design and deploy a CXM strategy that delivers the customer promise and achieves customer goals. In this context, new questions arise: What CXM strategies can suppliers adapt, and how should they choose among different strategic postures?

To address these questions, we contend that B2B vendors may adopt very different strategic approaches to CXM depending on their customers’ goals, the value proposition they aim to provide, and the industry and market context in which they operate. Hence, CXM strategy is not primarily about maturity ([Wetzels et al., 2023](#)) but about choice. That is, in designing CXM and, ultimately, providing strategic directions for CXM to achieve a SCA, it is essential for key stakeholders to agree on the desired type and level of CXM.

B2B decision-makers often navigate complex situations with incomplete information, aiming for ‘good enough’ solutions that address multiple organizational challenges concurrently ([Steward et al., 2019](#)). The goal is to reach a consensus on an ‘appropriate’ CX that is reassuring to those in charge and aligns with everyone’s expectations rather than pursuing an elusive ‘best’ experience ([Meyer & Schwager, 2007](#); [Witell et al., 2020](#)). While CXM bolsters customer loyalty, it also increases coordination costs ([Homburg & Tischer, 2023](#)). Therefore, companies must find the right balance and align with customers and stakeholders who influence the CX through various touchpoints.

Hence, we argue that the ‘best’ CXM strategy will depend on how a firm is positioned on two fundamentally different yet complementary dimensions: CXM impact and CXM scope. These dimensions are well-established aspects of strategic management (e.g., [Dobni & Luffman, 2003](#)), and we apply this perspective to the realm of CXM. Doing so allows us to explore CXM strategy in a more nuanced and comprehensive way.

#### 4.1. CXM strategy dimension: CXM impact

The first dimension, CXM impact, refers to the propensity of a firm’s CXM investments to lead to a SCA. In other words, we contend that managers’ perceptions of whether CXM efforts will translate into a SCA represent the first lever guiding their CXM strategy choices.

By leveraging unique internal resources and competencies to achieve exceptional CX, firms can deepen customer intimacy and create offerings that better meet customer needs than their competitors. A CX-centric approach also enables better asset utilization and cost efficiencies (cf., [Ulaga & Reinartz, 2011](#); [Wirtz & Zeithaml, 2018](#)). Additionally, the interplay between goods, services, and CXM can increase complexity and differentiation, serving as a barrier to imitation ([Reed & DeFillippi, 1990](#); [Witell et al., 2020](#)). Furthermore, a strategic emphasis on CXM bears the potential to improve CX. By delivering value through CXM, firms not only build closer ties with their customers but also gain insights that help refine their offerings. Collectively, these efforts lead to greater customer satisfaction and loyalty, revenue, and profitability ([Hawes, 1994](#); [Oliva et al., 2012](#)), which are crucial for achieving SCA and superior firm performance.

Despite these apparent benefits of differentiating through superior CX, there are potential downsides. It has been shown elsewhere that manufacturing firms’ heavy investment in service-led growth can lead to underinvestment in product-centric R&D ([Benedettini & Kowalkowski, 2022](#)). Likewise, excessive investment in CXM at the expense of core goods and services may result in a loss of strategic focus and organizational conflict that could harm firm performance (cf., [Fang et al., 2008](#)). Organizational conflict arises from distinct resource and competency requirements, as well as conflicting interests among stakeholders responsible for developing goods, services, and CXM within the firm (cf., [Wirtz & Zeithaml, 2018](#)). These activities require fundamentally different structures, processes, and people to help firms build SCA. Yet, here too, best-in-class firms competing on superior CX may differentiate themselves from their peers by mitigating such conflicts more effectively through strategic alignment.

Strategic CXM is influenced by industry structure, competitive forces, and firm-specific choices ([Athaide et al., 2024](#); [Verhoef et al., 2009](#)). In markets with low rivalry, high technological differentiation, high switching barriers, small deal sizes, or automated transactions, managers may anticipate a limited CXM impact on a firm’s SCA. Similarly, a firm’s position within supply chains and ecosystems also shapes its CXM strategy. For instance, an upstream ingredient supplier and a system integrator in a central ecosystem role are likely to perceive the strategic potential of CXM very differently. In addition to market factors, the composition of the top management team, as well as C-Suite members’ individual backgrounds, may also influence a firm’s approach to competing on CX, based on the expected impact on SCA.

Against this background, we define *CXM impact* as the extent to which CXM is perceived by key stakeholders to serve as a firm’s strategic source of SCA. Management may perceive CXM impact as high, meaning investments in CXM resources and competencies are seen as strongly correlated with achieving SCA. Conversely, CXM impact may be perceived as low, suggesting that these investments are not believed to significantly affect the firm’s SCA.

#### 4.2. CXM strategy dimension: CXM scope

The second dimension, CXM scope, refers to the breadth and depth of a firm’s engagement with CXM activities. Extant research emphasizes the need for a holistic approach to enable CXM initiatives to succeed ([Verhoef et al., 2009](#)). At the same time, CX scholars recognize that firms can benefit from deploying CXM activities in a very selective manner ([Athaide et al., 2024](#); [Homburg et al., 2017](#); [Schmitt, 2010](#)). This mirrors findings in other management fields. For example, [Fitzgerald et al. \(2014\)](#) found that firms adopt vastly different approaches to investing in digital technologies. While some firms embrace digital technologies across the board, others take a more selective approach, focusing on those technologies where they expect the highest impact. Interestingly, the authors observed dramatically different performance outcomes of different approaches to deploying digital technologies within organizations ([Fitzgerald et al., 2014](#)).

In the context of our CXM research, we contend that managers may concentrate their efforts on selected cues, touchpoints, or customer journeys. They may narrow their attention further to specific organizational units, such as sales or customer support. Similarly, executives may prioritize limited data (e.g., customer complaints) and a small group of customer stakeholders (e.g., purchasing professionals). They may also rely on selective metrics (e.g., NPS) and technologies (e.g., marketing automation). In short, CXM activities are performed very selectively in all these instances. To succeed, managers must understand what truly matters to their customers and take targeted actions accordingly ([McColl-Kennedy et al., 2019](#)).

Alternatively, firms may adopt a holistic approach that spans relevant cues, touchpoints, and customer journeys to optimize the end-to-end experience ([Verhoef et al., 2009](#)). To this end, they may monitor and manage CX through sophisticated customer engagement metrics

and dashboards that cover important cues, touchpoints, and journeys of diverse customer stakeholders. They may rely on rich CX data—quantitative and qualitative, structured and unstructured, as well as solicited and unsolicited. Such holistic approaches may also extend to internal customers, such as new employees and external partners (e.g., distributors). Finally, management may choose to anchor CXM at the highest organizational levels to ensure cross-functional alignment around customer success management.

Against this background, we define *CXM scope* as the breadth and depth of a firm’s activities in covering relevant cues, touchpoints, customer journeys, and the overall CX. CXM scope can range from narrow to broad.

4.3. CXM strategy archetypes

The combination of our two dimensions—*CXM impact* and *CXM scope*—yields a typology of four distinct CXM archetypes, which represent strategic postures firms may adopt to manage CX in various contexts (see Fig. 1). Typologies are extensively used in B2B marketing and service research to provide granular insights into complex phenomena, contributing to theory building and guiding management practice (e.g., Helkkula et al., 2018; Lovelock, 1983; Mathieu, 2001). Given the lack of CXM typologies in existing literature, we propose distinguishing four archetypes: the CXM Champion, Cherry Picker, Minimalist, and Fashionista.

The foundational concepts—customers’ individual and organizational goals, along with related CXM value propositions—combined with the core CX elements of cues, touchpoints, and customer journeys, act as the core building blocks defining each of the four archetypes. We will next discuss the four strategic postures that combine these elements in various ways.

4.3.1. CXM Champion

The first CXM archetype refers to settings in which CXM impact is high and CXM scope is broad. When CXM investments show potential for dramatically improving a firm’s competitive advantage and financial outcomes, firms should embrace a comprehensive approach. This

archetype is marked by top management’s strong vision for CXM’s strategic role, which is communicated throughout the organization. The strategic approach is prioritized at the C-suite level, with aligned functions and units. CXM Champions rigorously track CX metrics and tie incentives and rewards to CX improvements.

In market environments where impact is high and scope is broad, CXM Champions naturally tend to address multiple customer goals at both the individual and organizational level. Companies opting for this archetype also seek to engage customers through a mix of relieving, enabling, and enriching CXM value propositions.

Consider Châteauform, a European provider of company meetings and seminars. In a market replete with competition, the firm’s entire business model and corporate strategy are built around differentiating itself in a sea of monotonous, average, and ‘good enough’ CX to one that truly delights customers and moved CX ‘from vanilla to wow’ (Ulaga & Kondis, 2013). The firm’s approach to CXM emphasizes, above all, *enabling* and *enriching* CX to meet customers’ goals both at the individual and organization level. With respect to enabling CX, Châteauform works with corporate Learning & Development (L&D) departments to develop their human talent and build lasting competitive advantage based on their human resources. Similarly, at the individual level, Châteauform pursues enabling CX by enhancing individuals’ knowledge and skills, creativity and learning, and by nurturing networking opportunities among seminar participants.

Enriching CX is equally important. At the organizational level, its L&D clients often fight tooth and nail to secure Châteauform venues for corporate events. The provider enjoys a strong brand reputation and trust among a loyal customer base. On an individual level, participants report some of the highest satisfaction rates in the industry and often share their positive experiences with colleagues and on social media.

