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COMPANY

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ABSTRACT

VILJAMI HOFFRÉN: Customer Experience Management in Construction Company

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In companies, the importance of CE is understood, but its true meaning is largely unknown. CE is though equal with customer service. CEM is not systematic and the creation of experiences happens randomly. There are no clear models for business leaders to manage customer experience effectively. They are not able to understand the whole entity, review the current status or set understandable targets to improve company's action.

This study is conducted as a qualitative single case study. The main focus of this study was to evaluate and deeply understand CEM in the case company in organizational wide level. This study brings general perspective of CE and CEM to case company and possibiles further development in construction business overall. This study combined a new generic model for CEM, which is suitable for construction companies. The other creation was the framework, which offers a way to define the maturity of different sectors in the model of CEM. With it current performance can be understood and systematic transformation towards company's target maturity and ability to gain business advantage is possible. These created models were tested and evolved in empirical study and case company's action was analyzed.

The case company's current status of CEM orientation areas were defined. The barriers, enablers and necessary actions to gain maturity of the separate orientation area and overall was recognized. These findings are highly related to the case company, but exploitable to companies with similar purposes, problems and status. CE is originated from the unite culture of creating experiences. The organization wide understanding and engagement are primary premises for CE. CEM needs to be systematic to exceed brand's created expectations systemically. To create business advantage the company needs to create a CE strategy which defines its unique CE and takes into account its field of action. The target level of CEM is highly dependable about rivals' and business sectors' maturity.

This study suggests that there are some construction business related characteristics, but mostly all general principles of CE and CEM apply also in the case company. The second suggestion was the new generic model for systematic CEM. The model includes inner abilities to produce CE in interactions. The third creation, is linked strongly to the model of CEM. Inner abilities are divided to orientation areas, of which maturity is evaluated with new framework. It offers clear visual sight to current maturity and premise for systematic improvement.

TIIVISTELMÄ

VILJAMI HOFFRÉN: Asiakaskokemuksen johtaminen rakennusliikkeessä

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Yrityksissä asiakaskokemuksen tärkeys on ymmärretty, mutta sen todellinen merkitys on vielä epäselvä. Se onkin rinnastettu usein asiakaspalveluun. Asiakaskokemuksen johtaminen ei ole systemaattista, vaan kokemusten luominen tapahtuu sattumanvaraisesti. Yritysjohtajille ei ole olemassa selkeitä malleja johtaa asiakaskokemusta tehokkaasti. Heillä ei ole työkaluja ymmärtää asiakaskokemuksen kokonaisuutta, arvioida sen nykytilaa tai asettaa ymmärrettäviä tavoitteita oman toiminnan kehittämiseen.

Tutkimus on toteutettu kvalitatiivisena tapaustutkimuksena. Tutkimuksen päätavoite on arvioida ja ymmärtää syvällisesti asiakaskokemuksen johtamista kohdeyrityksessä. Tutkimus tuo asiakaskokemuksen ja sen johtamisen yleisen näkökulman kohdeyritykseen ja tarjoaa lähtöpisteen niiden kehittämiseen rakennusalanalla. Tutkimuksessa luotiin yleispätevä malli asiakaskokemuksen johtamiseen, joka soveltuu rakennusalan yrityksille. Toinen luomus oli viitekehys, joka mahdollistaa asiakaskokemuksen johtamisen eri osa-alueiden maturiteetin määrittämisen. Sen avulla nykytila voidaan ymmärtää ja systemaattinen transformaatio kohti tavoitetilaa sekä kyvykkyyttä saavuttaa liiketoimintaetua on mahdollista. Luotuja malleja testattiin ja kehitettiin empiirisessä tutkimuksessa. Kohdeyritystä analysoitiin niiden avulla.

Kohdeyrityksen asiakaskokemuksen johtamisen maturiteetti määritettiin. Esteet, mahdollistajat ja tarvittavat toimenpiteet tunnistettiin tietyn orientaation alueen maturiteetin nostamiseksi, sekä koko organisaation tasolla. Nämä löydökset ovat riippuvaisia kohdeyrityksestä, mutta hyödynnettävissä yrityksissä, joilla on yhtäläiset pyrkimykset, ongelmat tai tilanne. Asiakokemus on lähtöisin yhtenäisestä kulttuurista tuottaa kokemuksia. Koko organisaation ymmärrys ja sitoutuminen ovat ensisijaisia edellytyksiä hyvälle asiakaskokemukselle. Asiakaskokemuksen johtamisen tulee olla systemaattista, jotta brändin antama lupaus voidaan systemaattisesti ylittää. Luodakseen liiketoimintaetua, yrityksen tulee luoda strategia asiakaskokemuksen johtamiseen, joka määrittelee sen uniikin asiakaskokemuksen ja huomioi toimintakentän. Asiakaskokemuksen johtamisen tavoitetaso riippuu pitkälti liiketoiminta-alueen ja kilpailijoiden maturiteetista.

Tutkimus ehdottaa rakennusalanalla olevan joitain alakohtaisia erityispiirteitä, mutta pääasiassa asiakaskokemuksen ja sen johtamisen periaatteet pätevät kohdeyrityksessä. Toinen ehdotus oli uusi yleispätevä malli asiakaskokemuksen johtamiseen. Malli sisältää sisäiset kyvykkyydet, joilla asiakaskokemusta luodaan kohtaamisissa. Kolmas työn luomus linkittyy vahvasti johtamisen malliin. Sisäiset kyvykkyydet on jaettu orientaatioalueisiin, joiden maturiteettia voidaan arvioida uudella viitekehyksellä. Se tarjoaa selkeän visuaalisen näkymän nykyiseen maturiteettiin ja lähtökohdan systemaattiseen kehittämiseen.

PREFACE

This master of science thesis is done by assignment of Fira Group Oy, between February 2017 and July 2017. This study is strongly related to company's pursuit for bringing customer experience management to organizational wide-level in construction company. Company wants to renew construction and bring modern practices from other fields to old-fashioned field of construction.

I want to thank Fira from offering this special opportunity to dig into extremely interesting field of management. Company's renewing attitude made this very unusual topic possible for thesis in civil engineering. Special thanks to directive group in Fira; from Henri Hietala's excellent guidance to focus on essential; from Maria Snäkin's excellent professionalism and its sharing and from Harri Heikura's many good practical advices and creating a positive attitude around research. Thanks also to professor Arto Saari, who made it possible to take this interesting topic under research. He gave freedom for independent action, but guided when needed with excellent professionalism.

Great thanks to my family, relatives and friends from offering support, understanding and possibility to loosen from studies during all these years in the university. The biggest thanks belongs to my girlfriend Elina, who offered invaluable support and continuous encouragement during this project. These six months would have been much more exhausting without her.

In Helsinki 18.8.2017

Viljami Hoffrén

CONTENTS

1.	INTRODUCTION	1
1.1	Background for research	1
1.2	Research goals and questions	2
1.3	Limitations of the research	3
1.4	Research methods and strategy	3
1.5	Research process	4
2.	LITERATURE REVIEW	6
2.1	Customer experience	6
2.1.1	What is customer experience	6
2.1.2	Elements of customer experience	8
2.1.3	Formation of customer experience over time	9
2.2	Customer experience in business	12
2.2.1	Meaning of customer experience in business	12
2.2.2	Customer experience as a competition strategy	14
2.2.3	Special customer experience features in construction business	15
2.3	Customer experience management	18
2.3.1	Customer experience management today	18
2.3.2	Background for CEM process	19
2.3.3	Culture	20
2.3.4	Structures	25
2.3.5	Constant improving	39
2.3.6	Overview of CEM model	46
2.4	Theoretical framework	47
3.	RESEARCH METHOD	49
3.1	Case company introduction	49
3.2	Data collection	51
3.3	Analysis	53
4.	FINDINGS	55
4.1	Customer experience understanding	55
4.2	Customer experience characteristics in construction business	56
4.3	Meaning of customer experience in case company's business	61
4.3.1	The role of customer experience in the past	61
4.3.2	Future meaning of customer experience	62
4.3.3	Current focus of customer experience	64
4.3.4	Current level of customer experience according to objectives Virhe.	
	Kirjanmerkkiä ei ole määritetty.	
4.4	Customer experience management	66
4.4.1	Strategy and leadership	66
4.4.2	Brand	68
4.4.3	People	70

4.4.4	Management model.....	72
4.4.5	Customer relationship management and understanding	74
4.4.6	Organization model.....	76
4.4.7	Customer journeys	78
4.4.8	Measurement.....	80
4.4.9	Constant improving.....	83
4.4.10	Overview of the CEM model.....	86
4.4.11	The key findings in the level of total CEM model.....	87
5.	DISCUSSION AND CONCLUSIONS	90
5.1	Limitations and reliability	96
5.2	Theoretical contribution	98
5.3	Managerial implications.....	Virhe. Kirjanmerkkiä ei ole määritetty.
5.4	Avenues for future research	99
	REFERENCES.....	101
	APPENDIX 1: INTERVIEW AGENDA (ORIGINAL IN FINNISH).....	107
	APPENDIX 2: INTERVIEW AGENDA (TRANSLATED IN ENGLISH).....	109
	APPENDIX 3: THE MODEL OF CEM SEND BEFORE INTERVIEWS (ORIGINAL IN FINNISH)	111

1. INTRODUCTION

1.1 Background for research

As a traditional field, construction is stuck in its old-fashioned habits and development has been slow during last 30 years. Construction is currently undergoing a major breakthrough. Ways to improve productivity and the bad image of construction are found by many means. It is necessary to remember, that efficiency and productivity during construction are meaningless, if it is forgot where the final value of the building is formed. Building or construction must respond to the needs and create value to its users, owners and all affiliated groups. Every company's income comes exclusively from customers. Company need to gain its profit, which directly proportional to created value. Maximizing customer value should be the starting point of all construction.

In Finnish corporate culture, customer experience is still a relatively new entrant. In January 2016, published research by Asiakaspalvelukokemus.fi noted, that only 20% of Finnish listed companies mentioned customer experience in its strategy. In globally 89% of business leaders thought that customer experience would be their primary basis for competition in year 2016. This difference is quite chocking. The mentions have increased a lot also in Finland, but is the growth fast enough to stay on track of constantly globalizing world. The importance of customer experience is understood, but its true meaning is largely unknown. Especially meaning of customer experience as a business advantage and steering force of all action does not seem to be understood in companies. Customer experience is easily assimilated to customer service.

Because customer experience is still quite abstract concept in many companies, so naturally is also understanding of customer experience management. In year 2015, only 5% of listed companies had customer experience responsible manager. One of the biggest challenges to understand the meaning of customer experience is to measure and verify effects of made investments. Positive effects are visible indirectly and negative effects in direct incomes. To control and understand this complex construct of customer experience, it is necessary to have systematic model for customer experience management and responsible party to steer it. Without, it is doomed for lack of real understanding, blurred overall picture and actions based on false assumptions. Transformation towards genuinely customer centric organization remains hopelessly incomplete.

The field of construction needs to renew and bring construction to modern world level. The construction business is constantly changing from local to global and digital. It is only matter of time, when international actors will invade to this business sector in Finland and will change field of action if we are incapable to do it. Alongside with traditional price competition must bring new competition strategies. Transformation towards service

business and further towards experience business is necessary for the renewal of the sector. Today's differentiate factor is to create unique products or service processes, which offer expectations exceeding experiences. Price and quality are self-explanatory, experiences are the one to search for. Social media and digitalization has changed the dynamic of consuming. Experiences are spread and shared without company's ability to affect it. This might sound declamatory and distant for construction business, which only indicates the field's old-fashionity. Eventually, it will change drastically. It is necessary to remember that often the end product of construction is the place, where we spend 65% of our lives, the home.

1.2 Research goals and questions

The aim of this research is to describe and find suitable role for customer experience management (later CEM) in the case company. This study seeks customer experience (later CE) importance and purpose of creating meaningful experiences to gain business advantage in the field of construction. The research defines sufficient way and role to arrange CEM in case company to manage it effectively compared to its significance.

The aim of this study is crystallized to the main research question:

- What should be the role of CEM in construction company?

This main research question was divided to six sub-questions, with which the answer to main research question was sought:

- Why is CE important?
- How is CE reflected in construction business?
- How should CEM be organized in the case company?
- What is the current status and maturity of CEM in the case company?
- How CEM should be developed in the case company?
- What should be the target of CEM in the case company to achieve business advantage?

Sub-questions form the structure for reviewing the main research question. With sub-questions, the understanding is created to answer the main research question comprehensively and considering every aspect.

The first purpose is to evaluate the meaning of CE. To understand what is its importance generally for business in future, in construction business and especially for the case company. The second one is to describe the formation of CE and compare general perspective's reflection in construction business. To find if there are special features that separates construction business. First two sub-questions work as a base for studying CEM.

Based on findings about the importance of CE the scale of CEM model is determined. The new generic model for CEM will be created, which will notice special features of the construction business. Also, the new framework for reviewing the current and target maturity of CEM will be created, which is strongly attached to the model of CEM. The framework will bring the current maturity, need of development and its affects clearly visible. Both of the models are created to respond general need, but implemented in case company, so partially this study is focused to test formed generic models in the case company.

The last pursuit of this study is to use these created models and analyze the case company. First, to define the current maturity. Second, to analyze how the current maturity should and could be gained. Third, to find what should be the target of CEM in the case company to achieve business advantage, generate value and sustain growth in a long-term. The focus of this study is in the case company, but the results may be generalized to other construction companies or to other companies with similar characteristics, problems or pursuits through further research.

The ultimate goal is to give concrete development ideas for case company how CEM should be organized and developed to reach the identified target state.

1.3 Limitations of the research

The emphasis of this study is in CEM. CE is considered only broadly to give necessary base for examination of CEM. However, CE still has very narrow base in literature and its understanding is fragmented, so its formation must be described with certain level, to make further evaluation of CEM relevant.

In this study is reviewed specifically organization's internal abilities, models of action and synergies in organizational level. The current formation of CE from customer's perspective is left out of the review. This study focuses to evaluate internal abilities and culture of creating CE in interactions and not the current level of CE. External factors are considered only in the required frames of understanding the field of action in construction business. Because customer perspective is left outside, this study won't deepen to customer engagement or how experience is created in interactions.

The-end-of-the-line customer and project owner are highlighted in this study, the actual customers with monetary attachment. Internal customers and partners are seen as collaborate factors for creating CE.

1.4 Research methods and strategy

The study is conducted as a qualitative research. Single case study was chosen for research method, because the nature of this research follows broadly the core features of

case study (Aaltio-Marjosola 1999). Subject of research is unique and researcher and examined subject are in confidential interaction with each other's. It is aimed to understand profoundly the meaning of CEM in case company and its processes and dynamics. Research type is combination of revealing and future narrative instance (Laine 2007). Research examines the phenomenon, from which are somehow conscious, but understanding is mostly based on feeling.

The process of case study is iterative and open by its nature. The research questions are loosely formulated, so that unexpected findings can emerge to review and research is possible to target during on-going process (Aaltio-Marjosola 1999). Research questions can be reformulated during process, but still it is important to define them to guide research and prevent unnecessary spreading.

The process of case study aims to gain understanding from single case to general perspective (Aaltio Marjosola 1999). The understanding process, state of affair or dynamics in single level can create understanding and spread the view for interesting phenomenon. It is a common misunderstanding that generalizing single case study is not possible (Flyvbjerg 2006). Single case study enables and sets inevitable base for further research and development of theory. Testing results of single case findings in different environment enables development and generalization. In many cases generalization is also pointless, when there is no general case.

1.5 Research process

The process started by defining the topic, its limitations and finding suitable research method. The preliminary research questions were formed and those were modified based on findings from literature review. Required milestones were crystallized, but the focus stayed same. The steering force was company's desire to understand and improve its CEM.

Theoretical background was formed with literature review. It worked as a base for understanding CE and its meaning for business. The model of CEM and theoretical framework to measure current maturity of CEM model was formed according to literatures view from CEM.

The empirical study was started after literature review was almost complete. With that wanted to ensure that gathered data would be relevant and provide a true view to the subject being researched. A total of 15 interviews were conducted in May 2017. The open interviews lasted from 26 to 83 minutes, based on interviewee's vision, capability to crystallize and interest to related topic. All interviews were recorded and transcribed in basic level.

The empirical research was analyzed with systematic combining (Dubois and Gadde 2002). The abductive process by combining empirical findings, theory, case and framework led to likeliest explanation. The findings from literature were compared to findings from empirical study. The created model, the framework and case's generality were estimated.

Reflection of CE in construction business and importance of CE to case company business was described with empirical study. Created model of CEM and framework was evaluated and developed based on findings. The last three sub-questions are highly related to case company and its current action, so these were answered by comparing the best practices and levels of performance to findings of empirical that literature defines. The maturity of case company was defined in created framework. Noticed barriers and enablers from interviews was pointed out and case company's action was analyzed under orientation areas of framework. Inside orientation areas was analyzed necessary barriers to remove and enablers to add in order to gain maturity of specific orientation area. The same was done in organization wide level.

2. LITERATURE REVIEW

2.1 Customer experience

2.1.1 What is customer experience

Customer experience has always existed, when there have been transactions between buyers and sellers. They weren't called as customers and surely the experience of buying was not something thought about. Historically literature has not seen CE as a separate construct (Verhoef et al. 2009, p.32). Instead researchers like Parasuraman, Zeithaml, and Berry (1988) and Verhoef, Langerak, and Donkers (2007) have focused on measuring customer satisfaction and service quality. Still, CE is not a new idea (Frow and Payne 2008), as management literature presents. Earlier, researchers have emphasized how the services performed provide consumption experiences and the trace is trackable to writers like John Maynard, Keynes, Alfred Marshall and Adam Smith. However, work of Holbrook and Hirschmann (1982) is considered as the starting point of experiential marketing and investigation of the part of experience by consuming goods. Also, Babin et al. (1992) researched two types of shopping value, utilitarian and hedonic and recognized that shopping is a complete experience. Verhoef et al. (2009) also points out research of Scmitt (1999) in which he explored how companies create experiential marketing by having customers sense, feel, think, act and relate to a company and its brands. After knowing the historical background, we can say CE has raised awareness just during last decades.

It is important to understand rather short the history of CE. Partly because of that, recent definition of CE has seen various ways in literature. Here is gathered short definitions of how customer experience is understood.

Customer experience includes every point of contact at which the customer interacts with the business, product, or service. (Grewal et al. 2009, p.1)

Customer experience is the internal and subjective response customers have to any direct or indirect contact with a company. (Meyer and Schwager 2007 p.2)

Customer experience is holistic construct. It encompasses the total experience, including the search, purchase, consumption, and after-sale phases of the experience, and may involve multiple retail channels. (Verhoef et al. 2009, p.32)

Customer experience is an evolution of the concept of relationship between the company and the customer. This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical, and spiritual). (Gentile et al 2007 p.397)

Customer experience is co-created between company and customer. It includes context specific processes and generic impacts. (Payne et al 2009 pp.382-384)

As we see, there is not yet one strict definition for CE. To understand present impression of CE, we have to identify similarities and conduct essential message behind definitions. Meyer and Schwager (2007) are focused on different types of contacts between company and customer. Direct and indirect contacts with company create a subjective response in customer. Direct contacts include purchase, use and service and are initiated by customer. Indirect contacts are unplanned encounters with representations of a company's products, services or brands. Those can take the form of word-of-mouth recommendations or criticisms, advertising, news reports, reviews and much more. Subjective experience is the culmination of these contacts, the good ones minus the bad ones. Also, Gentile et al (2009) faces CE from interactions point of view, but highlighted the meaning of strictly personal experience. CE is combination of complex and unitary feelings. This multidimensional structure is based on different components and how a person implicates those.

To see other perspective of CE it is necessary to spread view from time when customer have an actual relationship with company to holistic view. From that perspective Verhoef et al. (2009) submit that CE encompasses the total experience, including search, purchase, consumption and after-sale phases. This idea of CE formation during the whole purchasing process is accepted widely in literature (e.g. Grewal et al. 2009, Lemon and Verhoef 2016) and named as customer journey. Customer journey incorporates earlier experiences and external factors before purchase. It is also important to notice that CE reflect the gap between customer's expectations and their experiences. (Meyer and Schwager 2007 p.2)

Various researchers, as presented earlier, see CE focus on direct and indirect contacts between customers and companies. One very important point is missing, which is a leading theme in research of Payne et al (2009). CE is co-created between company and customer. Adapting Prahalad and Ramaswamy's (2004) thoughts of co-creation: customer shifts from being a passive audience to an active player. Co-creation covers the period when customer and company have relationship, starting from the point of meet. During that time experience is created mutually via encounters. Co-creation deepens thought of interaction between company and customer. Company doesn't just give impacts, which customer feels subjectively. Impacts are given on both sides, which affects to process and form the final experience.

Definitions of CE are not in conflict together. Variations just shows that CE can be viewed from multiple perspectives and the total experience is extremely cross-scientific. Every researcher sees CE from view of their expertise. It is important to understand these pieces and how they affect and define CE at larger scale. Meaning of CE is still on evolution. Recent and one of the most comprehensive definitions of CE is made by Lemon and Verhoef (2016, p.71):

“...customer experience is a multidimensional construct focusing on a customer’s cognitive, emotional, behavioral, sensorial, and social responses to a firm’s offerings during the customer’s entire purchase journey.”

This definition crystallizes earlier findings and definitions and from this base this study observes CE.

2.1.2 Elements of customer experience

CE is a multidimensional construct. To understand this complex model, it is necessary to find out elements creating a total experience and split it to subsections. The framework is wide, but Verhoef et al. (2009) has done conceptualization in retail environment. In the figure below conceptualization is taken to general perspective.

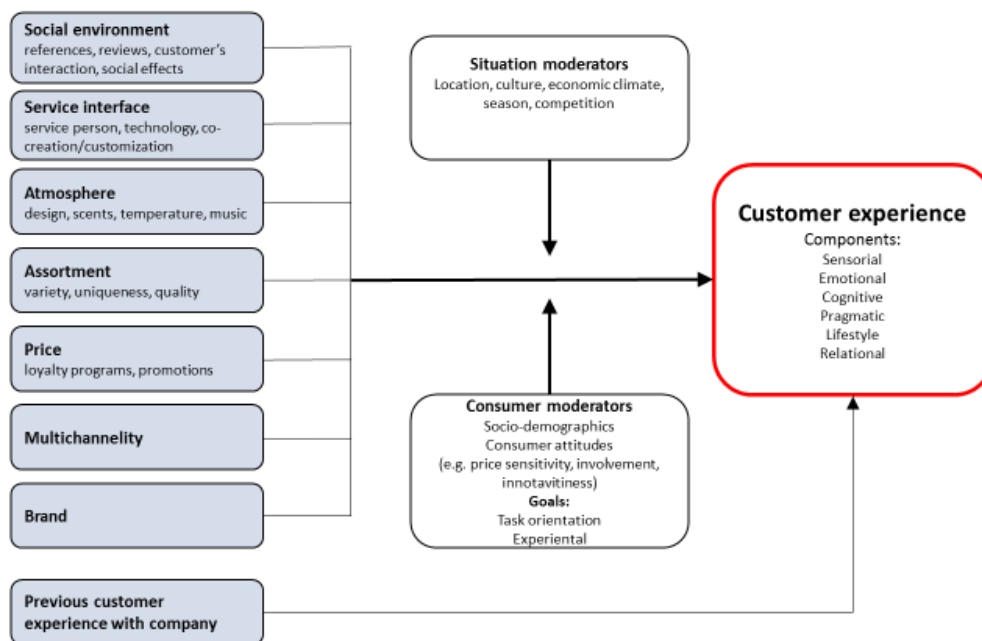


Figure 1. Formation of CE (Adapted Verhoef et al. 2009 p.32, Gentile et al. 2007)

From the figure, we can see how total customer experience is formed. Experience is divided to elements which company can control and elements that are outside their control. On left is a set of elements, which are directly under the control of the company. In these subsections companies can improve their performance and create better CE. These elements are the core of CEM.

In the middle are the moderators, which company can not control. Moderators are divided to situation and consumer moderators. Situation moderators includes for example weather, culture, current competition and economy. It includes all the global and local affections. For ultimate example, weather is the major impactor for outdoor experiences and totally out of control of the company. Consumer moderators effect to CE by consumers’ goals. Task-oriented customers consider the assortment more important driver than

experimentally oriented customers. Goals are shaped by factors such as personality traits, socio-demographics, location or situational circumstances.

Like Gentile et al. (2007) express experience is strictly personal implication of influences. Six identified components that affect to implication are presented in the figure. Those components company can control indirectly or at least give impacts to gain CE. Total experience is formed through these components. Meaning and importance of components vary depending of personality and type of consumption. Experiences can relate to single component or mixed components. Complex experiences are so intimate that consumers are unable to notice these components. (Gentile et al. p.402) Same components are named as clues by Berry and Carbone (2007 p.3). They point out that companies can't control customer's emotions, but can manage these clues. So, companies are able to trigger customers' emotions. Those emotions influence consciously and unconsciously to attitudes, which drive their behavior.

In conclusion, CE is a sum of elements, which are experienced via personal components. Some of these elements company can control and some, called moderators, are out company's influence. That equation makes the total CE, which is always unique.

2.1.3 Formation of customer experience over time

One major stream of CE researches have focused on its process, which provides a solid base for the idea of that CE is created through the purchase journey (Lemon and Verhoef 2016). CE will refer to the customer purchase journey as the process a customer goes through, across all stages and touch points, that makes up the customer experience (Verhoef et al. 2009 p.71). This holistic model of CE is acknowledged in academic and managerial oriented CE literature (e.g., Pucinelli et al. 2009, Edelman and Singer 2015).

Based on earlier researches Lemon and Verhoef (2016) conceptualized CE as a customer's "journey" with a company over time during the purchase cycle across multiple touchpoints. Customer journey is iterative and dynamic process flow from prepurchase to postpurchase. Process incorporates past experiences including previous purchases and external factors. The process of CE over time is summarized in the figure 2.

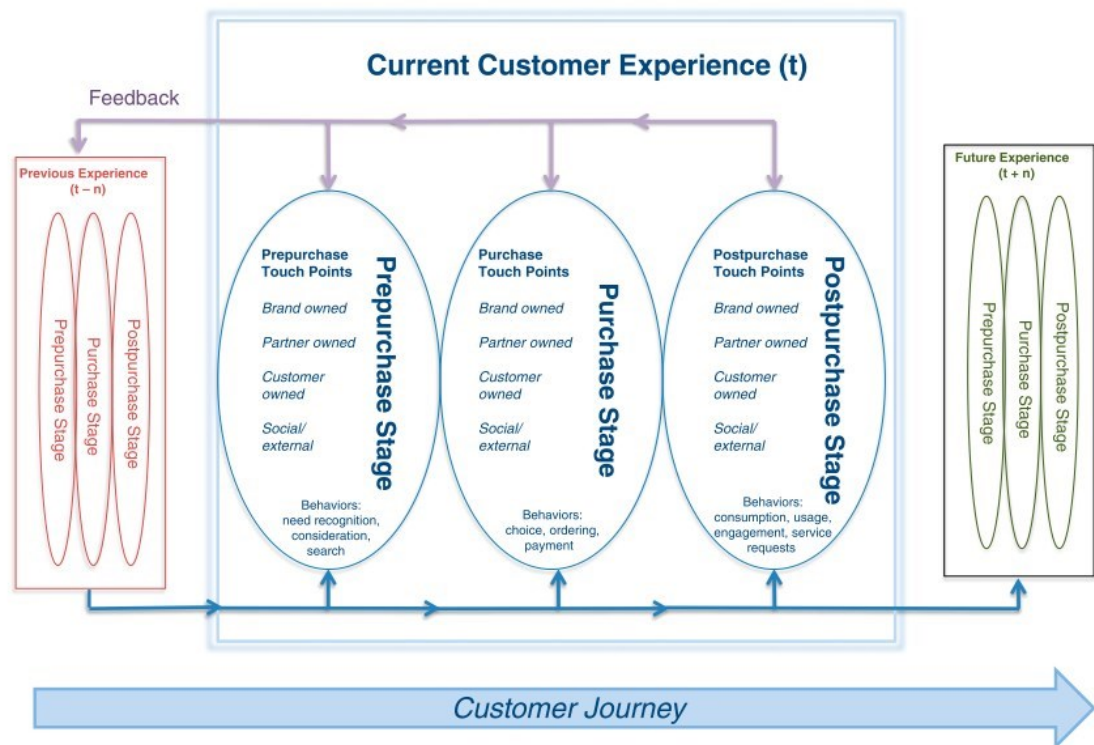


Figure 2. The process of customer experience over time during the customer journey. (Lemon and Verhoef 2016 p.77)

Current customer experience is a holistic construct, but to make it more manageable it is divided to three overall stages: prepurchase, purchase and postpurchase. These three stages are part of customer journey, which also include previous experience with company and future experiences. The first stage, prepurchase, encompasses all aspects of the customer's interaction with the brand, category, and environment before a purchase transaction. Purchase covers customer interactions with the brand during the purchase event itself. It is characterized by behaviors like choice, ordering and payment. Postpurchase includes behaviors like usage, consumption, engagement and service requests. This stage can be extended from temporarily to the end of customer's life. It covers aspects that relate to brand, product or service itself.

