

# Customer journey mapping in the milk powder industry

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Thesis

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## Preface

This thesis will go into more detail regarding the customer journey mapping process. This will develop long terms relationships, which will result in more sustainable innovations in the global milk powder industry. Vreugdenhil Dairy Foods will be used as a case study to provide us with an answer, on how we can establish this. This thesis provides foundational research, methodology and results of a questionnaire which has been distributed amongst customers of Vreugdenhil Dairy Foods. This thesis report was prepared to fulfil all graduation requirements of the International Food Business program at the University of Applied Sciences in the Netherlands and Dalhousie University in Canada.

For starters I would like to thank my thesis coach, Roeland Oevering, for guiding me through the process of writing a thesis. I would also like to thank all my colleagues at Vreugdenhil, and especially my company coach Angelique Peterse, for always guiding and helping me when needed. Without all these people I would never be able to create such a big and diverse report.

Some changes have been made between the RPP and the final report. An added literature review is added into the chapter materials and methods, in order to link the research method with the literature review. I also added tables into the materials and methods, which mentions all the questions used to answer each sub-question. These changes are made to satisfy the requests which were mentioned by Canada. Another change focusses on the introduction, since I made some changes in the content of sub-paragraphs and I deleted one paragraph and placed the content into another paragraph in the introduction. This is done in order to create a clearer overview, which makes it easier to understand.

I hope you will enjoy reading it!

Nijkerk, June 1<sup>st</sup>, 2022

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## Summary

Relationships between buyers and suppliers are highly important for doing business in an international environment. Before the buyer actually makes a purchase, several steps should take place in order to ensure satisfied customers. The complete process of a buyer who is searching for the right supplier, to eventually receive their products is called the customer journey. A specific moment on the customer journey in which buyer and supplier share any kind of information is called a “touch point”. All these touch points throughout the customer journey can be placed into a customer journey map. Following, the level of satisfaction per touch point will be measured as well as recommendations on how to improve that touch point. The customer journey in the Dutch milk powder sector is being used for this thesis, in order to find improvements on how to increase satisfaction per specific touch point. Increasing the overall satisfaction throughout the customer journey will result in more long-term relationships between buyers and suppliers. When long-term relationships have been established in the milk powder industry, greater emphases can be placed towards innovative implementations to stimulate sustainability. These innovative implementations are highly important in today’s world due to the shifting climate change. The company which is used throughout the research is a producer and exporter of milk powder, based in the Netherlands.

The main question of the thesis goes as follows: *How can the customer satisfaction be improved in the milk powder industry, after applying the customer journey mapping process?* Several steps were involved throughout the research in order to find an answer. Firstly, an internal questionnaire for employees was distributed to create a customer journey map based on internal gathered information. After completed this step, the same questionnaire has been distributed amongst customers of the company. After creating a customer journey based on external gathered information, both maps were compared with each other in order to create recommendations on how to increase satisfaction throughout the customer journey. Two customer journey maps were made in order to compare internal and external findings amongst each other.

After analysing the results it was concluded that internal employees were overall more satisfied about the current customer journey, compared with external customers. At several touch points, it is advised that general communication should be improved to prevent miscommunications from happening. Both internal employees and external customers also suggested a track and trace system for both road and vessel transport, as well as the implementation of an app to order milk powder.

The first recommendation is to implement an app for customers to place an order. Additionally, customers will be able to follow their order with track and trace technology. Secondly, the company should hire more order management employees, which allows them to place more emphasis on the individual customer. This will result in better and more accuracy regarding communication, which limits the amount of miscommunications.

## 1. Introduction

This paragraph contains several elements which are important to create a better general understanding of the research topic. An explanation will be given on why the customer journey mapping process is important for the global dairy industry, in terms of sustainability

### 1.1. Reasoning For Research

Customers, in a B2B environment, who are satisfied by the overall products and services provided by their supplier, will result in more long-term and stronger relationships between milk powder processors and its customers. Besides creating revenue, additional aspects are taken into account between buyers and suppliers. The performance will increase due to a more efficient way of communicating which will streamline processes and minimize defaults between stakeholders (Zhang, 2021). As a result, close relationships allow companies in general to also focus on sustainability aspects, rather than only focussing on revenue. Companies in the milk powder industry are working together with their milk suppliers, to find a solution for producing raw milk in a more sustainable way (Moerkerken, 2021).

After the abolition of the milk quota in 2015 for all the members of the European Union, a limitation of greenhouse gasses had been introduced. These limitations are especially very strict in the Netherlands because of the size of the dairy sector. As a result, Dutch dairy farms have the choice to either decrease in size, or to improve in terms of sustainability to comply with the regulations. Some dairy farms fail to improve and therefore have no other choice then to downsize to minimize their phosphate emissions (Klootwijk, 2016). When close relationships have been established in the milk powder industry, greater emphases can be placed towards innovative implementations to stimulate sustainability. Dutch dairy farms will be able to improve significantly, and comply with the phosphate limitations which have been implemented in the Netherlands (Klootwijk, 2016).

Due to these new rules, a lot of publicity is drawn towards the Dutch dairy sector and dairy farmers are not amused of this. As a result, they have had multiple moments where they went on strike to protest against these rules. They blocked several distribution centres of big supermarkets with the slogan 'no farmers, no food' (Schaart, 2019). The farmers want to increase in size, however they should also improve in both sustainability and efficiency (Moerkerken, 2021). This result in farmers having to produce more or similar quantities, while they also need to reduce their emission of greenhouse gasses.

Potential possibilities are the implementation of solar panels on dairy farms and increased economies of scale in milk production to improve the unit energy efficiency (Moerkerken, 2021). Milk processing companies and dairy farms can work together to implement these innovations, due to their belief of having established good business relationships. Another example is that companies in the dairy sector could innovate towards producing cattle feed, originated from food wasted by humans. This will decrease the amount of new inputs in cattle feed, which is more environmental friendly (Pinotti, 2020).

A higher rate of satisfaction amongst customers throughout their customer journey is not only beneficial for company and customers, but will also result in a more sustainable future for the Dutch dairy industry. Dairy processors will create more emphasis on operating in a more sustainable way. Due to new practices and implementations within the dairy industry, a more sustainable industry will be created with lower emission rates. This research is therefore not only important for the dairy sector, but also for people and the biodiversity in surrounding farm areas. Due to lower emission rates of greenhouse gasses, the air quality will improve substantially which is positive for both people and the planet (Moerkerken, 2021).

As discussed earlier, these new implementation can only be achieved when food processing companies are satisfied by the overall performance of their milk powder supplier. Understanding customer satisfaction can be a difficult task. Therefore it is highly recommended to do more research about the topic, in the context of an actual company, for creating a more sustainable global milk powder industry. This will be done via a case study for finding new possibility's, on how these relationships can be improved. After a high customer satisfaction has been created within the milk powder industry, a more sustainable and efficient sector can be established.



## 1.2. Theoretical Framework

This part of the report will go further in-depth regarding the customer journey mapping process, and the scope of how broadly this research will be done. Followed with the general explanation of how a customer journey map is created. All steps which need to be considered are explained to gain an understanding of the process, added with an explanation on why personas are used for this research. Finally, an explanation will be given to clarify the process of measuring emotions in regard to purchasing a product or service.

### 1.2.1. Customer Journey Mapping Process

The tool which will be applied for this research is called the customer journey mapping process. Customer journey mapping (CJM) gives a detailed overview of the decision paths and key interactions customers have with a company. Customer journey mapping is not only relevant for dairy processors, but is a highly effective tool that is applied by other industries as well. The concept originated as a marketing tool to help organizations visualize the motivations and behaviours of their customers. All moments of contact which the customer has with Vreugdenhil are called “touch points”. An example of a touch point could be a customer who places an order on a website (Crosier, 2012).

Per touch point, the level of satisfaction can be allocated by obtaining external customer information. The primary goal of customer journey mapping is to improve service, quality and satisfaction amongst customers. Therefore it is recommended for companies, in general, to implement the customer journey mapping process into their strategy (Crosier, 2012). An example could be a company, which is doing research on how to optimize customer satisfaction to create long-term relationships, as well as increasing revenue and decreasing marketing expenses (Suttle, 2021).

As of this moment, an assumption has been created that no information is available regarding the customers level of satisfaction, throughout the customer journey in the Dutch milk powder industry. Companies in the dairy processing sector would like to obtain this information for allowing to implement changes and to increase satisfaction amongst customers. Research has to be done to gather this information, which will be explained in the next chapter.

Customer journey mapping can either be done on a broad or on a narrow scope. Defining the customer journey too broadly may result in limited depth for research being found, which could lead to identifying incorrect information. However, defining the journey relatively narrow may allow for very specific measurement but could also mean that other potential measurements are not recorded. Therefore, it is important for companies to identify the scope in which it wants conduct research (Tincher, 2019). An example of mapping a specific



Figure 1 Scope Customer Journey (Tincher, 2019)

sub-journey would be a company which is only focussing or examining the purchase process, while end-to-end journeys focus on examining the whole process.

Companies in the dairy sector need to obtain more information about the customer journey throughout the whole process, to create long-term relationships (Tueanrat, 2021). Therefore it is recommended to use the option of customer journey mapping on a broad scale. As can be seen in figure 1, the so called “end to end journey” will be applied. This decision will allow companies to develop innovative opportunities, to eventually increase satisfaction amongst customers.

The customer journey definition has made its appearance only in the last couple of years in the business environment, however currently it is heavily adopted within the business sector worldwide. Due to emerging prominence of the knowledge regarding customer-centric philosophy in the field of marketing, interest in customer journey mapping process increased. It differs from traditional techniques which primarily focus on corporate perspective rather than the customer view (Tueanrat, 2021).

The customer journey mapping process identifies and visualizes all contact points the customer has with the company. As can be seen in figure 2 down below, the purchase process starts with the awareness stage, followed by evaluation, experimenting, purchase and post-purchase stage.

All mentioned stages in the purchasing process could be linked with touch points, in which the customer interacts with a company (George, 2018). The yellow boxes represent the different stages of the customer journey, while the white boxes represent the touch points per individual stage. The flowchart in figure 2 is being applied by a dairy processing company in practice, which is called Vreugdenhil Dairy Foods (Vreugdenhil, 2021).

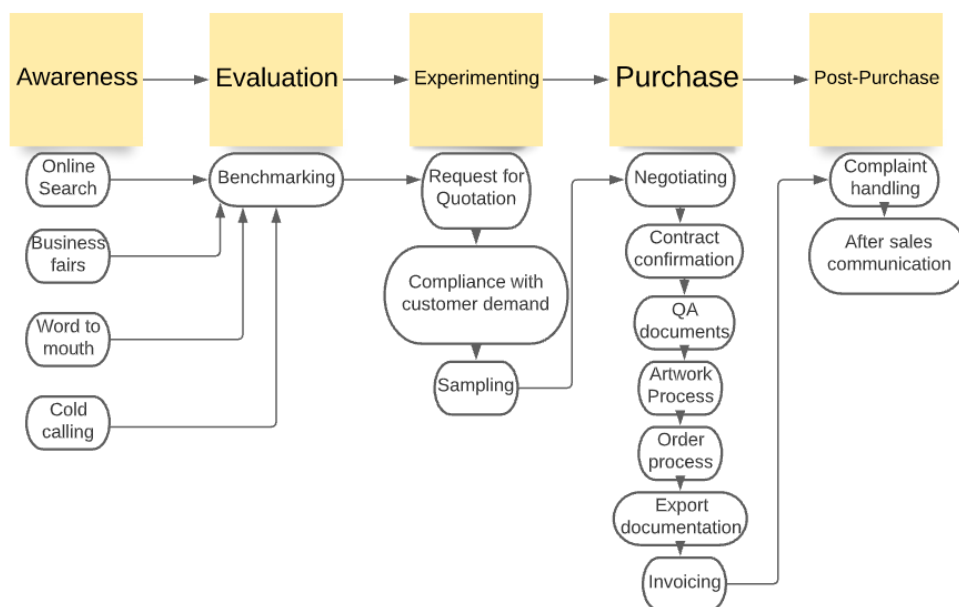


Figure 2 Customer Journey Flowchart Vreugdenhil (Vreugdenhil, 2021)

The awareness stage starts with a company which is in need of milk powder. This company will search on the internet and will most likely come across several milk powder manufacturers, this is when the evaluation stage begins. The company will search for information on different websites in order to satisfy all needs. The company found a fitting

organization and requests a quotation from the chosen company. This is where the experimenting stage begins. Within this stage, the company will have to satisfy all the needs in regard to the product specifications demanded by the customer. After completing this step, a sample of the recipe will be send to convince the customer to purchase the product. When the samples fulfil all requirements, the purchase stage will start. This stage has a variety of processes which are mandatory to complete prior, and during the delivery. The last stage will start once the buyer has received the products. This stage can vary from handling customer complaint to after sales communication.

The customer journey mapping is created to identify all customer touch points, enabling employees to measure the value each touch point has throughout the customer journey in terms of satisfaction, which are all equally important. It also helps to understand how customers see a brand and how they interact with a company's range of products. By obtaining this external information, the company is able to identify weak points in the journey and to develop them towards the customer preferences (Berman, 2020). As a result, the average customer of dairy processors will be more pleased with their overall customer journey.

When a company wants to create an accurate customer journey map, several steps are involved to develop this process to satisfy customers. All steps can be seen in table 1 given down below.

*Table 1 Steps Customer Journey (Freshworks, 2021)*

<b>Step 1</b>	Collect internal insights
<b>Step 2</b>	Develop Initial hypotheses
<b>Step 3</b>	Research customer needs
<b>Step 4</b>	Analyse customer research
<b>Step 5</b>	Map the customer journey

- Step 1: Collection of internal insight.

The first step of creating a customer journey map is the collection of internal insight. The gathered information will be used to map the customer journey regarding the general observation, thoughts and expectations of internal employees. This customer journey map will hopefully help creating a better understanding of the general knowledge towards customer satisfaction amongst employees of a dairy processing company (Temkin, 2010).

When external information has been collected, a comparison can be made to make a distinction between the expectations and practical outcomes (Temkin, 2010). It could potentially happen that all employees of Vreugdenhil believe that communication with the customers is good in terms of sending samples. However in practice, customers experience this process as negative due to little communication in terms of the exact delivery date. Therefore this step is important to eventually compare external data with the hypotheses.

- Step 2: Develop Initial hypotheses.

When step 1 has been completed, step 2 can be applied in practice because internal insight is known. The occurrence of having different opinions regarding the current customer journey amongst internal employees is likely. It is important that the company's forecast is in line with the desired customer journey stated from the customers perspective. It is highly

recommended that the company develops a so called “assumption” customer journey map to eventually build an accurate customer journey map containing external information. Key activities which should be used during this step are allocating touch points, needs, limitations and opportunities (Temkin, 2010).

- Step 3: Research customer needs.

Step 3 of mapping the customer journey is the most important, because this step will give accurate information about satisfaction and needs from customers. Collection of external insight is therefore key in order to develop a reliable customer journey map applied to customers. Customers are located in various locations around the world, therefore an outcome could be that several customer journey maps can be created to distinguish different continent preferences. (Temkin, 2010).

- Step 4: Analyse customer research

When step 4 has been reached, internal and external information regarding customer needs and preferences are gathered. The company is able to determine and allocate all touch points of the customer, added with the level of satisfaction per touch point. It could occur that customers are not happy with current activities, therefore it is important to gather this information to allocate any negative interactions and turn them into positive ones (Temkin, 2010). Next to obtaining the satisfaction level per touch point, customer will provide the company with feedback for a better customer journey.

- Step 5: Map the customer journey

The whole idea of the customer journey mapping process is to translate all the gathered information into a map, which generates a clear overview. All customer touch points will be displayed in a map, added with the level of satisfaction experienced during the specific touch point. The customer journey map will define the needs and shows if the company is meeting the current customer demanded requirements. When the customer journey mapping process has been completed, advice can be given to develop a company’s customer journey (Temkin, 2010). A company could for example not be satisfied with the accuracy of the shipment advise, therefore it could demand a track and trace for road transport.

An example of a finished customer journey map is given in figure 3 below, for Vreugdenhil Dairy Foods (Vreugdenhil, 2021). The horizontal axis has stated all stages the customer goes through. Per touch point, the experience of the customer is given in order to understand the satisfaction during this specific touch point.

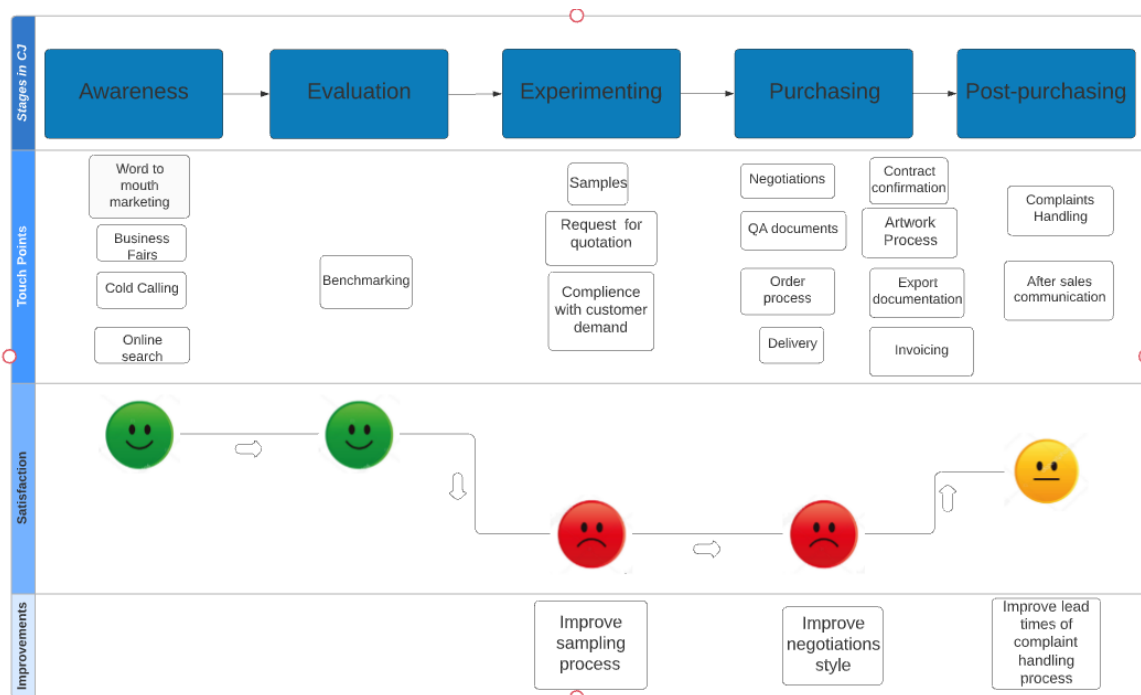


Figure 3 Customer Journey Map Example (Vreugdenhil, 2021)

As seen in the example, the customers experience in terms of satisfaction are negative in two out of five stages. Below the level of satisfaction, improvements are given to develop the customer journey to increase satisfaction amongst customers. In the example, one stage has been experienced as medium, while two others have a positive experience.

A customer is satisfied when a touch point went smoothly and no changes are needed for optimizing the customer journey. A customer is medium satisfied when little changes are needed for a touch point, to optimize the customer journey. A customer is not satisfied when a touch point has been a relatively negative experience, which results in implementing changes as soon as possible.

### 1.2.2. Personas

The easiest option for creating an accurate customer journey map is to work with a so called persona, which is a fictional character who is the “face” of a large focus group. A persona canvas is used during research, in order to represent a large variety of customers based upon their characteristics. Personas are frequently used during the process of creating a customer journey map. After gathering external information from customers, a company is able to step into the shoes of this persona for a better understanding of both level of satisfaction and needs. The persona which are used during the customer journey mapping process are going to be the “face” of the feedback regarding their level of satisfaction per touch point. Patricia Keller, who is the persona in appendix 6, will be the representative for all external feedback originated from the raw material purchasers.

The technique of using a persona is widely used in the international business environment to group individual customers according to their general features and characteristics (Caballero, 2014). These personas will represent the customer base of companies and will be used throughout this whole research to create the customer journey map.

### 1.2.3. Measuring Emotions Amongst Customers

This paragraph is about the method and importance of emotions amongst customers during their customer journey. In general measuring emotions is complex due to the fact that it is highly dependable on the individual, service and the specific situation. Certain subjective and personal emotions will arise during the journey the customer will experience when purchasing at company. Positive experiences most probably will result in satisfaction and loyalty, which bring positive emotions. However, negative experiences will generate opposite outcomes like sourcing for another milk powder supplier. The customer's expected benefits of purchasing will have an impact on emotions. An example could be a customer who is very happy with the lead times of the delivery, which results in a high level of satisfaction (Liu, 2016).

Emotions can either be linked with a cognitive mind-set or a hedonic mind-set. A cognitive mind-set focusses more on expanding knowledge and learning new things. A hedonic mind-set puts more emphasis on having fun, which is not a mandatory requirement for customers. Customers primarily focus on discovering new general product information, and gaining knowledge regarding the variety of products which the company has to offer. Therefore, a cognitive mind-set is dominant amongst customers in a B2B environment. This should be taken into account by companies when aiming to stimulate positive emotions during the customer journey (Liu, 2016).

These positive emotions will be converted into a positive level of satisfaction per touch point during the customer journey. Measuring emotions can be done with the "Appraisal theory", which states that customers are appraising their customer journey in regard to their experiences. These experiences are subjective and based on expectancy of experience from a buyer's perspective, their main goals and the actual experience the buyer goes through (Liu, 2016).

Company's would like to eventually treat and maintain customers in such a positive way, that they become loyal to the company. Loyal customers are relatively less expensive in comparison to recruiting new ones. Having high amounts of loyal customers will therefore also result in less costs for companies, which is beneficial on a financial aspect (Luo, 2018).

Inspirational, excitement and desires are dominant emotions during the search for a new product or service. After ordering, emotions in regards to joy and excitement are present during the customer journey (Verdouw, 2018). If primarily these emotions are perceived as positive during the customer journey, it will result in satisfaction. If these emotions will be perceived as negative throughout the customer journey, it could result in touch points which are experienced as negative.

### 1.3. Main Question And Sub-Questions

To give value added advise in terms of the customer journey mapping process in the milk powder industry, the following research question has been created:

*How can the customer satisfaction be improved in the milk powder industry, after applying the customer journey mapping process?*

Following this, several sub-questions have been added. Sub questions serve to answer the main question.

*What is the current customer journey for customers of a company in the milk powder industry?*

*What is advised by the customer in order to optimize specific touch points?*

*Do the customers have recommendations on how to improve its services?*

When the main question has been answered, the issue regarding customer level of satisfaction could be solved when actions are taken in the correct matter.

## 2. Material and Methods

This chapter will be about the material and methods, especially how research will be done in order to gather accurate information. The first paragraph will explain the importance of differentiating between forms of the specific research question. This paragraph will also include information about the distinction which is made between qualitative and quantitative questions. Secondly, the methodology of the research will be given in order to understand the gathered information in terms of data, validity, reliability and important criteria. Additionally, the last paragraph will explain how all sub-questions will be answered.

### 2.1. Methodology

Before research can be done in practice, it is important to know which method of data collection will be used, quantitative or qualitative research. Additionally, the distinction can be made between open or closed questions which will be given in the questionnaire. These research methods, a combination of quantitative and qualitative, are chosen to compare the information gathered in the literature review with the findings originated from this research (Bell, 2019). The result of the research will be analysed as described in the literature review (Bell, 2019).

For the questionnaire for both internal employees and external customers, a variety of open, closed, qualitative and quantitative questions will be applied. Closed and quantitative questions are included to simplify the process of measuring the level of satisfaction. This is chosen to really gather in depth information in terms of specific satisfaction levels which arouse during a certain touch point in the customer journey process. Open and qualitative questions will be included to give customers the opportunity to mention new possibilities for the future customer journey process (Bell, 2019). It could occur that customers mention ideas that are completely new, so therefore open questions are very interesting. The company which will be used for this research is called Vreugdenhil Dairy Foods, more information about the company can be found in appendix 1.

When the research has been finished, the gathered information will be analysed sufficiently. The closed quantitative questions will be analysed by placing the information in statistical charts by using Excel. The open qualitative question first have to be coded before creating the charts, to ensure only accurate information will be displaced. Open questions will be analysed and transcribed, in order to only implement answers which add value to the research. After going through the results, it can be compared with literature review retrieved from previous conducted research. Improvements which were not found yet by companies in de Dutch milk powder industry can therefore heavily benefit from this research (Snyder, 2019). The results from both questionnaires will be placed into context with the literature review which form the answers to the three sub-question and main question (Silverman, 2014).