While *relieving* CX is not at the heart of Châteauform’s strategy concerning its organizational goals (the company is not competing on costs), it still adds tremendous value by simplifying the ‘ease-of-doing-business’ for individual employees. For example, clients’ venue organizers and budget holders can count on Châteauform to execute events flawlessly and within budget, key relieving factors that provide peace of mind to these critical stakeholders. Châteauform’s CX focus paid off,

		<b>CXM Scope</b> <i>Breadth &amp; Depth of Activities</i>	
		Narrow	Broad
<b>CXM Impact</b> <i>Strategic Source of Competitive Advantage</i>	High	<b>CXM Cherry Picker</b> <ul style="list-style-type: none"> <li>• Top Management Attention</li> <li>• Selected CXM Activities</li> <li>• Focus on a Few CX Metrics</li> <li>• High Return on Specific Projects</li> </ul>	<b>CXM Champion</b> <ul style="list-style-type: none"> <li>• Top Management Priority</li> <li>• Broad Roll-Out of CXM Activities</li> <li>• Detailed CX Dashboards</li> <li>• Significant Financial Results</li> </ul>
	Low	<b>CXM Minimalist</b> <ul style="list-style-type: none"> <li>• Top Management Hands-Off</li> <li>• CXM Activities Focus on Hygiene Factors</li> <li>• CX Metrics are Subsumed in Customer Feedback System</li> <li>• Positive Returns but Low Absolute Value</li> </ul>	<b>CXM Fashionista</b> <ul style="list-style-type: none"> <li>• Top Management Attention</li> <li>• Early Adoption of CXM Activities</li> <li>• Patchwork of CX Metrics</li> <li>• Results below Expectations</li> </ul>

Fig. 1. CXM Strategy Archetypes and Their Characteristics.

creating a SCA. Since its inception in 1996, the firm experienced fast growth. By 2022, it managed 70 locations across seven countries and employed nearly 2,000 people, hosting 18,000 seminars annually and generating €243 million in revenue.

#### 4.3.2. CXM Cherry Picker

The second archetype emerges when firms perceive a high CXM impact but choose to maintain a narrow CXM scope. CXM Cherry Pickers operate in environments with industry structures and market conditions that limit the financial returns firms can expect from bold investments in broad CXM. Nonetheless, their leadership strategically leverages CXM for competitive advantage, concentrating efforts on pivotal customer journey touchpoints with significant return on investment (ROI). For example, executives may gear everyone's attention on a few critical touchpoints in customer journeys where impact on customer value is high and the company may profit most from investments. Similarly, while they may not be the first to adopt a new CXM technology, they deliberately take time to understand where, when, and how to selectively invest in those technologies that promise the highest returns. In short, they deliberately 'cherry-pick' CXM applications and tools where it makes sense. Here, too, management has developed a clear vision. In such a context, not every function is involved in CXM. On the contrary, CXM is typically assigned to a specific unit, steering its activities based on selected metrics and dashboards and typically reporting to a customer-facing senior executive, e.g., a chief marketing officer (CMO) or a chief commercial officer (CCO).

Consider the example of Air Products, a US-based international supplier of gases and chemicals for industrial use. Early on, the company specifically focused on serving SMEs better than the competition (Dubois & Moslonka, 2019). Air Products focused on those critical touchpoints that mattered most to SMEs. They selectively invested in CXM technologies that promised to manage customer experiences effectively and efficiently, while simultaneously optimizing short-term ROI for the supplier. Specifically, with a strong emphasis on *relieving CX*, the firm secured nationwide coverage with distribution centers that enabled next-day delivery for 60 % of orders and delivery within two days for 95 % of orders across the US. Customers could also order from its online shop and engage with an inside salesforce early on. The productivity gains and cost savings customers sought to achieve, coupled with the convenience valued by individual entrepreneurs and their employees, translated into a powerful relieving CXM value proposition that resonated well with the market. As a result, CXM had a high impact on the firm's competitive advantage despite being predominantly focused on selective areas.

#### 4.3.3. CXM Minimalist

The third CXM archetype refers to situations in which CXM impact is low and CXM scope is narrow. Firms in this group do not prioritize CXM. Instead, industry contexts and market conditions drive managers to seek SCA through other levers, such as supply chain efficiencies or technological superiority. CXM Minimalists are perhaps most common in rapidly expanding industries where the offerings are quickly gaining adoption. Here, these companies focus on scaling quickly to ramp up production and distribution to meet the needs of a broad customer base, often prioritizing speed and market penetration over CXM. Senior executives in such firms are reluctant to invest in CXM technologies or deploy CXM more widely as the financial outcomes of CXM investments are viewed as insufficiently attractive compared to other investment needs. CXM in these firms tends to focus squarely on hygiene factors in their CXs (e.g., customer pain points are addressed), and CXM metrics are subsumed in broader customer feedback tools and systems (e.g., customer satisfaction surveys and complaints). While investments in CXM have positive financial returns, their overall contribution to the firm's profitability is considered limited.

Other reasons for low investments in CXM could be that CXM practices are not widespread in the industry or that the company has

insufficient resources and focuses on minimizing its costs and prices, something particularly common for many SMEs (Woschke et al., 2017). For example, in the highly competitive European aviation industry, most airlines have a broad scope of CXM activities for business travelers and corporate travel managers. However, there are CXM Minimalists like Ryanair, whose approach is often limited to addressing basic hygiene factors, such as ensuring flights are on time and handling customer complaints. Despite being the largest airline operator in Europe, its investments in CXM technologies have been minimal. Although the company has made efforts to attract more business travelers, such as through an agreement with the US-based SaaS company SAP Concur to provide customers access through its online booking tool (Seidner, 2024), it continues to prioritize operational efficiency and low fares over substantial CXM investment. As a result, CXM plays only a minor role in its competitive strategy. While this approach has solidified Ryanair's position as the leading low-cost carrier, its no-frills service can alienate significant segments of the business travel market.

#### 4.3.4. CXM Fashionista

The last archetype refers to situations where CXM impact is low while CXM scope is broad. Firms in this category may face industry and market conditions similar to Cherry Pickers, yet they tend to invest widely across cues, touchpoints, and customer journeys and are tempted by a broad array of CXM technologies. In short, senior executives follow trends and eagerly adopt such new technologies early on, either because of a fear of missing out (FOMO) or a belief that the market might sanction a lack of CXM investments (CXM technology conformism). This can stem from a lack of strategic vision and cross-functional coordination in CXM, as well as a lack of direction and focus, with numerous CXM initiatives underway at any point in time. Despite a flurry of activities, the outcomes of CXM efforts tend to fall short of expectations. As such, this strategy is the least effective of the four archetypes and has little impact on a firm's competitive advantage.

Consider the example of the banking sector in the Middle East, particularly the United Arab Emirates (UAE), which experiences a hyper-competitive environment among numerous financial institutions (Gulf News Report, 2021). Virtually all retail banking and business customers maintain multiple banking relationships, constantly seek new offers, and are quick to switch providers. Responding to these challenges, institutions have doubled down on attractive financial products, from a flurry of banking cards to high interest rates, to attract and retain customers. Against this backdrop, both incumbent players and neobanks are constantly investing in new CXM technologies and tools, from enabling financial transactions via instant messaging apps to accessing and signing digital documents for digital banking services. Yet, many of these initiatives face little or no adoption as customers become overwhelmed by the sheer number of CX initiatives.

Clearly, this 'Fashionista behavior' leaves the door open for new entrants that focus on simplifying customer experiences and reducing operational complexity. For example, neobank Wio (Wio, 2024) targets UAE-based small- and medium-sized businesses and freelancers. The digital bank's mobile app and web portal are designed with ease of use and efficiency in mind, meeting business customers' needs for completing a broad array of tasks, such as instant account opening, fund transfers, invoice issuance, payroll management, and real-time financial insights. With its emphasis on ease-of-doing-business, this start-up reported an annual profit in its first full year of operations following its launch in September 2022 (MEA Finance, 2024).

In conclusion, rather than promoting a generic objective of 'delivering excellent CX' and adopting a 'one-size-fits-all' approach, this section presented four archetypical CXM strategies that firms can adopt based on their view of CXM impact and scope. This framework provides a more nuanced understanding of CXM as a corporate strategy and acknowledges that B2B firms in different contexts may need different strategic CXM postures.

### 5. Summary and implications for theory

Building on insights from prior research, this study provides a comprehensive synthesis and proposes effective, consolidated definitions for B2B CX and CXM, along with several key contributions. Table 2 summarizes our study, outlining the definitions and premises that can build foundations for the B2B CX research field, which remains in an emergent stage (e.g., Witell et al., 2020) and suffers from the conceptual

**Table 2**  
Definitions and Premises of B2B CX and CXM.

Concepts	Definitions and Premises
Customer Experience (CX)	<ul style="list-style-type: none"> <li>• B2B CX is defined as the cumulative cognitive, emotional, behavioral, sensorial, and social responses of individuals within a client organization, stemming from their direct and indirect interactions with a supplier through various cues, touchpoints, and journeys, and manifesting at both individual and collective levels over time.</li> <li>• B2B CX is characterized by customer responses that arise from interactions and their touchpoints and cues across the entire customer journey. This journey typically has four stages: pre-bid engagement, negotiation, implementation, and operations stages, with individual experiences merging into an overall journey.</li> <li>• Only employees, not organizations, can have <i>personal and collective experiences</i>. Each employee's personal CX contributes to the organization's collective CX, shaped by the alignment of individual experiences. Collective CX forms when employees share experiences, creating a 'we experienced' rather than an 'I experienced' scenario.</li> <li>• Depending on the degree to which a CX is perceived as shared among employees, the organizational CX can be collective and aligned (i.e., employees have highly similar CXs) or diverse and unaligned (i.e., individual employees' experiences vary significantly).</li> </ul>
Customer Experience Management (CXM)	<ul style="list-style-type: none"> <li>• B2B CXM is defined as the process of designing, analyzing, and orchestrating customer journeys, including their associated cues and touchpoints, to foster experiences that support the achievement of customer goals at both individual and collective levels over time.</li> <li>• Organizations cannot have goals; only employees do. <i>Personal goals</i> represent individual aspirations, while <i>collective goals</i> arise from shared interests and alignment within a team or the firm. When the desires of individual employees align, they form collective goals for the team and organization.</li> <li>• CXM aims to offer value propositions that aid clients in achieving their individual and collective goals. These goals are tied to three universal CXM value propositions which manifest differently at the organizational and individual levels: (1) <i>Relieving CX</i> (efficiency for the organization, convenience for individuals); (2) <i>Enabling CX</i> (differentiation for the organization, empowerment for individuals); and (3) <i>Enriching CX</i> (association for the organization, relationship-building for individuals).</li> <li>• A firm's optimal CXM strategy is determined by its positioning along two fundamental dimensions: (1) <i>CXM impact</i>, or the extent to which CX serves as a strategic source of sustainable competitive advantage; and (2) <i>CXM scope</i>, which refers to the breadth and depth of an organization's activities encompassing relevant cues, touchpoints, customer journeys, and the overall CX.</li> <li>• Companies can adopt one of four archetypal CXM strategies: <i>CXM Champion</i>, <i>Cherry Picker</i>, <i>Minimalist</i>, and <i>Fashionista</i>. These strategies, distinguished by their CXM business impact and scope, suggest firms can choose from various CXM approaches based on their positioning, competitive strategy, and contextual factors.</li> </ul>

confusion surrounding the CX concept (Becker & Jaakkola, 2020; De Keyser et al., 2020).

