
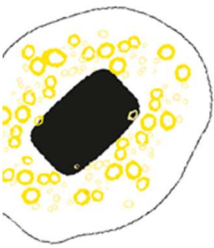


UNIVERSITY OF TWENTE.



Developing Customer Value Propositions in an Online B2B Setting: “It’s about knowing your consumers better than they know themselves”

Master’s Thesis

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MSc Business Administration; Strategic Marketing & Servitisation



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ABSTRACT

A customer value proposition (CVP) is a promise of how consumers are going to get value from a product or service. This CVP provides a solution to customer problems and can be used as a strategic tool to enhance the competitive edge. This thesis develops a roadmap to construct CVPs in an online B2B setting. This design-study follows a structure of firstly designing a roadmap according to a literature review. Secondly, qualitative interviews will be done to validate and modify the roadmap from the literature. The findings reveal that the roadmap needs some adjustments. The roadmap from the literature was perceived as cumbersome. The final roadmap consists of the following steps:

1. Definition of the CVP
2. Gathering Customer Insights
3. CVP Concept Formulation
4. CVP Concept Testing
5. Implementation and Communication of the CVP
6. Renewal of the CVP

This iterative roadmap will consist of, again, iterative steps which helps marketing managers to craft CVPs. According to the literature, it was believed that gathering customer insights could be done by using the e-customer journey in an online setting. However, according to the interviews, gathering customer insights needs to be approached more broadly, not only by the e-customer journey. Furthermore, this roadmap has practical contributions. Marketing managers can use this roadmap in a B2B setting to construct CVPs. Moreover, managers can use the CVP as management tool for, for example, product development, marketing strategy and customer relationships.

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1. Introduction

A customer value proposition (CVP) is a strategic instrument employed by companies to convey their approach to delivering valuable offerings to customers (Payne, Frow, & Eggert, 2017). The customer value proposition should be one of the firm's most important strategic tool and organizing principle (Webster, 2002). The firm's CVPs, crafted by thoroughly evaluating customer needs and desires, play a pivotal role in driving substantial improvements in the firm's overall business performance (Payne, Frow, & Eggert, 2017). "The best companies are able to orchestrate customer experiences that provide customer value complementing their core offering" (Rintamäki, Kuusela, & Mitronen, 2007, p. 622). This underscores the crucial connection between customer and company, making the customer value presented as a proposition, a focal point for studying the achievements of top-performing companies.

Companies encounter challenges in creating and communicating CVPs, particularly in aligning them with customer preferences (Anderson, Narus, & Rossum, 2006). The difficulty lies in understanding customer needs and ensuring alignment with the firm's competitive advantages (Rintamäki & Saarijärvi, 2021). Understanding the customer journey, a sequence of experiences, interactions, and touch points, is imperative for grasping how customers perceive and experience value (Lemon & Verhoef, 2016). Resolving this challenge is important because the Marketing Science Institute stimulates research about CVPs as 'research priority'. This community requires research to develop ways to identify, develop and deliver CVPs that involve both customers and suppliers (Marketing Science Institute, 2010).

The globalization and digital transformation of business have necessitated a revision of how CVPs are communicated (Jain, Malviya, & Arya, 2021). E-commerce, leveraging electronic media and the internet, offers a unique avenue to reach customers easily (Amin, Nowsin, Hossain, & Bala, 2020). Unlike traditional brick-and-mortar ventures, e-commerce demands a tailored approach to develop and communicate CVPs (Rosário & Raimundo, 2021). Within an e-commerce setting, the e-customer journey can be used as a tool to see how customers perceive and experience value (Vakulenko, Shams, Hellström, & Hjort, 2019). E-commerce is a revolutionary approach to construction material procurement (Solanke & Fapohunda, 2015). However, the construction sector lags in adopting modern technologies, presenting challenges in embracing platforms like Industry 4.0, such as e-commerce (Turner, Oyekan, Stergioulas, & Griffin, 2021).

The marketing community has recognized the importance of effectively conveying the value to customers, which is considered a significant area of research alongside value creation (Payne, Frow, & Eggert, 2017). Despite substantial advancements in understanding CVPs and their creation, there remains a need for a structured and comprehensive approach that encapsulates the diverse aspects, perspectives and processes involved in managing and developing CVPs. An integrative roadmap stands as a potential solution to fill this void (Rintamäki & Saarijärvi, 2021).

There is also another study which is mentioning that CVPs are not well understood, especially at B2B markets. The comprehension and implementation of the CVP concept remain inadequate in numerous B2B enterprises, and scholarly research offers limited direction on crafting and executing CVPs effectively within B2B markets and specified industry context. Especially firms in B2B markets need scientific attention, due to the complex and competing demands of much broader range of customers, shareholders, and stakeholders (Payne, Frow, Steinhoff, & Eggert, 2020). This emphasizes the call of future research which explores a tailored CVP framework that aligns with the unique requirements of the B2B industry context.

The industry context of this research is not only B2B, but also e-commerce. As mentioned before, CVPs need to be aligned to the firm's strategy. There has been a considerable amount of literature discussing e-commerce business models and strategies, including topics like restructuring the value chain, forming alliances and partnerships, and integrating e-commerce throughout the entire company. However, these approaches offer limited systematic guidance for executives who wish to grasp the fundamental strategic principles and reasoning behind e-commerce, which is needed to develop and manage CVPs (Lee, 2001). E-commerce has facilitated a steep increase in sales in recent years, due to technology innovations and information technologies (Jain, Malviya, & Arya, 2021). This implies that e-commerce will become increasingly prevalent in daily business in the future. So, knowing how to shape CVPs in an e-commerce context can be valuable. There is no clear business roadmap defined in the literature that tells stepwise how to craft CVPs in an online B2B setting. (Leitão, Cunha, Valente, & Marques, 2013). Conversely, the study from Payne et al. (2020) developed a conceptual framework for CVP. However, they mentioned that there are no studies (except the study from Payne et al. (2014)) that investigate a tailored design of CVP roadmaps to suit firms' specific requirements and industry context.

The purpose of this paper is to develop a roadmap for B2B firms which can formalize CVPs in an e-commerce setting. To create this roadmap, the following research question is going to be answered:

How can B2B firms develop CVPs based on the e-customer journey?

The aim of this research is to develop a roadmap for B2B firms to construct CVPs in an e-commerce setting, necessitating a design science study. This study deploys a multi-method approach to develop a roadmap. This approach combines a literature review with qualitative interviews for face validation of the roadmap (Morioka, Bolis, & Carvalho, 2018). A multi-method approach is suitable for this research because the data from the interviews validate the proposed roadmap which is derived from a literature review.

This research is a case study. Case studies have a distinct advantage over other studies. This advantage becomes evident when a researcher is addressing a "how" or "why" question related to a contemporary set of events over which they have little or no control (Yin, 2014). Moreover, a case study is a fruitful tool to generate or modify existing theories. This case study will have an iterative character because

existing literature will be modified to qualitative interviews (Eisenhardt, 1989). Payne & Frow (2014) developed a process for value proposition where they used a case study. The essence of a case study is to shed a light on decisions. It seeks to unravel the reasons behind these decisions, why they were taken, how they were implemented and what the results are (Wilbur, 1971).

This roadmap can be used as guidelines for managers to develop and communicate their customer value propositions. A thoughtfully developed value proposition has the potential to enhance a competitive edge when strategically employed as a marketing tool (Camlek, 2010). Moreover, this roadmap will be a concise guide which can be an extension to existing literature, giving this paper both a theoretical and practical contribution.

The structure of the paper will be different than standard studies. Due to the iterative character of this research, the methodology approach will first be explained. The third chapter will be an extensive literature review about current frameworks and tools to develop CVPs, and about the e-customer journey. The fourth chapter will be a conceptual roadmap proposal. The fifth and next chapter will be the results of the qualitative interviews, with a revision of the roadmap proposal. The sixth and last chapter will be the conclusion where the modified roadmap and an answer on the research question will be given. The seventh chapter will be the discussion where the implications, limitations and results will be interpreted.

2. Methodology

2.1 Research design

This research is a design science study because a roadmap for constructing CVPs in an online B2B setting will be developed. A design research study is mainly performed during exploratory and theory-building studies. Moreover, this research design is suited for abductive and iterative studies (Holmström & Ketokivi, 2009). Developing a framework, concept or in this case, a roadmap, should be done by design science research (Osterwalder, 2004). To design this roadmap, a multi-method approach is followed, beginning with a proposed roadmap according to a literature review and subsequently a face validation of the roadmap by qualitative interviews. The proposed roadmap will be further modified based on the qualitative interviews, resulting in a refined roadmap to develop CVPs. The visualisation of this process can be seen in Figure 1. The literature review comprises desk research about current frameworks and tools to develop CVPs as well as general propositions. Moreover, the literature review consists of a section about the e-customer journey. This desk research will end in a roadmap proposal to construct CVPs. The roadmap will be validated and modified according to the qualitative interviews, which will result in a refined roadmap.