## 2.2. Questionnaire For Employees Of Vreugdenhil

As mentioned in the theoretical framework, the method that is used to create a customer journey map can be seen in table 1. Step 1 of mapping the customer journey, which is “Collect internal insight” will gather information from the perspective of Vreugdenhil’s employees. Information must be gathered from different perspectives, therefore multiple employees from Vreugdenhil are going to fill in the questionnaire to gather reliable information. A total of two questionnaires will be distributed amongst employees of Vreugdenhil, who are working at the commercial- and order management department. These departments are chosen because they are responsible for the customer journey. Each employee will fill in the questionnaire which represents his or her department. Step 2, which is “Develop Initial hypotheses”, can start once step 1 is completed. A hypothetical customer journey map will be made with information retrieved from employees of Vreugdenhil. This will be done by statistically analysing and coding all questions, to convert the information into a customer journey map. Each individual questionnaire represents a part of the total customer journey map. The questionnaires for employees of Vreugdenhil can be seen in appendix 2 and 3.

## 2.3. Questionnaire For Customers Of Vreugdenhil

Step 3 of the customer journey mapping process is called “Research customer needs”, which will be done by distributing the questionnaire amongst customers to gather external information. As previously mentioned, a total of two different questionnaires will be distributed amongst both employees and customers of Vreugdenhil. This is chosen due to the fact that employees, who are responsible for specific sub-processes of the customer journey, will not have sufficient knowledge regarding processes which are linked to other departments. Therefore the questionnaire will be separated in two parts to ensure reliable answers from our employees and customers. A purchase manager will therefore only answer questions regarding the purchase process, while an order management employee will answer OM related questions. The division between the purchase- and order management department within Vreugdenhil is also being applied for their customers. This way, the employee of the external company will be aware of the process which will be discussed in his or her questionnaire. The questionnaires for customers can be seen in appendix 4 and 5.

Each customer segment will be represented by a persona, these can be seen in Table 2 given down below, and in the annex. These personas are used to give a large variety of customers a common face, based on their characteristics. The technique of using a persona is widely used in the international business environment to group individual customers according to their general features and characteristics (Caballero, 2014).

*Table 2 Persona's*

Customer segment	Name of persona	Appendix
Purchaser	Patricia Keller	6
Order Management	Esther Janssen	7

Step 4, which is to “analyse the customer research”, can start once step 3 has been completed. This step will primarily focus on analysing the gathered information. This will be done by statistically analysing and coding all questions.

Step 5, which is called “Map the customer journey”, will focus on converting the gathered information into a customer journey. The answers derived from all the questionnaires will be converted into a customer journey map. Once step 5 is completed, the customer journey map can be observed and new possibilities and practices for optimizing the customer satisfaction can be allocated.

For creating a reliable and trustworthy research, the customers and employees of Vreugdenhil need to be willing to fill in the questionnaire. It could occur that they have too little time to answer, or they do not see the added value and therefore decide to not respond. Hopefully this will not happen as it will create inaccurate answers which will decrease the reliability. The questionnaire will be distributed among all 248 customers, in order to obtain a high respondents percentage. The goal is to eventually have a response rate of 25% per distributed questionnaire. An overview has been created with the email addresses from both the purchasers and order managers, this will ensure all questionnaires will be answered by the right employees from external companies. The distribution will also be done by purchase and order managers from Vreugdenhil, who are in contact with the customers on a daily bases. If the responds rate is achieved, it will be a reliable research because many different customers in the Dutch milk powder industry were able to express their feeling towards the current customer journey. Additionally, the customer satisfaction per touch point is what will be measured during the research. This is exactly what should be known in order to create a customer journey map and to increase satisfaction throughout the customer journey, therefore the validity of this research is highly accurate.

The internal and external questionnaires have been made to eventually answer the sub-questions, as well as answering the main question. The three sub-questions are given down below, added with a brief description on how the questionnaires help answering the sub-questions.

- *What is the current customer journey for customers of a company in the milk powder industry?*

The sub-question given above will be answered by questioning the employees and customers their level of satisfaction per touch point. This sub-question will answer step 3 for creating the customer journey map. Table 3 given down below displays an overview of all question which are used for answering this specific sub-question. Internal and external questionnaires are identical per department, therefore the used questions are the same.

*Table 3 Questions for sub-question 1*

Questionnaire	Questions used
Purchase internal	3,6,8,11,17,19,21,25,32
Purchase external	3,6,8,11,17,19,21,25,32
Order management internal	1,8,10,18,27,29,32,39
Order management external	1,8,10,18,27,29,32,39

- *What is advised by the customer in order to optimize specific touch points?*

The sub-question given above will be answered by questioning the customers what companies should do to improve specific touch points. Questions like these will be given to the customer, when they answered they are “medium” or “not satisfied” with a specific touch point. These questions will allow the customer to explain what should be improved to optimize the specific touch point. Table 4 given down below displays an overview of all question which are used for answering this specific sub-question.

*Table 4 Questions for sub-question 2*

Questionnaire	Questions used
Purchase internal	5,7,10,12,16,18,24,27,33
Purchase external	5,7,10,12,16,18,24,27,33
Order management internal	3,6,7,9,13,14,19,26,31,42,43
Order management external	3,6,7,9,13,14,19,26,31,42,43

- *Do the customers have recommendations on how to improve its services?*

The sub-question given above will be answered by questioning the customers if they have any further recommendations which allow companies in the milk powder industry to improve their service. Table 5 given down below displays an overview of all question which are used for answering this specific sub-question.

*Table 5 Questions for sub-question 3*

Questionnaire	Questions used
Purchase internal	13,14,20,22,28,29,30,31,34
Purchase external	13,14,20,22,28,29,30,31,34
Order management internal	4,5,15,16,17,28,30,35,36,44,45,46,47
Order management external	4,5,15,16,17,28,30,35,36,44,45,46,47

### 3. Results

The results of the research have been gathered by distributing the questionnaire amongst customers of Vreugdenhil. Besides customers, the questionnaire has also been distributed amongst employees of Vreugdenhil to compare the outcome of both. The responses to the questionnaire are used for answering each individual sub-question. The answers for the individual sub-questions will form the basis for answering the main research question.

Both external questionnaires have been distributed amongst 248 employees, who work for companies which buy milk powder from Vreugdenhil on a regular basis. Around 80 employees filled in the questionnaire which generates a respondents percentage of 32%, 7% more than the target. The results, containing both figures and tables, can be found in appendix 8 and 9.

This chapter is written per sub-question to create a clear overview of which answers represent the findings for each sub-question.

#### 3.1. Sub-question one

The first sub-question is the following: *What is the current customer journey for customers of a company in the milk powder industry?* The questions in the questionnaire asking for the customers level of satisfaction are used to answer this sub-question. Table 6 given down below displays an overview of all question which are used for answering this specific sub-question. Internal and external questionnaires are identical per department, therefore the used questions are the same.

*Table 6 Questions for sub-question 1*

Questionnaire	Questions used
Purchase internal	3,6,8,11,17,19,21,25,32
Purchase external	3,6,8,11,17,19,21,25,32
Order management internal	1,8,10,18,27,29,32,39
Order management external	1,8,10,18,27,29,32,39

##### 3.1.1. Purchase internal and external results of sub-question one

The level of satisfaction per touch point in the customer journey for both internal and external employees, for a company in the milk powder industry, is relatively high. The vast majority of questions which represent the results for the findings are answered with “Satisfied”. As a result, the outcome of “Satisfied” always had the highest respondent percentage. Table 6 given down below shows an overview for each question with the percentage of people who answered “Satisfied”.

*Table 7 Percentage of Satisfaction Purchase department*

<b>Question</b>	<b>Internal (% Satisfied)</b>	<b>External (% Satisfied)</b>
3	85%	75%
6	70%	79,5%
8	90%	82%
11	65%	45%
17	80%	79,5%
19	90%	93%
21	95%	89%
25	70%	89%
32	40%	43%

It can be seen that the percentage of people, who answered the above stated questions as “Satisfied” is relatively high. There are also some similarities between the percentages for the internal and external questionnaires. For example, question 17 has a percentage of 80 internal and 79,5 external, which is almost the same. The percentage of question 32 is relatively low with only 40- and 43% satisfaction. A complete overview of the results can be found in Appendix 8 and 9.

### 3.1.2. Order management internal and external results sub-question one

The approach that had been chosen for the purchase departments will also be applied to the order management departments. All questions in both questionnaires which could be answered with “Satisfied” are displayed in table 5 given down below. The percentage per question which is answered by “Satisfied” is displayed as well.

*Table 8 Percentage of satisfaction Order management department*

<b>Question</b>	<b>Internal (% Satisfied)</b>	<b>External (% Satisfied)</b>
1	100%	86%
8	87,5%	80%
10	81%	78%
18	75%	83%
27	100%	88,5%
29	100%	94%
32	93%	50%
39	100%	100%

As can be seen in the table, the employees of Vreugdenhil were very confident in a high level of satisfaction from their customers. The results of the external questionnaire are relatively high, however not as high as initially thought they would be. There are some similarities between the internal and external outcome, however it shows that the external results are slightly less positive.

### 3.2. Sub-question two

The second sub-question, which has been answered goes as follows: *What is advised by the customer in order to optimize specific touch points?* This sub-question has been answered by questioning the customers what companies should do to improve specific touch points throughout the customer journey. These questions were given to the customer, when they answered they were medium or not satisfied with a specific touch point. These questions will allow the customer to explain what should be improved to optimize specific touch points, in order to increase satisfaction throughout the customer journey. Table 9 given down below displays an overview of all question which are used for answering this specific sub-question.

*Table 9 Questions used for sub-question 2*

Questionnaire	Questions used
Purchase internal	5,7,10,12,16,18,24,27,33
Purchase external	5,7,10,12,16,18,24,27,33
Order management internal	3,6,7,9,13,14,19,26,31,42,43
Order management external	3,6,7,9,13,14,19,26,31,42,43

#### 3.2.1. Purchase internal and external results of sub-question two

The questions which represent the findings to answer the second sub-question differ heavily from each other and are therefore not comparable. They are specifically asked to find a solution to increase satisfaction per specific touch point throughout the customer journey. However, it is of course possible to compare each individual question for the internal and external purchase department. Table 7 given down below displays the most important findings which are necessary to answer the second sub-question.

*Table 10 Important findings to answer sub-question 2 Purchase department*

Question	Internal findings	External findings
5	Increase language variation	Validity period of quotation
7	Shorten lead time quotation	Shorten lead time quotation
10	More customer knowledge	More customer knowledge
12	Shorten confirmation lead time of contract/PFI	Shorten confirmation lead time of contract/PFI
16	No overview to clarify responsibilities	No overview to clarify responsibilities
18	Max. 2 day lead time artwork process	Max. 2 day lead time artwork process
24	No need to develop artwork process	No need to develop artwork process
27	Multilingual market updates	Customers don't read/use it
33	Shorten lead time product samples process to max. 10 days	Shorten lead time product samples process to max. 5 days

As can be seen in table 7 given above, many similarities can be found between the answers to the internal and external individual questions. However, some findings are not similar, such as questions 5, 27 and 33. Internal findings showed for question 5 that communication with the customer should be possible in multiple languages. Yet external findings showed that this does not bother the customer, instead they would prefer a longer validity period for quotations.

Question 27 was related to the distribution of a by-weekly dairy market update, which internally thought it would need to be distributed in multiple languages. External findings showed that the majority of customers actually does not use it or not even read it. The outcome of question 33 is partly similar, however the customer prefers to shorten the product sample lead time by a maximum of 5 days instead of 10 days. All the results in detail can be found in appendix 8 and 9

### 3.2.2. Order management internal and external results of sub-question two

The approach which has been applied for the purchase departments has also been applied for the order management departments. Table 8 given down below displays the most important findings which contribute to answer the second sub-question for the order management department.

*Table 11 Important findings to answer sub-question 2 Order management department*

Question	Internal findings	External findings
3	No answers given	Friendliness of contact
6	No answers given	Structure of sentences
7	24 hours span for responding to general questions	4 hours span for responding to general questions
9	72 hours span for sending order confirmations	24 hours span for sending order confirmations
13	Improve credit notes	Improve credit notes
14	Improve accuracy of general information	Improve accuracy of general information
19	View shipment status via an online portal	View shipment status via an online portal
26	Track and Trace, but only without cost increasements	Track and Trace, but only without cost increasements
31	Order by email in the future	Order by email in the future
42	No answers given	No answers given
43	No answers given	No answers given

As can be seen in table 8, internal and external findings heavily differ for the questions regarding the order management department. The first question, which is relevant for answering sub-question two, focusses on changes in communication. Internal employees did not see any changes needed, however externally they suggest improve friendliness towards customers. A similar comparison can be seen for question 6, which questioned if general communication should be improved. Internal findings show that their communication was sufficient, however externally it stated that the structure of sentences should be improved.

Findings for question 7 were relatively similar, however external employees would like to receive an answer within maximum 4 hours rather than 24 hours regarding general communication. Besides a faster responds time for general communication, external findings show that order confirmation lead times should be reduced to a maximum of 24 hours instead of 72 hours. For question 13, both internal and external findings show that an improvement should be made regarding credit notes originated from the order management department. The next question, which is question 14, show that the information on the credit notes should be more accurate to improve overall customer satisfaction.

Question 19 asked how communication should be improved regarding ETD and ETA. The findings show that both internal and external parties prefer to have the ability to view shipment status via an online portal. This question is similar to the next question, in which participants were asked whether or not customers would like track and trace for road transport. Both parties stated they would like to see implementation, but only if this does not increase any kind of transport costs. The consignments which are being sent on a boat or truck are nowadays ordered via email. Question 31 gave employees the possibility to mention alternative order preferences. However, both internal and external findings show that customers prefer to order via email in the future.

Both internal and external employees were given the opportunity to mention if any improvements should be made regarding export documents. It can be seen in table 5 that both parties have a satisfaction percentage of 100% for question 39. Therefore all participants had no need to mention any improvements regarding the export documents.

### 3.3. Sub-question three

The third sub-question, which will be answered goes as follows: *Do the customers have recommendations on how to improve its services?* This sub-question will be answered by questioning the customers whether they have any further recommendations which allow companies in the milk powder industry to improve their service. The participants were given the opportunity to answer a variety of open questions to mention recommendations on how to improve touch points, to increase customer satisfaction. Table 12 given down below displays an overview of all question which are used for answering this specific sub-question.



Table 12 Questions used for sub-question 3

Questionnaire	Questions used
Purchase internal	13,14,20,22,28,29,30,31,34
Purchase external	13,14,20,22,28,29,30,31,34
Order management internal	4,5,15,16,17,28,30,35,36,44,45,46,47
Order management external	4,5,15,16,17,28,30,35,36,44,45,46,47

### 3.3.1. Purchase internal and external results of sub-question three

The questions which represent the result for sub-question three are all open question, and were given to the participant to mention new implementations to increase satisfaction throughout the overall customer journey. Table 10 displays the most important findings which contribute to answer the third sub-question, for the purchase department.

Table 13 Important findings to answer sub-question 3 Purchase department

Question	Internal findings	External findings
13	No answers given	No answers given
14	Arabic, French, Spanish	French
20	<ul style="list-style-type: none"> <li>- Communicate on time, to minimize risks at the end</li> <li>- Create online portal for customers to see the process</li> </ul>	<ul style="list-style-type: none"> <li>- Communicate on time to minimize time</li> <li>- Frequent updates</li> <li>- Do it faster</li> </ul>
22	Be more awareness of customer needs	Better translation for the Arabic packaging
28	Every week	Every week
29	No answers given	No answers given
30	Arabic and French	French
31	No answers given	No answers given
34	It is going good so far	<ul style="list-style-type: none"> <li>- Sample process should go faster</li> <li>- Handle complaints at a faster rate</li> <li>- More marketing to promote product</li> </ul>

As can be seen in table 10 given above, internal and external findings differ heavily from each other. No answers were given if being asked, whether or not improvements should be made regarding order and contract confirmations. Although internal employees initially thought that customers would like to receive these documents in multiple languages, external findings show that only the French customers would like to receive this information in French.

Participants were given the opportunity in question 20 to mention improvements regarding communication during the artwork process. Both parties mentioned that communication should be improved to prevent problems at the end of the process. Internally they also thought that an online portal should be created, where artwork can be shared between parties. External findings suggest that more emphasis is being placed on frequently giving updates on the process. Additionally customers also prefer to shorten the lead time of the artwork process, to eventually shorten the overall lead time of receiving the product. Question 22 also shows that especially the Arabic customers prefer improvements regarding the Arabic translation on the packaging.

Participants had the opportunity to answer several open questions (28,29,30,31) regarding these market updates. The finding for these questions are relatively similar, due to the fact that both internal and external parties would like to receive a weekly market update. The market updates are well written and therefore there is no need to change the content/information. The only exception are the French customers who would like to receive these market updates in French. The last question gave participants the opportunity to mention anything they could think of, in order to improve customer satisfaction. Internally they thought that the overall customer journey was relatively sufficient and therefore no need for any changes necessary. In contradiction, external finding show that especially the sample- and complaint handling process should be improved. They also stated that improvements should be made in order to promote their product range to a wider audience.

### 3.3.2. Order management internal and external results sub-question three

The approach which has been applied for the purchase departments has also been applied for the order management departments. Table 11 given down below displays the most important findings which contribute to answering the third sub-question, for the order management department.

*Table 14 Important findings to answer sub-question 3 Order management department*

Question	Internal findings	External findings
4	No answers given	Too blunt/direct
5	No answers given	No answers given
15	No answers given	No answers given
16	No answers given	No answers given
17	Estimated time of arrival	Amount on the credit nota is inaccurate
28	No answers given	<ul style="list-style-type: none"> <li>- More flexibility</li> <li>- Take actions before it is too late</li> </ul>
30	No answers given	Faster/more communication with customers
44	No answers given	No answers given
45	No answers given	No answers given
46	No answers given	No answers given
47	<ul style="list-style-type: none"> <li>- It is going good so far</li> <li>- App to order products for small quantities</li> </ul>	<ul style="list-style-type: none"> <li>- Track and trace for road transport</li> <li>- Implement EDI order system</li> </ul>

As can be seen in table 11 given above it is stated that around 50% of all relevant questions for this specific sub-question have been answered by “no answers given”. The participants did not mention any recommendations on how to improve the customer journey for these specific touch points. Especially internal findings show that very little changes should be made to improve the customer journey, however external answers show different findings. Question 4 questioned the participants if any improvements should be made regarding the friendliness of the order management department. according to external findings, it shows that employees of the order management are too direct and blunt in their vocabulary.

Participants had the possibility to mention recommendations on how to improve inaccuracies, in documents originated from the order management department in question 17. Internal findings show that estimated time of arrival should be more accurate to satisfy customers. However, external findings suggest that they prefer more emphasis placed on the accuracy of credit notes.

Besides improving the accuracy of credit notes, more flexibility and actions should be taken to improve the problem solving skills according to question 28. Additionally to the problem solving skills, improvements should be made regarding the pro-activity of the order management department. This can be achieved by faster and more communication with the customer. The last question which is relevant for answering the third sub-question is question 47. The last question gave participants the opportunity to mention anything they could think of in order to improve customer satisfaction. Internal findings indicate that the only recommendation which is given, has a focus on creating an app to order small quantities. The external party placed more emphasis on a track and trace system for road transport. In addition, they also prefer to implement an EDI (Electronic Data Interchange) order system.

## 4. Discussion of results

The main objective of this thesis is to find innovative implementations in the customer journey for a company operating in the milk powder industry. After new practices and/or implementations have been installed into the daily activities of a company, it will hopefully result in a more efficient industry due to high amounts of customer satisfaction throughout the customer journey. Having established this, stakeholders in the industry will develop long-term efficient relationships throughout the years. As a result, companies in the milk powder industry will have the possibility to also place great emphasis on other objectives as well such as sustainability improvements. The discussion of results is written per sub-question to create a clear overview of the findings, which will be discussed. After discussing the results, both internal and external customer journey maps will be given.

### 4.1. Sub-question one

*“What is the current customer journey for customers of a company in the milk powder industry?”*

The questions in the questionnaire which represent the finding for answering sub-question one, measured the level of satisfaction per specific touch point in the customer journey. The results can be seen in chapter three, therefore the results can now be analysed and discussed. In general external participants who filled in the questionnaire are relatively more positive towards the purchase department, compared to the order management department. Internal and external findings indicate that participants are relatively positive towards the majority of touch points throughout the customer journey, related to purchase department touch points. However, in table 4 question 11 and 32 have been experienced as relatively less satisfied by external participants (45% and 43%). These questions were related to the contract confirmations and the process of sending product samples. Internal participants were aware of the fact that the samples process should be improved, due to the fact that the internal satisfaction percentage amounts to 40%. The relatively low percentage rate regarding the contract confirmation was not expected, because internal findings display a satisfaction rate of 65%.

The findings related to questions regarding the order management department show that external participants are not as satisfied as thought internally. The satisfaction rate per touch points is on average relatively lower, therefore improvements should be made in order to increase the overall customer satisfaction. Especially questions 1,27,29 and 32 external satisfaction ratings are relatively lower than internal findings. These questions are related to communication, problem-solving and pro-activity skills of the order management department. Other questions related to the order management department, which are relevant for sub-question one have been answered similar compared to internal findings.

## 4.2. Sub-question two

*“What is advised by the customer in order to optimize specific touch points?”*

The questions in the questionnaire which represent the finding for answering sub-question two, are measured by giving participants the opportunity to mention the needed improvements for specific touch points throughout the customer journey. Participants only had to fill in the related questions if they answered “medium” or “not satisfied” for a specific touch point. It is shown in table 7 that internal and external improvements for optimizing touch points do not heavily differ from each other, in regards to the purchase department. However question 5 and 33 do actually differ, which are related to improvements regarding validity of quotations and the product sample process. External participants prefer to have a longer quotation validity period, this will allow them to potentially find cheaper alternatives after receiving a quotation. Therefore, it will be hard to satisfy customers with the demand of increasing the quotation validity period. The other question which differs, focuses towards the process of sending product samples to customers. Both internal and external findings indicate that the lead time should be reduced, to either 10 or 5 days. Depending on the destination it should be very possible, however due to internal failure it sometimes results in longer lead times. Improvements should be implemented to increase satisfaction for this specific touch point.

Internal and external findings differ heavily for the order management department. There can be seen that the majority of questions have been answered differently between internal and external participants. First of all, external participants which are not satisfied by some touch points highlighted that general communication from the order management department should be done better. To specify, friendliness of employees and the structure of sentences should be improved to increase satisfaction during these touch points. Another finding displays that lead times for both general questions and order confirmations should be reduced to a maximum of 4 and 24 hours. Besides lead times and general communication, new implementations can be made as well, regarding the ability to view shipment detail and track and trace via an online portal. These implementations could really improve the satisfaction throughout the customer journey, due the fact that customers have the ability on having real-time information regarding their products.

### 4.3. Sub-question three

*“Do the customers have recommendations on how to improve its services?”*

The third and last sub-question has been represented in the questionnaire by all the open questions. Participants were able to mention recommendations on how to improve specific touch points in the customer journey. By answering the open questions, it could result in discovering new possibility's on how to increase customer satisfaction which have not been thought of yet. There can be seen in table 10 that both internal and external participants recommended several possibility's on how to improve touch points for the purchase department.

For both questions 14 and 30 it is recommended to distribute documents originated from the purchase department in a multiple languages. Question 20 and 22 both focusses towards the artwork process, and the result indicate that communication throughout the process should be improved to increase communication. An online portal could be used to share the developments of the artwork process, instead of using email all the time. The option on using an online portal will heavily depend on the preferences of the customer. It could occur that some customers will use it, while other prefer to share development via email. The results of question 22 indicated that the Arabic translation should be improved on the label for the Arabic market. This answer is surprising since the customers themselves supply the producers with the right translations..

Participants had the possibility to mention anything they wanted for question 34, luckily external participants recommended several improvements. These are focussing towards the improving the product sample process. Complaints should be handled faster as well, additionally more promotion should be done to increase the likeliness for a potential customer to find the company online.

Table 11 represents the finding questions regarding the order management department, which are relevant for answering the third sub-question. A variety of questions focused on the communication skills originated from the order management department. External findings show that the general communication can sometimes be slightly more polite and less direct. Order management employees send high amounts of email per day on average, so therefore it could occur that some are not written carefully enough to reduce time spendings. Question 17 focusses on possible improvements regarding the content of documents originated from the order management department. Internal findings indicate that the estimated time of arrival should be improved, however external participants prefer that improvements are made towards to accuracy of credit nota's. improving the estimated time of arrival will be hard due to the fact this can change at any given time due to external factors. The occurrence of sending inaccurate credit nota's is apparently over the limit and should be improved to increase customer satisfaction. This can be achieved by having more communication with customers regarding the amount which should be credited. In the majority of cases customers demand a too high credited amount, therefore customers were probably not overall satisfied with the credit nota's due to the fact they demand more money.