This study is among the first attempts to understand the interplay between individual and organizational CX and CXM value propositions (Becker et al., 2023). Existing B2B CX research has seldom analyzed CX in terms of customer value propositions, although CXM is considered a means for achieving competitive advantage in B2B markets (Ulaga, 2018). While many CX(M) studies acknowledge that a focus on individuals rather than collectives is not sufficient in B2B settings (e.g., Becker & Jaakkola, 2020; McColl-Kennedy et al., 2019), few prior studies have elaborated on the distinction between individual versus collective (i.e., organizational) perspectives and goals (Witell et al., 2020).

Furthermore, we highlight the importance of B2B customers' CX-related goals and outline three CXM value propositions related to the overall client organization and individual employees: (1) relieving CX to promote efficiency and convenience, (2) enabling CX to facilitate differentiation and empowerment, and (3) enriching CX to foster association and relationships. While recent studies have noted the relevance of the multilevel emergence of experiences (e.g., Kranzbühler et al., 2019; Becker et al., 2023), they have not discussed what collective vs. individual customer experience goals mean for CXM and how customer goals at various organizational levels relate to one another.

This study proposes four organization-level archetypal CXM strategies B2B firms can pursue: the CXM Champion, Cherry Picker, Minimalist, and Fashionista. These strategies are distinguished by the business impact and scope of CXM, illustrating that firms may adopt a range of CXM approaches. These archetypes add nuance to the existing CXM literature, which seldom discusses alternative CXM approaches. Consequently, our research advances the field toward developing managerially actionable B2B CXM frameworks.

Fig. 2 provides a visual summary of our conceptualization and links it to further research on firm-level and contextual factors that may influence the selection of suitable CXM approaches. It is important to note that the four archetypes do not map directly onto specific CXM value propositions, as CXM impact and scope can be associated with various combinations of our universal organizational and individual CXM value propositions.

### 6. Further research directions

Our conceptual article presents a variety of promising research opportunities stemming from its two main contributions: (1) the delineation of three universal CX customer goal categories—collective and individual—and their associated CXM value propositions, and (2) the introduction of four archetypal CXM strategies, each differing in impact and scope. Below, we first explore research opportunities within these two areas before addressing questions related to the implementation of these CXM strategies.

#### 6.1. Universal CX goal categories and related CXM value propositions

As a first step in developing universal CX goal categories, we distinguished between collective (organizational) and individual (personal) CX and their associated goals. We concluded that customer journeys and experiences occur at both the individual and collective level. However, since only individuals can have experiences, collective experiences are formed when individuals project their personal experiences onto the group (Becker et al., 2023). Table 3 outlines research questions focusing on the formation of individual CXs and how they contribute to building collective CXs at the team, departmental, and organizational level.

To create superior customer value through CXM, it is essential for firms to understand their customers' CX expectations. To facilitate this, we identified three universal goals for both individual customers and client organizations that form the foundation for CXM value

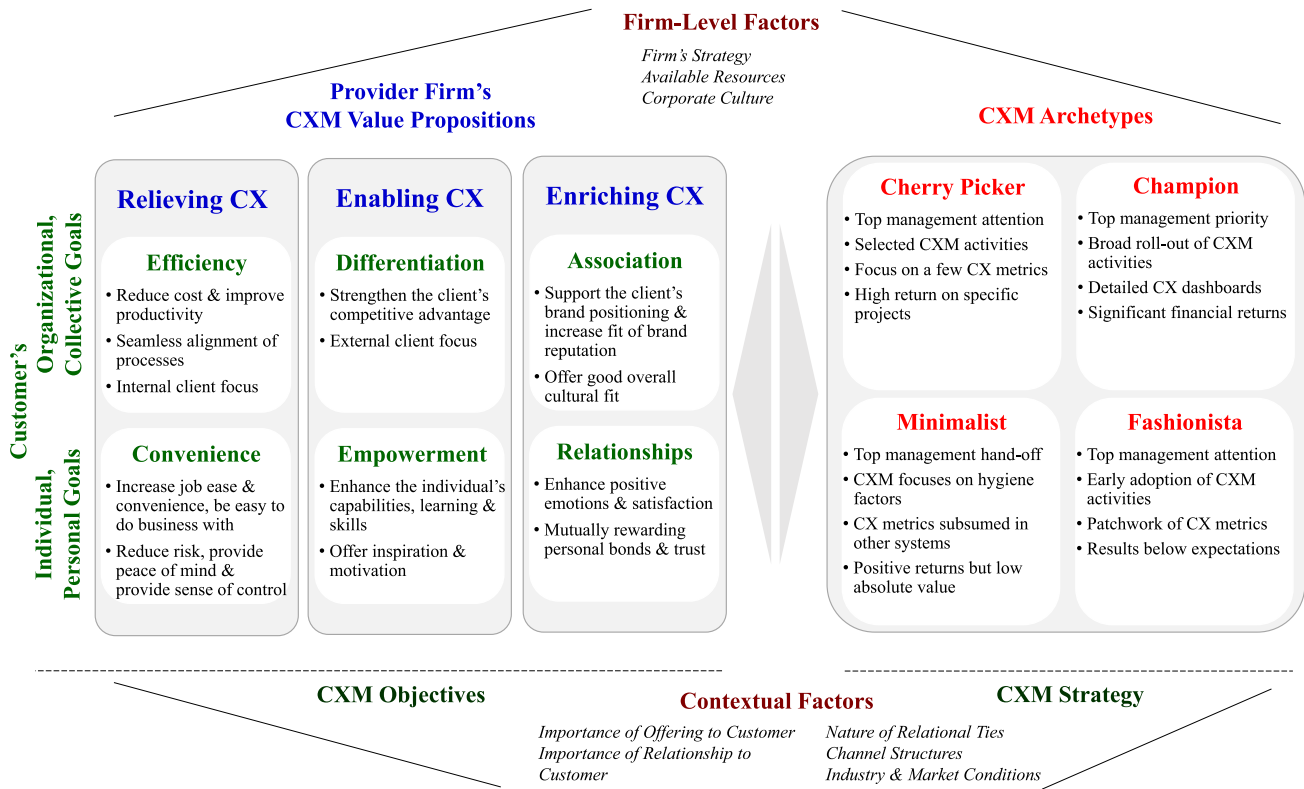


Fig. 2. Visual Summary of Contributions.

propositions. Given the conceptual nature of this framework, empirical research is needed to validate these goals and explore additional potential goals or goal categories, along with their corresponding CXM value propositions (see Table 3).

### 6.2. CXM archetypes

Firms should adopt different strategic approaches to CXM based on their customer goals and associated CXM value propositions. These factors influence senior management's assessment of the potential impact of CXM (i.e., its ability to enhance the firm's competitive position) and their decision regarding the scope of CXM. Building on this premise, we introduced four archetypical CXM strategies: CXM Champion, Cherry Picker, Minimalist, and Fashionista. These conceptual arguments present several avenues for future research, as outlined in Table 4. For example, empirical validation is needed to confirm impact and scope as determinants of a firm's chosen CXM strategy, as is confirmation of the archetypes themselves. Additionally, we suggested that firms require a more nuanced understanding of CXM as a corporate strategy instead of assuming a 'more is better' approach. Observing customer and market reactions as firms adjust their CXM strategies—potentially by shifting to a 'less is more' approach—would provide valuable insights.

Beyond customers' CX goals and related CXM value propositions, several firm-level and contextual factors are likely to affect CXM strategy choices. These may include firm-specific elements such as a company's overall corporate strategy and resource constraints, as well as contextual considerations like the importance of the offering to customers, the significance of customer relationships, the nature of relational ties, channel structures, and prevailing industry and market conditions. Such factors warrant empirical investigation as there appears to be no universally optimal CXM strategy. Instead, the preference for one CXM archetype over another will depend on the unique circumstances of the firm. Our current understanding of how these contextual factors shape

decision-makers' preferences for specific CXM archetypes is still emerging. Furthermore, as circumstances evolve over time, firms may be inclined to transition from one CXM archetype to another. More insights are needed to understand these trajectories between strategic CXM postures. Finally, the outcomes of CXM in the B2B context merit further research. The impact of CX(M) on customer relationships and operations offers rich ground for further investigation. (see Table 4).

### 6.3. Implementation of CXM strategies

B2B CXM strategies have received limited attention in the academic literature (Witell et al., 2020). Further research is needed to elaborate on how B2B firms put CXM strategies into practice (Table 5). In particular, empirical research should aim to identify the essential capabilities and skills needed for successful CXM strategy implementation, including competencies, technology, and culture. Additionally, research should explore the best way to organize and manage CXM, such as through organizational structures, cross-functional collaboration, and change management practices.

## 7. Managerial implications

Across industries and markets, many firms today invest in CXM to gain sustainable competitive advantage, build and grow loyal customer bases, and ultimately drive revenues and profits. While strategic CXM initiatives and CX tactics employed by managers come in many forms and shapes, comprehensive frameworks guiding managers' CXM strategy choices remain in their early stages. In this context, our research has important implications for managerial practice, which are discussed next.