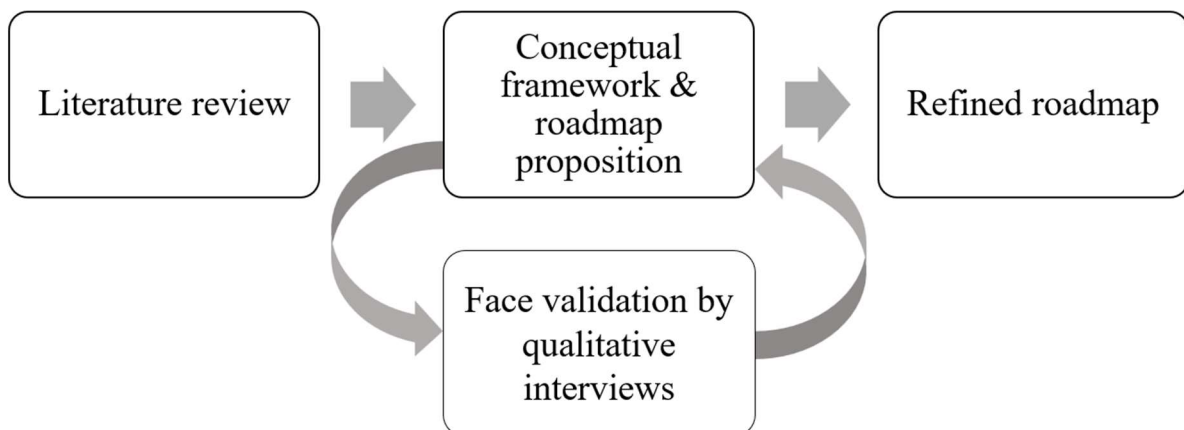


Figure 1 Research methodological flow (Morioka, Bolis, & Carvalho, 2018)

2.2 Data collection

The proposed roadmap will be validated by qualitative interviews. To generate data, qualitative semi-structured interviews will be conducted. These interviews will give rich understandings, gather qualitative data and uncover customer needs, which is needed to construct CVPs (Kallio, Pietilä, Johnson, & Kangasniemi, 2016). This study performs two different interviews: one for customers and one for B2B marketing experts. Customers will be interviewed, because this will give insights into how customers experience value during the e-customer journey. The contemporary paradigm, customer value is cocreated with the supplier, emphasizes a shift from Goods Dominant Logic (GDL) to Service Dominant Logic (SDL) (Vargo & Lusch, 2016). SDL acknowledges the collaborative creation of value

among various actors, necessitating customer involvement in the development of CVPs. That is why these interviews will gather data on how customers experience value during the e-customer journey and how this information can be used to construct CVPs. The other interview will ask questions to B2B marketing experts. CVPs must be cocreated, thus with the customers, but also with the supplier. That is why B2B marketing experts are interviewed to assess how they consider the proposed roadmap. Their expertise and experience will be used to discuss about the roadmap. These marketing experts will assess the proposed roadmap. These questions will only be about the roadmap and will enrich the answers from the customer interviews. Before the interviews are conducted, the B2B marketing experts are informed about the proposed roadmap, to facilitate interesting discussions. Finally, both kinds of interviews will be done in Dutch, because the customers as well as the B2B marketing experts are Dutch.

This qualitative study will centre around an in-depth examination of a case study, involving a supplier of construction materials. Case studies are needed to verify frameworks for CVPs (Rintamäki, Kuusela, & Mitronen, 2007). These interviews constitute field research and are intended to validate the roadmap proposal in accordance with the literature review. The proposed roadmap will be adjusted and modified towards an online B2B context.

The case company is a supplier of construction materials to both private individuals and businesses, such as construction contractors, gardeners and self-employed workers. The case company has two sales channels: an online web shop for private individuals and companies, and a physical store where companies can buy and pick up their construction materials. Their product range is construction materials, timber, insulation, paving and doors.

2.3 Sample size

Purposive sampling is used as a sampling method, which is primarily used for qualitative research designs (Rai & Thapa, 2015). The number of interviewees should be chosen according to theoretical reasons, such as to build, extend or polarize emergent theories. (Eisenhardt, 1989). Furthermore, the sample size for interviews is often justified by reaching data saturation during the interviews. In other words, there is no agreed-upon method of deciding explicitly the sample size until you reach theoretical saturation. Theoretical saturation is reached when no new ideas are emerging. (Francis, et al., 2010). Theoretical saturation is a useful method for case studies when building theories (Eisenhardt, 1989).

For the customer interview, each study objective consists of one case company. The study objectives are customers from the case company. The chosen study objectives are drawn from the customer base of the case company, which includes self-employed workers, building contractors, gardeners, and other 'self-builders'. The aim is to interview two companies in each aforementioned category. The interviewee needs to be involved in the procurement of materials to do its daily business. Due to the variety of companies, such as building contractors and self-employed workers, small and large companies are

interviewed, which means that the interviews could provide both strategic and tacit knowledge (Morioka, Bolis, & Carvalho, 2018).

For the B2B marketing experts interviews, the study objectives consist of marketing experts who are currently working in the field of marketing. Again, the method of theoretical saturation is used to decide the sample size.

2.4 Data analysis

The data will be analysed by following a structured coding process. Abductive coding will be applied to the transcripts. Abductive coding is a method for qualitative theory-building studies with an iterative nature. Abductive coding can be approached as a combination of inductive and deductive coding. (Vila-Henniger, et al., 2022). The coding process will follow the following steps: (1) transcribing the interviews, (2) inductive coding of the interviews, (3) crafting a codebook, (4) develop themes according to the codes, and (5) theorize. The last step includes the qualitative analysis of the interviews, but also the use of the theoretical framework. The interviews are analysed by using an inductive approach, while the explanation of the themes is guided by the theoretical framework. This theoretical framework is deductively derived (Thompson, 2022). The interviews will be transcribed by MS Teams. Atlas.ti will be used for the coding of the interviews.

3. Literature review

3.1 Customer value proposition

Originally in the late 80s and 90s, the CVP concept included a representation of the reasons why customers should choose to buy the company's goods and services at what price. In the initial literature on CVPs, the focus lies on how enterprises deliver value to customers, with limited emphasis on collaborative involvement from those customers (Payne, Frow, & Eggert, 2017). The term CVP originated from a framework for strategy developed by Lanning & Michaels (1988): 'The value delivery system' (Payne, Frow, Steinhoff, & Eggert, 2020). This framework took an outside-in approach, where the value which needs to be delivered is based upon customer needs. The value delivery system is a three-step approach: choose the value; provide the value and communicate the value. These three steps need to be executed at the functional business elements (Figure 2) (Lanning & Michaels, 1988).

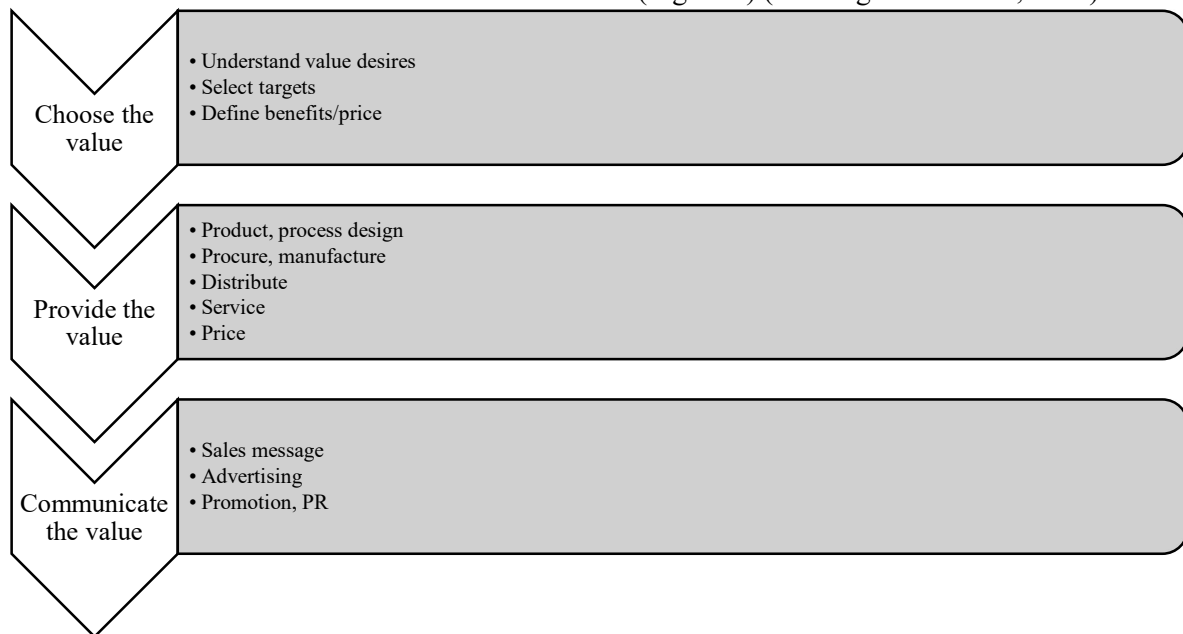


Figure 2 Value delivery system (Lanning & Michaels, 1988)

Following the steps according to the value delivery system leads to a proposition which is based upon the customer experience. Providing value involves the customer embracing the proposition, making a purchase, and subsequently encountering meaningful experiences. Communicating value implies that customers possess a comprehension and appreciation of experiences both before, during, and after the product purchase (Payne, Frow, Steinhoff, & Eggert, 2020).

