

## Summary

In light of increasing competition and technological advancements, organizations are moving towards adopting customer-centric approaches. However, in their pursuit to reach customer-centricity, organizations tend to rely more on their internal beliefs instead of adequately capturing and addressing customer feedback. Customer journey management—the strategic process of mapping, evaluating, and optimizing customer interactions and experiences across many touchpoints—can increase customer satisfaction and foster business success. However, academic research on customer journey management (CJM) implementation and utilization are lacking, constituting only three steps which are: understanding the current customer journey, analyzing the current state, and acting upon the identified problems. This highlights the need for additional research in the area of implementation of CJM in B2B settings.

This study aims to fill a gap in the literature by examining the implementation of CJM within a B2B e-commerce wholesaler. An inductive qualitative case study was used to achieve this. In order to collect customer feedback, 39 Semi-structured interviews with four different customer segments (Potential, New, Large, and Former) were held, and simultaneous literature reviews have been used to iteratively create a customer journey map that is fully based on client feedback. Based on this data, potential improvements could be developed.

In conclusion, an eight-step model has been developed to facilitate the implementation of CJM. Each stage includes explanations of important considerations to take into account when carrying out the tasks. This model encompasses understanding the customer journey, industry, and business. It involves dividing the customer journey into touchpoints, collecting data to analyze the customer journey, and forming a generic journey map. By identifying areas for improvement and generating feasible suggestions, enhancements can be developed and implemented. It is important to note that this process is iterative and continuous, ensuring ongoing refinement and optimization.