Each stage includes touchpoints, which are defined as an episode of direct or indirect contact with the brand (Baxendale et al. 2015). All these touchpoints are constructed from elements of CE formation presented in figure 1. Depending at the nature of touchpoint, the strength of each element differ. Touchpoints are divided (Lemon and Verhoef 2016) to four categories: brand-owned, partner-owned, customer-owned and social/external/independent. *Brand-owned touchpoints* are interactions designed and managed by the company. *Partner-owned touchpoints* are interactions that jointly designed, managed and under control of the company and one or more of its partners. Partners can be part of marketing, distribution, communication or different actions company have bought from external service providers. Separation to brand-owned and partner-owned touchpoints may blur. *Customer-owned touchpoints* are customer actions related to brand, but are not under the influence or control of the company, its partners or others. *Social/external touchpoints*

recognize the importance of the others in CE. Throughout the experience, customers are surrounded by external touchpoints and impacts that may influence the brand related process. Through digitalization and globalization, meaning of these touchpoints are constantly raising. Today, social media and review sites (e.g., TripAdvisor, etc.) have huge impact to customers' consumption before and after sales.

Customer journey is a dynamic process over time. Starting and ending points are blurred. Beginning of customer journey is still quite easy to understand by starting before first contact with the brand. However, earlier experiences guide our choices before even considering becoming a customer of specific brand (Lemon and Verhoef 2016). Still it is even harder to determinate ending point of CE. To simplify, the customer journey started once, lasts the whole lifetime. It can fade away or create a loop, when phases shown in figure 2 are repeated. One purchase event is described as individual customer journey or one act of continuous journey. This idea of one journey supports the concept called the loyalty loop (e.g., Court et al. 2009, Edelman and Singer 2015). The process behind this concept is shown in the figure 3.



Figure 3. The concept of loyalty loop. (Edelmann and Singer 2015)

Triggers during postpurchase can lead to customer loyalty, through repurchase and further engagement. Other alternative is to begin a new process. Customers re-entering to the prepurchase phase and considering alternatives, which can lead to fading customer relation with brand or making a new purchase (Court et al. 2009). As we see, literature sees customer journey holistically as a one journey or divided to different purchases. Difference between these two loops is customer's commitment to brand or in other words level of CE. Both loops include a strong influence of earlier experiences, but the range of perspective is differed. Modern consumption is heading to commitment based action. Purchases are not strictly separated anymore. Add-ons, extra services and related products brake borders of single purchases.

We can address that CE is a current implication of holistic construct. CE is formed constantly in the context of figure 1. If customers have built loyal relationship with brand, random negative impacts must be more meaningful to push customer away from the brand.

2.2 Customer experience in business

2.2.1 Meaning of customer experience in business

Experiences are a new economic offering, after commodities, goods and services. This chain is called a progression of economic value (Pine II and Gilmore 1998). Experience economy is the next step from service economy. Shaw and Ivens underlined already 2002 CE meaning by saying: “The customer experience will be the next business tsunami.” Nowadays services have faced the same problem than goods earlier. Differentiation is hard and customer service is very basic of every enterprise. It is vital to make clear separation between service and experience business. In service business customer is a passive responder and the aspects of experience are missing, like personal implication of company’s performance (Löytänä and Korteso 2011). Service is not even always necessary, when creating experiences. To stand out, it is crucial to go further. Creating experiences, enterprises can differ its actions even to the unique level. When producing unique experiences, it is not possible to compete by price or anything else. Rivals don’t have anything like that to offer.

Today, several business leaders, articles and researches highlight, that companies must adapt their thinking to customer experience or they are failing in the future (e.g. Walker 2012). It is necessary to understand that the age of customer has become along digitalization (Löytänä and Korteso 2011). Before companies sold, but nowadays customers buy. All the information is available and there is no need to ask from companies anymore. Companies were able to control their brand directly, but now customers form their image about the brand mostly based on their own and other customers’ experiences. Customers know and expect more (Walker 2012). Change of the dynamic, effects to everything. Companies are valued more and more according to its former performance and ability to create meaningful experience to its customers.

CE is not a soft value. Statistics and numbers show the reality behind creating experiences. For example, Watermark Consulting has made CE ROI study since 2009. They have compared annually publicly traded companies top ten and bottom ten of CE, according to Forrester Research’s annual Customer Experience Index ranking. Correlation between customer experience and total return of their last study from 2015 is shown in the figure 4.

8-Year Stock Performance of Customer Experience Leaders vs. Laggards vs. S&P 500 (2007-2014)

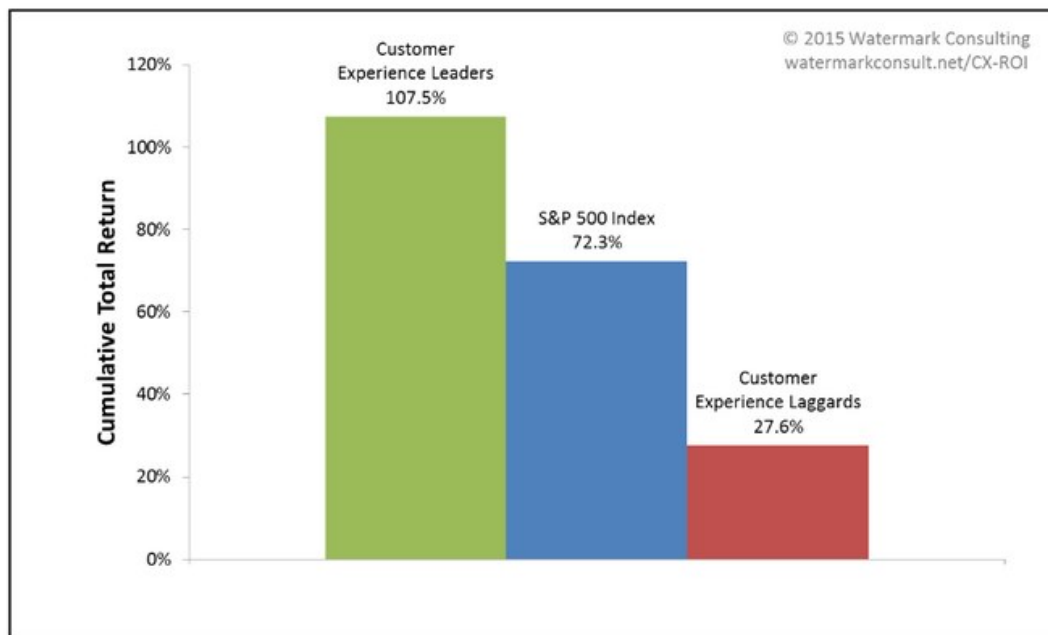


Figure 4. Customer experience leaders outperform the market. (Watermark Consulting 2015)

Leaders outperformed with 35 points higher return than S&P 500 index, while bottom 10 has 45 points lower return. Various studies have been made about CE and findings repeat itself. Meaning of better CE for revenue is lifted up constantly. Here are few examples of the main findings that researches has made:

81% of consumers are willing to pay more for superior customer experience. (Oracle 2012)

55% of consumers are willing to pay more for a guaranteed good experience. (Kolsky 2015)

70% of respondents have stopped doing business with a brand following a poor customer experience. (Oracle 2012)

Numbers are undisputable about the benefits of creating CE based business and its meaning is constantly rising. Recently meaning of CE has reached companies and its managers. Nearly 89 per cent of companies believed in survey made by Gartner (2014), that CE will be their primary basis for competition in year 2016. They see that in the future competitive advantage will come from CE.

In Finland, awareness of CE has not raised the same level yet than globally. Asiakapalvelukokemus.fi released in 2016 encompassing research from CE in Finnish listed companies. Only a bit over 20 per cent of companies announced CE as a part of their public strategy, vision, mission or values. Same percent sees CE gaining as their competitive advantage. Difference is quite shocking, almost 90 percent against a bit over 20 percent.

Anyhow, increasing is already notable. Mentions of CE in annual reports increased 44 per cent only in one year from 2013 to 2014. So, the direction is the same than global trend. But is it fast enough? In globalizing world, we can lose our competitiveness by staying behind. It is crucial to stay in track of global markets development. Otherwise someone else will do it and market share will be cut by international rivals.

2.2.2 Customer experience as a competition strategy

Competition strategy is a long-term guideline to gain competitive advantage over rivals. Traditional competition strategies are focused to products or price. Product oriented companies, like Apple, try to make outstanding products to a chosen customer segment. Price oriented companies offer the cheapest price of product or service they are offering. The newcomer is customer experience oriented competition strategy. By creating meaningful and outstanding experiences companies try to create value to its customers. CE is the core of the strategy in various companies globally, till example Zappos, Virgin Atlantic Airlines and Amazon. (Löytänä and Kortesus 2011)

Because it is not anymore possible to have a business advantage or differ by basic service, it is needed to exceed expectations. Creation of meaningful experiences, starts always from core experience. Around the core, experience can be extended, which leads to the competitive advantage. Lower levels must be taken care of before moving to the next step. This formation shown in the figure 5 is the base of CE being a competition strategy.

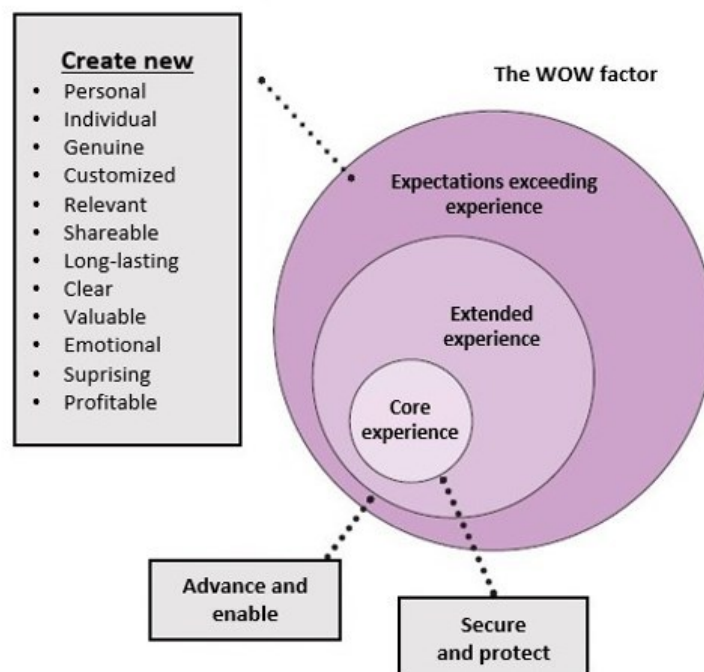


Figure 5. Elements of experience creating for gaining competitive advantage. (Modified Löytänä and Kortesus 2011 p.60)

The core experience is the basic mission, what company does. Company must be able to do it in every circumstance. It means the most essential of what company promises, for example transport people, renovate pipes, etc. The next step is extended experience. Then company extends created experience and adds meaningful experiences to make a product or service more valuable to customers. Extended experience can be also enabler of some other non-brand-related experience. Added elements can be side services or other supporting products. After that is the highest level of CE. The level of exceeding expectations is the goal to set, when CE is decided to be a part of company's competition strategy. It includes elements that separates outstanding experience from normal experience. Experience can relate to all of these elements being all-encompassing or strongly for just a one or two. (Löytänä and Korteso 2011)

Outstanding experience creates something new to the customer. Elements shown left in figure 5 are embodied in unique way in interactions with customers. Experience is personal, individual and custom made for a particular customer needs. Customers need to feel that company realize their importance and specify their actions according to them. Experience needs to be a relevant experience to company's offering and offered at the right time. It has to be clearly valuable before and after sale, creating a long-lasting relation with the brand. After sale experience should also be able to share via social media. But perhaps the most important thing of all, experience must surprise and create emotions. (Löytänä and Korteso 2011) The final outcome of exceeding expectations is creating wow factors. The wow factor is a feature that makes people feel great excitement or admiration. It relates exceptional customer experience, which goes beyond expectations (Moment 2016).

After all, every experience needs to be profitable for the company. It is vital to the balance between inputted effort and created experience. This analysis should be done by customer-specific, recognizing profitable customer segments and focus on those. All created experiences are nonsense if company is not able to turn it to profit. (Löytänä and Korteso 2011)

Through these elements company can distinct, create advantage and compete by experiences. Setting exceeding expectations in unique way and creating wow factors to company's objective is equal to setting a customer experience to its competition strategy.

2.2.3 Special customer experience features in construction business

Construction is project production, which has a characteristically defined content, temporal beginning and end. Implementating organization is usually created for individual project. Often implementation organization and project owner are not used to work together. Model of interaction is created project-based. The nature of project production

prevents to offer permanence that long-term customer relationship prerequisite. Assignments are one-time purchases, when yield must be obtained always from ongoing process. That narrows possibilities of earning logic and sets requirements for creating customer loyalty. (Ventovuori et al 2002.)

Defining customer is not unambiguous for a construction company. It is dependable about forms of contracts and the purpose of construction. Project owner and end-of-the-line customer's roles and importance depends about the purpose of construction. The interests of project owner might vary from actual users' needs and hopes. Their objectives might even be in conflict together. For customer-oriented construction, contractor need to recognize interfaces between project owner, end of the line customers' and other parties involved to the project. In this research, we focus only to customers of contractor and leave internal or other parties customership outside of consideration. Partners are included as part of delivery of CE to actual customers, who are directly or eventually payers of construction. (Kankainen and Junnonen 2015)

Project owner is owner or user-owner of the building. Project owner can be an enterprise, a housing company, an investment company, etc. Project owner buys facilities for its needs from contractor. *End of the line customers or users* are for example residents or employees. They are the eventual users of facility, dividing to pure users or also owners of the building. (Kankainen and Junnonen 2015) For example, in renovation and renewal production of apartments home owners are part of both groups. Project owner is a housing company, which consists of shareholders i.e. owners of apartments. Same owners are also individual customers, so individual customer is also a project owner and the end customer. Housing company restrict direct customership and supervise the common interest of shareholders. Other opposite example is building a company's office facilities, where company is the project owner and employees are users with no monetary attachment. Employees do not have any kind of direct customership with contractor. In addition to these, is several possible synergies; from intermediate forms to the end customer joining the project during construction.

Customer network can be complex construct. Network and essential customerships of contractor is presented in the figure 6. All participants down the chain are customers of the contractor. The customership can be totally in-direct or divide to direct and indirect customership. In construction, project owner usually has special interests, which controls also direct customership with contractor and the end customer.

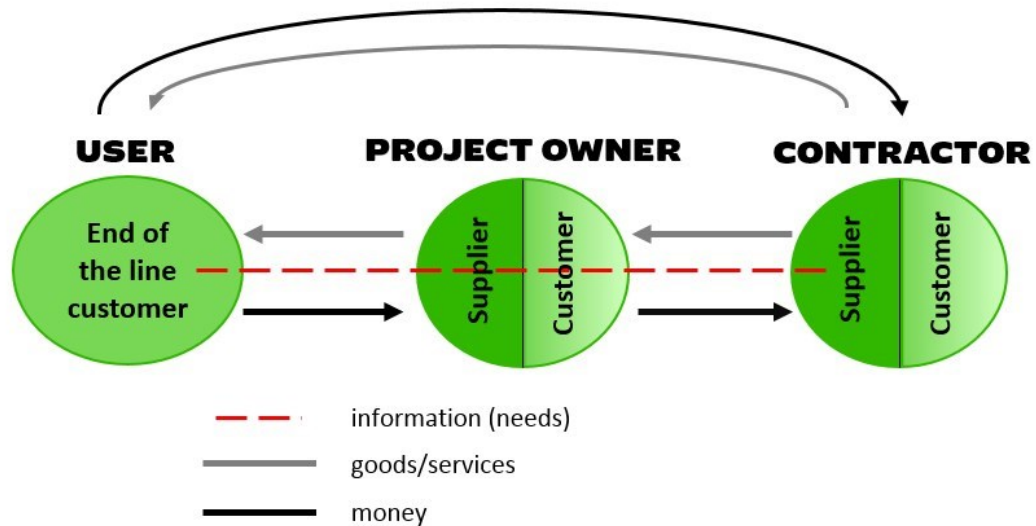


Figure 6. Customer network of contractor (Modified Ventovuori et al. 2002 p.55)

Despite the manner of linking, the whole network is contractor's customers. Both project owner and end customers are contractor's essential customers. Contractor produces service processes to project owner and a physical product to user. Money flows according to direct customership, but information and services or product must flow between all parties despite the money. (Ventovuori et al. 2002)

For CE oriented construction company, it is necessary to deliver experiences to whole customer network. Depending the project, the focus can vary, but still experience delivering must be holistic. A basic problem in construction business is produce experiences under circumstances, where visions and advantages are in conflict together. The relations between customer levels and chains are not in sight to contractor and simultaneously working levels are hard to manage (Ventovuori et al. 2002). When benefits are in conflict, the company should find the best solution to fit all needs. Best experiences should be created where it matters the most and where all needs can not be fulfilled, performance should be as good as possible under those circumstances. This is linked strongly to customer segmentation, which is presented later in chapter 2.3.4. "Customer relationship management and understanding". Other special aspect of construction business customers' is forced customer relationship, where the customer do not want to receive the necessary and obligatory product. For example, in renovation, a housing company's individual shareholders can be against majority's made decision about renovation.

Special features in construction business make delivering CE harder than in business with more typical customer relationships. Complicated and project-based changing customer network cause partly unwillingness to understand the whole chain as customers. Contractors are easily satisfied to notice where profit is coming to contractor, not where it is originated. That causes short-sighted and narrow perspective basis to manage customer relationships and makes experience creating impossible.

2.3 Customer experience management

In this chapter, we create the holistic model of CEM at organization wide level. First, we describe what is the role of CEM today in organizations. Next, we present three levels from which CEM is constructed of. After that, we orientate more detailed to elements inside different levels of the CEM model. Then we describe relations of the elements and levels. As an outcome, we create the model of CEM.

2.3.1 Customer experience management today

Gartner's (2014) research found that 89 % of companies expect that in 2017, they will compete by CEM, while in 2010 only 36 % believed so. Other empirical research (Oracle 2013) found that 93 % of companies says, that improving customer experience is one of the top three priorities for the next two years. Gartner's (2014) research also noted that 65 % of companies had a chief customer officer (CCO), who reports to a chief marketing officer (CMO) or to a chief executive officer (CEO).

According to founding's, there is still a huge gap between actions and words. It is affected that CEM is not well understood in companies nor in scientific researches (Homburg 2015). It is fragmented to understand across variety of contexts of CE, CEM and marketing management conceptualizations. Not surprisingly, 93 % of 200 CEM consulted companies, were hesitating how to deploy CEM effectively (Temkin Group 2012). In Finland, only 5 % of listed companies had CCO in 2015 in their management board (Asiakaskokemus.fi 2016). Only one, elevator company KONE Oyj, had in C-level specifically a CE responsible manager. Based on these statistics, meaning of CEM will arise in future years, after it is understood better. We can suggest that this causes the number of CCO's will grow globally and will be booming in Finland.

CEM is still in very narrow base in the literature (Verhoef et al. 2015). Schmitt (2003 p. 17) simplifies CEM to “..the process of strategically managing a customer's entire experience with a product or a company.” He sees CEM offering an analytical and creative insight into customer's world. With strategic tools of CEM companies can shape that world and with implementation tools increase customer value (Schmitt 2003). Schmitt's framework of CEM included five steps (1) analyzing the experiential world of customer, (2) Building the experiential platform, (3) Designing the experience, (4) Structuring the customer interface, and (5) Engaging in continuous innovation. Scmitt (2003) noticed existence of touchpoints, but did not elaborate the idea and relation between touchpoints. Practice-oriented authors have developed the model of CEM and highlighted the meaning of customer touchpoints and customer journey (e.g. Edelman and Singer 2015, Meyer and Schwager 2007). This viewpoint is also reflected in one of the few academic studies made of CEM. Homburg et al. (2015) defines CEM in their study as “the cultural mindsets toward CEs, strategic directions for designing CEs, and firm capabilities for continually renewing CEs, with the goals of achieving and sustaining long-term customer loyalty.”

This study examines CEM from the perspective of this modern conceptualization. Concentrated on CEM from developing touchpoints to customer journeys and eventually to possible and sustain long-term customer loyalty. It is necessary to understand that customer loyalty is the result. It is a result of conceptualization and transformation towards customer experience centric organization and structures that create a possibility to gain CE.

2.3.2 Background for CEM process

Typical path towards customer centric organization follows usually same principles. The path starts from phase where few enthusiastic individuals have started loose development projects. Structures are against actions and the biggest pain points are removed at the touch-point level. Promises do not match with actual performance, but are great driver for improving internal mindset. At the first phase business benefits stays rather low. When commitment to CEM is reached at strategical level, benefits are rising steeper. In this phase of maturation, descriptive is organizational development projects, responsabilizing CEM and gaining understanding about customers and their acting with the company. Final never ending phase is constant improving and staying ahead of rivals. This phase rewards with significant business benefits and steady outcomes, because of high diversity. (Löytänä and Korteso 2014)

To understand this path better, let's approach it from more theoretical view. Launching CEM as part of company's actions, includes three main phases: 1) setting cultural mindset towards CE, 2) design structures to produce CE and 3) continually renewing CE (Homburg et al. 2015). This is visualized in the figure 7. For the launch, company needs to face external impact or internal raise of CE awareness to set CEM to priority (Gerdt and Korkiakoski 2016).

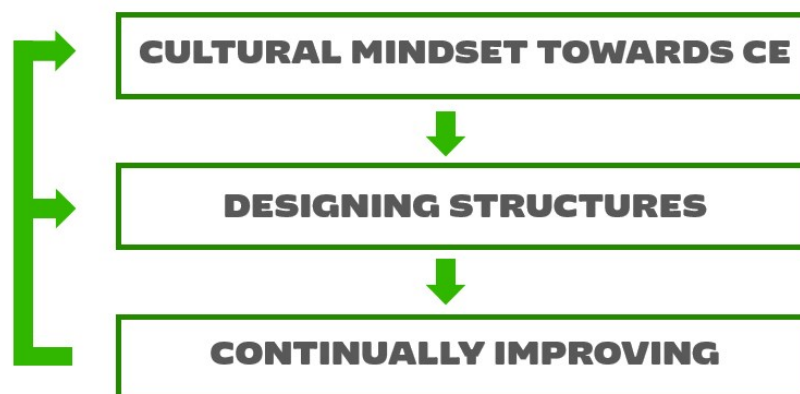


Figure 7. Launching CEM part of company's actions (Homburg et al. 2015).

CEM is all about continually renewing. It is a never-ending improvement, trying to answer constantly changing habits and needs of customers (Homburg et al. 2015). Constant improving evolves phases one and two. The aim of this very simplified three-phase model

over time is sustaining and achieving long-term customer loyalty. To get there, the company needs to consider and notice separate constructs along the way. Companies must form these constructs to respond their purposes and goals (Gerdt and Korhikoski 2016).

This study conceptualizes the process of CEM forming from three nested circles. Three phases; cultural mindset towards CE, designing structures and continually renewing are formed to levels that whole CEM process is based on. These three levels are willingness, structures and actions. The most innermost circle ‘culture’ includes strategy, brand and people. The next ‘structures’ contain company’s structures to produce CE, like organization model, customer journeys and meters. The last one is ‘actions’, or more specifically actions of constant improving. It is a process of repeated circle of actions that constant improving requires. Next, we orientate to elements inside different levels.

2.3.3 Culture

The innermost circle ‘culture’ includes *strategy*, *brand* and *people*. It is the core of CEM and describe the willingness, what kind of CE the company want to produce. Culture is a combination of vision, mutual aspiration, strategical decisions and shared idealism. As a connecting and a success factor of culture is effective communication through organization. Actual performance is completely originated from culture, which company tries to reflect in its performance. The core of CEM and its subsections are presented in the figure 8.

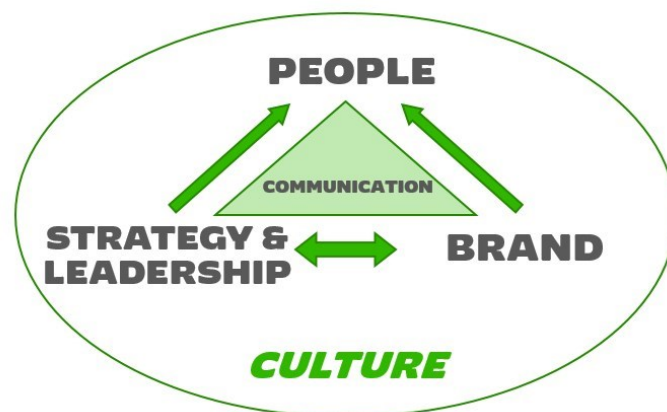


Figure 8. The core of CEM

STRATEGY AND LEADERSHIP

The most of Finnish companies still act the way, that the customers are for the company. In oration and visions customer centricity is highlighted, but it does not show in concrete actions (Löytänä and Korteso 2011). The first step for bringing vision about CE to reality is forming a CEM strategy.

The strategy is the starting point of the whole CEM process. It is one of the most important prerequisite for successful CEM and requires commitment. The CEM strategy should be

a part of company's overall business strategy. It could be described as a company's executives' real intent and willingness to produce CE (Gerdt and Korhonen 2016). Studies (e.g. Shirute Oy 2016) show that the biggest obstacle to develop CE is a lack of clear and coherent strategy. Which is a result of intersecting views about the importance of CE and its profitability among the board of executives. If change is not urgent and necessary, concentration to CE is easily ignored on broad-based actions. CEM requires a shared aspiration for strategic decisions and execution (Boyatsky et al. 2016). If central themes are unable to identify and communicate through the whole organization, development stays only as an agenda of one person, team or individual sector. Of course, developing single sectors or actions is important, but it doesn't create a permanent competitive advantage (Gerdt and Korhonen 2016). The responsible manager and team of CE is only a performing force of mutually formed and acknowledged CEM strategy (Boyatsky et al. 2016). Otherwise, impacts stay low, not significant level.

When board shares the idea of CE as an competitive advantage, it should also share mutual idea of the current state of CE. For that, it is necessary to perform an analysis of the current state. The analysis can be a part of strategical planning or first thing to do, when it is moved from strategic decisions towards actual planning. The analysis recognizes strategical potential and advances planning the strategy. Although its true essence is giving a base to bring strategy to actions. Relation over time depends about boards' consensus and understanding. Either way, the strategy and the current state analysis together are excellent base to build a development plan for CEM. (Gerdt and Korhonen 2016, pp. 31-33)

The analysis of current state includes three sections to consider: inner abilities, possibilities of business sector and customers. Inner abilities are evaluated to find executives and personnel's willingness, abilities and acquirements to CE centric business model. Also, organization structure's suitability and management model are reviewed. The goal is to find how well customers are understood through organization and how tools and methods support it. That leads to second section, customers. It is necessary to understand customers' experiences right now and their needs in the future. Building CE orientated company can not be originated from inner predicts. Last section 'possibilities of business sector' is important, but usually overrated and wrongly focused. Instead of concentrating rivals' actions, should focus on operated environment wider. How it is developing and recognize potential trends. The company needs to recognize the potential of CE in its business sector. All companies should transfer to more customer centric a one way or an another, but possibilities to gain CE as an competitive advantage should be consider carefully. A very CE competed business sector does not offer easy wins anymore. The role of follower is hard. Every company needs to reflect its actions and business sectors competition with CE to find the suitable level for its objectives. (Gerdt and Korhonen 2016, pp. 24-38).

When executives share the mutual aspiration and willingness based on strategy and analysis of current state, it is needed to communicate through the organization. Executives

need to set a top-down aspiration and overarching mission to ensure that everyone have the same level of ambition and the same guiding principles. (Duncan et al. 2016) This phase indicates immediately the level of mutual understanding among executives. If importance of CE is underrated by some of executives, it appears immediately in organization attitudes to adopting new cultural mindset. Discordant messages cause uncertainty at operational level and objectives stay blurred among the personnel. (Gerdt and Korhikoski 2016)

Often, organizations create conditions for change but fail to meet their aspiration or reach the overall goals of the transformation (Duncan et al. 2016). The whole organization need to understand the main objectives and actions. There must be clear financial objectives, so that it is understood where transformation is heading and what it tries to change; which are the profits wanted to raise and which secured; which expanses are eliminated and which reduced. These objectives must be assigned to functions (Gerdt and Korhikoski 2016).