Customer value can be formulated as a proposition which entails the components of the company's offering. Customer value can be viewed as a holistic approach to quality, which means a subjective evaluation of positive and negative aspects of using a product or service. From the company's point of view, these reasons why customers make purchases should be summarized in a CVP, making it a critical strategic concern in various aspects such as market segmentation, service development, and marketing communications (Rintamäki, Kuusela, & Mitronen, 2007). The SDL aligns with this claim. During the

GDL, it was claimed that enterprises can only make value propositions by themselves. However, the SDL asserted that enterprises cannot create value independently, but interactively and collaboratively with the customer (Vargo & Lusch, 2008). Vargo & Lusch developed a foundational premise about this (FP7): “The enterprise cannot deliver value, but only offer value propositions” (Vargo & Lusch, 2008, p. 8). This claim makes an explicit distinction between value creation and value proposing. CVPs should be developed reciprocally and collaboratively among customers and firms. However, it is also claimed that other stakeholders, and ethical, social and environmental issues should be taken into account when developing CVPs (Payne, Frow, & Eggert, 2017). Payne et al. (2017) provide four considerations which can indicate if a CVP will be successful or not:

- A. The CVP should include the benefits and costs, create distinctiveness compared to competitive offerings, and should hold significance for the specified customer base. The CVP should resonate with the practical and experiential aspects of value and costs of the customers.
- B. It is important to consider how value is distributed throughout the customer relationship, especially before, during and after the user experience. Special attention is needed to identify moments when the highest value can be generated.
- C. Reciprocal engagement and mutual involvement between customer and supplier are needed to co-create CVPs.
- D. Companies need to decide which characteristics of CVP design to prioritize when formulating value propositions. Examples of these design characteristics are the explicitness of the CVP (formal or implicit), the level at which the CVP is developed (business, customer segment, individuals), and the focus (range of value dimensions).

Thus, a CVP should be developed with the collaboration of customers, should include the benefits and costs, should identify how value is distributed during the customer relationship, and firms need to determine which characteristics are needed for the design of the CVP.

Moreover, it has been claimed that so-called ‘Firm-Based Resources’, market knowledge and innovation have a direct impact on crafting CVPs. ‘Firm-Based Resources’ consist of ‘Product Knowledge’ which is a direct antecedent of crafting CVPs. Figure 3 shows the different relationships and definitions of these terms. In other words, the ‘Firm-Based Resources’ are the resources which come from the firm or company itself. The ‘Market-Based Resources’ are customer-oriented. Customer relationships and branding do also include the ‘Market-Based Resources’, but they have no direct impact on the development of CVPs. These two components have an impact on the customers’ perceptions, behaviours and attitudes. There is one critical component for crafting CVPs: customer knowledge and competitor knowledge (Payne, Frow, & Eggert, 2017). Especially in B2B market, suppliers must possess a comprehensive grasp of their customers’ business models, procedures, and goals in order to elucidate how their products and services will impact customer operations and generate value in practical use

(Terho, Eggert, Haas, & Ulaga, 2012). Competitor knowledge is needed to know how to create superior CVPs in comparison to their competitors (Payne, Frow, & Eggert, 2017).

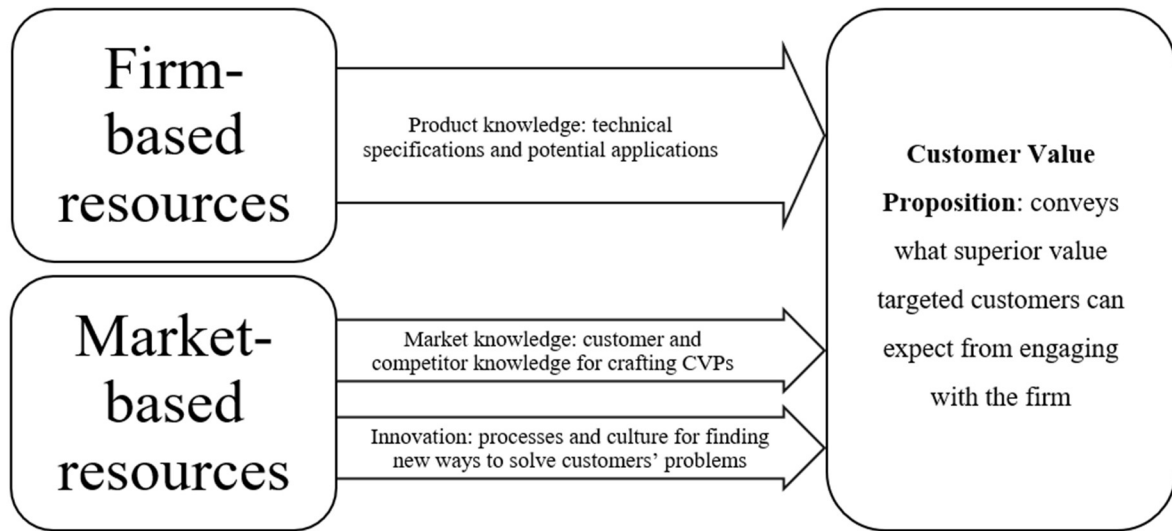


Figure 3 Antecedents of CVPs (Payne, Frow, & Eggert, 2017)

CVPs can be classified into three types: ‘all benefits proposition’, ‘favourable points of difference proposition’ and ‘resonating focus proposition’. The ‘all benefits proposition’ is crafted as asking managers to simply list all the benefits that the offering delivers to the customer. This proposition has two main drawbacks. First, managers might assert benefits for certain features that, in reality, offer no value to the intended customer. Second, many of the advantages may overlap with those of the next best alternative, diminishing the impact of the few authentic points of distinction. A CVP must consist clearly of the points of parity and the points of difference in accordance with competitors. The ‘favourable points of difference proposition’ is a proposition that highlights the main points of difference towards their competitors. The main pitfall for this proposition is that it can be very difficult for customers to define which supplier delivers the greatest value among the points of difference. Without a comprehensive grasp of the customer’s needs and preferences, as well as the perceived value in meeting them, suppliers might emphasize points of difference that contribute relatively little value to the intended customer. The golden standard is the ‘resonating focus proposition’. This proposition is constructed by making an offering superior on the few elements that are the most important to the customers and communicated in a way that the CVP is easily understandable. This proposition highlights the one or two points of difference that will be delivered to the customer. This proposition facilitates a supplier in such way that it can concentrate its limited resources to the most valuable points of difference in their case (Anderson, Narus, & Rossum, 2006). In the context of B2B markets, the resonating focus is the most complete approach to craft CVPs (Payne, Frow, Steinhoff, & Eggert, 2020).

Payne et al. (2020) developed the Value Proposition (VP) implementation cycle (Figure 4). This cycle is a conceptual framework which aims to help B2B firms in crafting CVPs.