Several recommendations were given regarding question 28, which gave participants the possibility to mention improvements regarding the problem solving-skills of the order management department. External findings display that flexibility should be improved, as well as taking actions before it is too late. Improving flexibility is rather difficult because order management employees rely heavily on external factors such as the vessel availability and transportation lead times. Taking the right actions before it is too late could be done by planning further ahead to ensure all steps which need to be taken, in order to satisfy customers are sufficiently done. The last question of the questionnaire, question 47, gave participants the possibility to recommend anything they wanted to improve specific touch points in the customer journey. Internal findings show that the majority is rather satisfied about the customer journey as it is at the moment. A addition which could improve it even more is the creation of an app to order small quantities. This is a clever idea due to the fact the majority of smaller companies do not need a quotation before ordering. The implementation of an app could reduce their customer journey which results in shorter lead times. External findings mention the implementation of a track and trace system for road transport, in order to have real time data of what time they will receive their order. Besides implementing track and trace data, external participants also recommended an EDI (Electronic Data Interchange) order system. This implementation can be combined with the idea of implementing an app to order.



#### 4.4. Internal customer journey map

After a thorough analysis of the internal results of the questionnaire, the customer journey map for the internal employees was made and can be seen figure 4 down below.

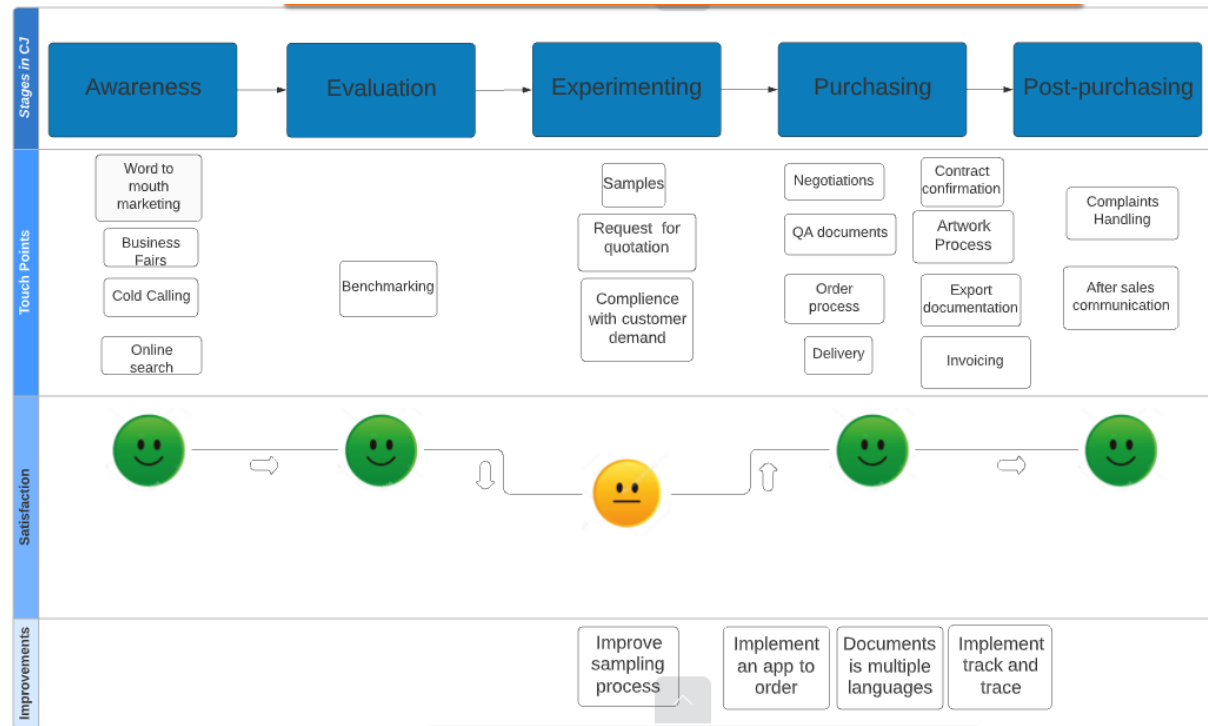


Figure 4 Internal customer journey map

The customer journey map has been created by implementing all the findings originated from the research into an online program. The program allows the user to place all the information into the correct order to eventually create a clear customer journey map.

The figure displays that internal participants are overall relatively satisfied with the current customer journey. The figure contains four different sections, which are the different stages, touch points, satisfaction and improvements. The last two sections have been created by analysing the findings of the internal distributed questionnaire. The third stage in the customer journey, which is the experimenting stage, is the only stage which has been experienced as medium satisfied. Improvements regarding the product sample process should be made to increase satisfaction. Other improvements are linked with the purchasing stage of the customer journey, which has been experienced as satisfied however new implementations could be possible. Internal participants recommended implementing an app to order small quantities, which is useful for companies who do not need a price quotation. The second improvement will be sharing document to customers in multiple languages, especially French and Arabic. The third improvement would be to implement track and trace for both road and vessel transport. This will allow customers to obtain real time information regarding their consignment.

#### 4.5. External customer journey map

The exact same analysis has been applied for creating the external customer journey map, which can be seen in figure 5 given down below.

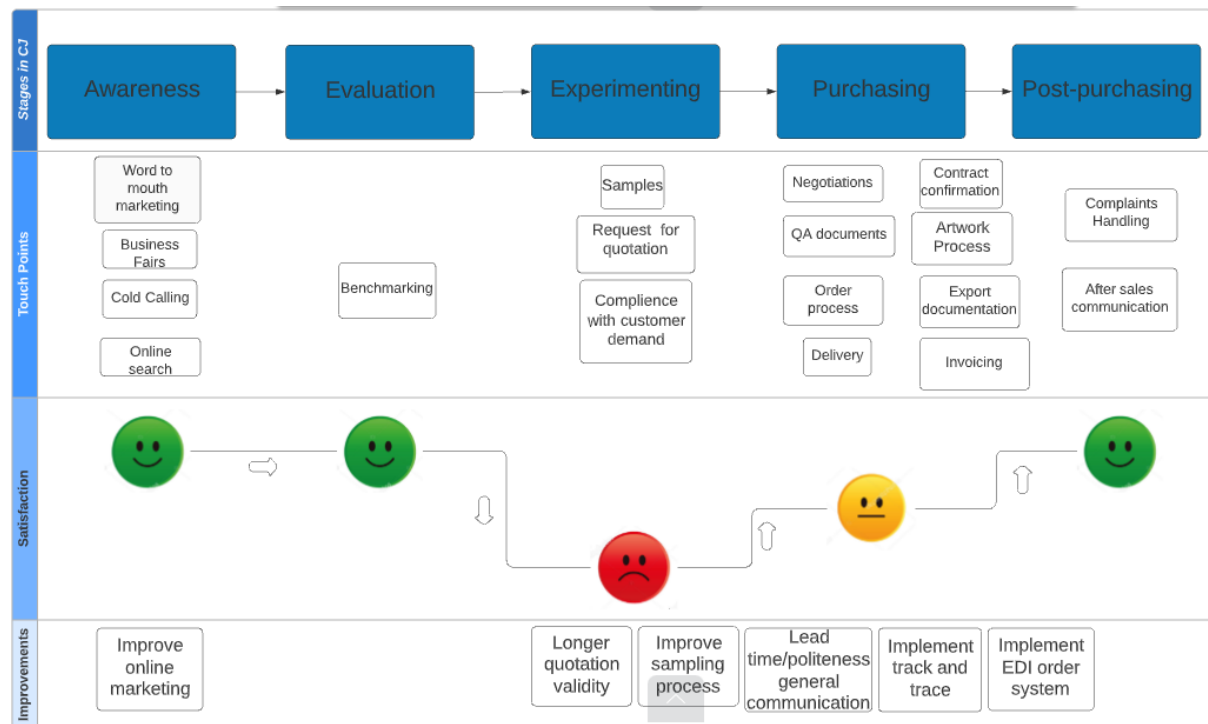


Figure 5 External customer journey map

If comparing the internal and external customer journey map, there can be seen that external participants are experiencing the customer journey as less satisfied. Especially the experimenting and purchasing stages will need to improve to increase satisfaction. Luckily several recommendations have been made mentioned to improving the customer journey. Starting at the awareness stage, it is recommended to improve online marketing in order to create awareness towards potential customers. After implementing, it will be easier for potential customers to find the company rather than alternatives. The awareness stage has been experienced as satisfying, however improvements can still be made to develop in the future. The second and third improvements which should be made are focuses towards the experimenting stage. Customer demand a longer validity of the quotation being send from the supplier. This will allow the customer to make a more thoughtfully decision regarding actually purchasing the product. It is also recommended to improve the product sample process, due to the fact this touch point in not going well at the moment. Samples are very important for a company in the milk powder industry, due to the fact this will be the first interaction the customer has with the actual product. Customers will be able to test in on several aspects, and to eventually made the decision whether or not to purchase it in large quantities.

The other improvements which should be made in the customer journey are in regards to the purchasing stage. First of all, internal employees need to be more polite towards customers, as well as to shorten lead times regarding general communication. Customers prefer to receive, especially via email, quicker responses in order to continue their daily activities. It could be that these lead times are currently relatively long due to a shortage of employees. As a result, it could be clever to hire more employees so the workload can be divided on more people. Secondly, customers would like to see the implementation of track and trace for both road and vessel transport. Just like the internal results, customers will be able to obtain real time information regarding their consignment. The last improvement which should be made is the implementation of an EDI order system. This will allow customers to have less communication with the supplier, to eventually shorten the overall customer journey. The EDI order system can be combined with the internal recommendation of implementing an app to order. Both ideas will only be possible for smaller companies who do not need a price quotation before ordering. The app/EDI order system will contain all set prices which gives the customer the possibility to make a cost overview themselves.

#### 4.6. Reflection on the conducted research

The process of doing research towards this specific topic has been interesting due to the fact it is an important topic nowadays. Besides being interesting, it also has been hard because of some delays during obtaining both internal and external information. The process itself started good because a plan was created on how to gather all the needed information. The initial idea was to interview several customers on how to improve the customer journey, but this idea was not possible because of the tight schedules of all involved parties. Therefore the decision was made to distribute questionnaires to both internal and external parties. It took an awful long time to create a questionnaire that was good enough, to be sent towards their customers. During the time of distributing the questionnaires, Covid was heavily influencing the company's sales in a negative way. Therefore the company at first did not want to also bother customers with a questionnaire. Besides, employees were due to Covid only allowed to go to office once a week. As a result, internal communication could only be done via email, and the managers who had to approve the questionnaire had other priority's. It made it very hard to put pressure on the managers to approve the questions, due to the fact nobody saw each other in person. Next time the company should reconsider hiring an intern if he/she is barely allowed to actually do research due to non-influential circumstances.

Eventually the questionnaires were distributed and the respondent rate was surprisingly high (32%). The gathered data is reliable because the questionnaires have been sent to employees who work in the milk powder industry on a daily basis. These customers, have knowledge and the know-how on how a perfect customer journey should look like. Additionally, the external participants who have responded are from various countries located in multiple continents, which increases the reliability because of the global impact a good customer journey could potentially have. Improving the customer journey is also a necessity to develop long-term relationship with stakeholders. Additionally it will give company's the possibility to

also focus towards order objectives such as sustainable developments. Therefore, participants placed great emphasis on the question due to the fact it could result in benefits for themselves in the near future. This also explains on why some external participants recommended several improvements in the open questions. The given research methodology explained that participants were given both closed and open questions. The open questions were given to obtain their point of view on how to increase customer satisfaction, with improvements which have not been taught of. The only aspect in the customer journey for which no information has been gathered, is the second stage of benchmarking in the customer journey. No permission was given, by Vreugdenhil, for questioning customers on why they prefer Vreugdenhil compared to other milk powder suppliers. This was a pity but highly understandable because it could result in customers who would indeed seek for an alternative supplier of milk powder.

For this research it is hard to compare the gathered information with the information stated in the theory, because that is only the method on how to do research. The main goal of the theory is to explain the situation in the current Dutch milk powder industry, and especially why the need for a good customer journey is currently high. The steps in the theory on how to gather accurate information have been applied in practice, as a result improvements can be implemented to actually apply the gathered information in practice as well.

The research method used throughout this research can be reconsidered, since it could be done different in the future to gather external information faster. The first two steps of the chosen research focus on gathering internal findings, to create a customer journey map based on internal gathered information. The same practice was applied externally in order to gather external information of customers. Eventually the external findings were used to create new innovations and implementations to increase the level of satisfaction throughout the customer journey. As a result, it could be speculated if the internal research should have been done since the final recommendations are mainly based on external findings. It was of course good to compare internal and external findings, however it would have reduced time if only external research will being done. The rest of the research method which has been applied is highly recommended when similar research would be done. The method allows the researcher to gather in-depth insight of external levels of satisfaction, as well as innovations and improvements given by these participants.

## 5. Conclusions and recommendations

This chapter will be divided into two parts, which are the conclusions found during the research and the recommendations. The conclusion will start with a short introduction on the topic of the research being done, as well as the descriptions for both the objective and the relevance of the research. Afterwards, the conclusion on the sub-and main questions will be given and explained. Finally, the recommended improvements will be given which were analysed during the research.

### 5.1. Conclusions

The main objective of this research is to obtain more in depth information regarding the level of satisfaction in the customer journey, for a company doing business in the Dutch milk powder industry. Information has been gathered by the distribution of two questionnaires between external stakeholders. One questionnaire contained questions towards all touch points in the customer journey represented by the purchase department, the other one focused on the order management department. After gathering and analysing the findings, improvements can be made to increase the level of satisfaction in the customer journey. As a result, stakeholders in the Dutch milk powder industry are able to create and maintain long-term relationships. This will allow companies to also place emphasis on other aspects rather than creating revenue, such as developments towards sustainability and climate change. Especially companies operating in the Dutch dairy sector are nowadays heavily judged negatively due to their contribution towards pollution of the environment. Therefore changes should be made specifically focused towards production of milk powder. Innovative improvements can be implemented once good long-term relationships between stakeholders have been established. Establishing long-term relationships will be created by having a high level of satisfaction level throughout the entire customer journey.

This research contains three sub-questions that could be answered after analysing the results, once all three questions are answered it automatically generates an answer for the main question. The first sub-question goes as follows: *What is the current customer journey for customers of a company in the milk powder industry?* The questions in the questionnaire asking for the customers level of satisfaction are used to answer this sub-question. Generally speaking there can be concluded that the majority of customers are relatively satisfied throughout the customer journey. However, external participants were relatively more satisfied towards touch points represented by the purchase department in comparison to the order management department. Therefore, some specific touch points have been experienced as less satisfied, so improvements should be implemented to increase the customers level of satisfaction. Especially the product sample process, validity of contract confirmation and pro-activity of order managers have had a relatively low level of satisfaction.

The second sub-question goes as follows: *What is advised by the customer in order to optimize specific touch points?* This sub-question has been answered by questioning the customers what companies should do to improve specific touch points throughout the customer journey. These questions were given to the customer, when they answered they are medium or not satisfied with a specific touch point. These questions will allow the customer to explain what should be improved to optimize specific touch points, in order to increase satisfaction throughout the customer journey. The most dominant recommendations which could improve touch points according to external participants, are a maximum lead times for the product samples process and the availability for a track and trace for both road- and vessel transport. Customers also recommended the order management department to be more polite via their way of communication.

The last sub-question goes as followed: *Do the customers have recommendations on how to improve its services?* This sub-question has been answered by questioning the customers whether they have any further recommendations which allow companies in the milk powder industry to improve their service. The most predominant recommendation, according to the customers, is the possibility to have real-time information regarding delivery times. It is also recommended to create an app to order milk powder, specifically for smaller companies. These do not always need a quotation so therefore the overall customer journey will be shorter, which will result in shorter delivery lead times. The app can be created in combination with the track and trace for road and vessel transport.

After answering all the sub-questions, it is finally time to answer the main question which is: *How can the customer satisfaction be improved in the milk powder industry, after applying the customer journey mapping process?* The external customer journey map can be seen in figure 5, it displays the level of satisfaction per touch point, as well as potential improvements. There can be seen that several improvements have been given by customers in order to improve satisfaction throughout the customer journey. Besides improving the online marketing, sample process, quotation validity and general communication, the most interesting points are the implementation of track and trace and EDI order system. The last two improvements can be combined into an app, which allows customers to have real-time access of their orders. This will also minimize communication and lead times with the milk powder supplier, due to the fact customers are able to know exactly when they will receive their order. It could be compared with ordering a pizza online, because after ordering you also have the possibility to have real-time information regarding the delivery time as well as track and trace. Additionally, the app can also contain the track and trace for samples which have been send by the supplier.

## 5.2. Recommendations

As already been mentioned in the conclusion, it is highly recommended for a company in the Dutch milk powder industry to implement an app to order milk powder. This app allows companies to order milk powder with no need for a quotation, which is specifically interesting for smaller companies. Larger companies do not benefit from the EDI system in the app, since the majority of these companies prefer to receive a quotation before ordering. Additionally, the app will also contain track and trace technology which allows customers to obtain real-time delivery information. All orders from both small and large companies can be seen in the app once the order has been placed into the system, with or without the need of an quotation. The app will create a more efficient order method, as well as less communication regarding delivery lead times between stakeholders in the industry. The implementation of an app will most likely increase the level of satisfaction throughout the overall customer journey, due to the possibility to share information on within a shared platform.

The implementation of the app should be done by an external partner, preferably one which has experience with creating a similar app. Therefore companies in the Dutch dairy sector should seek for an external partner, who is capable of designing such an app. The app should be able to give customers the possibility to order milk powder, without the need for a quotation. Additionally, the app will provide the customers with accurate track & trace information regarding their order. After having found an external partner, milk powder suppliers should inform their customers about the innovation in their daily practices. Additionally, they should also convince their customers to use the app as well. Investing in an app will not be cheap for the milk powder suppliers, however it will be worth it due to the wide range of capabilities.

The second recommendation is based on the general communication of the two departments that deal with the customers. According to external findings, the occurrence of being impolite or blunt happens often. This is caused due to a shortage of labour, and therefore employees tend to limit communication because it will save time. As a result, it is highly recommended to expand the number of employees on such departments in order to divide all the customers between more employees. This will allow employees to place more emphasis on the individual customer, in order to improve the general communication.

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## Appendix 1 Company In The Dairy Industry

An example of a dairy processing company is Vreugdenhil Dairy Foods. Vreugdenhil Dairy Foods is a Dutch company that is a global leader in the production of milk powder with the mission: *We bring you the best of milk*. Vreugdenhil first started operating in 1954, 65 years later they have grown to Europe's biggest producer of full cream milk powder. Nowadays, Vreugdenhil distributes its products to more than 130 countries worldwide. This is over 90% of all their produced milk powder and results in millions of people consuming Vreugdenhil's milk on a daily basis. Their demand is primarily driven by the fact that these countries do not have access to fresh milk or they do not have the possibility to store fresh milk. The majority of these countries are also located around the equator, because the geographical factors are not suitable for the dairy farming industry. The milk powder is being produced from fresh milk originated from Dutch cows. More than 800 dairy farmers supply Vreugdenhil on a daily basis with fresh milk, which is further processed into milk powder within 24 hours after delivery. After processing, the powder is packaged and delivered to both retailers and other businesses. The milk powder which is meant for retailers is delivered in either cans or sachets, depending on customer needs. The powder which is produced for other industries is used as a basic ingredient for end products such as ice cream, chocolate and cookies. Vreugdenhil is also able to add nutrients and lower the fat content in the milk powder on request by the customer, which satisfies specific customer needs. Additionally, Vreugdenhil also supplies ingredients for infant nutrition. Infant nutrition produced by Vreugdenhil can be applied for infant formula, follow on formula and growing up formula (Vreugdenhil, 2021).

Sustainability is an important factor during the daily operating practices for Vreugdenhil. In 2019, Vreugdenhil has made some major progress in sustainability regarding water consumption and CO2 emissions. Of all dairy suppliers, 90% are participating in Vreugdenhil's sustainability program. The final goal is to facilitate a climate-neutral production environment by 2029. Besides the sustainable goals, Vreugdenhil is also financing projects which are producing water wells for drinkable water in primarily African countries, with the motto "A litre for a litre". The reasoning is the fact that Vreugdenhil extracts water from the milk to create milk powder, therefore Vreugdenhil finances water projects to compensate for this loss (Vreugdenhil, 2021).

Throughout the whole year of 2020, Vreugdenhil implemented a new internal ERP system. An ERP system is an abbreviation for Enterprise Resource Planning, which is a specific type of software. The software is heavily used in bigger corporations to manage daily activities in order to operate as efficiently as possible. One major benefit of working with an ERP system is the enabling of data flow between all employees working in the same system (Oracle, 2020). There are multiple ERP systems available and companies need to make the right decision on which one they will implement to prevent any mistakes from occurring in hindsight. Decision making should be done very carefully to implement the right ERP system, which is mostly done by creating a risk analysis to minimize defaults. (Ahituv, 2016).

The main reason for implementing a new ERP system was to increase efficiency of current internal activities, such as better overall information sharing between different departments. During the internal system change, external consultants were teaching all employees of Vreugdenhil how to work with the new ERP system efficiently.

As a result, employees of Vreugdenhil were forced to have a more internal focus rather than an external focus in 2020. Despite the introduction of the new ERP system and the internal focus during the implementation, Vreugdenhil had been able to keep customers relatively satisfied. However, Vreugdenhil is aiming to further increase both customer satisfaction and intimacy even more throughout 2021. If this will not be applied in the upcoming future, it could potentially lead to issues between buyers and Vreugdenhil, which is something the company tries to prevent. Additionally, this will also have a negative consequences for the sustainable goals which are set to achieve.

As of today, all employees of Vreugdenhil are familiar with the new internal system and are able to use the new ERP system sufficiently. Understanding the general basics of the ERP system was stated as very important for all of Vreugdenhil's employees to enable a good working environment. Internal responsibilities between departments have changed due to the implementation of the new ERP system. Additionally, it also resulted in customers having more or fewer points of communication with Vreugdenhil throughout the purchasing process due to new internal processes. Therefore, Vreugdenhil wants to know whether these are being perceived as positive or negative according to the customers (Vreugdenhil, 2021). After the process of implementing SAP, Vreugdenhil has the need to acquire external information regarding the level of satisfaction from customers. There have been no signs of deterioration, but continuous improvement is key for a company to stay ahead of the competition. With the new externally obtained information, Vreugdenhil will gain a better understanding of their customer satisfaction to eventually adjust aspects in which the company can improve.

The goal of the research is reached when Vreugdenhil has gained a clear understanding of how and where to improve in regard to the level of customer satisfaction, in order to implement new sustainable innovations. With the acquired external information, advice should be given in terms of how to improve the current level of customer satisfaction throughout the purchasing process of the customer. This will create more long-term relationships and further increase customer satisfaction, as well as the possibility for new innovations. It will also prevent any errors from happening in the future, because Vreugdenhil will know how to keep its customers satisfied. The recommendations which will arise from the research will have added value for both Vreugdenhil and stakeholders (Vreugdenhil, 2021).

## Appendix 2 Internal Questionnaire Employees Purchaser

### Questionnaire Vreugdenhil Employees

#### Vreugdenhil Dairy Foods questionnaire for purchaser process milk powders

Dear Sir/Madam,

Year-round, Dutch cows give Vreugdenhil Dairy Foods the best quality milk for us to produce milk powders for consumers and industry. It is our mission to provide consumers all around the world with the best of milk. Customer satisfaction is for Vreugdenhil Dairy Foods very important within our daily operations. Therefore, customer feedback is of utmost importance to us, in order to seek for opportunities on how we can improve satisfaction amongst customers.

The goal of this questionnaire is to gain knowledge about your level of satisfaction, when you do business with Vreugdenhil Dairy Foods.

We would highly appreciate your help by filling out the questionnaire within 3 days.

Answering all questions will approximately take 5-10 minutes.

For answering the questions, please keep the following in mind:

Satisfied: Overall process is good, no changes needed.

Medium satisfied: Overall process is okay, little changes feasible.

Not satisfied: Overall process is not good, changes needed.

Thank you in advance!

1: How do you believe the customer first got in touch with Vreugdenhil Dairy Foods?

- ☐ Via the corporate website
- ☐ Via a business fair
- ☐ Word to mouth marketing
- ☐ Via another business contact
- ☐ Other

2: What are the customers main drivers to do business with Vreugdenhil Dairy Foods?