The most important thing to understand is strategy's capability for improvement. It is a launching point of whole process, but it does not mean for being a solid and one-timed by its nature. It can be evolved constantly to correspond better to gained understanding and changed situation. To survive in competition of creating experiences, company needs to respond changes constantly and improve its performance.

BRAND

Brand is a positive reputation around the company or a product. It consists images, which are company's promises to customers. Many people think that a brand is a logo, a website and a color chart (Grant 2016). But no, today among business leaders is prevalent: "Our customer experience is our brand" (eConsultancy 2015). This is a consequence of the widespread distribution of social media and digitalization. The old-fashioned brand thinking has come to the end of the road. Brand and CE are strictly connected and their importance have swapped (Gerdt and Korhikoski 2016).

Companies are not able to control their brand so strictly anymore. Customers make decision to buy based on three elements: earlier experiences and beliefs, other people opinions and marketing (Gerdt and Korhikoski 2016). Earlier, companies sold and customers formed their image mainly based on marketing and salesmen promises. The process was strictly in the hands of seller. Nowadays, process has turned from selling to buying. It is not possible to build up brand by traditional marketing, like advertising. Social media and digitalization have made companies performance transparent. Customers form their image of products and companies individually based on distinctive sources (Löytänä and Korteso 2011). Own and other peoples' earlier experiences are reflected directly to brand. Brand must be earned, not bought or build (Gerdt and Korhikoski 2016).

Branding must be seen from a fresh view. Brand is a created way to face customers. Brand is a set of presuppositions that company have to redeem in interactions with customers. CEM strategy is based on brand strategy and vice versa, so they need to be synchronized together. CEM strategy works in both sides of brand strategy by modifying it and bringing brand's promises to concrete actions (Gerdt and Korhonen 2016). This relation is simplified in the figure 9. As Meyer and Schwager (2007) wrote, CE reflects the gap between customer's expectations and their experiences. Overrated brand fails constantly to exceed or even meet expectations. That causes one-time customerships and disappointments. Branding should lead to loyalty and recommending. Customers may engage with the brand because of marketing, but if they are wanted to keep hooked, there must be some brand experiences that exceed their expectations (Grant 2016). If company is not able to redeem promises in interactions, brand strategy need to be fixed. Otherwise, brand will fix itself via customer's experiences. When company is producing disappointments constantly, brand's value will collapse. So, aligned brand strategy is a requirement for exceeding experiences (Gerdt and Korhonen 2016).

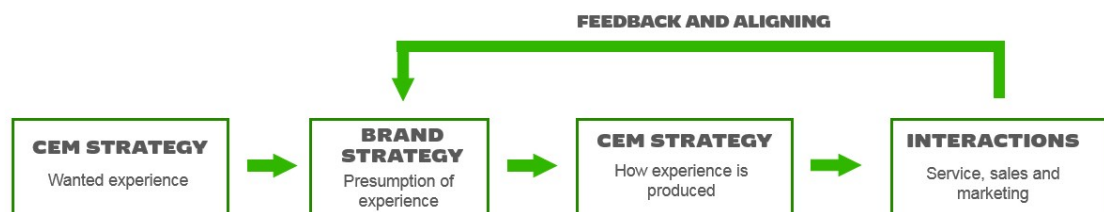


Figure 9. Relation of brand and CEM strategy (Modified Gerdt and Korhonen 2016)

Brand should shape culture to deliver CE and culture should bring brand to life (Grant 2016).

PEOPLE

Vineet Nayar summed up the potential and challenge of CE in his wide attention-treated book “Employees first, Customer second” (Löytänä and Korhonen 2014). Employees are in the central role to deliver a great customer experience. CE begins from employees who know about it, care about it, and are well positioned to deliver it. Delivering great CE requires an engaging employee experience (Boyatsky et al. 2016). Engagement means that employees feel connected to the company promises and share its values. Temkin Group (2016) report find a correlation between employee engagement and success in CE. It showed that CE leading companies had 1.5 times engaged employees than CE laggards.

A great CE is based on employee's real willingness to serve. Willingness among personnel need to be ignited and enabled by executives. This culture does not come by itself, it needs to be created. The key is to recruit the right talents and educate personnel. (Löytänä and Korteso 2014) Among the person's competence for the task his/hers fit to the brand needs to be considered as well. It is said by Smith consultancy (2013): “Find the people

who share your values and then teach them the skills they need; not the other way around.” From the view of CE, another important talent for personnel is ability to face the people. People need to be emphatic, good to handle relationships, passionate and solution oriented (Löytänä and Korteso 2014). It is something, what can not be taught. Also, attention of recruiting people to customer interface should be raised. They are communicating daily company’s values and practices to customers. Their abilities and attitude form CE primarily. Still usually their recruiting is neglected and most of the focus is only in recruiting top and middle management. (Gerdt and Korkiakoski 2016)

When company has the right people, their mindset need to orientate by training. Training should base strongly to values and attitudes. Aiming to create a culture of service and highlight the personnel goal to produce CE in all actions. This should be done by gaining understanding of right and expected behaviors. So that values are employed to part of the personnel daily basis. (Gerdt and Korkiakoski 2016)

One of the most important things to create CE are interactions between employees and customers. These ‘moments of truths’ are getting rarer because of digitalized and automatized channels, so the meaning of one raises even more. That’s why people who interact in those important moments, need to have all the support to act and produce exceeding experiences (Löytänä and Korteso 2014). Company need to offer that supporting environment for personnel. Otherwise, people and their mindset are useless. Unnecessary hierarchy need to be removed from the top-down management. Organizational transparency through whole management chain is everything. The chain need to work from top to down and especially from down to top. Focus need to be in the customer interface. There is the best knowledge of customers’ needs and desires. It is important to encourage to try new innovative ways to operate with customers. Best practices are usually lifted from the observations of single interactions. (Gerdt and Korkiakoski 2016)

Authorization is the key factor to offer exceeding experiences. People in customer interface have the understanding, the ability and possibility to affect experiences, but no authorization. Typically customer interface has very limited means to influence in rapid exceptional situations. Personnel need to be authorized and trusted for making individual decisions. Organization culture, training and decision processes need to be strong enough to offer ability for it (Gerdt and Korkiakoski 2016). For example, Zappos has gain success by trusting their customer service representatives. They are authorized to do exceptional practices, so that company can deliver experiences, which it is dedicated to. (Löytänä and Korteso 2014)

There is one more obstacle to distract personnel focus to produce CE. Previously was used to reward about selling. This does not encourage to sustain old customers. The whole idea of CE is about loyal customers and achieving reputation through successful customer-ships. Indisputably the focus of this reward system is completely wrong (Gerdt and Korkiakoski 2016). In worst case, it prevents to serve the best possible way. Rewards

must be linked to advance CE. Rewardment can be official or unofficial. Official rewardments, like bonuses, can be attached to metrics, which indicate how well team or employee has advanced CE. Unofficial rewardments, like challenge cup, are more easily put into service and influences can be very effective. (Löytänä and Korteso 2014)

Every company need to form its culture to produce CE from its own perspective. The whole potential of CE is based on personnel desire to understand and serve customer the best possible way, according to company's culture. (Löytänä and Korteso 2014)

FORMATION OF CULTURE

These three subsections define the core of CEM. Culture is the inner willingness of CE wanted to bring alive in company's interactions with customers. In focal point is communication. It connects subsections and merge the culture. By effective communication, culture is transparent and unite. It is clear for customers, employees and board what kind of experiences company want to create and how it is done.

The company is consortium of people, who together create CE. They are the culture and its embodiment. Organization values need to be originated from its people. To create genuine experiences, the culture and the people must be truly customer centric and connected to customers emotionally. Individuals must be able to act naturally, so they must share the same idealism than the organization has. If all three, decision (*strategy*), promises to customers (*brand*) and actual performance (*people*) are not in line, customers feel distracted and experience creating is not logical and natural. In some point, dynamics fixes itself, so that CE is line with organizations' true culture. Luckily, none of these are single-time actions. All sections can and must be developed constantly. These sections evolve each other's, people defines strategy, strategy forms brand and brand guides recruiting.

2.3.4 Structures

Structures are company's essential ensembles that culture and wanted CE can be brought in action. Those are organization's ways to act, tools and models, with which company can produce systematic CE. Some structures are mandatory, but all of them are essential for gaining CE even a bit from rock-bottom. Individual constructs aim to gather, parse and describe information. Offering an essential knowledgeable and functional base for comprehensive gaining of CE.

Structures ensure that culture is performed and implemented in action as desired. Structures are inevitable for realistic and mutual understanding. Those are necessary for systematic management and improving of CE. Otherwise, experiences are always results of individuals' knowledge and their implementation of company's CE and will happen randomly.

In this chapter, we presented essential structures for CEM. These structures are *Management model*, *Customer relationship management and understanding*, *Organization model*, *Customer journeys* and *Measurement*. Structures are combined with the core of CEM in the figure 10, which form together the center of CEM. From this core is formed the holistic model of CEM, when going further in this study.

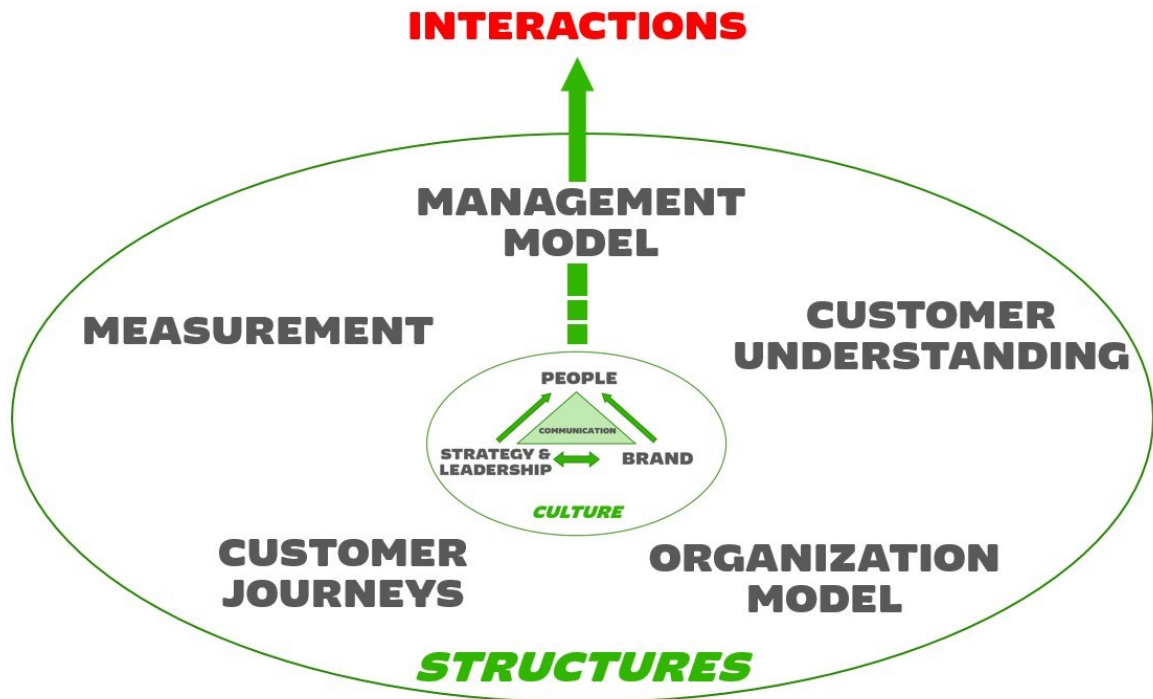


Figure 10. The center of CEM

MANAGEMENT MODEL

There is no one right way to authorize CEM in a company. The others (Bhattacharjee et al. 2016) are in behalf of dedicated customer-experience units and the others (Morgan 2016) of the idea of non-existing structures. Praising the idea of the organizational culture. Still, both authors mostly share the same idealism, only starting point is different. Everything starts from CEO making a CE an active priority (Bhattacharjee et al. 2016). CEO starts it and pulsates through the rest of the company until every employee has caught the vision (Morgan 2016). Despite the structure, everything need to be originated from real willingness of CEO, board of executives or another key person to gain CE.

The challenge is to engrain CE in the culture and integrate it into everything that company does (Morgan 2016). This culture can be created only by CE authorized manager. It can be CEO, Chief Customer Officer (CCO) or lower level manager. In any case, prerequisite for successful CE management is the offered support from executive team. A CE manager need to have necessary power and responsibility in all actions related to CE. The mere designation does not mean anything in itself (Gerdt and Korhonen 2016).

The level of the responsible manager depends about company's maturity of CE. In any case, CEO can be the acting manager, but it is necessary to consider capabilities to handle

that huge construct. If maturity is low, manager can be in lower levels of the organization, but should report directly to CEO. (Bhattacharjee et al. 2016) To name CCO, company need to have gained certain maturity. First, company need to have real intent and strategic decision to focus on CE. Second, culture need to encourage to customer thinking and some projects have already done successfully to improve CE. Last, position of incoming CCO need to be equal to other members of the board. There must be authorization and own budget to gain CE in all sectors (Gerdt and Korhonen 2016). CCO or other responsible manager is a catalyst, which organization needs if it wants to implement CE at the organization wide level. Without a CCO, most companies would not see disciplines like CEM strategy, measurement or systemic improvement to take place. (Manning and Bodine 2012)

Regardless of responsible manager status or level, management need to act according to the same principles. CEM need to be systematic process of improving CE. The responsible manager leads this systematic development through the whole organization. Management need to be done by holistic perspective and improve CE continuously across segments, brands, geographies and functional areas. Manager aim to provide outside-in perspective about best practices and customer insights between sectors. Manager need to have strong commitment and believe on CE to overcome objections and negative attitudes. Customer experience manager can not produce CE him/herself, but he/she is the executive power of CE. (Gerdt and Korhonen 2016)

Responsible manager is certainly needed, but the other structures of organization depends about maturity, culture and company's history. Dedicated team for customer-experience is not necessary. In early phases of the company, it is easier to integrate customer to the focus of everything what company does. Transformation is always harder than building a new, especially on companies with solid models of actions and long history. CE dedicated persons or teams are kind of a tool to transfer culture of CE through organization. (Bhattacharjee et al. 2016) Need, size and profile of the team can be determined based on maturity of CE. When CE norms, values and metrics are lacking, more formal roles and responsibilities are required. Forming a dedicated team allows to improve CE effectively. The role and responsibility should be clearly defined within the organization. They improve CE performance holistically in all company's actions in under the control of responsible manager.

CUSTOMER RELATIONSHIP MANAGEMENT AND UNDERSTANDING

If company wants to put customers at the center of its business, first thing to do is understand who customers are and what they want from the company. Customer understanding is the foundation of designing structures of CEM and especially for constant improving. (Manning and Bodine 2012). CEM aims to maximize company's revenue by maximizing produced value to customers. The value is created through experiences. It is impossible

to create individual experience, if customers and their true needs are not visible to the company. (Arussy 2012)

Customer needs must be filled and expectations exceed, and after that comes revenues (Löytänä and Korteso 2014). To fulfill this equation, company can not just fill every customer's all desires without caring about expenses. That is definitely not the way revenues realize. Company needs to focus to customers, who are profitable or potential. (Arussy 2012) From this base, we can notice two primary objectives for customer understanding: 1) segmentation of customers and 2) understanding of customers' needs for value creation.

Customer segmentation means dividing customer to similar and clearly distinctive groups. Segmentation groups need to serve purpose of creating experiences. Age or postal code is not a good divider, because they do not necessary offer any real relations between customers from company's perspective. From the view of CEM, more efficient and generally used ways for segmentation is profitability or lifestyle-thinking. Lifestyle segmentation bases on customers' status, values, personality, opinions or other relations, which affect their consumption (Löytänä and Korteso 2011). Arussy (2012) has created model in the figure below, which combines profitability and needed attention. This is a very relevant segmentation to keep company focused into right customer groups. Aim is to offer right kind of attention to selected customers. So that experience is optimized to customers' profitability and current relationship with company.



Figure 11. Segmentation based on profitability (Arussy 2012)

Moneymakers are active and profitable customers. They bring lot of sales, but need very little resources. Every interaction brings more profit to the company. They are customers, which should be focused on. This group deserve personalized orientation, which support their loyalty and highlight their individuality. *Misunderstood* do not show as great activity towards company. If this group can be activated, they can be moved to moneymakers. Responding to their real needs can make them more profitable and increase their loyalty. The company's focus to these two groups is to understand their needs as best as possible

and offer targeted service and experiences. Two other groups *lost* and *candidates* require more consideration about quality of offered service. As in earlier, it is vital to understand their true needs, but it is even more important to understand their potential to the company. Among them it is important to find groups, whose profitability can be raised. The focus is on researching and analyzing. Dividing customers to subgroups company can optimize offered experiences. Nonpotential customers should move aside to competitors. Especially resources bounded to unnecessary *candidates* can be released and targeted again. The group of *candidates* should be evaluated carefully, because most of the problems are found there. The group of demanding, price-oriented and generally dissatisfied customers, who do not have potential or current income to company, need to escort to other companies' inconvenience. (Arussy 2012)

Knowing what customers want, leads to CE improvements. Managers fall often to believe, what they want is what customers want. This inside-out thinking is self-centered at best, and dangerous at worst. To understand what customers want comes from analyzing customer data over organizational boundaries (Manning and Bodine 2012). Data must be permeable and allowed to flow between silos. Enabling other groups to put it in account, so that best expertise and information is shared through organization. For it, data must be organized to customer relationship management (later CRM) databases etc. (Verhoef et al. 2015).

Today's customers consume omni-channeled along customer journey (Verhoef et al. 2015). Omni-channel is synergy of the numerous channels and touchpoints, so that experience and the performance across channels is optimized. To achieve interactions between channels and working simultaneously, different channels must discuss. Customer needs to have feeling about being an individual customer. Customer information must be shared freely across the company and deliver to people who interact with the customer. For that company needs to gather customer information from different channels (Galbrath 2005). The data must be organized customer-centric, so that vital is exploitable rapidly (Verhoef et al. 2015). Creating individual experience omnichannel is the factor to success.

Regardless of data-maturity level, every company has valuable customer data, that could be in better and more active use. Customer data should be enriched to digital profiles, transaction-based insights, customer preferences, sentiment scoring, and so forth, in order to get a full picture about the customer. (Brown et al. 2017) To enrich customer insight, it is necessary to use multiple research techniques to really understand customers' opinions. Using qualitative and quantitative techniques enables to catch the real voice of customer. Quantitative methods show, where problems are and qualitative what is the problem. Quantitative research techniques, like ethnographic research, text-mining, etc. require large amount of data and specialized professional to understand problems holistically. Qualitative methods usually focus to understand problems inside one subsection and are easier to arrange with company's internal know-how. (Manning and Bodine 2012)

ORGANIZATION MODEL

When CE is set to the willingness of company, organization structure must transform to respond that purpose. Transforming to customer centric is not a single project, but long-lasting strategic intent (Gerdt and Korhikoski 2016). Customer must be placed to the center of company's actions (Löytänä and Korteso 2011).

Employees are divided to groups or silos around their business deliverables. Silos can form around functional, channel or hierarchical structures. Usually silos benefits behaviors of occupants of the silo, but are not the best interest of the overall business or its customers. Rather than speaking to customers in one voice, companies are presenting frequently mixed messages. Each silo has its own perspective of the customer and the landscape they exist in. This causes that customers see company as disjointed and dysfunctional. This leads to lack of trust and irritation. Silos illustrate the fatal idea of inside out thinking, which damage CE. To turn it around, the silos of people and information should break. (Matchboard 2017)

The silos of people should be transparent. So that people can see inside the silo, enabling to understand what silo is working on and assure that it is at the best interests of organization. People need to bring together to see inter-dependencies between departments and all actions impacts to customers. This can be advanced by setting people temporarily to different position or involve to other teams' meetings or actions. A great way is creating cross-functional teams from all relevant points of view, levels, divisions and locations. Creating an atmosphere where collaboration, teamwork, trust and open communication are encouraged. The goal is bringing the people together as a one unit. (Matchboard 2017)

It is needed to remember the underlying focus of arranging organization. Like Chief Experience Officer stated at Homburg et al. (2015 p.8) research: "The customer experience is the object of our enterprise. We get our customers on board. The customer is our partner. We are neither product nor customer-oriented: we are customer-experience oriented." Customer centricity is an organizational model, how company produces CE. Transformation from typical to customer centric organization is presented in the figure 12.

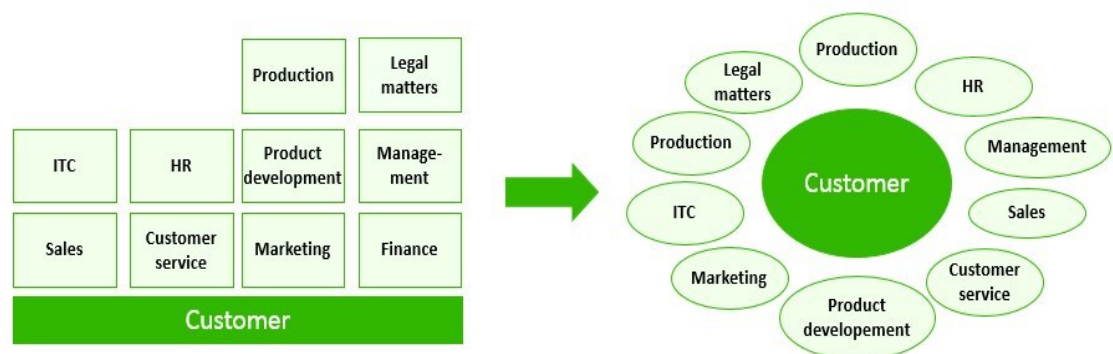


Figure 12. Transformation to customer centric organization (Modified Löytänä & Korteso 2011)

All departments of the company affect to the formation of the total experience. In the figure the starting point is non-customer centric organization. Units are separated to those in customer interface and supporting units. Generally, supporting units like legal matters are seen without contact with customers. Impacts to the total experience might not be so strong, but it exists. For example, finance department is responsible about the contents of the customers' bills and legal department for contracts. Different units must adapt their performance to accord company's objectives of CE. For that, it is necessary to notice that all units have customer interface. (Löytänä and Korteso 2011).

It is essential to understand, that units shown in the figure 12 should not be separate constructs. To achieve real customer centric organization, these silos need to break. All knowledge and data must be available to all units (CMO Council 2013). Simplified, customer is the center, which all these actions serve. Actions must work together and cannot be understood as a group of persons who are responsible of that specific sector. More like, key persons conduct these sectors and are responsible for whole construct to the specific customer, forming customer facing units (Galbrath 2005).

Customers do not need to face company's internal service and notice these sectors. Organization needs to shift from a process-oriented to a customer-oriented. The belief is that the effective internal processes are automatically the best way to serve customers and respond their needs. Processes might be so deeply seated to the organization culture that they are hard to evaluate objectively. Companies are easily drift away. Processes are not serving their purpose anymore, they are the purpose itself. In worst case, when processes do not meet customer's interests, processes are even slowing down company's performance. Customers are bounced around the organization and challenging cases stay in the table, when no one have real willingness or responsibility to solve problems. For employees, this is easy way to operate. Often, they mislead themselves to thought they are doing good job, when following mutually agreed models of operation. To find the truly effective way to operate and gain CE, focus must transfer from internal to external. The focus must be orientated to customers and their needs. (Gerdt and Korhikoski pp.116-119)

The focus can be set to customer from new perspective of customership management. There should be an owner, who have real urge to handle cases of specific customer comprehensively (Gerdt and Korhikoski p.118). Team or person with necessary authorization and responsibility. The solution is that people's actions are based on values, not processes. Organizational model must able and encourage for individual ability to make decisions (Gulati 2007). For it, one enabler is training people and one is breaking organizational silos.

CUSTOMER JOURNEYS

The idea of customer journey and touchpoints were presented in chapter 2.1.3, when defining the formation of CE. We found that customer journey illustrates the holistic model of customer experience and additional touchpoints create individual customer journeys. CEM aims to understand and improve performance in this holistic model. For that it is vital to concentrate separate touchpoints, understand those additions to different touchpoints and in general perspective. CEM will face a challenge of increasing number and complexity of customer touchpoints in the coming years. Resulting also to more complex customer journeys (Lemon and Verhoef 2016).

Today's customers interact via multiple channels, which is one of the biggest challenges CEM need to face. Customers differ their usage of channels across different phases or consumer characteristics (Lemon and Verhoef 2016). The success factor is to find relation between touchpoints by developing a touchpoint journey logic that overcomes company's silo mentalities (Homburg et al. 2016). So that customer can continue purchasing process in different channel with no barriers. Company's processes and structure must be oriented to respond to customer journey not vice versa (Gerdt and Korhonen 2016). The key is to control complex journeys the most effective way. CEM need to add cross-channel synergy and reduce inertia. Aiming to create possibility for customers to create individual, comprehensive and satisfying customer journeys.

Customer journey forms from touchpoints. CE is a formation of every individually selected or faced touchpoint during purchase process (Homburg et al. 2016). Customers go through a journey using multiple touchpoints and these touchpoints affects to others. Chosen touchpoints and their importance vary depending of customer's personal habits, interests or choices. A specific touchpoint can be faced in different point of journey or from different perspective in individual customer journey (Lemon and Verhoef 2016). Touchpoint can affect a lot to decision or ignored totally. It is important to improve existing touchpoints to meet customer's needs, but it can't be the focus (Homburg et al. 2016). Complexity and varicosity of touchpoints makes it never-ending task, which does not gain CE very effectively. Before that it is necessary to focus the bigger and more important perspective of entire end-to-end journey (Maechler et al. 2016). What really matters, is to understand relation of touchpoints along the journey.

CEM should focus on two priorities with touchpoints to generate those the most effective way: providing additional touchpoints along the customer journey and identifying critical touchpoints, called "moments of truths" (Homburg et al. 2016). In a first priority, providing additional touchpoints, CEM need to spread focus from core touchpoints horizontally and vertically along customer journey. Companies must actively offer additional touchpoints and channels to different phases, so that different customers can relate to their kind

of touchpoints now and the future. Horizontally companies focus too much to actual purchase phase than prepurchase and postpurchase. Touchpoints of postpurchase are essential for creating customer loyalty. This focus should be totally reverse. Second priority is focusing on “moments of truths”. These vital touchpoints dominate customers’ future actions. In these moments, long-term relationship between company and customer can change significantly. They are important to recognize, to ensure the company is giving its best performance in right touchpoints. (Ghoshal et al. 2014)

As we have noticed earlier, CE is a multidimensional construct with strong psychological side. From psychological side, CE is not a sum of produced positive and negative experiences, the relation matters. Delivering a consistent performance during customer journey does not define the overall experience. People judge experience largely based on how they felt at the peak and in the end (Kahneman, Wakker, and Sarin 1997). Nobel prize winner Kahneman and Fredrickson (1993) stated it to peak-end rule. Service research (e.g. Verhoef et al. 2004) have found the same relation. They showed that average during the performance is important, but peak experiences are stressed in the formation of satisfaction. It does not affect so much to CE if there is a negative peak, which is lower than a highest positive peak. But every time, the journey must end to positive experience. In line with peak-end rule is the predict that the last outcome of a sequence of events should be the most prevalent (Anderson 2000). In practice, the idea of creating a happy ending to service experience.

Understanding separate and entire customer journeys is based on analyzing how customers are interacting currently with multiple touchpoints through customer journey. With systematic approach, it is possible to understand and modify created journeys. The goals of the analysis are to describe journey and understand the customer’s options, choices and satisfaction (Lemon and Verhoef 2016). Literature (e.g. Lemon and Verhoef 2016, Homberg et al. 2016) presents tools and methods to analyze CEM effectively along the journey. There are various methods to do the analyze, from which customer journey mapping is the most comprehensive. It is also focused to most important, the customer perspective. (Lemon and Verhoef 2016).

Customer journey mapping is an important management tool to understand customer journeys. Customer journey map illustrates the steps customers go through in engaging with company. It must be designed strictly outside-in from the perspective of the customer. It combines customer understanding, customer journeys and metrics. If understanding of journeys is not in sufficient level, it is evitable that CEM can not act with its full potential. Level of understanding journeys lead directly to better ability to produce CE. In order that CEM can focus to important and work efficiently, customer journeys need to be visualized somehow and customer journey mapping is the effect method for it. (Offsey 2016).

MEASUREMENT

To manage CE, it is necessary to measure it. It's not about what you measure, but how you measure it. To success, company need to have a systematic capability to collect, analyze and act on feedback (Fanderl et al. 2016). Forrester research (2016) found that the typical lacks of companies systematic approach are:

- Companies do not measure CE regularly
- CE is not tied to business outcomes
- CE metrics are not acted and shared to employees systemically

Building an effective and complete measurement system is the key to overcome these problems. The bottom line of whole measurement system is that every metric produce relevant data to specific purpose. Collected data need to be connected for measuring customer experience in specific level or overall. Eventually, measuring overall CE must link financial outcomes to company's performance (Scmidt-Subramanian 2016). Relationship between metrics is presented in the figure 13, through which we take deeper look of arranging metrics to systematic construct.