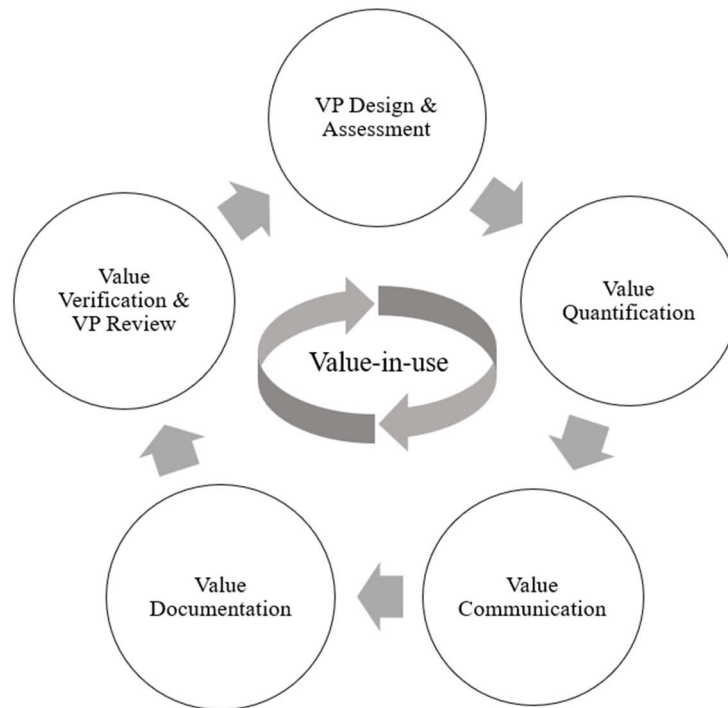


Figure 4 VP implementation cycle (Payne, Frow, Steinhoff, & Eggert, 2020)

Due to the differences in developing CVPs, they developed this framework. At each phase, customers are experiencing and contributing to value-in-use. This value-in-use is the interaction with customers and other stakeholders. These interactions can be assessed by the customer journey (Payne, Frow, Steinhoff, & Eggert, 2020). During the first step (VP Design & Assessment), the firm should have a clear picture of what their different customer segments and resources are and should clearly propose why the customers should buy from the firm. Their business model should match with the designed CVP. The firm may propose different CVPs to different customer segments. The next step (Value Quantification) is not only the quantification of the customer benefits, but also proposing the qualitative customer benefits, for example intangible benefits as reputation or ease-of-use. Value quantification can be done by a case study and/or workshop (Hinterhuber, 2017). The third phase is called 'Value Communication', which includes communicating the CVP to the customers, but also taking responsibility that the CVP is received and understood by customers (Lanning M. J., 1998). However, the CVP should not only be communicated to the customers, but also throughout the firm itself, because it will have a positive influence on the suppliers and employees' behaviours and attitudes, for example the sales force. (Payne, Frow, & Eggert, 2017). The fourth phase is the 'Value Documentation', which means the demonstration and documentation of the CVP. This will make it easier for the sales force to communicate the proposition (Terho, Eggert, Haas, & Ulaga, 2012). The firm must collaborate with the customer to define measurements how the proposition will benefit the customers. Thus, the firm itself should not only confirm the CVP, but it should also be confirmed by the customer through measurements and certain thresholds (Payne, Frow, Steinhoff, & Eggert, 2020). The final phase of the reciprocal circle is called the 'Value Verification & VP Review'. Value verification includes the communication and

demonstration of the measurements to the customers. Customers should give feedback upon these propositions. VP Review includes the renewal of CVPs. This means that CVPs can be reviewed in fast-paced changing markets (Payne, Frow, Steinhoff, & Eggert, 2020).

3.2 E-customer journey

The term Customer Journey typically denotes the series of steps or stages that a customer undertakes in order to obtain or utilize a product or service provided by a company. The customer journey can be approached as a blueprint where customers experience certain touchpoints. The customers are at the centre of the journey, where customer experience is assessed within a service context. This service context relates to touchpoints, where customers experience and co-create value (Lemon & Verhoef, 2016). By comprehending crucial moments and crafting scenarios that effectively capture those moments, companies can enhance their understanding and handling of customers' requirements and the value proposition (Norton & Joseph Pine II, 2013). The customer journey can be used as an analysis method, which enables companies to better configure CVPs (Sassanelli & Terzi, 2022). According to Lemon & Verhoef (2016), the customer journey is designed as a tool to better understand customer experience throughout the touch points. Payne et al. (2017), on the other hand suggested that CVPs can be crafted when better understanding customer needs and experiences during usage. This implies an iterative cycle to create CVPs, according to the customer journey and customer experience during the journey. This iterative cycle can be seen in Figure 5.

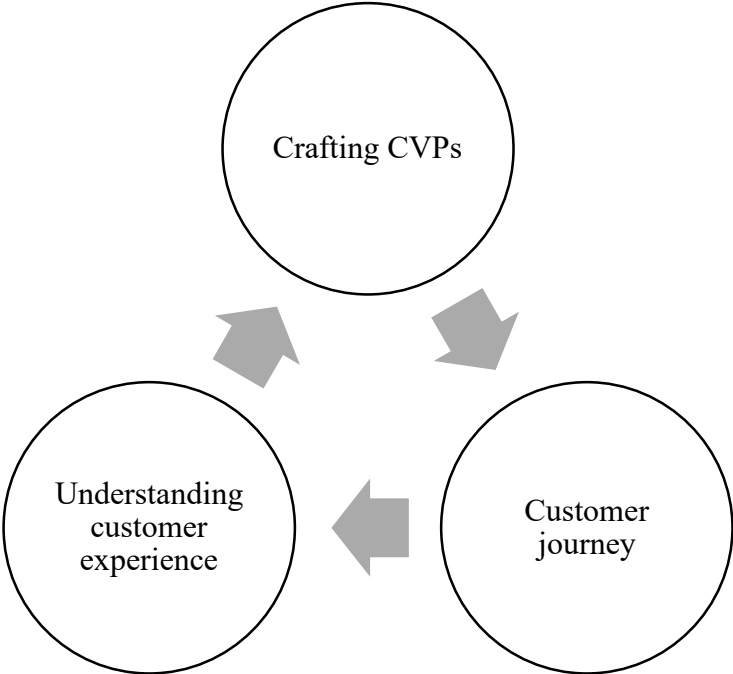


Figure 5 Iterative cycle of configuring CVPs, based on the customer journey

Customer experience encompasses every aspect of the company offering and customer journey: from the pre-purchase phase until the post-purchase phase. It refers to the internal and subjective reactions

that customers experience in response to any direct or indirect interactions with a company (Meyer & Schwager, 2007).

When scoping the customer journey down to an online setting, such as e-commerce, the customer journey can be named as the e-customer journey (Vakulenko, Shams, Hellström, & Hjort, 2019). The e-customer journey can be divided into the following five phases: site landing, product discovery, product presentation, cart management, and check out. All of these five phases consist of main drivers, which can be found in Figure 6 (Mangiaracina, Brugnoli, & Perego, 2009).

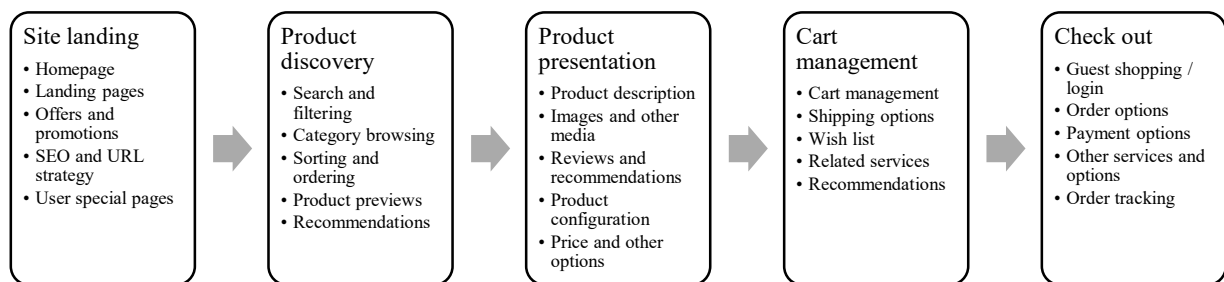


Figure 6 Five phases of the e-customer journey (Mangiaracina, Brugnoli, & Perego, 2009)

Customer journeys within a B2B context look differently than within a B2C context. B2B customer journeys consist of repeating cycles that include loyalty loops, where the initiation of new journeys can be triggered by the usage of offerings. In B2B customer journeys, the process begins either with a new buying situation or stems from previous journeys. Customers evaluate whether a straight rebuy or modified rebuy is appropriate to meet their own needs. This implies that B2B customer journeys involve iterative purchase and usage stages, where the usage stage can uncover new needs, subsequently initiating a new journey (Purmonen, Jaakkola, & Terho, 2023). That is why the e-customer journey of Figure 6 should not be drawn as a linear process, but an iterative process, drawn as a cycle. Moreover, after the checkout, a phase called ‘usage’ should be added to the e-customer journey. The usage, assessed as a positive customer experience, can trigger new or modified purchases, due to loyalty or brand (Kranzbühler, Kleijnen, Morgan, & Teerling, 2017). Purmonen et al. (2023) developed a B2B customer journey, which is defined as follows: “the B2B customer journey refers to a combination of buying and usage centre 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, Jaakkola, & Terho, 2023, p. 80). In other words, the B2B customer journey consists of a purchasing phase which can be divided into the following four steps: need recognition, information search, comparison of alternatives and selection. These four steps take part during the site landing, product discovery, product presentation, cart management and check out. These steps are followed by the customer when they decide to purchase a certain product (Mishra, 2018). The other phase is the usage

phase, which consists of the following four steps: offering deployment, usage, maintenance and reassessment. The relational context and loyalty of a customer in a B2B market implies a choice for the customer between rebuying the offering or ending the customer journey. (Purmonen, Jaakkola, & Terho, 2023). The e-customer journey from Figure 6 is reassessed according to the reasoning from Purmonen et al. (2023). The e-customer journey for B2B firms can be seen in Figure 7.