- ☐ Quality of the products
- ☐ Service degree
- ☐ Order lead times
- ☐ Prices
- ☐ Contingency; all year round production and supply
- ☐ High quality standards
- ☐ Flexibility
- ☐ Other

3: How satisfied do you believe the customer is with his/her commercial contact, within Vreugdenhil Dairy Foods?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

4: What makes the customers satisfied with their commercial contact?

- ☐ Friendliness of commercial contact
- ☐ Negotiation style
- ☐ Possibility to communicate in my preferred language
- ☐ Validity period of quotations
- ☐ Accessibility of commercial contact
- ☐ Response time
- ☐ Other

5: What can be improved to increase their level of satisfaction, according to the customer?

- ☐ Friendliness of commercial contact
- ☐ Negotiation style
- ☐ Possibility to communicate in my preferred language
- ☐ Validity period of quotations
- ☐ Accessibility of commercial contact
- ☐ Response time
- ☐ Other

6: How satisfied do you believe the customers are with the lead times when they request a quotation?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

7: What would be an acceptable lead time for the customers, to improve their level of satisfaction?

- ☐ Within 4 hours
- ☐ Within 8 hours
- ☐ Within 24 hours

8: How satisfied do you believe the customers are with the knowledge of their commercial contact?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

9: About what knowledge of their commercial contact are the customers specifically satisfied?

- ☐ Customer knowledge
- ☐ Dairy market knowledge
- ☐ Product knowledge
- ☐ Other

10: What should the commercial contact improve to increase the level of satisfaction, according to the customers?

- ☐ Customer knowledge
- ☐ Dairy market knowledge
- ☐ Product knowledge
- ☐ Other

11: How satisfied do you believe the customers are with the contract confirmation that they receives from Vreugdenhil, after an agreement has been made?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

12: What should Vreugdenhil do to improve the level of satisfaction, according to the customers?

- ☐ Shorten the confirmation lead time of the contract and/or PFI
- ☐ Improve the content of the document(s)
- ☐ Provide the document(s) in another language
- ☐ Accessibility via an online portal
- ☐ Other

13: What kind of information should be added to improve the content of the document(s), according to the customers?

Open answer

14: In which other language(s) would the customers like to receive these document(s)?

Open answer

Within Vreugdenhil, we have various contact persons, who communicate with customers.

15: Do you believe it is clear for the customers, whom to contact for which specific question?

- ☐ Yes
- ☐ No

16: Do you believe the customers would like to receive an overview to clarify the responsibilities per department?

☐ Yes

☐ No

17: How satisfied do you believe the customers are with the lead times during the artwork process?

☐ Satisfied

☐ Medium Satisfied

☐ Not Satisfied

18: What would be an acceptable lead time during the artwork process, according to the customers?

☐ 2 days

☐ 7 days

☐ 10 days

19: How satisfied do you believe the customers are with Vreugdenhil's communication during the artwork process?

☐ Satisfied

☐ Medium Satisfied

☐ Not Satisfied

20: What should Vreugdenhil do to improve the communication during the artwork process, according to the customers?

Open answer

21: How satisfied do you believe the customers are with Vreugdenhil's knowledge with regards to the artwork development?

☐ Satisfied

☐ Medium Satisfied

☐ Not Satisfied

22: How should Vreugdenhil expand its knowledge regarding the artwork process, to improve satisfaction of the customers?

Open answer



23: How do you believe the customers prefer to exchange artwork files, in the future?

- ☐ Via E-mail
- ☐ Via an online portal
- ☐ WeTransfer
- ☐ Other

24: If Vreugdenhil improves its artwork process, what is the likeliness of the customers developing more milk powder private labels with Vreugdenhil in the future?

Very likely    1       2       3       4       5       Not likely

Recently Vreugdenhil started distributing the Vreugdenhil market update about the global dairy industry amongst customers.

25: How satisfied do you believe the customers are with these market updates?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

26: What do you believe is the customers follow-up towards these market updates?

- ☐ I apply my purchase strategy based upon the bi-weekly market reports
- ☐ It is interesting to read, however I do not further use it in any way

27: What can Vreugdenhil do to improve the customers satisfaction about these market updates?

- ☐ Frequency
- ☐ Understandability
- ☐ Language
- ☐ Add more information
- ☐ Nothing, I do not use it, not read it
- ☐ Other

28: How frequently would the customers like to receive these market updates?

Open answer

29: How should Vreugdenhil change these market updates to improve understanding, according to the customers?

Open answer

30: In which other language(s) would the customers like to receive these market updates?

Open answer

31: What kind of information should be added to improve the customers satisfaction towards these market updates?

Open answer

32: How satisfied do you believe the customers are with the lead times of sending product samples?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

33: What would be an acceptable lead time, according to the customers?

- ☐ Less than 5 days
- ☐ Less than 10 days
- ☐ Less than 15 days

34: Do the customers have any further recommendations on how Vreugdenhil can improve their services?

Open answer

## Appendix 3 Internal Questionnaire Employees Order Management

### Questionnaire Vreugdenhil Employees

#### Vreugdenhil Dairy Foods questionnaire order management

Dear Sir/Madam,

Year-round, Dutch cows give Vreugdenhil Dairy Foods the best quality milk for us to produce milk powders for consumers and industry. It is our mission to provide consumers all around the world with the best of milk. Customer satisfaction is for Vreugdenhil Dairy Foods very important within our daily operations. Therefore, customer feedback is of utmost importance to us, in order to seek for opportunities on how we can improve satisfaction amongst customers.

The goal of this questionnaire is to gain knowledge about your level of satisfaction, when you do business with Vreugdenhil Dairy Foods.

We would highly appreciate your help by filling out the questionnaire within 3 days.

Answering all questions will approximately take 5-10 minutes.

For answering the questions, please keep the following in mind:

Satisfied: Overall process is good, no changes needed.

Medium satisfied: Overall process is okay, little changes feasible.

Not satisfied: Overall process is not good, changes needed.

Thank you in advance!

The following questions are related to activities with the order management department of Vreugdenhil Dairy Foods.

1: How satisfied do you believe the customers are with the communication throughout the order process?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

2: What makes the customers satisfied with the communication throughout the order process?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

3: What can be improved to increase the customers level of satisfaction, regarding communication?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

4: What can be improved to increase the customers level of satisfaction regarding the friendliness of Vreugdenhil's order management department?

Open answer

5: In which other language(s) would the customers like to communicate with the order management department?

Open answer

6: What should be improved to increase the understandability regarding communication originated from the order management department, according to the customer?

- ☐ Grammar
- ☐ Structure of sentences
- ☐ Clearer reference to order numbers
- ☐ Other

7: What would be an acceptable response time for receiving a reaction from the order management department, according to the customers?

- ☐ 4 hours
- ☐ 8 hours
- ☐ 24 hours
- ☐ Other

8: How satisfied do you believe the customers are with the lead times of order confirmations?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

9: What would be an acceptable lead time, according to the customers?

- ☐ 24 hours
- ☐ 48 hours
- ☐ 72 hours

10: How satisfied do you believe the customers are with the content of documents, originated from Vreugdenhil's order management department?(E.G. order confirmation, credit notes, down payment request)

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

11: About which document(s) are the customers satisfied?

- ☐ Order confirmations
- ☐ Prepayment requests
- ☐ Credit notes
- ☐ Other

12: Why are the customers satisfied about the document(s)?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

13: Which document(s) should be improved to increase the customers level of satisfaction?

- ☐ Order confirmations
- ☐ Prepayment requests
- ☐ Credit notes
- ☐ Other

14: What should be improved about the content of the document(s) to increase the customers level of satisfaction?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

15: What kind of information should be added to improve the completeness of the document(s) originated from the order management department, according to the customer?

Open answer

16: In which other language(s) would the customers like to receive these document(s)?

Open answer

17: What information is currently inaccurate and should be improved to increase the customers level of satisfaction?

Open answer

18: How satisfied do you believe the customers are with the communication when changes occur in the ETD/ETA?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

19: How should the communication regarding changes in ETD/ETA be improved, to increase the customers level of satisfaction?

- ☐ Ability to view shipment status via an online portal
- ☐ Communicate changes via an app
- ☐ Quicker informing the customer
- ☐ Other

20: Is your company located in Europe?

- ☐ Yes
- ☐ No

21: In which region is your company located?

- ☐ Northern Europe
- ☐ Eastern Europe
- ☐ Southern Europe
- ☐ Western Europe

22: What would be your acceptable delivery lead time, for a company based in northern Europe?

- ☐ 2 day lead time
- ☐ 3 day lead time
- ☐ 4 day lead time
- ☐ Other

23: What would be your acceptable delivery lead time, for a company based in eastern Europe?

- ☐ 3 day lead time
- ☐ 4 day lead time
- ☐ 5 day lead time

☐ Other

24: What would be your acceptable delivery lead time, for a company based in southern Europe?

☐ 2 day lead time

☐ 3 day lead time

☐ 4 day lead time

☐ Other

25: What would be your acceptable delivery lead time, for a company based in western Europe?

☐ 1 day lead time

☐ 2 day lead time

☐ 3 day lead time

☐ Other

26: Would the customers like a Track & Trace for road transport?

☐ Yes, I would even pay additional transport costs

☐ Yes, but only if it does not increase transport costs

☐ No, I do not need it

27: How satisfied do you believe the customers are with the problem solving skills of our order management department?

☐ Satisfied

☐ Medium Satisfied

☐ Not Satisfied

28: What should the order management department do to improve their problem solving skills, according to the customer?

Open answer

29: How satisfied do you believe the customers are with the pro-activity of our order management department?

☐ Satisfied

☐ Medium Satisfied

☐ Not Satisfied



30: What should the order management department do to improve their pro-activity, according to the customer?

Open answer

31: How would the customers prefer to order in the future?

- ☐ By Email
- ☐ By EDI
- ☐ Other

The following questions are related to activities with the export documentation department of Vreugdenhil Dairy Foods.

32: How satisfied do you believe the customers are with the communication from our export documentation department?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

33: What makes the customers satisfied with the communication throughout the export documentation process?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

34: What can be improved to increase the customers level of satisfaction regarding communication?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

35: What can be improved to increase the customers level of satisfaction regarding the friendliness of the export documentation department?

Open answer

36: In which other language(s) would the customers like to communicate with the export documentation department?

Open answer

37: What should be improved to increase the understandability regarding communication originated from the export documentation department, according to the customer?

- ☐ Grammar
- ☐ Structure of sentences
- ☐ Other

38: What would be an acceptable response time for receiving a reaction from the export documentation department, according to the customers?

- ☐ 4 hours
- ☐ 8 hours
- ☐ 24 hours
- ☐ Other

39: How satisfied do you believe the customers are with the content of documents originated from Vreugdenhil's export documentation department?(E.G. packing list, seaway bill, health certificate, commercial invoice, certificate of origin and certificate analysis)

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

40: About which document(s) are the customers satisfied?

- ☐ Packing list
- ☐ Seaway bill
- ☐ Health certificate
- ☐ Commercial invoice
- ☐ Certificate of origin
- ☐ Certificate Analysis

41: Why are the customers satisfied about the document(s)?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

42: Which document(s) should be improved to increase the customers level of satisfaction?

- ☐ Packing list
- ☐ Seaway bill
- ☐ Health certificate
- ☐ Commercial invoice
- ☐ Certificate of origin
- ☐ Certificate Analysis

43: What should be improved about the content of the document(s) to increase the customers level of satisfaction?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

44: What kind of information should be added to improve the completeness of the document(s) originated from the export documentation department, according to the customers?

Open answer

45: In which other language(s) would the customers like to receive these document(s)?

Open answer

46: What information is currently inaccurate and should be improved to increase the customers level of satisfaction?

Open answer

47: Do the customers have any further recommendations on how Vreugdenhil Dairy Foods can improve their services?

Open answer

## Appendix 4 External Questionnaire Customers Purchaser

Questionnaire Vreugdenhil customers

Vreugdenhil Dairy Foods questionnaire purchaser process milk powders

Dear Sir/Madam,

Year-round, Dutch cows give Vreugdenhil Dairy Foods the best quality milk for us to produce milk powders for consumers and industry. It is our mission to provide consumers all around the world with the best of milk. Customer satisfaction is for Vreugdenhil Dairy Foods very important within our daily operations. Therefore, customer feedback is of utmost importance to us, in order to seek for opportunities on how we can improve satisfaction amongst customers.

The goal of this questionnaire is to gain knowledge about your level of satisfaction, when you do business with Vreugdenhil Dairy Foods.

We would highly appreciate your help by filling out the questionnaire within 7 days.

Answering all questions will approximately take 5-10 minutes.

For answering the questions, please keep the following in mind:

Satisfied: Overall process is good, no changes needed.

Medium satisfied: Overall process is okay, little changes feasible.

Not satisfied: Overall process is not good, changes needed.

Thank you in advance!

1: How did you first get in touch with Vreugdenhil Dairy Foods?

- ☐ Via the corporate website
- ☐ Via a business fair
- ☐ Word to mouth marketing
- ☐ Via another business contact
- ☐ Other

2: What are the main drivers for you to do business with Vreugdenhil Dairy Foods?

- ☐ Quality of the products
- ☐ Service degree
- ☐ Order lead times
- ☐ Prices
- ☐ Contingency; all year round production and supply
- ☐ High quality standards
- ☐ Flexibility
- ☐ Other

3: Can you please indicate how satisfied you are with your commercial contact within Vreugdenhil Dairy Foods?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

4: What makes you satisfied about your commercial contact?

- ☐ Friendliness of commercial contact
- ☐ Negotiation style
- ☐ Possibility to communicate in my preferred language
- ☐ The validity period of quotations
- ☐ Accessibility of commercial contact
- ☐ Response time
- ☐ Other

5: What can be improved to increase your level of satisfaction?

- ☐ Friendliness of commercial contact
- ☐ Negotiation style
- ☐ Possibility to communicate in my preferred language
- ☐ Validity period of quotations
- ☐ Accessibility of commercial contact
- ☐ Response time
- ☐ Other

6: Can you please indicate how satisfied you are with the lead times when you request a quotation?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

7: What would be an acceptable lead time for you, to improve your level of satisfaction?

- ☐ Within 4 hours
- ☐ Within 8 hours
- ☐ Within 24 hours

8: Can you please indicate how satisfied you are with the knowledge of your commercial contact?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

9: What knowledge of your commercial contact are you specifically satisfied about?

- ☐ Customer knowledge
- ☐ Dairy market knowledge
- ☐ Product knowledge
- ☐ Other

10: What should your commercial contact improve to increase your level of satisfaction?

- ☐ Customer knowledge
- ☐ Dairy market knowledge
- ☐ Product knowledge
- ☐ Other

11: Can you please indicate how satisfied you are with the contract confirmation that you receive from Vreugdenhil, after an agreement has been made?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

12: What should Vreugdenhil do to improve your level of satisfaction?

- ☐ Shorten the confirmation lead time of the contract and/or PFI
- ☐ Improve the content of the document(s)
- ☐ Provide the document(s) in another language
- ☐ Accessibility via an online portal
- ☐ Other

13: What kind of information should be added, to improve the content of the document(s)?

Open answer

14: In which other language(s) would you like to receive these document(s)?

Open answer

Within Vreugdenhil, we have various contact persons, who communicate with customers.

15: Is it clear for you whom to contact for which specific question?

- ☐ Yes
- ☐ No

16: Would you like to receive an overview to clarify the responsibilities per department?

- ☐ Yes
- ☐ No

17: Can you please indicate your level of satisfaction with the lead times during the artwork process?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

18: What would be an acceptable lead time for you during the artwork process?

- ☐ 2 days
- ☐ 7 days
- ☐ 10 days

19: Can you please indicate your level of satisfaction with Vreugdenhil's communication during the artwork process?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

20: What should Vreugdenhil do to improve the communication during the artwork process?

Open answer

21: Can you please indicate your level of satisfaction with Vreugdenhil's knowledge with regarding the artwork development?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

22: How should Vreugdenhil expand its knowledge regarding the artwork process, to improve your satisfaction?

Open answer

23: How would you prefer to exchange artwork files, in the future?

- ☐ Via E-mail
- ☐ Via an online portal
- ☐ WeTransfer
- ☐ Other



24: If we improve our artwork process, what is the likeliness of you developing more milk powder private labels with Vreugdenhil in the future?

Very likely    1       2       3       4       5       Not likely

Recently Vreugdenhil started distributing the Vreugdenhil market update about the global dairy industry amongst customers.

25: Can you please indicate your level of satisfaction about these market updates?

☐ Satisfied

☐ Medium Satisfied

☐ Not Satisfied

26: What is your follow-up towards these market updates?

☐ I apply my purchase strategy based upon the bi-weekly market reports

☐ It is interesting to read, however I do not further use it in any way

27: What can we do to improve your satisfaction about these market updates?

☐ Frequency

☐ Understandability

☐ Language

☐ Add more information

☐ Nothing, I do not use it, not read it

☐ Other

28: How frequently would you like to receive these market updates?

Open answer

29: How should we change these market updates to improve understanding?

Open answer

30: In which other language(s) would you like to receive these market updates?

Open answer

31: What kind of information should be added to improve your satisfaction with these market updates?

Open answer

32: Can you please indicate your level of satisfaction with the lead times of sending product samples?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

33: What would be an acceptable lead time for you?

- ☐ Less than 5 days
- ☐ Less than 10 days
- ☐ Less than 15 days

34: Do you have any further recommendations on how we can improve our services?

Open answer

## Appendix 5 External Questionnaire Customers Order Management

Questionnaire Vreugdenhil customers

Vreugdenhil Dairy Foods questionnaire order management/export management

Dear Sir/Madam,

Year-round, Dutch cows give Vreugdenhil Dairy Foods the best quality milk for us to produce milk powders for consumers and industry. It is our mission to provide consumers all around the world with the best of milk. Customer satisfaction is for Vreugdenhil Dairy Foods very important within our daily operations. Therefore, customer feedback is of utmost importance to us, in order to seek for opportunities on how we can improve satisfaction amongst customers.

The goal of this questionnaire is to gain knowledge about your level of satisfaction, when you do business with Vreugdenhil Dairy Foods.

We would highly appreciate your help by filling out the questionnaire within 7 days.

Answering all questions will approximately take 5-10 minutes.

For answering the questions, please keep the following in mind:

Satisfied: Overall process is good, no changes needed.

Medium satisfied: Overall process is okay, little changes feasible.

Not satisfied: Overall process is not good, changes needed.

Thank you in advance!

The following questions are related to activities with the order management department of Vreugdenhil Dairy Foods.

1: Can you please indicate how satisfied you are with the communication throughout the order process?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

2: What makes you satisfied with the communication throughout the order process?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

3: What can be improved to increase your level of satisfaction, regarding communication?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

4: What can be improved to increase your level of satisfaction regarding the friendliness of the order management department?

Open answer

5: In which other language(s) would you like to communicate with the order management department?

Open answer

6: What should be improved to increase the understandability regarding communication, originated from the order management department?

- ☐ Grammar
- ☐ Structure of sentences
- ☐ Clearer reference to order numbers
- ☐ Other

7: What would be an acceptable response time, for receiving a reaction from the order management department?

- ☐ 4 hours
- ☐ 8 hours
- ☐ 24 hours
- ☐ Other

8: Can you please indicate how satisfied you are with the lead times of order confirmations?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

9: What would be an acceptable lead time for you?

- ☐ 24 hours
- ☐ 48 hours
- ☐ 72 hours

10: Can you please indicate how satisfied you are with the content of documents, originated from Vreugdenhil's order management department?(E.G. order confirmation, credit notes, down payment request)

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

11: About which document(s) are you satisfied?

- ☐ Order confirmations
- ☐ Prepayment requests
- ☐ Credit notes
- ☐ Other

12: Why are you satisfied about the document(s)?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

13: Which document(s) should be improved to increase your level of satisfaction?

- ☐ Order confirmations
- ☐ Prepayment requests
- ☐ Credit notes
- ☐ Other

14: What should be improved about the content of the document(s) to increase your level of satisfaction?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

15: What kind of information should be added, to improve the completeness of the document(s) originated from the order management department?

Open answer

16: In which other language(s) would you like to receive these document(s)?

Open answer

17: What information is currently inaccurate and should be improved to increase your level of satisfaction?

Open answer

18: Can you please indicate your level of satisfaction about the communication when changes occur in the ETD/ETA?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

19: How should the communication regarding changes in ETD/ETA be improved, to increase your level of satisfaction?

- ☐ Ability to view shipment status via an online portal
- ☐ Communicate changes via an app
- ☐ Quicker informing the customer
- ☐ Other

20: Is your company located in Europe?

- ☐ Yes
- ☐ No

21: In which region is your company located?

- ☐ Northern Europe
- ☐ Eastern Europe
- ☐ Southern Europe
- ☐ Western Europe

22: What would be your acceptable delivery lead time, for a company based in northern Europe?

- ☐ 2 day lead time
- ☐ 3 day lead time
- ☐ 4 day lead time
- ☐ Other

23: What would be your acceptable delivery lead time, for a company based in eastern Europe?

- ☐ 3 day lead time
- ☐ 4 day lead time
- ☐ 5 day lead time
- ☐ Other

24: What would be your acceptable delivery lead time, for a company based in southern Europe?

- ☐ 2 day lead time
- ☐ 3 day lead time
- ☐ 4 day lead time
- ☐ Other

25: What would be your acceptable delivery lead time, for a company based in western Europe?

- ☐ 1 day lead time
- ☐ 2 day lead time
- ☐ 3 day lead time
- ☐ Other

26: Would you like a Track & Trace for road transport?

- ☐ Yes, I would even pay additional transport costs
- ☐ Yes, but only if it does not increase transport costs
- ☐ No, I do not need it

27: Can you please indicate how satisfied you are with the problem solving skills of our order management department?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

28: What should the order management department do to improve their problem solving skills?

Open answer

29: Can you please indicate how satisfied you are with the pro-activity of our order management department?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied



30: What should the order management department do to improve their pro-activity?

Open answer

31: How would you prefer to order in the future?

- ☐ By Email
- ☐ By EDI
- ☐ Other

The following questions are related to activities with the export documentation department of Vreugdenhil Dairy Foods.

32: Can you please indicate how satisfied you are with the communication from our export documentation department?

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

33: What makes you satisfied with the communication throughout the export documentation process?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

34: What can be improved to increase your level of satisfaction regarding communication?

- ☐ Friendliness of contact
- ☐ Possibility to communicate in my preferred language
- ☐ Accessibility of employees
- ☐ Understandability of communication
- ☐ Response time
- ☐ Other

35: What can be improved to increase your level of satisfaction regarding the friendliness of the export documentation department?

Open answer

36: In which other language(s) would you like to communicate with the export documentation department?

Open answer

37: What should be improved to increase the understandability regarding communication, originated from the export documentation department?

- ☐ Grammar
- ☐ Structure of sentences
- ☐ Other

38: What would be an acceptable response time, for receiving a reaction from the export documentation department?

- ☐ 4 hours
- ☐ 8 hours
- ☐ 24 hours
- ☐ Other

39: Can you please indicate how satisfied you are with the content of documents originated from Vreugdenhil's export documentation department?(E.G. packing list, seaway bill, health certificate, commercial invoice, certificate of origin and certificate analysis)

- ☐ Satisfied
- ☐ Medium Satisfied
- ☐ Not Satisfied

40: About which document(s) are you satisfied?

- ☐ Packing list
- ☐ Seaway bill
- ☐ Health certificate
- ☐ Commercial invoice
- ☐ Certificate of origin
- ☐ Certificate Analysis

41: Why are you satisfied about the document(s)?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

42: Which document(s) should be improved to increase your level of satisfaction?

- ☐ Packing list
- ☐ Seaway bill
- ☐ Health certificate
- ☐ Commercial invoice
- ☐ Certificate of origin
- ☐ Certificate Analysis

43: What should be improved about the content of the document(s) to increase your level of satisfaction?

- ☐ Completeness of documents
- ☐ Language
- ☐ Accuracy of information
- ☐ Other

44: What kind of information should be added, to improve the completeness of the document(s) originated from the export documentation department?

Open answer

45: In which other language(s) would you like to receive these document(s)?

Open answer

46: What information is currently inaccurate and should be improved to increase your level of satisfaction?

Open answer

47: Do you have any further recommendations on how Vreugdenhil Dairy Foods can improve their services?