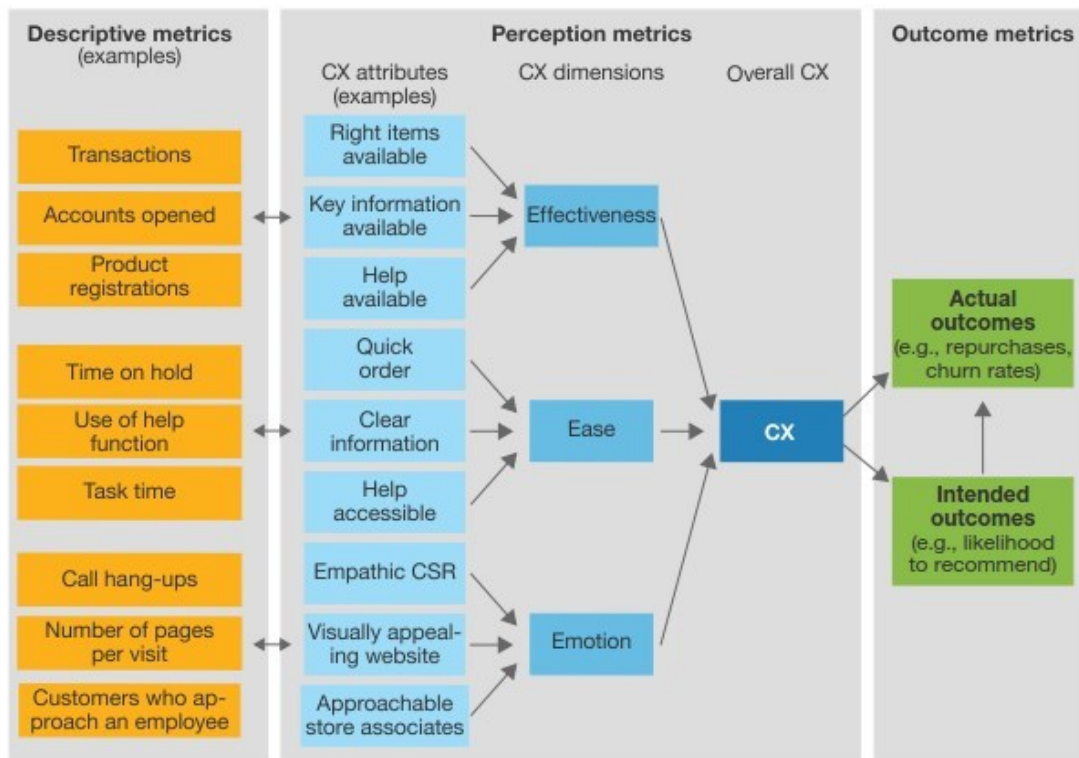


Figure 13. Relationship between the metrics. CX is equal with CE in this figure. (Scmidt-Subramanian 2016 p.5).

Designing the metrics system starts by deciding the outcome metrics, like customer's lifetime value or number of rebuys. These metrics need to be aligned with key business drivers, which company uses to steer business decisions. (Scmidt-Subramanian 2016)

Sometimes actual outcomes are hard or impossible to measure. Then it is needed to measure intended outcomes. Through those actual outcomes can be predicted, when relation is strong enough or there is enough data about customer's habits. Developing CE is divided to three dimensions: effectiveness, ease and emotion. Perception metrics should be arranged to measure these dimensions. One meter describes one dimension's status in specific event, sector or channel. For example, what is the attitude of customer service when contacting by phone. The last stage, descriptive metrics, measure concrete actions. It includes metrics from occurred actions, like number of sales, waiting time, etc. (Gerdt and Korhikoski 2016). The whole measurement system aims to find relation between actions and outcomes. The perception metrics are linking actions to CE and finding how to gain effectiveness, ease and emotion in every action and how those affect to CE overall. (Scmidt-Subramanian 2016)

CE happen at three levels, which are presented in the figure 14. Measurement system need to help evaluate experience creating and quality in all levels.

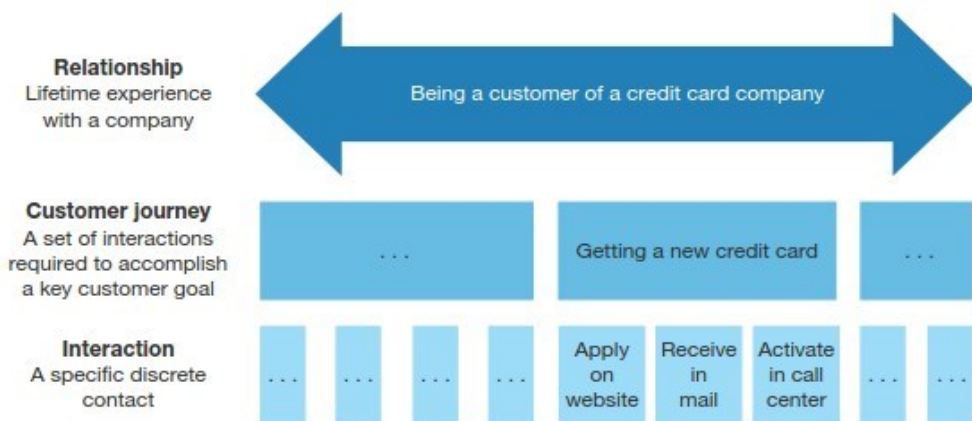


Figure 14. Three levels of experiences, example from credit card company (Scmidt-Subramanian 2016 p. 3)

Overall CE need to be aligned with touchpoints and customer journeys. The ideal CE measurement system puts journeys at the center and connects them to other critical elements (Fanderl et al. 2016).

Trying to manage the whole construct, focusing is essential. Measurement need to be prioritize to key customer journeys and touchpoints (Fanderl et al. 2016). In other words, measurement program should track customers and experiences which matter most to the business (Scmidt-Subramanian 2016). New touchpoints can be prioritized, according to future sights of its importance or company's chosen strategy to interact with customers (Gerdt and Korhikoski 2016). Still, measuring single touchpoint need to serve end-to-end view of the journey. Data in single points, does not offer understanding for development itself. It does, when it is conducted to end-to-end journeys and overall experience.

Figures 13 and 14 need to be merged together, so that company can arrange effective CE measurement system. Constructs of these figures might first seem separable, but can be easily connected. By setting descriptive metrics to key customer journeys and touch-points, are these constructs compounded. This combination generates understanding about formation of the overall CE and its dimensions in touchpoint and journey level. Through combination of journeys, it is possible to understand the overall CE during whole relationship with the brand. After measuring overall CE in journey and relationship level, it can be linked to actual outcomes on both levels. To understand formation of experiences and outcomes, metrics must find the linkage between actions and results in different levels. (Scmidt-Subramanian 2016)

As said, different metrics serve different purposes. Those can be related to period of the customer journey or to the different level. Earlier customer satisfaction was the first and only thing to measure. Nowadays its problems have been understood. Even 80 % of customers, who has left can be satisfied (Bain & Company 2009). Satisfaction is not a strong enough to indicate about willingness to stay as a company's customer. It is not a solid point to start measuring CE, which aims to exceed expectations and create commitment to the company. Customer satisfaction is a useful tool for some purposes, but not enough for entire measurement. New kind of metrics, like Net Promoter Score (NPS) and Customer Effort Score (CES) have replace the old ones, to find better relations between actions and outcomes (Löytänä and Korteso 2014). To understand meaning of different metrics, it is important to link them to customer journeys. The figure 15 shows an example, how different metrics are linked along the customer journey. There is not a one metric which is the best for all businesses or customer journeys. Every company has unique needs to arrange measurement system to get a best fit for its business. Best-in-class operators choose the most predictive metrics of their desired outcomes (Fanderl et al. 2016).

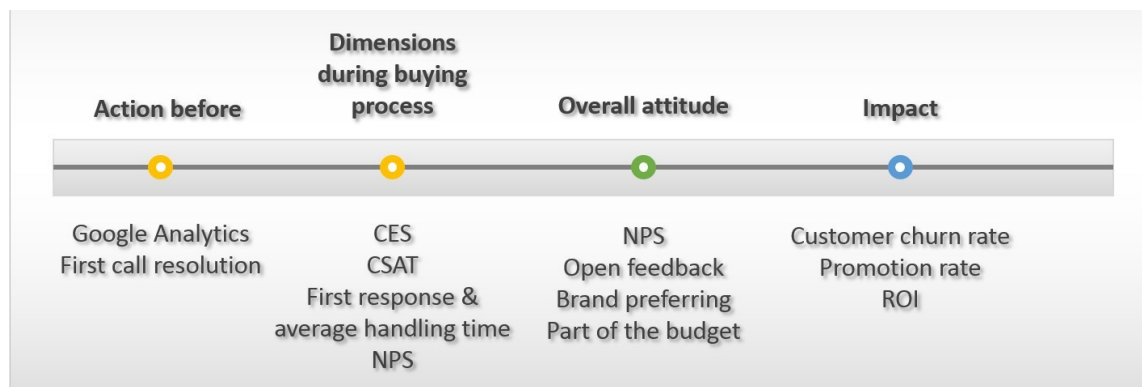


Figure 15. Metrics along the customer journey, (Modified Gerdt and Korhikoski 2016 p.171, Lamoue 2017)

To offer best experience, customers need to be convinced to buy before the first contact. That is why there need to be metrics to find relation, how people end up to company's customers or especially if they are not. For example, Google Analytics helps to find out

how customers behave at the beginning of the journey and how they response to company's non-responsive offerings. Experience creation starts from the first connection with the brand and performance then should be known in the company. (Gerdt and Korhonen 2016)

During the actual buying process, CE measurement is related strongly to all three levels. Still, measurement should be focused on dimensions. Understanding of overall CE does not offer exploitable data when process is incomplete. So first, metrics should focus to dimensions in level of customer journey and interactions (Gerdt and Korhonen 2016). Dimensions can be measured for example with Customer Satisfaction (CSAT). It is a useful tool to measure performance or created emotions in specific touchpoint. Customer Effort Score (CES) measures the easiness of interaction in touchpoint or in the entire journey. Other metrics like first response and handling time measures effectiveness. NPS measures emotion. It can be linked to all stages and measures how many people promotes company overall or part of its actions to other people (Lanoue 2017).

After going through a single purchase journey, there is still two ensembles to measure. Overall attitude about company or the specific journey and how experience turns into actions afterwards. For attitude, NPS is important metric, but not all-mighty. Gathering open feedback points out easily the most important development areas. Companies and their measurement leave the last stage often untouchable; how experience impacts to future (Gerdt and Korhonen 2016). As we see from the figure 13, this stage is vital to link CE outcomes and is also considered as one of the typical lacks of the whole measurement process (Schmidt-Subramanian 2016). It can be measured with number of actual promoters, Customer churn rate (total number of lost customers) or repurchase (Lanoue 2017). Especially in this point, chosen metrics depends a lot about business sector. It is valuable for measurement model to point immediate purchase consequences and long-term loyalty. So that, costs are understood in long- and short-term (Lemon and Verhoef 2016). Unnecessary contacts, reclamations, etc. tie resources and cause costs at the specific point of time, while high customer churn is huge expense in the long-term regard. (Gerdt and Korhonen 2012)

The measurement system depends always about company's current situation and business sector's features. It is vital to notice that the systematic does not mean solid. Measurement process is a dynamic process over time and need to be tuned continuously (Schmidt-Subramanian 2016). Only 20 per cent of measuring should focus to solid metrics, which stays unchanged and describe development over time. The last 80 per cent of measurement should be flexible. Focusing to areas of biggest problems and trends of customer's behavior (Gerdt and Korhonen 2016). With quantitative methods company find out where measurement should focus and with qualitative what is the actual problem.

The last common lack of systematic approach is still unhandled. The feedback loop to employees need to be integrated into measurement system. Connecting and sharing data

systemically to employees is supporting part of measurement system. It is necessary to create a pipeline of feedback to actions. So that customer's voice is always present, instead of merely reporting metrics (Fanderl et al. 2016). Feedback system set the base for actions to exploit gathered information. The feedback loop is strictly connected to process of constant improving. This alignment will be focused later in chapter 2.3.5 *Constant improving*.

Other side of whole measurement system is gathering employee experience. Building organizational and cultural elements into measurement system is essential effort. Employee experience can be measured from the perspective of their experience to work in company or willingness to promote company's offerings. For example, one of the most popular metrics to employees, employee Net Promoter Score (eNPS) sets two questions sorting them to promoters, passives and detractors. First one is: "How likely is it you would recommend this company as a place to work?", and second: "How likely would you be to recommend this company's products or services to a friend or colleague?" (Reichheld and Markey 2011). Employee's journeys should be parallel with customers' journeys. Metrics should collect and analyze data equally. Better employee experience and engagement translate to better performance on CE and are crucial actors to convey CE. So, it is as important to measure employee experience than CE (Fanderl et al. 2016).

RELATIONS OF STRUCTURES

Different structures are not necessarily reliant of each other's, but are strongly linked. Developing one structure might require first developing some other structure. CE is a multiplication, not a sum of its subsections. Natural start for designing structures is setting an responsible management for CE, so that all structures are understood and their development is systematic. Management contribute to reach certain level and is necessary for systematic approach. Responsible management implements culture to actions, compound all sectors together and work as driver of constant improving. More about relation of management and constant improving in chapter 2.3.5. *Constant improving*.

Customer understanding and customer relationship management works as a base for designing other structures. Sufficient data and understanding ensures that structures serve their purposes. Customers need to be in center of company's all actions and that is not possible without enough knowledge. Customer understanding enables organization to transform truly customer centric.

When customers and their relation to organizations different departments are understood, there is better premises for further reviewing. Customer journeys can be described only at the same level than touchpoints with departments and different channels are understood. And so on, measurement system corresponds with level of customer journeys. Certain level of understanding must be gained for going further to next structure that is subordinate for previous.

Every structure affect to others, but they are still separate. A one structure can be evolved above others, but usually in some point it is necessary to turn focus to other sector which begins to limit development. All structures should be developed comprehensively with changing focus. Many tools and methods combinate different sectors and help to improve those at the same time, still keeping the focus on substantial. For example, customer journey mapping is a tool of management. It brings urgent information together and set base for constant improving.

2.3.5 Constant improving

Arussy (2010) stated that transforming to customer experience centric is not a single project, but long-lasting strategic intent. It is a journey with unreachable destination. Operating environment, customers needs and technique are constantly changing, so CEM need to change also. CEM need to stay along with constant improvement and regenerate itself again and again. To make it possible, there must be a systematic model of CEM to support constant change.

Setting up a management team with primary responsibility of driving CE is the beginning of systematic and constant improving. Behind customer centric company is always a manager, who believes and drives CEM (Manning and Bodine 2012). Authorized manager steers the process of constant improving. Otherwise, CE transformation efforts are easily drowned to organizational confusion. Manager with his/her team is responsible for bringing and ensuring CE as part of everyday performance through the organization. So that constant improving progress systematically and improvements are brought in action to fix organization's structures and change the culture. Signaling constantly importance of CE, ensuring a persistent focus on CE in actions and implementing the CE framework that highlights the voice of the customer. CE solutions must be embedded around organization's functional areas, so that leaders of functional areas are engaged. (Bhattacharjee et al. 2016)

Constant improving can be understood as cyclic and repeating process, literature define it also as a CE program. It is managerial tool for systematic improvement. CE programs means models of action for gathering and exploiting customer feedback effectively. Successful improving closes the feedback loop and bring essential knowledge to the right people. It also means renewing the organization and processes more customer-oriented. Last, it means internal and external communicative harmony which unite elements of CE to one construct. All these together enable the transformation towards strategical target. The cycle includes seven phases, which responsible manager need to tie together, for gaining maturity. Eventually achieving its strategic target to perform customer centric and creating experiences that matters. The cycle of constant improving is proposed in the figure 16 and its phases are opened in the next chapters. (Gerdt and Korhonen 2016)

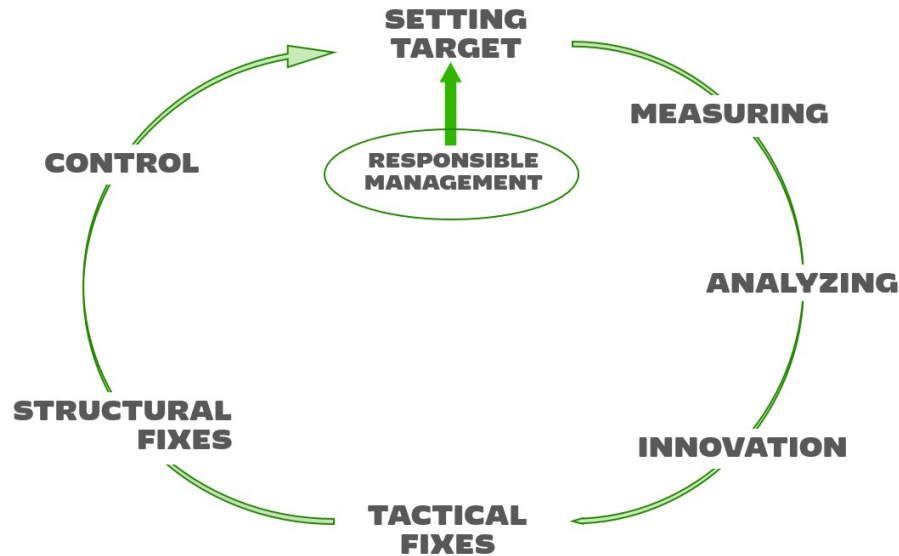


Figure 16. Cycle of constant improving

DEFINE AND SETTING TARGET

First phase is to benchmark and define company's differentiating, profitable CE. CE that draw customers naturally without persuasive salespeople or advertising. (Arussy 2010) This phase is strongly based on the innermost circle, culture. The target CE is created by entire organization. Target is defined in company's strategy and brand development must be considered, so that organization is valuable to its customers.

The target can be understood as company's view of direction towards gaining competitive advantage. Current target is a concrete step towards it. Target can be understood through the same figure 6 than CE as competitive advantage. The target CE, sets goals what kind of experiences it aims to provide in the different levels of figure 6. The levels are core experience, extended experience, expectations exceeding experience. The goal in core experience need to crystallize company's value to its customers. When moving to the next level some element is added to target, which extend core experience. For the exceeding expectations, differentiated elements are added again to extended experience. Those elements can relate to personality, individuality, emotions or some other element in the figure 6. The result is special and unique offering, which create value to company's customers. (Löytänä and Korteso 2011)

Target can be understood as a CE statement. It articulates CE that company should provide in all levels from the customers' point of view (Shaw and Ivens 2002). CE statement include organization's employee's mutual decision from feelings they desire to awake in their customers. The CE statement is written from customers' perspective, not from organization', till example: "the customer will feel" rather than "the organization will provide". (Johnston and Kong 2017)

Created CE statement is usually effective to communicate to customers immediately. Direct messages to customers points its true importance and board's commitment to employees. Then expectations come directly from customers, when they are demanding promised experiences. Setting target is internal decision and pressure to perform is external demand. Promises are eventually redeemed and possibly exceeded in concrete interactions between the company and customers. (Löytänä and Korteso 2014)

When setting the CE statement, it is essential to prioritize areas of the development. Statements need to be tailored based on customer segments. Answering the question: What kind of experiences are wanted to create and especially to whom? Statements can and need to vary based on customer group. Developing is a constant process, which needs to find the most promising areas of development all the time. It is sure that all can not be done at once. Focusing constantly to most potential customer segment or area of development gives needed attention and power to truly gain subsections and CE overall. First, it is important to focus most profitable or urgent acts and then widen the offering. So that levels of subsections are aligned with overall CE. Equalizing is important, because CE is a multiplication, not a sum of its subsections. Current target need to be set and define constantly based on earlier findings and conclusions from other stages of constant improving. Company should also create clear success criteria based on its targets, to see how done actions effects. (Johnston and Kong 2017)

MEASURING

Measurement system consists from chosen metrics to understand the performance of CE of whole organization, different departments and individuals (Arussy 2010). Metrics and measurement system was presented earlier in chapter *metrics*. Companies need to understand relations between metrics and build the individual measurement system. It is important structural base for continuous CEM. System must have been built, so that it can be changed constantly and still understand the performance.

For constant improving, aim is to measure what matters at the moment. The system need to be exploited actively. Aligning the measurement system with current targets. Current metrics should show the best way possible, the effects of the changes that are currently made (Arussy 2010). Like we earlier noticed, measurement system is also linked strongly to customer journeys. Constantly transforming purchase processes and customer needs, modify customer journeys all the time (Fanderl et al. 2016). Changing targets and customer journeys cause inevitable demand for transforming measurement system. The base of the structure need to be solid to understand long-time performance, but system must develop and change constantly for current targets. Gerdt and Korhikoski (2016) urged that 20 per cent of metrics should be solid and measure long-time performance and 80 per cent of metrics variable for current priorities. To simplify, we can think company have a set of metrics from which it picks suitable, for specific purpose and for particular time-period. The set stays same, but usage varies between metrics and applied areas.

What is measured is sought and can be achieved (Löytänä and Korteso 2014). Measuring tries to find relation between actions and targets. Measurement can be as effective as created metric system and understood meaning of the measurement overall. The system should provide enough relevant and clear information for further analyzing of the performance and future development. (Schmidt-Subramanian 2016)

ANALYZING

Analyzing collected data comprehensive is vital to get a clear insight from customer's emotions and created experiences (Meyer and Schwager 2007). Data must be gathered to clear and distinctive form to make analyzing possible. Analyzing need to be direct and rapid, but also sufficient for development on a large scale. We can notice two types of data; big data is for the large-scale improvements and messaging overall performance to management team. Specific data is pointed directly to the key employees to improve their performance in specific touchpoint or action. Allocating and bring relevant data to right people is a base for analyzing. At the organization wide level, quarterly or monthly made analyzes from key indicators are enough to see direction of the development and manage it in reasonable level (Fanderl et al. 2016). Usually that is not the problem. Problem is to bring data to the front-line for employee or team, responsible of direct interaction with customer. Aim is to analyze the data immediately near customer interface by those who understand it and can affect to the performance. (Löytänä and Korkiakoski 2014). Closing the feedback loop and turn it directly to front line is necessary for successful improvement. So that corrective actions can be placed as soon as possible. (Fanderl et al. 2016)

Analyzing data must be rapid. However, too hasty conclusions need to be avoided. Small improvements can be made constantly, but large scale improving request further evaluation. That is why systematic management should follow principally the wheel of constant improving step by step. To make sure there is enough data to really understand all nuances. Careful progress keep process systematic and gives possibility to consider effective actions for transformation. (Löytänä and Korteso 2014)

INNOVATING

Forrester research defines CE innovation as: "The creation of new customer experience that drive differentiation and long-term value." Innovating new makes constant improving and continuous CEM valuable. Raised understanding and gathered information gives opportunities to innovate totally new openings for producing CE. At the same time with systemically fixing CE, company should systematize taking over new ideas. Innovation should be continuous and oriented towards customers' shown directions of future success. Innovation need to be also systematic, so that operational models and responsibilities are clear. Otherwise ideas stay easily unexploited on people minds. There must be a clear and easy way to share new ideas and taken into consideration. (Löytänä and Korteso 2014)

To succeed in creating new, company must anticipate customers' future needs and new ways to create value. It is hard because customers' do not know what they want in future.

Recently, opportunities for new customer centric innovations are usually found under six sources: social media, technological development, open innovation, changing customer needs, new marketing tactics and renewing management. These sources serve purpose for renewing customers' purchase processes: linking new groups for innovation process, offer new ways to consume or engage with the brand. More often innovation deserves reforming entire customer centric business model. (Deloitte 2009)

Critical for innovations is create a supporting organizational culture. Only customer centric organization culture can produce naturally customer centric innovations. Culture makes people to get enthusiastic about customers, which act as a growth base for innovations. (Löytänä and Korteso 2014)

TACTICAL FIXES

Tactical fixes focus to improve processes how CE is deliver. Trying to find effective ways to respond as soon as possible to the direct feedback and remove problems' root causes. The aim is to handle critics and activate recommenders. (Löytänä and Korteso 2014)

Tactical fixes are also divided to rapid fixes and long-term extensive changes of organization's culture. Rapid analyze produce clear improvements, which can be taken on action immediately. These fixes may be a new way to handle challenging situation or offer new features to service that improves experience. To able to do rapid fixes at all, company must have the working feedback loop and strong authorization. Employees' in customer interface, who knows their customers best, should have possibility to solve disappointments and critics fast and easy. (Löytänä and Korteso 2014) They have also the best understand how to strengthen experience of satisfied customers. When employees see the consequences of their work, they know how to improve it and what resources is needed for. (Gerdt and Korkiakoski 2016)

Analyze of small details and the overall performance form together the needed understanding for larger-scale fixes. To understand whole construct, working connection between customer interface and management is inevitable for right long-term tactical changes. Tactical changes affect mainly to the innermost circle, the organization's culture. Long-term tactical challenge is to find answer to questions: How CE is understood among management team and employees? How company's brand and strategy support delivering CE? Everything starts from the whole organization's unity and mutual aspiration to produce CE. Tactical fixes need to change that aspiration, so that vital processes and culture can change to correspond with desired CE. Moving step by step towards words meeting actions. So that strategy and brand values are aligned with aim of actual performance. (Löytänä and Korteso 2014)

STRUCTURAL FIXES

Structural fixes concentrate to find and repair organizations' problems on structures. When tactical fixes of daily basis are brought to upper levels, often same problems are

found to be root causes. The problem can be in organization culture, but usually structures are the reason for bad performance. Organizational model does not meet needs of producing CE. (Löytänä and Korteso 2014)

Structural fixes are transformation towards customer centric organization. Aiming to remove organization's structural boundaries, so that customers' interactions are fluent and effortless. It means usually removing organizational silos and adding transparency. When customer is no more bounced between sectors during purchase process or customership overall, recommendation and loyalty increases. (Löytänä and Korteso 2014) Fixes can also relate to the smaller rectification of the operations, for example: adding touchpoints to customer journey, developing metrics system, starting to use new technologies, renewing management system or structuring customer data. As we see, all sectors of structure circle are covered. Some of them are more fundamental, while others just fine adjustment. Development need to start from major topics, like transformation to customer centric, so that examining less significant topics is purposeful. (Johnston and Kong 2016)

Structural fixes are not easy to make. It takes time to change structures of large corporation with long history. Often time and size has modified structures and roles stiff. First, organization culture need to transform, so that structures can be developed. Old habits to act have strong influence and changes are easily understood as a threat to individual way to work and as a decrease of authority. New structures forces employees to environment they are not used to. What usually does not show at first place, that transformation towards customer centricity actually increases employees' opportunities to influence. (Löytänä and Korteso 2014)

Management is the important link to structural fixes. Effective way to perform structural fixes is building up teams from people of all sectors related to the specific problem. Shared understanding from different sectors gives a change to solve issues that systemically cause problems. Cross-sector teams can identify how similar problems are solved in sectors and are easy path to exploit learned practices around organization. (Johnston and Kong 2016) Teams with enough authorization and member of the board with mandate to execute strategic change play a key role in structural transformation (Löytänä and Korteso 2014).

CONTROL

Last stage includes controlling execution of fixes and innovations. Typically, organizations identify numerous opportunities, but actual improvements remain insufficient. The implementation of changes should be continuously monitored and controlled. Implementation need to be evaluated to see, are done practices affect as desired. If action do not respond to original problem, method must be changed. (Berry and Carbone 2007) For overall evaluation, company should compare effects to originally set success criteria. (Johnston and Kong 2016)

OVERVIEW TO THE CONTINUOUS PROCESS

After going through all phases, on-going process starts again from the beginning or more like, continues by redefining targets. Redefining can be fine adjustments of targets or complete change of direction. It is based on findings during the cycle. It is necessary to evaluate current targets constantly to respond the changes on the market and future trends. Targets need to be evaluated outside-in, not just compared to company's own idea of future development. (Arussy 2010)

As noticed, constant improving is closely related to the feedback. Among other functions, it can be seen as a feedback loop. Constant improving compound measurement outcomes through analysis to fixes and improvements. It illustrates the system to collect, analyze and act on feedback. (Fanderl et al. 2016) Successful improving close the feedback loop. It brings up the findings and shortcomings from daily actions, so that the base for development is comprehensive and solid. Measurement gather the feedback. The analyze review its competence to different sectors or processes of producing CE. Then necessary information is made visible to people able to manage larger transformation or change the way to act in the specific process.