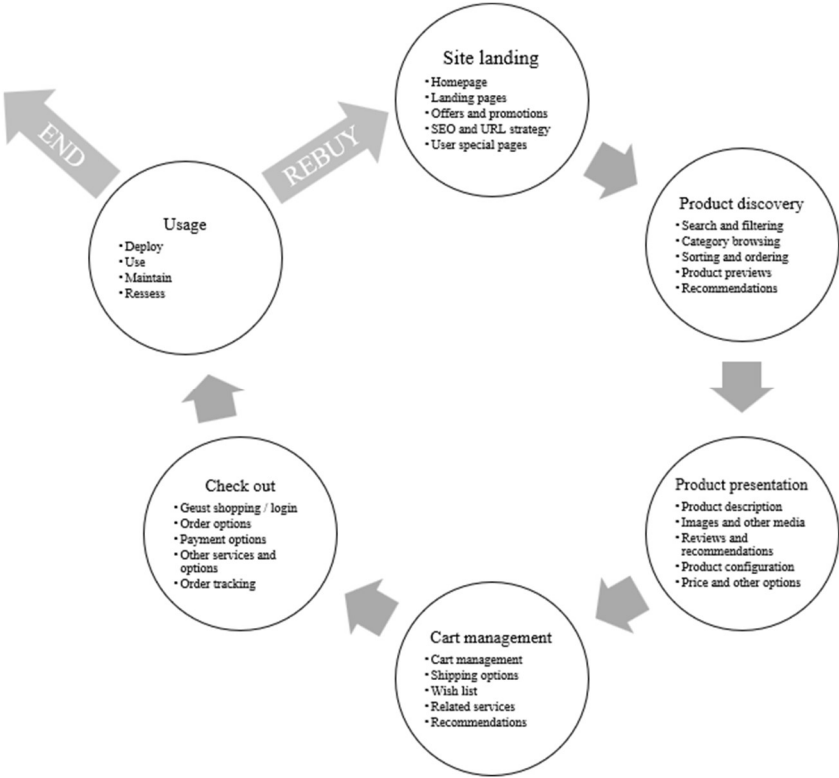


Figure 7 Modified e-customer journey in a B2B setting

4. Roadmap proposition

The proposed roadmap will follow the VP cycle from Payne et al. (2020). This starts with the CVP design and assessment. Within this phase, the first step starts with identifying your customer segments and resources. Knowing your customer is key, which means that examining customer needs is important. Based on the reasoning from Norton et al. (2013), customer requirements and needs can be assessed by the customer journey, and in this case, the e-customer journey. Understanding your customer, is one component of the so-called ‘Market-Based Resources’ from Payne et al. (2020). Examining your competitors also includes the ‘Market-Based Resources’, because the CVP must be a ‘Resonating Focus Proposition’, according to Anderson et al. (2006). The CVP must consist of one or two points that are different and favourable in comparison to the firms’ competitors. The proposition should concentrate on the one or two points of difference that will be delivered to customers. The next step is value quantification, which means defining quantitative and qualitative thresholds and measurements to reach the proposed value. The third phase of the roadmap is the communication of the value, which should be tailored towards customer preferences. The CVP should also be communicated internally at the firm. The fourth phase is the Value Documentation. This phase includes the measures to track what the CVPs deliver to the customers, for example increasing profit or cost savings. This must be defined in collaboration with the customer. The final phase is the Value Verification & CVP Review, which is the assessment if the customers experiencing the CVP during the e-customer journey. The verification is the feedback of the customers about the CVPs and the eventually reached thresholds and measures. This also includes the choice of the customer if they rebuy the product or service from the CVP or end the customer journey. The review is the evaluation of the CVP if changes are necessary. The e-customer journey is used during all five phases, because during this journey, the company can assess where the customers are experiencing value. The proposed roadmap can be founded in Figure 8. This B2B roadmap proposition should be modified towards an online context.

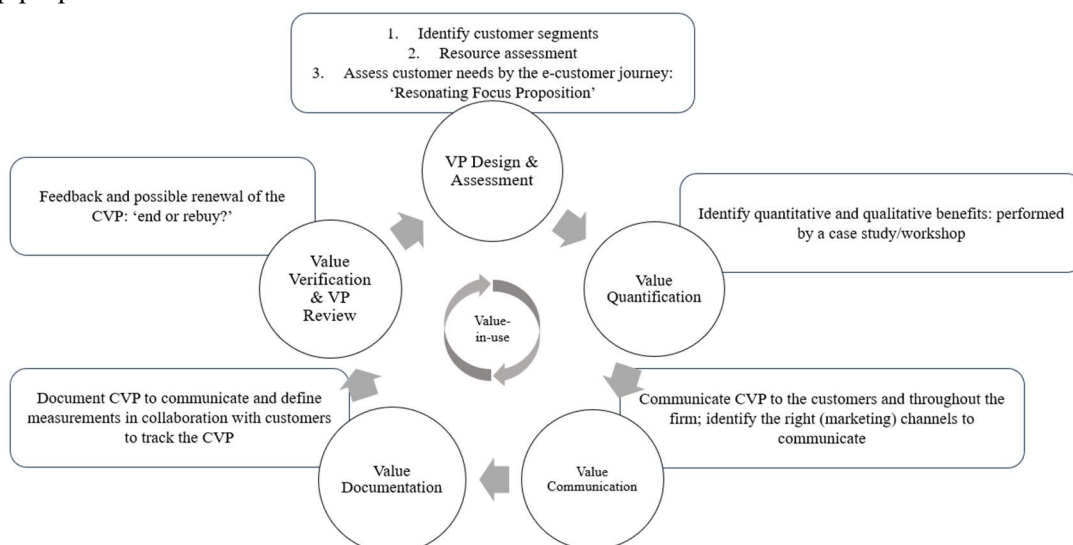


Figure 8 Roadmap proposition

5. Results¹

The roadmap from Figure 8 will be validated according to the seven different interviews that were conducted. On the basis of seven semi-structured interviews, the roadmap can be validated. During this section, the five different steps from the proposed roadmap will be evaluated, to give a structure to this section.

Step 1: ‘VP Design & Assessment’

The first step is called ‘VP Design & Assessment’. Within this phase, the customer segments need to be identified, the internal resources need to be assessed, and the customer needs must be evaluated alongside the ‘e-customer journey’. During the customer interviews, the customers admitted that they liked the transparency of the communication with the price. “The web shop is very user-friendly. In addition, the web shop is very nice, because you can quickly get a cost indication of how much your building project will cost approximately. By throwing all materials in your shopping trolley, you can quickly see the total amount” (Appendix 5.3.2, Interview 2). These customer interviews were very useful for gaining practical insights into their needs. However, within this step, the definition of a customer value proposition should first be made clear. “It always starts with not knowing what the definition of a customer value proposition is. People do not know what a customer value proposition means. Some people think it is only about the benefit. Other people think it is a ‘one-liner’. Actually, a customer value proposition is a promise of how your customer is going to get value from your product or service by which they can solve their problems” (Appendix 5.3.7, Interview 7). To craft the CVP, it should start with a thorough customer research. B2B Marketing Expert 1 claims that formulating a CVP should start with identifying your target groups, or customer segments. Then, customer insights can be studied. “First of all, you will have to start with in-depth customer research. You need to understand very well exactly what the product is, what problem it solves and what customer needs there are. Next, you need to compile a long list of features and benefits of your product or service. Once you have looked at those, you start looking at what the competition has to offer. So, you start looking for distinguishing features. Where is your competitive advantage as a supplier? When you have found those, ideally you start working on those differentiating things” (Appendix 5.3.6, Interview 6). However, the roadmap proposed to use the e-customer journey for assessing customer needs. B2B Marketing Expert 4 asserted that using the e-customer journey is not enough. “The customer value proposition is definitely not about your product or service, but about the customer’s problem. With the customer journey, you become more product-centric instead of customer-centric. It is about knowing your consumers better than they know themselves. Your customer value proposition requires customer-centric thinking. You just have to make sure that you talk to the right people. The customer journey can be a tool for this, but you have to approach it more broadly” (Appendix 5.3.7, Interview 7). The other three interviews with the B2B

¹ During this section, quotes and insights are referred to appendices. These are deleted, due to privacy concerns.