### 7.1. Clarifying the targeted CXM value propositions and strategy

Rather than blindly following the widespread call for delivering

**Table 3**  
Research Questions Related to Universal CX Goals and Associated CXM Value Propositions.

Topics	Research Questions
Individual and Collective Experiences	<ul style="list-style-type: none"> <li>• How do individual CXs in a B2B context develop, and what are the influences of the group, department, and organization?</li> <li>• What types of experiences are commonly shared, leading to a 'we experienced' consensus, and how is this facilitated? What prevents some experiences from being shared?</li> <li>• Can certain individuals be identified as key influencers in shaping collective CX? What traits make them impactful, and how do they contribute to or detract from collective CX?</li> <li>• What are the short- and long-term impacts of aligned CXs versus unaligned individual CXs on the collective within a client organization?</li> </ul>
CX Goal Categories	<ul style="list-style-type: none"> <li>• We identified three universal CX goals (relieving, enabling, enriching). How can these be validated, and what contextual factors affect their importance?</li> <li>• What constitutes an adequate level of CX that meets both supplier and client goals? Is it necessary to pursue 'excellence,' or can a 'good enough' standard suffice and in which contexts?</li> <li>• Are there additional CX goals or categories beyond those three identified in this article?</li> </ul>
CXM Value Propositions	<ul style="list-style-type: none"> <li>• Can the identified CXM value propositions for individuals and organizations be validated empirically?</li> <li>• How do firms manage conflicts between different goals (e.g., convenience for individuals vs. cost reduction for organizations)? Can insights from organizational ambidexterity help firms reconcile conflicts and leverage CXM value propositions to create a CX embraced by key stakeholders?</li> <li>• How significant are the emotional and relational elements in buyer decisions and user evaluations? Are these less tangible than relieving and enabling value propositions, and how can they be effectively packaged and marketed?</li> </ul>

excellent CX across the board, our findings suggest that suppliers should first step back and examine their customers' organizational (collective) and individual (personal) goals. By grounding themselves in a good understanding of these CX goals, B2B firms can turn to proactive CXM, crafting competitive CXM value propositions and determining their strategic posture. We identified three universal CXM value propositions at both the organizational and individual level. Depending on their impact assessment, managers can determine the CXM scope they want to pursue.

### 7.2. Implementing effective CXM in four steps

Understanding the characteristics of each archetype can help managers assess their current CXM posture ('as-is'), envision their desired future state ('to-be'), and develop a strategic CXM roadmap. The matrix presented in Fig. 1 may therefore serve as both a diagnostic tool and a planning framework for selecting a given CXM strategy and evolving a firm's CXM approach over time.

Collectively, our findings suggest that managers may benefit from following a four-step CXM strategy playbook to design and implement their CXM approach. The four main steps are: (1) Understand customer objectives and derive the firm's CXM value propositions from these insights; (2) Identify and align CXM archetypes with the firm's overall corporate strategy, available resources, and contextual factors; (3) Deploy CXM activities that align with the selected archetype; and (4) Continuously monitor and adapt the chosen CXM strategy over time.

In Step 1, managers must thoroughly understand the objectives their customers pursue at both the organizational and individual level, including those within both buying and usage centers and their members. This involves identifying whether the goals focus on relieving,

**Table 4**  
CXM Archetype-Related Research Questions.

Topics	Research Questions
CXM Impact and Scope	<ul style="list-style-type: none"> <li>• What shapes senior management perceptions of CXM impact, and under what conditions is CXM seen as a strategic competitive advantage? How can potential misperceptions be identified?</li> <li>• CXM scope includes cues, touchpoints, customer journeys, and metrics. How can firms determine which combinations have the greatest impact on CX?</li> <li>• Are impact and scope the main determinants of CXM strategy, or do other fundamental drivers play a role?</li> </ul>
CXM Archetypes	<ul style="list-style-type: none"> <li>• Do firms align with the four identified CXM archetypes (CXM Champion, Cherry Picker, Minimalist, Fashionista), and can this alignment be confirmed through empirical research?</li> <li>• What additional characteristics might define these archetypes beyond impact and scope? For instance, how do the degree of top management attention, the scope of CX metrics, and the expected financial returns shape these archetypes?</li> <li>• How do CXM archetypes evolve over time? Are they stable, or do they shift based on internal or external conditions?</li> <li>• What are the customer and market responses when firms shift their CXM strategy (e.g., from a Fashionista to a Cherry Picker approach)? In which contexts are 'good enough' or 'cherry-picked' CXM value propositions most suitable?</li> </ul>
Firm-Level and Contextual Factors	<ul style="list-style-type: none"> <li>• How do firm-specific elements like corporate strategy, resources, and culture influence CXM strategy choices? Are firms with resource constraints more inclined toward a Minimalist or Cherry Picker strategy?</li> <li>• How does the importance of the offering to customers affect CXM strategy? For example, when a supplier's component is critical for a client's value creation, does this lead to a CXM Champion strategy?</li> <li>• What role do relationship dynamics, such as the nature of relational ties and channel structures, play in determining CXM strategies?</li> </ul>
CXM Outcomes	<ul style="list-style-type: none"> <li>• What outcomes do both suppliers and clients experience from effective CXM? How does CXM contribute to relationship-building and sustainable competitive advantage?</li> <li>• What potential drawbacks or risks might arise from CXM, and under what conditions can CXM become counterproductive? How can firms anticipate and manage these challenges?</li> <li>• What are the financial implications of each CXM archetype (e.g., investments, revenues, ROI), and how do firm characteristics and contextual factors influence them?</li> </ul>

enabling, and/or enriching CX and determining how to craft CXM value propositions that resonate with these goals.

This sets the stage for Step 2, which relates to identifying the CXM archetype in which the firm finds itself today (i.e., CXM Champion, Cherry Picker, Minimalist, or Fashionista) and determining the CXM archetype it aims to achieve in the future. In this stage, managers must also ascertain that the CXM archetypes selected are well in line with the firm's overall corporate strategy and available internal resources (e.g., people and skills) and access to external know-how and technologies (e.g., artificial intelligence and marketing automation).

Step 3 involves deploying CXM activities in line with the selected archetype. For example, if a firm finds itself in a CXM Fashionista position but management aims to move towards a Cherry Picker approach to better resonate with the company's overall business environment (i.e., the importance of offerings to customers, and industry and market conditions), management must review and adjust its CXM activities accordingly. For example, a Cherry Picker posture may require discontinuing certain CXM activities that are less effective in favor of others that promise higher returns, and it may entail defining a small set of effective CX metrics and appointing a CX manager to coordinate CXM

**Table 5**  
Research Questions Related to CXM Implementation.

Topics	Research Questions
Essential Capabilities and Skills	<ul style="list-style-type: none"> <li>• What specific competencies are essential for B2B firms to maintain CXM as a competitive advantage? What are the necessary technical, business, and human-related skills?</li> <li>• What is the role of a customer-oriented mindset and other cultural dimensions in CXM?</li> <li>• How do technological advancements like AI, chatbots, and intelligent automation enhance or affect CX?</li> <li>• How do firms manage big data relevant to CX? Do they possess in-house capabilities, or is data management outsourced? Are insights actionable and effectively shared across relevant teams?</li> </ul>
Organization, Management, and Implementation	<ul style="list-style-type: none"> <li>• What strategic ambitions do B2B firms have for CXM, and what impact do they aim to achieve (e.g., stronger relationships, resource optimization, competitive advantage)?</li> <li>• How do firms organize and formalize CXM? At which hierarchical level is CXM most relevant, and how does this change by archetype?</li> <li>• What organizational components (e.g., structures, technologies, culture) are integral to CXM, and what challenges hinder its implementation?</li> <li>• How do firms implement CXM strategies in various starting scenarios, from no prior practices to extensive CXM frameworks?</li> <li>• What change management practices are essential for successful CXM implementation and its further development?</li> <li>• How can CXM be linked with other business strategies, such as product innovation and servitization, to reinforce overall business goals?</li> </ul>

efforts.

Finally, Step 4 involves continuous monitoring of CXM activity outcomes and the evolution of a firm’s contextual factors. For example, evolving customer goals or heightened CXM investments by competitors may trigger the need for a firm to reevaluate its overall CXM strategy and suitable CXM archetype. As a result, firms may outline trajectories that allow them to transition systematically from one archetype to another as market conditions and competitive strategies evolve.

In conclusion, this article aims to deepen the field’s understanding of CX and CXM in B2B settings, being the first to link CXM to both organizational and individual goals and the corresponding strategy. Importantly, it moves away from promoting a one-size-fits-all CMX strategy.

**Appendix**

**Table A1**  
Key CX(M) Studies in B2B Settings.

Study and Method	Study Goals and Key Findings	CX(M) Foci	Customer CX Goals and Related CXM Value Propositions	CXM Strategies
Zolkiewski et al. (2017) Conceptual	<ul style="list-style-type: none"> <li>• Identifies the complexity of B2B CX measurement due to the multiplicity of B2B customer journeys.</li> <li>• Introduces a CXM framework to understand B2B CX by capturing strategic, dynamic and co-creation-oriented approach.</li> <li>• Proposes reconceptualization of firms’ CX impact measurement shifting from input measures (e.g., customer feedback and touchpoints) to outcomes-based measures (e.g., financial performance and customer lifetime value)</li> </ul>	<ul style="list-style-type: none"> <li>• Individual (personal) and collective (organizational) perspectives</li> <li>• Buyer and user journeys</li> </ul>	<ul style="list-style-type: none"> <li>• Recommends providing ‘excellent’ customer journeys</li> </ul>	<ul style="list-style-type: none"> <li>• CXM as a broad outcome-based strategy</li> </ul>

(continued on next page)

We hope this work will elevate the discourse on B2B CX(M) and serve as a foundation for further theory development and much-needed empirical research.