Phases are following each other's chronologically, but in practice are overlapped. Especially tactical fixes, structural fixes and innovation happens partly at the same time. Actions are strongly linked. Findings from others cause new openings to others. Still there must be a systematic phasing to keep the development under control. Otherwise large construct will fall easily apart and power to develop is fragmented to too small entities. Focusing and allocation of resources helps to gain real development and make sure that actions are on solid base. Spreading complicates organization's understanding about the current situation and objectives of the process. When there is no clear message, effective communicating through the organization is impossible. It is likely to reduce the mutual understanding about the importance of CE in the organization (Löytänä and Korteso 2014).

Model of constant improving work in different scales. Cycle can be gone through rapidly in subsections, improving the specific sector or process. These subsections serve large-scale improvement, which we have described. Depending of targets and organization's current level of CE, the duration of the cycle varies. However, the cycle need to be repeated often enough to make changes effectively and align targets in this fast-changing world. For example, company which is actively renewing its CE, monthly cycle might be suitable. While for company in more sustainable phase, quarterly repeating cycle of action is enough. In any case duration is secondary matter. What matters, is that management is clearly structured, systemically controlled and unhurried process. It guarantees, that done actions are carefully thought and based on sufficient analyze of findings.

2.3.6 Overview of CEM model

When we combine the cycle of constant improving with the circle of structures and culture, the total model of CEM is complete. This is presented in the figure 17. Earlier in this research, we have described inner relation of subsequences and touched their relation to others. In this chapter, we describe shortly the whole model holistically and point out linkage between subsequences.

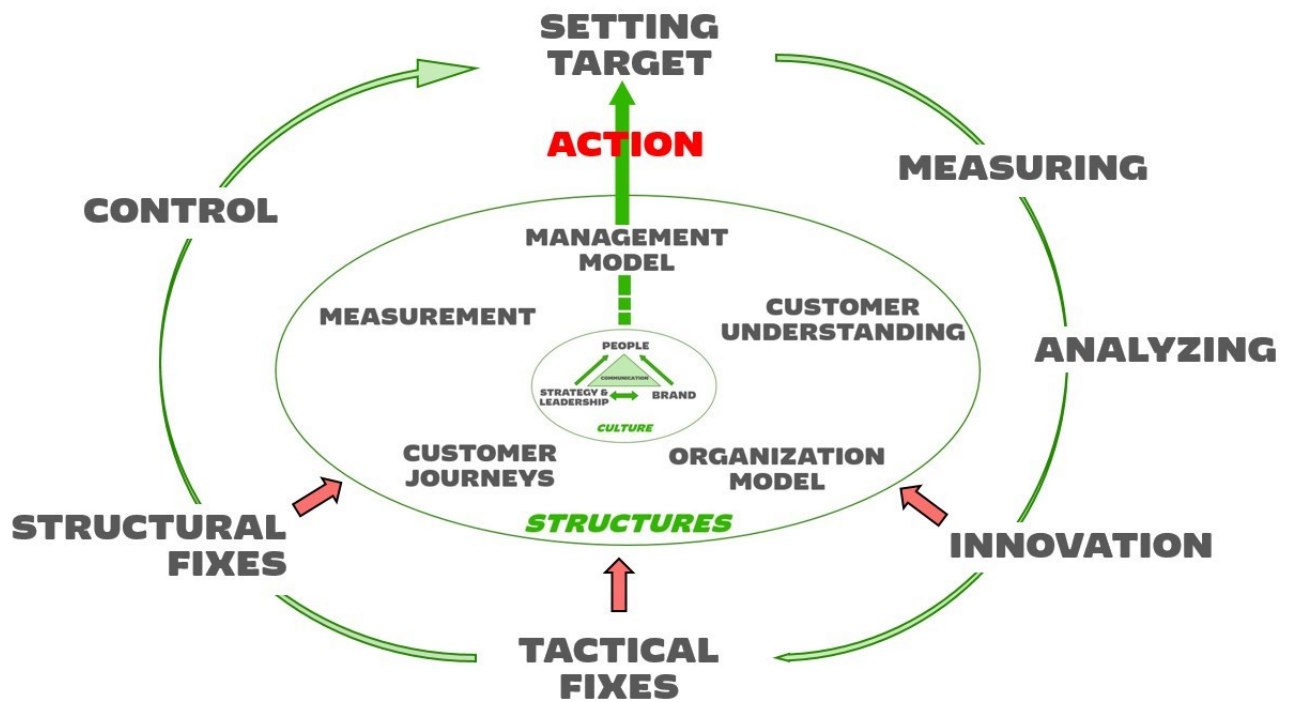


Figure 17. The model of CEM

The figure 17 presents total model of CEM and its formation. It includes three stages *culture*, *structure* and *constant improving*. The innermost circle *culture* describe the willingness of CE company wants to produce. *Structures* are company's essential ensembles so that internal culture and wanted CE can be brought in action. The cycle of *constant improving* is the outer circle. It describes on-going process aiming to develop company's internal abilities in the circles of *structures* and *culture* in order to produce better CE.

The driver of the whole model is the responsible management of CEM. Depending of its formation: team, CEO, CCO or lower level manager. Nevertheless, the authorized manager steers constant improving and closes the feedback loop. The findings from cycle of constant improving must be brought systematically to transform *culture* and *structures*. Tactical fixes aim for deeper transformation and change the organization's culture. Structural fixes aim to align structures with the cultural mindset. Also innovating is important part of process, trying to find totally new views for CEM and to its implementation in company.

To understand this holistic model, we need to understand that CEM is not a journey with goal. It is a never ending cyclical process, which aims to improve customers' experience all-the-time, add differentiation and gain competitive advantage. To able to improve CE overall, company needs to improve model's subsections. So that it is capable to create experiences systemically to all individual customers. CEM is constant alignment of model's subsections, which should lead sustaining and improving CE in the long-term.

2.4 Theoretical framework

In literature review formed model of CEM works as a premise for the theoretical framework. The framework includes all subsections from circles of *culture* and *structures*, which form the center of CEM. These eight central internal abilities: *strategy and leadership*, *brand*, *people*, *management model*, *customer relationship management and understanding*, *organization model*, *customer journeys* and *measurement* work as orientation areas of the framework. All orientation areas have massive effect on the CE. Areas have been chosen and combined based of literature's view of essential internal abilities to produce CE (Shaw 2005, Gerdt and Korhonen 2016, Lemon and Verhoef 2016, Arussy 2012). These orientation areas' maturity is reviewed based on Shawn's (2005) maturity scale; *The Naïve to Natural*.

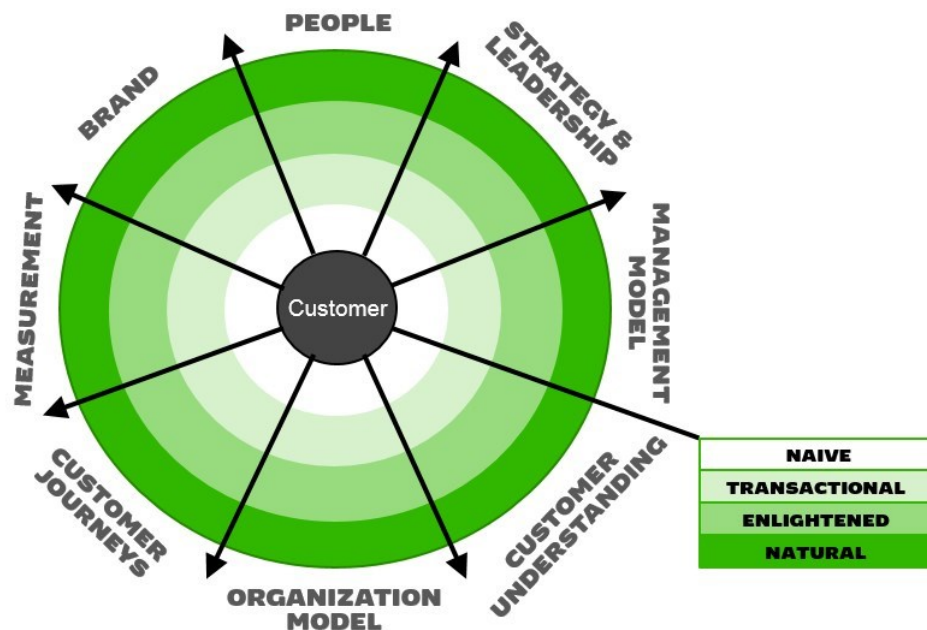


Figure 18. *The theoretical framework (Modified Shaw 2005)*

Naïve to Natural maturity model shows at how orientated organization is around the customer. Maturity can be understood as a four-stage journey to more customer focused from naïve to natural. Journey includes four maturities: *naïve*, *transactional*, *enlightened* and *natural*. Next short descriptions based on Shaw's descriptions how organizations are distributed across these four maturities.

Naïve organization focuses on itself rather than CE. It has chosen thinking inside-out or it does not know what it should be doing. It believes the product, processes or their services are more important than the customer. Organization do not know what they do not know. It is reactive for customer demands.

Transactional organization is focused primarily on the physical aspects of the CE. It recognizes the importance of customer, but many aspects remain left to change and are uncoordinated. It is still inside-out thinking and typically reactive to customer demands. It has established a customer service organization, but these employees are treated like second-class citizens. Customers are forced to operate with organization's functional silos and only little information is shared across silos. Typically, senior management claim they are customer focused but the words and deeds do not match.

Enlightened organization recognize the need for a holistic, coordinated and deliberate approach to CE. It is proactive towards customers. Orchestrating emotionally engaging experiences and stimulating planned emotions. Enlightened organization has converted from being reactive to proactive for customer demands. It has defined CE it is trying to deliver and agreed CE statement in management board. This statement is communicated to all employees. What separates enlightened from transactional is understanding that CE is over 50 percent about emotions. Processes are designed to exceed physical and emotional expectations. Organization has formal methods to ensure the contact with customers in all organizational levels. Employee experience is equally important than CE. CE appears also in recruiting and bonus system is aligned with CE and evoked emotions.

Natural organization focus on the customer is total. It is very proactive and naturally focused on the complete CE. In order to produce memorable and captivating CE it uses specific senses to evoke planned emotions. CE is in organization's DNA and producing it is natural. Customer is involved to design CE and CE is defined via emotions. It is totally proactive to customer demands and undertake many behind scenes activities to build great experiences. Natural organization understands the power of stories in internal and external communication. Leadership and people are selected to meet its deliberate CE and culture is seen as a enabling tool of CE. Organization knows that if it gets CE correct then the rest will follow, products and services are secondary. Brand is aligned with CE, and they support each other's. Measurement and customer data collection is holistic and methods sophisticated.

The framework is used to describe organization's maturity level in different orientation areas, which are company's essential internal abilities for CEM. The framework offers visual and managed base for analyzing in detailed level. The framework offers also a clear and visual target of how maturity should be developed in future to gain business advantage. (Shaw 2005)

3. RESEARCH METHOD

3.1 Case company introduction

The case company in this study is a mid-size construction company Fira. Fira was established with the desire to develop the construction industry. Along the way, Fira began to bring service business thinking to the construction industry and shift attention more strongly towards the customer.

Fira Group Oy is the parent company that host group functions. It owns 100% of Fira Oy, Fira Palvelut Oy and Fira Hive Oy. Fira Oy, founded in 2002, is the construction business unit that implements diverse new building and renovation projects and Fira Palvelut Oy, founded in 2009 is specialized in plumbing renovation. Recently founded Fira Hive Oy offer lifecycle services for consumers. Fira Group also owns 70% of 4 startup companies which together with the Fira Starters business unit focuses on developing new business opportunities and services. This research uses the general expression Fira from the whole Fira Group Oy and other business units are called as their original names, e.g. Fira Oy. (Fira 2017)

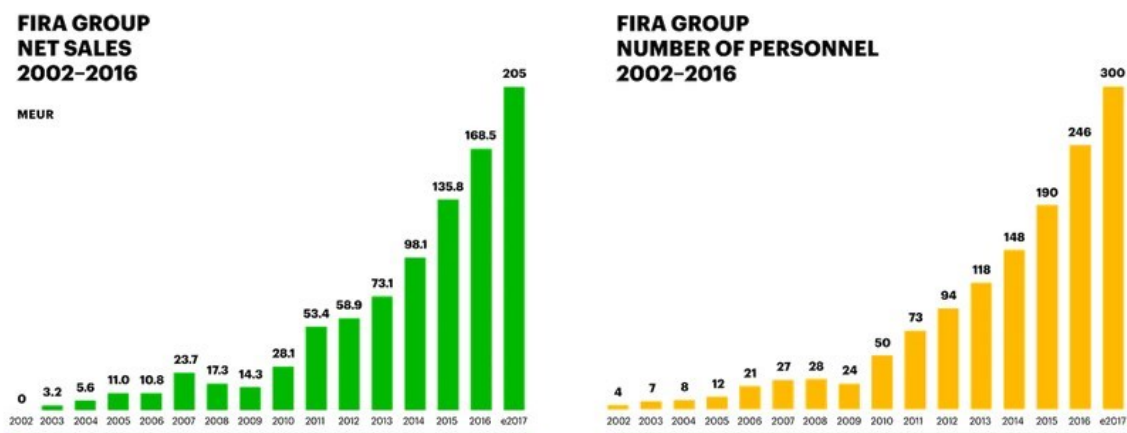


Figure 19. Fira Group Oy revenue and personnel growth (Fira 2017)

Figure illustrates Fira’s significant growth especially after 2009. The years 2002 – 2009 was the time of “Traditional construction”. This phase one was building concrete parking garages focusing to do better construction planning and work. In years 2009 – 2014, focus was shifted to service business development putting the client first. The approach of this phase two of “Service building” was rather unique in Finland and turned to be very successful as statistics show. Fira gained significant growth and began to challenge traditional construction industry’s ways to operate. (Fira 2017b)

The development of productivity has been slow in the building industry. Now the industry is going towards major transformation. Digitalization is increasing and it will generate

new business models. To stay ahead of development, phase three described as “People centric” was launched in 2015 (Fira 2017b). Phase three aims to 1B€ valuation in five years. The agenda comes from a realization that the most important asset is employees’, customers and other parties working with Fira. Believing that value can be created best, when customers are involved and the interaction works. The focus has been shifted even more towards people and the aim is to create a phenomenon “A Building Movement” where people are better connected to construction and the urban environment. The best way to build a smarter society is through smarter interaction between people. By scaling diverse services in Finland and internationally, Fira wants to be a pioneer in the industry’s development. Creating a phenomenon that will make construction a spearhead industry. (Fira 2017)

Earlier, CE has been developed especially in Fira Palvelut Oy. The aim has been to offer the best service experience in the industry of pipe renovations. In 2015 awarded service model, where service engineer takes care of customer relationship during the renovation, is a result of long-time improvement in customer satisfaction and starting point in the field of CE. The same model was brought to renewal projects implemented by Fira Oy and at the end of the 2016, first customer experience director was appointed to manage Fira Group’s CE development.

Importance of customer has been noticed in Fira long time ago, but understanding of customer experience is still finding its deeper meaning inside the company. Gained progress in Fira Palvelut is now brought to bigger perspective. CEM needs to systematize process, gain understanding through whole organization and improve actions of service oriented attitude in all operations. The meaning of CE building permanent competitive advantage is hot topic.

CE is competing of attention with several other developing themes. In rapidly evolving business environment, there is a danger that the core of action might easily forget. With this research, we are trying to identify current status of CE in the case company and attitudes related to it. We aim to notice if customer centricity is forgotten alongside other development. We are trying to find organizations view, how CE appears together with its targets. What is role of CE to gain valuation of 1 B€? Is the most important, the customer, forgotten in pursuing fast business growth.

3.2 Data collection

The data was collected with semi-structured theme interviews. Fifteen key personnel of the case company were interviewed. Details of the interviews are presented in the table below.

Table 1. Details of interviews conducted

	Interviewee	Job title, organization	Interview date	Length	
Strategy	H1	Ville Wikström	Sales Director, Fira Group Oy	29.5.	01:11
	H2	Jussi Aho	CEO, Fira Group Oy	19.6.	00:36
Brand	H3	Essi Huotari	Head of communications and marketing, Fira Group Oy	19.5.	01:15
	H4	Mikael Långström	Platform Developer, Fira Oy	5.6.	01:02
People	H5	Henri Hietala	Human Resource Director, Fira Group Oy	9.6.	00:57
Management system	H6	Sami Kokkonen	CEO, Fira Palvelut Oy	30.5.	00:52
	H7	Topi Laine	COO, Fira Oy	1.6.	00:50
Customer understanding	H8	Jarmo Kärkkäinen	Head of IT, Fira Group Oy	24.5.	00:40
	H9	Maria Snäkin	Customer Experience Director, Fira Group Oy	5.6.	00:59
Organization model	H10	Lauri Kaunisvirta	Project Development Director, Fira Oy	2.6.	00:55
Customer journeys	H11	Laura Kähkölä	Service Engineer, Fira Palvelut Oy	26.5.	00:54
Measurement	H12	Ville Vääätäjä	Process Engineer, Fira Oy	23.5.	01:12
	H13	Anna Ylänen-Laakso	Service Manager, Fira Palvelut Oy	18.5.	00:54
Constant improving	H14	Henry Salo	Director, Fira Starters	23.5.	00:26
	H15	Jaakko Viitanen	CDO, Fira Palvelut Oy	22.5.	01:23

Personnel were selected for interviews based on two main objectives. The first objective was to cover all sectors of the CEM model. To find how every orientation area is implemented currently and what is the direction of future development. To fulfill this objective, we choose key personnel who were closely related to sectors of CEM. For every orientation area was named an owner, who was supposed to have the best understanding about the current status of particular orientation area and its nuances. These interviews were emphasized to point the current maturity and their view about the possibilities for future development for gaining maturity of the specific area. These interviews were kind of an inner perspective or inside-box view of the orientation area.

The second objective was to form a holistic picture about understanding and meaning of CE in case company. Strived to find how CE is linked to business outcomes and its importance is seen as a business advantage in future. For this purpose, were chosen personnel from top-level management. They were considered to have the extensive experience in company and a view to all of the company's actions. They have the most holistic view of the whole organization and what is the part of CE in its actions. Top management's aspiration and prioritizing defines largely the future meaning and importance of CE. Top management has also the best understanding about the business performance and best guess of how it is linked to CE.

Some interviews were related strongly to both objectives and despite different objectives completion method and structure were same, only emphasis changed between interviews.

The sampling of personnel has also the lower agenda. The wide-spread view was aimed to find how unite CE is around organization. How it is understood, produced and seen in different sectors. Gathering view from different angles has tendency to describe the true fragmentation of CE around organization. To see how actions truly meets with the speeches and how well mutual targets are communicated. With wide sampling was also sought to find new aspects for CEM and its implementation.

In conclusion, data collection aimed to find case company's abilities, willingness and possibilities to reach the desired level of CE and how that level is meeting with its business objectives.

Interviews were conducted in the case company's headquarter. Persons were interviewed individually in one-time occasion and all interviews were recorded. The interviewees received beforehand short presentation about structures of CEM model and its structuring (Appendix 3). The interview agenda was not send to interviewees before interview to keep preparation focus on essential. All the interviews were conducted in native language of all interviewees to evoke richer discussion. The language was Finnish in all cases.

Interviews were started by presenting the work background and introducing themes. Frame for interviews was formed from following themes:

- Introducing work's background
- Warm up questions and interviewee's background
- CE understanding
- Meaning of CE
- Customer experience management
 - Culture
 - Structures
 - Constant improving

Interview was conducted with combination of semi-structured and open theme interview (Hirsjärvi and Hurme 2011). First questions were warm up questions about interviewee's background. Background was used to adjust the later questions to topics from which interviewee would have the most insight. Themes of '*CE understanding*' and '*Meaning of CE*' were semi-structured to get clear and concrete answers. These themes were quite limited and related to interviewee's individual knowledge, opinion and vision about the topic. This speaks behalf of the semi-structured formation and ease analyzing the results by preventing unnecessary spreading of interviews topic. These themes aimed to find interviewee's individual understanding of CE and meaning for business in future. The

interviewee was led deeper into topic with sub questions and information sharing if open questions did not raise enough discussion.

The last part “*CEM*” was divided to three subthemes *Culture*, *Structures* and *Constant improving* according to the model of CEM. This part was performed as open theme interview (Hirsjärvi and Hurme 2011). The interview agenda in this part was used as guide to spark open conversation on subjects and entities of which the interviewee had the most to say about. Orientation areas were considered with interviewee’s in different scale depending on their personal interests. Inside orientation areas were sought to identify findings in three different levels. Conversation was guided through these levels: current status of CEM, future vision of CEM and success factors and barriers of transformation. The attempt was to consider these levels inside orientation areas, not vice versa, to get targeted data for specific orientation area. The clear inner vision about the current maturity of area, future direction and transformation challenges defines their appearing in overall vision. Relation of exploration must be same than formation’s.

3.3 Analysis

For analyzing interview material was used theory-based content analysis. Theme interviews were transcribed in basic level. In this research is import, what informant says, not how it is said. The essential subject matter was transcribed, but no extra filler words, pauses or tones.

After transcribing, the whole interview material was systemically themed under pre-determined themes: *CE understanding*, *Meaning of CE* and *CEM*. CEM was also themed further under subthemes: *Culture*, *Structures* and *Constant improving* and their orientation areas. All interviewee’s answers were combined together under the themes of interview frame and more further under orientation areas.

The data analyzing is based on abductive process of systematic combining. The abductive process is chain of reasoning to likeliest possible explanation. Systematic combining is illustrated in the figure 20 and it is a combination of theoretical knowledge and insight from the case company (Dubois and Gadde 2002, Dubois and Gadde 2014). The systematic combining is very suitable method for cases where new phenomenon is strived to be understood profoundly. The literature and current theory are the background for consideration and identification of the findings. Still, researcher is not afraid to make new findings contradictory from the current theoretical framework (Dubois and Gadde 2002). Systematic combining is taken on action in small entities to understand holistic formation in detailed level.

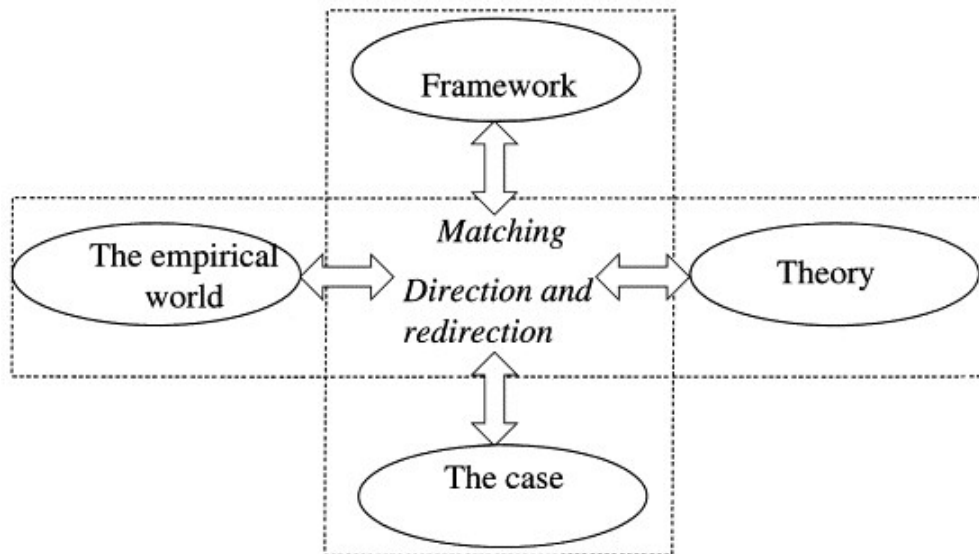


Figure 20. Systematic combining (Dubois and Gadde 2002)

On second round of analysis, themed material was analyzed individually. *CE understanding* focused only on how CE is understood in case company. Aimed to find how comprehensive and unite the view is. Inside this theme further dividing to subthemes did not occur. The themed material under the themes of *Meaning of CE* and orientation areas were divided further under four predetermined categories: current status, target role, barriers in transformation and enablers in transformation, which also worked as guiding questions of open theme interview. In the second round of analysis, it was also tried to identify new themes and occurring emphasis of themes.

Similar relevant points risen in interviews were identified under orientation areas' categories and grouped if variations did not offer any additional information. Relevant points were analyzed and translated. The amount of references of each point were counted. Direct quotes used were translated to English.

In last phase, the empirical study was compared to the literature review. Combined results were interpreted. Case company's current maturity in framework's orientation areas was determined on Shaw's (2005) maturity scale. Determination was based on presented traits and definitions of actions in certain maturity of different orientation areas.

4. FINDINGS

4.1 Customer experience understanding

CE was understood exceptionally as individual experience about company's service during customership. In the answers were emphasized, that experience is always strongly a customer's implication of company's offerings and done actions. Like one interviewee crystalized the formation of CE.

“The customer experience is strongly related to qualitative things, but besides it is the feeling, it must taste, feel and look good.” (H10)

Also, component of time was identified widely. Almost invariably interviewee's mentioned, that CE is affected by: expectations, experience during purchase process and feeling after the actual purchase process. Different stages were identified and those affect to total CE. However, the link between stages was not so clear anymore. CE was not seen jointly as a result of all stages, more like how purchases stage actions felt in postpurchase stage.

From this stage level, 11 interviewees recognized CE in more detailed level and mentioned its construction from touchpoints. CE was seen formed in every interaction with company. Eight interviewees defined CE further, specifically as series of touchpoints. They identified strong relation between touchpoints as formatting the total CE and saw the aspect of customer journey. The most sophisticated view of customer journey was pointed out by six interviewees. They mentioned CE especially as journey of experiences in emotional level.

“A person forms experience through all interactions, materials and events with the company. The experience is formed in emotional level.” (H6)

Most of the interviewees saw CE only as a one-time purchase event and separate customer journey rather than identifying a continuous journey and a relation between different journeys. A few interviewees mentioned the holistic construct of CE in an abstract level. They understand that CE is formed in every interaction between specific customer and company, but did not specify if they are seeing it inside a one purchase event or during long lasting customership. Only one interviewee mentioned clearly the strong relation of different journeys and existence of The Loyalty Loop.

“CE is only way for recurring business. If it is in order, it scales your business in two ways. First, customers tell others about their good experiences and second they want to buy again.” (H5)

One interviewee considered CE also from a different angle; through customer engagement, which dynamics will not be considered more specifically in this study:

“I believe in co-creation. When we do CE, we have to be constantly present in our customers and end-of-the-line users. Constantly learning from them; what they think and why they act in a certain way.” (H4)

This raises one important point to notice. Even though customer engagement is out of the area of this research, it is strongly present in all touchpoints and formation of CE. Customer engagement, CE and value co-creation are strongly attached together. But we must underline, that the customer value and CE are characterized much by same things. One interviewee said: *“The value is created only, when customer is present.” (H2)*. The same principals apply to CE and it also can be created only when customer is present. CE is generated through communication and interaction in separate touchpoints, CE was seen to build up from common understanding of all parties and transparency. This is exactly co-creation. This formation of a final experience through effective communication between company and customer was raised in interviews constantly.

“Crystallized, to make human mind open and enable various parties to act transparently. That is the way to create good and high-quality CE.” (H7)

4.2 Customer experience characteristics in construction business

The level of CE is seen almost without exceptions very poor in the field of construction business. Various industry caused reasons for poor CE were seen, but not many good characteristics, what would enable for raising overall CE in construction. The field was seen very challenging from the perspective of creating experiences to customers.

CUSTOMER

One of the biggest root challenge for poor overall CE in the field of construction is missing a clear customer. Often, there is no vision, who is the customer and whose experience should be great. As we described earlier according to Ventovuori et al. (2002), customer network can be a complex construct. All members of the customer network down the line and co-working parties are seen as construction company's customers.

“Contractor, subcontractor or some other party are also our customers“ (H7)

The lack of focus and fragmented customer network causes that no one is seen as an actual customer. Single project includes several different types of customers whose interests are different and sometimes even in conflict together. Project owner is in monetary relationship with contractor, but might not have same interest than end-of-the-line customer. Eventually end-of-the-line user or customer pays about the performance.

“The business model does not take end of the line customer into account. It does not need to.” (H3)

Still, the money might come indirectly to contractor, so that desired result and actual performance does not meet because of the time or model of contract. The lack of strict attachment between company's profit and desired outcome is liable to cause distraction and difficulty of focusing. It is easy to serve only needs of entity, where money comes directly and forget other parties, whose experience might have the most significant impact to company's future.

We could say that it is impossible to please everybody, but that is only a result of lazy thinking. The real problem is that in many projects the different customers are not defined and neither their interests or what kind of experiences should be created for them. Everything starts by understanding the whole customer network attached to project. Defining who are the most important customers and what kind of experiences are wanted to create for them. It is evitable to notice to whose experience company's performance affects and how those experiences can be affected. Effects must be seen in wider scale, how the experience of different parties affect to earning, brand and profitability of the company in long-term. In this equation must consider possibility of future projects, promotion and other influences.