Marketing Experts agree with this. The e-customer journey should not only be used to assess customer insights. B2B Marketing Expert 2 recommends the method of ‘writing out personas’. This is a very broad method to get a clear picture of your different customers. The different B2B Marketing Experts claimed that the first two steps should be the most important, because these steps include the design and formulation of the CVP.

Step 2: ‘Value Quantification’

The second step of the roadmap proposition is called ‘Value Quantification’. During this step, the quantitative and qualitative benefits are identified. B2B Marketing Expert 3 claims that a CVP should always be expressed in money, because in a B2B setting, a purchase is something that a firm does not like. Just because it costs money. “The only reason for a business to purchase is because it has a return on investment. You only invest to keep your business running” (Appendix 5.3.6, Interview 6). B2B Marketing Expert 4 does not agree with this. He claimed that a customer problem can also be an emotional problem, which can be very difficult to monetize. He also claims that a CVP needs to solve the hard sides and the emotional sides. The hard side could be money. The emotional side can be the fear to invest. The ‘StoryBrand Hero Narrative’ can be used for this. This framework can be used for identifying problems, which have three layers: external problem (‘hard problem’), internal problem (emotional feelings about the problem) and the philosophical problem. This framework is very useful to identify customer problems. B2B Marketing Expert 4 claims that this step belongs to the first step. Identifying benefits includes customer research to get to know customer insights. B2B Marketing Expert 3 and 4 should do this by making a list of all the benefits with the management and/or employees.

Step 3: ‘Value Communication’

The third step from the proposed roadmap is called ‘Value Communication’. This includes the communication of the CVP throughout the firm internally, but also towards the customers and other stakeholders. All the interview respondents agree that the CVP should be communicated throughout the whole firm. Not only towards the customers, but also the employees. The CVP should be embedded in all the marketing communication the firm offers. B2B Marketing Expert 3: “I would broadly communicate the features and benefits of the CVP online, but I would communicate the ‘differentiators’ in a concentrated way to only the salespeople who matter, i.e. your most important customers. Rewarding and communicating customer loyalty is also very important. Vendors will also need to know very well that customer loyalty can be awarded” (Appendix 5.3.5, Interview 6). That is why the CVP should also be known and understood by the employees. This also means that the CVP should be embedded in your marketing communication, but the explanation of the CVP should be done in a concentrated way to your customers. This can be done by offering the explanation of the CVP in a document or by meetings between customers and salespeople. Due to the online setting, the website and social media are important channels for communicating the CVP. Self Employed Worker 1 and Building

Contractor 1 confirmed that they are still in touch with the firm via the website, social media and e-mail marketing. B2B Marketing Expert 4 asserted that the CVP can be explained in a written document of around two pages. If it is possible, the CVP can be formulated as a ‘one-liner’, but this is very difficult. “Ultimately, you will need to start delivering two materials: a full document explaining your proposition and commercial content for your marketing channels” (Appendix 6.3.7, Interview 7).

Step 4 & 5: ‘Value Documentation’ & ‘Value Verification & VP Review’

The fourth phase is called the ‘Value Documentation’. All four B2B Marketing Experts admitted that this step was a little bit vague. Expert 3 would bring this step and step 5 (Value Verification & VP Review) together. B2B Marketing Expert 2 thinks that this step is cumbersome because money and time are already wasted before the CVP would be verified with the customers. “You have already presented your CVP, and only then you start looking whether it is really something. This can create sunk costs. I would start testing the CVP even before you have implemented the CVP. So, before you have communicated the CVP” (Appendix 5.3.5, Interview 5). Experts 1, 3 and 4 agree with this. Expert 4 would do this by checking if your concept CVP is in accordance with the problems and desires from the customers. So, the documentation and verification with the customers’ need to be done before the CVP is implemented and communicated. Thus, the sequence of the steps needs to be changed. In contrast, customers like a yearly event, organized by the firm to talk about the offered CVP. “There are firms that organize a day where they meet all their customers. During this day, they analyse together if the firm fulfilled what they promised to the customers” (Appendix 6.3.2, Interview 2). This promise can be the CVP. This can be done after the CVP is implemented and communicated, because it can be possible that customer problems and needs change. In short, renewal of the CVP is necessary.

Roadmap

B2B Marketing Expert 4 would make all the steps of the circle iterative. During the design of the proposition and the communication, meetings with customers and feedback from customers are needed to verify and know if the CVP will be effective. Moreover, customer insights and economic circumstances change over time, which implies an iterative process of the different steps. Furthermore, this B2B Marketing Expert 2 suggested that this roadmap can be applicable and usable in an offline and online setting. He mentioned that developing CVPs is necessary for every company. The only difference in an online and offline setting is the communication of the CVP, but this has no impact on the sequence and logic of the roadmap.

The first step should be split into sub steps. The first step of the circle should be ‘Definition of the CVP’. A clear definition of what a CVP includes must be provided internally to the persons who are involved with the development of the CVP, because many people do not really understand what a CVP includes.

The next step should be 'Gathering Customer Insights'. This step includes doing research of what different problems customers have that need to be solved by the offerings of the firm. This can be done by a workshop at the firm. This should not be done by only using the e-customer journey, but taking a broader perspective. This step starts with identifying customer problems which can be served by the firm. Subsequently, writing out personas is needed to make customer segmentations on the basis of their problems. These personas can be written with the help of the 'StoryBrand Hero Narrative' framework. The 'StoryBrand Hero Narrative' makes use of a framework which divides a problem into three layers: external problem, internal problem and philosophical problem. The problems of the different customer segmentations are explained in this way. Furthermore, a long list of benefits and differentiators of the product or service should be compiled internally. When these steps are done, a concept of the CVP can be formulated. The formulation of the concept CVP is step 3. This CVP is needed which is differentiating in comparison to the competition. The explanation of your CVP can be given in a document of two pages. Moreover, when the CVP needs to be implemented, commercial content must be created.

Step 4 is called 'CVP Concept Testing'. During this step, the CVP is tested and verified if the CVP effectively addresses the customer's problems. Do consumers agree that their problems can be solved by the CVP? Then the CVP can be implemented. If the customer does not agree with the CVP, then the formulation of the CVP needs adjustments. The concept and the formulation need to be polished until the CVP stabilizes when testing it with customers. When the CVP addresses the problems of the customers, then the CVP is stabilized. This implies that the CVP can be implemented and communicated.

Subsequently, step 5 is called 'Implementation and Communication of the CVP'. Once the CVP is stabilized, it can be implemented in all the marketing communications the firm uses. It should not only be communicated to their customers, but also to their employees, especially the salespeople and vendors. The salespeople should communicate and explain the CVP to the customers. That is why a document of the explanation of the CVP is needed.

The last step is called 'Renewal of the CVP'. During this step, customers and the firm are coming together to discuss if the promise of the firm still meets the problems of the customers. Customers can express their thoughts about firm's CVP, allowing the firm to assess if the CVP is well communicated and needs to be polished again. This is needed to know if the CVP needs to be adjusted. Moreover, it is an assessment if the CVP is still effective after it is implemented.

Lastly, the different steps of the circle are iterative, due to the fact that the development of the CVP goes hand in hand with changing customer insights and needs. Furthermore, the e-customer journey is not the only method to understand customer experience and to assess where customers experience problems.

6. Conclusion

The research question of this study is: How can B2B firms develop CVPs based on the e-customer journey? This question can be answered by modifying the roadmap proposition of Figure 8. According to the results of the interviews, the roadmap needs to be adjusted. How the different steps look like, can be found in the Results section.

First of all, the different steps need to be iterative. Secondly, the circle represents the paradigm which is necessary for developing CVP: consumer-centric thinking. The development of a CVP can only be facilitated when the consumer is settled in the middle. The modified roadmap can be found in Figure 9.

The answer on the research question can be given by following the steps of the refined roadmap from Figure 9. First, it starts with giving a definition of CVPs. Thus, instruct the people who are involved with crafting CVPs about what it includes. The definition is: a promise of how customers get value from your product or service by which they can solve their problems. The next step is gathering customer insights, by identifying customer problems, writing out personas with the 'StoryBrand Hero Narrative' and compile a long list of benefits and differentiators of the product or service. The step that follows is the formulation of a concept CVP. Subsequently, this concept needs to be tested and verified by customers if this CVP meets the problem of the customers. Does the concept CVP stabilize? Implement and communicate the CVP throughout the marketing channels, and towards employees and customers. The last step is the possible renewal of the CVP. This includes feedback from the customers if the CVP is still effective and may need adjustments. If renewal or adjustments of the CVP are needed, it initiates the process again with providing the definition and gathering customer insights. The circle on its own is iterative as well as the steps within the circle. Thus, B2B firms can develop CVPs by following the steps of the iterative circle from Figure 9.

