

Customer Experience Management in B2B Markets: CX Value Propositions and Archetypal CXM Strategies

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Abstract

Understanding the role and nature of customer experience (CX) management (CXM) in B2B contexts is limited, with research primarily focusing on CX as an antecedent of customer outcomes, overlooking CX(M) as a focal construct. However, CXM is widely seen as a source of competitive advantage, and firms are heavily investing in it. This conceptual article integrates, synthesizes, and applies the CX literature to the B2B context, making several contributions. First, we define CX and CXM in a B2B context, delineating it from related constructs. Second, we develop an understanding of what individual and collective CX mean in B2B. Third, we define the goals of CXM for groups and individuals in client organizations, focusing on delivering (1) efficiency & convenience, (2) differentiation & empowerment, and (3) brand association & warm glow. Finally, we propose four firm-level CXM archetypes based on impact and breadth: (1) champion, (2) cherry picker, (3) minimalist, and (4) fashionista.

Subject Areas: *Business-to-Business Marketing, Customer Relationship Management and Customer Satisfaction, Market Orientation, Marketing Strategy*

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