Customer understanding is the solution also for other noticed customer related characteristic. Between customers there is a large scale of knowledge and they expect different ways to act.

“In the case of construction industry, we can't be sure if the customer knows what he wants and gets” (H15)

“All customers do not want to interact, instead they want that we go and do. There are certain types of customers in the industry. There is so called old-school actors, governmental and municipal bureaus. Then there are older actors or smaller ones, who might need more guidance and then of course the very professional project owners. Customer's output level must be noticed and proportion our model of service according to that.” (H10)

The customer varies from very professional and used project owner to customer who is not familiar with construction. Typical for the construction is that there is endless amount of possibilities and different solutions. Customers might not have a clear image at all about what they want the end product to be or they are not able to understand what they are ordering. In every project it is necessary to evaluate individual customer and match own performance according to that. For project business this causes a typical one-time business mental thinking.

BUSINESS MODEL

Other constantly notified barrier for good CE in construction was its business model, which does not typically support producing CE. Like we noted, money does not come necessarily from the end-of-the-line customer so business model does not need to consider customer.

“It is enough if you sell your project with some other specs to real estate investor or are investor yourself. In current market situation in Helsinki apartments are sold in any case” (H3)

Founder contracting is typical way to act in construction field in Finland. Margins are good and builders are not forced to consider their customers. The way of act is so deeply rooted that consumers are not questioning it. Problems are seen a lot and general dissatisfaction labels the industry, but the reasons are not identified. This out of the date and adverse business logic for consumers and users is certainly a significant factor for poor image.

“Construction industry is like a black box. It is very hard to grab and understand what is going on inside. The reason for it is that we have not opened it. Nothing is transparent. There is no possibility to understand” (H4)

Industry is labeled by culture of satisfying, because anything other is not demanded yet.

“Construction industry is satisfied merely to basic level. Only minimum requirements will be answered.” (H9)

Typical forms of contracts are also seen as major barrier for CE being a competitive advantage. Those traditional forms don't support open and transparent interaction with customers. It is seen to impact negatively to company's earning and distract performance. Industry's field of action is very fragmented. Beside customer network is also as important to understand and control the whole network attached to project.

“Fragmentation obstructs CE because no one is responsible about the result. Or more like nobody is responsible what has happened earlier. That starts the explanations: ‘I could not do it because someone else was defined these and these.’ It is relied a lot on bureaucracy, regulations and rules.” (H11)

From the point of the view of CE in many cases it is necessary to strive towards new contract models, which permit transparent action and combine company's, customers and other parties benefits to mutual benefit.

OPERATING ENVIRONMENT

In construction business the process is highlighted because of its duration and the operating environment is near customer. Customer is attached strongly to production and usually there exists no clear customer interface.

“Construction’s special feature is that customers are very directly attached to production. It is same if you retrieve a new mobile phone from factory’s production line. Emotionally experience is not as good as if service interface would exist. So that customer is attached to service, not directly to production” (H2)

Operating environment is in customer’s territory, which gives mental freedom to influence for action in detailed level. Interactions happen randomly and uncontrolled in construction site. Customer faces third party operators, whose interest and focus are clearly in operative action not in customer. They have no perquisite to serve customers.

“One problem in construction business is who customer meets. Customer face the raw production. Customer faces the construction worker... ,whose primary job is not customer service. Customer service is a real job and can’t be handled on the side. It takes a lot of effort. Speaking about good CE, it must be built upon elements of high-quality CE.” (H7)

This crystallizes one clear obstacle to overcome. Construction worker, plumber, etc. is embodiment of performance, but he or she is not a professional of customer service. Because of this direct link creating experiences and controlling them gets considerably harder. So many interactions are happened uncontrolled and randomly without personnel trained for customer service.

THE GENUS OF THE INDUSTRY

Many of industry’s old habits are rooted deep and changing those habits are hard to overcome. Rooting old culture and way to think starts from school. Its priority is strongly in technical aspects rather than seeing construction in wider perspective.

“In construction business CE is new way to think and it causes lot of collisions. This is very inwardly warming industry. Not only from the perspective of CE, but also for example from the view of digitalization. New things come very stiffly into industry. To people working in the industry has been built inner resistance for changes. From school is originated construction industry’s culture and way of thinking. From the teachers leaves the thought: this is how it has always been done.” (H11)

“...we will come to that, what is aught important in industry’s schools or even further in elementary schools or at home. When you start education in fields’ institution, it is pretty much about technical things. If there would exist also the B-mindset that construction is eventually very much serving people. It is latency that exists in the field. Older person has not ever consider it, but for younger person the channel for that kind of thinking should be opened. The opportunity is left unused. Persons who teach are typically A-

mindset persons. They transfer their mindset all the time forward, so breaking that one-dimensional mindset must be done in working life.” (H5)

MONEY AND NATURE OF PROJECT BASED BUSINESS

Clearly the biggest obstacle for CE mentioned in interviews was money. The problems were mainly originated from acting strongly steered by project based business mentality and its earning logic. CE and money or more specifically company’s earnings were seen as mutually exclusive attributes due to project based business. CE might decrease company’s earning, so it is not considered important because construction is project based business. Profit must be gained in every single project.

“What I often heard is that nothing else matters because after all money is fought about. It is the only one thing that defines CE. CE is sovereign about everything that has been done earlier, if additions- and transition acts are fought. Even if everything has been made good, the total experience is poor. Bottom line behind that though in any case creating good CE under these conditions is impossible. We must break myth that we can disagree additions- and transition acts and still left good CE.” (H5)

Ending up fighting about additions- and transition acts is originated from business model. In traditional forms of contracts different parties’ benefits are opposite. Contractor benefits when costs increase and of course the customer does not. Not even to mention the third parties. There is no mutual goal to achieve which would benefit everybody.

“Often experience suffers during actual construction, because contract is not clear enough. The money is the one thing that is always fought about. So that CE would not suffer during actual construction, the contract should be good and clear. ... With small nuances CE can be ruined. It is necessary to save money in production and there are no clear contracts about what is included to contract. Sometimes it feels like the contracts are tried to be left open, so that those can be interpret for own benefit.” (H12)

The nature of project business gives its own influence for poor contracts.

“In contract negotiation price plays very important role, where service is bought from.” (H15)

“The product is so expensive that it has a dominating effect. That’s why the construction companies are usually focused to costs.” (H12)

In every project price is only real thing visible in the first place, when negotiations take place. Pressure to decrease costs lead easily to open and unclear contracts, so that real impact of costs would stay hidden. This is when construction is seen extremely one-time project business. This dynamic change totally, when in construction is recognized as a repeating business.

Other characteristic for construction and project business is at the end of project happening economical clearance. This include going through earlier mentioned additions- and transition acts, those contents and costs. In this point, the real cost of project comes visible for customer. If project is labeled by bad communication, opacity and earning logic of single project, costs might be a huge surprise for the customer. Increased costs, lack of understanding about the final result or its relevance to original objectives, does not make this equation easier at all. When we add a traditional problem of poor handling and correction of faults and deficiencies to that, perquisite for lousy CE has set.

“In the context of building business CE is easily ruined by poor guarantee- and rework or taking care of lists about corrections and faults.” (H12)

Money and factors reducing experience affects strongly in points, which are vital for formation of total experience, in the beginning and in the end. When construction is strictly considered from the project business point of view, the problem is undoubtedly in leaving a good customer experience. Sticking to traditional manners and old habits have caused, that good CE is seen hard to produce in the field of construction. However, these barriers can be removed or at least reduced by simply change of thinking. Old vision about project based business needs to be forgotten and instead think construction as repeating business where earlier actions guarantee the future success. By doing so the CE is brought directly to focal point of construction like it is in most of the modern industries. It is strange that often when speaking about construction the small network on the industry is highlighted, but still the business is seen strongly as project business.

“Because of construction’s nature of project business and through it insanely short view, is dived straight to Euros and business is not considered with longer perspective. If we would dive towards customer, repeat business would come through it.” (H5)

4.3 Meaning of customer experience in case company’s business

4.3.1 The role of customer experience in the past

In the history meaning of CE has been significant for case company’s business. It is seen jointly one of the bearing forces to raising business to its current level. Company is sought consciously to market segments, where CE matters. This was clearly noticeable in all interviews.

“Meaning of CE is super important for us. It is the one that has taken us largely.” (H1)

“The meaning is significant. We have sought and favor market segments, where CE matters. That is why we have not gone to founder contracting. That is why we have created customer relationships. In segments we act, customers can vote about success of business

by their actions. There we are. So, meaning is significantly high in the context of construction business.” (H14)

Especially a strong link between company’s brand and CE was seen as a huge impactor for current success. Company’s brand crystallizes in Fira’s story. It is about bringing customer and person in the middle of all actions. It is strongly emphasized by raising the meaning of service, customers and their experiences during history. As a result, business has grown together with it.

“I see, that CE is one of the biggest success factors of Fira. We have been able to tell credibly our story how we think differently. Thinking through customer, place human to the center of our action and serve them. I believe it has been us very significant factor, so that turnover has raised almost 30 per cent per year. .. Communicating CE outward through Fira’s story has played significant role for getting large projects. Those are the base to develop business.” (H3)

“Right now, CE is visible through our brand story. It is good business advantage in CE.” (H9)

4.3.2 Future meaning of customer experience

The consuming has changed significantly (Löytänä and Korteso 2011). Sellers do not sell anymore, instead customers buy. Digitalization and access to information has changed that synergy consuming. The change has not yet arrived at construction industry, but is about to come. CE is strongly related to this change. Earlier experiences of others are the source of available information. Company is what it has done earlier, it is not possible to control the image very much by created brand or with beautiful speeches. In transparent world CE is the brand.

“I believe that construction industry’s business model, where people are not allowed to decide what they want, will break in the coming years. People are used that their individual needs are answered, so they start to demand it also at construction industry. I do not know is it in 2018, but in the future most certainly the only direction we can go is to offer personal service.” (H3)

The trend of business in construction was widely seen to go to the direction, where hard values, like price and quality are foregone conclusions. Differentiating must happen by other means. CE was seen as a major competitive factor and even the number one driver of business.

“I believe that world goes to direction where CE means more, hard values like quality or price need to be in product or service in every case. This also applies to construction product, technical performance is top quality, competition happens by service. Through service CE is formatted. Of course it is important competitive factor.” (H7)

“We must be economically and technically competitiveness, but CE is where competitive advantage comes. We must create a world-class experience.” (H10)

Case company’s business objective is to achieve valuation of 1 billion euros. It aims to reach it through its vision. The vision is to create a Building Movement, where Fira is not talked about as a company, but way to act in construction business. This vision describes well Fira’s pursuits towards construction oriented software business and creating platforms, which revolutionize construction industry. In that pursuit CE centrality is highlighted even more.

“I do not see Fira’s business as contractor. That is not what Fira needs to do in future. It is software business or evolving applications of construction. At the moment, not a single application can not be evolved without a team of CE. If you want to create application that scales globally, CE must be top class. User experience must be seamless.” (H4)

The valuation of 1 billion comes through application and softwares, whose CE and user experience is top class.

“The valuation comes through platform thinking. To create successful platform, you need to have huge a amount of users and to get a huge amount of users you need to think CE.” (H8)

“It is impossible to achieve valuation of 1 billion, if we do not have very attractive services. As well to consumers, but at the moment we are focused in business to business applications. In those CE is extremely huge thing, if CE do not exist or application is hard to use nobody will use your application. That is a fact” (H4)

When going towards platform business, business logic changes a bit. Like these interviewees highlighted the valuation does not come by itself, it is necessary to have a lot of people using your products. This is strongly linked to company’s vision. So, to achieve business objective, it requires the initiation of vision-based action.

“Creating a Building Movement requires new kind of customer understanding. In addition that customer is satisfied to service, customer needs to become your fan. What we need to do that customer would want a Fira tattoo. Then we would be talking about movement.” (H14)

“If we want to create a building movement, that opens construction business and to which people can attach. The construction company of new era, where people are co-creating. It comes to interaction, in which CE is exactly at the center point.” (H3)

Creating the Building Movement requires global scaling and vice versa global scaling will happen as a result of starting the movement. But what is crucial is existence of CE in

both. CE is necessary to be in center of all actions if this goal and vision are really wanted to be achieved.

4.3.3 Current focus of customer experience

All the interviewees share the idea, that customer experience has been and will be important matter of case company's business. Still, most of the people see that its meaning is diluted at the moment.

"Fira Palvelut Oy was truly ahead in CE 2012 and 2013, it was not necessary at all for us to be the cheapest one. We had a clear 2 to 3 per cent gap to our competitors. People thought that result is much better when the whole customer network is taken care off. ... After that it has diluted. Our models have been copied or at least those are presented to the similar on sales phase." (H6)

"CE has been talked more two years ago. ... Last year we had customer satisfaction, NPS and others in our targets in Fira Oy, but not anymore. It is inside our management system, but its meaning has diluted." (H10)

However current reduction of significance is not seen so dangerous. There seems to be a perception that focusing in other themes is necessary right now. As a result, it is only natural that momentarily importance of customer and CE need to step aside to be able to drive critical matters for business at this moment.

"In strategy work, we are aware that customer is not in center, because we have a small problem with our construction business' productivity. We can not focus to hug the whole world. We must push through from somewhere." (H1)

"All can not be done at the same time. We must get our own engine fixed, so that we can serve our customers better. Customer is not visible in our metrics. I do not see it so dangerous right now. I think customer is build inside to our thinking and we have not forgotten the customer." (H10)

Of course, focus must change to get further. In any case, new focus can not be raised at the expense of the older one. It is necessary to see current actions linkage to the previous ones. Like one interviewee stated:

"We can not let CE to go down in any case. ... The biggest factor distracting the total CE of Fira Palvelut is that the production and works are not done as scheduled. We must get our production fixed, which gives the solid base to improve CE. Right now, it comes through production. We must grow that abutment." (H6)

Different themes do not fight against each other's, but they enable together to achieve targets and drive business continuously. The temporal reduce of the emphasis might be

rational and necessary in the long run. This might be clear for people working with those topics, but the mutual understanding is very easily blurred. Especially in the context of fast growing and changing organization. People do not have the heritage with the company. When topic is not seen currently as an important factor, it won't be communicated effectively to the new employees either.

Lowering prioritization is extremely dangerous especially while pressure investing in CE exist strongly. It is seen as a very important success factor of achieving long-term objectives. At the same time, Fira's story and brand are strongly related to human and through it to customer. Brand is very strong right now, but it can be easily wreck if the actual performance does not meet with the expectations. Brand story causes immediate pressure to sustain and gain CE. The future objectives in turn, cause a long-term pressure to get to the next level.

"We must develop experience actively. Brand promise and reputation grows all the time and it is necessary to answer those. It might collapse our reputation, if CE would stay far behind our brand and we would not understand that gap. ... That would cause the impression about big words without real action. Especially in Finland it is inexcusable." (H3)

Thirteen of interviewees said that the level of CE is not enough in relation to the objectives, one was unsure about current status and one did not answer directly. Based on this sampling, we can easily say that it is necessary to develop CE in the context of future business.

"The objectives are so high compared to our maturity level. Most of the people have understanding about building and construction business. When we start to think new digital solutions, we must have more CE knowledge and understanding also among construction business." (H4)

Right now, the case company benefits from generally low maturity of CE in construction business, and especially in contracting in which it is mainly operating currently. It has gained advantage by speaking about customer, while other companies in the field are not doing even that. Still, the performance and communicated status of CE are not meeting yet. CE is even far away to differentiate by it in business generally or especially requirements of software business. For that, raising maturity level is even more necessary. Luckily, there is a huge factor that is keeping case company in front of software developers in digital solutions of construction business. It is a reason of construction business characteristics. Construction business must be opened, but that can be done only from inside the field. Software developers are not able to operate yet in the field, because they do not have the needed understanding. Construction companies are not good at being customers. Their needs are hidden even from themselves.

"CE has been in our speech since 2010, but it does not show up in our actions. ... When easy grow dries up, maybe we start to awake more to the fact that we are fighting wallets

of certain customers. Then we need to take care of those customers. Maybe that pressure has been missing, why it has left hanging. We are aware of its importance, but has not been critical at any point.” (H5)

Meaning of CE is seen as huge factor of future success. External communication is leaning to human centricity and message about customer attaching to company new kind of way. The topics, whose principals are strongly related to CE. Besides external communication, CE is considered very important internally. Still, the actions are far away from speeches, opinions or objectives. Money and time are usually typical explanations for bad performance. In the case of CE, those are of course important factors, but are in no way comprehensive explanations. CE is mostly matter of attitude and culture. We end up in only possible explanation. CE is not yet well enough understood inside case company, so that it can be produced in level of its importance. The comprehensive and mutual understanding is lacking. It can be achieved only by means of systematic CEM.

4.4 Customer experience management

The meaning of CE is diluted through organization, because it is not understood properly. That is a result of insufficient systematisity of CEM through organization. CEM is also the only way to control CE in organization wide level and taking CE to the required next level and raising its maturity. CEM is important part of company’s management and there must be a systematic approach to it. In CEM everything affects to everything, so meaning of clear overall pictures is highlighted. To understand the total performance and its current status, review is started from individual orientation areas of theoretical framework.

The analysis of each orientation area is done by same form in following chapters.

1. The analysis of current state is based on themes identified in literature, which are presented in table under each orientation area. Findings from interviews have reviewed under these themes.
2. Key clues from interviews are presented, which work as a determining factor for current maturity.
3. Based on done analysis and findings from interviews, current maturity has determined.
4. Recognized barriers and enablers in interviews are presented.
5. A brief summary about findings of how orientation area should be developed in order to gain maturity.

4.4.1 Strategy and leadership

Case company’s overall strategy work is in progress right now. Currently case company do not have a specific CEM strategy either. Customer has existed only indirectly in overall business strategy, for example thesis three times smarter; smarter building, smarter

business and smarter workplace do not give clear customer promise. Direct targets towards customers and their experiences are missing. It is thought that a customer benefits when we are doing things internally smarter, which is a clear trait of “inside out” thinking.

Lack of coherent CEM strategy causes also other problems, why its examination is necessary to develop CE from a solid base. First, clear and mutual understanding is missing, because the conversation is not sufficient among the board. The idea about CE stays implemented strongly by individual persons and through them by business sectors they lead. This leads to discordant messages and understanding through the whole organization. When there is no mutual aspiration, it is impossible to communicate and lead through organization. Secondly, when common view is not clear, action can not be based enough on analysis. Reviewing abilities, possibilities and customers have been overlooked too much. When there is no clear definition, who are the customers, it is impossible to create any kind of strategy to create experiences to them.

The key clues for current maturity (Shaw 2005) of strategy and leadership:

“Strategy is not defined or it is not visible in all actions that Fira have.” (H11)

“It is well known and considered that we have organized very self-centered new strategy model. Maturity or understanding is not enough to organize around customers or customer segments. Strategy model is not aware of different types of customers.” (H1)

“In management’s development days, we do not talk directly about customers at all. ... It is thought that customer comes indirectly to focus. If our product is not good, customer won’t buy.” -(H9)

“In our management, there is 13 roles related to business development and 25 managers. We do not have so much knowledge for people’s leadership. Strategy need to be lead, so that people can relate join to its targets.” (H3)

“At the moment, we are trying to understand, who are or will be our customers. We are not sharing the idea, who is the customer. ... That is kind of a very basic work, which we have ignored. It will open eyes. Maybe we have seen customer as a compulsory party, which we just need to stand.” (H5)



Figure 21. Current maturity of strategy and leadership

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below. Those are categorized to most important themes from literature and possible new findings from interviews.

Table 2. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	5	Challenges and barriers	21
Quality and existence of CEM strategy (Shirute 2016)			
Need of CEM strategy is acknowledged	1	Strategy is not defined	3
CEM strategy is part of company's business strategy (Gerdt and Korhikoski 2016)			
New matrix model strategy possible adding customer in it	3	Customer is mentioned only indirectly in strategy	6
Mutual aspiration among management group (Boyatsky et al. 2016)			
		Management group do not have mutual aspiration	2
		Customers are rarely talked about in management group meetings	2
Strategy is based on current state analysis (Gerdt and Korhikoski 2016)			
		Strategy do not notice who is customer	2
Strategy is communicated through organization (Duncan et al. 2016)			
Strategy is well communicated	1	Objectives are not communicated clearly and understandable	5
		The amount of manager's oriented to people's leading	1

In order to gain maturity, strategy needs to take the customer to the focus and to one of direct goals of business. New strategy and its matrix model gives a possibility to do that, but it is necessary to make sure that customer's weight is sufficient. From that base CEM strategy can be created and developed. Eventually to consider its aspects and emotions wanted to create. Other, very substantive premises need to be considered. Concept of customer needs to be defined, maturity level is not enough to consider the whole network as customers.

4.4.2 Brand

The case company has profiled as a construction company of new era. Brand highlights people joining together for creating better living. The brand is strong and credible build around people. The brand includes a strong customer promise. Brand messages that people, especially customer is in middle of all actions and through it gives a strong statement about CE. Brand includes also some emotional components, which are visible through values: care, trust and transparency.

There are pros and cons in strong CE related brand. Current brand clearly supports sales and company benefits about current low level in construction business. If brand's promises are imported to different perspective actual performance is far away from brands promises. At the moment the brand with a strong customer perspective can be somehow maintained in the current field of action. But when the same customer's demands, that people are used to in other services arrives to construction business, the brand will collapse with its current level of action. Right now, there are no real changes to redeem brand's promises systemically.

Overrated brand with strong customer promise is a great driver for better performance. The gap between brand's promise is not harmful as long it is acknowledged and it is used to drive everyday action. At the moment, the existence of the gap has been partially ignored. Its risks are not completely understood. External communication drives towards CE and internal towards production, profitability and other themes. These lead to stronger individual implementation, fragmentation and at worst, the expansion of the gap.

The key clues for current maturity (Shaw 2005) of brand:

“Brand is seen the way that we have had advantage by speaking interestingly in public and have gained benefit for sales. But what brand development deserves and that it is needed to manage. That kind of thinking we do not have almost at all.” (H3)

“It is good that we over promise, because it forces to go further. Maybe we should over promise to ourselves and promise to customers. So that, we deliver more that we have promised.” (H10)

“The gap wouldn't be a problem if management would be aware of it. CE is not created by putting #BM.” (H11)

“CE and brand, are very close to each other's. After all CE will define our brand.” (H5)



Figure 22. Current maturity of brand

It is necessary to notice that maturity of brand is enlightened, but from the perspective of CE and its align, it is only transactional.

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 3. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	10	Challenges and barriers	21
Understanding today's formation of brand, through buying not selling (Gerdt and Korhikoski 2016)			
Brand is strongly related with CE	5	Brand is seen mostly just for promoting sales	1
Ability to redeem brand promises by CE (eConsultancy 2015)			
Mentality being in service business exist and makes difference in context of construction business	3	The wide gap between brand promises and CE in actual performance	7
		Ability varies strongly between business and operational sectors	4
		Brand promises are too abstract to understand in everyday action	3
		The attitude to exceed brand promises is missing	1
Brand is controlled and aligned with CE (Gerdt and Korhikoski 2016)			
Strong brand encourages to perform better	2	The gap between brand and CE is not understood	2
		Brand is not controlled enough	2
		There is no executive for marketing, communication and brand	1

In the best case, CE is guided by mentality over promised and over deliver. CE in current action is far behind brand. The bottom line of CE about exceeding expectations will come impossible, when even fulfill those is hard and created mentality do not drive towards that goal. If gap is not understood and current CE is not aligned with the brand, brand will fix itself eventually. In the worst case, that means a collapse of brand and losing company's current positive reputation. Brand and CE needs to be taken under control and aligned together.

4.4.3 People

People are the implementation of culture. Case company has had a reputation of being different kind and fresh construction company, which has brought people with ability to think in the company. In interviews employee's ability to communicate, customer orientation and empathy and other skills that support delivering good CE were constantly highlighted. Employees are valued high and employee experience is talked and measured continually. Good employee experience is seen inevitable for good CE. Earlier some training programs has gone through in Fira Palvelut, which were clearly focused to build a base for customer understanding and CE. So, the base is in order. People with longer history in company understand the idea of service business and service mentality.

The problems in this area are caused by last two years and a period of fast growth. Recruiting is aware of necessary skills to produce good CE, but is unable to prefer those in recruiting. Company's and construction field's fast growth challenge to find and hire right talents with technical professionalism and skills that support company's values. Also, training is not focused to evolve skills that support CE. There is almost none cultural education or actions that would take every employee's focus to customer. Everybody sees customer from their own perspective.

Just recently CE is brought as a part of earning. The aim is to bring focus to customer among people without no direct attachment to customer and whose thinking happens through projects profitability.

Understanding CE and ability to produce it is very fragmented. Customer interface has a lot of emotional intelligence and they raise CE by their actions, but that happens unconsciously. They are not encouraged to that kind of action or they do not see it as creating CE. CE is not seen the same way through management chain. Depending on role the focus is somewhere else than in customer. For example project manager's focus is strongly in money, when he is usually unable to convey customer centricity down the chain, because customer is not pointed to his/hers focus. Currently, that chain is not working.

The most prevalent clue for current maturity level is awareness of emotional aspect, but current inability to advance it in trainings and recruiting. The key clues for current maturity (Shaw 2005) of people:

"We should recruit people with passion to help people for a better life." (H4)

"It is important to get enough understanding to top management. And of course, because customer interface eventually defines experience. Next step is to offer enough support to people directly in customer interface. So that there are enough tools to make experience good." (H3)

"Recruiting has increased all the time. ... The growth is so fast that we are not able to choose new employee's carefully enough. We need a guy with mindset A, with technical skills, whose primary ability is to get the house up. ... To be able to produce good CE you need good interaction skills, a guy with mindset B. The hybrid from A and B would be optimal. It is more critical to get the house up so we need to hire a guy with mindset A and we overlook his abilities to interact, because we have to." (H5)

"Many technical abilities are incomplete. We might have a lot of trainings related to CE and improving it after two years. But first we need to put basic work in order. Some CE things would fit also, but it won't stick if people are too full. ... At the first base CE training should focus to interaction. At the first phase, training should not be too specific, but try to improve skills which supports other functions as well." (H5)

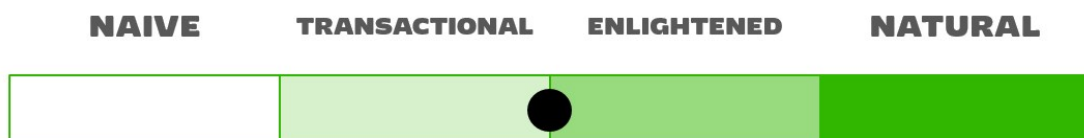


Figure 23. Current maturity of people

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 4. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	20	Challenges and barriers	22
Employee experience and CE are linked (Boyaysky et al. 2016)			
Employee's are valued high	2	Customer interface is underrated	1
People abilities			
People's personality supports delivering CE	5		
People have good interaction skills, which support CE	3		
People's action is customer-oriented	2		
Recruiting (Smith consultancy 2014, Löytänä and Korteso 2014)			
		Fast growth complicates recruiting people with suitable mindset to produce good CE	2
		The focus of recruiting is not in skills to produce CE	2
Training people (Gerdt and Korhikoski 2016)			
CE thinking has been improved by cultural training	2	The trainings do not orientate towards abilities to produce CE, like interaction skills	2
		Customer thinking is not sufficient	1
		Customer is not brought to focus during induction	1
Part of training has focused to interaction skills	1		
Authorization (Gerdt and Korhikoski 2016)			
		Not enough tools and methods in customer interface	3
		Not enough authorization in customer interface	1
Employees are trusted in individual decisions	1		
Linking rewardments to CE (Löytänä and Korteso 2014)			
Rewardments are linked to CE	4		
Transparency in the chain of management (Löytänä and Korteso 2014)			
		Understanding of CE is fragmented	5
		Presence of customer is not linked to all employees	3
		CE is not a priority of whole management chain	1

People are the driver and the barrier for raising the maturity level. Emotional intelligence has existed earlier, but is now in danger to disappear. The amount of people with heritage of customer highlighted service business is growing all the time. If it is not possible to prefer these elements in recruiting or highlighted in training, new people coming to company might not see their importance. Minimum requirement is to keep the current level, when transparent culture and communication is the key.

4.4.4 Management model

Management model for CEM has changed recently, first customer experience manager was named in the beginning of the year 2017. Earlier CE has been managed systemically only in Fira Palvelut Oy, but now it has been brought to organization wide level and under CEM has been brought all business sectors. The action is only looking its direction now. The field of action and practices are still very scattered.