Open answer

## Appendix 6 Persona Purchaser

### Patricia Keller

<b>Job Title</b> Purchase Manager Nestlé Austria
<b>Education</b> University
<b>Age</b> 38
<b>Residence</b> Austria
<b>Marital Status</b> Married with two children



#### Background work related

Patricia started working for Nestlé as a purchaser in 2014. She is responsible for purchasing all raw milk powder for Nestlé. Negotiations in regards to pricing are important for her during work. She has been switching in between jobs until she started working at Nestlé, she likes the working environment and is not planning on leaving any time soon. Patricia is also very dedicated and doesn't mind working any overtime.

#### Background Private

Patricia is born and raised in Austria and attended the Business University of Vienna. She likes traveling, spending time with her children and her hobby is skiing in the Austrian Alps. She speaks fluent German, English and recently started online classes to develop her French.

#### Goals/Motivation

Patricia is very dedicated to achieve big things in her career. Her main goal is to develop long term relationship with stakeholders of Nestlé, in which Vreugdenhil can obtain an important role.

#### What could go wrong?

In general very little has the potential to go wrong. However, Patricia does not appreciate it when communication in terms of delivery information is bad from external parties.

#### Relationship with Vreugdenhil Dairy Foods

Patricia and Vreugdenhil are working on a sustainable long term relationship. If she needs any product information she always calls one of Vreugdenhil's export managers, because she doesn't like searching the information on the corporate website of Vreugdenhil.

## Appendix 7 Persona Order Management

### Esther Janssen

<b>Job Title</b>
Order Manager Clover South Africa
<b>Education</b>
University of Cape town
<b>Age</b>
30
<b>Residence</b>
South Africa
<b>Marital Status</b>
Married



#### Background work related

Esther is relatively new in the food business since she graduated from the University of Cape Town three years ago. After school she started working at Clover, which is a South African milk powder manufacturer for supermarkets.

#### Background Private

She studied transport and logistics management at the University of Cape town. She personally has a high interest in an efficient distribution of food products, so therefore she decided to work as an order management employee.

#### Goals/Motivation

Her goal is to obtain long-term relationships with customers of Clover. Vreugdenhil could become a trustworthy supplier for her in order to achieve the goal.

#### What could go wrong?

Demand planning is not Esther's greatest talent, therefore it could occur that she requests a solution from Vreugdenhil in order to distribute the products at an earlier date than agreed upon.

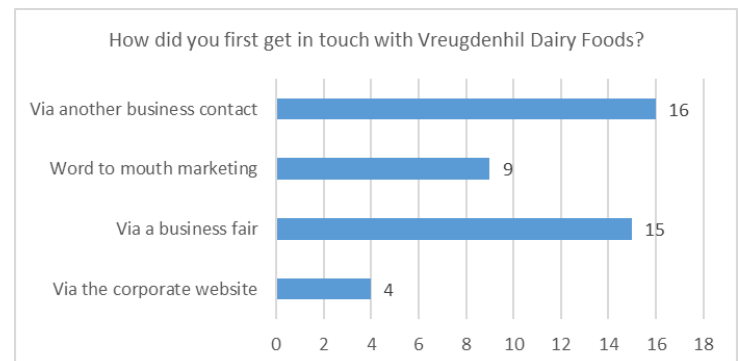
#### Relationship with Vreugdenhil Dairy Foods

Clover is a new customer of Vreugdenhil, so currently the relationship is relatively fragile. Hopefully the two parties can work together to establish a good and healthy long term relationship in the foreseeable future.

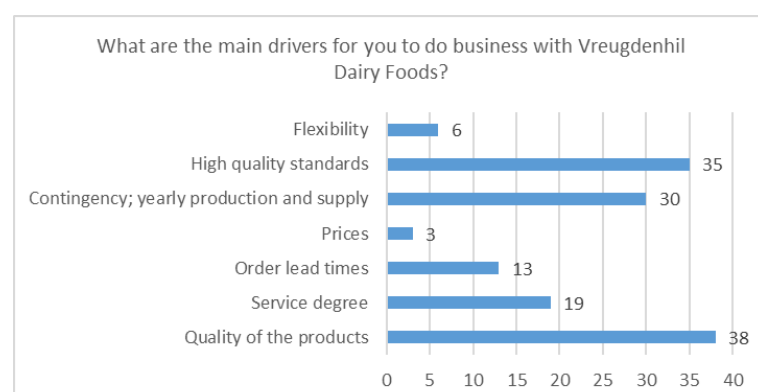
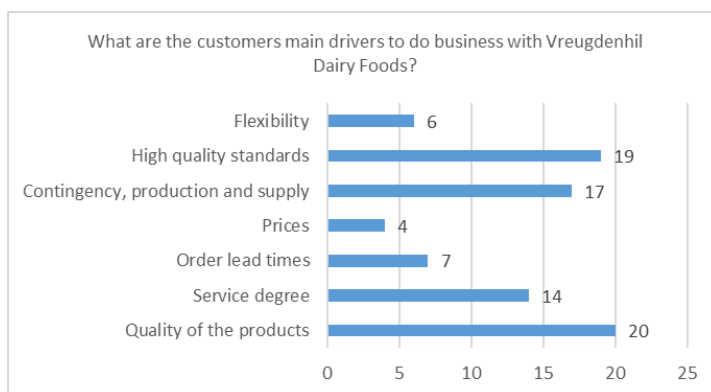
## Appendix 8 Results Purchase Department Internal/External

The figures given down below display the results for both the internal and external questionnaires, which have been distributed amongst employees of the purchase department. The left side represents the internal results, while the right side represents the external results.

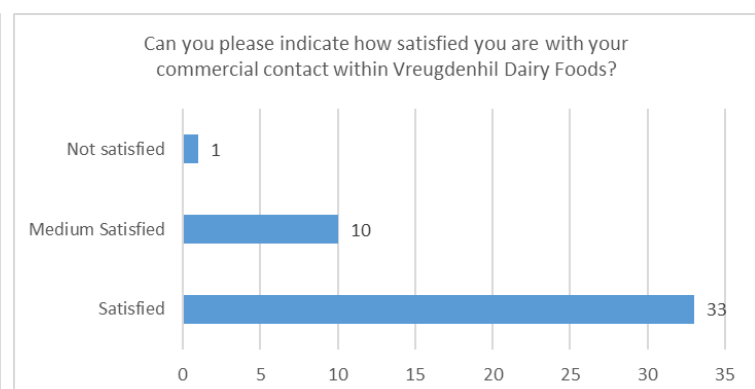
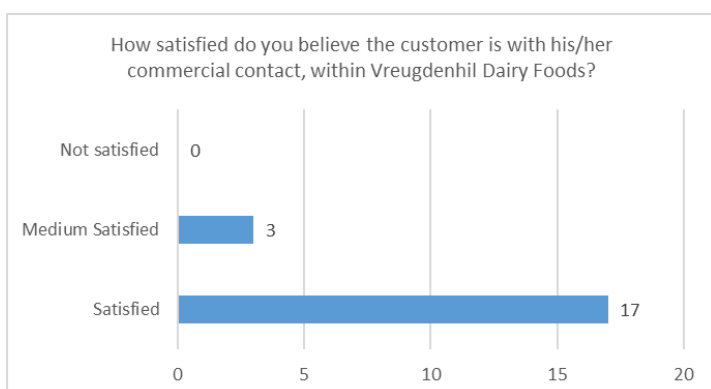
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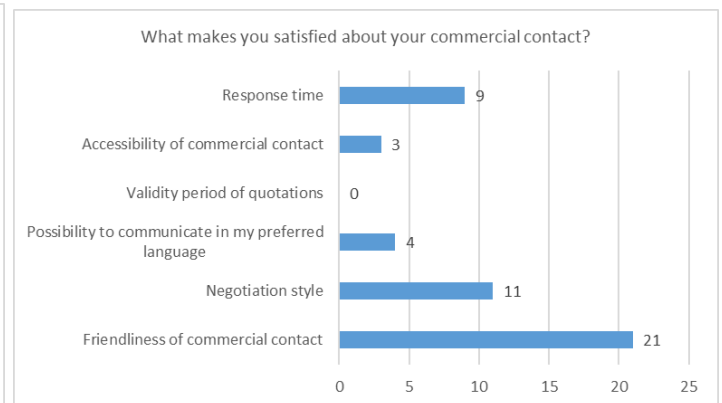
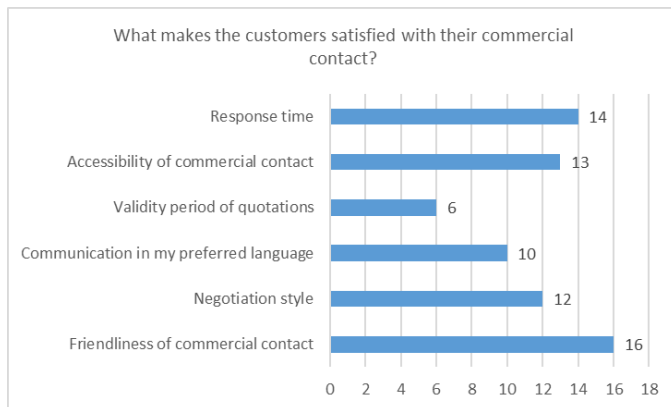
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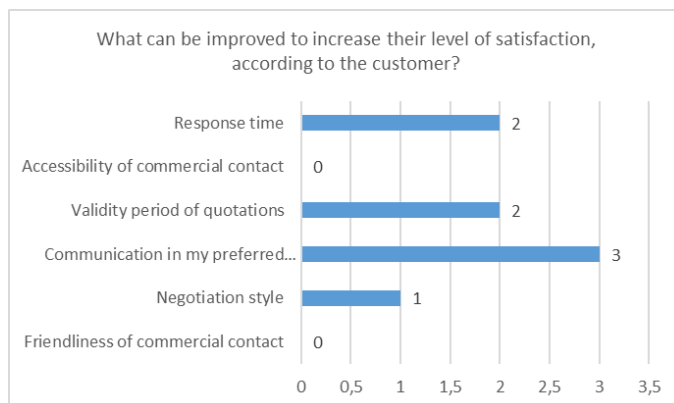
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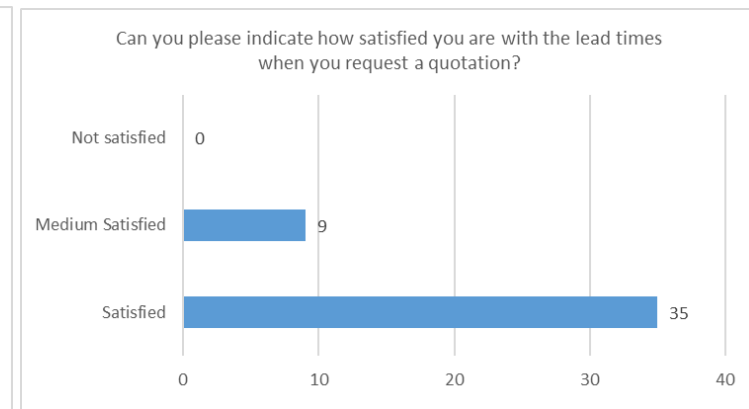
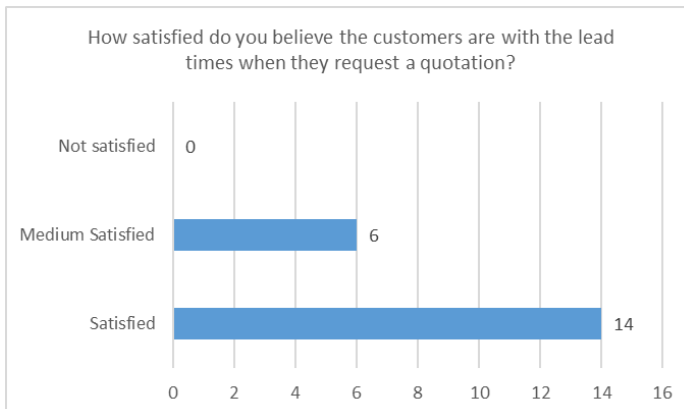
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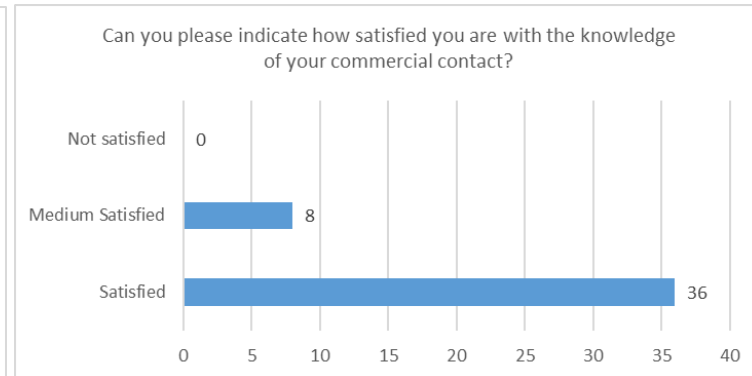
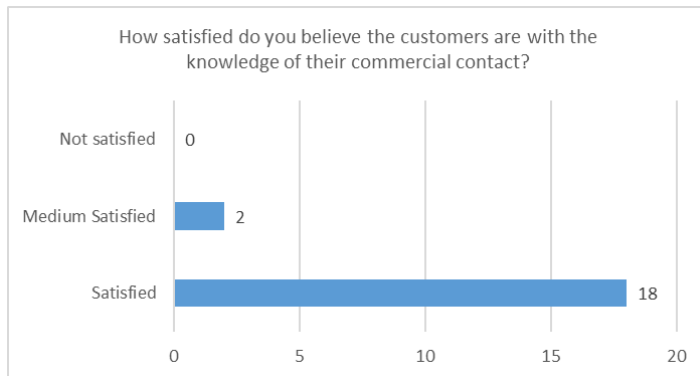
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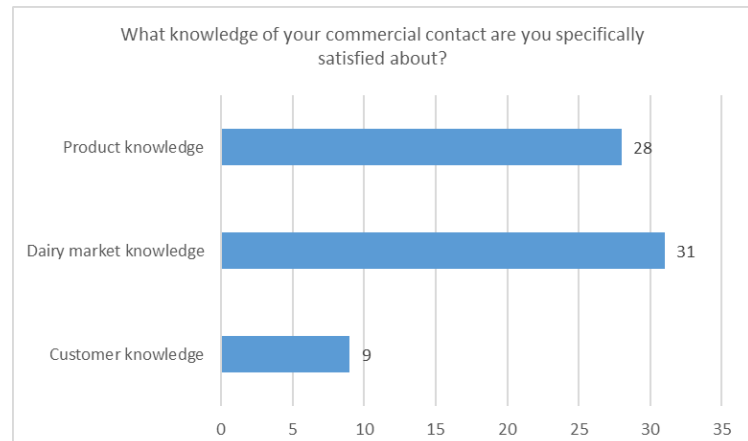
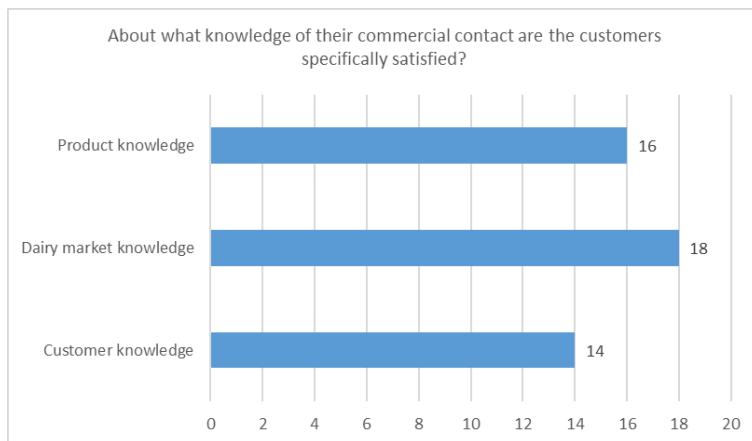
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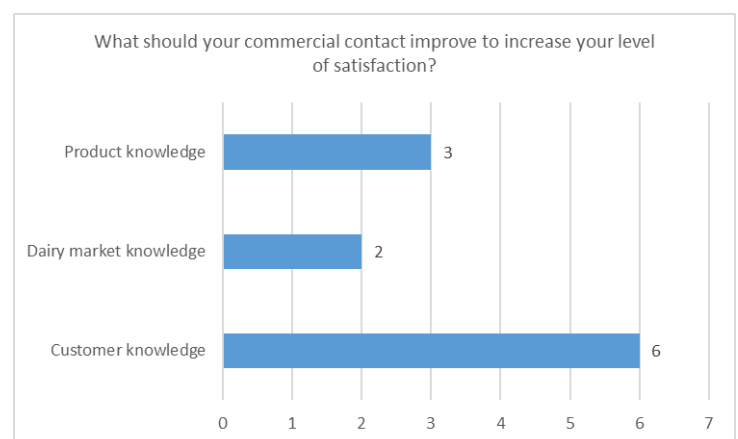
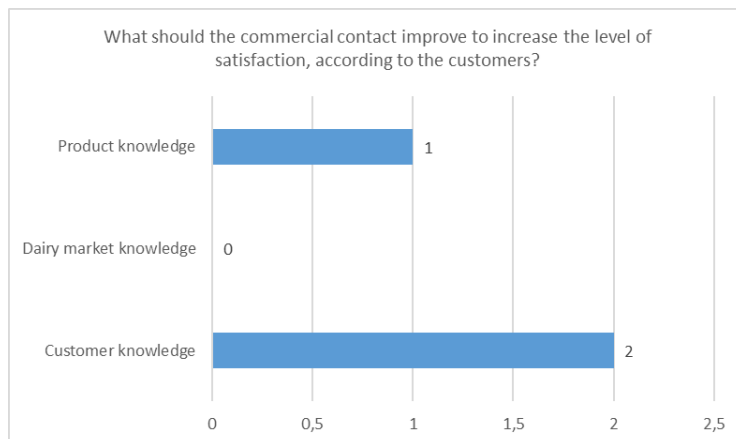
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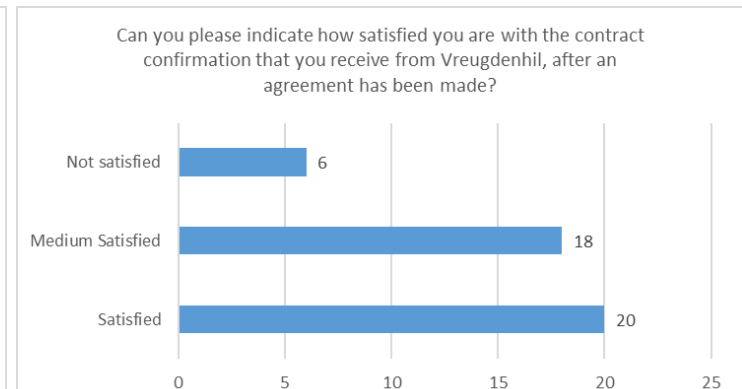
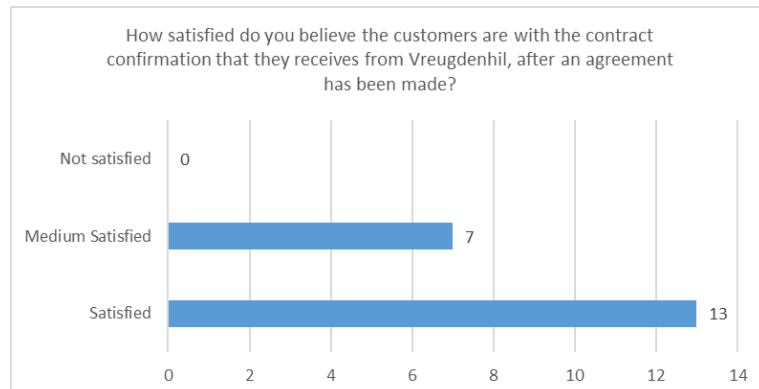
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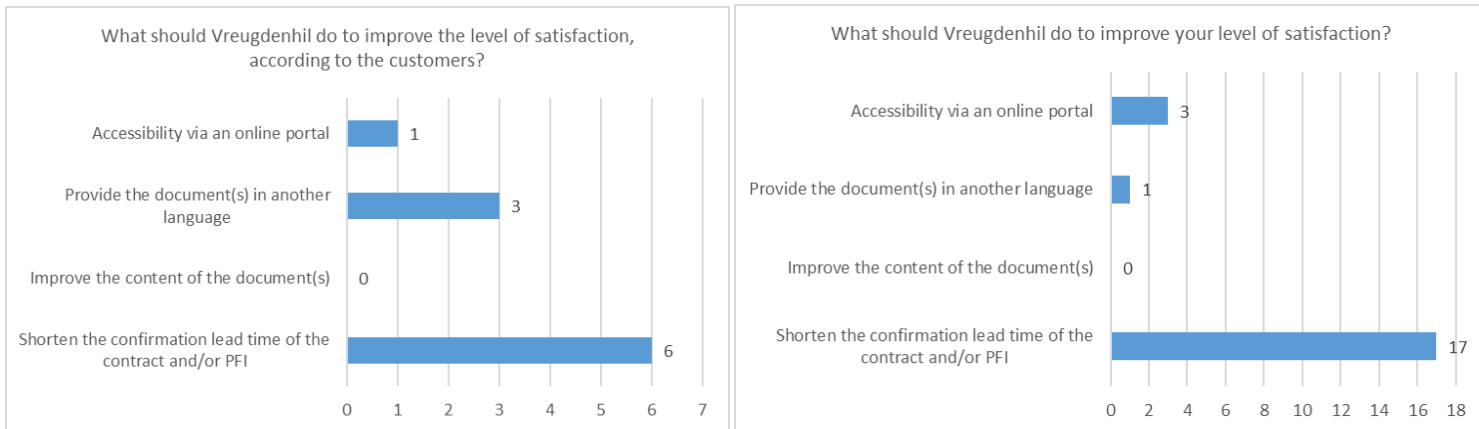


11:





12:



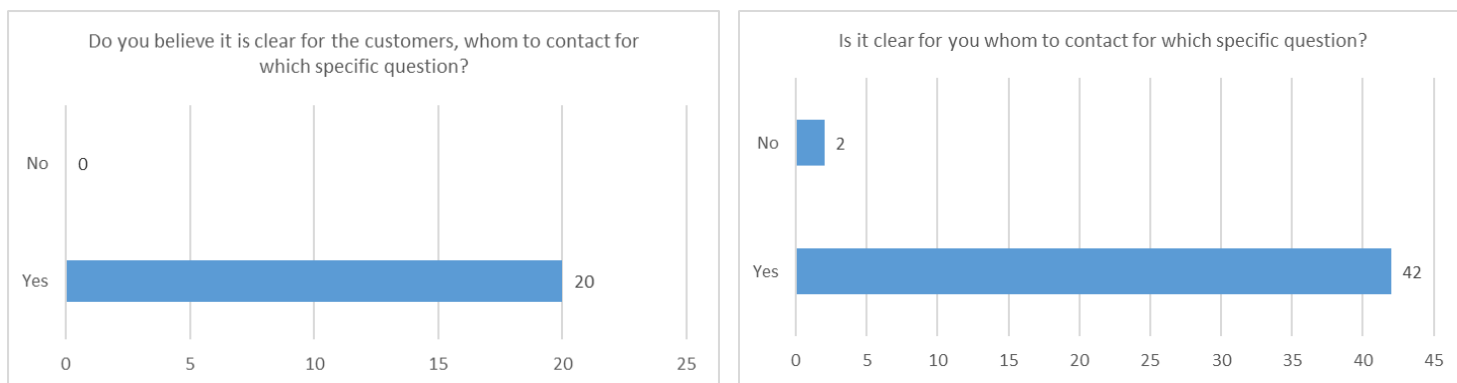
13: What kind of information should be added to improve the content of the document?

- Both questionnaires no answers given

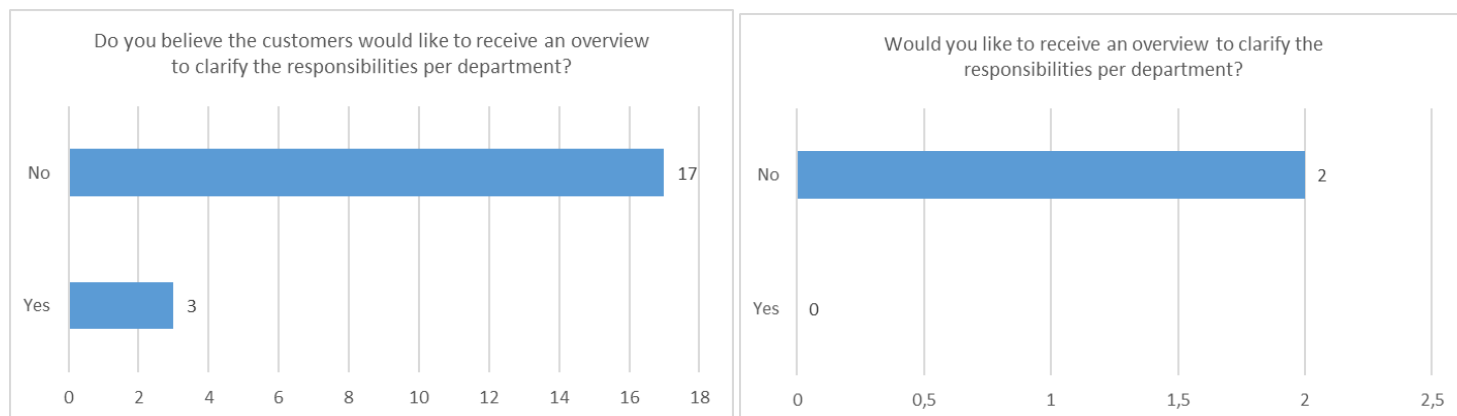
14: In which other language(s) would the customers like to receive these document(s)?