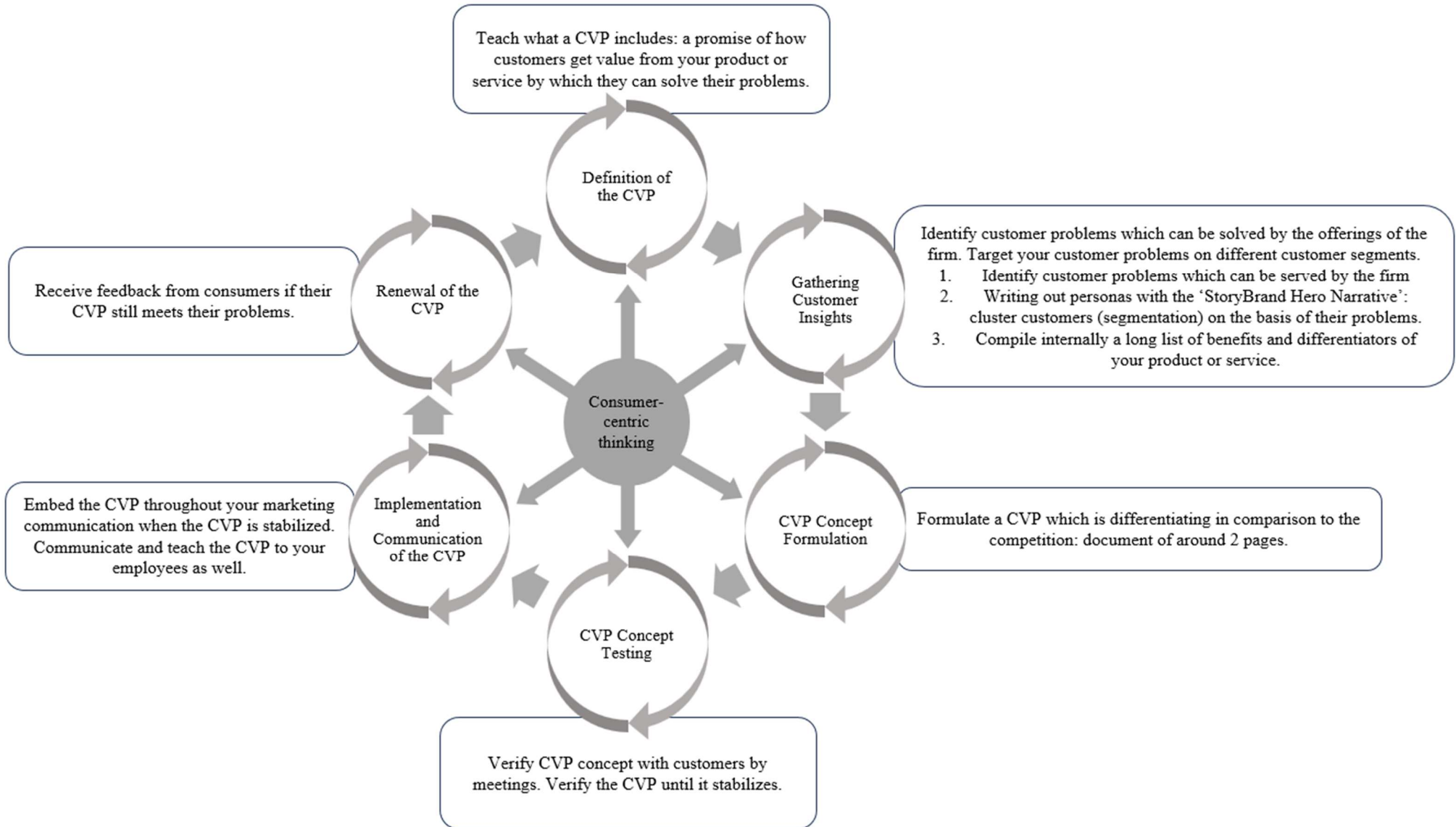


Figure 9 Roadmap to develop CVPs

7. Discussion

The aim of this study was to construct a roadmap to facilitate the development of CVPs. First of all, a roadmap was proposed by a literature review. Subsequently, this roadmap was then validated and modified through qualitative interviews. This proposed roadmap is used as a framework for the interviews. The questions were based upon the proposed roadmap.

The interviews were very fruitful which resulted in very interested key findings. Prior to conducting the interviews, the B2B marketing experts were first informed with the proposed roadmap and the aim of this study. This was evident during the interviews, as the experts provided critical insights. The interviews were very interesting discussions about the proposed roadmap. In fact, the proposed roadmap was the right tool to talk about developing CVPs. The validated roadmap is theoretically grounded as it builds upon existing CVP frameworks. Nevertheless, not all the findings corresponded with the initial proposed framework. In particular, the utilization of the e-customer journey and the iterative nature of the steps. Iterating within the steps is crucial, because customer perceptions, experiences and problems are constantly evolving. Furthermore, economic conditions can affect a firm's capabilities, thereby influencing its offerings. Supply and demand will always change, making the iterative character necessary. The e-customer journey is changed into consumer-centric thinking. This implies that the e-customer journey should not be the only method used, but it should be approached much broader to assess customer experience and their problems for the formulation of CVP. Additionally, the first two steps from the proposed roadmap are much more described in detailed steps, with an emphasis on the formulation of CVPs. The roadmap is much more logical, concise and practical. These modifications were necessary and expected. A key insight from the modified roadmap is the need for broader considerations beyond just the e-customer journey. Furthermore, testing the concept of the CVP is an essential step in the modified roadmap. This was not explicitly mentioned in the proposed roadmap. In the end, the results prove that the design process worked with the use of qualitative interviews to validate the proposed roadmap.

A primary limitation of this study is the reliance on the e-customer journey during customer interviews. Initially, the e-customer journey was utilized to identify and validate customer experiences. However, the findings indicated that CVPs should address customer problems. These customer problems cannot be assessed by the e-customer journey only. Customer problems should be the central phenomenon that should be addressed to construct CVPs. Moreover, the abductive nature of this research poses limitations. Abductive reasoning involves seeking plausible inferences and explanations for certain phenomena. This involves that explanations can be incomplete or lack power. Furthermore, this abductive research relies on prior knowledge, shaped as a proposed roadmap. If prior knowledge in abductive research is incomplete or biased, it can lead to wrong formulated conclusions. Applying this reasoning on this study, it was initially thought that the e-customer journey was needed to develop CVPs.

However, as mentioned before, customer problems should be addressed instead of the e-customer journey. Moreover, abductive research can have a lack of systematicity, which making it susceptible to wrong reasonings. This can be applied to the fact that different respondents have different views on the development and formulation of CVPs. Further research should consider employing a deductive approach to verify the applicability of this roadmap in an online B2B context. The use of the e-customer journey during the customer interviews are also a limitation. When crafting CVPs, B2B firms should not use the e-customer journey, but must assess which problems customers have. Nevertheless, the inclusion of the e-customer journey in the proposed roadmap stems from the abductive approach of this research. Finally, the interview respondents included both customers and B2B marketing experts. This means that there are no stakeholders taken in consideration to develop CVPs, which can have drawbacks on the results of the CVPs. Stakeholders are especially in B2B environments very important to take into consideration.

This study has theoretical as well as practical implications. The primary theoretical implication is that the roadmap fills the gaps by providing a structured approach to developing CVPs in an online B2B setting. Additionally, this roadmap can be applied to formulate the CVP within a 'Business Model Canvas', where the CVP serves as a centrepiece. Moreover, it contributes to the research priority of the Marketing Science institute, which emphasizes the research in developing CVPs.

The practical implication is that this roadmap can be used practically to develop, construct, formulate and communicate CVPs. The roadmap consists of logical steps, which is a structured approach to develop CVPs. Instead of an inside-out approach, this roadmap adopts an outside-in approach. This means that customer talks and meetings are needed to develop, formulate and verify CVPs. The combination between the B2B and online setting is very interesting. Especially in an online setting, where web shops prevail as the main marketing channel, it is very important to maintain fruitful relationships with firms. A well-understood CVP, which meets the needs and desires of their customers, in this case firms, can be a strategical tool to keep customers loyal and grasp the benefits of having relationships with companies. Especially online, where the CVPs can be communicated throughout the whole web shop. As previously mentioned, a well-formulated CVP enhances a competitive edge when employed as a marketing tool. Furthermore, CVPs can help with strategic decisions, such as product development, marketing strategies and customer relationships. This roadmap can help managers to recognize to develop CVPs. They can, for instance, compare their current process to develop CVPs with this roadmap and see where changes in the process are needed.