Recently a lot of work has been done, which could enable managing CE through organization. Fira Oy has developed new a management system, which includes CE. Although its weight is very thin and more concentrated on customer satisfaction. In Fira Palvelut

the customer has been one of the major priorities in management system. Other business sectors do not have described their systems in this level. Other important factor for evolving CE management through organization is strategy work that has brought a new matrix model. Every business sector has responsible manager for certain topic and in concern level there is an owner managing the whole entity.

Business sectors are unable to communicate together and there are no dedicated forums to discuss about CE related topics among business leaders. Fast growth, internal arrangements and new business sectors has made the field of action more fragmented and impeded ability to affect even more. Especially, when action is just only finding its direction. CE responsibility is very unclear and is seen only as a mission of authorized personnel for that purpose. Responsibility is not inside projects. Practices and habits are very different.

The key clues for current maturity (Shaw 2005) of management model:

“The most important thing in management system is to make essential people to meet in same forums. This is a matrix organization and management system must reflect that. Managers need to have their own responsibility areas and matrixes to work.” (H8)

“We create experience together. Everyone needs to be authorized and responsible for creating CE. ... It is very hard if it is outsourced to one person. The idea that everyone are responsible must be clear.” (H12)

“When we think taking CE to the next level, the biggest issue is communication. Leaders of different business sectors, responsible persons and teams should understand the meaning of it. We can’t think that some team or person makes it ready and drives it through. Then others just take it on use. It should start through mutual understanding.” (H3)

“In some projects measuring CE is responsible for someone outside a project. That is the management problem. The ownership can’t be away from the project, where customers are served. Every project should have the ownership to handle their own customer.” (H9)



Figure 24. Current maturity of management system

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 5. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	21	Challenges and barriers	23
Authorization and resources (Bhattacharjee 2016, Gerdt and Korkiakoski 2016)			
Responsible manager for CE	5	Resources are not enough	3
		Ownership of CE is not always inside project	2
		Weight of CE must be equal with other themes in projects	1
Every construction site have responsibility of its CE	1	There is not enough tools to produce CE	1
Enough resources	1		
Responsible manager's or team's ability to affect through organization (Bhattacharjee 2016, Gerdt and Korkiakoski 2016)			
New management system includes CE	5	There is no clear forum to discuss about CE	4
		Different business sectors are not communicating together enough about CE related topics	4
		Responsibility of CE is not addressed inside business sectors	3
New matrix model strategy create forums for communication between business sectors	3		
		Rapid growth differentiate business sectors	2
Culture supports producing CE	2	CE does not have enough weight in management system	1
		New management system has take away good old habits to measure CE	1
Best practices are brought from site to site	1	Internal arrangements makes model scattered	1
CE is highly prioritized in management system	1		
Active participation of management group (Morgan 2016)			
Management group is interested about customers	1		
Open conversation is possible up to the top management	1		

Resources are enough for current maturity, but their arranging and interaction is not. One responsible manager instead of team is enough, but her job description is understood widely wrong. Through matrix model organization every organization should have responsible person for CE, who takes it forward to projects and all actions of that specific sector. The ownership need to be directly in customer interface, where individual customers and their needs exists. It can be done through daily management system, but its emphasis must be sufficient in system. Which means raising the meaning a lot in many cases. Responsible manager should be only responsible for guidance and supervision in organizational level. Bringing common methods, tools and best practices to business sectors and ensure their mutual interaction.

4.4.5 Customer relationship management and understanding

CRM is in very basic level, but at the same time customer understanding is very high. Customer data has divided to several databases, but none of those are exploited almost at all. Digital systems for CRM are still very undeveloped. There is no customer master data, which could be exploited. Data's usability is in very low level. Necessary customer information has been entered to separate systems because it is a necessity for communication during the project or for other reasons. Because relevant customer data do not exist, analyzing it is impossible and therefor real customer segmentation is impossible. As well the data would open many opportunities to develop, understand and target company's actions.

Poor digital architecture makes data siloed. Data can be truly permeable between organizational sectors and channels if it is categorized to good digital platform. Data is siloed, but its quality is excellent. People in customer interface and especially in sales have very high level of customer understanding. Many of company's actions have focused to early phases of projects and gathering customer understanding. New models for gathering customer understanding is definitely one of the most important success factors of the company. Unfortunately, intuitive understanding can not be exploited in its full potential. It is strongly based for individual knowledge and quiet information. Understanding also vanishes or dilutes during the project. When responsibility transfers to the next phase some substantive information is easily lost and relationship with customer is build up again.

Customer understanding is highly enlightened by its nature, but digital architecture around customer and CRM are naïve. The key clues for current maturity (Shaw 2005) of management model:

“Currently we do not have systematized way for CRM” (H10)

“We do not have customer master data. It is divided to three different CRM systems and excel tables. First, we need to gather customer master data and consolidate different systems. That works as a core of CE. With it we can link and analyze data and generate leads.” (H8)

“We have a lot of customer understanding. The challenge is that individuals in our sales knows and understands customer intuitively very well, but it is not opened anywhere. There is no customer databank and we are unable to exploit that quiet information.” (H5)

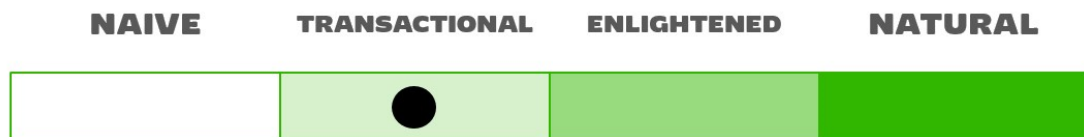


Figure 25. Current maturity of CRM and customer understanding

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 6. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	8	Challenges and barriers	30
Understanding customer needs (Arussy 2012)			
High level of customer understanding	4	Customer understanding is strongly based for individual knowledge and quiet information	5
Customer understanding is a huge priority in the early phases of the projects	2	Customer understanding lose during project	1
Customer data gathering (Galbrath 2015)			
		No system to gather customer data	6
		Customer data is divided to several databases	2
Customer segmentation (Arussy 2012)			
		No ability for customer segmentation	4
		Customer segments are very rough	2
		No ability to group around customer segments	1
Exploiting customer data (Verhoef et al. 2015)			
		No ability to exploit customer data	4
		There is no customer data to analyze	1
Permeable data between organization sectors (Manning and Bodine 2015)			
When project goes to next phase the responsibility is limited and knowledge is shared in meetings	1	Data is not permeable between organizational sectors	2
CRM (Verhoef et al. 2015)			
Sales exploit CRM	1	CRM is not systematic	1
		There is no CRM	1

The customer understanding would be a huge success factor if all individual knowledge and quiet information would be available and flow between sectors. The maturity of understanding would offer various business possibilities if data would be gathered to modern digital platform. It would make analyzing, effective customer segmentation and exploiting customer understanding possible. That would link customers to construction company in a completely new way. At the moment work towards sectors linking digital platforms is running. In conclusion, first it is necessary to build customer master data, second to gather it, third to analyze it and after that it can be exploited.

4.4.6 Organization model

In case company is not clearly visible tight orientation around customer neither internal processes. There is a lot of variation in level of ownership between services and business sectors. Mostly internal processes are not visible to customers, but organization is built up around its functions. Usually, the customer has a clear idea of whom he/she should be attached on. It is also partly a facilitating factor of construction business that customer interface is limited to several people. Responsible people have overall responsibility about the project and customer. In projects with consumers, there exists a clear service layer with a service engineer, who has the responsibility about customer service. Even in these cases action is not totally continuing and ownership is not clear from end-to-end. In

projects where service layer is missing, the points of discontinuity appear more often. In business to business world ownership is more scattered and there is no end-to-end ownership. The problems in case company's ownership comes visible, when moving to the next phase in the project. These points of discontinuity demonstrate orientation around internal functions and show it also to customers. The customer being the priority varies in different phases and that distracts customers. It is not about changing the person, but persons interest towards customer. Process orientation appears best in the end of the project. The customer focus has lowered as the project has progressed. In the end where CE should be finished, there is no one, who is truly interested about customer. When there is no internal process going on there is also no one for the customer.

Orientation around process would not matter as much if organizational functions and sectors would be in active interaction. Many organizational features enabling good CE are also features of transparent organization. In interviews was constantly raised up the topic that different organization silos are not transparent. The communication between silos is weak and usually thinking happens inside each box. The entity is looked only in the frames of each sectors function. The lack of transparency causes simultaneous lot of simultaneous work with the same themes and CE varicosity between sectors. The synergy between functional areas and business sectors is not exploited. Customer is strongly seen in perspective of own function. This leads also to other trait of non-customer centric organization, customer is not visible in every sectors action. Sectors do not see their linkage to customer when they are not directly in customer interface.

Organization is functionally organized and has recognized the need for customer service. The key clues for current maturity (Shaw 2005) of organization model:

“Different business sectors do not communicate right now. There is a very little synergy. Action should be harmonized.” (H7)

“We do not have solid customer service. There should be one phone number and a chat service, where you can have answer despite what the question is.” (H4)

“Different silos should be made more transparent. Those should be compounded, simplify to customers and make them more agile for customers. Best example about non-customer centric orientation is that we do not have any kind of function or team for aftercare or to upkeep customer relationship in the end of the project. That is the most crucial example about non-customer centric organization.” (H9)



Figure 26. Current maturity of people Transactional

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 7. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	4	Challenges and barriers	31
All sectors linked to customer interface (Löytänä and Kortesoja 2011)			
		Customer is not visible in every operational sectors action	3
Existence of silos (Matchboard 2017)			
		Communication between sectors is weak	6
		Simultaneous work in different sectors	3
		Maturity varies a lot between sectors	2
		Data is not permeable through silos	2
		Mentality that everybody is concerned only about their own responsibilities	1
		Incorporation of businesses cause structural siloing	1
		There is no clear authorization to bring sectors together	1
		There is no defined procedure to make new services look like Fira's service	1
		Organization model is very incoherent	1
		People are working even in their own boxes	1
Silos has been able to break by understanding the common goal	1		
Customer ownership (Gerdt and Korhonen 2016)			
		The points of discontinuity during project	3
		Responsibility about customer is scattered	2
		Internal processes distract customers	2
New company Fira Hive can focus to develop experientiality and customer service	2		
		There is no clear customer service	1
Internal processes are not visible to customer	1	Growing of service offering to other construction companies	1

Organization model is not easy to change, but it should be driven towards a model where customer ownership is total and for construction business untypical customer service exist. It is crystallized in to an idea about bringing a service layer between the customer and all sectors during end-to-end customership. At the same time barriers should be removed between organizational silos. Creating cross-functional teams and making different sectors familiar to employees is the key for that. It means forcing the employees to see the wholeness outside their own box and make them think about their own part in it. Essential part for adding transparency is bringing customer inside all sectors. Everything must be considered from customers perspective because that is where the money comes from.

4.4.7 Customer journeys

Customer journeys are not described in most of services. Some services have been built totally around customer journey and some have been considered customers purchase process only in very basic level. Varicosity between business sectors and services is huge again. In Fira Palvelut customer journeys have been in more significant role and through them it has been possible to truly understand customers purchase process. Generally journey understanding has not been in a level that journey describing would be a relevant

method to understand customers' actions. Journeys have described from inner perspective and they have been made too complicated, so that the key information disappears. Journeys need to be done according to the current maturity so that actions can be evolved. When maturity grows, customer journeys can be described more specifically.

The understanding about customer journeys, touchpoints and their relation to others has raised. Company is able to understand formation of CE, but only from its own perspective. Separate touchpoints can be understood and handled. There is understanding about different elements impacting to a specific touchpoint. The clear overall vision is still blurred. Touchpoints with less significance has not been considered and are not recognized. Depth in touchpoint controlling is missing. Vertically touchpoints multichannelity is not controlled or understood. The same applies for horizontal controlling. Touchpoints relation to each other's and in general perspective is mostly unclear. The very early phases and the end is not controlled or understood. The level of touchpoint understanding is good, but linkage to the entire journey is not. The lack of understanding about the whole customer journey and undeveloped digital solutions for customers cause the impossibility to offer and control multi-channel service and consume.

The key clues for current maturity (Shaw 2005) of organization model:

"Customer journeys are features of the individual service or product." (H1)

"It is necessary to simplify customer journeys especially in Fira Oy. They have created customer journey, but they do not quite understand its meaning or why those are created. They have made it very hard to understand. It is impossible to develop, when no one understands what is going on. I see customer journeys meaning to describe simply as possible how customer is attached to our process." (H11)

"I think if customer journeys were clarified and modelled better, it would reduce so much unnecessary work for us. Then we would be able to evaluate single touchpoint effectiveness to total CE." (H9)

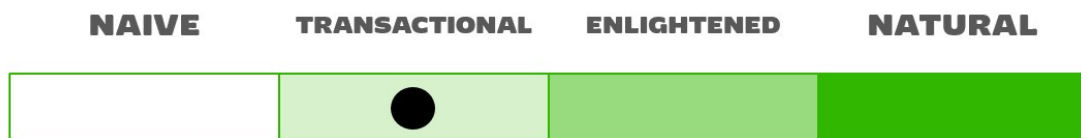


Figure 27. Current maturity of customer journey

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 8. *Barriers and enablers for raising the maturity level with number of interviewees mentioned*

Drivers and enablers	7	Challenges and barriers	14
Customer journey describing (Offsey 2016)			
Some business sectors are constructed totally around customer journeys	1	Customer journeys are not described in most of services	5
		Customer interaction is not transparent between front and back office	1
		Created customer journeys are too complex	1
		Customer journeys are made to support internal processes	1
Ability to control customer journeys (Gerdt and Korhonen 2016)			
Describing brings weaknesses and strengths visible	1	The end of journey is not very customer oriented	3
The moments of truths can be handled quite well	1		
Multichannelity (Lemon and Verhoef 2016)			
		Multichannelity is not understood	1
Touchpoints (Homburg et al. 2016)			
The moments of truths are recognized	3	Touchpoints between moments of truths are not considered enough	1
Previous investment in service design	1		
Customer journey mapping (Offsey 2016)			
		The understanding of customer journey mapping is immature	1

Customer journeys are highly related to specific services. The first step to develop customer journeys is raising touchpoint and journey understanding through all sectors. Good practices should be brought to all businesses and services. It is necessary to truly understand the meaning of customer journeys before actual journey mapping is started. Journey describing should be done at the level of maturity so that it offers concrete tools to break the silo mentality and bring “outside in”- thinking into internal actions and processes. To business sectors should provide easy way to start describing journeys by offering knowledge, tools and common models of action. It is also important to widen the understanding of business sectors to cover the entire customer journey. The actual process and especially begin of it is highlighted, focus must transfer also to both ends. Those are very crucial phases in the formation of total experience.

4.4.8 Measurement

Case company’s measurement is characterized by lack of systematics. There is no common metrics in use and the palette of metrics is very limited. There is a lot of different practices, but those ability to measure CE is very limited. The measurement has focused to measure customer satisfaction. NPS is in use, but its purpose has seen mainly as a tool of marketing. The measurement is used more to bring up what is wanted than find the real problems to improve performance.

Some good practices also exist. Principally measurement is not linked to customer journey, but in some projects the success in single touchpoints have been measured. Measurement has focused on to the most crucial touchpoints and includes open feedback from

every touchpoint, which is important for making actual improvements. However, in these good practices there is still much to improve. This leads to the biggest problem in case company's measurement system. Measurement is done after the project ends and sometimes it has gone up to six months before first touchpoints are measured. Therefore, there is no ability to improve current action and obtained results reliability is very low. Measurement can be done somehow inside projects, but bringing findings to organizational level is largely absent. Identified results are not valid in general and contains too many uncertainties.

Measurement is very one-dimensional and it is mostly measuring only the level of satisfaction. Many aspects have left without attention. Measurement does not consider dimension of CE, there are no descriptive metrics, linkage to customer journey is very inadequate and CE is not linked to outcomes. Actually, the only thing what is measured is overall CE of the whole customer journey. Sometimes it is done also in touchpoint level, but sometimes the measuring is completely forgotten.

The key clues for current maturity (Shaw 2005) of measurement:

"We are measuring other things and because you get always what you measure, we are not getting CE. There are no right metrics. The time we could use to improve CE, we are actually improving our production and productivity, because that is our metric." (H4)

"I think we should measure CE immediately in touchpoints of customer journey to get the immediate feedback, which is the most valuable. Of course, there is also some part for numerical information. At least to evaluate development." (H1)

"At the moment, we are sending one customer satisfaction survey after project. ... It includes about ten questions from individual touchpoints. After every question is open feedback. At the end is a question to determine NPS. Through the survey, we get a lot of concrete information about specific touchpoint or interaction. But the problem is that six months or even a year has passed from the first touchpoint. So, we really can't measure in real-time. It would be important to have continuous information about our customers. How they see our current action, service and interactions. So that we could do some correction moves and not just settle to note after the project that it did not went very well." (H13)



Figure 28. Current maturity of measurement

Recognized challenges and barriers, as well as drivers and enablers are presented in the table below.

Table 9. Barriers and enablers for raising the maturity level with number of interviewees mentioned

Drivers and enablers	16	Challenges and barriers	35
Measurement system (Scmitt-Subramanian 2016, Forrester research 2016)			
Management model supports measurement	2	Measuring is not systematic	3
		Measurement model varies between business sectors	3
		Measurement data can not be utilized in organizational level	2
		Other metrics are seen more important	2
		No gathered data makes analyzing impossible	2
		Bad review is seen as a blame, not a chance to improve	1
		Sampling is not enough to get relevant data easily	1
		CE metrics do not measure CE	1
		Measurement is not done before customership starts	1
		Measuring CE is seen mainly by a tool of marketing	1
Even customer satisfaction after project has forgot because it is not in metrics anymore	1		
Importance of open feedback is understood	1		
Linking to customer journey (Offsey 2016)			
Measurement system is linked to customer journeys in some business sectors	2	Measurement system is not linked to customer journey	4
		Measurement is not linked to separate touchpoints	1
Dynamic measurement model (Gerdt and Korhikoski 2016)			
New indicative metrics Happy or not will be taken on action	1	Lack of metrics	2
	1		
Measurement is up to date (Scmitt-Subramanian 2016)			
Measurement is done in real-time in some business sectors On-time measurement is taken to management model Some experiments on site measurement have been made Some experiments about real-time measurement is done in projects	2	Measurement is not done in real-time so it do not improve current action	9
	2		
	2		
	1		
Measurement tied to business outcomes (Fanderl et al. 2016)			
Some correlation calculations between CE and profit is made	1	No metrics to link CE to business outcomes	1
Measuring employee experience (Verhoef et al. 2015)			
Employee satisfaction is evaluated actively	1		

First necessary step to improve measurement system is bringing it to real-time, so that active feedback loop enables continuous improving. Measurement need to happen in every phase or in every touchpoint of the project, so that performance in touchpoints can be truly evaluated. Other important first action is to widen the measurement system. The measurement system needs to measure the formation of CE as well as overall satisfaction. With direct and indirect metrics must strive understand how done actions affect to CE dimension and overall CE in specific touchpoints. This idea should also be brought to journey level, so that journeys and touchpoints relevance could be evaluated. At the same time measuring in touchpoints reveals customer journeys and raise personnel's understanding.

There are still two very essential first phase action without attention. Firstly, it is necessary to link CE to business outcomes. Advantages of good CE are usually somehow understood, but consequences of poor CE are not realized. Secondly, the measurement system should aim towards a dynamic model. The set of metrics can be the same, but their usage need to change according to current situation. There should be a solid base to measure long-term development and also constantly transforming part of measurement, which focused to the biggest problems and trends in customer's behavior. There must be metrics to find out where the measurement should focus and what the actual problem is.

4.4.9 Constant improving

Process of constant improving works at organizational level and business sector level. In this study, we are focused to organizational level. Few central observation from business sector level are still worth of pointing out, because they are substantially related to organizational level.

BUSINESS SECTOR LEVEL

In business sector level the process of constant improving is focused to close the feedback loop. Measurement, analyzing and fixes are the path to bring remarks from daily actions visible to people, who are working in the customer interface. Direct feedback is the key to development in personal level.

“When you get a good review from something you did, it warms. We should create kind of a good twist, where feedback loop works. So that you would get positive feedback, when you have tried to create good CE. Everyone is inclined to have more good feedback and then you start to repeat that good way to act in order to have positive feedback.” (H5)

The aim is to analyze data immediately and do necessary tactical and structural fixes immediately, so that the next time a similar touchpoint occurs better CE can be produced. The feedback loop is still inadequate in many respects inadequate. The best indication is that measurement is not done in real-time, then observations can not be done about the current action and changing models of operation is impossible. When there is no real data, all done actions are based on feeling.

“Fixes are somehow based on feedback, because measuring is not very systematic yet. We need to measure more, so that actions do not need to be based on feeling. Done actions are based on feeling or some initiative.” (H11)

“It is up to good individuals. It does not roll structurally. It shows also that measurement is neither systematic. It is individual realizations and reaction to those.” (H14)

The feedback loop is somehow closed, but it is definitely not systematic. Ten of interviewees' mentioned lack of systematics in constant improving. It is strongly based on single observations and fixes for that specific purpose. The reliability of findings is not at an adequate level to make organizational wide conclusions and fixes. Some best practices are shared between projects, but the ability is not yet at a very good level.

"From one to three worst sectors are possible to determine. ... These matters are possible to take forward and develop." (H15)

"Good practices, which have improved customer satisfaction in other sites, are shared in phase meetings. It is held once in three months. The good habits from projects are transmitted to next ones." (H7)

Especially the time span of improvement is a key problem.

"Perhaps that cycle should be able to speed up. After the project ends, we have debriefing session. From where we end up to path of constant improving and it happens only after nine months." (H6)

The process of constant improving works somehow in business sectors. It is still more about making individual remarks and improvements than cyclical process of systematic improvements. Some sectors have been taken over at some level and others not so much. However, their connection is very loose and a cyclical process of constant improving is not working. In the figure 29 is described the strengths and weaknesses in different phases of process mentioned in interviews. The level is defined as a sum of negative and positive mentions. Mentions were done mostly related to organization's ability in general perspective.

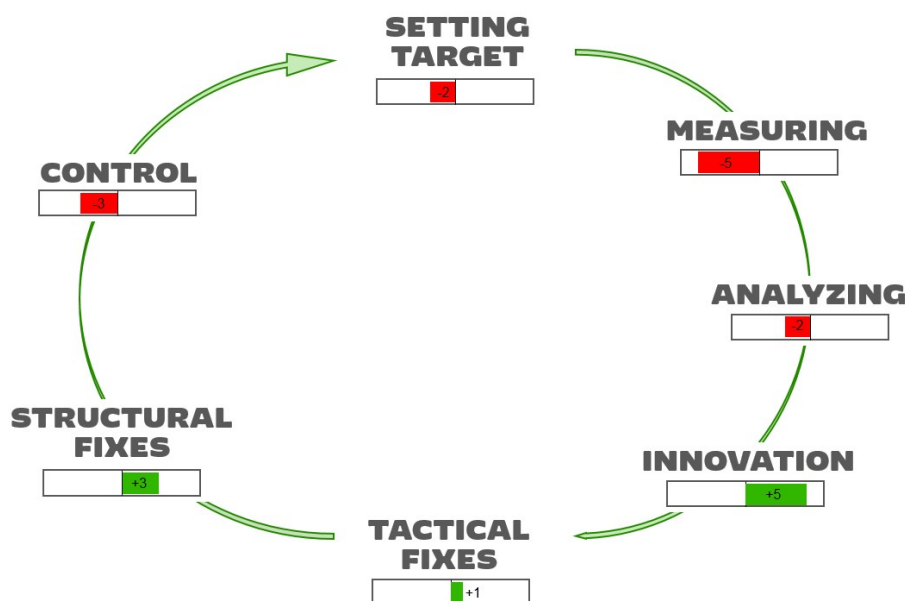


Figure 29. Strength and weakness in constant improving in general perspective.

From the figure above, we can roughly see the areas where most of the problems are and which are currently working. As we see, because premises are not taken care of, there is no ability to do improving systemically and based on reliable findings. When there is no clear target it is impossible to strive towards it. Ability and willingness to act diverges to separate entities.

ORGANIZATIONAL LEVEL

In organizational level the process of constant improving does not yet exist. Responsible management steers constant improving and role of CE manager has just recently brought to the organizational level. The improving is 'ad hoc' by its nature and the large scale improving is not possible. Center of CEM is far too scattered to develop and raise maturity of orientation areas, which should be the focus of constant improving in organizational level.

“At the moment, CE management is very ‘ad hoc’ by its nature. Overall strategy work is so badly unfinished that there is no point to develop separate CE strategy.” (H9)

Maturity of measurement and analyzing are not yet enough for organizational level improvement. Like earlier notices reliability of findings and data from business sectors are not exploitable in general perspective.

When constant improving is really started in organizational level, a one big advantage is that some good habits can be brought from the business sector level. Process must be linked to cyclic repetition. With limited resources all can not be made in once. Constant improving must focus to raising the maturity of the most crucial orientation areas, of which maturity affect most to the overall performance and creation of CE.

“We use the Hoshin’s model of steering constant improving. We have a group level target, which is divided into a couple of year’s packets of must win battles. A one year packet is divided to three month starters. Done actions are compared to strategical metrics. That’s it. It is a good way to make changes. You can also get results other ways, but that is a good way to supercharge action.” (H1)

“Every three months they estimate what is the most important. Then starters and corrections are set and new manners are innovated. Then it is watched how starters are progressing and they are compared to targets.” (H6)

The model must create clear frames for cyclical process, so that every phase is taken care of and the impact of done actions can be described according to targets. Current and familiar model is easy to take on action in new frame.

After the center of CEM is clear and integrated, constant improving is possible. After that can be moved towards pursuit of systematic improving of CE and creation of real long-term business advantage.

4.4.10 Overview of the CEM model

Current maturity of orientation areas is presented in the theoretical framework in the figure below.

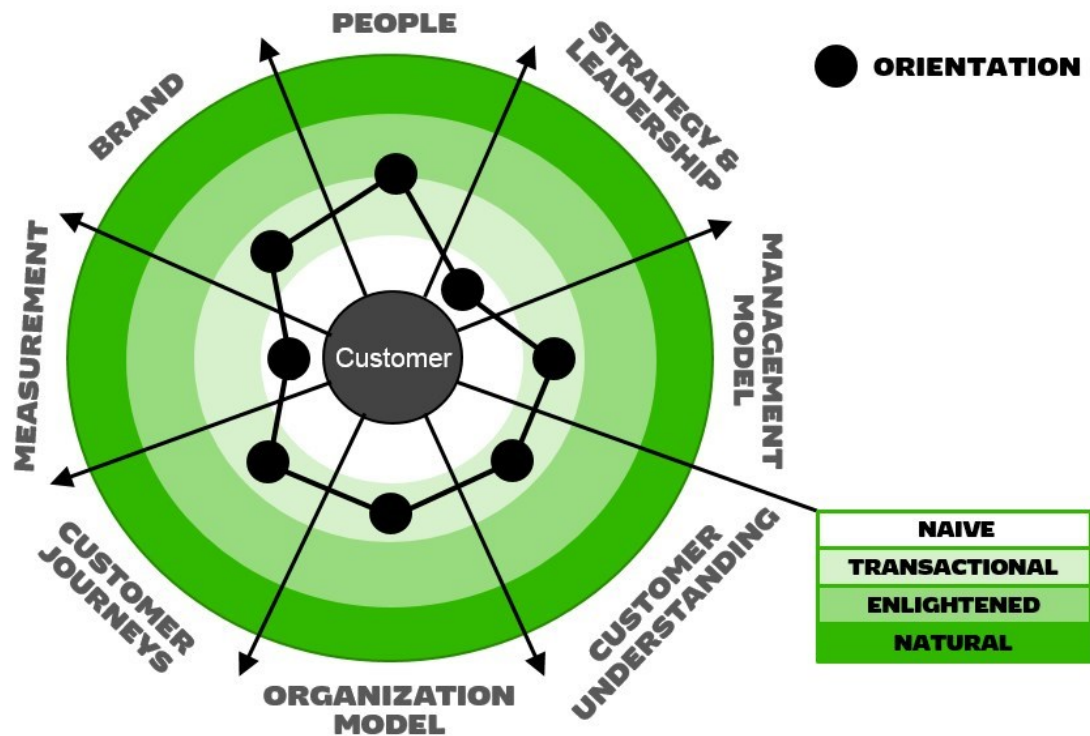


Figure 30. The current maturity of CEM

The level of overall maturity is Transactional. Orientation areas of *Strategy* and *Measurement* stand out with their low maturity. The orientation area *People* separates with higher maturity. Its current status was just between Transactional and Enlightened maturities. Other orientation areas were in line with overall maturity.