Internal	External
Arabic	French
Spanish	
French	

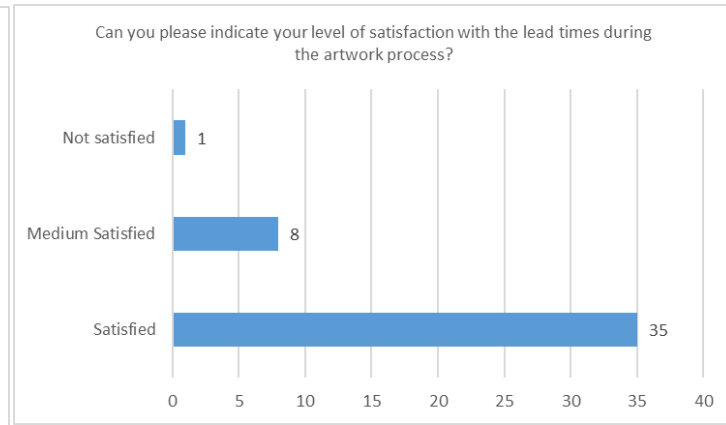
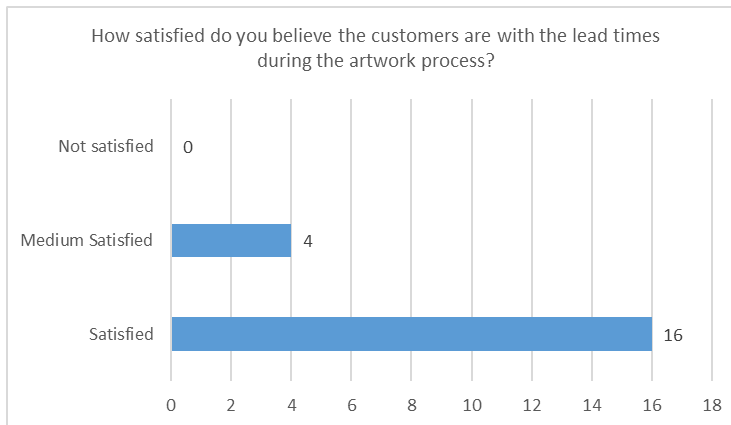
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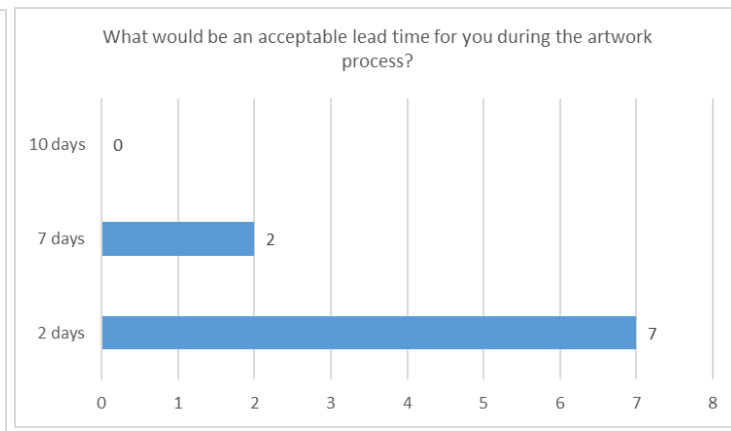
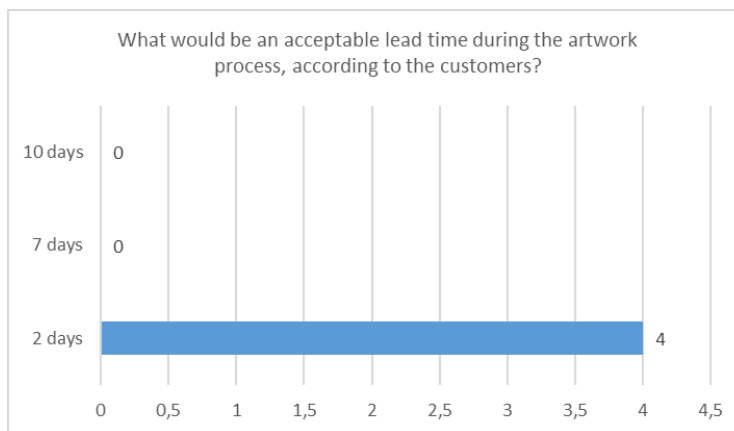
16:



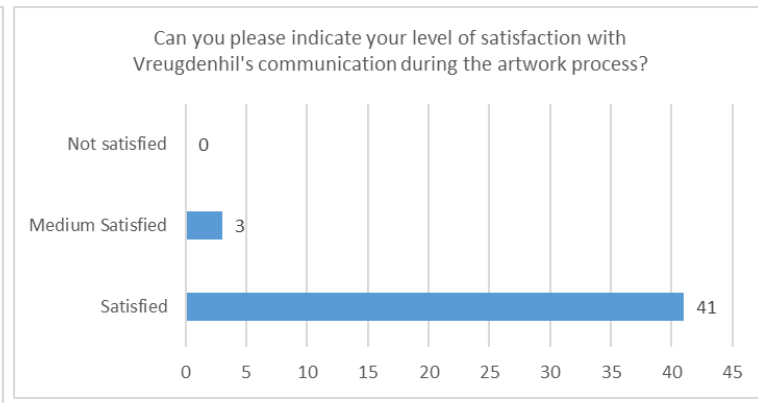
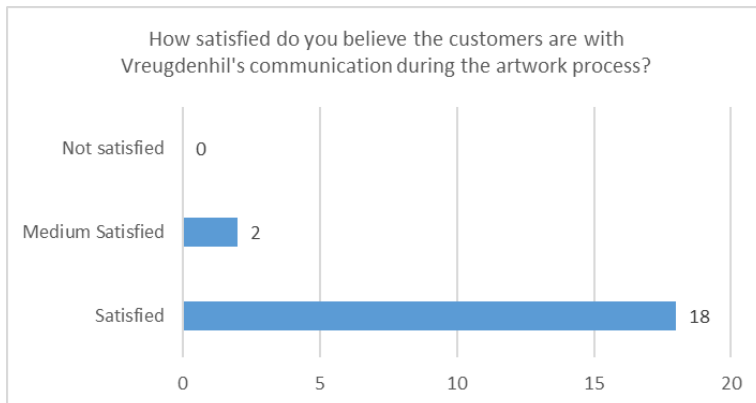
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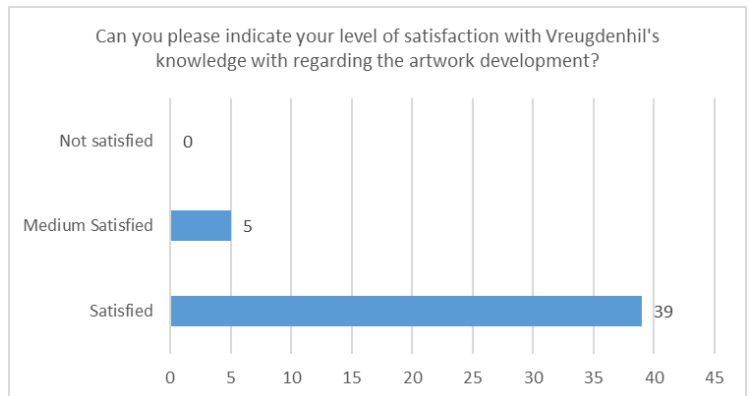
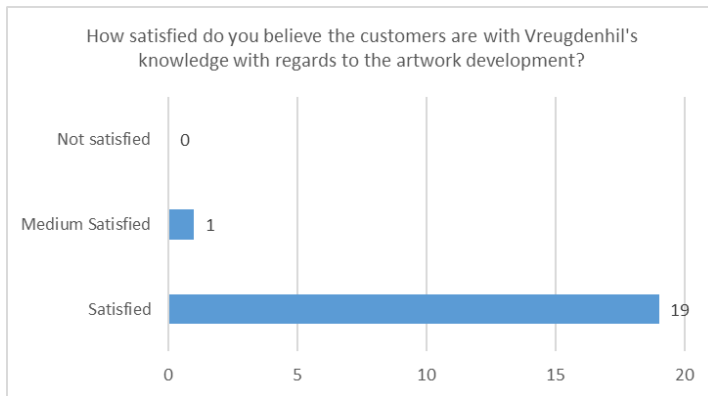
19:



20: What should Vreugdenhil do to improve the communication during the artwork process?

Internal	External
Communicate on time, to minimize risks at the end	Communicate on time to minimize time
Create online portal for customers to see the process	Give us more updates
	Do it faster

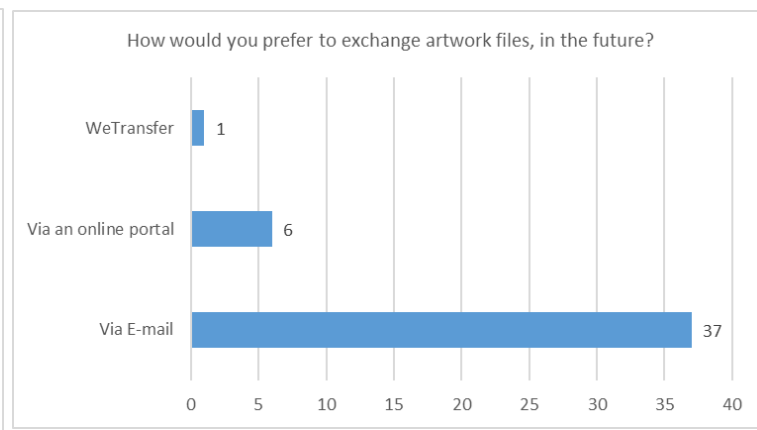
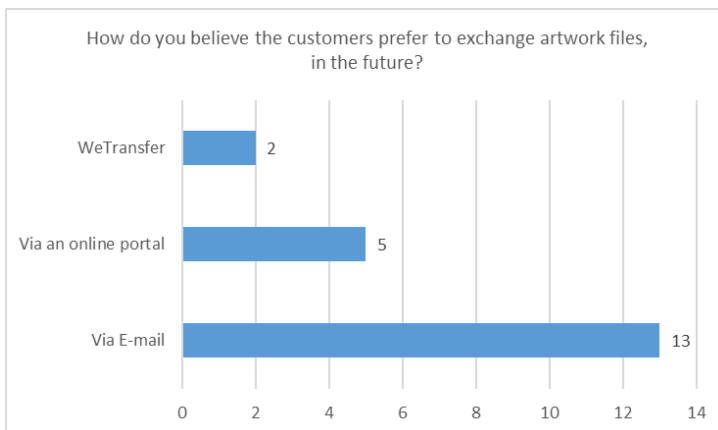
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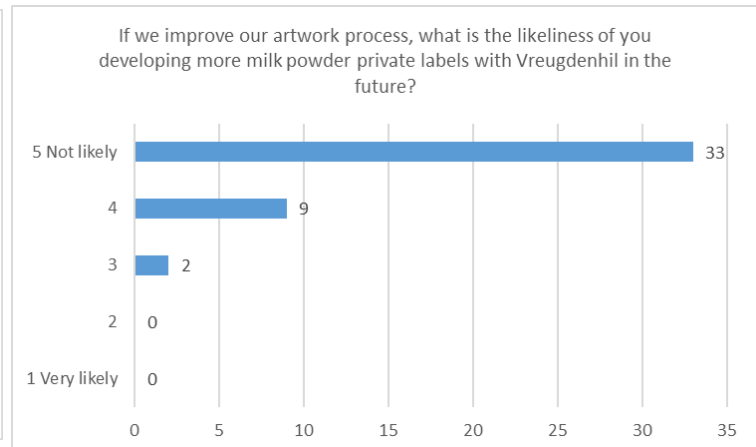
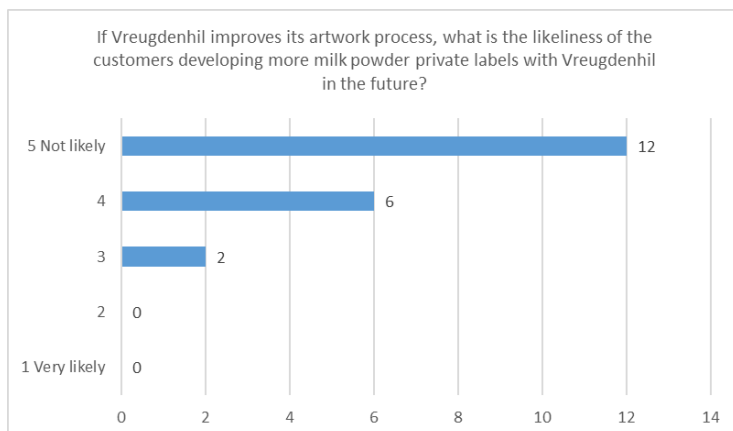
22: How should Vreugdenhil expand its knowledge regarding the artwork process, to improve satisfaction of the customers?

Internal	External
Be more aware of the needs of the customer	Better translation for the Arabic packaging

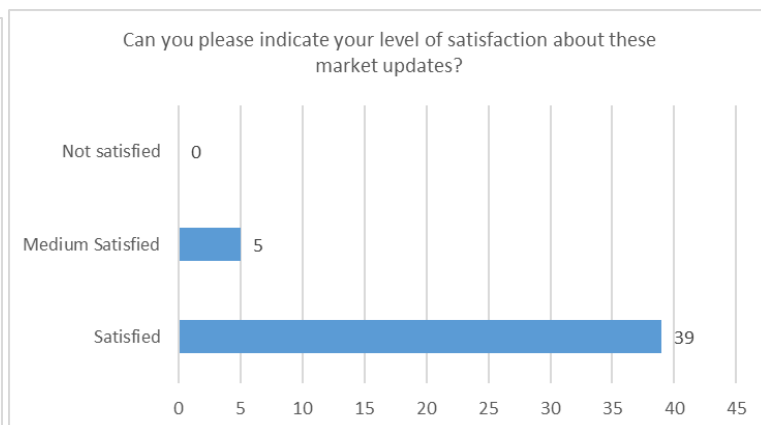
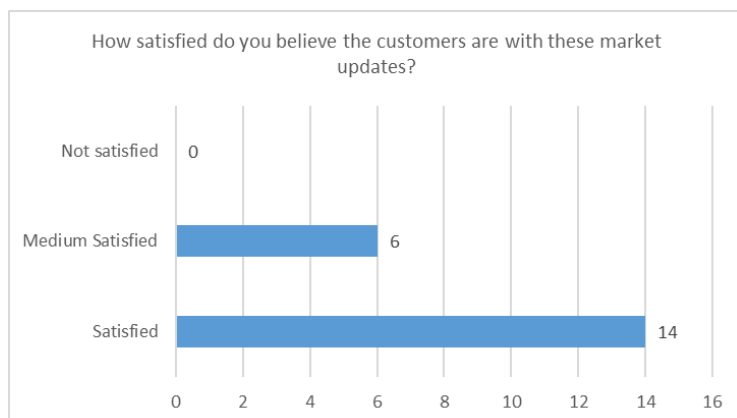
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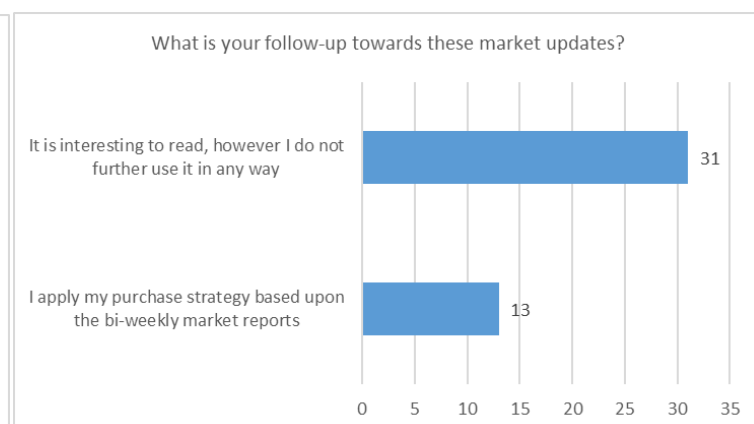
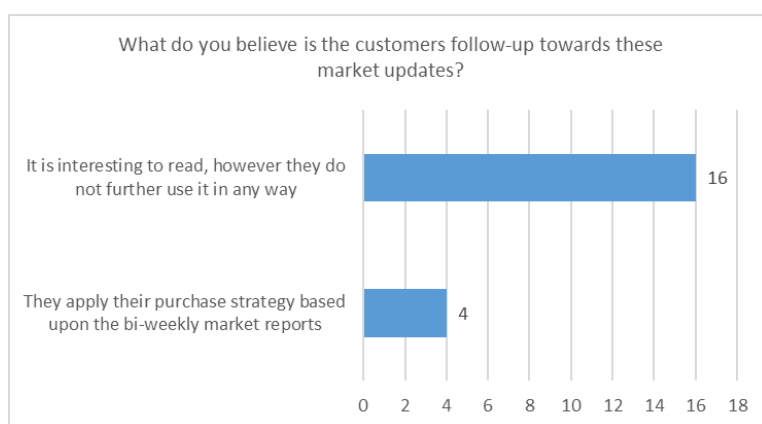
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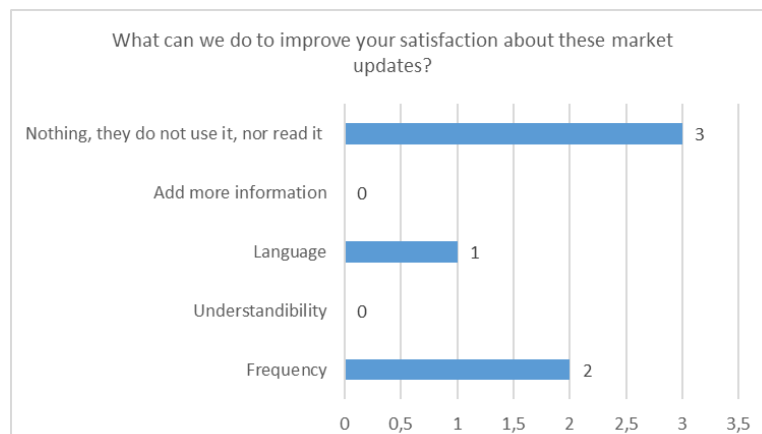
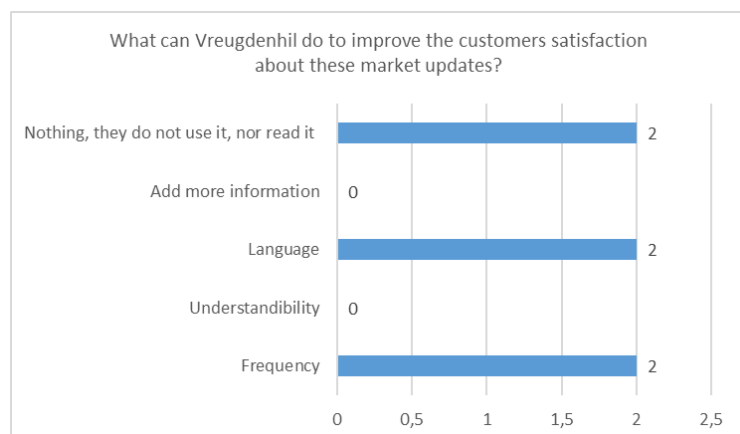
25:



26:



27:



28: How frequently would you like to receive these market updates?

Internal	External
Every week	Every week
Minimum of twice per month	At least twice per month

29: How should Vreugdenhil change these market updates to improve understanding?

- Both questionnaires no answers given

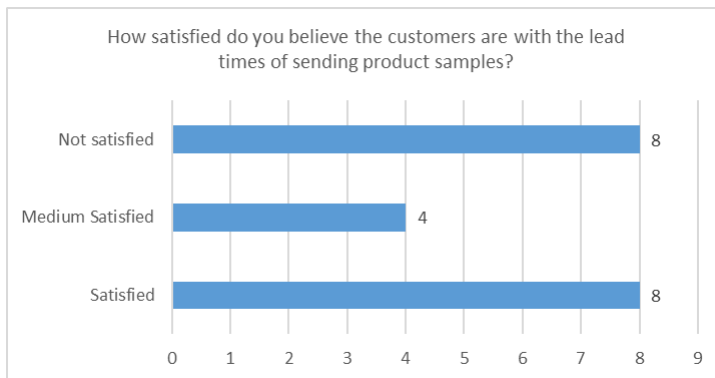
30: In which other language(s) would you like to receive these market updates?

Internal	External
Arabic	Arabic
French	French

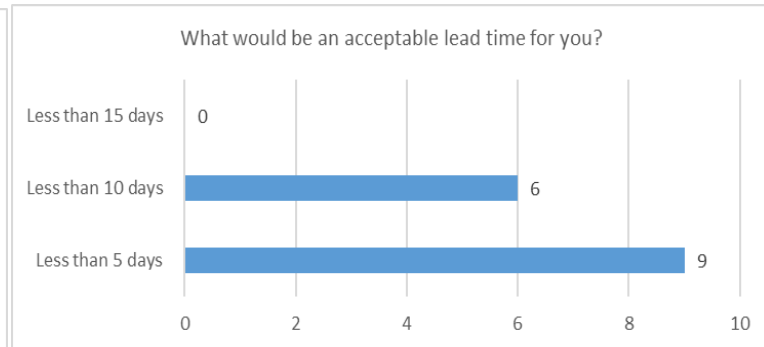
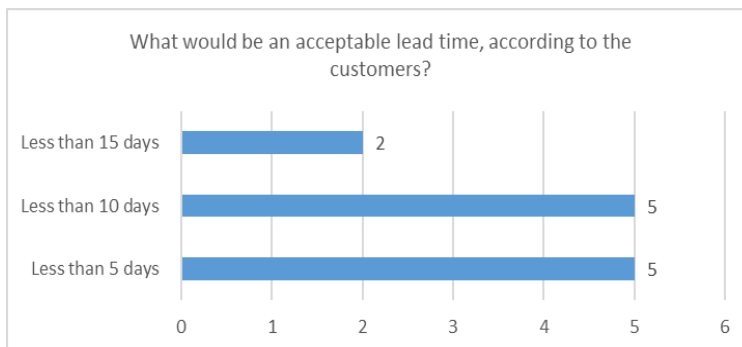
31: What kind of information should be added to improve your satisfaction with these market updates?