Future research suggestions would be to examine if this roadmap also works in other settings. It should be tested if this roadmap, for instance, also works in a B2C setting or maybe in a brick-and-mortar setting. Another suggestion is the examination of how artificial intelligence, machine learning and big data can be integrated into the process of developing CVPs according to the roadmap. These

technologies can be integrated to assess customer problems and needs. The last suggestion would be to study if the development of CVPs according to the roadmap would contribute to the development of long-term customer relationships and customer loyalty.

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9. APPENDICES

9.1 APPENDIX A – Interview guide for customers

Introductie van het onderzoek en geïnterviewde

- *Onderzoek gaat over het ontwikkelen van klantwaardeproposities. Het doel van dit onderzoek is om een stappenplan te ontwikkelen die bedrijven kunnen gebruiken voor het formuleren van klantwaardeproposities in een online B2B context.*
- *Een klantwaardepropositie is een belofte van waarde die een bedrijf aanbiedt aan zijn klanten, waarin wordt beschreven hoe het product of de dienst de behoeften of problemen van de klant oplost. Het benadrukt de unieke voordelen en kenmerken van in dit geval Sleiderink, ten opzichte van alternatieven op de markt. Hierdoor zouden klanten overtuigd moeten worden om voor Sleiderink te gaan en blijven kiezen. Kortom, Het is een samenvatting van de voordelen die jouw aanbod de klant oplevert.*
- *Voorstellen van geïnterviewde.*
- *Opbouw van het interview: (1) algemene ervaringen met Sleiderink, (2) vragen over de customer journey, (3) vragen over het ontwikkelen van klantwaardeproposities.*

Algemene ervaringen met Sleiderink?

1. Wat is over het algemeen jullie ervaring met het zakendoen met Sleiderink?
2. Waarom is in jouw/jullie ogen Sleiderink.nl uniek in de markt?

Ervaringen met de e-customer journey

- *De e-customer journey is het proces (reis) dat een klant doorloopt bij het online zoeken naar, evalueren, kopen en gebruiken van een product of dienst. De e-customer journey voor Sleiderink is de aankomst op de Sleiderink.nl, product ontdekking, product presentatie, winkelwagen, check-out en gebruik.*
 - *Door te weten bij welke stappen de klant welke aspecten waardeert, is het mogelijk om klantwaardeproposities te ontwikkelen.*
4. Wat zijn jullie ervaringen met het bestellen en raadplegen van de online webshop Sleiderink.nl? Zijn er specifieke momenten vanaf de aankomst op de website tot daadwerkelijke aanschaf van producten die je als positief of negatief ervaart?
 5. Zou je eens wat kunnen vertellen over je reis vanaf het eerste contact met Sleiderink.nl tot het uiteindelijke afsluiten van een bestelling?
 6. Hoe ben je als eerste in contact gekomen met Sleiderink.nl? Denk aan social media, e-mail, concollega's.

8. Wat vind je van de product presentaties op Sleiderink.nl? Wat vind je van de volgende punten wanneer je op een productpagina arriveert?
- Productomschrijving
 - Afbeeldingen en andere media
 - Reviews en aanbevelingen
 - Product configuratie
 - Prijzen en andere opties
 - Bijverkoopopties
9. Wat zijn je ervaringen van de 'winkelwagen'? Denk bijvoorbeeld aan de volgende opties:
- Verzendopties
 - Wensenlijst
 - Aanbevelingen en bijverkoopopties
10. Wat zijn je ervaringen met de check-out van de bestelling? Denk bijvoorbeeld aan betaalopties, transactieprocessen en order tracking.

Loyaliteit

- *Klantloyaliteit is een belangrijk element binnen de e-customer journey. De klantloyaliteit is de neiging van de klant om herhaaldelijk producten of diensten van een bedrijf te kopen en positieve relaties te onderhouden, gebaseerd op tevredenheid en vertrouwen.*
 - *De klantloyaliteit bepaald wanneer een klant herhaaldelijk aankopen blijft doen bij Sleiderink.nl.*
11. Zou je ons aanbevelen bij andere bedrijven op basis van jouw ervaringen met Sleiderink.nl? Waarom wel of niet?
12. Wat zijn de redenen waarom je aankopen blijft doen via de webshop van Sleiderink.nl? Waarom zou je niet naar de concurrent gaan?

Klantwaardepropositie

- *Dit laatste deel gaat over de klantwaardepropositie. Ter herhaling, een klantwaardepropositie is een beknopte verklaring die de redenen uiteenzet waarom klanten zouden moeten kiezen voor wat Sleiderink.nl te bieden heeft.*
- *De roadmap waarmee je klantwaardepropositie kunt ontwikkelen bestaat uit de volgende stappen: (1) klantwaardepropositie design, (2) opstellen van kwalitatieve/kwantitatieve voordelen, (3) communiceren van de klantwaardepropositie, (4) documentatie van de klantwaardepropositie zodat de klanten de voordelen kunnen meten of het hen wat oplevert, en (5) verificatie en review van de klantwaardepropositie. De eerste stap wordt in dit deel van het*

interview overgeslagen, omdat dit al is onderzocht tijdens het interview deel over de e-customer journey.

13. Voor welke soort klantwaardepropositie zou je meer gevoelig zijn? Kwantitatief of kwalitatief? Waarom?
14. Zou je willen weten welke kwantitatieve en kwalitatieve voordelen de klantwaardepropositie precies voor je oplevert met bijvoorbeeld een kostenvoordeel etc.?
15. Via welke communicatiekanalen kom je in aanraking met Sleiderink.nl?
16. Wat zou je ervan vinden om iedere maand/kwartaal/jaar met Sleiderink om de tafel te gaan en te bekijken welke voordelen de klantwaardepropositie nu daadwerkelijk voor je heeft opgeleverd?
17. Wat zou volgens jou de klantwaardepropositie voor Sleiderink.nl moeten zijn?

9.2 APPENDIX B – Interview guide for B2B marketing experts

Introductie van het onderzoek en geïnterviewde

- *Onderzoek gaat over het ontwikkelen van klantwaardeproposities. Het doel van dit onderzoek is om een stappenplan te ontwikkelen die bedrijven kunnen gebruiken voor het formuleren van klantwaardeproposities in een online B2B context.*
 - *Een klantwaardepropositie is een belofte van waarde die een bedrijf aanbiedt aan zijn klanten, waarin wordt beschreven hoe het product of de dienst de behoeften of problemen van de klant oplost. Het benadrukt de unieke voordelen en kenmerken van in dit geval Sleiderink, ten opzichte van alternatieven op de markt. Hierdoor zouden klanten overtuigd moeten worden om voor Sleiderink te gaan en blijven kiezen. Kortom, het is een beknopte verklaring die de redenen uiteenzet waarom klanten zouden moeten kiezen voor wat Sleiderink te bieden heeft.*
 - *Voorstellen van geïnterviewde.*
 - *Opbouw van het interview: de vijf verschillende stappen van de roadmap langsgaan. Hierbij wordt de roadmap duidelijk uitgelegd.*
1. Waaraan zou volgens jou een klantwaardepropositie moeten voldoen?
 2. Welke stappen zou jij ondernemen om een klantwaardepropositie te formuleren en te communiceren?

Roadmap

3. Om een klantwaardepropositie te ontwikkelen, waar zou een bedrijf in een B2B markt dan mee moeten beginnen? Heb je toevoegen/opmerkingen aan de eerste stap in het model?
4. De klantwaardepropositie moet uit twee elementen bestaan die beter zijn dan de concurrenten. Hoe kun je de klantwaardepropositie van de concurrentie achterhalen?

5. Stap 2 is de waarde kwantificatie. Deze stap bestaat uit het selecteren van kwantitatieve en kwalitatieve voordelen die een klantwaardepropositie moet opleveren. Welke methodes zou jij handig vinden om te meten welke voordelen de klantwaardepropositie moet hebben?
6. Stap 3 is de communicatie van de klantwaardepropositie. Hoe zou je ervoor zorgen dat de klantwaardepropositie wordt gecommuniceerd zowel extern als intern?
7. Stap 4 is de waarde documentatie. Denk je dat B2B klanten ervoor open staan om te kunnen meten wat de klantwaardepropositie voor hen oplevert? Hoe zou jij dit doen?
8. Stap 5 is de verificatie en review van de klantwaardepropositie. Wat zou jij doen om te bekijken of de klantwaardepropositie wel juist is overgekomen? Wat zou jij doen om te bekijken of de klantwaardepropositie veranderd moet worden?
9. Wat vind je van de roadmap? Mis je enkele stappen of elementen? Zou je nog iets willen toevoegen?