The Shaw (2005 p.25) has defined transactional organization as follows:

“An organization that focuses primarily on the physical aspects of the Customer Experience. It has recognized the importance of the customer. However, its focus is rudimentary, as many aspects of the Customer Experience remain left to chance and are uncoordinated and “inside out.” The organization is typically reactive to customer demands.”

One special case need to be raised. The maturity of *Customer Relationship Management and Understanding* was Transactional. This orientation area was focused to find how customer relationships are handled comprehensively. Maturity of CRM was Naïve and Customer Understanding was Enlightened. So, this orientation area separates internally from overall maturity.

4.4.11 The key findings in the level of total CEM model

Empirical study pointed out the biggest problems in CEM, which is clearly linked to maturity of orientation areas. In the table below is presented the key problems in CEM.

Table 10. Barriers and challenges of CEM model in organizational level with number of interviewees mentioned

Culture
<ul style="list-style-type: none"> 7 Communication is not working, there is no mutual vision 6 The core is fragmented 5 CE is not divide to understandable pieces and made understandable to eveyone 5 The management group understanding about CE is not sufficient, it is only one-dimensional 4 No clear target 3 There is not enough knowledge for people's leadership 3 The gap between brand and CE is not understood 3 Is not seen to be in common responsibility 3 Speeches and actions do not meet 3 Employees, money and customers are not in balance in their emphasis 3 CE is not communicated internally, which reflects its low importance and being out of the focus in management group 2 CE is not clearly in company's DNA and it is not steering all action 1 People are the reflection, but are not able to affect sufficiently
Structure
<ul style="list-style-type: none"> 4 Structures are missing or are very incomplete 4 There is no path or forums to communicate CE related topics effectively 2 Business' sectors are looking CE from very different perspective, which cause inhomogeneity in action 1 There are no common tools 1 CE effect to profit is not able show
Overall
<ul style="list-style-type: none"> 5 There is no systematic model for CEM 2 The culture of fast growing company challenges the unity of culture 2 Resistance of change 1 The successes are easily generalized 1 Management is seen through processes not topics 1 The money is seen as an objective not as a result

As we see from the table the key issues are originated from culture. The culture is fragmented and orientation areas of culture are not attached together. Empirical study shows, that there are two main reasons for it. First one, CE strategy is not defined. It causes that people do not see clear goal where CE is aiming. It is not seen as a mutual objective, but as a stand-alone entity of responsible people. The lack of mutual goal cause that everybody sees CE from their own perspective.

Second and even more important issue that raised in empirical study is that communication is not working. Communication is the glue connecting the core. Currently these three sectors are not discussing together. It is also related to existence of strategy. Mutual goal or willingness is unable to communicate, when it is not defined. The brand promises a lot, but there is no clear strategy to redeem those promises. Also, the gap between brand promises and actual performance is not understood. The findings are exactly same than Shaw (2005) has described as typical problem of transactional company:

“Brand and actual Customer experience are not aligned. A great deal of time is spent by the Transactional organization in building its brand image, but it has not gone that one stage further and defined how it will manifest itself in the Customer Experience.” (Shaw 2005 p.109)

Employees in customer interface see the distraction between brand promises and actual performance. Same time, internal communication does not speak about CE. So, it looks to employees, that CE is not an important matter or not their concern. Active speaking externally and passive doing internally is signal about true priority CE. Even though it would be considered important among management board, it looks meaningless to people. Again, the founded problem is exactly the same that Shaw (2005) has pointed out.

“Typically, senior management claim that they are customer focused, but the words and deeds do not match. This contradiction is seen by employees who mimic this behavior” (Shaw 2005 p.25).

In daily action is not understood the importance of all actions to redeem brand promises, because this unclear objective is not divided to understandable pieces.

“Communication can divide larger strategy to small entities, so that people can understand how to act and brand is not glued on top. The whole culture and especially communication should do the strategy transparent, so that people understand why CE is important and why we all want to do it.” (H4)

Because culture, the core of CEM model, is not solid, there is no premises to have other constructs either. The mutual structures are missing or they are separate between different business sectors. And further constant improving is impossible, because there are no clear entities to improve.

“When strategy, brand and people are all wondering, it would be naïve to think that CEM would leave very integrated and systematic to structures and everyday action. We must unite the core and through that change everyday action.” (H9)

The fragmented field of CEM leads to overall notifications. The construct and holistic view of CEM is not yet understood in case company. Things that affect to it is seen separate. The CE is seen one-dimensionally and as an own construct. This lack of understanding causes its low emphasis. All the benefits the CE creates for other simultaneous themes of development are not seen.

Table 11. *Enablers and drivers of CEM model in organizational level with number of interviewees mentioned*

Culture
5 The service attitude and ability to interact is built-in to employees thinking and organization culture
3 Hero performers are carrying CE
Structure
2 Customer understanding
2 Various models of action are oriented to produce CE

In organizational level, not so many enablers were identified. Two emerged themes followed findings from theoretical framework. Service mentality is written in to people's thinking and to organizational culture. When personality and CE understanding meets, organizational culture enables to create excellent CE.

“There are hero performers, who are able to put the whole ensemble together.” (H9)

Other key success factor is high level customer understanding. There are many models, which aim to gain customer understanding and add interaction with customers.

“Verstas, big rooms (both co-creating project development models) and all these are tools with which support producing CE.” (H2)

5. DISCUSSION

The aim of this study was to analyze:

What should be the role of CEM in construction company?

This main research question was divided to six sub-questions, with which the answer was sought:

Why is CE important?

The first sub-question was answered by literature review combined with empirical research. In literature CE was seen as a primary basis for competition in the future. Digitalization and available information was seen to turn dynamic of consuming from selling to buying and make CE crucial for business. The empirical study supported this view, hard values are self-explanatory and differentiating must happen by other means. CE was seen as major competitive factor and even number one business driver. Especially in digital business where case company is aiming, meaning of CE was seen crucial.

How is CE reflected in construction business?

This sub-question was mainly answered with empirical research. Literature has not researched CE specifically in construction business. Literature has noticed complicated and project-based customer network, but has not evaluated it in context of CE. Empirical study pointed out five special features of CE in construction business. *Customer, Business model, Money and nature of project based business, Operating environment and The genus of industry*. All characteristics were complicating factors to create CE. Features were originated from traditional forms of contracts and project based business thinking. Most of CE distracting features can be got rid of with new transparent contract models and changing thinking to repeating business, where earlier good CE means future success.

How should CEM be organized in the case company?

Organizing CEM was seen as a generic, not business area related model in literature. There was no comprehensive model for CEM in organizational level, so the model of CEM was combined from different sources from the literature. The model of CEM is presented in figure 17. The model forms from internal abilities to produce CE in everyday action and cyclical process to improve action by developing those internal abilities. Culture is the core of CEM, where the willingness to produce CE is originated from. The outer circle structures are essential ensembles to produce CE in everyday action. Together these internal abilities form the center of CEM. Internal abilities were chosen, combined and structured based on literature's view of essential internal abilities and those relations.

The model was sharpened based on findings from empirical study. Findings from empirical study supported the idea about the general model of CEM. The construction industry's features did not seem to affect CEM. The orientation areas did not change in empirical study, but some additions to substance of orientation areas were made. Customer understanding was expanded to include CRM and customer understanding. Literature saw CRM as an individual topic, but empirical findings showed its importance in CEM. Communication was also added in the middle of the core. Its meaning was constantly highlighted especially as a unifying factor of the culture. Empirical study pointed out the chain of management's central impression, how culture is visible in daily action at customer interface. Its importance must be seen similar through the chain in order to reflect culture in interactions. Findings structuration under orientation areas supported the created model and its relevance. The model was considered a clear, systematic and effective way for CEM. The meaning of culture as a core of CEM was considered extremely important.

What is the current status and maturity of CEM in the case company?

New framework for assessing current maturity was developed based on Shaw's (2005) maturity scale. The center of CEM model's internal abilities worked as orientation areas of framework. The empirical data was analyzed with the new framework and was grouped under orientation areas. Every orientation area's current maturity was defined evaluating empirical findings in Shaw's maturity scale. Findings from empirical research were evaluated comparing to literature's view of good practices under every orientation area. The current maturities are presented in framework in figure 30.

The maturity of the most orientation areas were transactional. Orientation area of *people* was between transactional and enlightened. Orientation areas of *strategy and leadership* and *measurement* were naïve. The overall maturity was transactional. Description and typical problems of transactional organization in literature responded extremely accurately to findings from empirical research. The empirical traits were clear and easy to rate under maturities. This proved general model's qualification also in construction company.

Many findings inside orientation areas were clearly case company related issues, but big lines followed typical problems of company with certain maturity. Empirical study and literature both supported key findings about current state of CEM. Speeches and actions do not match, because CEM is not well understood yet. One-dimensional understanding caused that there is no systematic model for CEM and thence maturity level is low.

How CEM should be developed in the case company?

For this sub-question is answered in analyze of each orientation area. The development happens by raising maturity of different orientation areas. This view is shared both in literature and empirical research. The maturity of orientation areas need to be certain in order to produce certain CE. Raising maturity happens by removing barriers and challenges, and adding drivers and enablers, which were founded in empirical research. These

barriers and challenges, and drivers and enablers are presented under the analyze of each orientation area.

In organizational level, it is important to strengthen weaknesses and bring every orientation area to the same level. Empirical study showed that *strategy and leadership* and *measurement*, which maturity was naïve caused most of the problems to the wholeness. As literature also noted: CE is a multiplication, not a sum of its subsections.

For this question in organizational level is answered more detailed in the next chapter 5.3 managerial implications.

What should be the target of CEM in the case company to achieve business advantage?

For this sub-question it turned out impossible to give unambiguous answer. Empirical study showed that case company has currently some business advantage by CE, although its maturity is rather low. Business advantage compares to current field of action and its maturity. So, future business advantage is dependable about company's future actions and level of rivals' CE. If current objectives and pursuits stays the same and case company is aiming towards digital business, the current context will change and there will be a lot more pressure to improve CE. The same idea is highlighted in literature about constantly evolving and changing field of action. CE is not a project with goal, it is a journey with unreachable destination.

Other point of the view for this question comes from the ultimate purpose of CE in the literature. CE aims always to exceed customers' expectations. In organizational level expectation means organization's brand, so to exceed expectations, brand's promises must be exceeded. In the empirical research was found, that the current brand promises CE being in Enlightened level. So, the brand promise that the case company is in Enlightened level, but actual performance is transactional. To achieve long-term business advantage with CE, produced CE needs to be aligned with the brand's promises or its value will collapse. At this point the target of CE could be seen to raise overall maturity to Enlightened level. Moving from transactional level to enlightened is also a crucial point, emotional aspect of CE starts to show in company's action. Based on findings we could say that without it, it is impossible to differentiate with CE in the future.

5.1 Development proposal for case company's management

CE has been an important factor of former success in case company. Currently the brand story offers business advantage. Interesting communication about people-centric construction and building movement raises attention and brings projects to the company. In the future, the company is aiming towards software business and construction business' digital solutions. Towards a field where CE and user experience are on very high level. In digital business occurs no geographical borders. The meaning of CE will raise with

current direction of business in every case. In its pursuits, case company is in good positions. The maturity of CE can be raised, but IT companies are not able to develop construction business solutions, because they do not have the understanding or a clear view to closed construction industry.

The brand messages about CE with strong emotional aspect. Clear differentiating from traditional construction business has brought several advantages. Still, the action is not in the same level than speeches. At the moment, it has been enough that the company has separated from construction business' overall poor image. Good CE has been possible to produce in cases, but not systematically. These factors have carried brand promises about customer centric organization and have internally created an image about organization, which is capable to produce good CE systematically though it is not. Even if the company stays in current context, aligning brand promises with current performance is mandatory. One of the biggest risks mentioned in case company, is losing reputation. It could drive the whole business down. That will happen at least partly if current performance is not actively driven towards promises. Luckily the low maturity of construction business gives some time to evolve performance.

This study created the framework for assessing the current status of orientation areas. The mission of CEM is connecting and raising maturity of these essential entities. The framework gives systematic way to assess current situation comprehensively and makes it possible to set understandable objectives to improve CE in organization wide level. The strength of the framework is that it is linked directly to the model of CEM, so improving internal abilities affects directly for ability to produce CE.

This study noticed many barriers and challenges, and drivers and enablers under every orientation area. Those barriers and challenges need to be removed and drivers and enablers need to be added to gain maturity of specific orientation area. It is not enough to only raise the maturity of separate orientation area, when a larger picture is missing in the whole context of CEM in organizational wide level. This leads to the most relevant content of this study. Combination of framework and created model for CEM makes it possible to improve the whole CE in understandable pieces. The focus stays in substantial and its affections can be evaluated objectively. Resources, time and capability are limited so the developing must happen phase by phase. The maturity of every orientation area needs to be raised to achieve brand's set goal about being Enlightened organization. Based on findings, the brief guideline towards that purpose should be following:

FIRST PHASE

After the first phase maturity should be following:



Figure 31. The first phase

The first step is to bring customer truly in company's DNA and make the core integrated. The key points in first phase:

- Share the mutual understanding and aspiration of CE among the board of executives
- Create a CE strategy, which is aligned with overall strategy and to which all executives are committed
- Communicate actively internally about importance of customer and purpose of CE
- Share the understanding and interest of CE among all personnel
- Raise personnel emotional abilities and communication skills by recruiting and training

The brand and people will follow, when strategy is raised to Enlightened level. In the first phase the earlier conclusion is emphasized: *The organization wide understanding and engagement are primary premises for CE.*

SECOND PHASE

After the second phase maturity should be following:



Figure 32. The second phase

Second phase is about turning weaknesses into strengths and building an effective measurement system.

- Link CE to business outcomes
- Create a palette of metrics, which includes metrics for different purposes
- Build a generic base for measurement suitable for all business sectors
- Link it to phases of customer journeys
- Make measurement a dynamic process, so that it is able but forced to transform according to current situation
- Close the feedback loop and bring essential data directly to people for whom it is essential

THIRD PHASE

After the third phase maturity should be following:



Figure 33. The maturity after third phase

The third phase is systematically raising maturity of different structures one by one towards the target. It is about removing barriers and challenges and adding drivers and enablers of the specific orientation area. In organizational level the focus should be in merging practices between business sectors and offering possibilities, tools and methods to produce CE effectively. Only through integration and synergy actions can be developed truly to high level. As we see from noticed barriers, there is lot of work to do, so development must happen through understandable and clear entities. The cyclical process of constant improving answers to that purpose. New matrix model strategy and management system will offer great way to advance CE if this benefit is exploited and customer's emphasis is sufficient. The matrix model organization will offer the currently missing forums to merge practices between business sectors and handle issues related to CE.

In general organization level, CE is easy to attach along with overall targets. Only problem is that CE is not yet understood correctly, so its relation to other main objectives is not seen. As we already noticed, CE is a crucial factor to achieve current goals. The organization is also strongly driven by its values; care, trust and transparency. The care is direct promise about CE, transparency between customer, people and board of executives is the core and source of CE and trust is the result of good CE.

The CE would not come a number one business driver by itself, it requires a lot of effort. Right now, construction business would offer a great chance to differentiate with CE. Rivals has not understood its meaning and case company's current standing would offer good opportunities for it. In any case CE will be very crucial and inevitable factor for achieving the current goals and creating the movement. So, why not to take it one level further and differentiate clearly by using CE. The direction is clearly addressed, now it just needs to strive towards it.

5.2 Limitations and reliability

The most significant limitations of this study are related to the general applicability and reliability of the results. The research method was a single case study, which specifically causes a risk for these limitations and potential errors. Still, single case study is the best model for a study that demands deep understanding about abstract construct and its relation to other entities.

The first limitation is the general applicability. The research was conducted only in single company. It might not represent the general population of companies or construction companies. The case company is not a traditional operator in the field of construction and do not represent a majority of construction companies. Its future objectives are unique and vary a lot from traditional construction company. The case company is also working in Finland, which might limit the results' international applicability. Customers are very bounded to cultural frame.

The second limitation is the reliability of this research. The issues in reliability are mostly attached to the researcher. There was only one researcher, who might have collected inaccurate and irrelevant data for his own purposes. The researcher might not be able to detach from his own thinking and see matters objectively. The researcher might be biased for matters or people, because he has worked in the case company earlier. The chemistry or earlier relation between researcher and interviewee might affect to objectivity. The topic has raised a lot of conversation and opinions in case company. Interviewees might have tried to push their own agenda visible through research. On the other hand, familiar researcher might have relaxed interviewee's, so that they have been able for deeper thinking or have not censored their answers. Interviews generally are also significant threat for reliability.

6. CONCLUSION

6.1 Theoretical contribution

The most significant theoretical contribution of this research is divided into three central offerings.

First, this case study gives first launching point for bringing CE and CEM in to the field of construction. CE has not been researched in construction business earlier. The empirical study founded some success factors and challenges specially related to construction business characteristics in the case company. Otherwise the same general principles and challenges affect also in construction than in other business areas.

Second, this study combined a new generic and systematic model for CEM in organizational level suitable for the case company. The model describes necessary inner abilities and relations with each other's' to produce CE in interactions. The model was tested and sharpened with empirical research. The study suggests that CE is originated from unite culture and true willingness to produce CE. Mutual understanding and aspiration among board of managers and all employees is the requirement for systematic produce of CE in desired level. When culture is solid, structures can be evolved and willingness can be brought into action. The center of CEM need to be understood before CE can be managed systemically. After that, systematic improvements can be made by developing internal abilities.

Third, new framework was created based on Shaw's (2005) maturity scale. The framework gives ability to assess organization's current maturity of essential internal abilities and offers a clear visual sight about it. The new framework is linked directly to systematic model of CEM and thence works as a premise for systematic improving. Action can be linked to future targets and it can be measured with created framework.

Based on the insights from findings and analyze of this research, three propositions are made:

Proposition 1: General CE and CEM are exploitable in case company

Construction business does not cause significant issues for CE or CEM in the case company. CE is as good business advantage as it is in general business. Only certain construction business related factor is rather low maturity of CE, which is not attributable from construction itself, but business area's level of performance. The combined model of CEM is exploitable in general perspective and its maturity can be evaluated with the created framework.

Proposition 2: The organization wide understanding and engagement are primary premises for CE

The CE is originated from the culture and organizational culture is formed by people. People are the reflection of internal culture and willingness to produce CE. So, people are the creator of culture and its reflection. Eventually CE is produced in interactions between employee and customer. Unite culture is necessary to produce CE in desired level. Culture will not get united if people do not mutually understand and are engaged to produce CE in their actions. The mutual understanding highlights the importance of communication. Everyone in organization needs to understand, what CE is, how CE is formed and what is its emphasis and target in organization.

Proposition 3: CE needs to be managed systemically

The culture is the base and source of CE, but without systematic management and leadership it is not possible to bring it systemically to all actions. The culture might form without particular systematic leadership, but required structures to produce CE would not form without systematic management. Usually the culture would not form, without systematic communication about CE and raising its awareness constantly. The organization have structures, that serve producing CE better or worse, but if CE is not managed systemically, their improvement is impossible. There needs to be a driver, which advances and steers constant improving by linking observations from performance to develop internal abilities and by doing so offering possibilities to succeed. Without systematicity lifting the overall level is impossible.

6.2 Avenues for future research

The limitations of the research raised interesting avenues for future research. The topics were related to CE overall:

1. Customer engagement

Customer engagement and CE co-creation is considered as a next step after CE. Customer engagement is on-going and a value driven relationship with a customer and a business, which is consciously affecting to the customer's reasons and choices. CE is a sub-set of customer engagement. Customer engagement would offer an interesting topic for further research.

2. CE from customer perspective in case company

In this research was only studied company's inner abilities to produce CE. Substantive continuum from case company's perspective would be to turn review the other way around and study organizations actions from customer perspective. What are the most

meaningful experiences and how experience forms currently? That would offer a view, how inner abilities are creating experiences to customers.

3. How CEM should be attached to company's overall management?

Bringing CEM to larger picture would be a natural direction for further research. How CE should be attached to company's overall management. This research showed that CEM linking to other management demanding functions was seen challenging. It should be attached strongly as a part of whole management, but what are effective ways to do that. How mutual understanding can be gained and how CE can be brought to organization's culture.

CE especially in the field of construction:

4. Generalizing CEM from case company to construction business

This study focused on deep understanding of CEM in the case company. Testing and developing the model and CEM under other circumstances in other construction companies would be interesting avenue for future research. By gaining business area related understanding and varicosity would offer new information about construction business related features of CE and CEM. Then this case study would work as a first premise for bringing CEM in to the construction business overall.

5. How CE would make the repeat business possible in the field of construction in Finland?

Very often in speeches is highlighted that in construction business in Finland everybody in the local field knows each other's. Still, construction is seen highly as project based business, even though same customers are repeated in projects. That would offer very interesting avenue for future research. How the focus on CE and pursuit towards customer loyalty, rather than profitability of one project would offer long-term profit? So, in generally it is breaking the strong mentality of project based business.

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APPENDIX 1: INTERVIEW AGENDA (ORIGINAL IN FINNISH)

Työn tausta

- Mitä tutkin?
 - Alustus tutkimuskysymyksistä, työn tavoitteista ja asiakaskokemuksen johtamisen mallista

Haastateltavan tausta

- Oma taustasi?
 - Koulutus
 - Edelliset tehtävät muualla ja Firalla
- Oma rooli Firalla?
 - Titteli ja yleinen vastuu
 - Päivittäiset työtehtävät
 - Tärkeimmät tavoitteet
 - Kuinka oma roolisi sijoittuu asiakasrajapintaan?

Asiakaskokemuksen ymmärrys

- Mitä asiakaskokemus mielestäsi tarkoittaa?
- Millaisista elementeistä kokemus muodostuu?
- Miten kokemusten luominen soveltuu ja näkyy mielestäsi rakennusalalla?

Asiakaskokemuksen merkitys

- Kuinka merkittävänä kilpailutekijänä näet asiakaskokemuksen nyt ja tulevaisuudessa Firan liiketoiminnan kannalta?
- Millainen rooli asiakaskokemuksella on Firan liiketoiminnallisten tavoitteiden saavuttamisessa ja ”Building Movementin” luomisessa?
- Onko asiakaskokemuksen rooli ja ymmärrys riittävällä tasolla tällä hetkellä, jotta nämä tavoitteet voidaan saavuttaa?
- Kuinka asiakaskokemus on priorisoitu verrattuna muihin teemoihin

Asiakaskokemuksen johtaminen

Haastattelun tämä osio on jaettu kolmeen teemaan **Kulttuuri, Rakenteet ja Jatkuva kehittäminen** asiakaskokemuksen johtamisen osa-alueiden mukaisesti. Johtamisen malli osa-alueineen on esitelty erillisessä liitteessä.

- Kuinka nämä kokonaisuudet näkyvät Firalla tällä hetkellä?
- Kuinka niitä tulisi kehittää, jotta pystyttäisiin tuottamaan parempaa asiakaskokemusta?
 - Millaisia esteitä tämän kehityksen edessä mielestäsi on?

Kustakin teemasta keskustellaan haastateltavassa heränneiden ajatusten, näkemyksen ja mielenkiinnon mukaisella painotuksella. Tarkoituksena on keskustella teemoista vapaasti, jotta uusien näkökulmien nostaminen keskusteluun on mahdollista. Keskustelua täydennetään tarvittaessa apukysymyksillä, mikäli pääkysymykset eivät tuota riittävästi keskustelua.

- Onko asiakaskokemuksen johtamisessa/tuottamisessa selkeitä kipupisteitä?

Lopetus

- Onko jotain mitä haluaisit vielä nostaa esille asiakaskokemukseen tai sen johtamiseen liittyen?
- Haluaisitko antaa palautetta haastattelusta?

Kiitos ja kumarrus!

APPENDIX 2: INTERVIEW AGENDA (TRANSLATED IN ENGLISH)

Introducing study

- What I'm researching?
 - Initialization about research questions, objectives and model of CEM

Interviewee's background

- Describe your background?
 - Education
 - Former positions elsewhere and in Fira
- Own role in Fira?
 - Title and responsibility
 - Daily tasks
 - Most important objectives
 - How your role is positioned in customer interface?

Customer experience understanding

- What do you think the customer experience means?
- What kind of elements does customer experience accumulate?
- How creation of experiences is appropriate and appeared in construction business?

Meaning of customer experience

- What do you think, how important competitive factor customer experience is now and in future for Fira's business?
- What is the role of customer experience to achieve Fira's business objectives and creating "a Building Movement"?
- Are the role and understanding of customer experience in level enough to achieve these objectives?
- How customer experience is prioritized compared to other themes?

Customer experience management

This part of the interview is divided to three themes **Culture, Structures and Constant improving** according to stages of CEM model. The model of CEM is presented in separate attachment (Appendix 3).

- How these orientation areas are currently visible in Fira?
- How those should be developed to be able to produce better CE?
- What kind of obstacles there are preventing development?

Each theme is discussed with emphasis of interviewee's personal interests, awakened thoughts and vision. The purpose is to have free conversation about themes, so that raising new perspectives to conversation is possible. The conversation is supplemented with sub-questions if main questions do not produce enough conversation.

- Are there clear pain points in managing/producing customer experience?

Ending

- Is there something else you still want to raise up related to customer experience or its management?
- Would you like to give feedback from the interview?

Thank you!

APPENDIX 3: THE MODEL OF CEM SEND BEFORE INTERVIEWS (ORIGINAL IN FINNISH)

Asiakaskokemuksen johtaminen jakautuu kolmeen kokonaisuuteen: **Kulttuuri, Rakenteet ja Jatkuva kehittäminen.**



Kulttuuri kuvaa yrityksen tahtotilaa asiakaskokemuksen tuottamiseen.

Strategia: Johdon käsitys asiakaskokemuksen tavoitetilasta ja sen merkityksestä yritykselle tulevaisuudessa.

Brändi: Asiakkaille viestitty lupaus yrityksen tuottamasta asiakaskokemuksesta.

Ihmiset: Työntekijöiden käsitys asiakaskokemuksesta. Muodostuu johdon viestimän tavoitteen, henkilökohtaisten asenteiden, asiakkaiden odotusten ja yrityksessä vallitsevan ilmapiirin tuloksena.



Rakenteet ovat organisaation osa-alueita, joiden avulla asiakaskokemuksen tahtotila voidaan tuoda käytäntöön ja luoda kokemuksia systemaattisesti. Osa-alueet jäsenyivät järjestyksessä toisiinsa, mutta toimivat myös itsenäisinä kokonaisuuksia. Toiminnan taso tietyllä osa-alueella rajoittaa sitä seuraavien osa-alueiden mahdollisuuksia.

Johtamisjärjestelmä: Johtamismalli ja asiakaskokemuksen vastuutus on rakenteellinen lähtökohta ja toimeenpaneva voima asiakaskokemuksen tuottamiselle. Johtamisen vastuutus, annetut resurssit ja mahdollisuudet vaikuttaa organisaatioissa ovat yrityskulttuurin suora ilmentymä.

Asiakasymmärrys: Organisaation kyvykyys hallinnoida asiakkuuksia ja ymmärtää asiakkaita. Sisältäen asiakkaiden segmentoinnin, asiakastiedon keräämisen, jäsentämisen ja sen hyödyntämisen.

Organisaatorakenne: Organisaation eri sektorien rakentuminen suhteessa asiakkaaseen sekä sisäisten rakenteiden näkyminen asiakkaille.

Asiakaspolut: Asiakaspolku tarkoittaa asiakkaan vuorovaikutusta yrityksen kanssa koko asiakassuhteen aikana. Asiakaskokemus muodostuu yksittäisissä kosketuspisteissä ja niiden linkittymisestä kokonaiseen asiakaspolkuihin. Asiakaspolkuihin voidaan vaikuttaa lisäämällä kosketuspisteitä vertikaalisesti ja horisontaalisesti, ymmärtämällä kokemuksen muodostumista pisteissä sekä mahdollistamalla henkilökohtaiset ja vaivattomat asiakaspolut.

Mittarit: Mittariston suunnittelu ja järjestäminen on monipuolinen kokonaisuus. Sen tulee tarjota riittävää dataa ymmärtää tuotettujen kokemusten muodostumista sekä vaikutusta liiketaloudellisiin tavoitteisiin. Mittaristo on linkittynyt vahvasti asiakaspolkuihin.

JATKUVA KEHITTÄMINEN

Jatkuva kehittäminen tarkoittaa organisaation prosessia, jonka päämääränä on jalostaa yrityksen tuottamaa asiakaskokemusta. Kehitystyön tavoitteena on löytää keskeisiä ongelmia ja tehdä tarvittavia muutoksia yrityksen kulttuuriin ja rakenteisiin, jotta paremman asiakaskokemuksen tuottaminen on mahdollista. Prosessi koostuu syklisesti toistuvista vaiheista, joiden avulla systemaattinen kehittäminen on mahdollista. Vastuutettu johtaja/tiimi ohjaa jatkuvaa kehittämistä.