**CRedit authorship contribution statement**

**Jochen Wirtz:** Writing – original draft, Visualization, Validation, Project administration, Methodology, Investigation, Formal analysis, Conceptualization. **Christian Kowalkowski:** Writing – original draft, Validation, Project administration, Methodology, Investigation, Formal analysis, Conceptualization. **Elina Jaakkola:** Writing – original draft, Validation, Methodology, Investigation, Formal analysis, Conceptualization. **Maria Holmlund:** Writing – original draft, Validation, Methodology, Investigation, Formal analysis, Conceptualization. **Wolfgang Ulaga:** Writing – original draft, Validation, Methodology, Investigation, Formal analysis, Conceptualization. **Tanvir Ahmed:** Writing – original draft, Visualization, Resources, Conceptualization.

**Declaration of competing interest**

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

**Acknowledgement**

The authors gratefully acknowledge the valuable input and feedback received at the *Service Research in Business-to-Business Marketing Symposium* hosted by the Cambridge Service Alliance, University of Cambridge. Special thanks go to Mohamed Zaki, Lars Witell, Anders Gustafsson, and Janet McColl-Kennedy (symposium organizers and editors of this special issue), as well as to the participants for their engaging discussions, comments, and ideas. The authors are also indebted to Lars Witell, the editor overseeing this article, and the reviewers for their detailed, constructive feedback, and excellent suggestions that helped shape this article.

Finally, the authors appreciate the feedback and suggestions provided at the following conferences (in chronological order): the 18<sup>th</sup> International Research Conference in Service Management (2024), Porquerolles Island, France; the 53<sup>rd</sup> European Marketing Academy Conference (EMAC 2024), Bucharest, Romania; the 13<sup>th</sup> SERV SIG Conference (2024), Bordeaux, France; Frontiers in Service Conference 2024, Florida, USA, and the Industrial Marketing and Purchasing (IMP) Conference 2024, Oulu, Finland.

Table A1 (continued)

Study and Method	Study Goals and Key Findings	CX(M) Foci	Customer CX Goals and Related CXM Value Propositions	CXM Strategies
McCull-Kennedy et al. (2019) Empirical	<ul style="list-style-type: none"> <li>Develops a conceptual framework to better understand, manage, measure, and improve CX aggregating touchpoints with a set of value-creation elements (resources, activities, context, interactions, and customer role), cognitive responses, and discrete emotions.</li> <li>Identifies six benefits of the framework to manage better the CX journey: (1) Extract rich insights; (2) Identify root causes; (3) Uncover at-risk segments; (4) Capture emotional and cognitive responses; (5) Spot and prevent decreasing sales; and (6) Prioritize CX improvement actions.</li> </ul>	<ul style="list-style-type: none"> <li>Individual perspective</li> <li>User journey</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Holmlund et al. (2020) Conceptual	<ul style="list-style-type: none"> <li>Identifies the role and impact of CX insights from big data analytics (BDA) on CXM.</li> <li>Bridges the gap between CX and BDA by developing a framework on how to use CX insights from BDA for CXM in six steps: (1) Strategize; (2) Assess; (3) Examine; (4) Decide; (5) Implement; and (6) Learn.</li> <li>Highlights the importance of organizational maturity stages in BDA-driven CXM, as opportunities and challenges differ between novice and experienced organizations.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Witell et al. (2020) Conceptual	<ul style="list-style-type: none"> <li>Develops a framework to characterize CXM dimensions and challenges in B2B: (1) Type of business relationship; (2) Control of touchpoints; (3) Function and hierarchical level; and (4) Stage of the customer journey.</li> <li>Identifies five key challenges for CXM based on relationship control and customer entity: (1) Mismatches in customer relationships; (2) Siloed CX; (3) Mismatches across the customer journey; (4) Lack of touchpoint control; and (5) Temporal dynamics of the CX.</li> </ul>	<ul style="list-style-type: none"> <li>Individual and collective perspectives</li> <li>Buyer and user journeys</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledges that different customer goals and customer relationships impact the CXM value proposition.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Klink et al. (2021) Empirical	<ul style="list-style-type: none"> <li>Develops a theory-driven CXM measurement based on the work by Homburg et al. (2017), comprising three dimensions: (1) Cultural mindset toward CXs; (2) Strategic directions for designing CXs; and (3) Firm capabilities of continually renewing CXs.</li> <li>Identifies that CXM is positively related to financial performance and positively moderated by market turbulence, competitive intensity, and technological turbulence.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Rusthollkarhu et al. (2022) Empirical	<ul style="list-style-type: none"> <li>Analyzes and identifies four key relevant contemporary B2B management activities for improving customer interactions and journeys: (1) Analyze; (2) Design; (3) Engage; and (4) Guide.</li> <li>Examines how AI tools can aid B2B companies in their customer journey management by presenting a planning framework.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Homburg & Tischer (2023) Empirical	<ul style="list-style-type: none"> <li>Identifies and operationalizes B2B customer journey management capability (CJMC) as a dynamic capability of suppliers that delivers superior customer value and enhances firm performance.</li> <li>Highlights differences between B2B and B2C customer journey characteristics.</li> <li>Identifies four complementary capabilities that address the unique characteristics of the B2B customer journey: (1) Value anchoring of touchpoints; (2) Consistency of touchpoints; (3) Internal integration of touchpoints; and (4) Individual control of touchpoints.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Purmonen et al. (2023) Conceptual	<ul style="list-style-type: none"> <li>Develops a conceptual framework for B2B customer journeys that comprises both purchase and usage stages and acknowledges its iterative nature and embeddedness in relationships.</li> <li>Explicates the conceptual underpinnings of B2B customer journeys by distinguishing critical sub-journeys: purchase journey, usage journey, website usage journey, maintenance journey, and guarantee claim journey.</li> </ul>	<ul style="list-style-type: none"> <li>Individual user perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Arkadan et al. (2024) Empirical	<ul style="list-style-type: none"> <li>Introduces customer experience orientation (CXO) as a strategic approach that prioritizes and institutionalizes organizational learning through CX appraisal to enhance firm performance.</li> <li>Develops a framework for CXO's impact on CX appraisal and firm performance including six values and</li> </ul>	<ul style="list-style-type: none"> <li>Organizational perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>CXM as a broad strategic orientation deeply embedded within the firm</li> </ul>

(continued on next page)

Table A1 (continued)

Study and Method	Study Goals and Key Findings	CX(M) Foci	Customer CX Goals and Related CXM Value Propositions	CXM Strategies
Athaide et al. (2024) Empirical	<p>related behavioral norms: (1) Journey motivation; (2) Continual experience optimization; (3) Experience empowerment; (4) Journey organization; (5) Experience mandating; and (6) Experience-purpose alignment.</p> <ul style="list-style-type: none"> <li>Measures how effective CXM correlates with innovation success and if better innovation improves CXM.</li> <li>Finds that that higher levels of CXM engagement result in greater innovation success – i.e. higher success rates, revenues, and profits from new products and services.</li> <li>Puts forward market turbulence, competitive intensity and technological turbulence as external environmental characteristics influencing firms' selection of CXM approach.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<p>Identifies three different scopes of CXM:</p> <ul style="list-style-type: none"> <li>Extensive CXM</li> <li>Moderate CXM</li> <li>Limited CXM</li> </ul>
Gounaris & Almoraiash (2024) Empirical	<ul style="list-style-type: none"> <li>Measures the impact of time and the dynamic interplay between the different impressions that shape CX for existing suppliers, whether it concerns new tasks or straight and/or modified rebuys.</li> <li>Identifies two cognitive ('factual' and 'sagacious') and two affective ('emotional' and 'social') types of impressions.</li> <li>Explores the temporal impact on CX, showing that cognitive and affective impressions evolve independently over time.</li> </ul>	<ul style="list-style-type: none"> <li>Individual user perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Wieland et al. (2024) Empirical	<ul style="list-style-type: none"> <li>Explores how augmented and virtual reality (XR) technologies can support and empower B2B CXM across customer journeys.</li> <li>Identifies three ways XR enhances the core B2B experience: (1) Direct supported; (2) Related empowered; and (3) Diverted empowered experiences.</li> <li>Presents a framework that integrates the technology-enabled experiences framework with a well-established B2B customer journey model.</li> </ul>	<ul style="list-style-type: none"> <li>Individual user perspective</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>	<ul style="list-style-type: none"> <li>n.a.</li> </ul>
Present study Conceptual	<ul style="list-style-type: none"> <li>Synthesizes definitions of B2B CX and CXM at the organizational and individual level.</li> <li>Differentiates three universal CX customer goals at the collective and the individual level, and connects these goals to a provider firm's CXM value propositions.</li> <li>Introduces four archetypical B2B CXM strategies for firms to choose from. These are based on two dimensions: degrees of potential CXM impact and CXM scope.</li> <li>Highlights that firms can take several approaches to CXM implementation. That is, it offers alternative pathways for firm's CXM strategy depending on a firm's overall positioning and context.</li> <li>Provides a four-step CXM strategy guide for managers: (1) Understand customer objectives and derive the firm's CXM value propositions from these insights; (2) Identify and align CXM archetypes with the firm's overall corporate strategy, available resources, and contextual factors; (3) Deploy CXM activities that align with the selected archetype; and (4) Continuously monitor and adapt your CXM strategy over time.</li> </ul>	<ul style="list-style-type: none"> <li>Individual (personal) and collective (organizational) perspectives</li> <li>Buyer and user journeys</li> </ul>	<p>Proposes three CX customer goals and related CXM value propositions:</p> <ul style="list-style-type: none"> <li>Relieving CX to promote efficiency for the organization and convenience for individuals</li> <li>Enabling CX to facilitate differentiation for the organization and empowerment for individuals</li> <li>Enriching CX to foster association for the organization and relationships for individuals</li> </ul>	<p>Identifies four CXM archetypical strategies:</p> <ul style="list-style-type: none"> <li>CXM Champion (broad scope, high impact)</li> <li>CXM Cherry Picker (narrow scope, high impact)</li> <li>CXM Minimalist (narrow scope, low impact)</li> <li>CXM Fashionista (broad scope, low impact)</li> </ul>

Table A2  
An Integrative View on Key Concepts in the CX Literature.

Key Concepts	Definitions and Descriptions of CX and Their Relationships to CX(M)
Customer Experience (CX)	<p><b>Definitions and Descriptions:</b> CX “is comprised of the cognitive, emotional, physical, sensorial, and social elements that mark the customer’s direct or indirect interaction with a (set of) market actor(s)” (De Keyser et al., 2015, p. 29).</p> <ul style="list-style-type: none"> <li>CX is a process comprised of interactions and activities across multiple touchpoints (McColl-Kennedy et al., 2019).</li> <li>CX “comprises non-deliberate, spontaneous responses and reactions to particular stimuli.” CX “ranges from ordinary to extraordinary, representing the intensity of customer responses to stimuli” (Becker &amp; Jaakkola, 2020, p. 638).</li> <li>CX is considered internal to the customer, subjective, and not entirely under the control of the supplier (Witell et al., 2020).</li> </ul> <p><b>Relationship to CXM:</b></p> <ul style="list-style-type: none"> <li>CX is a key outcome and indicator of a firm’s CXM performance. Ideally, CX should align with the desired CXM strategy and the firm’s value propositions. It reflects how customers perceive and value the firm’s offerings, as well as their levels of satisfaction, engagement, and loyalty (Homburg et al., 2017; Lemon &amp; Verhoef, 2016). Note, however, that CX occurs regardless of whether a firm actively engages in CXM.</li> </ul>

(continued on next page)

Table A2 (continued)

Key Concepts	Definitions and Descriptions of CX and Their Relationships to CX(M)
Customer Experience Management (CXM)	<p><b>Definitions and Descriptions:</b></p> <ul style="list-style-type: none"> <li>• CXM is “the process of strategically managing a customer’s entire experience with a product or company” (Schmitt, 2010, p. 17).</li> <li>• CXM is “the strategy to engineer the customer’s experience in such a way as to create value for both the customer and the firm” (Verhoef et al., 2009, p. 38).</li> <li>• CXM is seen as a set of activities and capabilities that firms employ to create and renew CX that meet or exceed customer expectations and preferences (Lemon &amp; Verhoef, 2016).</li> <li>• CXM is “the cultural mindsets toward CX, strategic directions for designing CX, and firm capabilities for continually renewing CX, with the goals of achieving and sustaining long-term customer loyalty” (Homburg et al., 2017, p. 8).</li> <li>• CXM is the management of consumers’ perceptions and their intellectual, physical, emotional, subconscious, and psychological interactions with any aspect of the firm (Kandampully et al., 2018).</li> <li>• CXM focuses on monitoring, designing, and managing a range of stimuli that affect customer experiences (Becker &amp; Jaakkola, 2020).</li> </ul> <p><b>Relationship to CX:</b></p> <ul style="list-style-type: none"> <li>• CXM is an antecedent of CX, influencing its quality, intensity, and valence, as well as the cognitive, affective, and behavioral responses of customers to these experiences (Homburg et al., 2017).</li> </ul>
Cues	<p><b>Definitions and Descriptions:</b></p> <ul style="list-style-type: none"> <li>• Companies stage the experience through a theme, given life by tangible and intangible cues, throughout a customer journey (Pine &amp; Gilmore, 1998).</li> <li>• “Cues refer to anything that can be perceived or sensed by the customer as the smallest stimulus unit with an influence on customer experience” (Becker &amp; Jaakkola, 2020, p. 639).</li> <li>• Cues are embedded at the touchpoints (Meyer &amp; Schwager, 2007) and can be anything, such as a product packing or logo design (Becker &amp; Jaakkola, 2020).</li> </ul> <p><b>Relationship to CXM:</b></p> <ul style="list-style-type: none"> <li>• Firms should design cues that create impressions in line with the CX they intend to create and eliminate those that could undermine it (Pine &amp; Gilmore, 1998).</li> </ul>
Touchpoints	<p><b>Definitions and Descriptions:</b></p> <ul style="list-style-type: none"> <li>• Touchpoints are “points of interaction between the customer and the brand/firm” (Purmonen et al., 2023, p. 81) and “reflect the moments when the customer interacts with or ‘touches’ the offering” (Becker &amp; Jaakkola, 2020, p. 639). Touchpoints can vary in nature (human, digital, physical, and hybrid) and stage of the customer journey (De Keyser et al., 2020).</li> <li>• “Touchpoints in a B2B context encompass all verbal and nonverbal incidents that a business customer experiences, either consciously or unconsciously, related to a supplier firm” (Witell et al., 2020, p. 422).</li> <li>• Touchpoints vary in terms of firm control and can be brand-owned, partner-owned, customer-owned, or external (Lemon &amp; Verhoef, 2016). Direct touchpoints refer to customers’ interactions with representations of the brand/offering controllable by a supplier. Indirect touchpoints refer to customers’ interactions with representations of the brand/offering that are beyond the supplier’s control (De Keyser et al., 2020; Meyer &amp; Schwager, 2007).</li> <li>• In B2B, touchpoints span various functional units and organizational levels, involving different individuals at different customer journey stages. No single actor is necessarily engaged throughout the entire process (Witell et al., 2020; Purmonen et al., 2023).</li> </ul> <p><b>Relationship to CXM:</b></p> <ul style="list-style-type: none"> <li>• Firms should design touchpoints that are consistent with the firms’ desired overall positioning and value proposition. A supplier firm with greater control over its touchpoints can excel in CXM compared to a firm with less touchpoint control (Witell et al., 2020).</li> </ul>
Customer Journey	<p><b>Definitions and Descriptions:</b></p> <ul style="list-style-type: none"> <li>• A customer journey is “the process a customer goes through, across all stages and touchpoints, that makes up the customer experience” (Lemon &amp; Verhoef, 2016, p. 71).</li> <li>• B2B customer journeys comprise the pre-bid engagement, negotiation, implementation, and operations stages (Witell et al., 2020).</li> <li>• A B2B customer journey is “a combination of buying and usage center members’ intertwined, goal-oriented paths to purchasing and using offerings along multiple direct and indirect touchpoints, which are affected by the context of business relationships” (Purmonen et al., 2023, p. 75).</li> </ul> <p><b>Relationship to CXM:</b></p> <ul style="list-style-type: none"> <li>• Firms should design customer journeys that align with their desired overall positioning and value proposition. Journey management is an aspect of CXM that focuses on firm-owned touchpoints directly controlled by a supplier (Homburg &amp; Tischer, 2023).</li> </ul>

## References

- Arkadan, F., Macdonald, E. K., Wilson, H. N. (2024). Customer experience orientation: Conceptual model, propositions, and research directions. *Journal of the Academy of Marketing Science*, 1-25. Advance online publication. Doi: 10.1007/s11747-024-01031-y.
- Athaide, G. A., Zhang, J. Q., & Klink, R. R. (2024). Customer experience management (CXM) and new product success: An empirical investigation. *European Journal of Innovation Management*. Advance Online Publication. <https://doi.org/10.1108/EJIM-11-2023-1033>
- Becker, L., & Jaakkola, E. (2020). Customer experience: Fundamental premises and implications for research. *Journal of the Academy of Marketing Science*, 48, 630–648. <https://doi.org/10.1007/s11747-019-00718-x>
- Becker, L., Karpen, I. O., Kleinaltenkamp, M., Jaakkola, E., Helkkula, A., & Nuutinen, M. (2023). Actor experience: Bridging individual and collective-level theorizing. *Journal of Business Research*, 158, Article 113658. <https://doi.org/10.1016/j.jbusres.2023.113658>
- Benedettini, O., & Kowalkowski, C. (2022). Servitization and innovation strategy: The trade-off between product R&D and service investments. In M. M. Davis (Ed.), *Research Handbook on Services Management* (pp. 23–35). Edward Elgar Publishing.
- Berry, L. L., Carbone, L. P., & Haeckel, S. H. (2002). Managing the total customer experience. *MIT Sloan Management Review*, 43(3), 85–89.
- Biedenbach, G., & Marell, A. (2010). The impact of customer experience on brand equity in a business-to-business services setting. *Journal of Brand Management*, 17(6), 446–458. <https://doi.org/10.1057/bm.2010.15>
- Brady, T., Davies, A., & Gann, D. M. (2005). Creating value by delivering integrated solutions. *International Journal of Project Management*, 23(5), 360–365. <https://doi.org/10.1016/j.ijproman.2005.01.001>
- Burns, T. A. (2016). The curious case of collective experience: Edith Stein’s phenomenology of communal experience and a Spanish fire-walking ritual. *The Humanistic Psychologist*, 44(4), 366–380. <https://doi.org/10.1037/hum0000041>
- Campbell, C., Papania, L., Parent, M., & Cyr, D. (2010). An exploratory study into brand alignment in B2B relationships. *Industrial Marketing Management*, 39(5), 712–720. <https://doi.org/10.1016/j.indmarman.2010.02.009>
- Chelstrom, E. S. (2012). *Social phenomenology: Husserl, intersubjectivity, and collective intentionality*. Lexington Books.
- De Keyser, A., Lemon, K. N., Klaus, P., & Keiningham, T. L. (2015). A framework for understanding and managing the customer experience. *Marketing Science Institute Working Paper Series*, 85(1), 15–121.
- De Keyser, A., Verleye, K., Lemon, K. N., Keiningham, T. L., & Klaus, P. (2020). Moving the customer experience field forward: Introducing the touchpoints, context, qualities (TCQ) nomenclature. *Journal of Service Research*, 23(4), 433–455. <https://doi.org/10.1177/1094670520928390>
- Dobni, C. B., & Luffman, G. (2003). Determining the scope and impact of market orientation profiles on strategy implementation and performance. *Strategic Management Journal*, 24(6), 577–585. <https://doi.org/10.1002/smj.322>
- Dubois D., Moslonka, J. (2019). *Digitally-powered customer-centricity in the industrial gas sector: The Air Liquide-Airgas merger*. Retrieved from <https://www.insead.edu/faculty-research/publications/case-studies/digitally-powered-customer-centricity-industrial-gas>. Accessed November 23, 2024.

- Fang, E., Palmatier, R. W., & Steenkamp, J. B. E. (2008). Effect of service transition strategies on firm value. *Journal of Marketing*, 72(5), 1–14. <https://doi.org/10.1509/jmkg.72.5.0>
- Fitzgerald, M., Kruschwitz, N., Bonnet, D., & Welch, M. (2014). Embracing digital technology: A new strategic imperative. *MIT Sloan Management Review*, 55(2), 1–16.
- Forrester Research. (2024). *Forrester decisions for customer experience*. Retrieved from <https://www.forrester.com/research/customer-experience/>. Accessed November 23, 2024.
- Grewal, D., Levy, M., & Kumar, V. (2009). Customer experience management in retailing: An organizing framework. *Journal of Retailing*, 85(1), 1–14. <https://doi.org/10.1016/j.jretai.2009.01.001>
- Gounaris, S., & Almorais, A. (2024). A dynamic, relational approach to B2B customer experience: A customer-centric perspective from a longitudinal investigation. *Journal of Business Research*, 177, Article 114606. <https://doi.org/10.1016/j.jbusres.2024.114606>
- Grönroos, C. (2011). A service perspective on business relationships: The value creation, interaction and marketing interface. *Industrial Marketing Management*, 40(2), 240–247. <https://doi.org/10.1016/j.indmarman.2010.06.036>
- Gulf News Report (2021, October 10). *Competition in UAE banking intensifies as customers seek switching banks*. Retrieved from <https://gulfnnews.com/business/banking/competition-in-uae-banking-intensifies-as-customers-look-switching-banks-1.82852653>. Accessed November 23, 2024.
- Hallén, L., Johanson, J., & Seyed-Mohamed, N. (1991). Interfirm adaptation in business relationships. *Journal of Marketing*, 55(2), 29–37. <https://doi.org/10.1177/0022242991055002>
- Hague, P., & Hague, N. (2023). *B2B customer experience: A practical guide to delivering exceptional CX*. Kogan Page Publishers.
- Hawes, J. (1994). To know me is to trust me. *Industrial Marketing Management*, 23(3), 215–219. [https://doi.org/10.1016/0019-8501\(94\)90035-3](https://doi.org/10.1016/0019-8501(94)90035-3)
- Helkkula, A., Kowalkowski, C., & Tronvoll, B. (2018). Archetypes of service innovation: Implications for value cocreation. *Journal of Service Research*, 21(3), 284–301. <https://doi.org/10.1177/1094670517746>
- Holmlund, M. (2004). Analyzing business relationships and distinguishing different interaction levels. *Industrial Marketing Management*, 33(4), 279–287. [https://doi.org/10.1016/S0019-8501\(03\)00057-9](https://doi.org/10.1016/S0019-8501(03)00057-9)
- Holmlund, M., Van Vaerenbergh, Y., Ciuchita, R., Ravald, A., Sarantopoulos, P., Ordenes, F. V., & Zaki, M. (2020). Customer experience management in the age of big data analytics: A strategic framework. *Journal of Business Research*, 116, 356–365. <https://doi.org/10.1016/j.jbusres.2020.01.022>
- Homburg, C., Jozic, D., & Kuehl, C. (2017). Customer experience management: Toward implementing an evolving marketing concept. *Journal of the Academy of Marketing Science*, 45, 377–401. <https://doi.org/10.1007/s11747-015-0460-7>
- Homburg, C., & Tischer, M. (2023). Customer journey management capability in business-to-business markets: Its bright and dark sides and overall impact on firm performance. *Journal of the Academy of Marketing Science*, 51, 1046–1074. <https://doi.org/10.1007/s11747-023-00923-9>
- Huber, M., & Kleinaltenkamp, M. (2020). A typology of business usage center members. *Industrial Marketing Management*, 85, 21–31. <https://doi.org/10.1016/j.indmarman.2018.08.014>
- Iyer, G. R., Xiao, S. H., Sharma, A., & Nicholson, M. (2015). Behavioral issues in price setting in business-to-business marketing: A framework for analysis. *Industrial Marketing Management*, 47, 6–16. <https://doi.org/10.1016/j.indmarman.2015.02.001>
- Kandampully, J., Zhang, T. C., & Jaakkola, E. (2018). Customer experience management in hospitality: A literature synthesis, new understanding and research agenda. *International Journal of Contemporary Hospitality Management*, 30(1), 21–56. <https://doi.org/10.1108/IJCHM-10-2015-0549>
- Keiningham, T., Aksoy, L., Bruce, H. L., Cadet, F., Clennell, N., Hodgkinson, I. R., & Kearney, T. (2020). Customer experience driven business model innovation. *Journal of Business Research*, 116, 431–440. <https://doi.org/10.1016/j.jbusres.2019.08.003>
- Kleinaltenkamp, M., Eggert, A., Kashyap, V., & Ulaga, W. (2022). Rethinking customer-perceived value in business markets from an organizational perspective. *Journal of Inter-Organizational Relationships*, 28(1–2), 1–18. <https://doi.org/10.1080/26943980.2022.2129545>
- Klink, R. R., Zhang, J. Q., & Athaide, G. A. (2021). Measuring customer experience management and its impact on financial performance. *European Journal of Marketing*, 55(3), 840–867. <https://doi.org/10.1108/EJM-07-2019-0592>
- Kowalkowski, C., Wirtz, J., & Ehret, M. (2024). Digital service innovation in B2B markets. *Journal of Service Management*, 35(2), 280–305. <https://doi.org/10.1108/JOSM-12-2022-0403>
- Kranzbühler, A. M., Kleijnen, M. H., Morgan, R. E., & Teerling, M. (2018). The multilevel nature of customer experience research: An integrative review and research agenda. *International Journal of Management Reviews*, 20(2), 433–456. <https://doi.org/10.1111/ijmr.12140>
- Kuehl, C., Jozic, D., & Homburg, C. (2019). Effective customer journey design: Consumers' conception, measurement, and consequences. *Journal of the Academy of Marketing Science*, 47, 551–568. <https://doi.org/10.1007/s11747-018-00625-7>
- Kuppelwieser, V. G., & Klaus, P. (2021). Measuring customer experience quality: The EXQ scale revisited. *Journal of Business Research*, 126, 624–633. <https://doi.org/10.1016/j.jbusres.2020.12.051>
- Leek, S., & Christodoulides, G. (2012). A framework of brand value in B2B markets: The contributing role of functional and emotional components. *Industrial Marketing Management*, 41(1), 106–114. <https://doi.org/10.1016/j.indmarman.2011.11.005>
- Lemke, F., Clark, M., & Wilson, H. (2011). Customer experience quality: An exploration in business and consumer contexts using repertory grid technique. *Journal of the Academy of Marketing Science*, 39(6), 846–869. <https://doi.org/10.1007/s11747-011-0272-6>
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of Marketing*, 80(6), 69–96. <https://doi.org/10.1509/jm.15.0420>
- Lovelock, C. H. (1983). Classifying services to gain strategic marketing insights. *Journal of Marketing*, 47(3), 9–20. <https://doi.org/10.1177/002224298304700>
- Lusch, R. F., Vargo, S. L., & Tanniru, M. (2010). Service, value networks and learning. *Journal of the Academy of Marketing Science*, 38, 19–31. <https://doi.org/10.1007/s11747-009-0152-3>
- Macdonald, E. K., Kleinaltenkamp, M., & Wilson, H. N. (2016). How business customers judge solutions: Solution quality and value in use. *Journal of Marketing*, 80(3), 96–120. <https://doi.org/10.1509/jm.15.0>
- Maechler, N., Poenaru, A., von Collenberg, T. R., Schulze, P. (2017). *Finding the right digital balance in B2B customer experience*. McKinsey & Company Report. Retrieved from <https://www.mckinsey.com/business-functions/marketing-and-sales/our-insights/finding-the-right-digital-balance-in-b2b-customer-experience>. Accessed November 23, 2024.
- Mathiesen, K. (2005). Collective consciousness. In D. W. Smith, & A. Thomasson (Eds.), *Phenomenology and philosophy of mind* (pp. 235–252). Clarendon Press.
- Mathieu, V. (2001). Service strategies within the manufacturing sector: Benefits, costs and partnership. *International Journal of Service Industry Management*, 12(5), 451–475. <https://doi.org/10.1108/EUM00000000006093>
- McColl-Kennedy, J. R., Zaki, M., Lemon, K. N., Urmetzer, F., & Neely, A. (2019). Gaining customer experience insights that matter. *Journal of Service Research*, 22(1), 8–26. <https://doi.org/10.1177/1094670518812182>
- MEA Finance. (2024, May 23). *State-backed digital bank Wio Bank's annual profit reaches \$544,588*. MEA Finance. Retrieved from <https://mea-finance.com/state-backed-digital-bank-wio-banks-annual-profit-reaches-544588/>. Accessed November 23, 2024.
- Meyer, C., & Schwager, A. (2007). Understanding customer experience. *Harvard Business Review*, 85(2), 116–126.
- Michel, S., & Brown, S. W. (2005). Market offerings as relievers and enablers: Building on the service dominant logic of marketing. In *San Antonio: AMA Educators' Winter Conference (Conference Proceedings)*.
- Michel, S., Brown, S. W., & Gallan, A. S. (2008). An expanded and strategic view of discontinuous innovations: Deploying a service-dominant logic. *Journal of the Academy of Marketing Science*, 36, 54–66. <https://doi.org/10.1007/s11747-007-0066-9>
- Minerbo, C., Kleinaltenkamp, M., & Brito, L. A. L. (2021). Unpacking value creation and capture in B2B relationships. *Industrial Marketing Management*, 92, 163–177. <https://doi.org/10.1016/j.indmarman.2020.11.011>
- Mitchell, V. W., Schlegelmilch, B. B., & Mone, S. D. (2016). Why should I attend? The value of business networking events. *Industrial Marketing Management*, 52, 100–108. <https://doi.org/10.1016/j.indmarman.2015.05.014>
- Normann, R. (2001). *Reframing business: When the map changes the landscape*. John Wiley & Sons.
- Normann, R., & Ramirez, R. (1994). *Designing interactive strategy: From value chain to value constellation*. John Wiley & Sons.
- Oliva, R., Gebauer, H., Brann, J. M. (2012). Separate or integrate? Assessing the impact of separation between product and service business on service performance in product manufacturing firms. *Journal of Business-to-Business Marketing*, 19(4), 309–334. <https://doi.org/10.1080/1051712X.2012.647797>
- Panina, E. (2022). *Customer experience management in business markets: Strategic roles of target experiences*. Series E 93. University of Turku. Turku School of Economics. Retrieved from <https://urn.fi/URN:ISBN:978-951-29-8955-3>. Accessed November 23, 2024.
- Payne, A., Frow, P., & Eggert, A. (2017). The customer value proposition: Evolution, development, and application in marketing. *Journal of the Academy of Marketing Science*, 45, 467–489. <https://doi.org/10.1007/s11747-017-0523-z>
- Pine, B. J., & Gilmore, J. H. (1998). The experience economy. *Harvard Business Review*, 76(6), 18–23.
- Porter, M. E. (1980). Industry structure and competitive strategy: Keys to profitability. *Financial Analysts Journal*, 36(4), 30–41.
- Purmonen, A., Jaakkola, E., & Terho, H. (2023). B2B customer journeys: Conceptualization and an integrative framework. *Industrial Marketing Management*, 113, 74–87. <https://doi.org/10.1016/j.indmarman.2023.05.020>
- Reed, R., & DeFillippi, R. J. (1990). Causal ambiguity, barriers to imitation, and sustainable competitive advantage. *Academy of Management Review*, 15(1), 88–102. <https://doi.org/10.5465/amr.1990.4308277>
- Rustholkarhu, S., Toukola, S., Aarikka-Stenroos, L., & Mahlamäki, T. (2022). Managing B2B customer journeys in digital era: Four management activities with artificial intelligence-empowered tools. *Industrial Marketing Management*, 104, 241–257. <https://doi.org/10.1016/j.indmarman.2022.04.014>
- Schmitt, B. H. (2010). *Customer experience management: A revolutionary approach to connecting with your customers*. John Wiley & Sons.
- Seidner, P. (2024). *Ryanair content Now Live in Concur Travel through direct connection integration*. SAP Concur. Retrieved from <https://www.concur.se/blog/article/ryanair-content-now-live-in-concur-travel-through-direct-connection-integration>. Accessed November 23, 2024.
- Sharma, D., & Dass, S. (2021). Customer experience: A business to business context. In S. Popli, & B. Rishi (Eds.), *Crafting Customer Experience Strategy* (pp. 175–197). Emerald Publishing Limited. <https://doi.org/10.1108/978-1-83909-710-220211010>.

- Smith, D. W. (2003). Phenomenology. In E. N. Zalta (Ed.), *Stanford encyclopedia of philosophy*. Stanford University. Retrieved from <https://plato.stanford.edu/entries/phenomenology/>. Accessed November 23, 2024.
- Steward, M. D., Narus, J. A., Roehm, M. L., & Ritz, W. (2019). From transactions to journeys and beyond: The evolution of B2B buying process modeling. *Industrial Marketing Management*, 83, 288–300.
- Tuli, K. R., Kohli, A. K., & Bharadwaj, S. G. (2007). Rethinking customer solutions: From product bundles to relational processes. *Journal of Marketing*, 71(3), 1–17. <https://doi.org/10.1509/jmkg.71.3.001>
- Uлага, W. (2018). The journey towards customer centricity and service growth in B2B: A commentary and research directions. *AMS Review*, 8(1), 80–83. <https://doi.org/10.1007/s13162-018-0126-4>
- Uлага, W., Kondis, A. (2013). *Châteaufarm the home of seminars (A): Creating an outstanding customer experience – from good to great*. Case study IMD-5-0788. Retrieved from <https://www.imd.org/research-knowledge/marketing/case-studies/chateaufarm-the-home-of-seminars-a-creating-an-outstanding-customer-experience-from-good-to-great/>. Accessed November 23, 2024.
- Uлага, W., & Reinartz, W. J. (2011). Hybrid offerings: How manufacturing firms combine goods and services successfully. *Journal of Marketing*, 75(6), 5–23. <https://doi.org/10.1509/jm.09.0395>
- Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of Retailing*, 85(1), 31–41. <https://doi.org/10.1016/j.jretai.2008.11.001>
- Wetzels, R. W., Klaus, P. P., & Wetzels, M. (2023). There is a secret to success: Linking customer experience management practices to profitability. *Journal of Retailing and Consumer Services*, 73, Article 103338. <https://doi.org/10.1016/j.jretconser.2023.103338>
- Wieland, D. A., Ivens, B. S., Kutschma, E., & Rauschnabel, P. A. (2024). Augmented and virtual reality in managing B2B customer experiences. *Industrial Marketing Management*, 119, 193–205. <https://doi.org/10.1016/j.indmarman.2024.04.007>
- Wio (2024). *Banking has a new direction*. Retrieved from <https://www.wio.io>. Accessed November 23, 2024.
- Wirtz, J., & Zeithaml, V. (2018). Cost-effective service excellence. *Journal of the Academy of Marketing Science*, 46(1), 59–80. <https://doi.org/10.1007/s11747-017-0560-7>
- Wirtz, J., & Kowalkowski, C. (2023). Putting the “service” into B2B marketing: Key developments in service research and their relevance for B2B. *Journal of Business & Industrial Marketing*, 38(2), 272–289. <https://doi.org/10.1108/JBIM-02-2022-00085>
- Witell, L., Kowalkowski, C., Perks, H., Raddats, C., Schwabe, M., Benedettini, O., & Burton, J. (2020). Characterizing customer experience management in business markets. *Journal of Business Research*, 116, 420–430. <https://doi.org/10.1016/j.jbusres.2019.08.050>
- Woschke, T., Haase, H., & Kratzer, J. (2017). Resource scarcity in SMEs: Effects on incremental and radical innovations. *Management Research Review*, 40(2), 195–217. <https://doi.org/10.1108/MRR-10-2015-0239>
- Zeithaml, V. A., Bolton, R. N., Deighton, J., Keiningham, T. L., Lemon, K. N., & Petersen, J. A. (2006). Forward-looking focus: Can firms have adaptive foresight? *Journal of Service Research*, 9(2), 168–183. <https://doi.org/10.1177/1094670506293731>
- Zolkiewski, J., Story, V., Burton, J., Chan, P., Gomes, A., Hunter-Jones, P., & Robinson, W. (2017). Strategic B2B customer experience management: The importance of outcomes-based measures. *Journal of Services Marketing*, 31(2), 172–184. <https://doi.org/10.1108/JSM-10-2016-0350>
- Jochen Wirtz** is Vice Dean MBA Programs and Professor of Marketing at the National University of Singapore. His research focuses on services marketing and management and has been published in over 200 academic articles and books. His books include *Intelligent Automation: Learn How to Harness Artificial Intelligence to Boost Business & Make Our World More Human* (2021), *Services Marketing: People, Technology, Strategy* (2022, 9<sup>th</sup> edition), and *Essentials of Services Marketing* (2023, 4<sup>th</sup> edition).
- Christian Kowalkowski** is Professor of Industrial Marketing and Director of the Centre for Business Model Innovation (CBMI) at Linköping University, Sweden. His research focuses on servitization, service innovation, and B2B platforms. He serves as the Area Editor for Servitization at the *Journal of Service Management* and sits on the Editorial Review Boards of multiple journals, inclu. Christian’s work has appeared in the *Journal of Service Research*, *International Journal of Operations & Production Management*, *Industrial Marketing Management*, *Journal of Business Research*, and *European Journal of Marketing*, among others.
- Elina Jaakkola** is Professor of Marketing at Turku School of Economics, University of Turku, Finland. She specializes in service research and her current projects focus on customer/actor experience and engagement, and circular economy. She serves as an Associate Editor for the *Journal of Service Research* and *Industrial Marketing Management* and has several Editorial Review Board roles. Elina’s work has appeared in the *Journal of the Academy of Marketing Science*, *Journal of Service Research*, *Journal of Business Research*, and *Industrial Marketing Management*, among others.
- Maria Holmlund** is Professor of Marketing at Hanken School of Economics, Finland. Her research interests are service and customer-oriented management in business-to-business and business-to-consumer markets. She serves an Associate Editor for the *Journal of Business Research* and has several Editorial Review Board roles. Her publications have appeared in, for example, the *Journal of Business Research*, *Marketing Theory*, *Industrial Marketing Management*, *Journal of Business & Industrial Marketing*, and *Journal of Service Management*.
- Wolfgang Ulaga** is Professor of Management Practice in Marketing at INSEAD, Middle East Campus, Abu Dhabi. He co-directs INSEAD’s Research Centre MSEI, the Marketing & Sales Excellence Initiative. His research focuses on value-based marketing, servitization, customer solutions, data-driven service growth strategies, and subscription-based business models in B2B. Wolfgang’s work has appeared in the *Journal of Marketing*, *Journal of the Academy of Marketing Science*, *Journal of Service Research*, *Journal of Business Research*, *Industrial Marketing Management*, *Academy of Marketing Science Review*, *Harvard Business Review*, and *MIT Sloan Management Review*, among others. He has several Editorial Review Board roles. Wolfgang is the recipient of an honorary doctorate from Turku School of Economics, Finland.
- Tanvir Ahmed** is PhD student at CBMI—Centre for Business Model Innovation, Linköping University, Sweden. Tanvir’s research focuses on data-driven servitization and B2B platforms.