- Both questionnaires no answers given

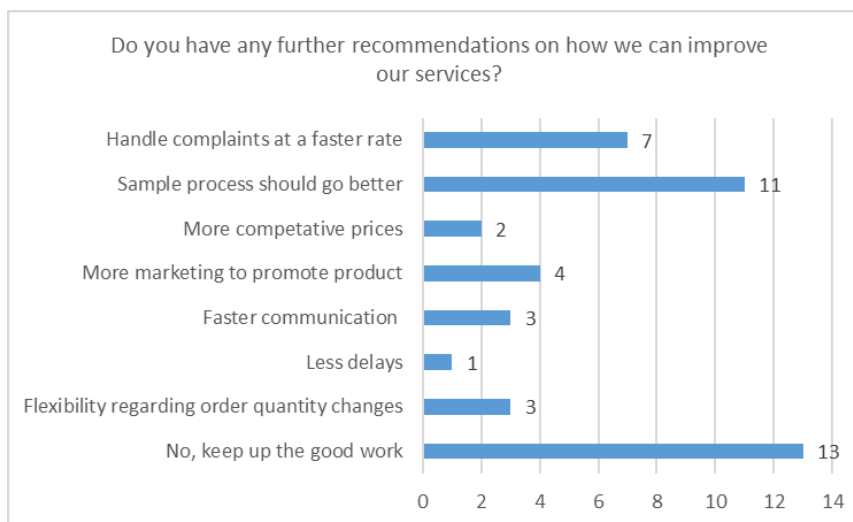
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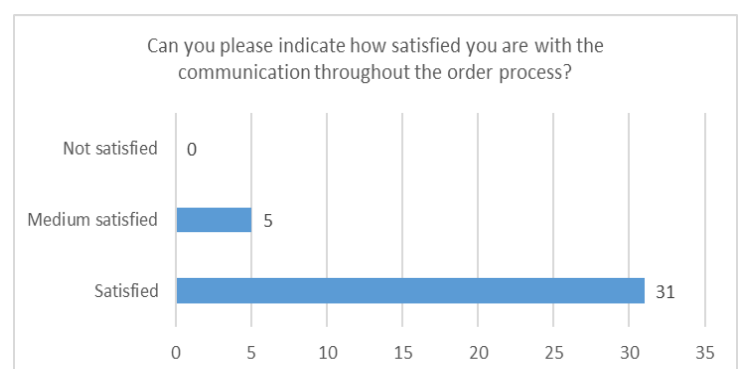
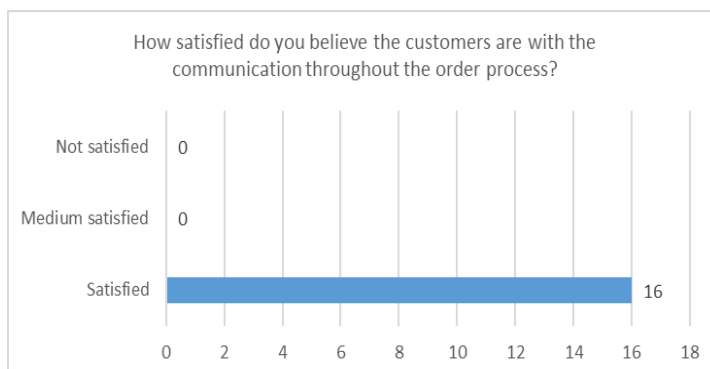
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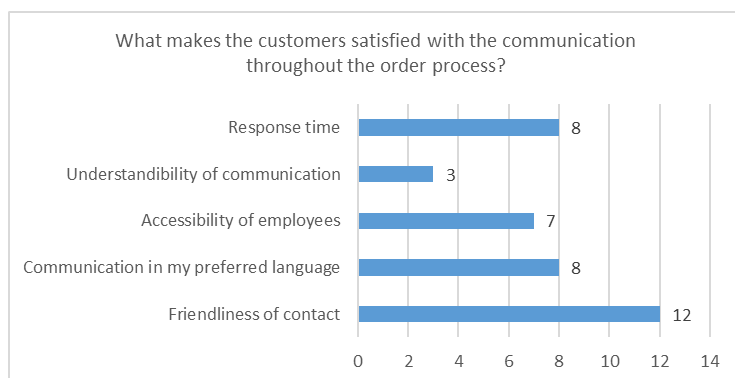
## Appendix 9 Results OM Internal/External

The figures given down below display the results for both the internal and external questionnaires, which have been distributed amongst employees of the order management department. The left side represents the internal results, while the right side represents the external results.

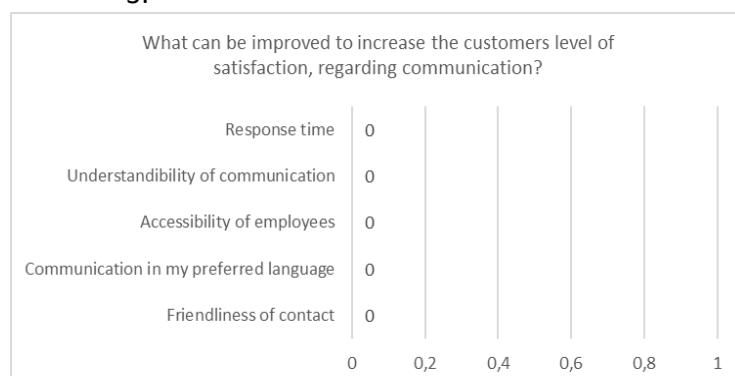
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2:



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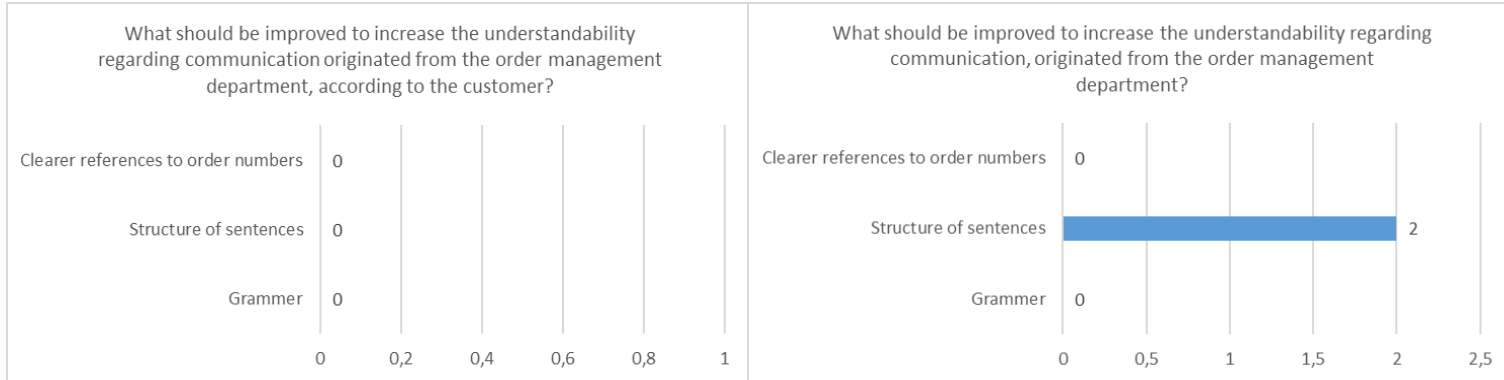
4: What can be improved to increase your level of satisfaction regarding the friendliness of the order management department?

Internal	External
No answers given	They are very direct
	Too blunt
	Start an email with goodmorninig

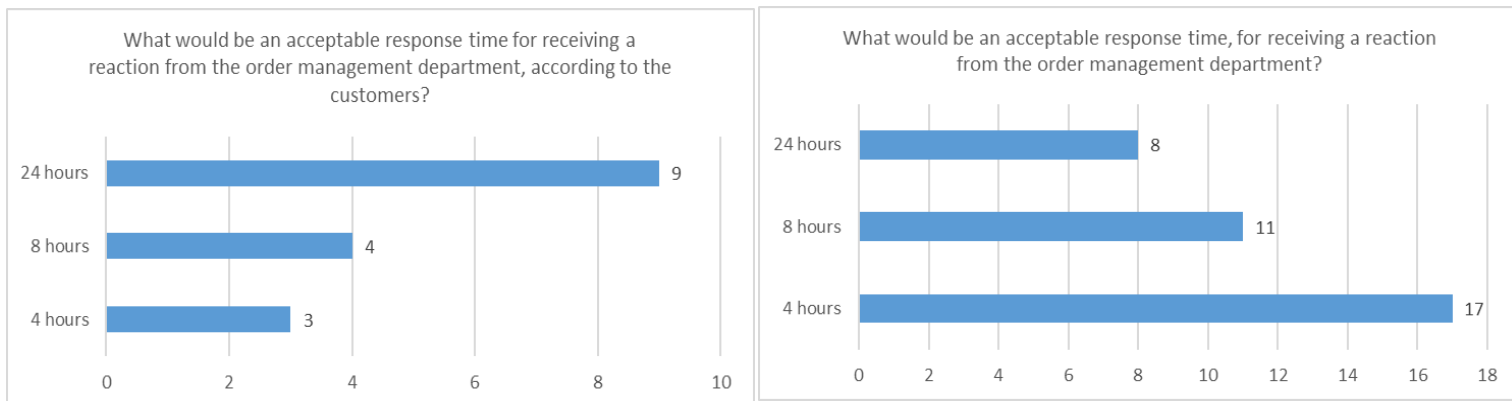
## 5: In which other language(s) would you like to communicate with the order management department?

- Both questionnaires no answers given

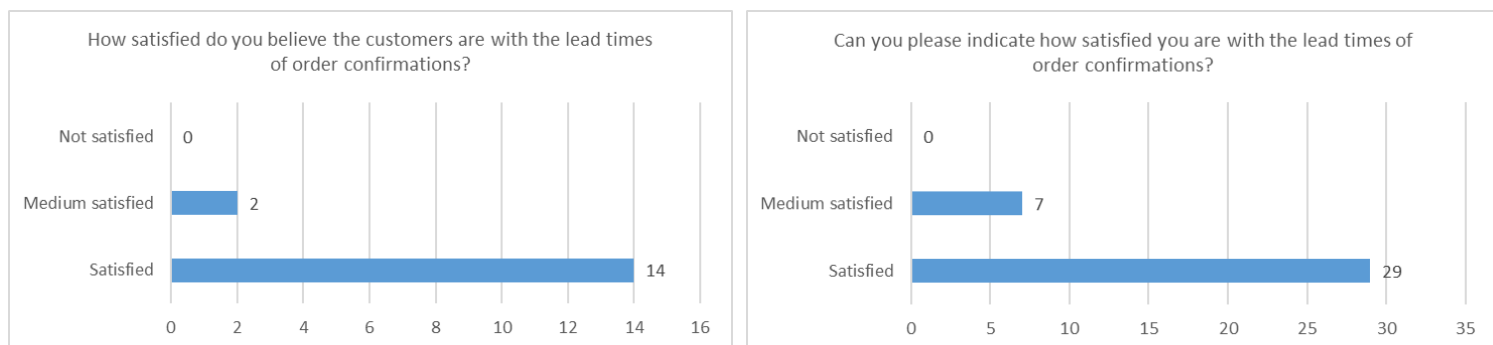
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7:

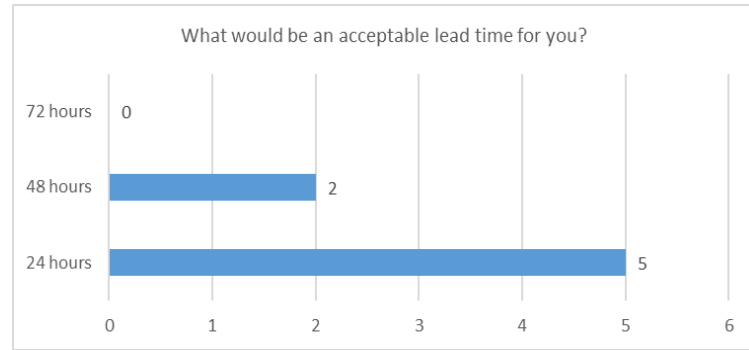
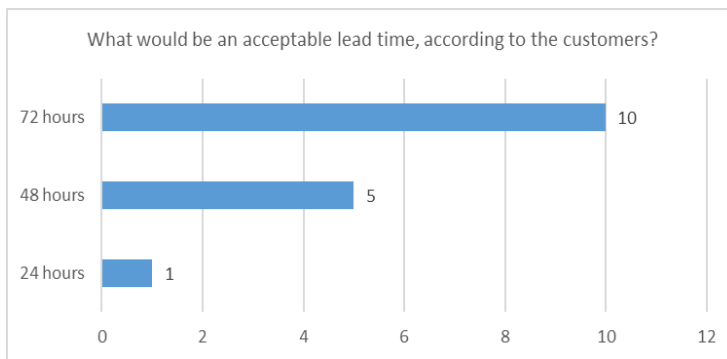


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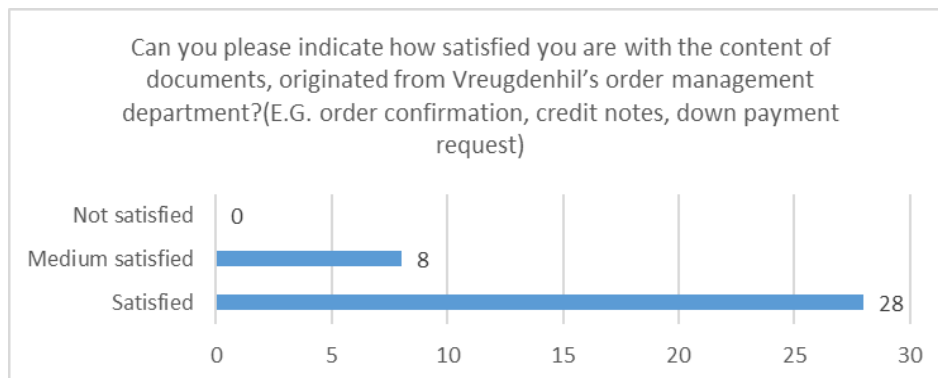
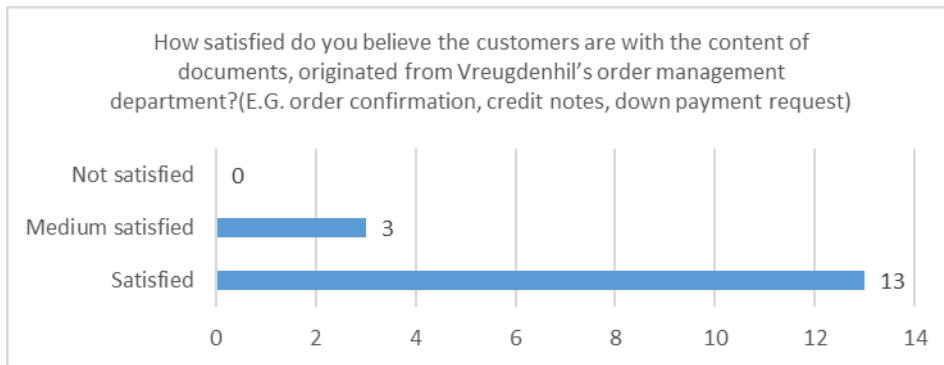




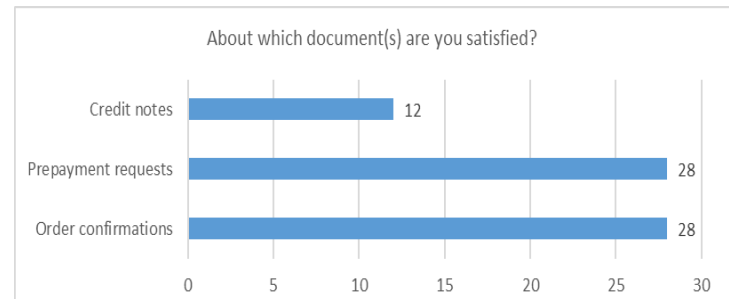
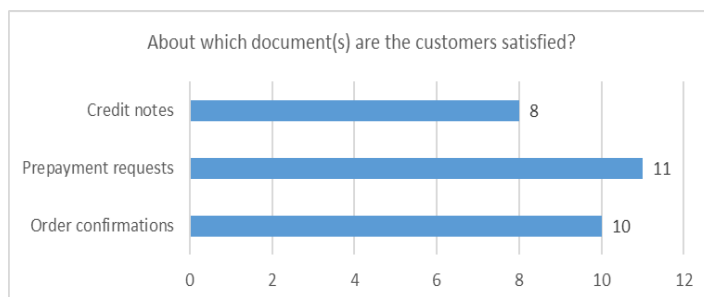
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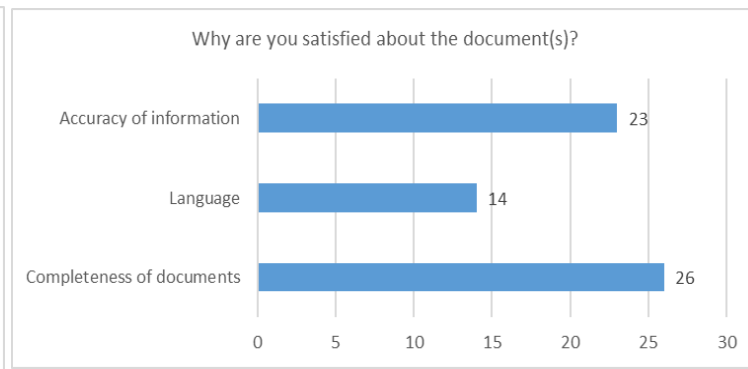
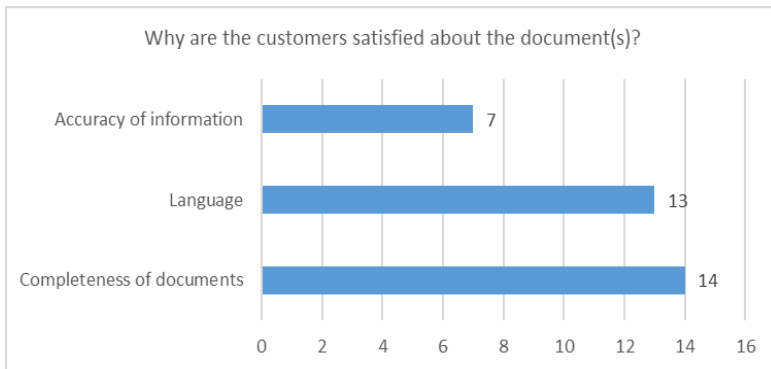
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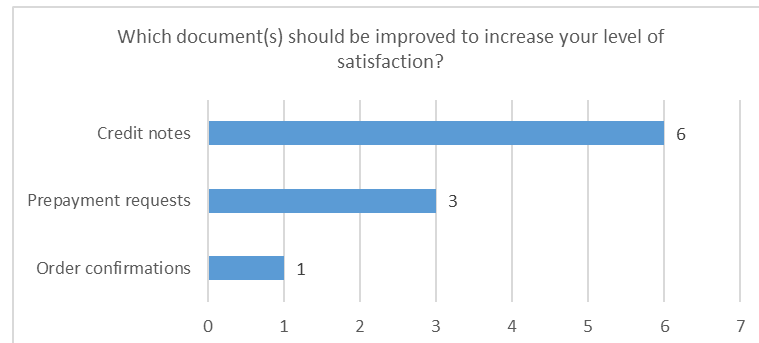
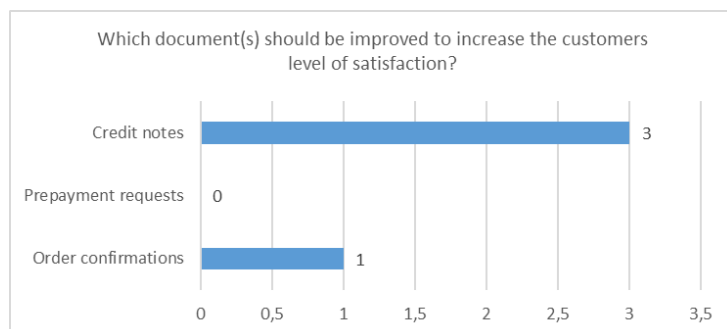
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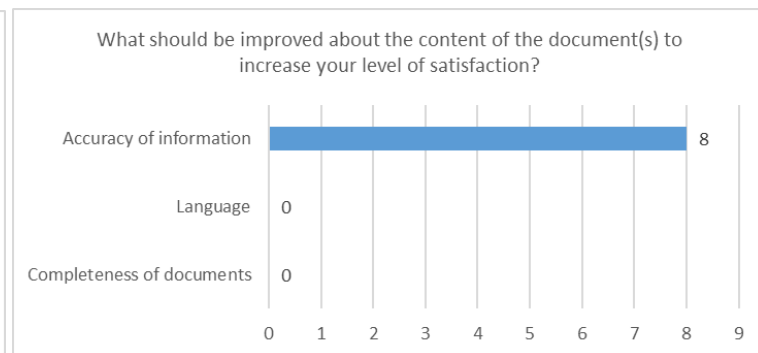
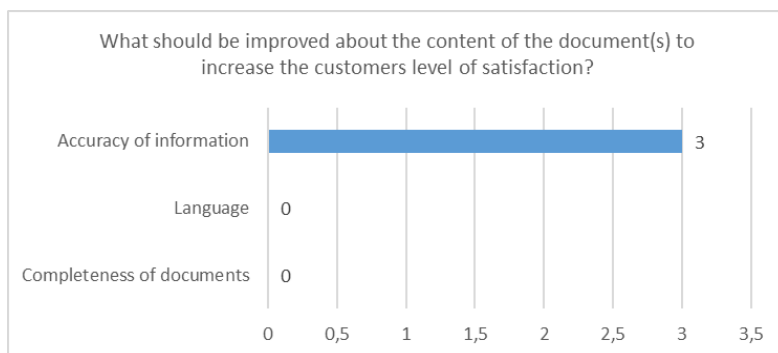
12:



13:



14:



15: What kind of information should be added, to improve the completeness of the document(s) originated from the order management department?

- Both questionnaires no answers given

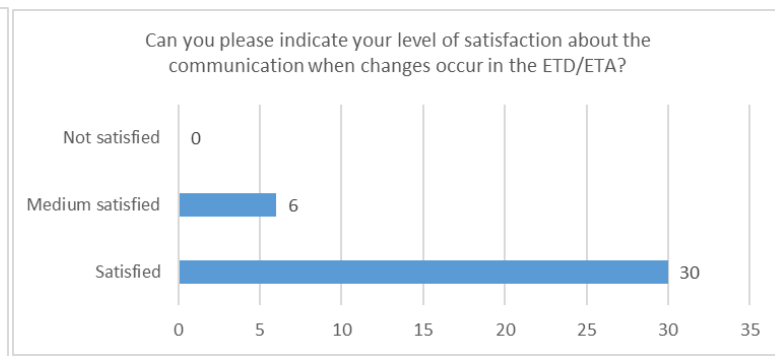
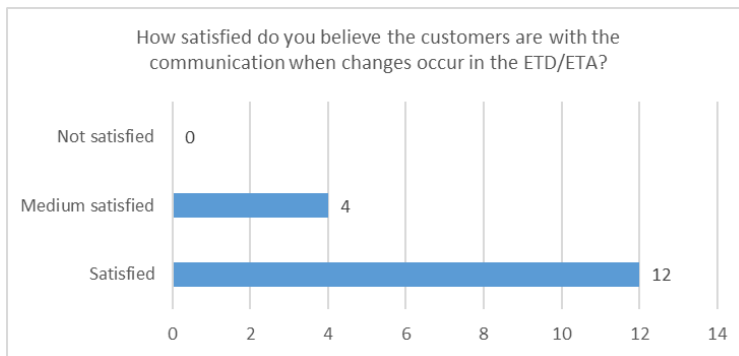
16: In which other language(s) would you like to receive these document(s)?

- Both questionnaires no answers given

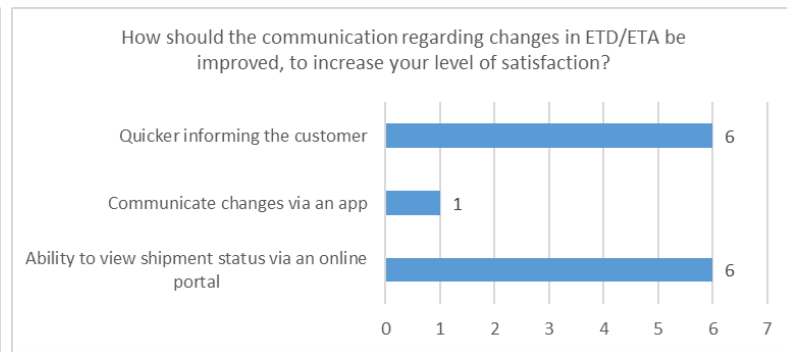
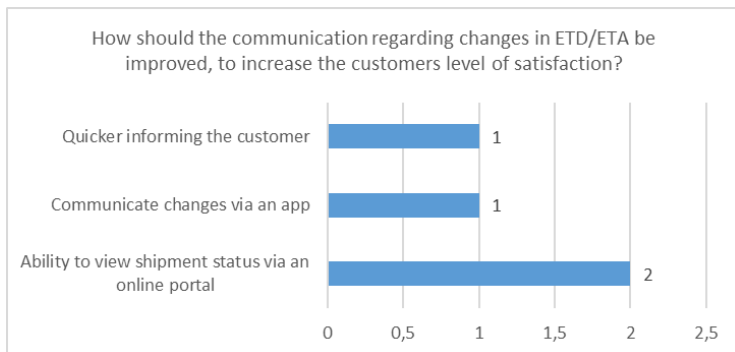
17: What information is currently inaccurate and should be improved to increase your level of satisfaction?

Internal	External
Amount of credit nota	Amount on the credit nota is inaccurate
ETA	Mistakes on the order confirmation
Production date	Credit nota's should be made faster

18:



19:



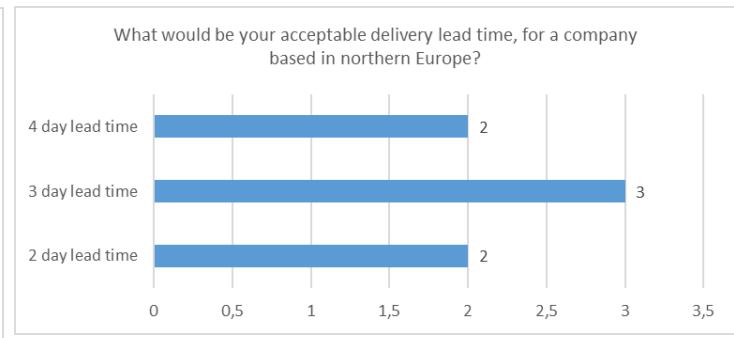
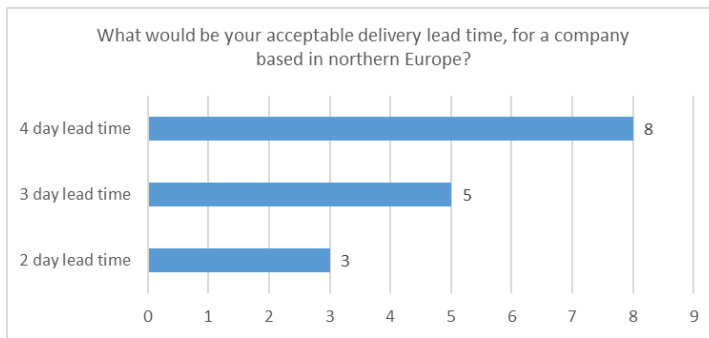
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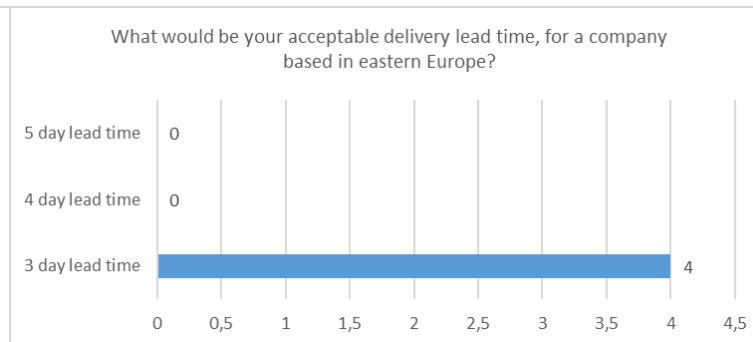
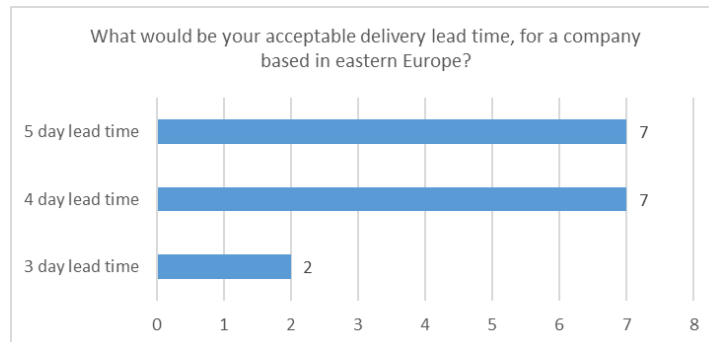
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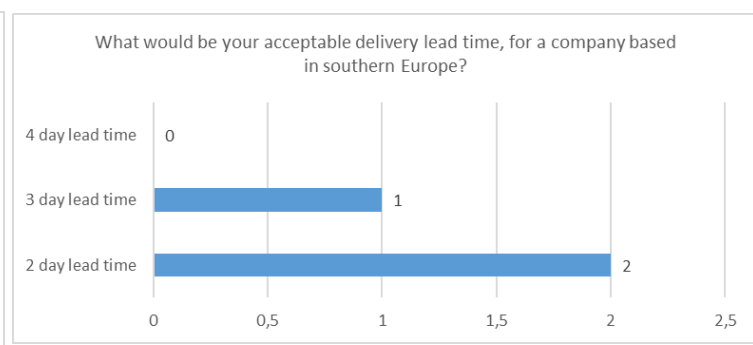
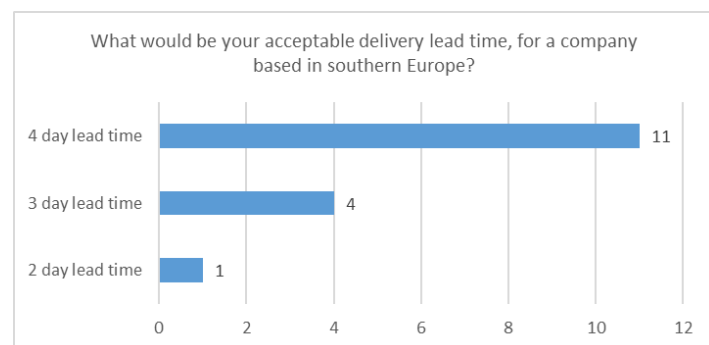
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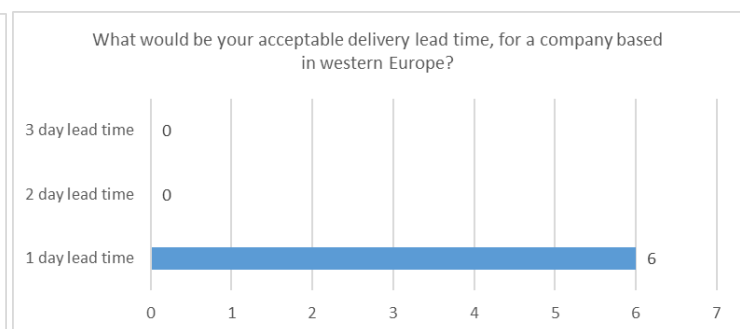
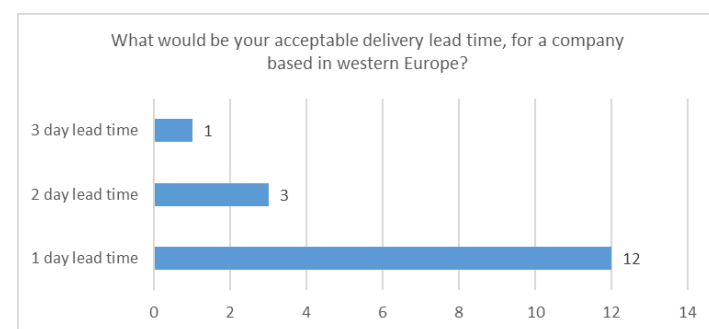
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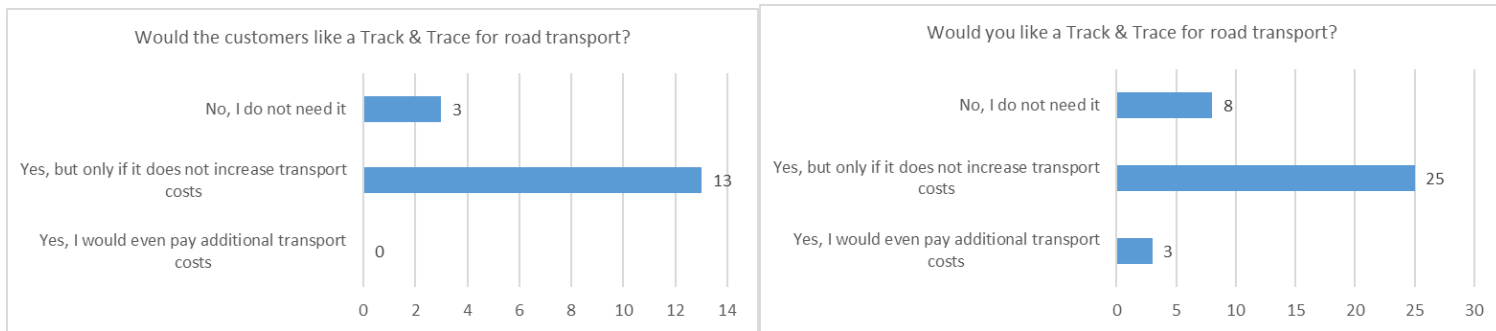
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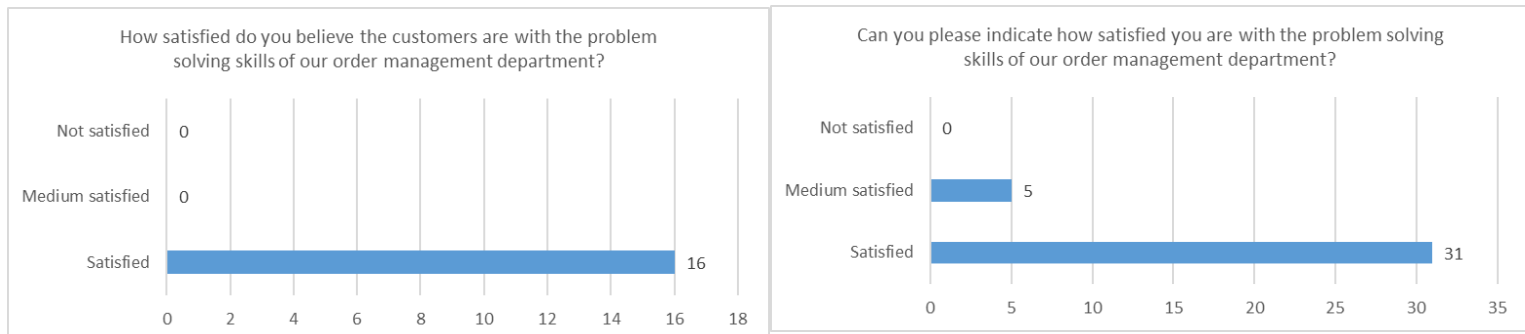
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26:



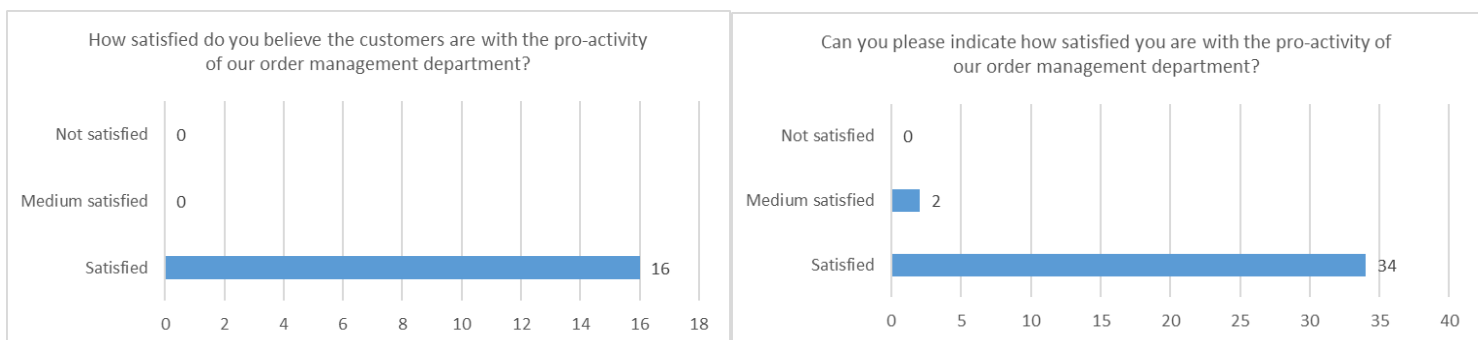
27:



28: What should the order management department do to improve their problem solving skills?

Internal	External
No answers given	Respond faster
	Take actions before it's too late
	Be more flexible
	Inform customer faster when changes occur
	Call instead of email, goes faster

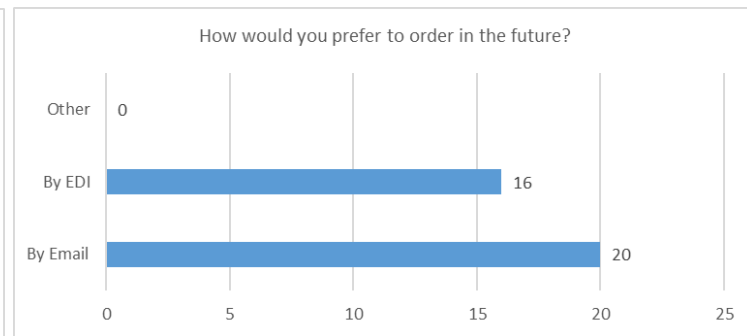
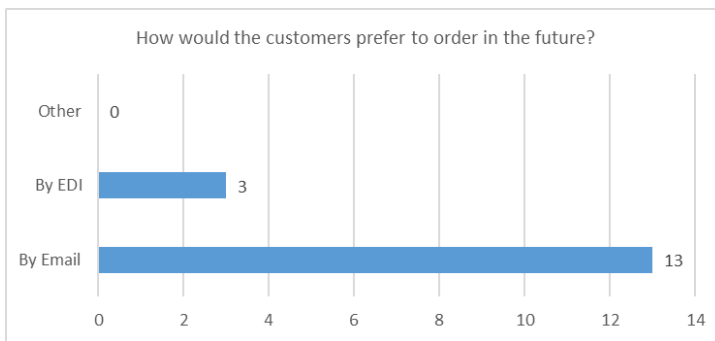
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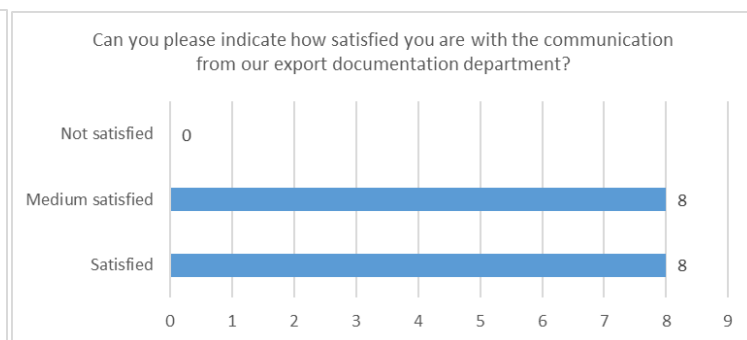
30: What should the order management department do to improve their pro-activity?

Internal	External
No answers given	Respond faster
	More communication with the customer

31:



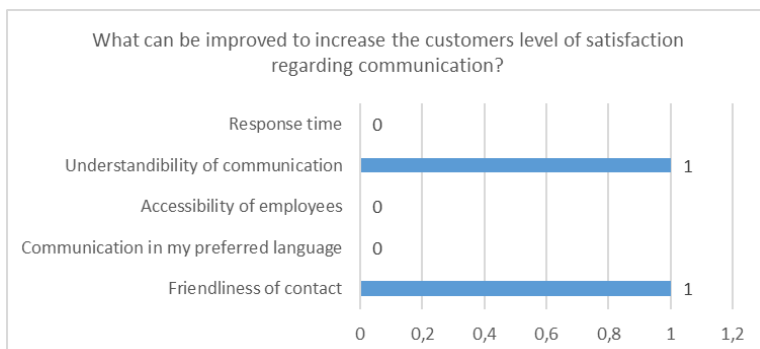
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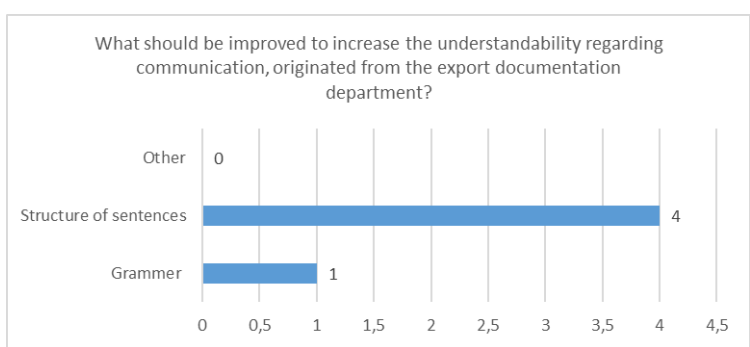
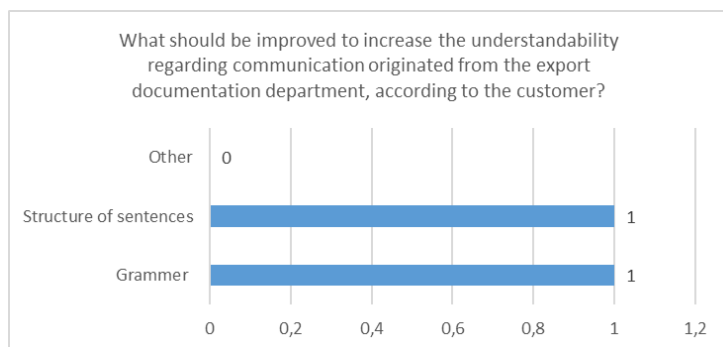
35: What can be improved to increase your level of satisfaction regarding the friendliness of the export documentation department?

Internal	External
Write nicer emails	Try like you care
	Be more polite
	Write full sentences

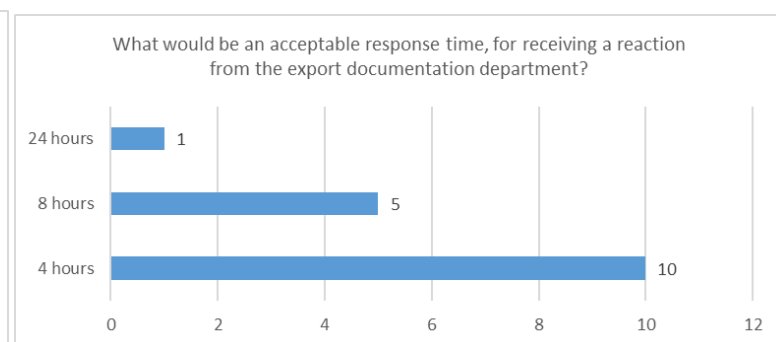
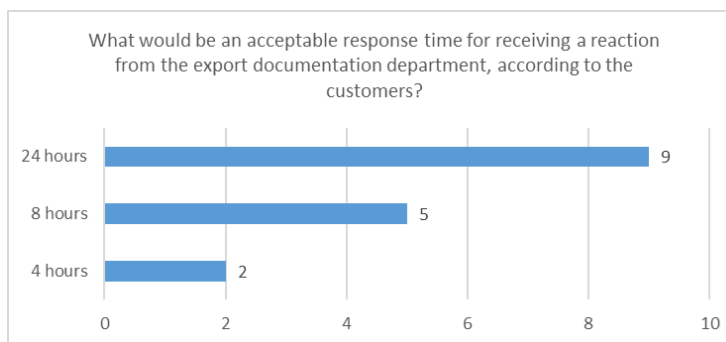
36: In which other language(s) would you like to communicate with the export documentation department?

Internal	External
No answers given	French
	Arabic

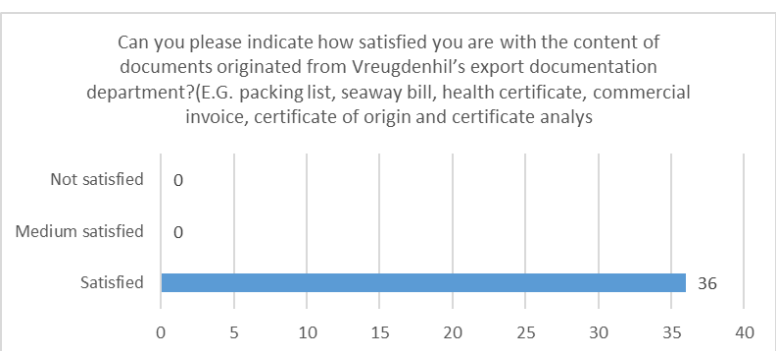
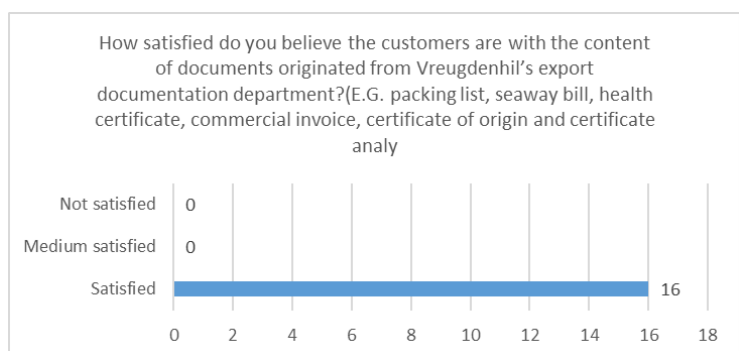
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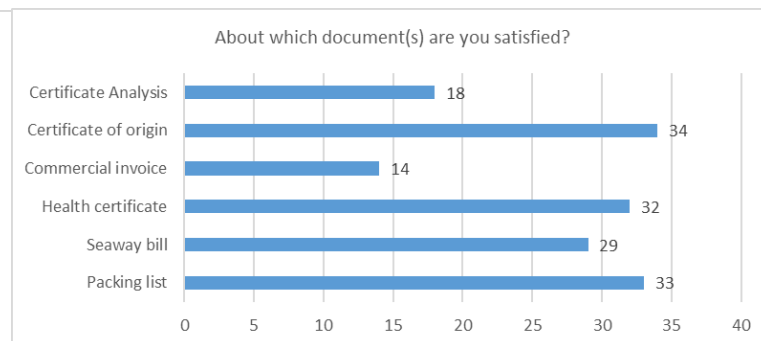
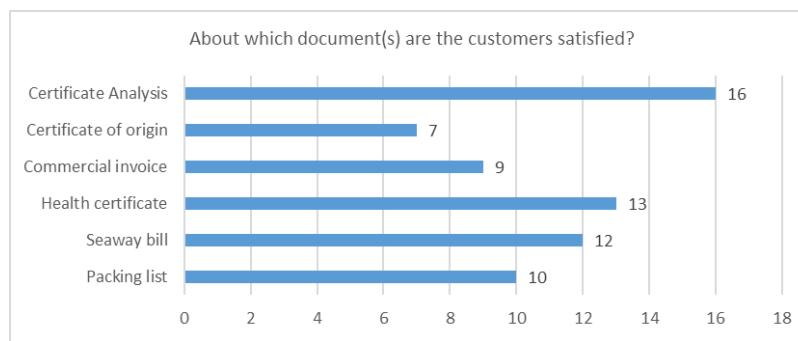
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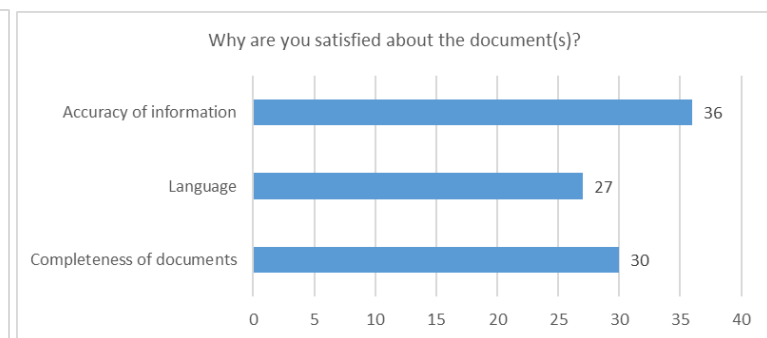
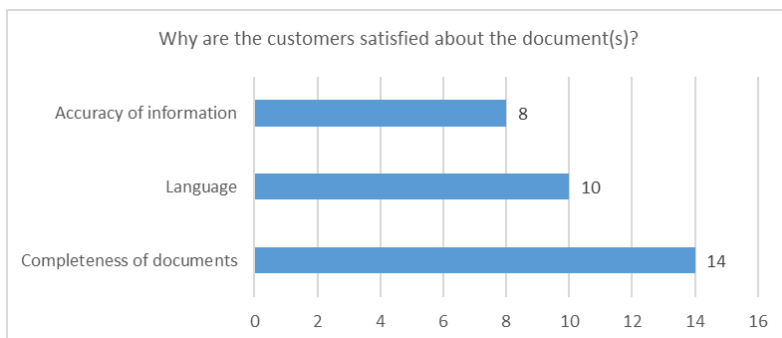
39:



40:



41:



42: Which document(s) should be improved to increase your level of satisfaction?

- Both questionnaires no answers given

43: What should be improved about the content of the document(s) to increase your level of satisfaction?

- Both questionnaires no answers given

44: What kind of information should be added, to improve the completeness of the document(s) originated from the export documentation department?

- Both questionnaires no answers given

45: In which other language(s) would you like to receive these document(s)?

- Both questionnaires no answers given

46: What information is currently inaccurate and should be improved to increase your level of satisfaction?

- Both questionnaires no answers given



47:

